



NATIONAL CAPITAL COMMISSION
COMMISSION DE LA CAPITALE NATIONALE

Building LeBreton

PUBLIC CONSULTATION REPORT
JUNE 18 TO JULY 2, 2019

Canada

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I. Project description

A. Background

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

LeBreton Flats is a 23.9-hectare (over 59-acre) site owned by the NCC. The development area is bounded by the Sir John A. Macdonald Parkway and Wellington Street to the north; Albert Street to the south; the rail tracks north of the Trillium O-Train line to the west; and Booth Street and the future Ottawa Public Library and Library and Archives Canada joint facility site to the east.



Indigenous peoples inhabited the region as much as 9,000 years ago, and archaeological finds show evidence of a lively trade hub some 6,000 years ago. Current place names, such as Ottawa (from *adawe*, meaning “to trade”) and Kitchissippi (meaning “great river”), reflect names that the Anishinabe people gave to locations for meeting and exchanges.

In the early 1800s, LeBreton Flats was home to a growing lumber industry. With sawmills, railways and workers, it became a hub for invention and innovation, and one of the most important industrial areas in Canada. In 1900, a great fire crossed the river, destroying LeBreton Flats. Rising from the ashes was a community of workers and their families who shared the area with factories, sawmills, scrap metal and rail yards, and a bus depot.

In 1950, Gréber’s Plan for the National Capital aimed to transform the Capital — and LeBreton Flats — by removing railways and implementing “urban renewal.” As a result, almost 3,000 people were displaced from LeBreton Flats, and homes and businesses were demolished, following federal expropriation in the 1960s. Since the early 2000s, the NCC has undertaken improvements, including the realignment of the Sir John A. Macdonald Parkway and remediation of contaminated soil on part of the site. New features have also been introduced to the area, including a riverfront park, housing development east of Booth Street, the Canadian War Museum and the National Holocaust Monument.



Following the end of the agreement with RendezVous LeBreton Group in December 2018, the NCC is moving forward with the development of LeBreton Flats to build a community that is an example of sustainability and innovation, and a key Capital destination.

Figure 1: LeBreton Flats redevelopment site map



B. Project objectives

The NCC is creating a renewed vision for the redevelopment of LeBreton Flats as a place of national significance and source of local pride. Public input will help inform an updated Master Concept Plan for land use, signature public spaces, transportation networks and major attractions.

The Building LeBreton project will also be shaped by existing plans and development objectives, as well as feedback received in past consultations, including the following:

- A pressing need to create an active and attractive waterfront, public places and green spaces.
- An interest in public amenities, including community facilities and major attractions.

- The need for affordable housing to ensure that the community is accessible to all.
- A desire to connect the future of LeBreton Flats to its past, by honouring historical and cultural aspects of the site.
- A connected and safe transportation network that capitalizes on the introduction of two light rail stations at LeBreton Flats.

Table 1: Existing plans guiding LeBreton development

Existing plans guiding LeBreton development
Plan for Canada's Capital, 2017–2067
Capital Core Area Sector Plan
LeBreton Flats Area Plan (1997) and 2006 update
City of Ottawa Secondary Plan for the area
Capital Illumination Plan
NCC Sustainable Development Strategy

Table 2: Planning objectives for LeBreton Flats

Planning objectives for LeBreton Flats
Increase the national capital presence in the central area with development that will attract visitors to Ottawa.
Provide an extension to the central area with a diverse range of uses and activities, where people can live, work, socialize and play.
Substantially increase the number of dwelling units in the central area, and create employment opportunities.
Promote linkages with adjacent areas, and encourage existing communities to use LeBreton Flats.
Enhance the site's unique attributes, such as the riverfront and aqueduct.

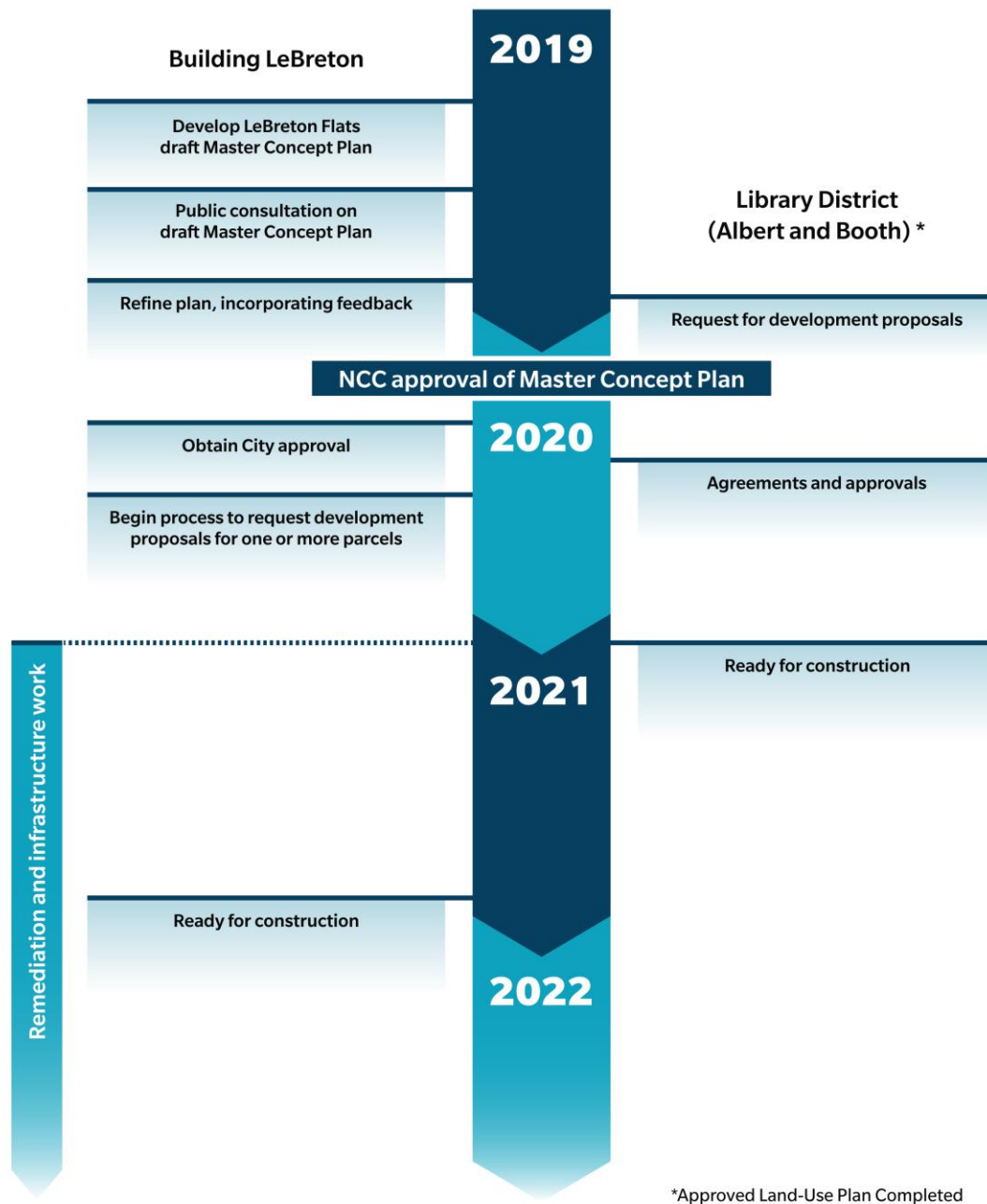
C. Project timelines

The NCC held an early public consultation process in June–July 2019 to identify key ideas and important values for the redevelopment of LeBreton Flats. This input will help shape a renewed Master Concept Plan, developed with the assistance of [O2 Planning + Design Inc.](#), a planning consultant hired by the NCC through an international competitive public tender process. Later this fall, the NCC will seek additional public feedback on a draft version of this plan. The final recommended Master Concept Plan will guide how LeBreton Flats develops over time.

The overarching vision in the Master Concept Plan will enable the NCC to be open to a flexible real estate strategy to increase competition and leverage opportunities. Benefitting from early engagement with the public, the Algonquin Nation, the surrounding community, the City of Ottawa and other key stakeholders, the NCC intends to seek municipal approval of Official Plan amendments to implement the Master Concept Plan prior to requesting development proposals.

An overview of the proposed project timeline follows, which highlights the development of the Master Concept Plan. An additional important upcoming milestone in the fall of 2019 will include the launch of a request for proposals to redevelop a mixed-use site of approximately three acres, east of Booth Street and adjacent to the future location of the Ottawa Public Library and Library and Archives joint facility.

Figure 2: Building LeBreton project timeline



II. Public consultation process

A. Overview and objectives

Initial consultation for the Building LeBreton project took place from June 18 to July 2, 2019, and included the following exercises.

Format	Details
Interactive open house	Canadian War Museum, 1 Vimy Place June 18, 2019, 5 pm to 9 pm
Online public survey	Available between June 18 and July 2, 2019

The primary objective of the consultation was to give members of the public an opportunity to provide input on key ideas and values which will help shape the vision for the Master Concept Plan that will guide how LeBreton Flats develops over time.

As part of this first phase of public consultation, the NCC asked open house and survey participants for feedback on a series of principles and values that will inform the redevelopment approach. These are summarized in the table below.

Table 3: Principles and values guiding the redevelopment of LeBreton Flats

Guiding principles	Description and key questions
Enhancing the Capital experience	Reflect the national significance of LeBreton Flats by creating an ambitious new Capital destination that celebrates Canada and its values. <i>What major attraction or destination would you like to see at LeBreton Flats?</i>
Creating community	Create an inclusive place where anyone can live, work and play. Provide facilities, services and public spaces that are active, lively and flexible and that contribute to community health and well-being. <i>How can we create a sense of community at LeBreton?</i>
Valuing nature	Prioritize the importance of the environment, both through design that enhances and protects the natural features of the site, including creating access to waterways, as well as through climate mitigation and resiliency measures that aim to achieve a zero carbon community. <i>How can we enhance and protect the site's natural features?</i>
Ensuring connections	Capitalize on the existing transit and active transportation

Guiding principles	Description and key questions
	<p>network to encourage people to visit LeBreton Flats using an accessible and safe mobility network based on a Vision Zero¹ approach that aims to eliminate transportation fatalities.</p> <p><i>How can we ensure that LeBreton Flats is connected to surrounding areas?</i></p>
Building excellence through innovation	<p>Pilot approaches that establish best practices in all areas, including sustainability, design and economic opportunity.</p> <p><i>How can we reflect the site's national importance through innovation?</i></p>
Honouring the past	<p>Honour the rich Indigenous presence in the region in the planning and design of the redevelopment. Interpret the role LeBreton Flats has played in the development of the Capital and the lasting effect of important milestones, including the community's expropriation.</p> <p><i>How should we honour the history of LeBreton Flats in the new development?</i></p>

Public consultation participants were also invited to suggest other principles or values that they believe should be featured in the Master Concept Plan. Finally, they were encouraged to share their big ideas for LeBreton Flats, and were asked how the NCC could ensure that the redevelopment is a success.

B. Consultation procedure and tools

a. Interactive open house

The in-person consultation was structured around a series of five interactive activities that aimed to provide participants with opportunities to share their thoughts, ideas and vision for LeBreton Flats. The event was held at the Canadian War Museum, from 5 pm to 9 pm, on Tuesday, June 18, 2019. Approximately 400 people attended the event, participating in activities of their choice. In addition, NCC representatives were available throughout the evening to provide additional information about the Building LeBreton project, and to answer questions.

Activity 1 allowed participants to learn more about the development of a Master Concept Plan for LeBreton Flats.

Large panels were used to present information on the following:

- Project overview, objectives and timeline
- Public consultation approach
- Principles and values guiding redevelopment

1. A multinational road traffic safety project that aims to achieve a traffic system with no fatalities.

- Relevant development plans and planning objectives
- Feedback received as part of past LeBreton Flats consultations
- Indigenous history
- Settlement and industrialization of LeBreton Flats
- Evolution of LeBreton Flats, including more recent NCC initiatives



Activity 1: Learning more about the development of a Master Concept Plan for LeBreton Flats

To complement this information, **Activity 2** provided an opportunity for participants to experience the history of LeBreton Flats through projection mapping, an initiative presented by Carleton University graduate Cristina Wood, and to share their own memories through a storytelling project with [Tale of a Town](#).

In **Activity 3**, participants were invited to share their “big idea” for LeBreton Flats by writing or drawing on a “graffiti wall” of large white panels. Located in the same room, **Activity 4** was a “dotmocracy” exercise in which participants could post ideas related to each of the guiding principles and vote on others’ feedback. Seven tall pillars were placed in an open area, one for each of the guiding principles for the LeBreton Flats redevelopment (including an “other” topic where participants could suggest additional themes).

Participants were provided with post-it notes and pens and were invited to post ideas on each column about what that principle or value meant to them. They were also provided with colour-coded stickers for the voting exercise and could “tag” ideas according to whether they agreed or disagreed with them.



Activity 3: Sharing big ideas for LeBreton Flats



Activity 4: A "dotmocracy" exercise in which participants could post and vote on ideas

A final space in the museum was set up as an informal café, where participants could enjoy complimentary snacks, and partake in informal conversation at small discussion tables. Comment cards were available for completion, asking participants for their ideas about how the NCC can ensure that the Building LeBreton project is a success.



Activity 5: Informal conversation

b. Online public survey

An interactive online survey was developed to allow interested Canadians from across the country to participate online. The survey was fully accessible in English and French, and took approximately 15–20 minutes to complete. All questions were optional, and participation was anonymous.

The survey started by providing participants with background information about LeBreton Flats, including maps of the area, and about the public consultation approach. Participants could also learn about the rich history of LeBreton Flats, from its initial Indigenous inhabitants to more recent use as an industrial area in the 1900s with sawmills, rail yards and even breweries.

Following this introduction, participants could choose to explore any or all of the six principles and values for the LeBreton Flats redevelopment:

1. Enhancing the Capital experience
2. Creating community
3. Valuing nature
4. Ensuring connections
5. Building excellence through innovation
6. Honouring the past

For each principle, participants could learn more about how it might apply to the redevelopment process, indicate how important it is from their perspective, and suggest ideas

as to how the principle or value could be brought to life. Participants were then invited to share their “big idea” for the future of LeBreton Flats. They could describe this idea using text, or upload a picture, sketch, video or other file — any way they wished to outline their idea.

In a highly interactive experience, participants could then go into greater detail by dropping pins on a map of LeBreton Flats to indicate where they would like to see specific features or amenities. Each pin was colour-coded and corresponded to categories such as green spaces, mobility networks, residential areas and major attractions or destinations. Participants could also add written comments with each pin dropped to explain their choice of location and category. This was an optional exercise, and participants could drop as many or as few pins as they wished.

In a final section of the survey, participants were asked what the NCC could do to ensure that the redevelopment process is a success.

C. Invitation and promotion

The public consultation was promoted on the NCC’s website and on social media. In addition, printed advertisements were placed in the *Ottawa Citizen* and *Le Droit* newspapers, as well as displayed on posters on Albert Street and along the Transitway. Digital advertisements were placed in the *Ottawa Citizen*, *Le Droit* and *Ottawa Business Journal*. Promoted posts and Facebook ads were also used to promote the public consultation. Live tweets were posted during the event itself.

An email invitation was sent to contacts in Public Affairs Division’s distribution lists, which include the following stakeholders:

- Residents’ associations
- Interest groups
- Individuals

A media invitation was sent on June 6, 2019.

D. Participants

Consultation exercise	Number of participants
Interactive open house	Approximately 400
Online public survey	2089; 1,243 completed and 846 partially completed

III. Public consultation highlights

A thorough analysis of feedback received from open house and survey participants revealed the insights described below.

Big ideas: Among those participants who shared their big ideas for LeBreton Flats, most emphasized community, noting that they would like to see mixed-use, human-scale

development that balances business, residential and recreational areas with family-friendly event or entertainment space.

Guiding principles: Participants provided a vast range of feedback across all six guiding principles, with “enhancing the Capital experience” and “valuing nature” receiving the largest share of comments. A significant percentage of participants also prioritized “creating community,” and were drawn to “building excellence through innovation.”

Capital experience, community and connections: A majority of participants indicated that a major event space, museum or public attraction (e.g. arena, theatre or concert hall) would enhance LeBreton Flats. Participants expressed similar interest in site design, suggesting that amenities like a skating rink, community pool, grocery store, local shops and cafés, parks and child-friendly entertainment space would help create a dynamic and vibrant neighbourhood. In addition, participants prioritized riverfront access and enhanced connectivity to nearby communities — and the region at large — by optimizing public transit and creating safe, accessible pathways for pedestrians and cyclists.

Valuing nature and building excellence through innovation: Participants advocated for green space and the preservation of existing natural features such as the riverfront, aqueduct and local limestone landscape. They also encouraged the use of innovative architecture and design to complement and protect the surrounding environment. Participants viewed sustainability as key to building excellence, and suggested enhancing the site with renewable energy, green building techniques and native vegetation.

Honouring the past: When considering this principle, participants strongly advised that Indigenous communities be meaningfully engaged and represented in decision making. These participants urged the NCC to honour the site’s past by incorporating Indigenous language, art, music and history into site amenities and building design, and by creating a space for Indigenous peoples to use on the site itself.

Ensuring success: When asked for ideas about how to make the LeBreton Flats redevelopment a success, public consultation participants overwhelmingly pointed to the planning and development process. In particular, participants were keen to see ongoing public engagement, realistic and attainable timelines, and minimal construction delays.

IV. Analysis of public feedback

A. Big ideas

As part of this phase of public consultation, the NCC asked participants to share their “big idea” for LeBreton Flats and, more specifically, what they believe would transform the site to make it a dynamic community and a celebration of Canada.

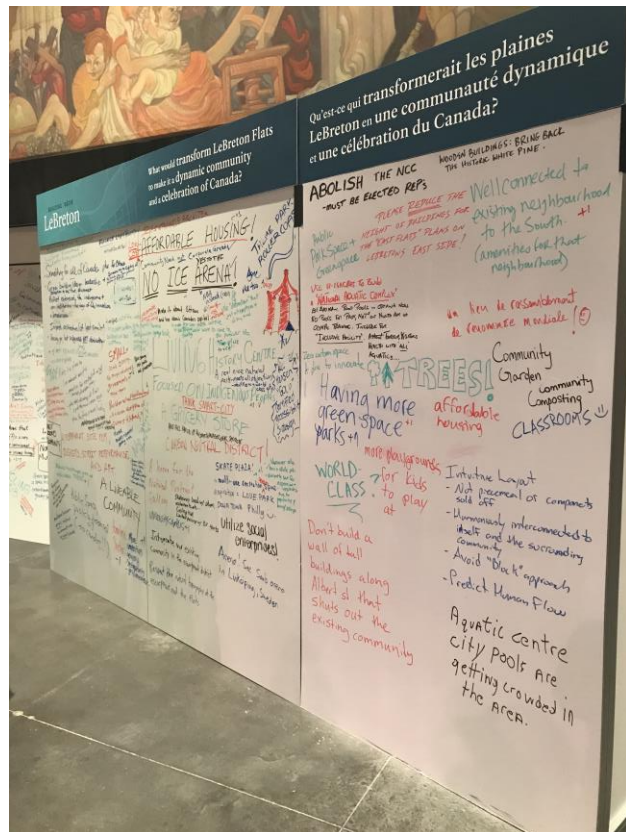
A significant number of participants emphasized the importance of creating community, noting that they would like to see mixed-use, human-scale development that balances business, residential and entertainment areas, incorporates affordable housing, and offers family-friendly amenities. Specific suggestions included recreational areas (e.g. tennis courts, aquatic facilities, dog parks, skating rinks and so on); retail options, including grocery stores, food markets,

Figure 3: Bilingual word cloud featuring more frequently shared “big ideas” for LeBreton Flats

[illegible]

To a lesser degree, participants focused on making LeBreton Flats a Capital experience, suggesting that an arena, stadium, theatre, concert hall or water park, among others, would enhance the redevelopment. Some of these participants noted that the NCC has an opportunity to make LeBreton a local and international destination.

In addition, participants would like to see a Master Concept Plan that preserves natural habitats and maintains existing green space. They also suggested incorporating urban parks, community gardens, trees and enhancing natural spaces. A smaller proportion of participants highlighted the importance of sustainable site features and building design (e.g. green roofs, recycled materials and net zero buildings). In the context of valuing nature and sustainability, participants shared ideas associated with connectivity.



Activity 3: “Big Ideas” board

Recommendations included access to public transit and the riverfront, robust cycling infrastructure and accessible pathways — all to support integration with and connectivity to neighbouring communities.

Survey respondents were given an opportunity to upload a file depicting their “big idea.” In total, the NCC received 32 submissions, including sketches, diagrams, photos and reports. These ideas largely centred on the principles of valuing nature, connectivity and creating community. Submitted ideas are detailed in the following table.

Table 4: Big idea file uploads from survey participants

Valuing nature	Connectivity	Creating community
Photographs highlighting the integration of green spaces, gardens and trees in urban centres	Suggestions to improve connectivity, i.e., using urban elevators and gondolas	Photos and diagrams featuring a variety of recreation amenities, e.g., aquatic facilities, sports, field, BMX track and play structures
Diagrams featuring green space at the LeBreton Flats redevelopment site	Pictures from other urban centres showcasing active transportation and complete streets (e.g. Chicago, Toronto, Amsterdam)	Photos of North American and European development and streetscapes
Report on the sustainability of wood heating		

B. Guiding principles and values

a. Enhancing the capital experience

This guiding principle reflects the national significance of LeBreton Flats, and underscores the need to develop an ambitious new Capital destination that celebrates Canadian values.

Participants highlighted the importance of site design when considering a world-class experience at LeBreton, most frequently referencing community and appropriate integration with surrounding areas, including the riverfront and adjacent neighbourhoods. While some participants recommended incorporating ample green space and urban gardens, others asked the NCC to consider flexible, multi-purpose indoor and outdoor public space.

Examples of proposed facilities included an outdoor movie theatre, live music venue, smaller-scale concert or entertainment space, play areas and a beach. These participants often noted a preference for community-building amenities that enhance the well-being of residents, rather than attract tourists.

Many participants encouraged the NCC to champion innovative, sustainable and accessible design complemented by architecture that facilitates year-round activities. They also suggested that the NCC’s planning consultants examine existing Canadian and international development examples to consider best practices when formulating the Master Concept Plan for LeBreton.

Some of these examples included the following:

- Granville Island, Vancouver
- Canadian Museum of Human Rights, Winnipeg
- Old Port, Montréal
- Distillery District or Harbour Front, Toronto
- Highline Park, New York
- Ekebergparken (sculpture park), Norway
- Mini Tivoli Gardens, Copenhagen
- Luxembourg garden-style park

As part of this exercise, the NCC also asked the public for input on major attractions. While participants overwhelmingly supported the proposal to include a world-class event space at LeBreton Flats, they were divided on what would best serve the redevelopment. Some participants suggested a theatre or concert hall; others preferred a museum or attraction such as an aquarium or biodome.

A significant number of participants also urged the NCC to include an NHL arena. These participants noted the benefits of a centrally located, easily accessible space that could attract tourists and Ottawa-area visitors alike for a wide range of concerts, conventions and sporting events.

Regardless of type, many participants who advocated for a major attraction indicated that it would act as a catalyst to animate the redeveloped area, while reinvigorating nearby communities such as Sparks Street, Little Italy and Chinatown. These and other examples are included in the table below.

Table 5: Examples of proposed major attractions for LeBreton Flats

Major event space	Museum or cultural/learning centre	Public attraction
Arena	Science and technology museum	Zoo
Theatre	History of Ottawa/Canada museum	Planetarium
Concert hall	Indigenous history or cultural venue	Aquarium
Stadium	Sports museum / hall of fame	Biodome
	Culture and innovation hub	Bird conservatory
		Art galleries
		Indoor water park
		Tower of London

Table 6: Sample comments

Enhancing the Capital experience: Sample comments
<i>"I think that Ottawa already attracts visitors. I envision LeBreton as a wonderful place for people to live, work and play. Plan this area for residents and workers first, and then it will be authentic and inviting for visitors as well."</i>
<i>"The Bell Centre in Montreal or Scotiabank Arena in Toronto are not just private facilities, they serve as anchors that attract people from all over the metropolis downtown...an event space that could host a team in the future, along with concerts, trade shows, conferences, and other events (like Barack Obama's visit last month) should be the number one priority."</i>
<i>"As a proud citizen of Ottawa and a hockey fan, I strongly feel that it would be a missed opportunity for LeBreton Flats redevelopment to not include an NHL-caliber arena. There is truly no better location in the city for such a facility... Building a modern arena in a central location could also strengthen Ottawa-Gatineau's reputation as a "green" city, by providing citizens with the ability to walk, bike or take the LRT to events."</i>
<i>"A new multi-use arena or concert hall. Most major touring acts skip Ottawa and go only to Toronto and/or Montreal. The cities best way to compete with that and enhance the capital experience is to construct a new arena and/or concert hall that will have the capacity and location to draw a greater attendance and greater attention."</i>
<i>"LeBreton is perfect for a Millennium Park style attraction and a museum, perhaps one dedicated to the First Nations communities of the Ottawa area and the river that connected them."</i>
<i>"A museum seems like the best mix of accessibility for all visitors, variable in scale, and less controversial than a zoo, for example."</i>
<i>"Absolutely no arena or concert venue as there is no transportation infrastructure to move large numbers of people. I've come from a city with a much better LRT system than Ottawa will ever have, and it only moved a very small percentage of those attending hockey or concert events."</i>

b. Creating community

In this section, open house and survey participants were asked to consider how the NCC could best create a sense of community at LeBreton Flats; more specifically, a place where people can live, work and play, and where facilities, services and public spaces contribute to community health and well-being.

A majority of participants indicated that site use and amenities, including event and public spaces, are key to creating an "all-encompassing community" at LeBreton Flats, where people can live, shop, eat and enjoy entertainment options. Examples included recreational amenities; retail space (for small and medium-sized enterprises, SMEs, in particular); educational and art facilities; mixed-income and affordable housing; grocery stores and food markets/halls; and a hockey arena. Table 7 lists some specific suggestions related to the examples outlined above.

Table 7: Examples of site use and amenities that could contribute to creating community

Recreational amenities	Retail opportunities	Arts and culture	Other
Pool	Boutique shops	Performing arts centre	Subsidies for non-profit organizations, Indigenous groups, youth and seniors
Skating rink	Restaurants	Outdoor amphitheatre	Community benefits agreements covering social enterprises
Fitness centre	Cafés	Sculpture garden to highlight local artists	Affordable creative spaces for artists and musicians
Community centre	Microbreweries	Poetry reading, street performance and open mic venues	
Tennis or basketball courts	Street-level storefronts	Art exhibition space, including public art installations	
Skate park	Public markets, e.g., Granville Island in Vancouver or St. Lawrence Market in Toronto		

Participants who provided feedback on “creating community” also noted the importance of connectivity and green space. Regarding connectivity, participants indicated that they would like to see accessible active living infrastructure and pathways incorporated into the redevelopment of LeBreton Flats, including enhanced connections to neighbouring communities. Concerned about preserving Ottawa’s natural environment, those highlighting green space often cited parks, gardens and wooded areas with local vegetation, plants and trees.

In addition, a smaller proportion of participants advised that site design and, more specifically, sustainability, should be considered when incorporating this principle. Some participants recommended that the site’s history and heritage be at the forefront of building and design; others expressed concern that high-rise structures could obstruct views of the riverfront.

Table 8: Sample comments

Creating community: Sample comments
<p><i>“I would like to see LeBreton Flats become a vibrant neighbourhood, that is both a place for tourists or occasional visitors but also a place where many locals can live and spend time. Public spaces are very important to building a sense of community, so I would also like to see a public square where people would gather to meet friends, sit and read a book, etc. And public art is also important to make the neighbourhood feel more appealing and unique.”</i></p> <p><i>“The area needs a ‘main street’ with a grocery store, small retail shops, coffee shops, restaurants, drug store, hardware store. This will ensure residents walk to get their household needs met and gravitate to a lively communal shopping area. A mall is way too suburban for this historic downtown site. Use the traditional main street concept like in the Glebe.”</i></p>

Creating community: Sample comments

"Build co-housing into the plan of any housing developments there. This is my top wish for LeBreton. Create various types of spaces for people to meet, common areas that would encourage interaction. Create space for farmer's markets, outdoor art shows, etc. Create free outdoor activities - a free outdoor pool, or skating rink for example. Plan space for community gardens, create every road with a bike path option, minimize car traffic by making lots of pedestrian/bike-only areas."

"Make sure there is housing incorporated into the plan that all levels of income can partake in. Lots of people living here will make it safer. Also, make room for small/local businesses, not just huge chains like at Lansdowne."

"Including public facilities such as community centres, fitness and swimming facilities (Plant pool nearby is very busy and crowded at times). Ability to accommodate outdoor markets and smaller-scale festivals. Diversity of retail and food service offerings, including local businesses. Walkable and cyclable landscapes to make it a pleasant place for people to be outside in common spaces."

"I want LeBreton to feel like a real neighbourhood. Affordable housing options would be great. Live/work studios or coworking space for creative professionals. Accessible fitness facilities (more community centre or YMCA vibe than Goodlife/exclusive gym). Space for food trucks/stalls to set up. Small retail or commercial spaces. Great running/biking trails and facilities. Grocery store to serve this neighbourhood and into Chinatown/Little Italy."

"Design housing, paths and streets to link to existing surrounding communities. Maintain the country ski and multiuse pathway through the area for a healthy and dynamic winter community. Community spaces and community services should be incorporated, and so should schools and parks for children."

"Community that encourages environmental sustainability."

"An arena for the Ottawa Senators would be the most effective way to draw thousands of people to that area 41+ times per year. Especially during the winter months when you may get much less foot traffic."

"Create community, or communities. Make streets that are walk-able in a grid formation with main streets that have stores and services within easing walking distance from the homes (both single family and low-rise multi-unit apartment buildings). A public school for children living in the community. Design the street system to accommodate a streetcar or bus service that is useful both to the community itself as well as Ottawa residents in general. Make walkable access to the new library a key element in the layout of the community."

c. Valuing nature

This principle prioritizes the importance of the environment, both through design and through climate mitigation and resiliency measures that aim to achieve a zero carbon community. In this section, the NCC asked public consultation participants how best to enhance and protect the site's natural features, including green spaces and access to waterways.

Among participants who commented on this principle, a majority indicated that sustainability should be considered in the design and development of LeBreton Flats. More specifically, participants recommended incorporating renewable energy and high-efficiency buildings to ensure a carbon neutral footprint. Feedback included the following examples: native vegetation; green infrastructure (e.g. Bioswale²); green roofs/walls; natural and energy-efficient building materials; solar power; and water filtration systems for stormwater.

Participants also advocated for green space and, more specifically, for the preservation of existing natural features. Those who commented on this theme suggested enhancing the riverfront, aqueduct and limestone landscape with trees, wild grasses, plants that attract wildlife, rock gardens and other permeable surfaces. They also encouraged the use of innovative architecture to complement and protect the surrounding environment (e.g. by limiting bird collisions). Some participants recommended incorporating a bee sanctuary and a riverfront park developed specifically to mitigate flooding. Still others suggested that LeBreton Flats could provide an opportunity to create more urban parks, such as those established in Chicago, as well as community gardens and local agriculture.

To a lesser degree, participants addressing this principle highlighted the importance of active transportation. Examples of preferred features included pedestrian pathways, cycling infrastructure and trails (e.g. Sir John A. Macdonald Winter Trail). Participants also expressed a desire for accessible amenities, and cautioned against the development of facilities that could be utilized only during the summer. A number of participants also requested limited vehicle access, and suggested incorporating a waterfront promenade with space for pedestrians and cyclists and ample trees and benches — similar to Queen’s Quay in Toronto.

Table 9: Sample comments

Valuing nature: Sample comments
<i>“There is so much natural potential on this site - the river, of course, and the islands, the vestiges of the Champlain Sea that can be seen on the west side of Booth just north of the LRT station, etc. This site could be a model for an innovative urban green space encouraging the return of species (I think of some of the urban parks in Chicago).”</i>
<i>“Minimal commercial development, preserving and creating more green space - those undeveloped areas around the War Museum should be a giant park. It's a highly residential area with young families who would all make use of it.”</i>
<i>“Develop a water filtration system using stormwater (promoting sustainability) which then can be used for drinking water/water fountain.”</i>
<i>“Yes, to carbon neutral! Put recycling and composting facilities at all trash collection sites (i.e., No waste bins without all streams represented and make the waste bins smaller). Solar panels on buildings where possible and green roofs, green walls (indoors and out). Make lots of trees and plants food bearing (i.e., fruit trees, chives, currants, raspberries, etc.) Community</i>

2. A long trench that receives rainwater runoff and contains vegetation.

gardens!”

“This development for all of Ottawa (and Canada) should be a model of state-of-the-art green building and a green community, focused as much as possible on sustainability and a minimal carbon footprint.”

“My key message is to make this about sustainability (through enviro-friendly design, active transportation support, etc.), community (public gathering spaces, grocery stores, etc.), greenspace/nature (MATURE TREES and sufficient space are key). I would hate to see this become a concrete jungle like Lansdowne.”

“The area has been a treeless blight for too long. The idea of a green tech showcase surrounded by inviting landscape is entirely comparable with restoring beauty and nature as well as making a unique destination where people want to visit. It should be a national project.”

d. Ensuring connections

Based on a Vision Zero³ approach, this guiding principle capitalizes on the existing transit and active transportation network to encourage people to visit LeBreton Flats using an accessible and safe mobility network. With this in mind, the NCC asked public consultation participants for feedback on how to ensure that LeBreton is connected to surrounding areas.

Participants prioritized public transit connections, followed by cycling infrastructure and pedestrian pathways. They also highlighted integration with surrounding areas, often noting the need for riverfront access and enhanced connectivity between neighbouring communities using transit and multi-use pathways.

Table 10: Most frequently cited priorities, from most cited to least cited

Most frequently cited priorities

1. Public transit connections
2. Cycling infrastructure
3. Integration with surrounding areas
4. Pedestrian pathways
5. Limited vehicle access

Other priorities: Shoreline access, adequate seasonal connectivity

With respect to public transit, participants highlighted the need to optimize connections to OC Transpo and the LRT stations, noting their importance in connecting LeBreton Flats with all communities in the National Capital Region. For all those interested in cycling infrastructure, safety, accessibility and quality were top of mind, including adequate lighting, trail connections and multi-use pathways separated from roadways. A number of participants also highlighted the need for separate pedestrian pathways that adhere to accessibility standards. In addition, a

3. A multinational road traffic safety project that aims to achieve a traffic system with no fatalities.

smaller proportion of participants specified a need for guaranteeing year-round connectivity through underground tunnels, connections between buildings and indoor transportation stations.

Finally, participants suggested that pedestrian and cycling connections at LeBreton Flats could be enhanced by limiting vehicle access. These participants prioritized walkability, smaller buildings and city blocks, and wider streets with more space for pedestrians than for cars.

Table 11: Sample comments

Ensuring connections: Sample comments
<i>“The Flats are already on important LRT and bike paths. Please ensure that cycling infrastructure is prioritized. The Booth street bridge is an example of what happens when cycling infrastructure is an afterthought. If you want to encourage people to visit the community by bike it has to be safe, efficient and pleasant.”</i>
<i>“The area is already fairly central and accessible and will become more so with the Zibi development and eventual LRT. Make it easier to access by foot or bicycle than by car... minimize big streets and car access, slow down traffic, and please, please, avoid parking lots”</i>
<i>“The LRT will go a long way to improving connections to other parts of the city, but a greater focus needs to be placed on integrating LeBreton Flats with the communities that directly neighbour the area. The building currently present on the Flats feel wholly disconnected from the surrounding area. It is currently impossible for a resident of Lett street to drive south on Booth street to get into little Italy, we have to wrap around on Parkdale or Lyon to get there. While walking is an option for some it is not always feasible in the winter or for those with disabilities. Many means of crossing the LRT and Albert Street will need to be created to integrate LeBreton with the surrounding area.”</i>
<i>“Plan for LRT connections to Gatineau. Wherever possible, proposed stations should provide access to Gatineau Park and attractions in the Hull sector (while also helping commuters and reducing traffic, of course). Currently, Gatineau Park is largely reserved for car-owners. Properly planned, LeBreton Flats could act as a gateway to nature.”</i>
<i>“I think if we need transportation hubs outside the area that really encourage parking outside the city centre by either special fares, or direct routes, to get to LeBreton Flats, to keep traffic and parking spaces to a minimum. Also, once there, how about an inter-area bus that has hop on and off privileges all day to make travelling within, without a car easy. Like they have at the National Mall in Washington, D.C.”</i>

e. Building excellence through innovation

Building excellence entails using new urban planning approaches to establish best practices. For this guiding principle, public consultation participants were asked how the NCC could highlight the site's national importance through innovation.

When considering general site design, participants noted the importance of protecting waterfront views, in some cases recommending the use of lower-rise buildings. Others focused on general accessibility and human-scale design, highlighting the need to avoid big box stores. Participants also suggested that building excellence could be achieved by incorporating schools, innovation areas, and space for SMEs and social enterprises.

Furthermore, some participants encouraged the NCC to engage award-winning architects, local industry leaders and other Canadian communities to review "lessons learned" and to gain additional perspectives prior to planning and development. These participants saw opportunities for LeBreton Flats to lead architectural innovation through technology and design.

A significant proportion of participants viewed sustainability as key to building excellence and along with innovative design, indicated that the use of best practices would attract residents and visitors. Those expressing interest in this theme suggested that LeBreton Flats be developed as a "carbon neutral district" with LEED standards, green building techniques (e.g., green roofs), electric car stations, solar and other renewable energy sources, and zero net energy buildings.

Table 12: Sample comments

Building excellence through innovation: Sample comments

"I think this area should showcase innovative architecture and building techniques, including green integration. Let this area look like the community of the future that works together with nature and lives in harmony with it."

"Climatized public spaces year-round. Don't just build for the sake of it, for the eye, for the summer. We need a public space that is welcoming, full of art, and warm in the winter. Don't build another "mall" or shopping centre, full of glass and steel."

"Please make the area accessible. Accessible to both able bodied pedestrians and those who face accessibility challenges."

"No Big Box Stores! Focus on places that build community and foster pride in the place."

"Modern design and the use of technology would be important. Using renewable energy would also be fantastic."

"Show that Canada has innovative people; the worst would be a bunch of square buildings; the best would have each building a different shape."

"Daring architectural designs, high density development, sustainable building materials, and effective use of common areas and green space provide an opportunity for LeBreton to be seen as a model neighbourhood for the future."

"Highlight the tech and design culture and expertise of Ottawa with a modern building startup"

incubator which will house entrepreneurs and artists (like MaRS Discovery District in Toronto). This would be a breakout architectural gem of the redevelopment which would attract investment and be easily accessible to both recent grads and international investors flying into YOW."

"The NCC has an opportunity to showcase novel approaches in sustainability and urban design. This is not only the responsible choice, but one which will set this community apart and attract visitors and residents. You must hold developers to a community standard to achieve this. Sustainability should be pursued at both the building and community level, and encompass environmental, economic and social aspects."

"This area is a grocery store desert. Please include amenities that create a walkable neighbourhood, accessible for all! Thank you!"

"The LeBreton development should pioneer a more urban, connected and pedestrian Ottawa that is more sustainable for the environment and provides a great space for new shops/bars and restaurants."

"Emphasis on energy conservation and minimal carbon footprint."

"LeBreton Flats should be developed as zero carbon or carbon negative for both design and performance (operation). This is what is being done in much of Toronto's waterfront and Toronto, Montreal, and Vancouver have all committed to all Zero Carbon development from 2030 onwards."

f. Honouring the past

This principle honours the rich Indigenous presence in the region, and invites us to reflect on the role LeBreton Flats has played in the development of the Capital. As part of this first phase of public consultation, the NCC asked participants how best to honour this history and the lasting effects of important milestones, including the community's expropriation.

Among participants who commented on this principle, a majority prioritized honouring Indigenous heritage. Many recommended that Indigenous communities be meaningfully engaged as part of the planning and development process, thus ensuring Indigenous representation in design and decision making.

Participants also agreed that the redevelopment should incorporate historical elements to honour the site's vibrant commercial and industrial past, though diverged on the scale and nature of potential site and building features. The following table highlights participant priorities and feedback related to this theme.

Table 13: Participant priorities and corresponding feedback for honouring the past

Honour Indigenous heritage	Historical and cultural elements	Honour site heritage
Incorporate Indigenous music, art and history	Commemorative statue/ plaque	Preserve the aqueduct
Use Indigenous terms for the area, and include Algonquin language in signage	Pedestrian museum (mini exhibits where people can learn about Canadian history)	Incorporate original street grid and small streetcar infrastructure
Consider housing for Indigenous people and families	Historical panels, artwork or interactive display	Use red brick to echo the past, along with other industrial materials
Build a museum of Indigenous peoples, national residential school memorial, welcome centre and/or Indigenous meeting place	Incorporate names from pre-expropriation era (e.g. Ottawa Street)	

Table 14: Sample comments

Honouring the past: Sample comments
<i>"NCC must work with Indigenous communities to ensure the development respects and honours the heritage of the community. How this is done must take direction directly from Indigenous leaders not developers, the general public or the NCC or government."</i>
<i>"Let the past be visible. Budgets should include public art and places for ceremonies. Space should be dedicated to teaching the past of this place and its significance to First Nations People. Let's never forget this land is un-ceded."</i>
<i>"National residential school memorial along path students will walk from Pimisi to War Museum."</i>
<i>"A welcome centre/Indigenous meeting place should be prioritized as part of LeBreton. This can provide historical background but, more importantly, a place that is run by local Indigenous groups to be used by them."</i>
<i>"I think the industrial history should be reflected in the style of the buildings and the materials used. Historical panels and artwork can also bring the history to life."</i>
<i>"Street names, building names or plaza names should be in Indigenous languages. Indigenous art, a lot of it, in public spaces."</i>
<i>"When developing the area, set aside space for a 'pedestrian museum' with different open exhibits which can highlight some of the past. Not just little plaques but exhibits that show what was here before. Work with the Algonquin people and historians of Ottawa to help create these mini exhibits that people can explore to learn about the past."</i>

“Honouring treaty obligations. Acknowledging Indigenous (Algonquin) presence.”

“Honouring the Algonquin people. This theme should be integrated into every aspect of procurement, planning, place making, street names, etc.”

g. What did we miss?

As part of this exercise, the NCC asked public consultation participants to share any other themes that they believe should be considered in the redevelopment of LeBreton Flats. Participants predominantly used this opportunity to validate and reinforce the values and principles presented above.

Among participants who responded to this question, many emphasized the use of best practices in Canadian and international development and the need for innovative and sustainable architecture and design. In keeping with earlier input, participants supported an integrated and cohesive vision for the Master Concept Plan to build a liveable community for residents, local visitors and tourists alike. Moreover, participants encouraged the NCC to create inclusive, dynamic and mixed-use spaces that accommodate and attract diverse and multi-generational families for years to come.

Table 15: Participant priorities and corresponding feedback for honouring the past

Innovative architecture and design	Sustainability	Green space	Liveable community
Build a “smart neighbourhood” with a hub for social innovation	Reduce carbon footprint	Expand park space (e.g. Stanley Park in Vancouver and Central Park in New York City)	Focus on residents rather than corporate interests
Focus on varied architecture and building materials	Champion energy conservation and incorporate net zero energy buildings	Functional green space for exercise (e.g. outdoor gym) and recreational activities	Design around needs of vulnerable populations and include lower-income and affordable housing
Ensure year-round accessibility and use	Enhance natural landscapes and incorporate indigenous vegetation	Picnic areas	Vary density targets for residential space, reducing number of higher-rise buildings
	Prioritize walkability and focus on active transportation		Allow local entrepreneurs to drive development
			Include family-friendly and pet-friendly space

A significant number of participants also used this opportunity to share comments related to the development process. While some urged the NCC to prioritize meaningful engagement with adjacent neighbourhoods, Indigenous communities and other key stakeholders, others called for less consultation and expedited planning timelines to commence development as soon as possible. Regardless, participants noted that strong leadership is required to make LeBreton Flats a reality, and asked the NCC to provide ample public notices and updates throughout the redevelopment process.

C. Ensuring success

When asked for thoughts and ideas about how to make LeBreton Flats a success, public consultation participants overwhelmingly highlighted the importance of building community through an inclusive and transparent planning and development process. These participants noted familiar themes and examples, most prominently the need for mixed-use, human-scale design that focuses on families and incorporates residential, commercial and recreational amenities, as well as accessible, sustainable and innovative public spaces. To ensure success, participants called for ongoing public engagement, and pointed to realistic and attainable timelines and minimal construction delays.

Table 16: Sample comments

Ensuring success: Sample comments
<i>"A mixed-use community that balances business, residential and possible entertainment areas. LeBreton Flats can serve as an example of a well-balanced and planned community, for all ages."</i>
<i>"Connect green spaces, add lots of bike infrastructure following desire lines, connect with existing bike infrastructure to make logical routes. Add corner restaurants and cafe's. Mix the zoning. Make it easy for residents to walk and bike. Follow Zibi, Lansdowne and Oblate Lands to learn from success and failure."</i>
<i>"Ensure that the plan has flexibility to be able to change if needed. Have a long term plan; great cities and neighbourhoods are not built in a day."</i>
<i>"Seek out some ideas from international architects, planners, etc. Please do not just ask the developers what they want to do."</i>
<i>"Consult consult consult. Take this feedback into account, respect its own bylaws, willing to take some risks!"</i>
<i>"I would love for there to be more mixed use/multipurpose spaces in this area that would offer live music, concerts, cultural events, theatre, etc. A boardwalk/pedestrian zone and improved cyclist areas are needed to connect this area with the rest of [downtown] and promote non-vehicle means of transport and walkable neighbourhood."</i>
<i>"Think of Ottawa as a world class city for residents and tourists. Create beauty, interest, champion excellence, encourage collaboration and connection (within Ottawa communities and to communities far away), encourage health, love and life. This energy and joy should</i>

Ensuring success: Sample comments

embrace the child, the adult, the elderly, the sick, the struggling, the wealthy, the poor, the creative, the uninspired and move them create and feel something better. Enable that through easily accessible spaces, places, tools and opportunities to engage with people, the environment and ideas.”

“Take inspiration from the previous proposals - there were some good ideas there. Don't parcel out the land in segments without strict control of the overall design for public / green spaces and connectivity within the community. Even if developed in stages, the community should conform to the overall master plan and be cohesive. Develop strict sustainability principles and requirements for the developers.”

“Arena, world class concert venue, live music in smaller venues 7 days per week, lookout to surrounding area, Indigenous presence and business opportunities (for site appropriate activities no tokenism - restaurants, office spaces, pow wow venue, entertainment, architecture). Unique tourist attractions, things of interest to locals and tourists - like Montreal's Old Port.”

“Central Park for Ottawa. A big green space which encourages all National Capital residents to come and explore the space, with nods to all ways of using green space, but make it fully accessible. Have space for community groups, theatre, elderly walks, historical tours. Make it a place where you can escape and connect with nature and community.”

“Design mixed-use buildings and make the LeBreton Flats what it has been many times in the past. A vibrant community that is closely tied to the surrounding landscape. An attractive space that ties together basic needs and love of nature and history.

“The NCC should not view this a redevelopment but rather as regenerating a once vibrant landscape back to its aesthetic and social importance. It must allow people to see and feel the natural landscape as well as sense and appreciate the socio-cultural legacy of all who have come before. The great river and Algonquin people are not to be overshadowed by ego.”

D. Site design ideas

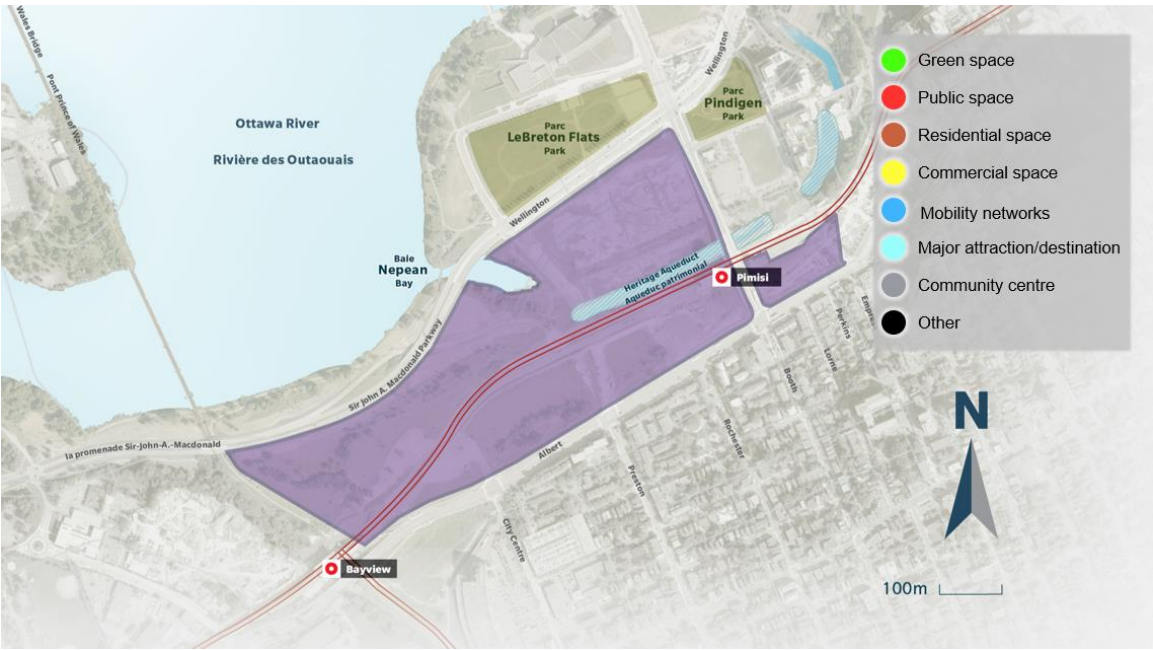
Survey participants were invited to place pins on a map of LeBreton Flats to show where they would like to see specific amenities or features.

These included the following:

- Green space
- Public space
- Residential space
- Commercial space
- Mobility networks
- Major attraction or destination
- Community centre
- Other features or amenities

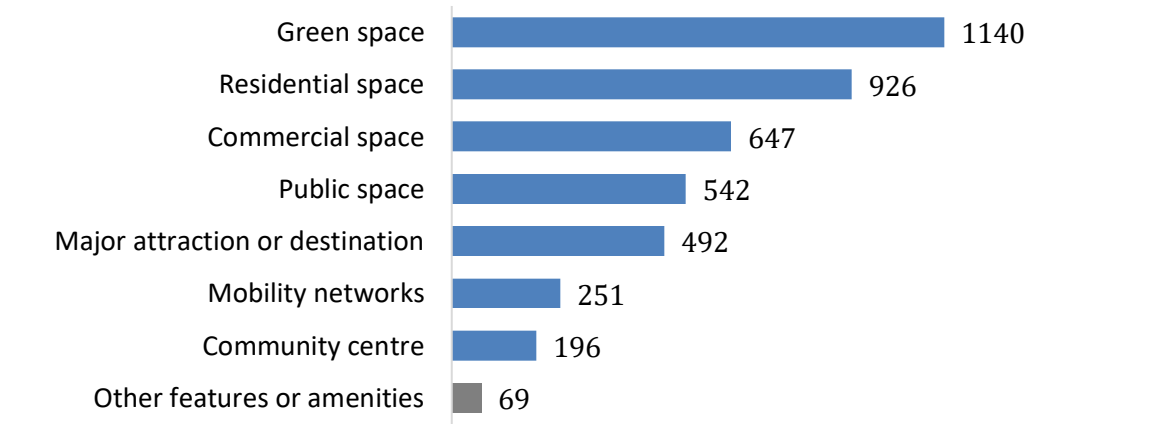
Participants could place as many pins on the map (Figure 4) as they wished, as well as add written comments to explain their ideas for that space. In total, 4,263 pins were placed on the map by 450 participants, with some participants placing more than 20 pins.

Figure 4: Overview of the LeBreton Flats redevelopment site



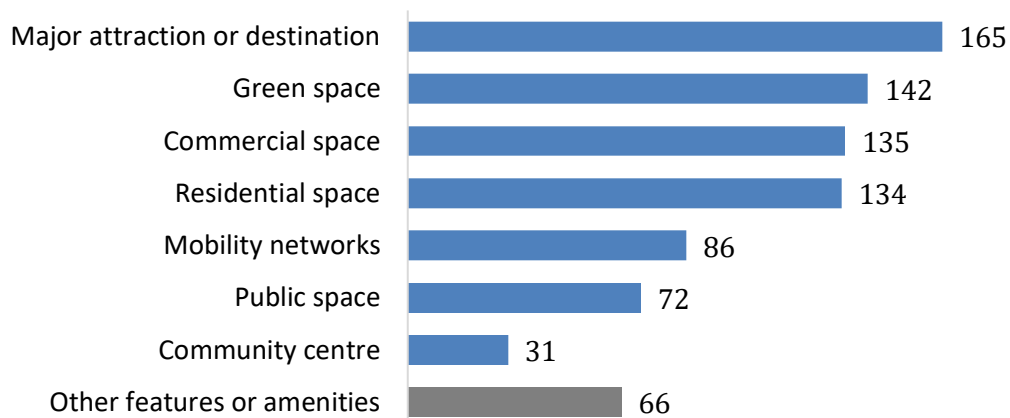
By volume, green space stood out as the leading amenity and feature highlighted in the map point placement section (Figure 5), representing more than a quarter of all pins dropped (27 percent), followed by residential and commercial space (22 percent and 15 percent, respectively).

Figure 5: Number of pins dropped for specific amenities or features



However, among the 831 total comments associated with map points, nearly one in five related to a major attraction or destination (Figure 6).

Figure 6: Number of comments provided for specific amenities or features



Green space

Map point snapshot

- 1,140 map points (27 percent of all map points)
- 142 comments (12 percent of green space points, and 17 percent of all comments)

A majority of the green space pins dropped by participants were located adjacent to the Ottawa River shoreline and the heritage aqueduct, along with comments suggesting developments for residents to enjoy, while preserving the shoreline for both flood mitigation purposes and water quality maintenance.

“All the waterways should be surrounded by publicly-accessible green space”

“Green community spaces that incorporate the aqueduct and pumping station should increase visibility of these heritage landmarks and allow people to get to know them better”

“Need to ensure a riparian buffer zone that will be adequate over the long term”

“Please provide water access with boat launch and rentals”

“Take advantage of the water for creating a public park / space”

Comments accompanying the remaining green space pins generally fell into two categories: activity- and community-based facilities, and the preservation of natural elements.

In the first category, participants most frequently mentioned the integration of parks or public green spaces throughout LeBreton Flats, including sports fields (e.g. lacrosse), a place for community events or concerts, and other uses for children, such as playgrounds or unstructured play areas.

“Keep it as is with the open space, but add some features that make it more interesting – public art, things that would enhance its use for festivals, live music”

“Large central park with walking trails, workout destinations, cafes”

In the second category, participants indicated that green spaces should preserve many of the natural elements already present on the site or consider the incorporation of agricultural elements, like fruit trees and community gardens, and a suggestion for the space to be used as an “urban forest.”

“I would have mapped the western part of the Flats as being designated nature preserve”

Two participants commented on linkages with Indigenous communities, including a “large park with Indigenous art” and a suggestion to “create a sculpture garden with input from Indigenous organizations based out of Ottawa.”

Residential space

Map point snapshot

- 926 map points (22 percent of all map points)
- 134 comments (14 percent of residential space points, and 16 percent of all comments)

A large proportion of residential pins were placed near the southern end of the site, specifically along the Albert Street corridor, near the planned Ottawa Public Library–Library and Archives Canada joint facility, as well as the Pimisi and Bayview LRT stations.

Building height and density, as well as overall building use (i.e. residential versus commercial), featured prominently in the comments themselves.

Starting with building height, roughly a quarter of respondent comments indicated a preference for high-rise residential buildings, particularly around LRT stations, while some respondents linked high-density development with affordable housing opportunities.

“Large apartment buildings with some affordable housing. Think Trinity development plans at 90 Albert. Some condos, some rentals.”

“I would be opposed to single-family homes--let's make it a dense neighbourhood with affordable housing.”

Alternatively, a slightly smaller number of respondents indicated that low-rise residential buildings or townhouses were their preference. One of the most common rationales provided was to allow for the integration of LeBreton Flats with surrounding neighbourhoods.

“Should be condos/apartments, not single-family homes. Low- to mid-rise, not these giant 50 story towers.”

“Only low-rises (nothing exceeding 9 storeys).”

“High-rise residential focused around Line 1 stations, mid-rise/townhouses/rowhouses elsewhere. Mix of different developers to ensure Flats aren’t dependent on one who might leave. Mix of architectural styles - must not be uniform, but rather promote diversity and cater to mix of market preferences.”

“Lower rise residential buildings to transition into surrounding neighbourhood”

Additionally, about two dozen comments called for the inclusion of affordable or “deeply affordable” housing throughout the LeBreton Flats site, with the potential for co-op or rental housing to appeal to all demographics including families, young people and seniors.

“Low buildings (4 floors max), mixed with houses. Include affordable housing, co-ops which bring a wide range of people.”

Roughly the same number of comments indicated a preference for mixed-use buildings, outlining opportunities for developments with both commercial and residential uses.

“Mixed use with a grocery store on street level”

“The housing should be south of the LRT line, with commercial services incorporated.”

Commercial space

Map point snapshot

- 647 map points (15 percent of all map points)
- 135 comments (21 percent of commercial space points, and 16 percent of all comments)

Many participants voiced their support for mixed-use development — particularly along Albert Street — including the integration of restaurants, offices and services with residential uses. Similarly, several participants indicated that high-density commercial spaces, such as retail and office spaces, should be concentrated close to transit stations in order to minimize car use and facilitate accessibility.

A grocery store was cited by many as a requirement for the area, in addition to other private businesses, such as a bank or pharmacy. Many respondents also wanted to see restaurants and bars throughout the site, particularly with outdoor patios and open spaces.

Public space

Map point snapshot

- 542 map points (13 percent of all map points)
- 72 comments (13 percent of public space points, and 9 percent of all comments)

Participants were clear about the need for outdoor public space, where residents and visitors would be able to congregate. For many, this included event spaces such as amphitheatres, stages or other similar open structures.

Many other participants highlighted their preference for recreational facilities such as a dog park, skate park, running track or sports fields. Maintaining public access to the riverfront was similarly important to participants, some of whom proposed features such as an urban beach or a public boardwalk. Still other participants discussed establishing public spaces where people could “meet and hang out,” such as a farmers’ market.

Community centre

Map point snapshot

- 196 map points (5 percent of all map points)
- 31 comments (16 percent of community centre points, and 4 percent of all comments)

Many participants emphasized that a community centre for the site should include recreation amenities, such as a pool, tennis court or basketball court. Many other participants indicated that it should also incorporate a library, education facility or community garden. A community centre, according to some, would be ideally located close to Pimisi or Bayview LRT stations, in order to ensure accessibility.

Major attraction or destination

Map point snapshot

- 492 map points (12 percent of all map points)
- 165 comments (34 percent of major attraction/destination points, and 20 percent of all comments)

Geographically, most participants suggested that the major events space could be located on the eastern half of the LeBreton site, close to Booth Street and the Pimisi LRT station, highlighting the importance of transit access for the major attraction.

“Major attractions must be close to an LRT station.”

“This general area [near Pimisi station] would probably be the best spot for a major attraction/destination like an arena or a field for outdoor concerts because it's close to a transit station.”

Nearly half of the comments from participants suggested an arena as the major attraction, a third of which indicated specific use by the NHL or the Ottawa Senators. Roughly two dozen participants offered ideas for museums, including two suggestions for an Indigenous peoples museum, a national portrait gallery, a planetarium and a “mini museums district.”

While some participants suggested concert halls associated with an arena development, others proposed outdoor amphitheatres or bandshells that could be used for Bluesfest and other events.

Other items suggested by multiple participants included a central library (along with references to ongoing work by the City of Ottawa), an aquarium, botanical gardens or a waterpark, while one participant proposed a tall building “inspired by the CN Tower... showcasing a modern

Canada and providing a pavilion for tourists to see 360-degree views of the National Capital Region.”

Mobility networks

Map point snapshot

- 251 map points (6 percent of all map points)
- 86 comments (34 percent of mobility networks points, and 10 percent of all comments)

Comments about mobility networks often related to the importance of active transportation throughout the site, particularly about the need for improved cycling and pedestrian infrastructure.

“Connect the neighbourhoods - cycling and pedestrian friendly”

Connections to transit were a defining feature of the site, and participants emphasized the importance of additional connections to the two LRT stations, along with enhanced public transportation options. Examples of these included an interprovincial transit connection across the Prince of Wales Bridge, an additional LRT station or an urban gondola to connect with the surrounding area.

Many participants highlighted the importance of integration between multi-use pathways, including connections between Preston Street and the river pathway, and between the redevelopment site and downtown.

Comments related to private vehicle use included a suggestion to extend the street grid from adjoining neighbourhoods, the inclusion of underground parking nearby and concern about impacts if Rochester Street were extended to the redevelopment site.

Another defining characteristic of mobility was the ability to navigate the site year-round. To that end, some participants suggested establishing underground connections to major site pillars, such as the library or other major attractions, and the maintenance of cross-country ski trails.

Other features or amenities

Map point snapshot

- 69 map points (2 percent of all map points)
- 66 comments (96 percent of other points, and 8 percent of all comments)

A number of other pins highlighted the importance of incorporating Indigenous culture throughout the site, such as establishing designated cultural spaces. Participants considered engagement with Indigenous peoples, including the Algonquin Nation, in the development process to be equally important.

V. Integration of results

The Building LeBreton team has reviewed the public feedback in detail, and has established the following revised guiding principles on which the project objectives will be based.

Original	Revised
Enhancing the Capital Experience Reflect the national significance of LeBreton Flats by creating an ambitious new Capital destination that celebrates Canada and its values.	Enhance the Capital Experience Reflect the national significance of LeBreton Flats by creating an ambitious new Capital destination that celebrates Canada.
Creating 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.	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.
Valuing Nature Prioritize the importance of the environment, both through design that enhances and protects the natural features of the site including creating access to waterways, as well as through climate mitigation and resiliency measures that aim to achieve a zero carbon community.	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.
Ensuring Connections Capitalize on the existing transit and active-transportation network to encourage people to visit LeBreton Flats using an accessible, safe mobility network, based on a Vision Zero approach that aims to eliminate transportation fatalities.	Create Connections Connect people and place by creating interactive public spaces and linking to amenities and surrounding communities. Build on access to LRT, and establish active transportation networks using a Vision Zero approach.
Building Excellence Through Innovation Pilot approaches that establish best practices in all areas, including sustainability, design and economic opportunity.	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.

Honouring the Past Honour the rich Indigenous presence in the region in the planning and design of the redevelopment. Interpret the role LeBreton Flats has played in the development of the Capital, and the lasting effect of important milestones, including the community's expropriation.	Honour the Past Honour and interpret the role LeBreton Flats has played as a place of significance for Indigenous peoples and in the development of the Capital, and connect this story to the site's future. Recognize the lasting effects of important milestones such as the community's expropriation.
Additional principle	
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.	

These revised guiding principles take into account the following key feedback from the consultation:

- Ensure that the social equity and affordability are incorporated in a direct way.
- Incorporate the idea of social connection and community building.
- Focus on restoring, protecting and enhancing natural features (waterways and greenery).
- Describe more specifically the type of innovation and excellence this project should achieve, especially sustainability.
- Position the site's history as an opportunity to link the past, present and future, particularly with regard to the meaningful engagement of Indigenous peoples in the site's future.
- Ensure a transparent and collaborative process to achieve timely results.

In addition to revising the guiding principles, the NCC, along with O2 Planning and Design, is incorporating direction from the public in terms of "big ideas" to be included in the forthcoming draft Master Concept Plan. These include the following:

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


VI. Next steps

The NCC and O2 Planning and Design are developing a draft Master Concept Plan based on the public's input. This effort is also informed by ongoing dialog with stakeholder groups, including representatives from arts and culture organizations, the business community, affordable housing providers, and environment and transportation groups, among others.

A draft Master Concept Plan will be released for public consultation in November 2019. Feedback will be incorporated, and a final recommended Master Concept Plan for LeBreton Flats will be presented to the NCC Board of Directors in early 2020. During this time, the NCC will launch a process to develop the parcel of land east of the Pimisi LRT station at Albert Street (referred to as the "Library District") based on existing approved planning policies for that site.

Pending approval of the Master Concept Plan by the NCC Board of Directors, in the summer of 2020 the NCC will seek municipal approval of any Official Plan amendments required to implement the Master Concept Plan.

VII. Appendix 1: Online survey

Technical Support
FRANÇAIS

Welcome to the Building LeBreton Public Consultation!


Hi! My name is Tobin Nussbaum and I'm the CEO of the National Capital Commission (NCC).

We are working on a renewed vision for the redevelopment of LeBreton Flats as a place of national significance and local pride – and we want to hear your ideas!


Public input will help shape the Master Concept Plan to create a community that is an example of sustainability and innovation, and a key Capital destination.

This survey will only take you **10-15 minutes**. On behalf of the LeBreton team, thank you for participating!


Click "Start" to begin...



Tobin Nussbaum, CEO
National Capital Commission



START

Technical Support
FRANÇAIS


About this consultation

On March 7, 2019, the Board of Directors announced the NCC would be moving forward with the development of a Master Concept Plan and Development Phasing Strategy that will provide a refreshed vision for LeBreton Flats – to make it a place where people can live, work and play.

We want to create a vibrant, mixed-use community that creates an opportunity for a key capital destination. *What would this look like to you?*


We are asking for your feedback to identify some of the key ideas and values that will help shape the Master Concept Plan.

We will ask for your input on the draft Master Concept Plan during a second public consultation in the fall.



Click to enlarge

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Getting to know you

Please tell us a little more about yourself. This will help us better understand people's survey responses.

My age is:

-- Please Select --

What are the first three characters of your postal code?

Characters used: 0 out of 3.

Have you participated in previous consultations about LeBreton Flats?

☐ Yes


☐ No

☐ Not sure / I don't remember

Which of the following best describes your profession?

☐ Government

☐ Healthcare



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☐ Yes

☐ No

☐ Not sure / I don't remember

Which of the following best describes your profession?

☐ Government

☐ Healthcare

☐ Education

☐ Hospitality/Service

☐ Construction or Property Development

☐ Student

☐ Retired

☐ I don't work

☐ Other

☐ Prefer not to say

Please note that all questions in the survey are optional.

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About LeBreton Flats

The LeBreton Flats development area is a 23.9-hectare site in Ottawa owned by the NCC.

That's over 59 acres, an area equivalent to 45 football fields.

It includes the area bounded by:

- Albert Street to the south
- The rail tracks north of the Trillium O-Train line to the west
- Booth Street and the site of the new City of Ottawa Public Library and Library and Archives Canada joint facility to the east
- Sir John A. Macdonald Parkway and Wellington Street to the north



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History of LeBreton Flats

LeBreton Flats has an interesting history... One that includes portage routes, great fires and even rumours of hidden beer tunnels!

YES, I'D LIKE TO SPEND 2-3 MINUTES LEARNING ABOUT THIS HISTORY BEFORE MOVING ON IN THE SURVEY!

NO THANKS, SKIP THE HISTORY AND TAKE ME STRAIGHT TO PLANNING THE FUTURE.

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History of LeBreton Flats

As far back as 9,000 years ago, Indigenous people inhabited the region. Nomadic peoples lingered here to portage and to exchange goods. Archaeological evidence shows that this region was a lively trade hub some 6,000 years ago. Current place names reflect the names that the Anishinabeg peoples gave to locations for meeting and exchanges, such as Ottawa (the road that walks) and Kitchissippi (great river).

Portage routes—evidence of navigation of the waterways—and traces of early Indigenous presence along the shorelines are still visible today, with artifacts dating back millennia. Obstacles to navigation led to settlements on portage heads. One of the mightier obstacles was the Chaudières Falls (Akikodjiwan or Kishkăbikédjiwan), a place of ceremony, as witnessed by Samuel de Champlain in the early 1600s.

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History of LeBreton Flats

In the early 1800s, LeBreton Flats was home to the growing lumber industry, with sawmills, railways and workers. It became one of the most important industrial areas in Canada, a hub of invention and innovation.

In 1900, a great fire that started across the river in Hull crossed the river and eventually destroyed this entire area. Rising from the ashes was a community of workers and their families, who shared the Flats with industries such as asphalt and paint factories, sawmills, scrap metal yards, rail yards, and a bus depot.




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History of LeBreton Flats

True or false?

Several years ago, construction workers unearthed a mysterious opening that may have been a long-rumoured "beer tunnel" near LeBreton Flats.

☐ True ☐ False ☐ I don't know / Not sure

[Click here to hide.](#)


True!

In 2014, construction crews on Albert Street came across a mysterious opening in the ground. Some local historians think it could have been one of two tunnels rumoured to exist near LeBreton Flats, which was the site of Ottawa's main trainyard until the mid-60s. In 1945, a large brewing operation, Brading's Capital Brewery Ltd., expanded its facilities. Part of the expansion plan included a tunnel under the street connecting the warehouse to the plant near today's intersection of Preston and Albert streets.

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History of LeBreton Flats

True or false?

Several years ago, construction workers unearthed a mysterious opening that may have been a long-rumoured "beer tunnel" near LeBreton Flats.

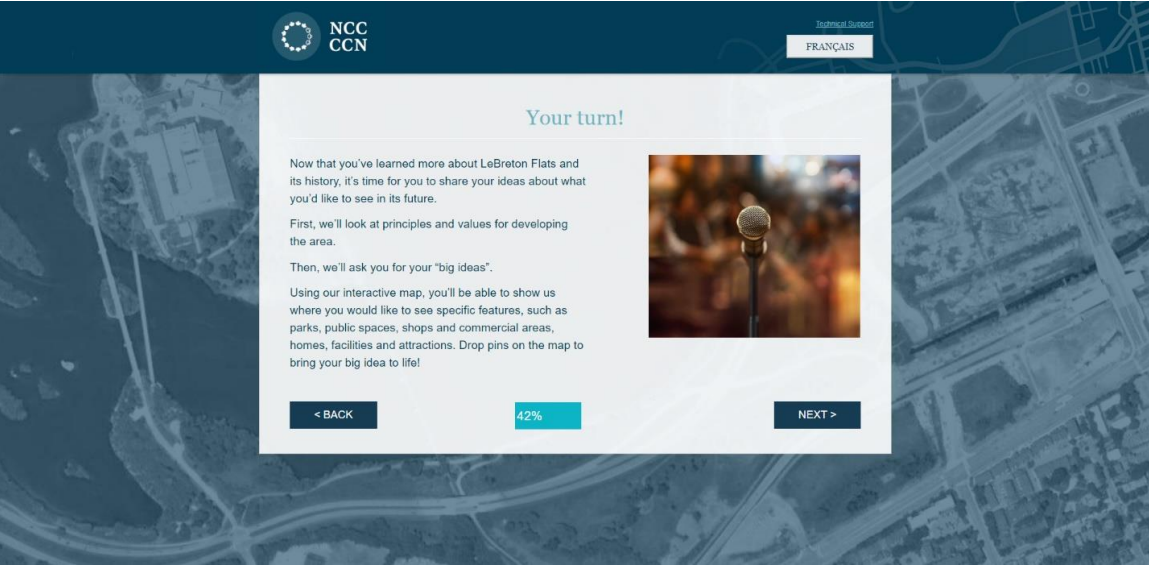
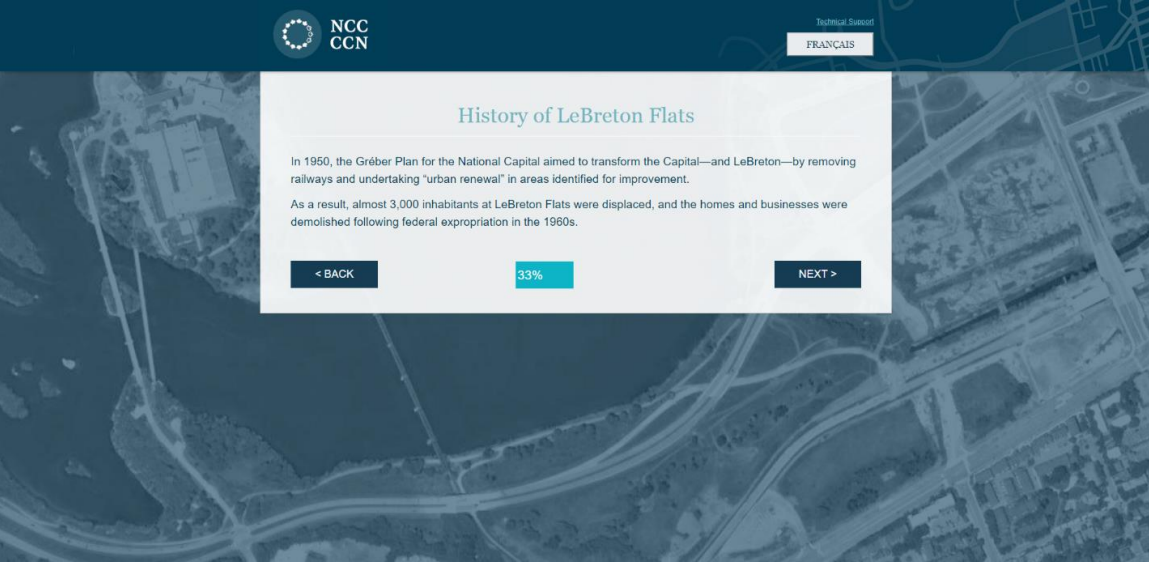
☐ True ☐ False ☐ I don't know / Not sure

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Principles and Values

Pick which principle you'd like to explore. Following that, you will be returned to this page and can then choose other principles to explore. All of them are optional - you can review as many as you wish.

- ☐ Enhancing the Capital Experience
- ☐ Creating Community
- ☐ Valuing Nature
- ☐ Ensuring Connections
- ☐ Building Excellence Through Innovation
- ☐ Honouring the Past
- ☐ What Did We Miss / Other
- ☐ Skip principles and go to next section

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Enhancing the Capital Experience

This principle is about... Creating a LeBreton Flats that celebrates Canada and will attract visitors to Ottawa.

How important is this principle to you?

Not important

Very important

What major attraction would you like to see at LeBreton Flats (e.g., theatre, aquarium, museum, zoo, concert hall)? How can we best represent Canada at LeBreton?

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Creating Community

This principle is about... Creating an inclusive place where anyone can live, work, learn and play. Providing facilities, services and public spaces that are active, lively and flexible and contribute to community health and well-being.

How important is this principle to you?

Not important

Very important

How can we create a sense of community at LeBreton Flats?

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Valuing Nature

This principle is about... Prioritizing the importance of the environment, both through design that enhances and protects the natural features of the site including creating access to waterways, as well as through climate mitigation and resiliency measures that aim to achieve a zero-carbon community.

How important is this principle to you?

Not important

Very important


How can we enhance the natural features on the site (e.g., shoreline access, water features, green spaces, biodiversity)?

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Ensuring Connections

This principle is about... Capitalizing on the existing transit and active-transportation network to encourage people to visit LeBreton Flats using accessible and safe mobility networks.

How important is this principle to you?

Not important


Very important

How can we ensure that the LeBreton Flats are connected to the area (e.g., connected to the river, the surrounding community, the region, LRT stations/tracks, green spaces)?

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Building Excellence Through Innovation

This principle is about... Using new urban planning approaches that establish best practices in all areas, including sustainability and building design.

How important is this principle to you?

Not important

Very important


How can we reflect the national importance of LeBreton Flats through innovation?

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Honouring the Past

This principle is about... Honouring the rich Indigenous presence in the region in the planning and design of the redevelopment. Interpreting the role LeBreton Flats has played in the development of the Capital, and the lasting effect of important milestones, including the community's expropriation.

How important is this principle to you?

Not important


Very important

How should we honour the rich history of LeBreton Flats in the new development?

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What Did We Miss / Other?

What other thoughts do you have about principles or values that should be reflected in the Master Concept Plan for LeBreton Flats?

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Your "Big Ideas"!

Now we'd like to hear your big ideas for the future of LeBreton Flats.

First, you can tell us your big ideas in writing, by video, in a picture – however works for you.

Then, using our interactive map, you can show us exactly where you would like to see specific features like parks, public spaces, shops and commercial areas, homes, facilities and attractions.

Both of these are optional. If you'd like to give us your big idea and skip the interactive map, for example, that's fine too.



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Your Big Idea

What is your "big idea" for LeBreton Flats? What would make this a dynamic community in the future? What would transform LeBreton Flats?

Tell us in the text box below, or use the upload area to send us your sketches, designs, videos or other files. [Note: max file size 50MB]

Browse

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Your Design Ideas

On the following slide, you'll be able to show where you would like to see specific amenities in a redeveloped LeBreton Flats. Just click a location, select a label from the list below and add a short comment to explain.

- **Green space** – e.g., park, urban parkette, community garden
- **Public space** – e.g., courtyard, urban beach, recreational space, public art
- **Residential space** – e.g., high, mid and low-rise towers, single-family homes, affordable housing
- **Commercial space** – e.g., restaurants, coffee shops, stores, grocery stores, office spaces
- **Mobility networks** – e.g., pathways, links, roads
- **Major attraction/destination**
- **Community centre**
- **Other**

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Your Design Ideas

Click the map of LeBreton Flats where you would like to see specific things, like apartment buildings, restaurants, parks, bike paths, etc. Show us how your "big idea" could work in real life.





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Planning For Success

The NCC will be working with urban planners to create this refreshed Master Concept Plan based on the input you're providing today. In the fall, we will present a draft Master Concept Plan and ask for your feedback.

What else should the NCC be doing to ensure that the redevelopment of LeBreton Flats is a success?

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Thank you

Before you finish, please tell us what you thought about this survey.

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Don't know
Overall, I'm glad I participated in this consultation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
This survey helped me learn more about redeveloping LeBreton Flats	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments:

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SUBMIT

Thank you!

Thank you for taking part in our consultation. We will be releasing a report on what we heard from you and other participants in the summer of 2019.

We hope you will continue to stay engaged and participate in the next round of LeBreton Flats consultations in November 2019.

Interested in updates? Sign-up for one or more of our newsletters [here](#)

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