



NATIONAL CAPITAL COMMISSION
COMMISSION DE LA CAPITALE NATIONALE

LeBreton Flats

MASTER CONCEPT PLAN

Canada





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LeBreton Flats Master Concept Plan
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Foreword



I'm very pleased to present the 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 exciting, 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 Board of Directors has moved expeditiously with the development of 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.

Finally, given that we recognize that the project is located on the unceded territory of the Algonquin Nation, the Algonquin Nation will be a key partner throughout the life of the project. The NCC is working closely with the Nation to both make sure that the project is respectful of and highlights Algonquin Anishinabe culture and to ensure that the Nation sees concrete and significant benefits from the project in the form of jobs, training, contracts, financial participation as well as through land to be set aside to be developed by the Nation.

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

LeBreton Flats Master Concept Plan



Figure 1 | LeBreton Flats Master Concept Plan. This concept plan is for illustrative purposes only, and is subject to change. Refer to Appendix B for the full alternative site option plan.

Executive Summary

The LeBreton Flats Master Concept Plan is a foundational document that sets out a bold and compelling vision for the Building LeBreton project. The Plan addresses the remarkable opportunity to reinvigorate Ottawa's LeBreton Flats, drawing out the neighbourhood's unmistakable potential and transforming it into a dynamic Capital destination.

The plan will guide development over the next 35 years. Setting a bold carbon-neutral standard, it weaves together mixed-use urban streets and expansive open spaces to produce a purposeful, vibrant, and well-connected contribution to Ottawa's urban landscape. The plan sets out a framework that will guide the National Capital Commission (NCC), in partnership with the Algonquin Nation and other collaborators, in giving shape and life to LeBreton Flats..

Guiding Principles

Seven guiding principles give shape to the Master Concept Plan and provide direction as it embarks on its task to create a destination for all, and a place for Ottawans to call home:

- + Enhance the Capital experience
- + Build community
- + Create connections
- + Value nature
- + Foster sustainability and innovation
- + Honour the past
- + Make it happen

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)
- + 12.5 hectares (30.9 acres) of parks and open spaces (43 percent of total plan area)
- + 520,000 square metres (5.6 million square feet) of gross floor area
- + 430,000 square metres (4.6 million square feet) of residential space
- + 65,000 square metres (700,000 square feet) of office space
- + 25,000 square metres (270,000 square feet) of retail space
- + 4,000 dwelling units
- + 7,500 new residents
- + 3,750 jobs, post-construction

Key Experiences

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 and a place to live. Together, these identities create the following 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, the unceded territory of the Algonquin Nation 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.



LeBreton Flats Master Concept Plan: Experiences



Figure 2 | LeBreton Flats Master Concept Plan: Experiences. Refer to Appendix B for the full alternative site option experiences.

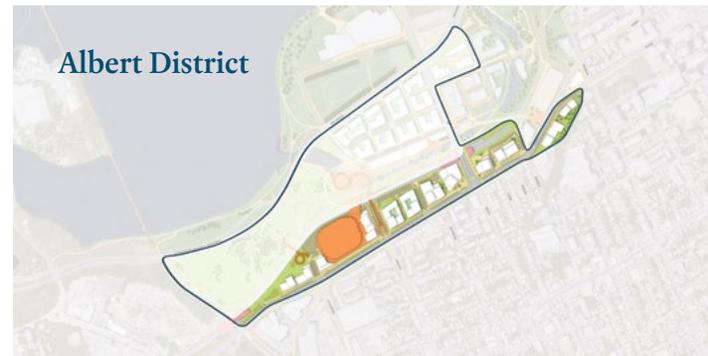


Figure 3 | Master Concept Plan Districts. This concept plan is for illustrative purposes only and is subject to change. Refer to Appendix B for the full alternative site option plan.

Four Districts

In this plan, four unique districts create a Capital destination and thriving mixed-use community that will celebrate liveability and placemaking year-round.

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.

Supporting Strategies

The Master Concept Plan's four districts are brought to life by a compilation of supporting strategies. Each strategy adds purpose, clarity and detail based on an understanding of the project's assets, issues and opportunities.

Parks and Public Realm Strategy

Anchors the master concept plan, and provides a foundational structure for the neighbourhood.

Mobility Strategy

Expands on the public realm strategy by focusing on how people move and interact.

Land Use Strategy

Choreographs the use throughout the built form, assembling diverse activities into a functional and vital mix.

Built Form Strategy

Describes the configuration of built form to purposefully produce experience, accommodate growth, and capture views and sunlight.

Sustainability Strategy

Provides a practical and future-focused lens on innovations that allow the concept to reduce its environmental impact and become a more resilient place.

Culture and Heritage Strategy

Ensures that culture and heritage opportunities are integrated to honour the area's heritage, represent the Capital's diversity and showcase its creativity.



Housing and Affordability Strategy

Brings forward critical goals for inclusivity and accessibility across all housing types in the plan.

Algonquin Nation Partnership Strategy

Ensures that the Algonquin Nation is treated as a true partner in the planning and development of the project.

Performance and Implementation

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.

The implementation approach includes phased strategies for public and private development, and a reporting framework that outlines ongoing targets and key milestones.



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1 Introduction

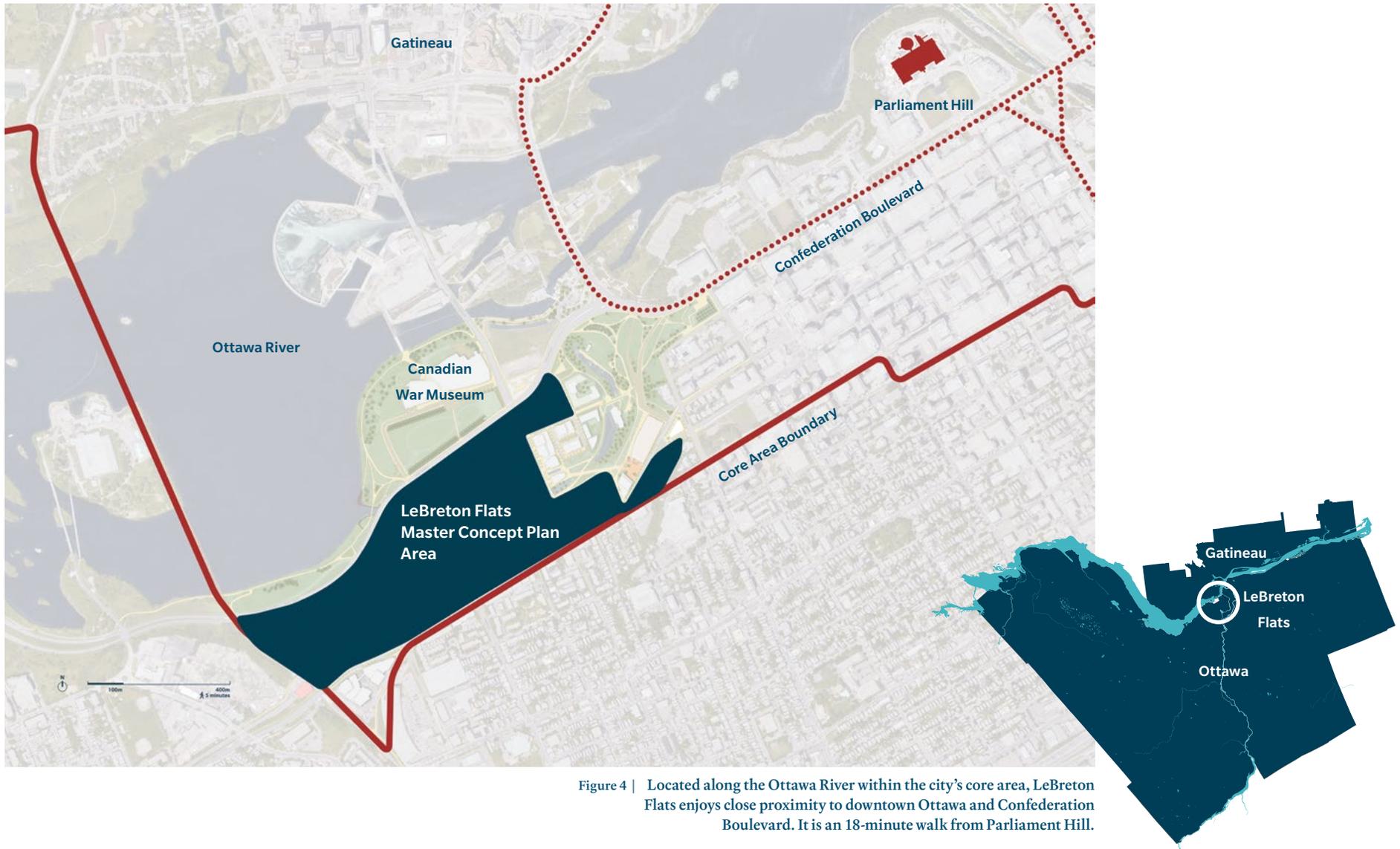


Figure 4 | Located along the Ottawa River within the city's core area, LeBreton Flats enjoys close proximity to downtown Ottawa and Confederation Boulevard. It is an 18-minute walk from Parliament Hill.

1.1 Constraint and Opportunity

LeBreton Flats is a neighbourhood on the bank of the Ottawa River, southwest of Ottawa’s downtown core. The 29-hectare site, owned by the National Capital Commission (NCC), has a history characterized by episodes of sweeping change, disaster, expansions of road and rail, and broad attempts at renewal. These episodes have left enduring marks on the area, forming real and perceived barriers to redevelopment. Now, these challenges are outweighed by a strong public desire to see LeBreton Flats improved in a smart and ambitious manner—to see the area grow into its undeniable potential.

Ottawa’s light rail transit (LRT) system established two stations at LeBreton Flats in 2019, and a new central library is set to open at LeBreton Flats in 2024. This plan steps into tremendous momentum.

A Cohesive New Vision, Grounded in History

Following the cancellation of the LeBreton Flats Redevelopment Project in 2019, the NCC saw the opportunity to establish a renewed, cohesive vision for the site that prioritized the desires and interest of the public. The resulting Master Concept Plan outlined in this document establishes LeBreton Flats as a place of pride for all Canadians and a sustainable community for local residents. It is a place that anyone can call home. Importantly, the new vision for LeBreton Flats focuses on a compact urban form that prioritizes active transportation and transit, creating a complete, sustainable and vibrant community.

This new vision is anchored by an understanding of what came before—layers of trade, transport, habitation, industry and community. The plan draws on art, architecture, infrastructure and interpretive elements to help keep these important histories alive. The vision also recognizes that LeBreton Flats has been subjected to tremendous upheaval, expropriation and renewal as a result of previous ambitions. It is into this lineage that the Master Concept Plan

submits itself with humility and confidence. It lays the groundwork for LeBreton Flats to become an enduring and highly valued place befitting our nation’s capital.

A Community-based Plan

The vision is built on input and priorities sourced in the community. Early in the process, the public helped drive the project’s guiding principles, balancing environmental, social and economic outcomes. Throughout the development of the Master Concept Plan, the public’s input was further ingrained as drafts were released, vetted and revised. Insights and perspectives from the public have been critical in ensuring that the plan is both visionary and feasible, and these perspectives will continue to inform the neighbourhood’s growth as it pursues the vision.

Partnering with the Host Nation

LeBreton Flats is located on the unceded territory of the Algonquin Nation. The Algonquin Anishinabe people have called the Ottawa Valley home for over 8,000 years and the NCC considers the Algonquin Nation a key partner in the planning and development of the project.

Making Progress

This Master Concept Plan sets the stage for future work. Ongoing implementation planning, including further technical studies and strategic phasing, will be developed throughout the life of the plan. This work will focus on “making it happen,” a response to the public’s explicit desire to see material progress. Commercial, institutional, and residential development will be carefully and realistically phased alongside beautiful parks and public realm features. With purpose and patience, Ottawa will breathe life back into LeBreton Flats.

1.2 Guiding Principles

The following seven guiding principles were developed through public consultation early in the planning process. Together, they set out the highest level of intention for the Master Concept Plan, and

will continue to give shape to LeBreton Flats as it grows and evolves. Chapter 4: Achieving the Vision, provides a summary of how the Master Concept Plan responds to these principles.



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 the O-Train 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 the Algonquin Nation 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.

As far back as 9,000 years ago, the Algonquin Nation lived throughout the region, moving seasonally according to annual cycles. 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 at portage heads. One of the mightier obstacles was the Chaudières Falls (*Akikodjiwan* or *Kishkâbikedjiwan*), a place of ceremony, as witnessed by Samuel de Champlain in the early 1600s. (*The Plan for Canada's Capital, 2017–2067*)

1.3 History

LeBreton Flats is located on the unceded territory of the Algonquin Nation. 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 that stretched through eastern North America. It has seen habitation, conflict and celebration for 9,000 years.

LeBreton Flats was first surveyed in 1794. “Lot 40,” as the Flats was identified, was purchased in 1809 by R. Randall, who later ceded it to his lawyers in lieu of payment. The 99th Regiment of Foot arrived at LeBreton Flats in 1818 and, after several weeks, moved to the site of the new town of Richmond. Lot 40 was purchased by John LeBreton in 1820.

For decades, the livelihoods of residents in the Flats and beyond were connected to the transportation and power potential of the Ottawa River. Early timber trade and electric power generation infrastructure stretched across the Ottawa River bridging between islands along what is now Booth Street. For the next 150 years, LeBreton Flats would remain central to the social, economic and industrial development of Ottawa and Canada’s Capital Region.

In 1900, the Hull-Ottawa fire swept through the area, severely damaging LeBreton Flats. In the following years, the residential and industrial community was rebuilt. Layers of industry, railway development, public works, bridges and residential construction—clustered around local sources of hydroelectric power—created a dynamic landscape that was distinct from other places in the Capital. Prominent individuals and families associated with LeBreton Flats from this time 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.



Figure 5 | Lett Street in historic LeBreton Flats.

In 1962, pursuing the modernist vision set out in the 1950 Gréber Plan, the NCC cleared much of LeBreton Flats. The plan to use the site as a federal office campus was never fully realized, however, and the site became emblematic of the era’s troubled renewal endeavours. In subsequent years, efforts were undertaken to determine a suitable future for this important site. In the 1970s, the Canada Mortgage and Housing Corporation planned the area for housing. However, only one demonstration project was constructed, south of Albert Street.

In 1989, the NCC, the former Regional Municipality of Ottawa-Carleton, and the City of Ottawa launched a new joint planning process. This process led to a land agreement that consolidated land ownership under the NCC and culminated in the 1997 LeBreton Flats Plan. The 1997 plan still forms the policy basis 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 Capital and bring civic life back to LeBreton Flats, the NCC launched a competitive process seeking a development proposal for the entire site. With the cancellation of that process in 2019, the NCC chose to lead a new approach that would establish a comprehensive vision for LeBreton Flats, re-establishing the area as a Capital destination and a vibrant community. That new vision finds its expression in the Master Concept Plan, described in more detail in the following chapters.



Figure 6 | LeBreton Flats demolition and clearance.

1.4 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.

Of the 29-hectare (71.7-acre) total plan area:

- + **Park Space**
12.5 hectares (30.9 acres) of parks and open spaces (43 percent of total plan area)
- + **Total Floor Area**
520,000 square metres (5.6 million square feet) of gross floor area
- + **Residential Space**
430,000 square metres* (4.6 million square feet) of residential space

- + **Office/Loft/Hotel Space**
65,000 square metres* (700,000 square feet) of office space
- + **Retail Space**
25,000 square metres* (270,000 square feet) of retail space
- + **Dwelling Units**
4,000 dwelling units
- + **Population**
7,500 estimated new residents
- + **Employment**
3,750 jobs post-construction

*Residential, Office/Loft/Hotel and Retail measurements are gross and do not include non-leasable/saleable areas.



Figure 7 | Historical LeBreton Flats rail yards.





2 Master Concept

LeBreton Flats Master Concept

Ottawa River



Figure 8 | LeBreton Flats Master Concept. This Concept is for illustrative purposes only and is subject to change. Refer to Appendix B for the full alternative site option plan.

2.1 Master Concept Overview

The Master Concept for LeBreton Flats is a cohesive vision for a new Capital destination. It envisions a pedestrian-friendly place surrounded by lively and active parks and plazas. A variety of housing options will be supported by retail and employment opportunities, capitalizing on direct access to the area's two LRT stations.

2.1.1 Experiences

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 and 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, the unceded territory of the Algonquin Nation and a place of inspiration for all Canadians.

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.

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 both residents and visitors.

At the highest level, the Capital Experience flows along the Ottawa River, drawing together institutions, views and connections to nature. The Civic Experience provides a core urban precinct, weaving LeBreton Flats into the surrounding city fabric, and offering flexibility and diversity. Finally, the Destination Experience slices boldly across the scheme, reaching toward Confederation Boulevard to the east, it carries along the historic aqueducts and culminates in the major park spaces to the west.

2.1.2 Districts

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

Four districts bring the Capital, Destination and Civic Experiences to life, and each district brings a unique contribution to the plan's overall identity. The four districts work together to make LeBreton Flats a thriving cultural hub and diverse community grounded in a sense of history and place:

- + Aqueduct District
- + Flats District
- + Albert District
- + Park District

The form, character and composition of these districts are described in greater detail in the following section.

LeBreton Flats Master Concept Plan: Experiences



Figure 9 | LeBreton Flats Master Concept Plan: Experiences. Refer to Appendix B for the full alternative site option experiences.

LeBreton Flats Master Concept: Districts

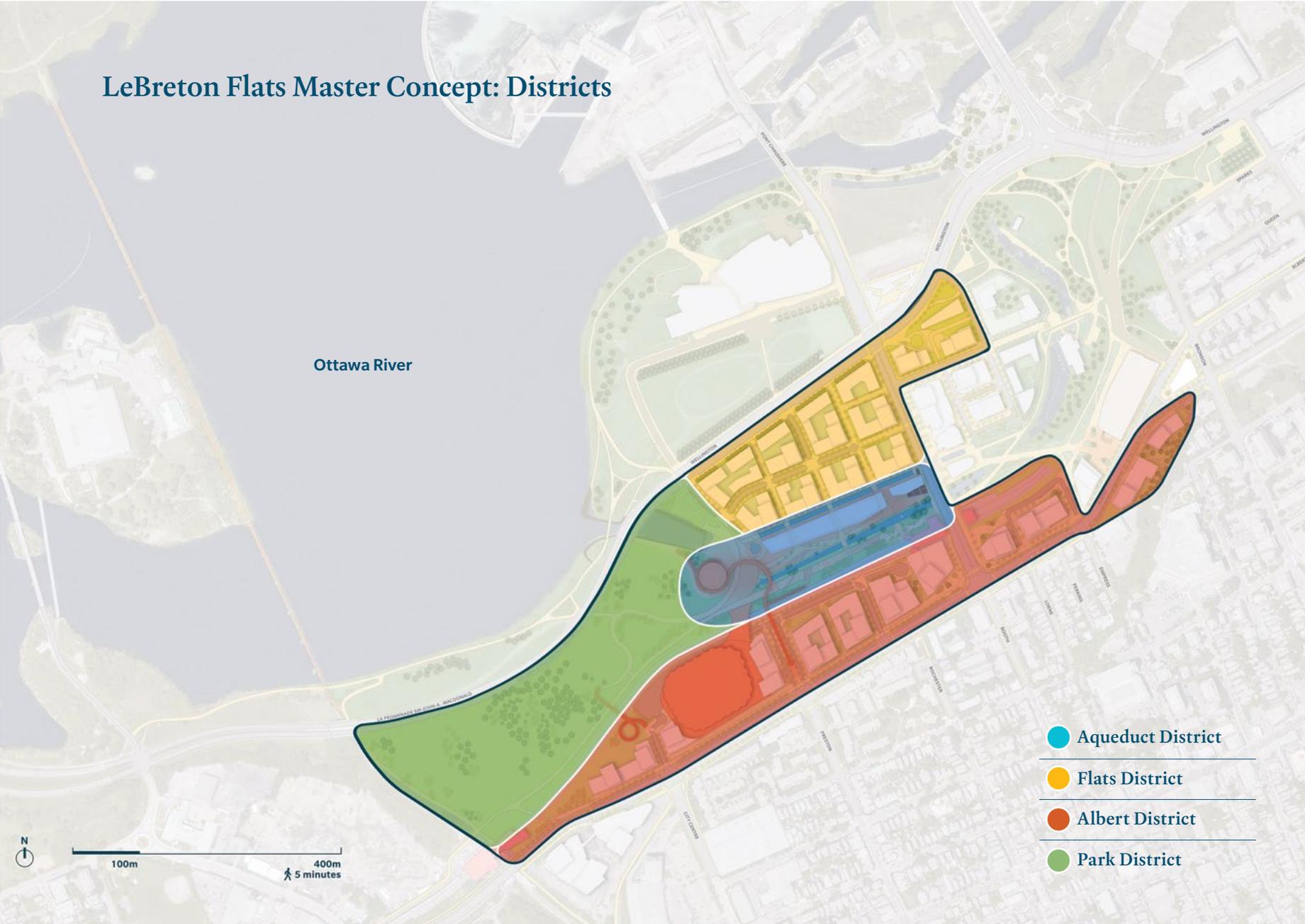


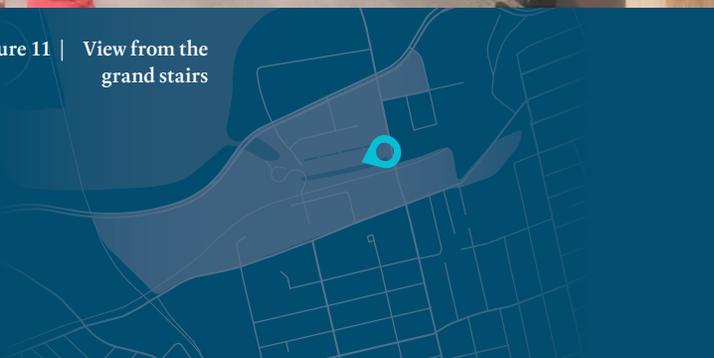
Figure 10 | The four main districts of LeBreton Flats include the Flats District, Aqueduct District, Albert District and Parks District. Refer to Appendix B for the full alternative site option districts diagram.

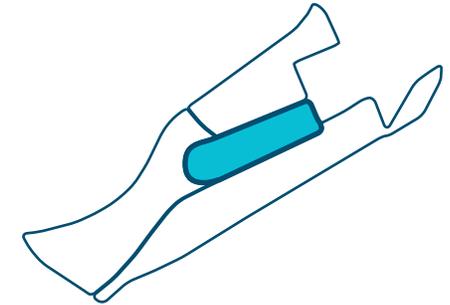
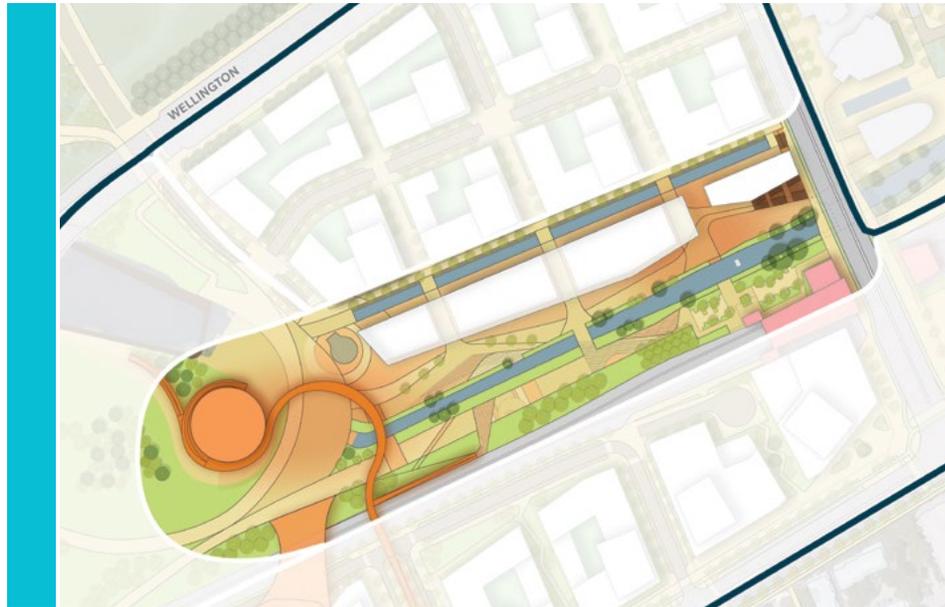


- A. Green roofs
- B. Mass timber lofts
- C. Creative spaces

- D. Heritage aqueduct
- E. Grand staircase

Figure 11 | View from the grand stairs





2.2 Aqueduct District

The Aqueduct District is the core of LeBreton Flats, providing a vibrant cultural hub and destination at the heart of the neighbourhood. Organized along the linear space framed by two rehabilitated aqueducts, the district creates a dynamic corridor, rich in public space and pedestrian experience. On the east end, a grand staircase elegantly negotiates the grade change, creating an iconic landmark and destination. The west end of the district is anchored by LeBreton Place—a signature piece of community architecture that meets the link from Preston and provides a base camp for the Park experience. The Aqueduct is a unique expression that draws out the best of LeBreton’s history and makes a strong and innovative statement about its future. The district will be characterized by the following key elements.

a. Waterways

Two aqueduct waterways will anchor and frame this district, creating a unique public realm that celebrates 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, through its connection to the Ottawa River.

b. South Aqueduct

The site’s waterworks system is protected by heritage designation under the *Ontario Heritage Act*. In partnership with the City, the south aqueduct will be preserved and enhanced to celebrate its heritage.

c. Rehabilitation

The northern aqueduct is currently buried, and presents an opportunity for rehabilitation and interpretation that will enhance and respect its active role in the city's waterworks system. The potential to uncover this aqueduct, or to provide a new linear water amenity above its alignment, should be further explored with the City of Ottawa.

d. Urban Promenade

The space surrounding both aqueducts will be designed as an urban public realm that prioritizes pedestrians, while offering space for patios, seating, public art, trees and plantings, and programming.

e. Grand Staircase

A 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 that ensures accessible connectivity and experience.

f. Mid-rise Core

Between the two aqueducts, a series of low- to mid-rise six-storey buildings will be situated within the public realm along the aqueducts.

g. Flexible Lofts

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. This plan reimagines the historic loft form using sustainable mass timber building systems.

h. Vibrant Street Edges

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. Upper levels will be creative flexible spaces that could welcome anything from artists' studios to offices.

i. Permeability

Consideration will be given to permeability for pedestrians through the buildings by introducing passageways that connect the public spaces along the two aqueducts.

j. LeBreton Place

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 Nepean Inlet. LeBreton Place will be an architecturally significant and iconic building within LeBreton Flats and the Capital Region.

k. Curated Views

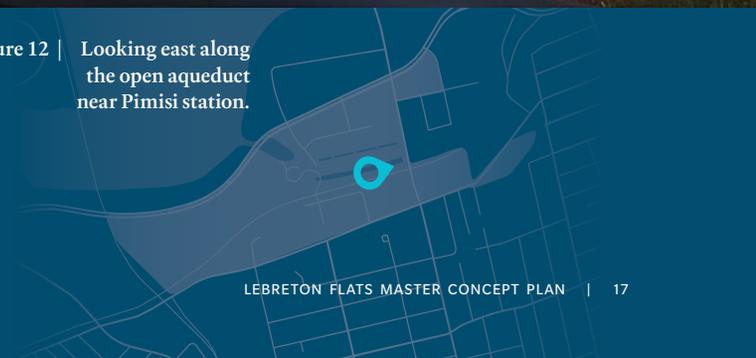
The design of LeBreton Place will take advantage of vistas to and from important surrounding sites, including the Ottawa River and Nepean Inlet, and the Park District within LeBreton Flats.



- A. Mass timber lofts
- B. Active retail frontages

- C. Booth Street
- D. Pimisi Station

Figure 12 | Looking east along the open aqueduct near Pimisi station.





A. Preston Street Pedestrian and Cycling Bridge
B. Booth Street

C. Pimisi Station
D. Shared pathway

Figure 13 | Looking east in the Urban Playground under the Preston Street Pedestrian and Cycling Bridge.

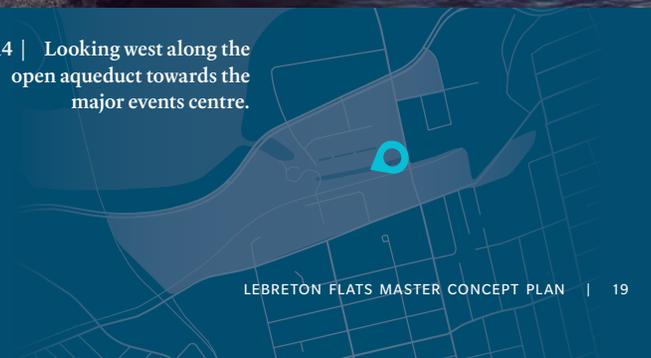




- A. Urban playground
- B. Major event centre

- C. Preston Street Pedestrian and Cycling Bridge
- D. Open aqueduct

Figure 14 | Looking west along the open aqueduct towards the major events centre.

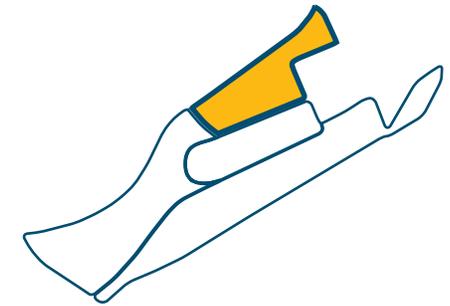




- A. Diverse housing options
- B. Narrow, pedestrian-oriented streets
- C. Retail storefronts
- D. Uncovered northern aqueduct

Figure 15 | Looking north from the uncovered northern aqueduct towards the Flats District.





2.3 The Flats District

The Flats District is a residential-focused community defined by small-scale, pedestrian-oriented streets and a broad variety of housing types. It frames the north edge of the site with a series of intimate courtyard blocks that provide smooth transitions between public and private spaces. The Flats is characterized by the following key elements.

a. Pedestrians First

The Flats District will be defined by a street typology that prioritizes active mobility and de-emphasizes the dominance of vehicles.

b. Shared Spaces

Streets will be designed as shared spaces with very slow travel speeds (10 to 30 km/h), through measures such as narrow widths, textured surface pavement, flush curbs, and use of trees and street furniture to define pedestrian-only space adjacent to buildings.

c. Microclimate

The size and orientation of blocks and buildings will be designed to facilitate comfortable pedestrian and cyclist movements by providing protection from wind and creating pockets of sunlight and shade.

d. Parking Underground

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, and discourage traffic from circulating through the neighbourhood.

e. Active Frontages

Buildings within the Flats will define continuous street walls with active frontages, with towers set back at key locations.

f. View Protection

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.

g. Massing Gradient

In general, towers will be shorter near Wellington Street, rising upwards toward the Aqueduct District.

h. Courtyards

Residential buildings with courtyards will create spaces for play and gathering with neighbours.

i. Wellington Street

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.

j. Booth Street

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. Regular

entrances along this street—for both street-level uses and building lobbies—will help ensure an active frontage.

k. Pindigen Temporary Park

The southeast corner of Wellington and Booth streets is a future development site currently occupied by a temporary green space 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 the public realm within LeBreton Flats.



- A. Preston Street Pedestrian and Cycling Bridge
- B. Local service retail

- C. Separated cycle track
- D. Albert Street

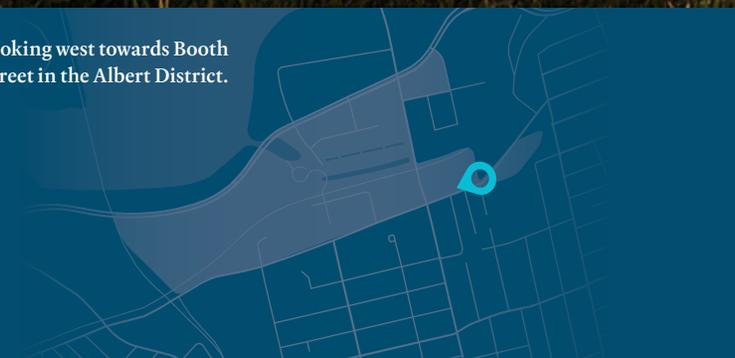
Figure 16 | Looking northeast on Albert Street.

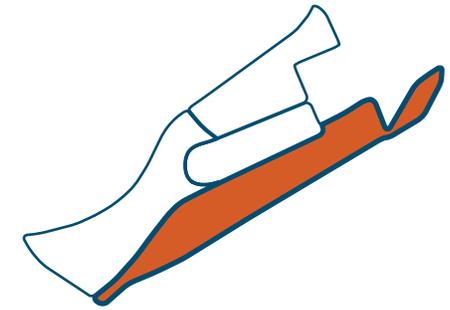


- A. Albert Street
- B. Separated cycle track

- C. Active retail frontages

Figure 17 | Looking west towards Booth Street in the Albert District.





2.4 Albert District

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

The district is characterized by a mix of forms, including the Plan's tallest towers, and is configured to maintain north-south permeability. For an alternative block design to the potential major event centre, please refer to Appendix B: Alternative Site Option.

The Albert District is given shape by the following priorities.

- a. Transit-Oriented**
This is a transit-oriented district, with density that responds to the close proximity of two O-Train stations: Bayview and Pimisi.
- b. Transition to Towers**
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.
- c. Flexible Land Uses**
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.

d. Neighbourhood Connectivity

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.

e. Potential Event Centre

This plan identifies a strategic site on the north side of Albert 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 O-Train 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.

f. The Preston Connection

The Preston connection provides a legible gateway from the south into LeBreton Flats. The connection extends Preston Street as a pedestrian bridge, carrying people up and over the O-Train tracks and into the heart of the neighbourhood. The ramp becomes both a means of conveyance and a destination, providing expansive views of the Aqueduct District and Park District.





- A. LeBreton Place
- B. Flexible public space

- C. Preston Street Pedestrian and Cycling Bridge

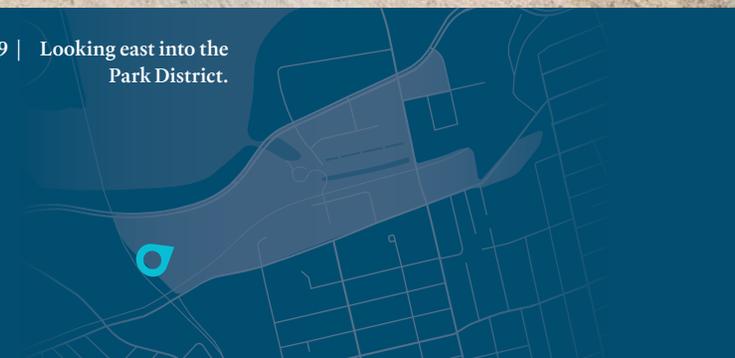
Figure 18 | Looking north toward LeBreton Place and the Flats District from atop the Preston Street pedestrian and cycling bridge.

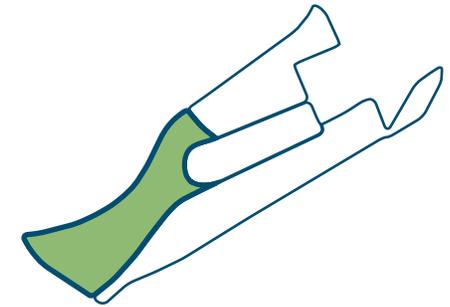




- A. Climbing structures
- B. Outdoor performance space

Figure 19 | Looking east into the Park District.





- A | Riverfront Park
- B | Capital Park
- C | Active Park
- D | Urban Playground

2.5 Park District

The Park District combines LeBreton’s industrial heritage with its defining natural elements, creating a unique experience that will draw people to the western end of the site. The district is composed of three distinct but interconnected parks, which together provide rich and diverse experiences to residents and visitors. The Ottawa River reaches into the heart of the site via Nepean Inlet to meet a range of trails and river access points near LeBreton Place. The Park District is defined by the following key components.

a. Enhancing Ecologies

The parks system protects and enhances natural spaces in order to preserve valuable ecosystems.

b. Three Connected Parks

The Park District is composed of three connected but distinctly programmed parks that create a continuous experience befitting the Capital.

+ Capital Park

The Capital Park is a large, programmable space that contains design features drawn from Canada’s vast landscapes. It finds a natural anchor at Bayview Station, creating an address for the park, and enabling a wide range of events and uses.

+ Active Park

The Active Park connects LeBreton Flats to broader trail

and river systems that link the neighbourhood to the city. It will include features like playgrounds, playing fields, sports courts, public washrooms and change areas. The park will activate recreational opportunities in all four seasons.

+ Urban Playground

The urban playground is anchored by Pimisi Station, and provides a fun and accessible transition to the southern Aqueduct. It will function as part of the City’s network of play and recreation spaces.

c. Pathway Connections

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.

d. Riverfront Park

The Parks District will provide connections to the adjacent Ottawa River South Shore Riverfront Park, which connects nine kilometres of riverfront lands between LeBreton Flats and the Mud Lake / Britannia Conservation Area.

e. Nepean Inlet

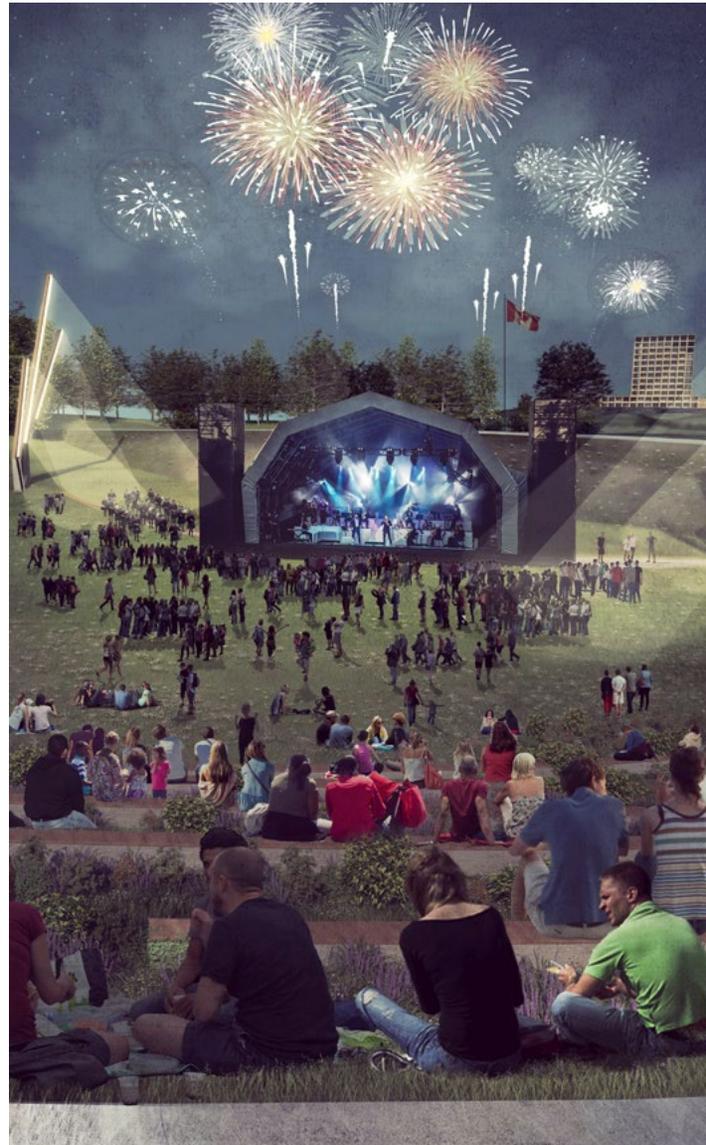
Nepean Inlet is LeBreton’s direct connection to the Ottawa River. It is celebrated here as a node supporting recreation on and off the water.

f. Pathways

Pathways throughout the Park District weave through the experience and link to regional pathway systems.

g. Large Outdoor Event Space

A large outdoor event space anchors the Capital Experience, providing a well-served venue for all types of festivals, performances and celebrations.





- A. Nepean Inlet
- B. Ottawa River Pathway

- C. Boardwalks
- D. Native plantings

Figure 20 | Looking northwest at Nepean Inlet.

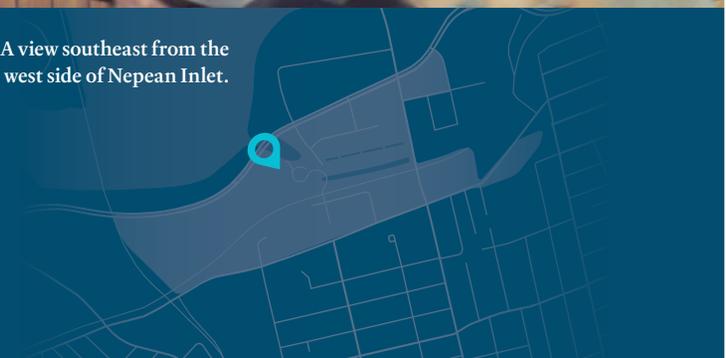




A. Public gathering space
B. Aqueduct District

C. Urban beach

Figure 21 | A view southeast from the west side of Nepean Inlet.





A. City Centre pedestrian and cycling bridge

B. Open play spaces

C. Native plantings

Figure 22 | The Capital Park, where the City Centre pedestrian and cycling bridge lands.





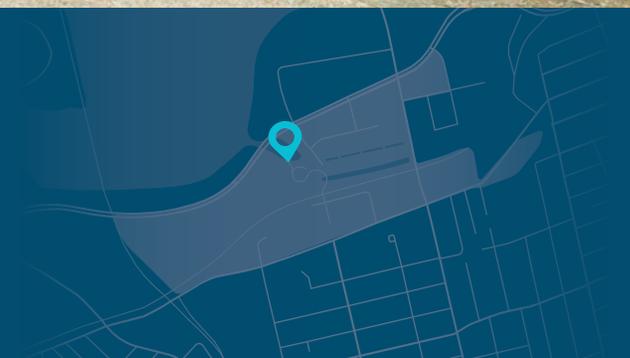


3 Strategies



A. Aqueduct District
B. Major event centre

C. Nepean Inlet



Strategies

The following section outlines seven strategies that provide an additional level of resolution to the Master Concept Plan. Each strategy adds purpose, clarity and detail based on a purposeful understanding of the project's assets, issues and opportunities. The strategies offer a mix of instruction, recommendation and provocation. Together, they provide a map of the project's potential, helping build a shared instinct for the imperatives and opportunities that will shape the future of LeBreton Flats.



Parks and Public Realm Strategy

Anchors the Master Concept Plan with public space, and provides a foundational structure for the neighbourhood.



Mobility Strategy

Expands on the Parks and Public Realm Strategy by focusing on how people move and interact across all modes.



Land Use Strategy

Choreographs the use throughout the built form, assembling diverse activities into a functional and vital mix.



Built Form Strategy

Describes the configuration of built form to purposefully produce experience and accommodate growth.



Sustainability Strategy

Provides a future-focused lens on innovations that allow the concept to reduce its environmental impact.



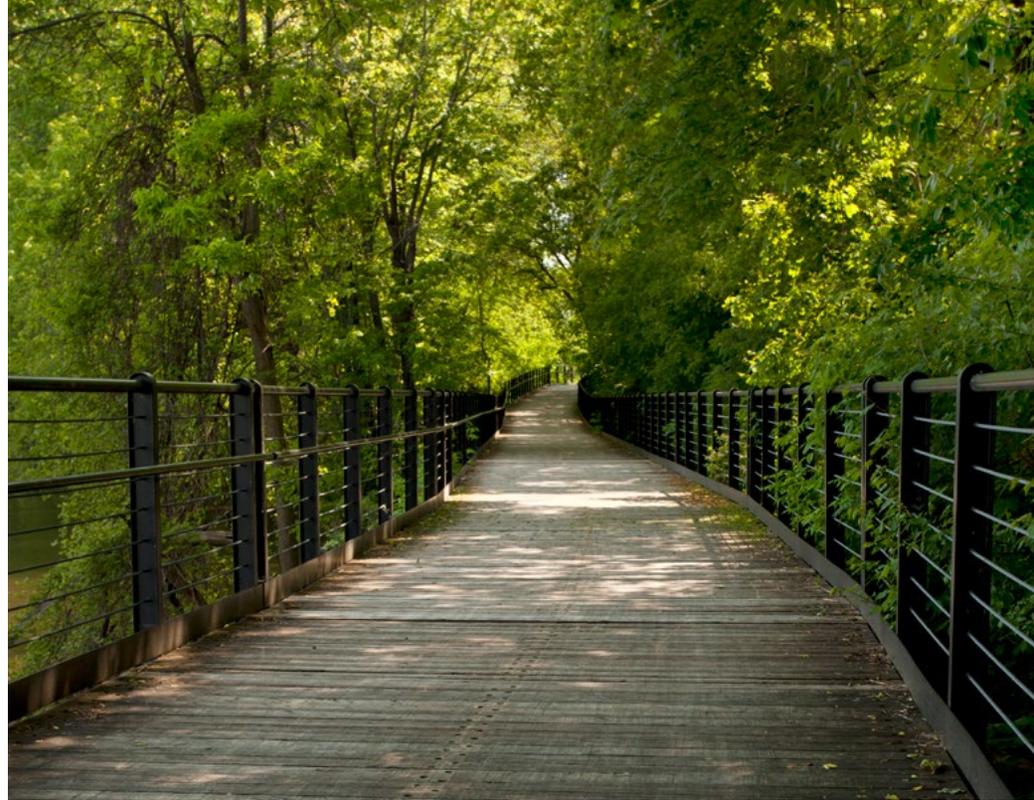
Culture and Heritage Strategy

Traces lineages through the design to highlight moments of reflection, diversity, celebration and creativity.



Housing and Affordability Strategy

Brings forward critical goals for inclusivity and accessibility across all housing types in the plan.





3.1 Parks and Public Realm Strategy

3.1.1 Intent

The Parks and Public Realm Strategy includes foundational direction for the structure and connectivity of LeBreton Flats. It seeks to create a network of natural and built spaces that are accessible, equitable and beautiful, allowing people to live sustainable, active and healthy lifestyles. Critically, it establishes the base conditions that invite people to live a meaningful public life. The strategy has three core components:

- + Ensure that the public realm enables smooth flows through the site, with a particular focus on the destination experience east–west through the site.
- + Embed accessible four-season considerations and opportunities in all public spaces.
- + Find balance between active and passive spaces in parks, streets and plazas.

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 spaces and other public spaces give shape to this approach. The section is organized into three parts:

- + The Parks
- + Public Realm
- + Design Guidelines

3.1.2 The Parks

There are three key open spaces at LeBreton Flats: the Capital Park, the Active Park and the Urban Playground. Together, they form the Park District. Largely located in what was previously part of the Ottawa River, the ground here has been built up with landfill and construction debris over the past century, creating conditions unfavourable for buildings.

The Capital Park is a large, programmable space that enables a wide range of events and uses. The Active Park is focused on active recreation, and ties LeBreton Flats to the city’s trail and river systems. These two major parks are supported by the Urban Playground, which provides local open space in the centre of the plan area.

The large Park District is supported by a network of smaller Neighbourhood Parks that offer more intimate spaces for recreation, relaxation and interaction within the community.

3.1.2.1 Capital Park

Building on the existing waterfront green space, Ottawa River South Shore Riverfront Park, and adjacent LeBreton Flats Park event space, the Capital Park will draw visitors to the western end of the community, utilizing the Aqueduct District as a natural conduit from Pimisi Station and the public library to the east.

- 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.

Parks and Public Realm Strategy

1. Capital Park
2. Riverfront Park
3. Active Park
4. Urban Playground
5. Local open space
6. Flexibility for a major events centre

- Master Concept Plan area
- Edge of open space area
- Open space entry points
- LRT station open space entrances



Figure 23 | LeBreton Flats Master Concept Plan: Parks and Public Realm Strategy.

-
- c. 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.

3.1.2.2 Active Park

- a. In line with the NCC's South Shore Riverfront Park Plan, access to the shoreline could be improved by adding boardwalks and portage points around Nepean Inlet.
- b. Recreational facilities will include features such as playgrounds, water play features, playing fields, sports courts, public washrooms and change areas.
- c. 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.
- d. The NCC will work in partnership with the City of Ottawa to fulfill municipal recreational needs in this area.

3.1.2.3 Urban Playground

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

3.1.3 Public Realm

The public realm in LeBreton Flats will be composed of streets, urban squares, plazas, green spaces and other publicly accessible outdoor spaces. Throughout its reach, the public realm will celebrate the winter city, promoting a year-round, active and environmentally friendly lifestyle. It will act as a community scaffolding, providing the opportunity and excuse to enjoy a public life in a beautiful and inspiring series of spaces.

- a. The public realm network should seek out high connectivity, using natural hierarchy to balance legibility and delight.
- b. Wherever possible, the public realm will provide legible and efficient links between developed urban areas and naturalized spaces.
- c. Historic assets such as the Ottawa Waterworks Complex (including the aqueducts) at LeBreton Flats will be preserved or enhanced, and will act as prominent attractions and landmarks in the public realm.
- d. 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.
- e. Opportunities to enhance the public realm through the provision of privately owned public spaces (POPS) should be explored through the development approval process.

3.1.4 Parks and Public Realm 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, 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.

- a. Outdoor public spaces should be designed for public enjoyment through both passive and active leisure features.
- b. Seasonal, temporary public realm improvements should be considered to activate and bring variety to the public realm.
- c. Intuitive wayfinding signage will be incorporated throughout LeBreton Flats, connecting visitors and residents to key points of interest and amenities.
- d. Visual permeability should be provided in public spaces and buildings to facilitate spatial orientation toward parks and the public realm.
- e. Buildings should contribute to the public realm through public art or other features that beautify and help create a sense of place.
- f. The public realm should be clearly delineated from private residential courtyards.
- g. 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.
- h. Low-impact development and on-site retention of stormwater through green features such as swales will be prioritized.
- i. Sustainability measures incorporated throughout LeBreton Flats should be made public-facing and incorporate education components where possible.
- j. 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.
- k. Trees should be planted throughout the public realm with the intention of developing a dense canopy that provides shade and wind protection.
- l. 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.

Parks and Public Realm Design Example

1. Capital Park
2. Riverfront Park
3. Active Park
4. Urban Playground
5. Local open space
6. Flexibility for a major events centre

- Master Concept Plan area
- Edge of open space area
- 👉 Open space entry points
- LRT station open space entrances

Flexibility for a major event centre



Figure 24 | 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.





3.2 Mobility Strategy

3.2.1 Intent

Mobility is a core performance of the Master Concept Plan, building directly on the framework established by the parks and public realm strategy. The way that people move around and through LeBreton Flats needs to support the three experiences (Capital, Destination and Civic), knit together the plan's districts and tie LeBreton to the rest of the city. This plan seeks out a mobility network that ensures the following:

- + active modes are a priority
- + the neighbourhood is organized around public transit
- + spaces are universally accessible.

The Master Concept Plan has been designed to encourage active mobility above all other modes of transportation. The site's two existing O-Train stations are leveraged to provide gravity for higher-

density forms, and positioned as arrival points for the broader site. Universal access is built into the concept at every level of the design.

The Mobility Strategy is organized into the following sections:

- + Mobility Concept
- + Active Mobility
- + Connections
- + Vehicle Network
- + Design Guidelines

3.2.2 Mobility Concept

The plan pursues a “Vision Zero” approach that aims to eliminate traffic collisions causing serious injury and fatalities. The approach seeks to prioritize the safe passage of the most vulnerable road users, whether they are walking or using any number of light mobility

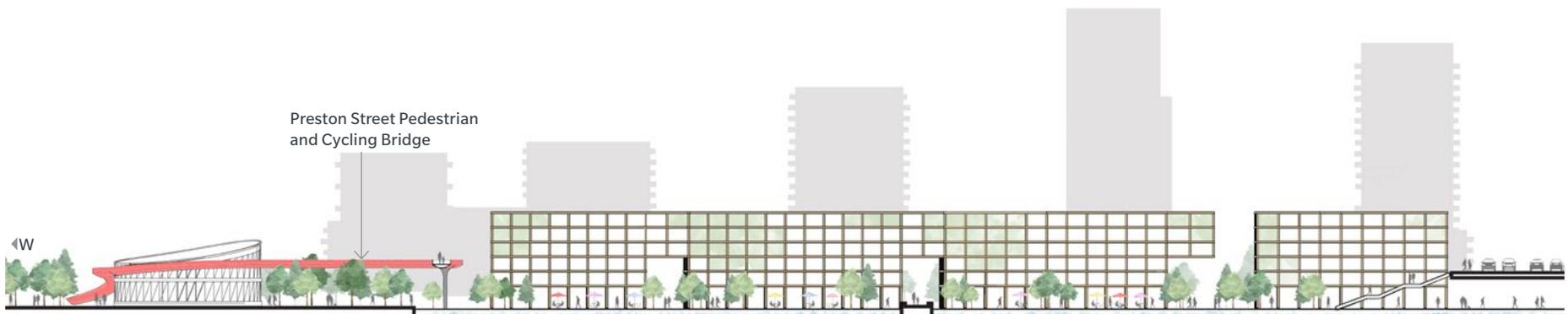


Figure 25 | Sectional elevation (west to east) illustrating the Preston Street pedestrian and cycling bridge and the Aqueduct District.

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



Ottawa River



- | | |
|---|-------------------------------|
| 1. Pathway Connections | 6. Southern Heritage Aqueduct |
| 2. Trillium Rail Corridor | 7. Northern Aqueduct |
| 3. City Centre pedestrian and cycling bridge | 8. Pimisi Underpass |
| 4. Flexibility for a major events centre | 9. Grand staircase |
| 5. Preston Street pedestrian and cycling bridge | |



Figure 26 | Mobility Strategy

devices, from bicycles to wheelchairs. The approach also seeks to design human-centric spaces that anticipate small human failures, and ensures that they do not result in catastrophic outcomes, such as serious injury or loss of life.

To achieve the goals of Vision Zero, the Master Concept Plan uses filtered permeability as a design strategy. Filtered permeability prioritizes active modes by offering safer and direct connecting routes for pedestrians and cyclists, while purposefully creating discontinuous networks for vehicle users. This approach is applied increasingly toward the centre of the plan area, where the O-Train Confederation Line creates a physical barrier through the site. Connections exclusively for active modes are provided over the O-Train line, in addition to an east–west pathway spine that provides connectivity through the entire site. For vehicles, the perimeter of arterial streets provide local access into the Central and West Flats via a series of local streets and lanes. The Master Concept Plan celebrates human-powered mobility throughout its design, incorporating woonerf-style, curbless street designs, and lower speeds on all internal roads. This filtered permeability concept aims to eliminate regional cut-through traffic from within LeBreton Flats.

Another key component of achieving the Vision Zero approach is the reimagining of the proposed Preston Street arterial road connection into a pedestrian and cycling bridge. An active-modes-only bridge over the O-Train in that location will provide an iconic and direct connection to LeBreton Flats and the Ottawa River from the existing communities to the south. The Master Concept Plan prioritizes universal accessibility, transit access and active modes. The community design and proposed land uses enable an urban

lifestyle that provides for the daily needs of residents without requiring automobile travel.

a. Grand Staircase

A focal-point staircase and adjacent elevator (or equivalent universally accessible alternative) will connect Booth Street to the Aqueduct District.

b. Pimisi Underpass

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

c. Preston Pedestrian and Cycling Bridge

An active-mobility connection over the O-Train line from Albert Street to the Aqueduct District and the Flats District.

d. City Centre Pedestrian and Cycling Bridge

An active-mobility connection over the O-Train line from Albert Street to the Park District.

e. Pathway Connections

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

f. Flexibility for a Major Event Centre

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

3.2.3 Streets

The proposed street cross-sections shown in Figures 28–42 reflect the plan’s approach to creating human-scale public connections that promote sustainable modes of travel. From lanes to local to arterial streets, rights-of-way are intended to remain as narrow as possible, in order to create inviting and safe public spaces, and to assist in encouraging slower vehicle travel. The detailed design for proposed cross-sections will be undertaken during the implementation phase. The cross-sections provided are intended to be interpreted only at a conceptual level, and as a means to communicate the scale and function of the roadways.

3.2.3.1 Development setbacks

The proposed development setbacks shown in the cross-sections will serve as frontage zones for the active uses (primarily retail or residential). These setbacks will not serve any transportation or utility purpose. They will be used to create compact urban interfaces for retail spill-out, food and beverage patios, and residential stoops and/or patios. Figure 26 provides examples of how the development setbacks can be efficiently designed and occupied in order to create a more textured and enriching urban experience, and provide a degree of separation between public and private spaces.

Proposed Streets: Legend

All proposed roadway alignments and widths are for conceptual purposes only. Detailed alignments and designs will be determined at the implementation stage.

Existing Streets

- SJAV** Sir John A. Macdonald Parkway
- AS** Albert Street
(Proposed ~4m Northside ROW extension)
- CC** City Centre Ave
- VP** Vimy Place
- WS** Wellington Street
(Proposed 3.5m Southside ROW extension)
- PS** Preston Street
- BS** Booth Street
- FS** Fleet Street
- LS** Lett Street
- LA** Lorne Avenue
- PKS** Perkins Street
- EA** Empress Avenue
- SS** Slater Street

Proposed Streets / Lanes (most likely to become public)

- CC** City Centre Avenue extension
(18.0-m ROW)
- VP** Vimy Place extension
(21.0-m ROW)
- PS** Preston Street extension
(30.0-m ROW)
- A1** Albert District local street - A/B
(18.0-m ROW)
- A2** Albert District local street - A/B
(18.0-m ROW)
- F1** Flats District local street - A/B
(18.0-m ROW)
- F2** Flats District local street - A/B
(18.0-m ROW)
- F3** Flats District local lane - B
(10.0-m ROW)
- F4** Flats District local lane - B
(10.0-m ROW)
- F5** Flats District local lane - B
(10.0-m ROW)

Proposed Streets / Lanes (most likely to become private)

- Ap1** Albert District - MEC access road
(18.0-m ROW)
- Ap2** Albert District access lane
(12.0-m ROW)
- Ap3** Albert District access lane
(36.0-m ROW)
- Fp1** Flats District shared lane - A
(8.0-m ROW)
- Fp2** Flats District shared lane - A
(8.0-m ROW)
- Fp3** Flats District shared lane - A
(8.0-m ROW)
- Fp4** Flats District shared lane - A
(8.0-m ROW) (anticipated 6-7% slope)
- Fp5** Flats District local lane - D
(14.0-m ROW)



Figure 27 | Examples of setbacks from recent development in the Netherlands, Denmark and Sweden. Images captured in Google Street View.

Proposed Streets

-  Existing streets
-  Proposed new streets
-  Proposed new lanes
-  Proposed new access routes
(Conceptually anticipated to be private streets and lane)



Figure 28 | Proposed street network with reference labels (concept)

3.2.3.2 Shared lanes

Narrow, curb-less public or private laneways will provide many of the local connections within the LeBreton Flats, ensuring slow design-speed (10–20km/h) rights-of-way can be safely used and shared by all modes. These routes will be lined with active frontages and will prioritize consolidated vehicle access and loading areas to reduce points of conflict between vehicles, pedestrians and cyclists. Multiple typologies of shared lanes are proposed: 8-, 10-, 12-, and 14-metre-wide lanes. From a vehicle perspective, the 8-metre shared lanes are intended to accommodate only emergency and maintenance vehicles, while the 10- to 14-metre shared lanes will be able to accommodate regular vehicle access and will include sidewalk space at the street edge for those who do not want to share the passageway with all modes. That said, all lanes will still be designed for slow enough speeds to allow for easy lateral pedestrian crossing at any point. Vancouver’s Walter Hardwick Avenue is a great example of the proposed 12-m shared lane.

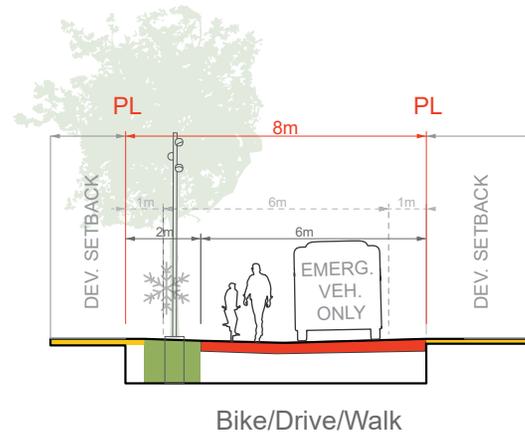


Figure 29 | Shared Lane A (8 m)
(Private or public lanes in the Flats District)

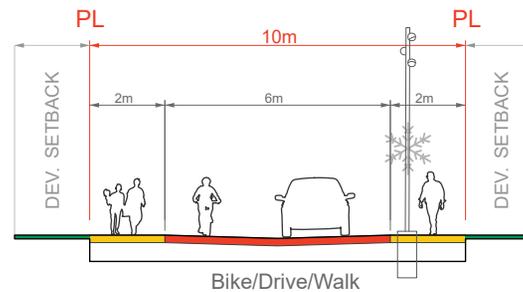


Figure 30 | Shared Lane B (10 m)
(Private or public lanes in the Flats District)

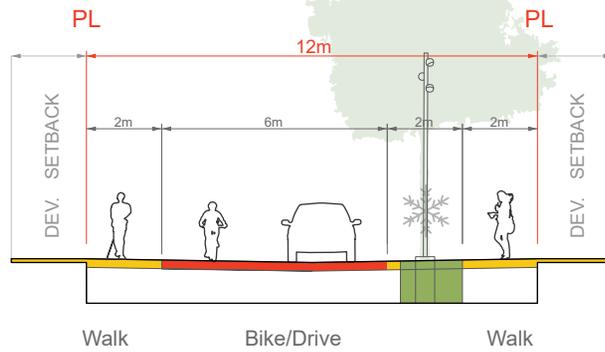


Figure 31 | Shared Lane C (12 m)
(Private or public lanes in the Flats District)

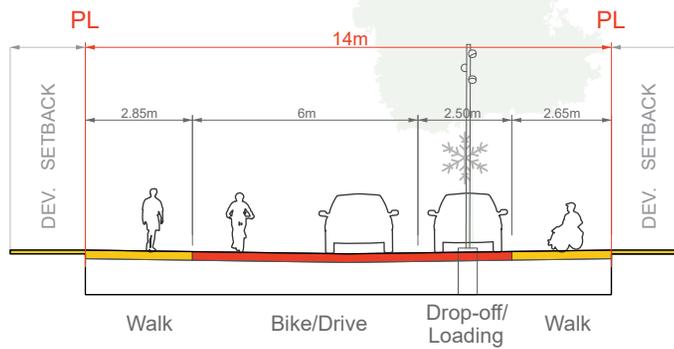


Figure 32 | Shared Lane D (14 m)
(Private or public lanes in Albert District)

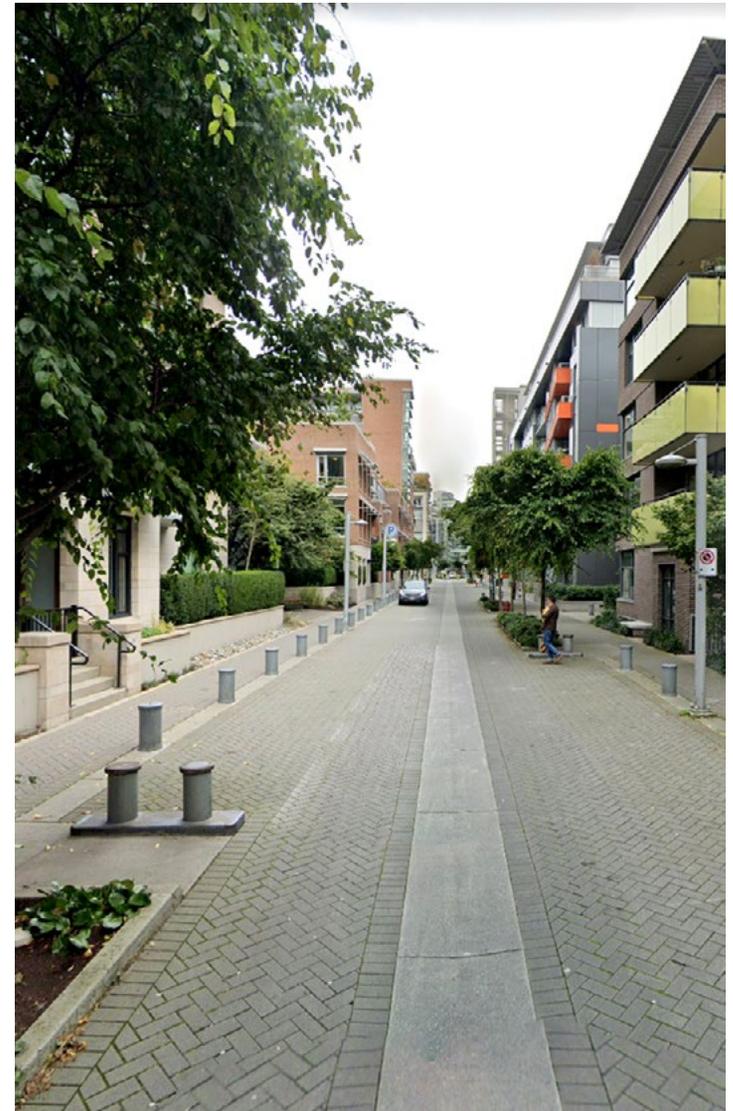


Figure 33 | Walter Hardwick Avenue, Vancouver, B.C.
Image captured in Google Street View.

3.2.3.3 Local and collector streets

Local streets are distributed throughout the plan area, and are intended to provide locally scaled multi-modal spaces that can mediate local vehicle traffic between the perimeter arterial streets and the development parcels in a slow safe manner. Local streets are heavily traffic-calmed and have raised intersections at all crossings with other streets and lanes. The street's design-speed is 30 km/h. The plan's proposed road network and the concentration of residential uses allow local streets to function as shared spaces. Similar to examples in Denmark and the Netherlands, local streets in the plan area do not separate cyclists from vehicles. The streets' calming characteristics and slow travel speeds allow all cyclists to feel comfortable within the carriageway.

There are two typical local street typologies that can be used, depending on adjacent development characteristics: one type features on-street parking on one side, the other has no on-street parking. These routes will be lined with active uses and will also prioritize consolidated vehicle entry points and loading areas. Additionally,

there are two site-specific local streets with elevated prominence: the extension of Vimy Place south of Wellington Street, and Preston Street, between the O-Train and Albert Street. Due to both streets' positions of importance within the hierarchy of the mobility network, and how they relate and connect to the plan's public realm and open spaces, these streets get special treatment. Vimy Place has deeper setbacks on the east side, allowing for larger frontage space (patios and/or stoops), pavers in the carriageway, a parallel multi-use pathway to separate active users and angled on-street parking dedicated to users of the municipal active park. Preston Street includes a unique central linear open space with added trees and plantings, similar to Catalan Ramblas (refer to Rambla de Catalunya as an example). This central linear space will prominently feature the southern landing of the Preston Street pedestrian and cycling bridge, which will connect active modes users across the O-Train into the heart of the plan area, creating an iconic testament to sustainable urban living.

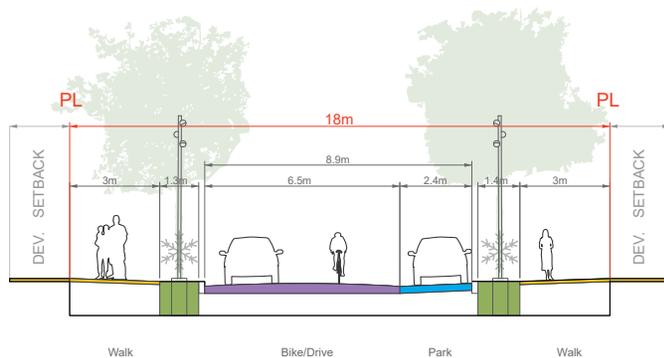


Figure 34 | Local Street A (18 m)
(One-side on-street parking)

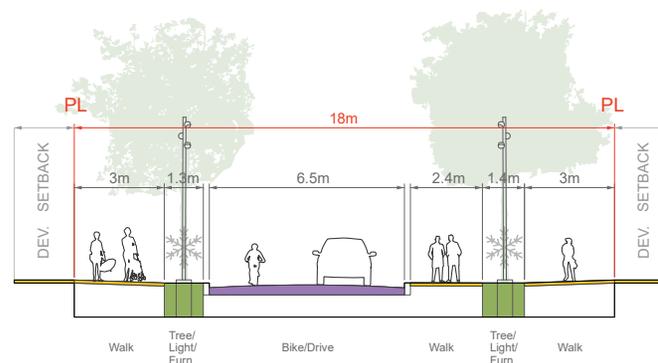


Figure 35 | Local Street B (18 m)
(No on-street parking)

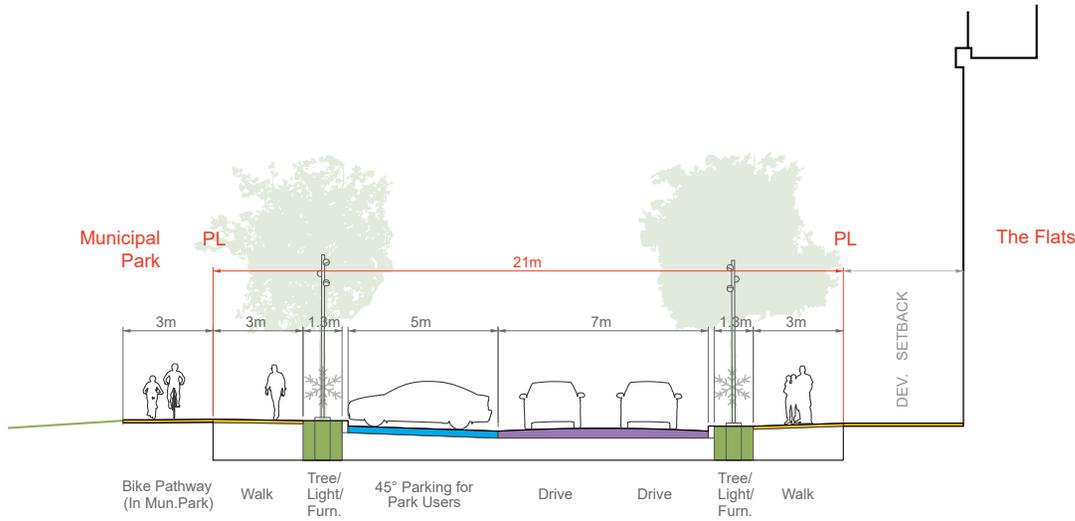


Figure 36 | Vimy Place (21 m)
(Between Wellington and the Aqueduct District)

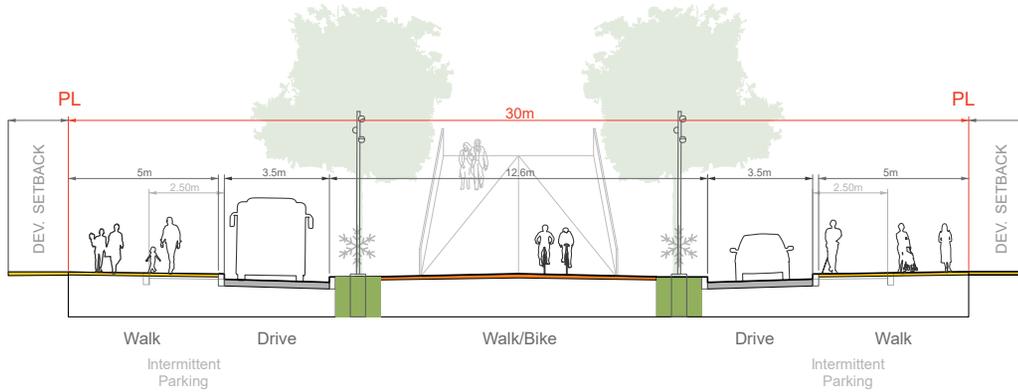


Figure 37 | Preston Street (30 m)
(Between Albert Street and the O-Train)



Figure 38 | Rambla de Catalunya, Barcelona. Image captured in Google Street View.

3.2.3.4 Perimeter arterial streets

The plan does not seek to dramatically alter the cross-sections of any of the area's existing or planned arterial streets. Minor modifications are suggested to the planned improvements to Albert Street along the northern edge, where a 3.5-m extension is recommended to allow better pedestrian and cyclist separation, and additional trees are proposed along Wellington Street. For Booth Street, aside from the completion of the elevated cycle tracks between Fleet and Wellington streets, the plan does not propose to alter Booth's cross-section, which has been modified multiple times in recent years to better comply with complete street principles.

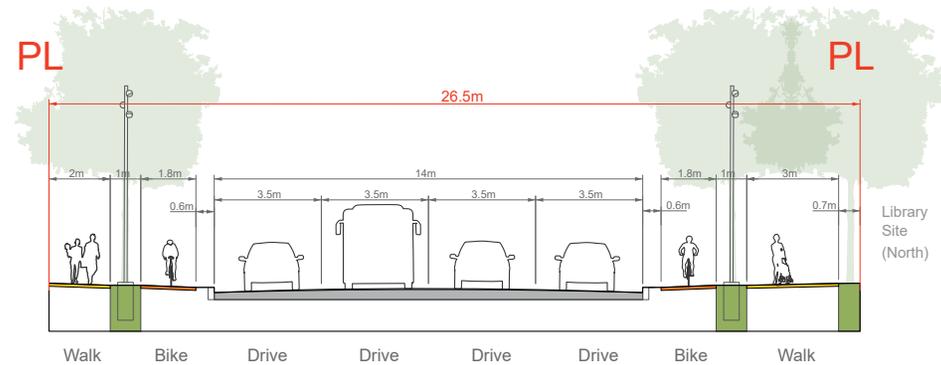


Figure 39 | Planned improvement to Albert Street, east of Empress (26.5 m)
(For information only)

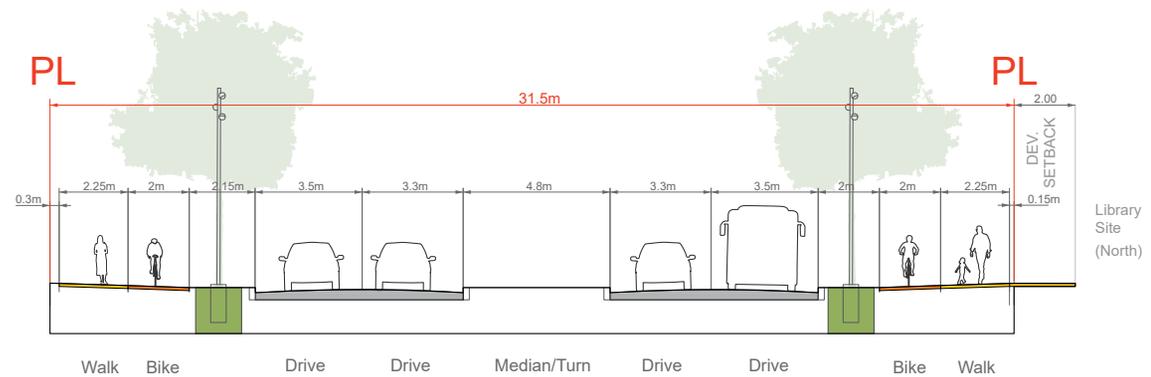


Figure 40 | Planned improvement to Albert Street, Empress to Booth (31.5 m)
(For information only)

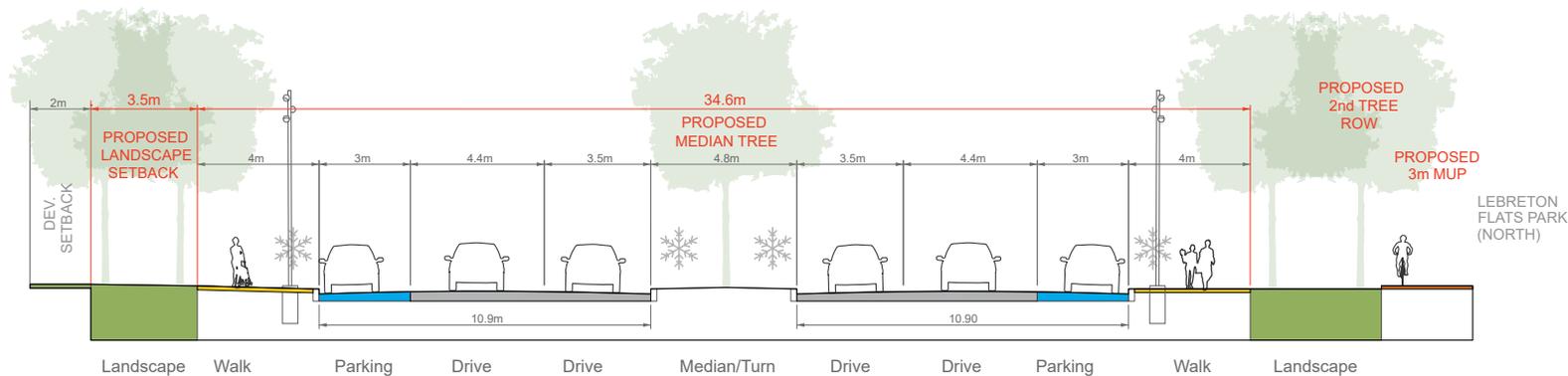


Figure 41 | Proposed modifications to the public realm: Wellington Street, between Vimy Place and Booth Street (34.6 m) (Red labels indicate changes to existing conditions.)

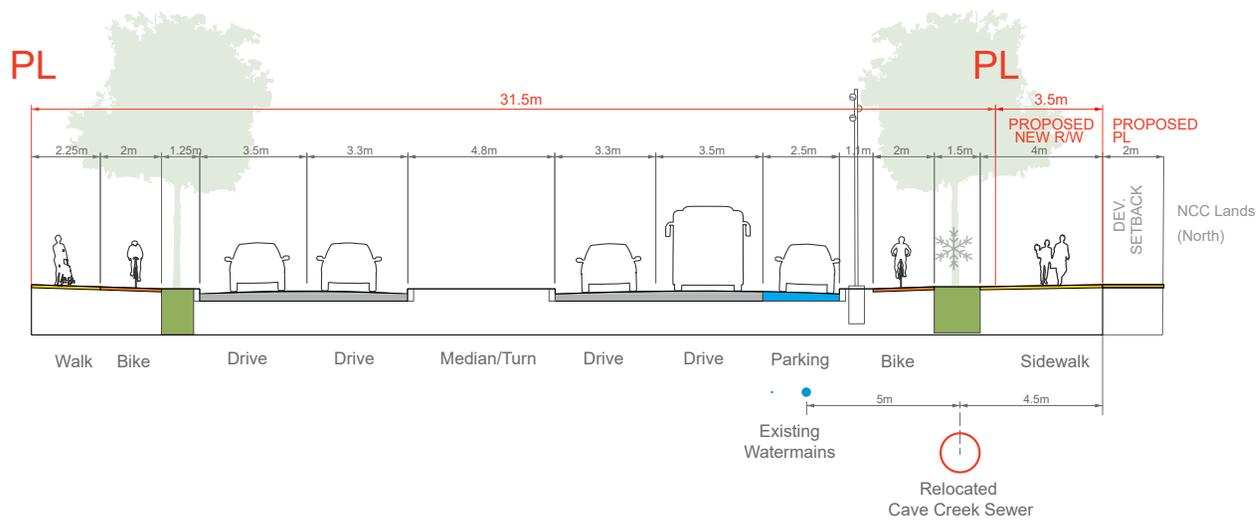


Figure 42 | Proposed modification to Albert Street, Booth to City Centre (31.5 m + 3.5 m = 35 m), including a widened right-of-way to accommodate improved separation of active modes and the relocation of the Cave Creek collector sewer

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)

Flexibility for a major event centre



Figure 43 | LeBreton Flats Master Concept Plan active mobility network.

3.2.4 Active Mobility

At the most fundamental level, the mobility network prioritizes active modes by offering a higher degree of connectivity for pedestrians and cyclists, while de-emphasizing priority for vehicle access. This is reinforced throughout the design: internal roads are woonerf-style, shared streets, and trails weave into and across the site.

LeBreton Flats will be a true transit-oriented neighbourhood, with a mobility network that ensures that all locations within the Master Concept Plan area are no further than 600 metres (less than a 10-minute walk) from an O-Train station. This simple organizing principle adds safety, comfort and convenience to the experience of public transit that skews individual decision making toward more sustainable forms of mobility. Ultimately, it helps embed active modes in the everyday practices of residents and visitors.

3.2.5 Connections

Any development within LeBreton Flats must manage inherited infrastructure, including arterial roads, aqueducts, highways and O-Train tracks that bound and bisect the site. A key part of the Mobility Strategy includes the provision of connections over and under these existing elements, reconnecting the public realm and reducing the impact this infrastructure has as a barrier to active modes. The following sections outline the bridges, underpasses and pathways that comprise the new mobility fabric.

3.2.5.1 Bridges

To reinforce the primacy of active mobility through the site, all new north-south connections over the O-Train line and aqueducts are designed for pedestrian and bicycle access only, at the following connection points:

- a. City Centre Avenue connection: A pedestrian and cyclist bridge over the O-Train from Albert Street to the Destination Park.
- b. Preston Street connection: A pedestrian and cyclist bridge over the O-Train 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 O-Train line, connecting to the Aqueduct District.
- c. 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 a connection under Booth Street.



Figure 44 | LeBreton Flats Master Concept Plan, Preston Street connection and LeBreton Place.

Preston Street Connection Alternative Options



Figure 45 | 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.



Figure 46 | Radial (dashed) and buffered network (solid) walksheds from the Bayview and Pimisi O-Train stations illustrate the connectivity of LeBreton Flats and the surrounding neighbourhoods within a five- to 10-minute walk.

Transit Network

- Master Concept Plan area
- █ LRT
- LRT station
- Existing bus routes
- Existing bus stops



Figure 47 | LeBreton Flats is well connected to surrounding neighbourhoods and the region via the O-Train and existing bus routes.

- d. Northern aqueduct: If uncovered, or covered with a new water amenity, 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.
- e. Trillium Rail Corridor: Consider future opportunities to create a link (bridge, underpass or at-grade connection) from the Park District to Bayview Yards.

3.2.5.2 Grade changes

- a. 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 (or acceptable universally accessible alternative) in the adjacent building.
- b. 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.

3.2.5.3 Underpasses

- a. 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
- b. Existing pathway connections under the O-Train 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

- c. 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.

3.2.5.4 Pathways

- a. A key pathway link will run through LeBreton Flats from west to east, from Bayview Station along the north side of the O-Train line, through the Urban Playground, connecting to the Library and Archives Canada and Ottawa Public Library Joint Facility.
- b. 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.

3.2.6 Mobility Network Design Guidelines

A compact, efficient urban form will promote a highly walkable district where active mobility and accessibility are prioritized throughout LeBreton Flats. 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 complete community, while multiple opportunities to access public transportation via the O-Train and bus service (including ParaTranspo) will 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 place-making opportunities.

- a. Priority must be given to pedestrian movement throughout the district, with safe and convenient access to and from pathways, sidewalks and public transportation.

Street Network

- Master Concept Plan area
- Shared street (10 km/h)
- Traffic-calmed local street (30 km/h)
- Arterial road (50-60 km/h)

Flexibility for a major event centre



Figure 48 | The street network emphasizes small, traffic-calmed local streets with a focus on slow vehicle speeds.

-
- b.** 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.
 - c.** Development must provide direct connections to the pathway network detailed in the Master Concept Plan's Mobility Strategy.
 - d.** 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.
 - e.** For bridges and connections, consider design elements that contribute to placemaking, such as viewing platforms, outlooks, seating, plantings and public art.
 - f.** Internal vehicle movement will be configured as shared, pedestrian-priority streets designed for speeds of 10 to 30 km/h.
 - g.** Streets and pathways should be designed to shelter people from winds.
 - h.** Pedestrian connectivity between LeBreton Flats and existing neighbourhoods should be incorporated into improvements to the existing streets as they occur.
 - i.** Connections and typologies of pathways will be consistent with the NCC's Capital Pathway Strategic Plan.
 - j.** Pedestrian and cyclist pathways should be separated from each other where appropriate to further enhance the safety of active transportation modes.



Figure 49 | Pedestrian-friendly urban environments.

Parking Strategy

- Master Concept Plan area
- Underground parking
- Underground parking access

Flexibility for a major event centre

1



Figure 50 | The LeBreton Flats Master Concept Plan's parking concept reduces the amount of surface parking to encourage a vibrant public realm by locating the majority of parking underground.





3.3 Land Use Strategy

3.3.1 Intent

The Land Use Strategy seeks to enable and support a dynamic mix of uses throughout LeBreton Flats, responding to principles of the Built Form Strategy. It seeks to support a place that

- + offers diverse housing options;
- + provides a range of services for the residents of LeBreton Flats, including shops, restaurants, services and employment;
- + supports cultural spaces;
- + mixes uses to create places that are vibrant throughout the day and in all seasons; and
- + is flexible enough to adapt to changing needs and opportunities.

The Land Use Strategy deploys the following uses, which are outlined in further detail in the following section:

- + 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

3.3.2 Mixed Use – Office/Institutional

Office and institutional uses are the employment core of LeBreton Flats. The area's proximity to downtown makes it well suited to capitalize on growth, and these uses will help contribute to the neighbourhood's vitality and retail viability. Alongside traditional office uses, development should consider emerging trends in workplace flexibility, including uses such as co-working spaces, business incubators, and research and innovation facilities.

While employment uses will be embedded throughout the built fabric of LeBreton Flats, office space will be focused more intensely around the corner of Booth and Albert streets. This proximity takes particular advantage of transit access, including Pimisi Station O-Train and north-south bus links across the Chaudières Bridge to Gatineau. The remainder of the Booth Street edge is also well-suited to office uses, as flexible common areas can be configured to help overcome the grade differential between Booth Street and the Flats District.

Institutional uses help ensure that LeBreton Flats is a complete community that supports residents and visitors of all ages. Schools, medical clinics and long-term care facilities will be permitted throughout LeBreton Flats, provided that they integrate with the Built Form Strategy.

Larger-scale institutional uses such as educational campuses, research facilities or government service centres can create important points of gravity and can help anchor other uses. It is more difficult—though not impossible—to integrate these types of uses into the dense podium blocks deployed throughout the Master Concept Plan. These uses will be considered at the NCC's discretion.

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
- Mixed use (event centre)
- Parks and open space

Flexibility for a major event centre



Figure 51 | Land Use Strategy (concept)

3.3.3 Mixed Use – Retail

Retail provides goods and services to residents and visitors, and helps activate the street and create a safer and more vibrant public realm.

The amount of retail mixed-use space provided for LeBreton Flats is supported by a detailed commercial-retail market analysis conducted as part of this plan's preparation, and is in line with existing City of Ottawa policy regarding retail intensity in transit-oriented developments.

A retail zone is identified at the ground floors of buildings on the south side of the Flats District, supporting the daily needs of nearby residents and commuters. This zone should support at least one medium-sized grocery store and a range of small- to medium-format commercial spaces. These will address local 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.

3.3.4 Mixed Use – Residential

Restoring residential uses to LeBreton Flats is an important component of building the area's past. A range of housing types and tenures is proposed here, including ground-oriented townhome units and apartment-style units in a range of sizes (including two+ bedrooms) to respond to diverse community demands. A flexible approach to housing, including capacity to accommodate a range of types, ensures that the project can adapt to changing market demand. Housing affordability targets and implementation tools to achieve housing affordability are defined in more detail in the Affordable Housing Strategy.

3.3.5 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, maker-spaces, restaurants and entertainment uses. This district is designed to establish a fun and exciting heart in LeBreton Flats that fosters social cohesion, bringing together both residents and visitors. 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.

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
- Retail recommended
- Retail permitted

Flexibility for a major event centre



Figure 52 | Building LeBreton, Land Use Strategy, retail at ground level (concept)

3.3.6 Mixed-Use Opportunity Site – LeBreton Place

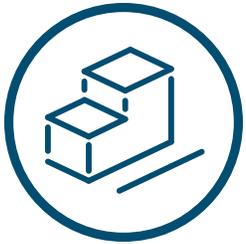
LeBreton Place is positioned in a key location at the nexus of the Aqueduct District, Nepean Inlet, Destination Park and Preston connection. It is envisioned as a landmark entertainment or music venue, cultural institution or other signature public use. It will contribute to the vitality, legibility and identity of LeBreton Flats, and will help unlock additional uses in the nearby retail and innovation zones.

3.3.7 Major Event Centre

A site along Albert Street, between City Centre Avenue and Preston Street, has been designated for a potential major event centre. The location can accommodate a facility of this size, and capitalizes on proximity to two nearby O-Train stations, as well as access from both the pathway network and Albert Street. The site offers productive links to the Aqueduct District, providing event-goers with a range of 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.

Given the complexity of such a use, the Master Concept Plan has been configured such that it neither depends on—nor is disrupted by—the presence of such a facility. The site is flexible, and a decision on its development profile can be reserved until a later implementation phase.





3.4 Built Form Strategy

3.4.1 Intent

The Built Form Strategy sets out a flexible set of performance guidelines. It protects the plan's core performance, while accommodating design innovation and changing market conditions over time.

The built form at LeBreton Flats is driven by the following key principles.

a. Continuous Fabric: Mid-rise podiums up to six storeys create a continuous fabric that defines the public realm and brings vitality to the streets.

- b. Density:** Taller buildings in key locations augment density, capturing value and adding viability around transit stations.
- c. Microclimate:** To enable pedestrian-friendly microclimates around buildings, tower floorplates will be slim and incorporate wide tower separation distances to mitigate shadow and wind impacts.
- d. Frontage:** Active frontages along publicly accessible areas will ensure an animated public realm. In locations where there is no commercial use at-grade, ground-oriented residential units will be deployed to animate building edges.

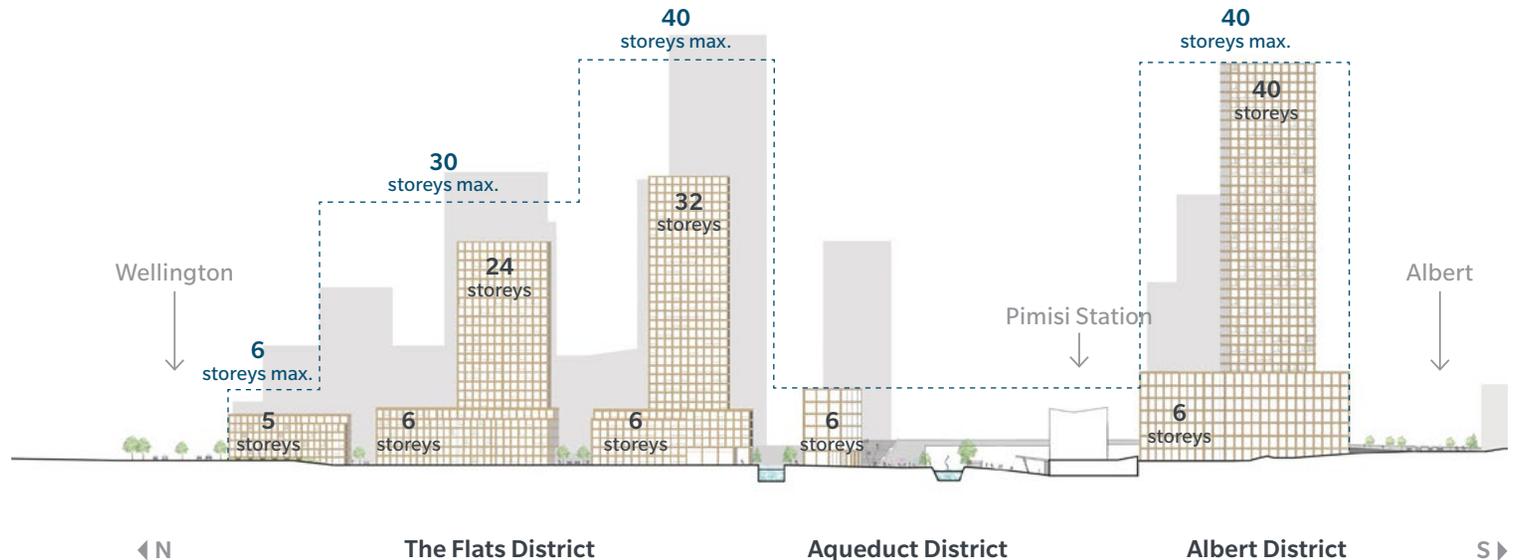


Figure 53 | Sectional elevation (north-south) illustrating the transition in height from the Flats District to the Albert District.

3.4.2 Built Form Design Guidelines

The following design guidelines capture intention for building form throughout the site.

- a. Active Street Edge**

Active commercial uses or townhome-style residential units are required at ground level where they face streets, pathways, parks or other publicly accessible areas.
- b. At-Grade Commercial**

Retail and commercial uses at-grade will be targeted in locations identified in the Land Use Strategy.
- c. Commercial Scale**

Development of smaller-scale retail units is encouraged to create opportunities for a range of shops, services and cultural spaces.
- d. Key Intersections**

Higher-intensity and larger-format retail uses, such as a grocery store, should be located on prominent street corners.
- e. Setbacks for Public Space**

Setbacks should be provided where additional space is required to support a healthy public realm by providing amenity and retail spill-out space.
- f. Visual Permeability**

Development in the Aqueduct District should feature high visual permeability at-grade and active frontages on both aqueducts to facilitate the development of dual-sided blocks.
- g. Above-Grade Uses**

Building uses above-grade will be a mix of office and residential space, according to the Master Concept Plan's Land Use Strategy.
- h. Supporting Flexible Use**

Alterations to building massing/use 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.
- i. Podiums**

High-rise buildings will have podiums, maximum six storeys in height, except for where large-scale institutional uses are proposed.
- j. Large-Scale Podiums**

Large-scale institutional uses may build podiums to a maximum of nine storeys, but must provide facade articulation that generates visual interest.
- k. Street-Related Residential Units**

Residential street walls will be defined by street-related units that have their principal entrance facing the street. These units will be two-or three-storeys, in a townhouse or as part of the base condition in a mid- or high-rise block.
- l. Podium and Tower Differentiation**

At or before the sixth storey, buildings must incorporate design techniques to sufficiently differentiate the podium and the tower. This should be achieved primarily through stepbacks of at least two metres from the podium facade, as well as through material changes or balcony/fenestration alterations between the podium and the tower.
- m. Tower Separation**

Tower separation distance will be determined at the development stage, and will adhere to applicable City of Ottawa design guidelines.

3.4.2.1 Building heights

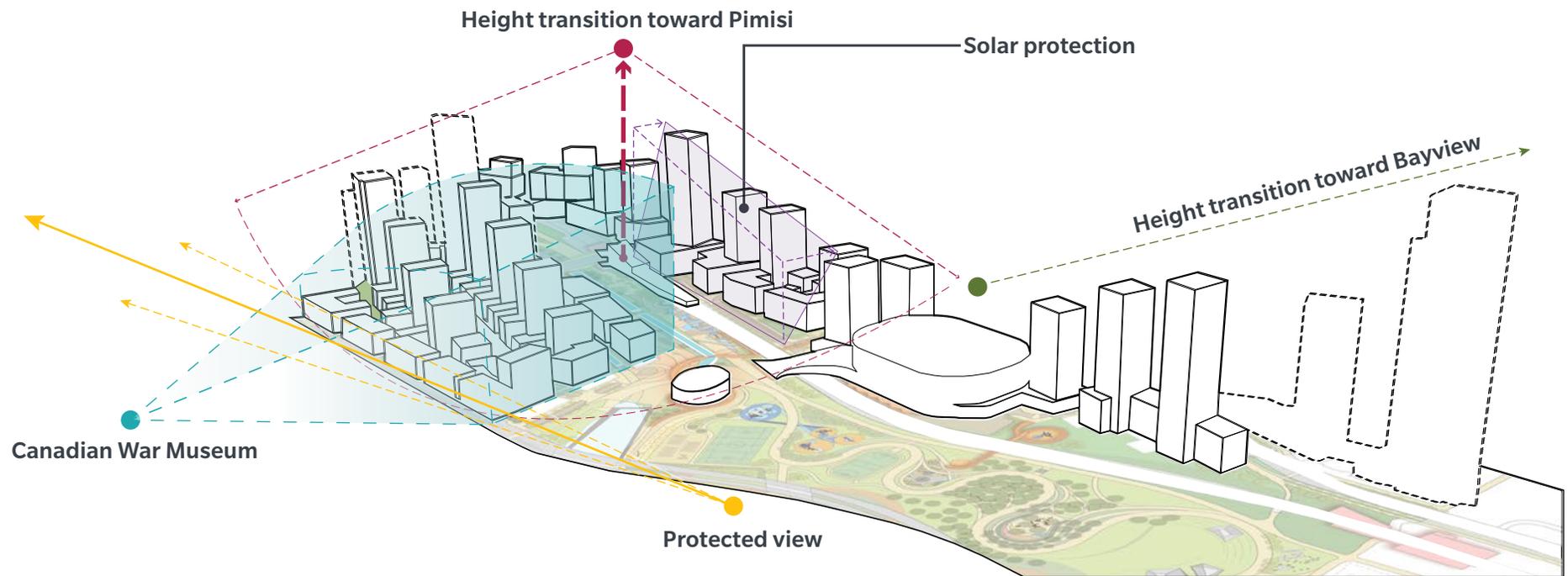


Figure 54 | Building heights transition upwards from Wellington Street toward the O-Train stations, preserving important view corridors to Parliament Hill and sunlight protection for the Canadian War Museum.

n. Courtyards

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.

o. Maximum Residential Floorplate

The maximum residential tower floorplate is 750 square metres.

p. Maximum Office/Institutional Floorplate

The maximum office/institutional tower floorplate is 1,800 square metres.

q. Neighbourhood Interface

All developments will adhere to the edge conditions described in Section 3.4.3 to ensure that each site responds to its unique interface condition

r. Public Art

Public art and interpretation should be integrated at the building design stage, where possible.

s. Parking and Loading Access

Parking and loading access must be provided through a single consolidated entrance for each block, unless the development is a townhome project, where two accesses will be permitted.

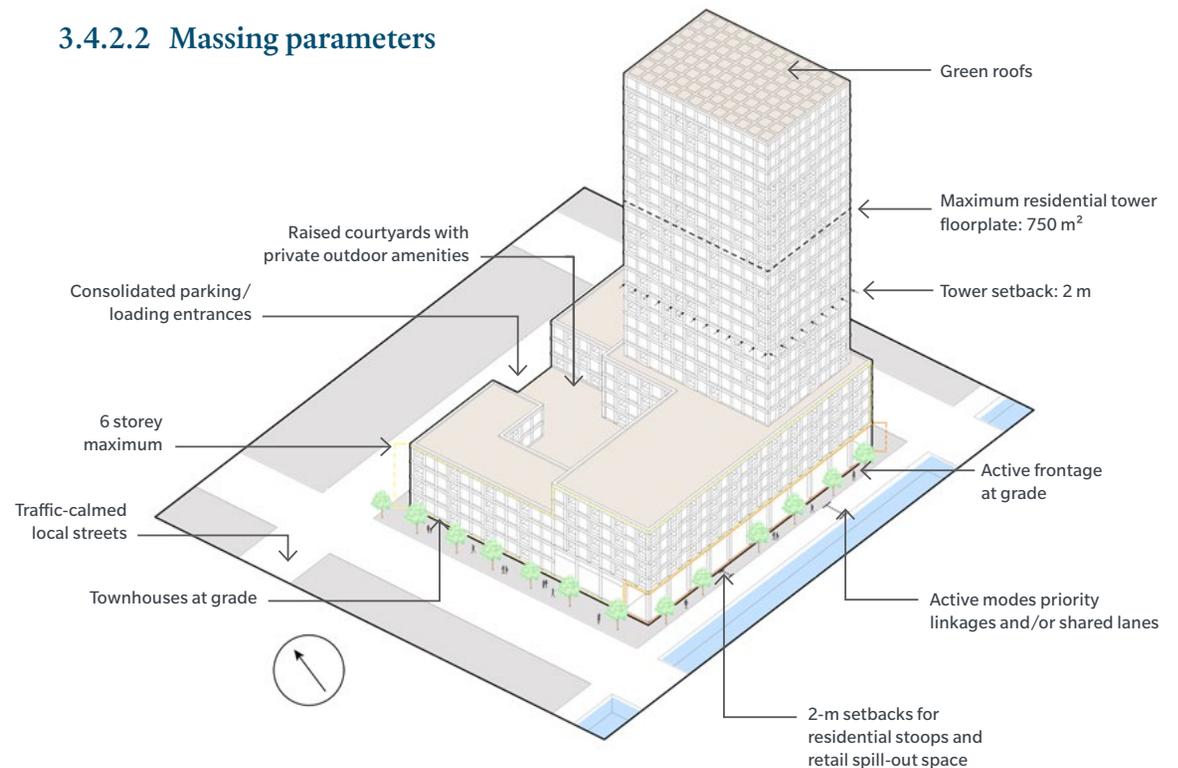
t. Development Parcel Parking

Except for accessible parking, limited short-term drop-off zones, and loading areas located on private shared lanes, all parking within a development parcel will be provided underground or within the mass of the podium in a manner that does not create extended lengths of inactive frontages.

u. Roof Treatment

Green roofs, rooftop gardens, solar roofs, or reflective roofs will be incorporated whenever possible and integrate native pollinator plant species where feasible.

3.4.2.2 Massing parameters



3.4.2.3 Tower and podium configurations

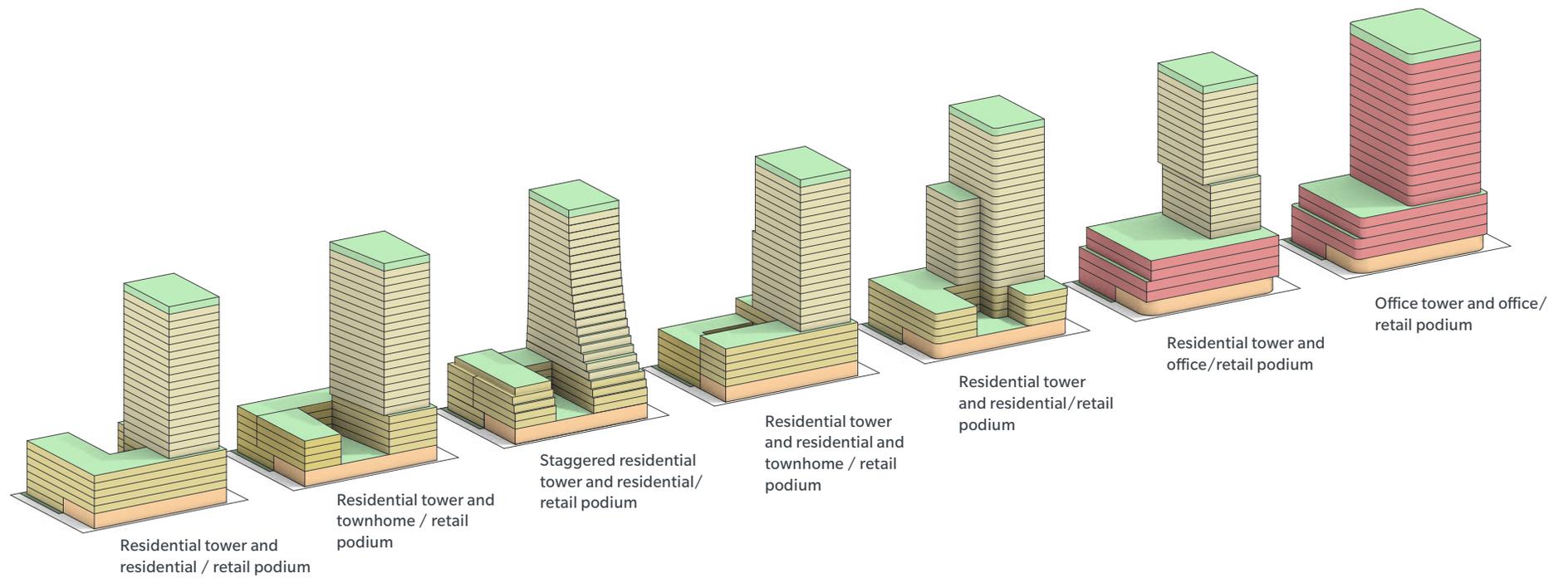


Figure 55 | The Urban Design Guidelines enable design flexibility, facilitating various building design options within a typical block.

Building Heights Concept

- Master Concept Plan area
- Maximum 6 storeys
- Maximum 12 storeys
- Maximum 20 storeys
- Maximum 30 storeys
- Maximum 40 storeys

Flexibility for a major event centre



Figure 56 | LeBreton Flats Master Concept Plan building heights demonstration: this is a concept diagram; the configuration of buildings is subject to change.

Design Guidelines – Edge Conditions

- Wellington Street – Capital edge
- Booth Street – Prominent urban edge
- Albert Street – Prominent transition street wall
- Albert Street – Major event centre transition street wall
- Aqueduct District – Loft edge
- Aqueduct District – Flats edge
- Interior condition



Figure 57 | LeBreton Flats Master Concept Plan edge condition (concept)

3.4.3 Built Form Strategy – Edge Conditions

The following section describes urban design intent and provides more detailed architectural guidelines for specific block edges throughout the plan area. Figure 58 provides a key map that indicates the distribution of these edges.

3.4.3.1 Wellington Street – Capital edge

Facades facing Wellington Street shall provide street wall qualities that exhibit an architectural prominence respecting the neighbouring national institutions along the street. To achieve this, fronting facades will do the following:

- a. Communicate a vertical prominence by aligning fenestrations vertically, ensuring that vertical proportions are dominant in building massing, positioning materials and their connections to communicate strong verticality, and/or breaking up long horizontal masses into small vertically pronounced volumes.
- b. Communicate architectural prominence by using noble materials such as stone and/or masonry.

- c. Communicate Capital characteristics by differentiating the building's base, middle and top.
- d. Communicate the importance of the street by providing enhanced landscaping or architectural elements to screen any private amenity spaces to provide privacy and minimize the visual impact that private exterior amenity spaces have on the street's overall experience.

3.4.3.2 Booth Street – Prominent urban edge

Facades facing Booth Street will provide a sense of large-scale urbanity to match the proposed developments to the east, to communicate the strategic position of this corridor as a major transit node, and to overcome the extensive grade challenges present between Wellington and Albert Street in a human-centric manner. To achieve this, fronting facades will do the following:

- a. Achieve substantial and horizontally prominent urban masses on the podium by accentuating the horizontality of the podiums' volumes, and clearly defining tower from podium with material and massing differentiation.



Figure 58 | Examples of verticality, horizontality and a clear street wall. Images captured in Google Street View.

- b. Ensure microclimate impacts are considered in building design, in particular wind tunnelling.
- c. To allow for pedestrian permeability along the sloping street, provide terracing in the public realm within the development setback. This helps provide flat access points for retail points at different elevations along the street.

3.4.3.3 Albert Street – Prominent transition street wall

Developments along Albert Street will provide a clearly defined streetwall on their podiums to negotiate the transition in scale between the existing communities to the south and the proposed development to the north. Additionally, while towers along Albert should be clearly stepped back, they should also be generally located toward the south of their parcel to minimize shadow impacts on the Aqueduct District’s open spaces to the north. To achieve this, development along Albert Street will do the following:

- a. Provide at a meaningful setback (e.g. 3 m) between the podium’s clearly defined streetwall and towers above.

- b. Provide clear architectural differentiation between the podium’s streetwall and tower facades through distinctive approaches to fenestration and balcony positioning, scaling, material, and/or colour differentiation.

3.4.3.4 Albert Street – Major event centre transition street wall

All elements of the Albert Street prominent transition street wall also apply here, along with special consideration given to the potential impacts of a major event centre. Understanding that major event centres have unique internal requirements that can make sensitive urban integration more difficult to achieve, the following strategies should be employed to ensure a high-quality urban condition along Albert Street:

- a. Ensure the concourse level provides safe, intuitive and universally accessible accesses to the street level in multiple and well-spaced locations, including over the O-Train tracks into the Aqueduct District’s open spaces and potentially into the Capital Park through integration with the City Centre pedestrian and cycling bridge.

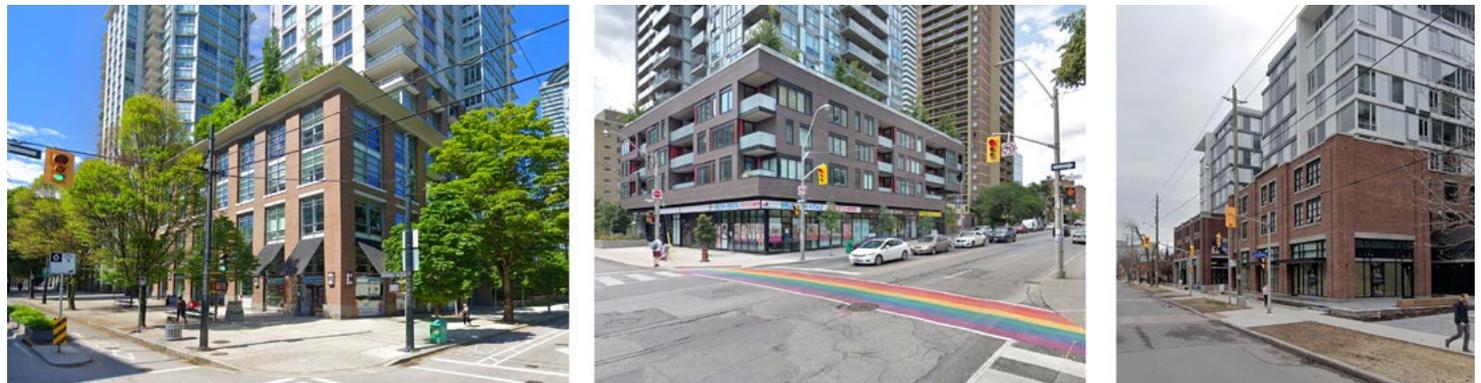


Figure 59 | Examples of mixed-use podium/tower separation techniques. Images captured in Google Street View.

- b.** Ensure that pedestrian access points to the major event centre are positioned to strategically distribute pre- and post-event flows to Pimisi and Bayview stations along Albert Street, and within the plan’s open spaces to the north of the O-Train right-of-way.
- c.** Encourage the design of the major event centre to place large outdoor celebratory and pre- and post-event exterior gathering spaces on the concourse level, allowing for secondary entrances on Albert Street to be human-scale.
- d.** To avoid potentially long segments of inactive facade, provide sufficiently sized opportunities for separate or partnered high-density mixed-use development sites at the east and west extents of the major event centre block along Albert Street.
- e.** Ensure that all retail uses associated with event centre mixed-use development consider the context and scale of the adjacent community to the south, where appropriate.
- f.** Encourage event-centre-related retail uses that have multi-storey units to provide access on concourse and street levels.

- g.** Encourage street-to-concourse level public access stairways within private developments.

3.4.3.5 Aqueduct District edge

Proposed loft-format buildings in the Aqueduct District will provide amenity-rich and highly porous active facades, and be designed to celebrate the unique architectural characteristics desired within the district. To achieve this, loft developments will do the following:

- a.** Provide retail bays of various sizes that front along as much of the building perimeters as possible.
- b.** Encourage buildings in the Aqueduct District to include arcades on south facades, creating opportunities for partially covered south-facing patios.
- c.** Buildings in the Aqueduct District are to share a single below-grade access point for parking and loading at the termination of the Vimy Place extension.



Figure 60 | Examples of interior conditions. Images captured in Google Street View.

-
- d. Ensure that lobby accesses to the upper floors are designed to play a background role in comparison with the retail spaces in the design of the ground floors of the loft buildings.

3.4.3.6 Flats District – South edge

Retail uses within the mixed-use developments in the southernmost parcels of the Flats District will be strategically positioned to provide an intuitive transition between the vibrancy of the Aqueduct District and the calmer residential nature of the Flats District. Special consideration should also be given to provide public access between the Booth Street elevation and the Aqueduct District elevation (which is approximately a five- to seven-metre grade difference).

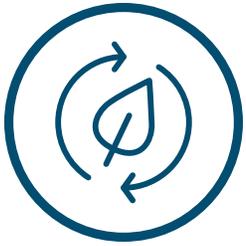
- a. Similar to the Aqueduct District’s loft buildings, encourage south-facing facades along the southern edge of the Flats District to include inset retail facades that allow for covered space for patios and retail spill-out.
- b. Encourage the positioning of retail units that are intended to serve larger catchments (medium or large food and beverage uses, or distinct retail offerings) along the southern edge and at the corners of their parcels.
- c. Encourage the positioning of retail units that are intended to serve a local catchment (small food and beverage or locally focused retail uses) along the private shared lanes, which are oriented north–south.
- d. Encourage multi-storey retail development on the southeastern-most Flats District parcel that can provide safe, intuitive and universally accessible internal public passageway between the Booth Street and Aqueduct District street elevations.

3.4.3.7 Interior conditions

Buildings are to have differentiating architecture and exterior details from the newly built buildings within the district. Developments will also ensure that the programmatic and architectural interface with adjacent local streets creates an enclosed, tight-knit and textured urban experience. To achieve this, developments will do the following:

- a. Provide a wider development setback along Vimy Place to allow for larger food and beverage patio spaces and/or larger and more protected at-grade residential amenity or patio spaces.
- b. Ensure that at-grade uses provide active frontage, wherever possible.
- c. Ensure that development setbacks are used to create private amenity spaces to support the adjacent use, and the user experience of the adjacent public realm.
- d. Ensure that servicing and vehicle accesses are consolidated to one entrance and positioned to occupy as little street frontage as possible.





3.5 Sustainability Strategy

3.5.1 Intent

The National Capital Region has experienced first-hand the impacts of climate change, and the Master Concept Plan reflects growing calls for climate leadership through innovative community design. Responding to the need for climate action, the Master Concept Plan puts LeBreton Flats on a path to becoming one of Canada's most sustainable communities.

The commitment to zero-carbon buildings alone will put LeBreton in rare company for a project of this scale. However, the following Sustainability Strategy goes beyond energy and carbon to envision a new form of sustainable community.

The objectives and commitments in this Sustainability Strategy are future-focused, meaningful, practical and outcomes-based. They are informed by the Master Concept Plan's guiding principles and specifically aim to do the following:

- + Embed a culture of excellence throughout the life cycle of the project.
- + Provide opportunities for innovation in design and sustainability.
- + Build in climate mitigation and resiliency measures.
- + Achieve a zero-carbon community.

As socio-economic and cultural considerations are addressed in other strategies of the Master Concept Plan, the commitments in this strategy are broadly focused on environmental sustainability. The following section is organized into seven sections that describe various dimensions of sustainability in the project:

- + Evolving Sustainability

- + Health and Well-Being
- + Ecological Integrity
- + Zero Carbon
- + Sustainable Water Management
- + Materials and Waste
- + Sustainable Choices

3.5.2 Evolving Sustainability

LeBreton Flats will develop over the next 30 years. During this time, expectations of buildings and communities will change: today's development innovation may become tomorrow's standard practice. The Ontario Building Code is anticipated to increase its demands for performance as the province moves toward a stepped code, which will eventually require zero-carbon buildings.

A flexible approach is needed to ensure that LeBreton Flats can respond and adapt to this evolution. This agility ensures that future development is held to the highest standards of its time, rather than using the plan's benchmarks throughout the life of the project. To this end, the NCC will review the Sustainability Strategy at key milestones throughout the project to ensure that contemporary best practices in sustainability are being employed.

3.5.3 Health and Well-Being

LeBreton Flats will provide services and public spaces that enhance human health and well-being.

- a. Public drinking fountains**
Provide water fountains in public spaces to support active lifestyles, reduce the health impacts of heat waves, and reduce dependency on single-use beverage containers.
- b. Low-emitting materials**
Source low-emitting materials that do not pose risks to air quality, productivity, or human and environmental health.
- c. Physical activity spaces**
Provide universally accessible and usable outdoor and indoor physical activity spaces to facilitate physical activity.

3.5.4 Ecological Integrity

LeBreton Flats will reduce the negative impacts of human activity and development on ecological systems through design that restores, enhances, and protects natural habitat and biodiversity.

- a. Restoration**
Use native, non-invasive species in landscaping.
- b. Tree canopy**
Enhance the existing tree canopy throughout the site to provide habitat, shaded respite areas, and microclimates to enhance biodiversity.
- c. Urban heat island**
Choose roof treatments that reduce the effects of urban heat islands on microclimates and ecosystems.



- d. Light pollution**
Design the site's lighting program to reduce the negative impacts of up-lighting and light trespass on wildlife.
- e. Bird-friendly materials**
Design facade materiality and lighting to prevent bird injury and mortality from collisions with buildings.
- f. Pollinator and migratory species**
Create supportive conditions for pollinator and migratory species.
- g. Integrated pest management**
Use integrated pest management best practices to control unwanted flora and fauna, using non-chemical preventative measures where possible.

- h. Responsible construction practices**
Use environmentally responsible practices to reduce construction and demolition pollution, including soil erosion, waterway sedimentation, contaminated soil handling and airborne dust.

3.5.5 Zero Carbon

LeBreton Flats will be a zero-carbon community that embeds a culture of excellence and sustainability throughout the life cycle of the project.

- a. Operational carbon**
Eliminate carbon emissions resulting from operating energy use, including on-site combustion of fuels and indirect emissions from electricity use supplied from the grid.



b. Embodied carbon

Reduce carbon emissions from the manufacturing, transport, installation, use and end-of-life of building materials.

c. Transportation carbon

Reduce carbon emissions resulting from occupant transportation to and from the LeBreton Flats plan area.

d. Consumption-based carbon

Reduce carbon emissions from the production and use of goods and services consumed in the region, regardless of where those emissions occur globally.

3.5.6 Sustainable Water Management

LeBreton Flats will minimize the use of potable water, and use a naturalized approach to water management in order to protect water resources.

a. Potable water reduction

Minimize the use of potable water for landscaping, and promote rainwater capture and reuse.

b. Building water use

Use efficient appliances, fixtures and fittings to minimize the indoor consumption of potable water, and track water consumption in buildings to help identify opportunities for water savings.

c. Stormwater management

Prioritize the use naturalized hydrological approaches to treat stormwater before its pollutant load enters the watershed, and use low-impact development practices to retain stormwater runoff on-site.

3.5.7 Materials and Waste

LeBreton Flats will emphasize reuse, recycling and upcycling to divert waste from landfills and use materials, products and services that reduce negative social and environmental impacts.

a. Closed-loop waste management

Move away from linear approaches to waste management to systems that focus on product longevity, renewability, reuse and repair.

b. Sharing “shed”

Provide spaces where residents can share household goods, tools, appliances, and so on.

c. Hazardous and e-waste

Establish drop-off areas, available to all project occupants, for potentially hazardous office or household waste, and establish a plan for post-collection disposal or use.

d. Tri-sorting waste streams

Install waste sorting infrastructure in all building types to ensure separate waste streams for organics, recyclables, and non-recyclable, non-compostable waste.

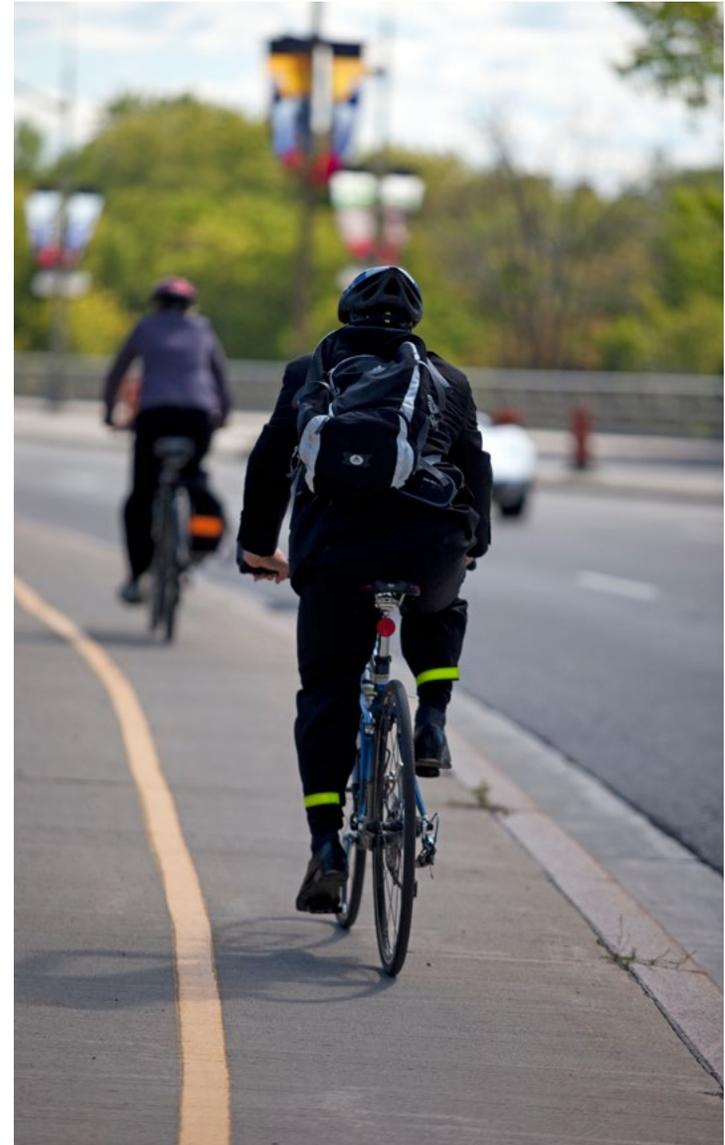
e. Building materials

Choose raw materials that have positive environmental, social, and/or economic life cycle impacts.

3.5.8 Sustainable Choices

LeBreton Flats will empower residents and workers to make sustainable decisions in how they work, live and play within the community

- a. Ecological footprint**
Reduce the ecological footprint of new residents by facilitating sustainable choices.
- b. Reduced parking**
Minimize the environmental harms associated with parking facilities, including automobile dependence and rainwater runoff, and design underground and above-ground parking structures to easily adapt to future needs and uses.
- c. Connections to nature**
Provide access to park lands, as well as opportunities for education about and active engagement in sustainability across the site.
- d. Connections to water**
Nurture a connection to water by providing greater accessibility to waterways and through engagement and education.
- e. Sustainable lifestyles**
Partner with academic institutions or other third parties to create a long-term monitoring framework to determine if the impact of lifestyles on the planet is being reduced over time.







3.6 Culture and Heritage Strategy

3.6.1 Intent

The Culture and Heritage Strategy aims to ensure that culture and heritage opportunities are integrated into the implementation of the Master Concept Plan in ways that honour the area's heritage, are representative of the Capital's diversity and showcase its creativity.

Culture and heritage are legacies inherited from past generations, maintained in the present, and bestowed for the benefit of future generations. Culture and heritage are not static. They include creative works, Indigenous heritage and multicultural heritage in all its forms, including stories, physical objects, places, creative works and connections to nature that we use, learn from and are inspired by. Culture and heritage invite us to reflect on where we came from, and imagine how we would like things to be in the future.

Culture and heritage give LeBreton Flats its soul, and are central to its identity, authenticity and appeal as a destination for visitors and as a place to live and work. The Master Concept Plan provides for culture and heritage initiatives that are appreciated and inclusive, attracting participation by both residents and visitors. Through ongoing engagement, the cultural heritage and identity of the Algonquin Natin will continue to be visible and honoured.

3.6.2 Objectives

The objectives for the Culture and Heritage Strategy are derived directly from the Master Concept Plan's guiding principles, and specifically aim to do the following:

a. Create an ambitious new Capital destination.

- b. Encourage the development of cultural facilities and services to help create active, lively and flexible spaces that contribute to community health and well-being and serve diverse groups of people.
- c. Recognize the links that exist between culture, heritage and the environment, and showcase these relationships through design and other measures.
- d. Showcase the Capital's creativity, support heritage experiences and strengthen social connections by providing vibrant and welcoming cultural experiences and spaces.
- e. Recognize and honour the rich Algonquin presence in the region and the role LeBreton Flats has played in the development of the Capital and the region, including its past vocation as a neighbourhood for new arrivals and its evolution.
- f. Work strategically with reliable data and input from partners and the public to support timely progress and generate desired returns from all types of investments in culture and heritage.

3.6.2.1 An ambitious Capital destination

- a. Use partnerships, including with the Algonquin Nation, federal agencies, the City of Ottawa, key property owners and major institutional occupants to retain LeBreton Flats as a Capital destination, and multiply the impacts of investments.
- b. Require each new development proposal to include provisions for public art, interpretation and/or the display of archaeological artifacts.

-
- c. Integrate archaeological discoveries and their cultural narratives into projects through innovative design, public art installations, or other public realm and private developments.
 - d. Take inspiration from the site's cultural heritage, geography and geology in the design of buildings, views and landscapes.

3.6.2.2 Cultural facilities

- a. Maximize opportunities for communities to engage with and participate in creative works through performances, exhibitions, festivals and other activities.
- b. Develop spaces of different scales with appropriate levels of infrastructure to nurture a range of cultural activities.
- c. Engage diverse communities in planning all public spaces, including areas in and around private developments, to bring the benefits of LeBreton Flats to people of all backgrounds and abilities.
- d. Animate public places, and strengthen the unique identity of LeBreton Flats by weaving public art and other cultural initiatives through the landscape.
- e. Facilitate the creation of cultural venues as platforms for supporting artist development.
- f. Engage youth, especially Algonquin Anishinabe youth, in the design of public spaces.

3.6.2.3 Linking culture, heritage and environment

- a. Use thematic gardens, water features, special plantings and other design alternatives to reinforce links between culture, heritage and the environment.

- b. Encourage organizations to include the geography and geology of LeBreton Flats in experiential learning opportunities.
- c. Reduce the amount of waste sent from landfill, while also honouring the heritage of LeBreton Flats, by encouraging the use of local and sustainable materials, as well as recycled and reused materials for all types of projects.
- d. As a direct connection with LeBreton Flats' link to the logging industry and the area's history as a place of reinvention and renewal, encourage the use of recycled building materials and natural materials for new buildings, infrastructure and built features within the landscape.

3.6.2.4 Creative, vibrant spaces

- a. Use public art and creative designs for buildings and landscapes to help communicate a message of inclusiveness and welcome for individuals, family groups and community activities.
- b. As appropriate, link interpretive development at LeBreton Flats, including signage, references to heritage in outdoor furnishings and landscape treatments, to the Zibi Heritage Interpretive Plan, which concerns the area immediately to the north of the Flats and shares much of its history.
- c. Create indoor and outdoor infrastructure that supports the use of sites within LeBreton Flats by arts, youth and cultural groups.
- d. Ensure that all arts and culture events and spaces serve children and youth.

3.6.2.5 Historical role

- a. Support the conservation of surviving elements of the Ottawa Water Works complex, including the pumping station, open



aqueduct, covered aqueduct, bridges and tailrace by ensuring that appropriate conservation treatments are included in the planning and implementation of all interventions that might affect their heritage values and the attributes of the complex.

- b. Support the conservation and enhancement of the covered aqueduct built along the alignment of Ontario Street to ensure that its heritage value as an example of municipal engineering is protected. Uncover a portion of the aqueduct to highlight its presence on the Flats.
- c. Support the conservation of all built heritage resources that predate the clearing of the Flats on the south side of Albert Street, including the Lorne Avenue Heritage Conservation District and individual properties recognized as heritage by the City of Ottawa, by ensuring that appropriate conservation treatments are included in the planning and implementation of all interventions that might affect their heritage values and attributes.
- d. Use place names, wayfinding and interpretation infrastructure to develop an appreciation of the history and heritage of LeBreton Flats.
- e. In collaboration with Algonquin Nation, bring Anishinaabemowin (the Algonquin language) into prominence in LeBreton Flats through place naming and other means.
- f. Design spaces within the public realm and private developments to showcase archaeological artifacts in accordance with the Memorandum of Understanding for the Co-management of Archaeological Resources, established in 2017 by the Kitigan Zibi Anishinabeg First Nation, the Algonquins of the Pikwakanagan First Nation and the NCC.

-
- g.** Set aside a space for rotating public art installations to present and showcase objects and artworks from the City of Ottawa collections connected to LeBreton Flats, such as the paintings of Ralph Burton that document life on the Flats prior to demolitions in the 1960s.
 - h.** Develop protocols for choosing commemorations (temporary, virtual, permanent and so on) for LeBreton Flats to ensure that choices are authentic to LeBreton Flats, serve to reinforce (rather than dilute) messages, and remain vital over time.
 - i.** Complete recommended archaeological studies in advance of further development.
 - j.** Retain a portion of the scarred landscape of exposed bedrock as a reminder of the history of the clearing of LeBreton Flats.

3.6.2.6 Strategic implementation

- a.** Set up a council involving public, private, NGO, Algonquin and social-enterprise representatives to harness their energy, ideas, capacity and know-how for identifying and shaping culture and heritage opportunities.
- b.** Support the engagement of a full-time LeBreton Flats heritage and culture coordinator as early as possible to support the implementation of the Culture and Heritage Strategy for LeBreton Flats.

3.6.3 A Responsive Approach

The LeBreton Flats plan area will be developed over 30 years. To ensure that the project demonstrates continued leadership in the preservation and celebration of culture and heritage over its life cycle, the key objectives identified in this strategy will be communicated to potential developers via the procurement documents. Upon award of the project, the developers will sign a binding agreement to deliver, among other things, the culture and heritage requirements. Given the dynamic and ever-changing nature of how society interacts with and understands its culture and heritage, this allows for a dynamic and responsive approach to incorporating these critical components into LeBreton Flats.

Throughout the subsequent design and construction activities, a monitoring and reporting process will be implemented. Monitoring and reporting will ensure that the NCC's commitments to honouring the past are met. The nature of monitoring and reporting activities will be based on and updated with each new phase of development.

The process reports submitted by each developer will feed into the NCC's annual reporting on the Master Concept Plan's guiding principles. In this way, the progress made in relation to heritage and culture will be reported on alongside and in context with the Master Concept Plan's guiding principles.







3.7 Housing and Affordability Strategy

3.7.1 Intent

The provision of affordable and inclusive housing is a key part of the project's foundational goal of creating an integrated, mixed-income community. LeBreton Flats will provide a range of housing options that respond to existing demand and provide new choices for Ottawans. This will include opportunities for housing across the spectrum of affordability, from social housing to market ownership.

LeBreton Flats is uniquely positioned to provide new affordable housing units within a well-connected and centrally located neighbourhood. The Master Concept Plan proposes significant new amenities that will support the daily necessities of residents, in addition to the existing and planned resources in the area, which provide the ideal scenario for an inclusive mixed-income community. Some of these resources include the planned Ottawa Public Library and Library and Archives Canada joint facility, the Bayview and Pimisi O-Train stations, a variety of parks and open spaces, nationally significant museums and monuments, and new pathways and trails.

Key recommendations of the Housing and Affordability Strategy include the following:

- a. 25 Percent Affordability**
Twenty-five percent of all residential housing will be affordable. Affordable housing will meet the definition provided by the corresponding partner organization and/or the funding program.
- b. Integrated Over Time**
Affordable housing will be delivered throughout the lifetime of the project, promoting the integration of mixed income units throughout LeBreton Flats.

- c. Key Partnerships**

Partnerships with the City of Ottawa, the Canada Mortgage and Housing Corporation (CMHC), non-profit housing providers, and market developers will be explored to deliver a variety of affordable and purpose-built rental housing.

- d. Aligned With Federal Funding**

Affordable housing proposals will be aligned with federal funding requirements for projects that seek partnerships with CMHC.

- e. Provision Through Procurement**

Additional housing sub-targets will be secured through the procurement process, with a focus on priority vulnerable groups.

- f. Alternative Ownership Models**

Alternative land ownership models, such as community land trusts, will be explored to ensure long-term affordability and stewardship.

3.7.2 Housing Affordability Framework

Although not a housing provider, the NCC is committed to providing significant public benefit through development at LeBreton Flats, including the provision of affordable and diverse housing options. As the landowner, the NCC has important project controls and tools to ensure that affordable housing is being delivered throughout the lifetime of the project.

The NCC's two key affordable housing delivery tools:

- 1 Procurement control
- 2 Partnerships

3.7.2.1 Procurement Control

Through the procurement process for each development, the NCC will define affordable housing requirements, which may include conveyance of a parcel of land exclusively for affordable housing or requirement of a specified number of affordable units within a strata agreement that mixes affordable and market units in the same development.

Additional targets, partnerships and affordability levels may be defined during the procurement process that further contribute to the goals of the Master Concept Plan. Additional targets may include greater than 25 percent overall affordable housing for specific development projects or phases, providing housing for deeper levels of affordability than the definitions provided by the partnership organization or funding program, and additional units for priority vulnerable groups, among others.

3.7.2.2 Partnerships

Through partnerships, the NCC will be able to leverage local and industry expertise in development and operations of affordable units, and ensure that affordable ownership and purpose-built rental development initiatives are eligible for affordable housing program funding.

The NCC will work closely with the City of Ottawa to identify suitable locations for the conveyance of land and/or units within development projects in support of the City's specific affordable housing targets and initiatives. It is expected that additional partnerships and funding sources will be required to achieve the overall goal of 25 percent affordable housing in the plan area. In addition to the City of Ottawa, local non-profit housing providers, project developers, and CMHC will all play integral roles in partnering with the NCC to ensure that funding is available to support affordable housing development, that

housing is being made available to residents who require affordable options the most, and that affordable units are being delivered throughout every phase of the plan.

Another critical component in the delivery of affordable and diverse housing product types will be the achievement of the NCC's desired outcomes for all forms of development within LeBreton, including development at compatible densities, high-quality architectural and urban design, and sustainability.

3.7.3 Policies and Programs

Affordable housing projects will be funded primarily through federal government grants and programs of the National Housing Strategy (NHS) administered by CMHC. Recognizing that the NHS initiatives to support the development of affordable housing and their specific terms and conditions evolve over time to enhance program effectiveness and to achieve priority social outcomes, the NCC will monitor the evolution of these programs to ensure alignment with other federal government objectives, as they emerge. Three current CMHC programs that are likely to provide LeBreton Flats with significant affordable housing development opportunities are as follows:

- + Federal Lands Initiative**
Requires that at least 30 percent of units have rents at less than 80 percent of median market rents, for a minimum of 25 years, along with at least 20 percent of units meeting accessibility standards.
- + NHS Co-Investment Fund**
Requires that at least 30 percent of units have rents at less than 80 percent of median market rents, for a minimum of 20 years.
- + Rental Construction Financing Initiative**
Requires that at least 20 percent of units have rents below

30 percent of the median total income of all families for the area, and the total residential rental income must be at least 10 percent below its gross achievable residential income for a minimum of 10 years.

The City of Ottawa Official Plan supports the provision of 25 percent affordable housing within LeBreton Flats. The NCC will continue to work with the City of Ottawa and CMHC to facilitate the development of housing along the entire spectrum of affordability as municipal and federal housing needs and policies shift over time.

3.7.4 Targets and Delivery

The NCC is committed to achieving the target of 25 percent affordable housing across the total development area of LeBreton Flats, in collaboration with the City of Ottawa. In order to facilitate this target, the Master Concept Plan envisions that affordable housing will be delivered under three categories.

- a. City-Owned/-Managed Lands**

Conveyance of lands to, or entering into strata agreements with, the City of Ottawa, a land trust or a development partner to provide development opportunities that can be used for affordable housing that meets the City’s Official Plan objectives and definition of affordability.
- b. Market-based Affordability**

Development of purpose-built rental housing and a diversity of product types that align with NHS funding programs through development procurement processes.
- c. Third-Party Housing Providers**

Partnerships with not-for-profit housing providers through the procurement process, either directly between the NCC and the provider, or through another development partner. These

projects will be tailored to meet available funding program priorities and requirements.

As part of the procurement processes, the NCC will aim to leverage competition to generate even more affordability outcomes, encouraging development partners to exceed the various program minimum requirements.

3.7.5 Housing Integration

A central principle of this plan is to achieve an integrated mixed-income community—one where residents at various levels of income are not separated and isolated. LeBreton Flats will be a community that is economically, socially and culturally mixed.

To this end, the NCC has divided the provision of affordable housing into a balanced model to ensure that affordable housing is being delivered throughout the lifetime of the project, through a variety of development types, and by various housing providers. This model provides a resilient affordable housing strategy that relies on multiple partnerships, housing types and delivery models.

The NCC will further be able to achieve an integrated mixed-income community through direct control of procurement. Through this process, the NCC will identify where and when affordable housing will be developed, and determine the minimum percentage of affordable housing within each development. Mixed tenure developments will be encouraged, and, where necessary, required, to ensure that affordable and market units are integrated.

3.8 Algonquin Nation Partnership Strategy

[under development]





4 Achieving the Vision



4.1 Implementation Overview

4.1.1 Goal

The Building LeBreton project will enable the timely development of a revitalized mixed-use community at LeBreton Flats that is a place of national significance and local pride. This will be achieved through a cohesive vision based on a triple bottom line approach that balances social, environmental and financial outcomes.

4.1.2 Responsibility

The redevelopment of LeBreton Flats will require major investments in infrastructure, including new and relocated piped infrastructure, new and redesigned roads and intersections, new pedestrian bridges, and new cycling facilities. While much of the local infrastructure, such as new streets, is expected to be constructed by developers, the existing conditions of LeBreton Flats, including the O-Train line that traverses it, necessitates additional investments in major infrastructure to enable mobility across the rail line.

The NCC will pursue an agreement with the City of Ottawa to outline roles and responsibilities and collaboration opportunities over this multi-year and multi-phase project, as well as set out high-level information regarding future agreements with the City, and describe phasing approaches and the order of the delivery of specific infrastructure, amenities and obligations. It should also outline any financing mechanisms requiring City participation, such as development charge funding, and describe how the City's policies and standards will be met (for example, the dedication of municipal parkland over multiple phases). Recognizing that implementation will occur over an extended period of time, appropriate mechanisms should be built in to review the master agreement if circumstances should change.

The Master Concept Plan must be implemented in accordance with the federal approval process managed by the NCC under sections 12 and 12.1 of the *National Capital Act*. Approval for federal land use, design and real estate transaction must be obtained for any new land use, new work or real property transactions involving federal lands. The achievement of objectives in the Master Concept Plan will be ensured through the federal land use, design and real estate transaction process; terms set out in land sales agreements; City of Ottawa policies; and design review.

The NCC will pursue an agreement with the Algonquin Nation which will set out the Nation's role as a key partner in the design and development of the project, including through visibly reflecting the Algonquin Nation's historic occupation and use of the project site, setting aside jobs, training and contracts for the Nation, ensuring that the Nation will financially benefit from the project and reserving land to be developed by the Nation itself.

4.1.3 Phasing

The Master Concept Plan provides a great deal of flexibility with regard to implementation. The plan is organized in phases of development sites that will be released to the market in sequence to ensure productive market uptake while avoiding self-competition. The initial phasing sequence provided in this strategy is informed by current market conditions, and emphasizes early development sites that will set the stage for future developments and build incremental value on the site. This flexible strategy also allows for future proposals to be evaluated and assessed. Individual development sites should be released in a sequential manner that allows for market capture in a variety of non-competing markets simultaneously. This approach will expedite development and build momentum.

Parcel identification map

- Early phase
- Middle phase
- Late phase / Opportunity sites
-  Air rights
-  Anticipated roads or lanes most likely to be private
-  Potential parcelling (without major event centre)
-  Intra-Parcel upgrades (any colour)
(Public realm improvements within areas anticipated to become future public property to be delivered by adjacent parcel developers)
-  Intra-Parcel upgrades (without major event centre)
(Any colour)



Figure 61 | Parcel Identification Map

The implementation will be broken into three broad phases:

- + early phase
- + middle phase
- + late phase

Phases will comprise land development and investments that are unlocked through infrastructure developments.

Early Phase (First Decade)

In the first decade of the project, the focus will be on designing and building key public realm assets to anchor the community. In particular, the NCC and City will work collaboratively to design and deliver the municipal park. Early phase land development will be focused on areas that build out from and connect with the existing neighbourhood fabric and existing and future public realm and parks. Relocating the Cave Creek collector sewer will be necessary to free up development blocks in the Albert District, including A2, A3 and A4. Creating key linkages such as the Preston Street pedestrian and cycling bridge will further ensure access to green space and the waterfront for existing and future residents to the south.

Middle Phase (Second Decade)

In the second decade of the project, the phased development of the Parks District will be completed. Development and public realm construction can continue toward the heart of the plan area: the Aqueduct District.

Late Phase (Strategic Opportunity Sites)

Certain sites within the plan area can present a strategic opportunity for key destination uses or community anchors. The timing of the development of these sites can be flexible to respond to opportunities or needs that arise. If these sites are not developed within the first two decades of the project, they could be developed in the third decade as part of the late phase.

4.1.4 Continuous Improvement

A variety of implementation and procurement approaches will be leveraged to achieve the objectives set out in this plan. A combination of best practices and innovative methods may be used to advance the project and respond to opportunities and changing contexts. Taking stock of successful approaches and lessons learned will allow for a dynamic and responsive approach to future decision making.

Critical infrastructure investments

- Early phase
- Middle phase
- Key public realm investments (any colour)
(Public realm improvements to be initiated by the NCC, the City, or through a partnership of public agencies)
- A** LeBreton Flats pathway
- B** Cave Creek sewer realignment
- C** Urban Playground
- D** Municipal Park
- E** Preston Street extension
- F** Preston Street pedestrian and cycling bridge
- G** Aqueduct enhancements and public realm
- H** City Centre pedestrian and cycling bridge
- I** Capital Park



Figure 62 | Critical infrastructure investments

4.2 Measuring Progress

Inspired by past plans for LeBreton Flats and informed by input from the public, the following seven guiding principles lead every decision made in the Building LeBreton project. These guiding principles anchor the Master Concept Plan, and directly contribute to reimagining what LeBreton Flats can be to the National Capital Region. Some of the biggest moves for LeBreton Flats are highlighted under the guiding principle they relate to. Beyond these key initiatives, the Master Concept Plan incorporates and celebrates these guiding principles through every policy.

Each guiding principle contains an overview statement, followed by several points that demonstrate how elements of the Master Concept Plan work to achieve the principle.

Guiding Principles



Enhance the Capital Experience



Build Community



Create Connections



Value Nature



Foster Sustainability and Innovation



Honour the Past



Make It Happen

4.2.1 Targets

Each guiding principle is listed with a series of targets that will be used to measure progress as the Master Concept Plan is implemented. These targets should not be read as tasks, but rather as signals that will provide feedback that informs the ongoing strategy. Ongoing targets are measured at a regular interval, and are measured multiple times. Milestone targets are generally measured once, and represent a leap toward the project goals. The targets are part of the NCC's commitment to ongoing communication and reporting of the Master Concept Plan as it is realized and implemented.

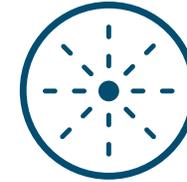
4.3 Enhance the Capital Experience

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

The Master Concept Plan incorporates several considerations that enhance the Capital experience, including the following.

- + **Developing a premier Capital park:** Covering over six hectares of land, and intentionally designed to place LeBreton as a destination in the heart of Canada's Capital, the Capital park leverages the site's connectivity and advantageous location at the intersection of the Ottawa River, Gatineau and downtown Ottawa.
- + **Creating a continuous public realm:** Public space accessible to everyone connects the developed urban areas to over 12.7 hectares of parkland and 4.5 kilometres of pathways.
- + **Protecting views:** Views to Parliament Hill and sunlight protection to the Canadian War Museum are preserved.

- + **Celebrating heritage:** The Master Concept Plan features the Ottawa waterworks complex as a centrepiece of LeBreton Flats, celebrating the community's industrial heritage through its heritage bridges and aqueducts.
- + **LeBreton Place:** Providing over 1,200 square metres of indoor community, cultural and/or performance space, LeBreton Place is a signature attraction and community node that will draw visitors from near and far, as it hosts festivals, performances, tournaments or other events.
- + **Ephemeral heritage and cultural celebrations:** LeBreton Flats incorporates means to celebrate the sometimes ephemeral and difficult to conceptualize stories, physical objects, places, creative works and connections to nature that we use, learn from and are inspired by.



Enhance the Capital Experience

Target

Type

Phase Achieved

Attract at least one large event or festival each year (or an equivalent series of smaller events).

Ongoing

First

Attract at least one significant anchor with a city-wide, province-wide or national presence in arts, culture, performance or recreation.

Milestone

Middle

Public art is integrated into every public space and private development.

Ongoing

All

Yearly growth in the number of visitors to LeBreton.

Ongoing

All





4.4 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 builds community in LeBreton Flats by doing the following.

- + **Integrating a variety of housing options:** Twenty-five percent of all residential units developed will be affordable, with a host of housing types and options, including family-sized units, deeper affordability levels and priority housing for vulnerable groups that will enhance community diversity and inclusivity.
- + **Enhancing social infrastructure:** LeBreton Place, the library and the network of parks provide social infrastructure and community spaces to foster interaction and connections, creating natural collision points where community can build organically.
- + **Establishing a mix of uses:** A combination of residential, employment and retail opportunities throughout LeBreton Flats creates a vibrant and diverse neighbourhood that provides for the day-to-day needs of residents.



Build Community

Target	Type	Phase Achieved
Establish a dedicated location for a farmers’ or vendors’ market.	Milestone	First
Establish at least one community garden.	Milestone	First
Attract at least one school or early learning centre.	Milestone	Middle
Attract at least one child-care centre.	Milestone	Middle
Attract at least one full-service grocery store within a 10-minute walk of LeBreton Flats.	Milestone	Middle
More than twenty-five percent of units are affordable units at full build-out. More than five percent of new units in each phase are affordable units (or an amount in line with the City of Ottawa’s forthcoming Inclusionary Zoning policy).	Ongoing	All
More than fifteen percent of new housing units have three or more bedrooms.	Ongoing	All



4.5 Create Connections

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

The Master Concept Plan creates strong connections through the following:

- + **Supporting a five-minute community:** 100 percent of LeBreton Flats residents will live within a five-minute walk of higher-order transit and commercial retail amenities serving day-to-day needs.
- + **Creating a safe, pedestrian-friendly experience:** Pathways and local streets are designed for speeds of 10–30 km/h, slower and safer vehicle speeds that prioritize active modes of transportation throughout LeBreton Flats.
- + **Supporting universal accessibility:** LeBreton Flats is designed to be universally accessible, exceeding *Accessibility for Ontarians with Disabilities Act* (AODA) requirements to become a truly connected and inclusive community for all abilities.
- + **Connecting to the river:** LeBreton Flats creates a network of connections from the southern neighbourhoods to the river through a multitude of pathways, trails and O-Train stations.
- + **Knitting together communities:** Through the development of pedestrian and cycling bridges across the O-Train line at City Centre and Preston Street, residents from nearby neighbourhoods, as well as visitors, can actively connect to and from LeBreton Flats.



Create Connections

Target	Type	Phase Achieved
Provide pedestrian/bicycle bridge across the O-Train Line at Preston Street.	Milestone	First
Provide pedestrian/bicycle bridge across the O-Train Line at City Centre Street.	Milestone	Middle
Achieve a walk score of more than 90 for at least one point in every district, according to walkscore.com.	Ongoing	Middle
Achieve a modal share for trips originating from LeBreton: Transit: more than 60 percent Walk and Cycle: more than 20 percent Automobile: less than 20 percent	Ongoing	All

4.6 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 values nature in LeBreton Flats by doing the following.

- + **Providing significant open space:** Over 40 percent of the plan area is dedicated to parks.
- + **Minimizing the urban footprint:** Compact urban form minimizes the area of built

footprint to 25 percent of the land at LeBreton Flats, while maximizing land dedicated to recreation and nature.

- + **Supporting natural features:** Nepean Inlet and other ecological features are preserved and enhanced to support natural ecosystems in an urban setting.
- + **Maximizing the tree canopy:** Canopy coverage is maximized in the Master Concept Plan, and prioritizes the use of native plants throughout LeBreton Flats to celebrate the natural foliage and biodiversity of the region.





Value Nature

Target	Type	Phase Achieved
More than 40 percent of total project area is built as parks and open space.	Milestone	Late
Invasive plant species are removed from the site.	Milestone	Late
All buildings have roofs that are either green, solar or reflective.	Ongoing	All



4.7 Foster Sustainability and Innovation

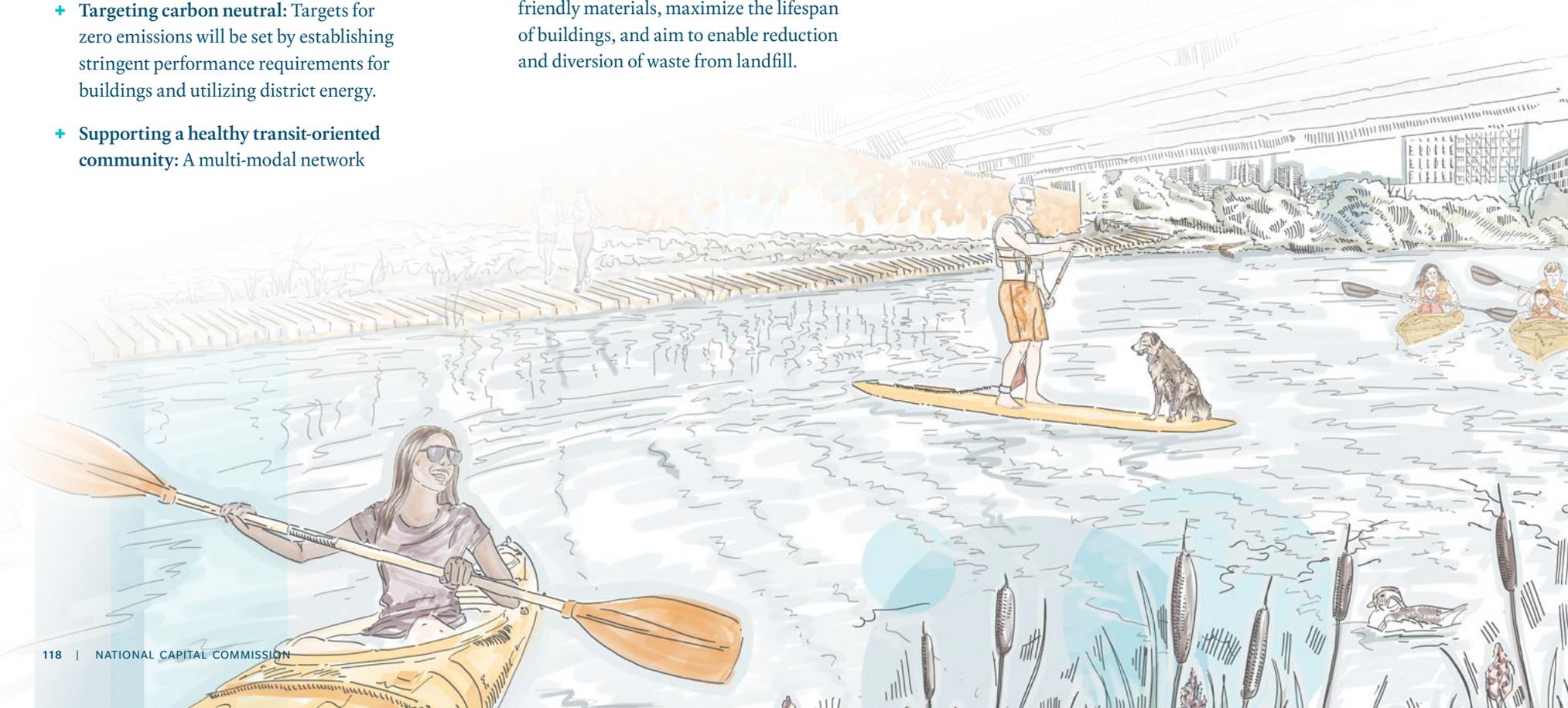
Embed a culture of excellence throughout the life cycle of the project, and provide opportunities for innovation in design and sustainability. Build in climate mitigation and resiliency measures to aim to achieve a zero-carbon community.

The Master Concept Plan fosters sustainability and innovation throughout LeBreton Flats, including the following.

- + **Targeting carbon neutral:** Targets for zero emissions will be set by establishing stringent performance requirements for buildings and utilizing district energy.
- + **Supporting a healthy transit-oriented community:** A multi-modal network

will allow residents to choose more sustainable options for everyday travel.

- + **Sustainably managing water:** Building and landscape design will minimize the use of potable water and use a naturalized approach to water management.
- + **Using resources efficiently:** Designs will prioritize the use of local and environmentally friendly materials, maximize the lifespan of buildings, and aim to enable reduction and diversion of waste from landfill.





Sustainability and Innovation

Target	Type	Phase Achieved
--------	------	----------------

All buildings achieve certification to the CAGBC Zero Carbon Building Standard and/or have energy demand met through zero carbon sources.

Ongoing

All

More than 90 percent of non-contaminated construction waste diverted from landfill.

Ongoing

All

All stormwater is captured on-site.

Ongoing

All



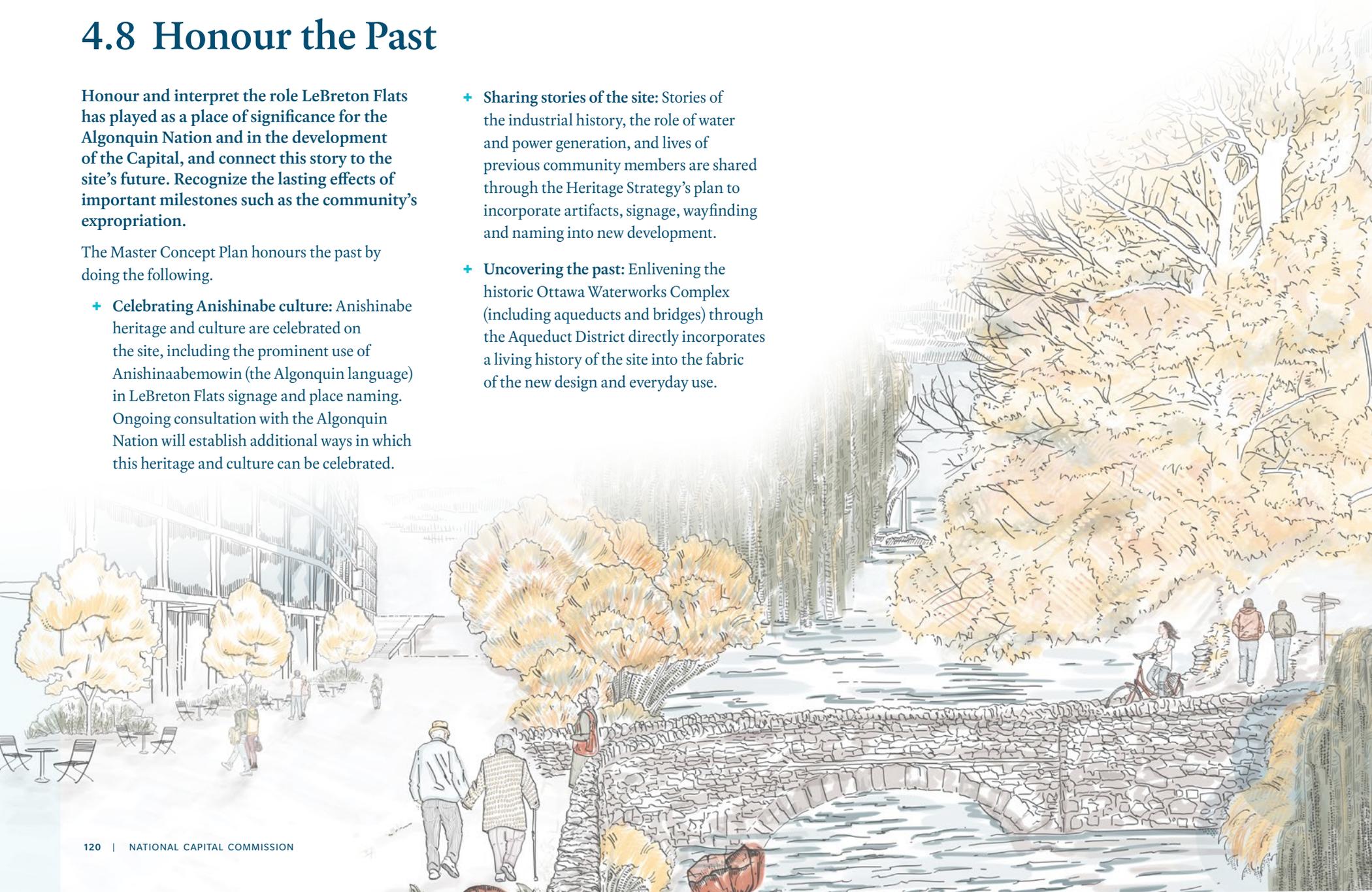
4.8 Honour the Past

Honour and interpret the role LeBreton Flats has played as a place of significance for the Algonquin Nation 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 honours the past by doing the following.

- + **Celebrating Anishinabe culture:** Anishinabe heritage and culture are celebrated on the site, including the prominent use of Anishinaabemowin (the Algonquin language) in LeBreton Flats signage and place naming. Ongoing consultation with the Algonquin Nation will establish additional ways in which this heritage and culture can be celebrated.

- + **Sharing stories of the site:** Stories of the industrial history, the role of water and power generation, and lives of previous community members are shared through the Heritage Strategy's plan to incorporate artifacts, signage, wayfinding and naming into new development.
- + **Uncovering the past:** Enlivening the historic Ottawa Waterworks Complex (including aqueducts and bridges) through the Aqueduct District directly incorporates a living history of the site into the fabric of the new design and everyday use.





Honour the Past

Target	Type	Phase Achieved
All place names and interpretive infrastructure contribute to the project's culture and heritage objectives.	Ongoing	All
Heritage resources are identified and preserved in line with the project's culture and heritage objectives.	Ongoing	All
Archaeological discoveries and their cultural narratives are integrated into public spaces and private developments in collaboration with the Algonquin Nation.	Ongoing	All

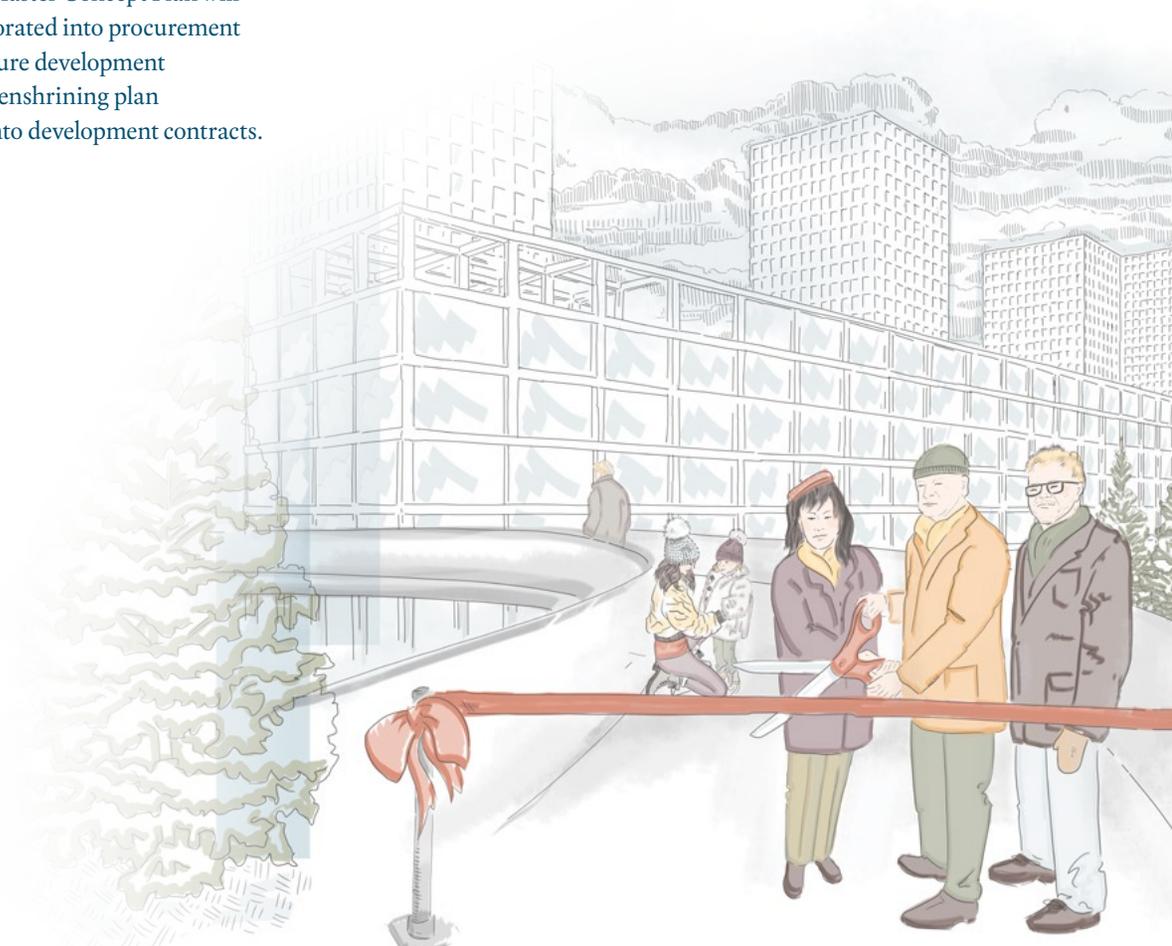
4.9 Make It Happen

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 ensures its successful implementation through the following.

- + **Working with partners:** Close collaboration between all levels of government, non-governmental organizations, community groups, private sector partners and the Algonquin Nation make the Master Concept Plan an actionable reality with widespread buy-in.
- + **Phasing the project:** The plan is phased in a step-by-step fashion, using new development to fund creation of new amenities, including the Aqueduct District and Capital park.

- + **Understanding the economics:** The Master Concept Plan is supported by a rigorous economic feasibility business plan, ensuring that implementation is phased strategically and uses sound project management principles.
- + **Effective use of procurement documents:** Key tenets of the Master Concept Plan will be directly incorporated into procurement documents for future development in LeBreton Flats, enshrining plan implementation into development contracts.



Make It Happen

Target	Type	Phase Achieved
--------	------	----------------

More than 90 percent of public objectives in the early phase are achieved by the beginning of the mid phase.
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More than 90 percent of public objectives in the early phase are achieved by the beginning of the mid phase.	Ongoing
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More than 90 percent of public objectives in the early phase are achieved by the beginning of the mid phase.	Ongoing	First
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More than 90 percent of public objectives in the mid phase are achieved by the beginning of the late phase.

More than 90 percent of public objectives in the mid phase are achieved by the beginning of the late phase.	Ongoing
---	---------

More than 90 percent of public objectives in the mid phase are achieved by the beginning of the late phase.	Ongoing	Middle
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Report yearly on implementation progress.

Report yearly on implementation progress.	Ongoing
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Report yearly on implementation progress.	Ongoing	All
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Maintain a meaningful ongoing relationship with the Algonquin Nation throughout project development and negotiate a timely partnership agreement to recognize and enshrine the Nation's role as a key partner in the project.

Maintain a meaningful ongoing relationship with the Algonquin Nation throughout project development and negotiate a timely partnership agreement to recognize and enshrine the Nation's role as a key partner in the project.	Ongoing
---	---------

Maintain a meaningful ongoing relationship with the Algonquin Nation throughout project development and negotiate a timely partnership agreement to recognize and enshrine the Nation's role as a key partner in the project.	Ongoing	All
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5 Appendices



Appendix

A Policy Context

Policy Context

The LeBreton Flats Master Concept Plan helps the NCC fulfill its role as a long-term planner for conservation, land use and showcasing sites of significance within its territory. This plan supports the NCC’s mission under the *National Capital Act*, as outlined in the next section.

LeBreton Flats is located on federal lands and is therefore subject to federal legislation. In addition to the *National Capital Act*, a variety of federal laws, policies and strategies apply to it and guide how it is managed.

5.9.1 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.

5.9.2 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.

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.

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.

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.

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.

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.

The Capital and Regional Economy

- + Developing LeBreton Flats as the nucleus of a revitalized district in the Capital.
- + Supporting Public Services and Procurement Canada 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.

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.

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.

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.

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.
- + Prioritizing the use of NCC lands for national cultural activities, and supporting 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.

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.

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.

5.9.3 Core Area Sector Plan

The Capital 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 Capital 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 Capital 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.

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.

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.

Enhancing Use, Enjoyment, Animation and Safety

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

5.9.4 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 Flats 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.

5.9.5 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 was completed and approved by the Board of Directors in October 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.

5.9.6 Approval of Land Use and Design Projects

The Master Concept Plan must be implemented in accordance with the federal approval process managed by the NCC under sections 12 and 12.1 of the *National Capital Act*. Approval for federal land use, design and real estate transaction must be obtained for any new land use, new work or real property transactions involving federal lands. The federal approval process ensures that proposals are compliant with the following, as applicable:

- + federal policies and guidelines, including those of the NCC;
- + the *Impact Assessment Act*;
- + the NCC's Sustainable Development Strategy and the Federal Sustainable Development Strategy;
- + the Plan for Canada's Capital;
- + applicable specific plans;
- + NCC policies respecting specific planning-related matters or requirements, including the natural environment, heritage and archaeology, as well as economic and social factors; and

- + any other requirements stipulated in the regulations, related approvals, leases, easements, other land interest instruments, restrictive covenants, special agreements or other relevant documents.

Appendix

B Alternative Site Options

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



LeBreton Flats: Experiences



Figure 64 | Master Concept Plan – Alternative Option: Experiences



Figure 65 | Master Concept Plan – Alternative Option: Districts

Parks and Public Realm Strategy

- Master Concept Plan area
- Edge of open space area
- 🌿 Open space entry points
- LRT station open space entrances



- | | |
|-------------------|-----------------------|
| 1 Capital Park | 4 Urban Playground |
| 2 Riverfront Park | 5 Neighbourhood Parks |
| 3 Active Park | |

Figure 66 | Master Concept Plan – Alternative Parks and Public Realm Strategy

Parks and Public Realm Design Example

- Master Concept Plan area
- Edge of open space area
- Open space entry points
- LRT station open space entrances



Figure 67 | 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 68 | 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)

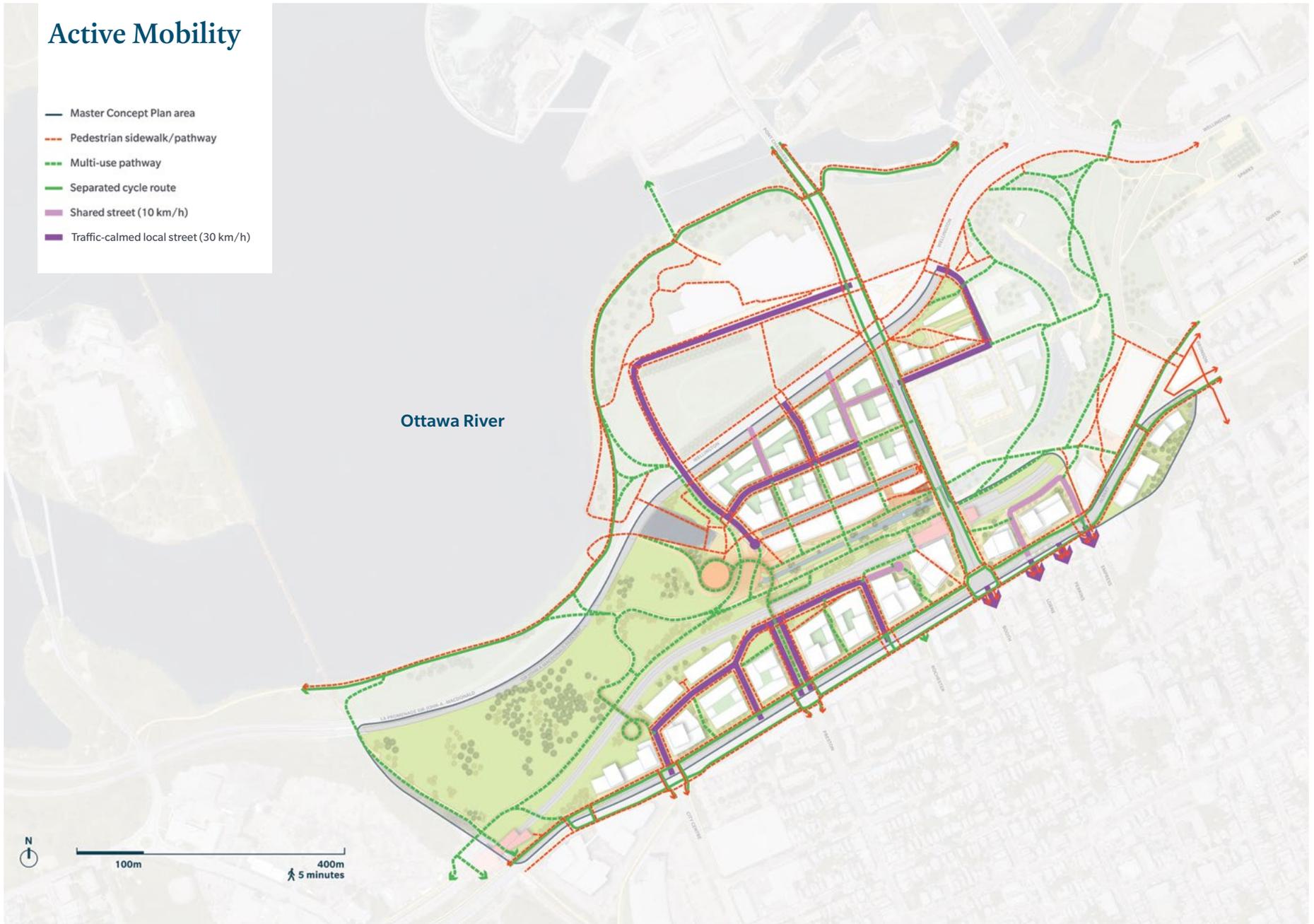


Figure 69 | Master Concept Plan – Alternative: Active Mobility

Transit Network

- Master Concept Plan area
- LRT
- LRT station
- Existing bus routes
- Existing bus stops



Figure 70 | Master Concept Plan – Alternative: Transit Network



Figure 71 | Master Concept Plan – Alternative: O-Train walksheds illustrate the connectivity of LeBreton Flats and the surrounding neighbourhoods within a 5-10 minute walk.

Street Network

- Master Concept Plan area
- Shared street (10 km/h)
- Traffic-calmed local street (30 km/h)
- Arterial road (50-60 km/h)



Figure 72 | Master Concept Plan – Alternative: Street Network

Parking Strategy

- Master Concept Plan area
- Underground parking
- Underground parking access



Figure 73 | 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
- Mixed use (event centre)
- Parks and open space



Figure 74 | 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
- Mixed use (event centre)
- Parks and open space
- Ground-floor retail required
- Ground-floor retail permitted



Figure 75 | Master Concept Plan – Alternative: Land Use Strategy, Retail at ground level.

Proposed Streets

- Existing streets
- Proposed new streets
- Proposed new lanes
- - Proposed new access routes
(Conceptually anticipated to be private streets and lanes)



Figure 77 | Master Concept Plan – Alternative: Proposed street network with reference labels (concept)

Design Guidelines – Edge Conditions

- Wellington Street – Capital edge
- Booth Street – Prominent urban edge
- Albert Street – Prominent transition street wall
- Albert Street – Major event centre transition street wall
- Aqueduct District – Loft edge
- Aqueduct District – Flats edge
- Interior condition

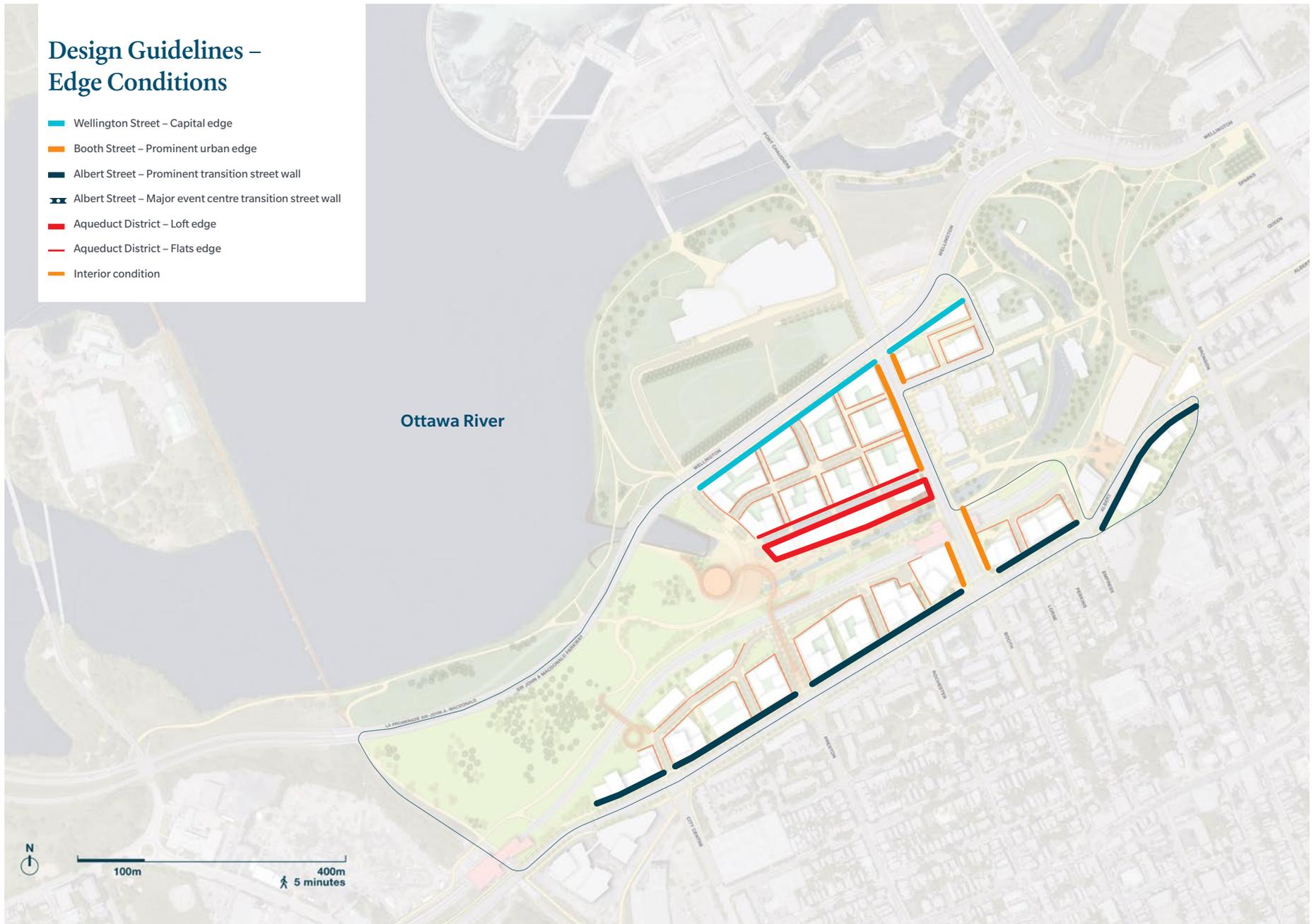


Figure 78 | Master Concept Plan – Alternative: Design Guidelines – Edge Conditions

Critical infrastructure investments

- Early phase
- Middle phase
- Key public realm investments (any colour)
(Public realm improvements to be initiated by the NCC, the City, or through a partnership of public agencies)
- A** LeBreton Flats pathway
- B** Cave Creek sewer realignment
- C** Urban Playground
- D** Municipal Park
- E** Preston Street extension
- F** Preston Street pedestrian and cycling bridge
- G** Aqueduct enhancements and public realm
- H** City Centre pedestrian and cycling bridge
- I** Capital Park

Ottawa River



Figure 80 | Master Concept Plan – Alternative: Critical infrastructure investments







Appendix

C June 2019 Consultation Report



Appendix

**D November 2019
Consultation Report**

