

NATIONAL CAPITAL COMMISSION
COMMISSION DE LA CAPITALE NATIONALE

No.	2017-P103e
To	Board of Directors
Date	2017-09-12

For	INFORMATION
Subject/Title	
Gatineau Park Master Plan Review	
Summary	
To present the project action plan and consultation plan for the Gatineau Park Master Plan review	
Risk Summary	
<ul style="list-style-type: none"> • Poor public perception of the process due to a constrained consultation period associated with the delays in initiating the process. • Significant demand on limited internal personnel resources for public consultations. • Conflicting perspectives on the future role of and activities within the Park from diverse groups and agencies that could result in delays to the completion of the Plan update. • Municipal and groups demands for increasing road and pathway access resulting in additional fragmentation of the Park. 	
Recommendation	
N/A	

Submitted by:

Daniel Champagne, Executive Director, Capital
Planning Branch _____
Name

Signature

Submitted by:

Gary Lacey, Executive Director, Capital Stewardship
Branch _____
Name

Signature

1. Strategic Priorities

- Corporate Plan (2017-2018 to 2021-2022): Priority 3 – Modernize the NCC's planning framework, and renew the long-term plan for Gatineau Park.
- Planning framework proposed by the Plan for Canada's Capital 2017-2067 (PFCC) includes a Master Plan for Gatineau Park.

2. Authority

National Capital Act, section 10

3. Context

- NCC's administrative policies require a review of planning documents every 10 years.
- Need to integrate a number of vocational plans and strategies completed since 2005.
- Various issues arising since 2005 require an update of the existing Plan.
- Pressure on the park's natural and ecological integrity is increasing, mainly due to increases in the users' needs and attendance numbers.
- NCC has a legal obligation to protect species at risk.
- Amendments to federal environmental legislation since 2005, and proactive federal requirement for a Sustainable Development Strategy by the NCC.
- Updated NCC Environmental Strategy.
- NCC planning staff diverted to the Ottawa Civic Hospital site selection have resumed preparations for public consultations, engaging an external consultant and creating a NCC multi-branch team.

4. Options Analysis

- The first step in the review process was the recent assessment of the existing 2005 Plan, conducted by Prairie Research Associates for the NCC, to gauge the strengths and shortcomings of the Plan as a working document.
- The "do nothing option" is considered neither reasonable nor acceptable.
- Input via consultations/interviews with key stakeholders revealed a consensus on updating the Plan.
- A full rewrite of the Plan is recommended.

5. Financial Details

- Funded with operational budget, although will need to secure funding for 2018-19.
- Most of the review and redraft by NCC staff, combined with some selective external technical support as required.

6. Opportunities and Expected Results

- In accordance with the PFCC, a renewed Gatineau Park Master Plan will bring the planning for the Park into the twenty-first century, leading to innovative and best management practices and approaches that respond to trending challenges.
- Informed input will be sought from the public and stakeholders, including millennials, taking advantage of new technologies in mapping and online public consultation.
- Up to date data and information will support the review.
- Expected completion in January 2019 (see Appendix 1).
- Key issues expected to be addressed through the Plan revision:
 - Aboriginal engagement
 - Renewed vision
 - Park boundaries and ecological corridors
 - Revised zoning plan
 - Conservation and recreation balance
 - Integration of revised pathway network
 - Private property
 - Park access
 - Entrance fees structure principles

7. Risks and Mitigation Measures

Risk	Likelihood	Impact	Planned Response
Poor public perception of the process due to a constrained consultation period associated with the condensed project length.	Medium	Moderate	<ul style="list-style-type: none"> - Hold at the beginning of the process public consultation that will create engagement with the public and the community. - Announce in advance the participation opportunities and respond to concerns raised in a timely manner.
Significant demand on limited internal personnel resources for public consultations.	High	Moderate	<ul style="list-style-type: none"> - Hire a consultant that will manage the workshop event in winter 2018 and the ongoing consultation tasks.

Conflicting perspectives on the future role of and activities within the park from diverse groups and agencies that could result in delays to the completion of the Plan update.	Medium	Moderate	- Create public advisory and agency advisory committees with clear mandates as advance sounding boards and to help debate contentious issues.
Municipal and groups demands for increasing road and pathway access resulting in additional fragmentation of the Park	High	Minor	- Examine mobility and access needs and work in collaboration with municipal authorities and groups to ensure sustainability and continued future ecological and recreational health of the Park.

8. Consultations and Communications

See Appendix 2.

9. Next Steps

- Public project launch September 2017
- Existing Condition Report, issues and views on the future of the Park
 - Meeting with Public Advisory Committee September 2017
 - Public Discussion Workshop October 2018
- Discussion around Vision, Guiding Principles and Strategic Objectives
 - Meeting with Public Advisory Committee January 2018
 - Public Workshop Event February 2018

10. List of Appendices

Appendix 1 – Action Plan

Appendix 2 – Consultation Plan

11. Authors of the Submission

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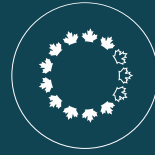
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NATIONAL CAPITAL COMMISSION
COMMISSION DE LA CAPITALE NATIONALE

Gatineau Park Master Plan Review

ACTION PLAN



Gatineau Park Master Plan Review

Action Plan

Context:

The NCC is reviewing and updating the 2005 Gatineau Park Master Plan. The new Plan will provide high level, strategic direction for conserving, managing and enhancing the natural and recreational resources, infrastructure, and help guide investments in Gatineau Park. The review process provides an opportunity to build on successes and actions taken since 2005, and take the Plan forward into the twenty-first century.

Management Approach:

The update of the Gatineau Park Master Plan will be developed by the NCC with internal resources, utilizing the joint expertise of Park as well as Capital Planning staff. This review will therefore be co-lead by the Director of Gatineau Park and Quebec Lands and Director of Long Range Planning and Federal Approvals. The project will be co-managed by project managers from Gatineau Park and Planning respectively, and supported by a collaborative team of Gatineau Park, Planning, and Public Affairs staff with various technical backgrounds and experience. External consultants will be retained, as needed, as part of the public and stakeholder engagement process or other specific required studies.

Consultation Process

The Gatineau Park Master Plan review will be informed by an inclusive comprehensive consultation process that will involve the public, stakeholders, and Indigenous groups. The Consultation Plan provides details on the engagement activities.

Issues and Topics of Interest to be covered by the Plan




- Aboriginal engagement
- Renewed vision
- Park boundaries and ecological corridors
- Revised zoning plan
- Conservation and recreation balance
- Integration of revised pathway network and other completed studies and thematic plans
- Means to better integrate private properties within their respective Gatineau Park surroundings
- Harmonization of policies with those of the surrounding municipalities and MRC's
- Park access, Entrance fees structure principles

Action Plan

Task	Schedule	Consultations & Committee Meetings	Development of Master Plan Content
Step 1: 2005 Plan's Assessment			
Conservation status, analysis and recommendations Recreation, analysis and recommendations Mobility, analysis and recommendation Heritage, analysis and recommendation Assessment of the 2005 Gatineau Park Master Plan (PRA)	Completed June 2017	Park users Plan users	
Step 2: Project Initiation			
SOR: EMC Approval	August 2017		
Establish Public Advisory Committee (PAC) And Organize Consultation Tools	August 2017		
BOARD - Presentation of Work Plan and Consultation Plan	September 2017 <i>(EMC in mid-August)</i>	Board	
Step 3: Existing Conditions & Visioning for the Next Plan			
PAC meeting and greet – Consultative Approach Existing conditions, Plan Scope, and Visioning blocks	September 2017 <i>(preparation starting in early September)</i>	PAC	
Draft Existing Conditions & Analysis Report	September – mid-October 2017		Analysis Report (1.5 months)
Public Consultation – Existing Conditions, Plan Scope input on hot topics, issues, and Vision statement	October 2017 <i>(preparation starting in mid-September)</i>	Public Stakeholders	
Completing Analysis Report & Issues to be addressed	December 2017		Analysis Report (0.5 months)
Step 4: Draft Plan – Vision, Concept, Zoning			
Draft Vision Statement	January 2018		Vision Statement (0.5 months)
Consultation PAC – Guiding Principles, Strategic Objectives, Present Draft Vision Statement	Late January 2018 <i>(preparation starting in mid-December)</i>	PAC	
Workshop Event – Develop Guiding Principles, and Strategic Objectives - seek input on Draft Vision Statement	February 2018 <i>(Event & Material preparation starting in early December)</i>	PAC Public Stakeholders	

Task	Schedule	Consultations & Committee Meetings	Development of Master Plan Content
Draft Guiding Principles, and Strategic Objectives	February - March 2018		Principles & Objectives (2 months)
Draft Zoning and Policies	April 2018		Zoning & Policies (1 month)
ACPDR	May 2018 <i>(EMC in late March)</i>	ACPDR	
Consultation PAC - seek input on zoning & policies	May 2018	PAC	
Public Consultation - seek input on zoning & policies	May 2018 <i>(Material preparation starting in March)</i>	Public Stakeholders	
Report to Board	June 2018 <i>(EMC in early May)</i>	Board	
Step 5: Final Plan			
Draft Final Plan	July - September 2018		Draft Plan (3 months)
PAC - seek input on Final Draft Plan	August 2018 <i>(Material preparation starting in July)</i>	PAC	
Submit to ACPDR	October 2018 <i>(EMC in early September)</i>	ACPDR	
Public Consultation for Final Draft Plan	Early November 2018 <i>(Material preparation starting in late September)</i>	PAC Public Stakeholders	
Incorporate internal, public, and stakeholder feedback	Late November 2018		Final Plan (0.5 months)
Board Approval of Plan	January 2019 <i>(EMC in early December 2018)</i>	Board	

NB: On an 18 months schedule, only 9 months can be allocated for developing content

 NCC's Committees
 Consultations
 Plan Development



COMMISSION DE LA CAPITALE NATIONALE
NATIONAL CAPITAL COMMISSION

Gatineau Park Master Plan

PUBLIC CONSULTATION PLAN

Canada

Gatineau Park Master Plan

Public Consultation Plan

Background

Upon completing the Plan for Canada's Capital 2017-2067, the NCC is now ready to undertake the renewal of the 2005 Gatineau Park Master Plan. The public will be invited to participate by way of a comprehensive and diverse consultation process. Interest groups will also play a key role by contributing directly to the development of the Plan and by assisting in the establishment of the partnerships required to ensure the successful implementation of the Plan.

The Government Relations Team will ensure the continuous engagement of elected officials throughout the planning process. In addition, the Indigenous Relations Team will initiate and maintain the dialogue with the relevant indigenous communities by way of a specific and distinct engagement process.

Project Overview

The project's main objective is to update the 2005 Gatineau Park Master Plan in accordance with the newly completed Plan for Canada's Capital 2017-2067.

This important project requires the development of a detailed work plan, which will be subjected to the review of the Public Advisory Committee (PAC).

Target Audiences

The Public Consultation Plan has identified the following key audiences:

- Interest Groups: community associations, user groups, business owners, environmental groups, Friends of Gatineau Park;
- Members of the Public Advisory Committee (PAC);
- Members of the general public.

In addition, the following groups will be targeted by way of a broad range of engagement activities:

- Indigenous groups (Public Affairs – Indigenous Relations)
- Elected officials (municipal, provincial, federal)

- NCC Board members (Secretariat)
- Media (Strategic Communications)
- NCC staff, ACPDR (Project Team)
- Municipal staff – parks and recreation, planning (Project Team)
- Other federal and provincial departments staff (Project Team)

Proposed consultation approach

The Gatineau Park Master Plan Review Project is divided into several phases, each of which will include a consultation component.

The project schedule extends from September 2017 until January 2019. The public consultation programme will include the following elements.

Phase 1: Current situation – Fall 2017

Objectives:

- Initiate the discussion on the key components to be considered in planning the Park's future, including the fundamental elements of the vision.
- Survey PAC members and the general public on the key topics and issues, in order to define and understand the current situation.
- Inform PAC members and the general public on the consultation process.
- Present the 2005 Master Plan's key achievements to date.
- Compile a report on the current situation based on the data collected to date (user survey, assessment by PRA, visitor traffic survey).

Consultation activities (target audiences, format, dates, location):

- PAC meeting in conjunction with the October 12, 2017 Capital Urbanism Lab.
- General public discussion workshop: October 19, 2017, in Ottawa, location to be confirmed.
- General public discussion workshop: October 26, 2017, in Gatineau, location to be confirmed.
- General public – video and online survey, October 19 to November 12, 2017.

Deliverables:

- PowerPoint presentation for the PAC.
- Discussion guide for the PAC.
- Meeting agenda for the PAC.
- Information documents, discussion guide.
- Facilitator guide.
- Video for discussion workshops and Web presence.
- Signage, banners and podium placard (showing project visual signature).
- On-line survey.

- Facebook and Twitter messaging.
- Evite.
- Web content.
- Participant survey following consultation event for the general public.

Reports:

- PAC meeting minutes.
- Phase 1 Consultation Report.

Phase 2: Vision, Principles and Strategic Directions – Winter 2018

Objectives:

- Work with PAC members to develop the Gatineau Park Master Plan vision, planning principles and strategic directions.
- Mobilize public involvement to assist in developing the Gatineau Park Master Plan vision, planning principles and strategic directions.

Consultation activities (target audiences, format, dates, location):

- PAC meeting in conjunction with the January 2018 Capital Urbanism Lab.
- PAC and general public workshop (forum) in February 2018, in conjunction with the Capital Urbanism Lab or at the Gatineau Park Visitor Centre.
- General public – online survey, February 2018.

Deliverables for the PAC meeting:

- Agenda.
- Discussion guide.
- Presentation panels for the meeting.

Deliverables for the forum:

- Event schedule and support material (consultant).
- PowerPoint presentation (consultant).
- Discussion guide and other support documents (consultant).
- Online survey (consultant).
- Online advertising.
- Facebook and Twitter messaging.
- Evite.
- Web content.

Reports:

- PAC meeting minutes.
- Phase 2 Consultation Report.

Phase 3: Concept and Zoning – Spring 2018

Objectives:

- Share the vision, planning principles and strategic directions with the PAC and the public.
- Refine the concept and zoning with the PAC and determine permitted and prohibited uses in each zone.
- Present the concept and zoning schematic to the general public and collect public feedback on these components as well as the permitted and prohibited uses.

Consultation activities (target audiences, format, dates, location):

- PAC meeting in conjunction with the May 2018 Capital Urbanism Lab.
- General public – presentation and workshop, end of May 2018, in conjunction with the Capital Urbanism Lab.

Deliverables:

- PowerPoint presentation for PAC.
- Discussion guide for PAC.
- Agenda for PAC meeting.
- PowerPoint presentation for the general public.
- Discussion guide for the general public.
- Maps, large presentation panels and tabletop panels for PAC and public meetings.
- Facebook and Twitter messaging.
- Evite
- Web content.
- Online advertising.
- Participant survey following consultation event for the general public.

Reports:

- PAC meeting minutes.
- Phase 3 Consultation Report.

Phase 4: Final Plan – Fall 2018

Objectives:

- Validate final draft and collect participant comments in preparation of presentation of final to NCC Board.

Consultation activities (target audiences, format, dates, location):

- PAC meeting in conjunction with the August 2018 Capital Urbanism Lab.
- General public – online survey, November 2018.

Deliverables:

- Draft final plan.
- PowerPoint presentation for PAC.
- Agenda for PAC meeting.
- Online survey.
- Facebook and Twitter messaging.
- Evite.
- Web content.
- Online advertising.
- Participant survey following consultation event for the general public.

Reports:

- PAC meeting minutes.
- Phase 4 Consultation Report.

Consultation programme – key components:

Phase/topic	Target audiences	Format	Dates
<i>1. Current situation and opinions on the future of the Park</i>	- Public Advisory Committee - General public	- Meeting - Discussion workshop - Online survey	October 12, 2017 October 19, 2017 October 26, 2017 October 19 to November 12, 2017
<i>2. Vision, Planning Principles and Strategic Directions</i>	- Public Advisory Committee - General public	- Meeting - Workshop - Online survey	January 2018 February 2018 February 2018
<i>3. Concept and Zoning</i>	- Public Advisory Committee - General public	- Meeting - Workshop -	May 2018 May 2018
<i>4. Final Plan</i>	- Public Advisory Committee - General public	- Meeting - Online survey	August 2018 November 2018

The Team

The NCC team responsible for implementing the consultation programme includes the following members:

- Luc Fournier, Director, Public Affairs
- Émilie Girard-Ruel, Manager, Public Consultations
- Jocelyne Moncion, Officer, Public and Community Relations
- Mamadou Conté, Coordinator, Public Consultations and Events

To produce the consultation content and materials, the public consultation team will be supported by the project team, which includes staff from the Long-range Planning and Capital Stewardship groups, as stated in the project statement of requirements.