

# THE PLAN FOR CANADA'S CAPITAL

## 2017-2067



NATIONAL CAPITAL COMMISSION  
COMMISSION DE LA CAPITALE NATIONALE

Planning Canada's Capital has been a primary responsibility of the National Capital Commission (NCC) and its predecessor organizations for more than a century. This edition of the Plan for Canada's Capital coincides with the national sesquicentennial celebrations in 2017, and it looks ahead 50 years to the bicentennial in 2067.

The Plan derives from a spirited civic discussion, conducted from coast to coast to coast, about how to forge a bold but achievable vision for Canada's Capital Region in the 21st century. Beneath the Plan's three overarching themes, Canadians have proposed 17 milestone initiatives that will build on the work of the eminent planners of the past century: Frederick Todd, Edward Bennett and Jacques Gréber.

The Capital in 2067 will respect its situation on traditional lands of the Algonquin Anishinabeg. It will be inclusive of all Canadians, with a rich array of national symbols. It will be ecologically sustainable in its picturesque natural setting, and it will be a thriving place, connected to the world in a digital age.

With this outlook, the Plan reflects the optimism of Canadians about their country and their capital.

**Dr. Mark Kristmanson**  
CEO, National Capital Commission



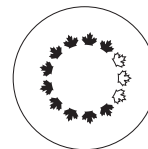
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# THE PLAN FOR CANADA'S CAPITAL

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2017–2067



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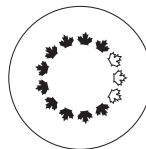
Drawing in the Gréber Plan:  
Map of the heart of Canada's  
Capital Region, 1950.  
Source: NCC



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2017–2067

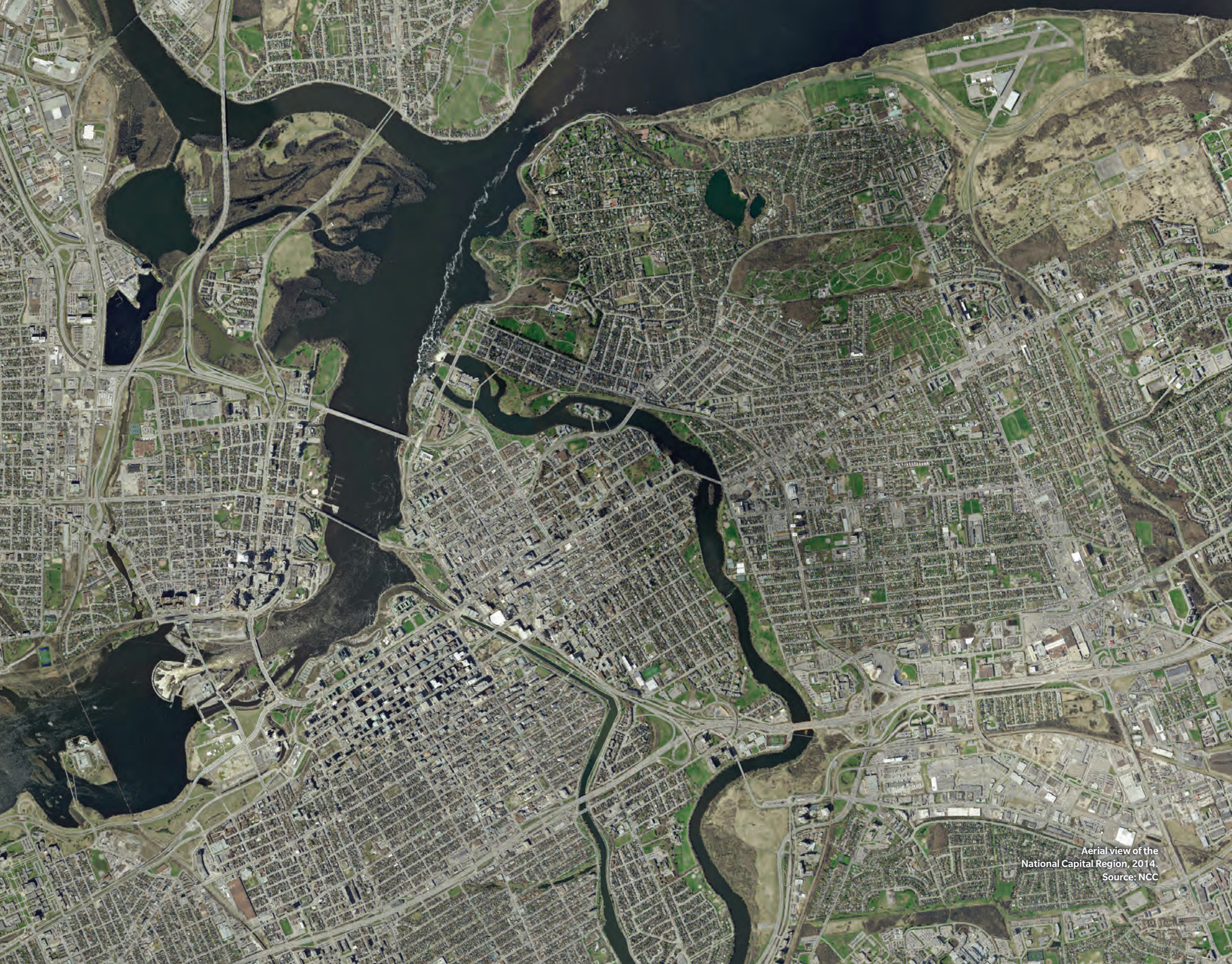


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Aerial view of the  
National Capital Region, 2014.  
Source: NCC



## MESSAGE FROM THE MINISTER



I am honoured to present *The Plan for Canada's Capital, 2017–2067*.

The Capital is one of the great symbols of our country. It is a place where Canadians come together to live, learn and experience what makes Canada great.

The Plan for Canada's Capital, 2017–2067, presents a long-term vision for the future of the region. Up to the bicentennial of Confederation and beyond, it will offer direction for the Capital's development and a framework for land use and projects that will be implemented on federal land.

The Plan proposes 17 major projects that were submitted by Canadians during public consultations. They will be a source of inspiration and pride for the people of Canada and make the Capital a better place.

As Minister of Canadian Heritage, I invite you to read the Plan for Canada's Capital. I would also like to thank the National Capital Commission and everyone who contributed to the Plan's creation.

A stylized, handwritten signature in black ink, reading 'M. Joly'.

The Honourable Mélanie Joly

## MESSAGE FROM THE CHAIR



Canada's Capital is a terrific place to live, a wonderful place to visit and a constant source of pride for all Canadians. This is because, like all great capitals, it reflects who we are; it is a living, breathing expression of our collective vision of Canada, past, present and future.

The Capital has grown and evolved along with Canada—from a humble logging town on a new country's frontier; to a busy, forward-looking industrial hub; to the vibrant, diverse urban centre we know today.

The next 50 years—from the 150th anniversary of Confederation to Canada's bicentennial in 2067—will be transformational decades for the Capital.

This plan you are reading now, *The Plan for Canada's Capital, 2017–2067*, is the foundation for that transformation.

It is the result of an unprecedented collaboration between Canadians, and countless hours of work on the part of my colleagues at the National Capital Commission.

It is a plan that captures and emphasizes all the elements that make our capital so remarkable, and unique. It sustains a deep respect for our history, while articulating broad aspirations for our future.

It promotes excellence in design and sustainable development, while celebrating our abiding love for the natural heritage and beauty that surround us.

It is a vision for a capital that is even more locally dynamic, nationally significant and globally connected.




I am proud of our capital, proud of this plan, and proud of the many people at the NCC and across the country who have taken an active and enthusiastic role in its development. They have my thanks, and my admiration.

A handwritten signature in black ink, appearing to read 'Russell Mills'.

Russell Mills  
Chair



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Biking on the Capital Pathway, Stanley Park.  
Source: NCC



## PREFACE



Planning Canada's Capital has roots that lie at the dawn of the 20th century in the work of Frederick Todd and the Ottawa Improvement Commission. The Plan for Canada's Capital, 2017–2067, builds on this tradition, with a vision that is practical, buildable and flexible.

It is with great pride and pleasure that we mark Canada's sesquicentennial in 2017 with the tabling of this guide to the development of the nation's capital well into the 21st century. The NCC's planning horizon of 50 years extends beyond typical municipal outlooks, and its focus on federal lands provides long-term stability and coherence in the midst of a rapidly growing urban region. As such, this plan complements the work of our municipal partners with an overarching aim to ensure that "the nature and character of the seat of the Government of Canada may be in accordance with its national significance," as it is so elegantly expressed in the *National Capital Act*.

Importantly, this iteration of the Plan for Canada's Capital is the culmination of a national conversation undertaken over several years regarding three key themes. Canadians envision an *inclusive and meaningful* capital that preserves and cherishes national symbols, while respecting Indigenous heritage; a *picturesque and natural* capital that values public green space and promotes environmental sustainability; and a *thriving and connected* capital whose networks extend around the globe.

The Plan sets out policies that will guide the deployment of federal lands, buildings, parks, infrastructure and symbolic spaces to fulfill this vision. It

addresses a future that is already discernable: urban growth and densification, increased global connectivity, and a "digital shift" that is changing the nature of employment, transportation, commerce and government.

The NCC and other federal landowners will work in concert with local governments and other partners to preserve the Capital's built heritage and green space, and enhance its landscapes, streetscapes and amenities in order to provide for a growing and more diverse population. The Plan seeks to enliven the urban environment while retaining the dignity of the institutions of government. In implementing this plan, the NCC will develop tools and outreach approaches that support its policy intent, including design excellence and universal accessibility.

On behalf of the National Capital Commission, I offer sincere thanks to the thousands of Canadians from across the country who provided their ideas, including 17 milestone initiatives that substantiate the planning directions indicated in the following pages. Their collective enthusiasm and imagination have yielded this vision of a "smart" sustainable capital that is inclusive and symbolic for all Canadians.

I would like to recognize our dedicated partners at The Royal Canadian Geographical Society for their support throughout the planning process. In closing, I would also like to acknowledge the NCC's talented staff members who contributed to this document. As planners and stewards, their work is central to building a capital worthy of our nation, an inspiring place to live and for all to visit.

A handwritten signature in black ink, appearing to read 'Mark Kristmanson', written in a cursive style.

Dr. Mark Kristmanson  
Chief Executive Officer





View of Parliament Hill  
from Major's Hill Park.  
Source: NCC



# INTRODUCTION

*Canada's Capital is a national symbol that embodies the traditions and values that unite Canadians. It rightfully honours those who have contributed to the building of our nation and celebrates our greatest achievements. As the Capital evolves, it must continue to reflect our growth and diversity as a nation.*

**T**he bicentennial of Canadian Confederation in 2067 will mark an important milestone in Canada's history. As Canadians look toward it, they aspire to see our national legacy preserved and enriched in their capital. It must continue to represent our shared values, include the Indigenous peoples of Canada and demonstrate a broad diversity of cultures.

The Plan for Canada's Capital outlines a clearly defined framework to achieve this. It is a blueprint for the evolution of federal lands in the region that protects and carries forward the legacy of past plans and Capital-building projects for future generations of Canadians. It builds upon these seminal plans that shaped the physical form of the Capital, conserving a dramatic natural context and forging a distinct signature.

## THE SCOPE OF THE PLAN

As the pre-eminent planning document of the National Capital Commission (NCC), the Plan for Canada's Capital stands at the apex of the Capital Planning Framework. Its focus on federal lands reflects the NCC's mandate as it is defined in the *National Capital Act*. Yet, this plan's geographic scope—straddling provincial and municipal boundaries—embraces the Capital as an open system comprised of interrelated symbolic, natural, ecological, economic and mobility elements that together form an intricate network of relationships between federal and non-federal lands in the region.

The planning horizon is 50 years, beyond the time frame associated with most municipal planning documents. This long view is critical to ensure the enduring distinctiveness of the Capital as new elements are added through to the bicentennial in 2067.

The Plan considers emerging challenges of the 21st century now facing the region, including a growing and aging population, continued urbanization, with its concomitant pressure to steward our fresh water and green spaces as scarce resources. The challenge of rapid technological change accentuates the growing competitiveness between world city-regions for capital and human resources. The Plan must consider the impacts of climate change and heightened security risks. With these factors in mind, the Plan for Canada's Capital identifies a series of fundamental policy directions for federal departments and agencies to follow between now and 2067. Their implementation will require the commitment and the active participation of the NCC's federal, provincial and municipal partners, as well as many other stakeholders.

## ROLE OF THE NATIONAL CAPITAL COMMISSION

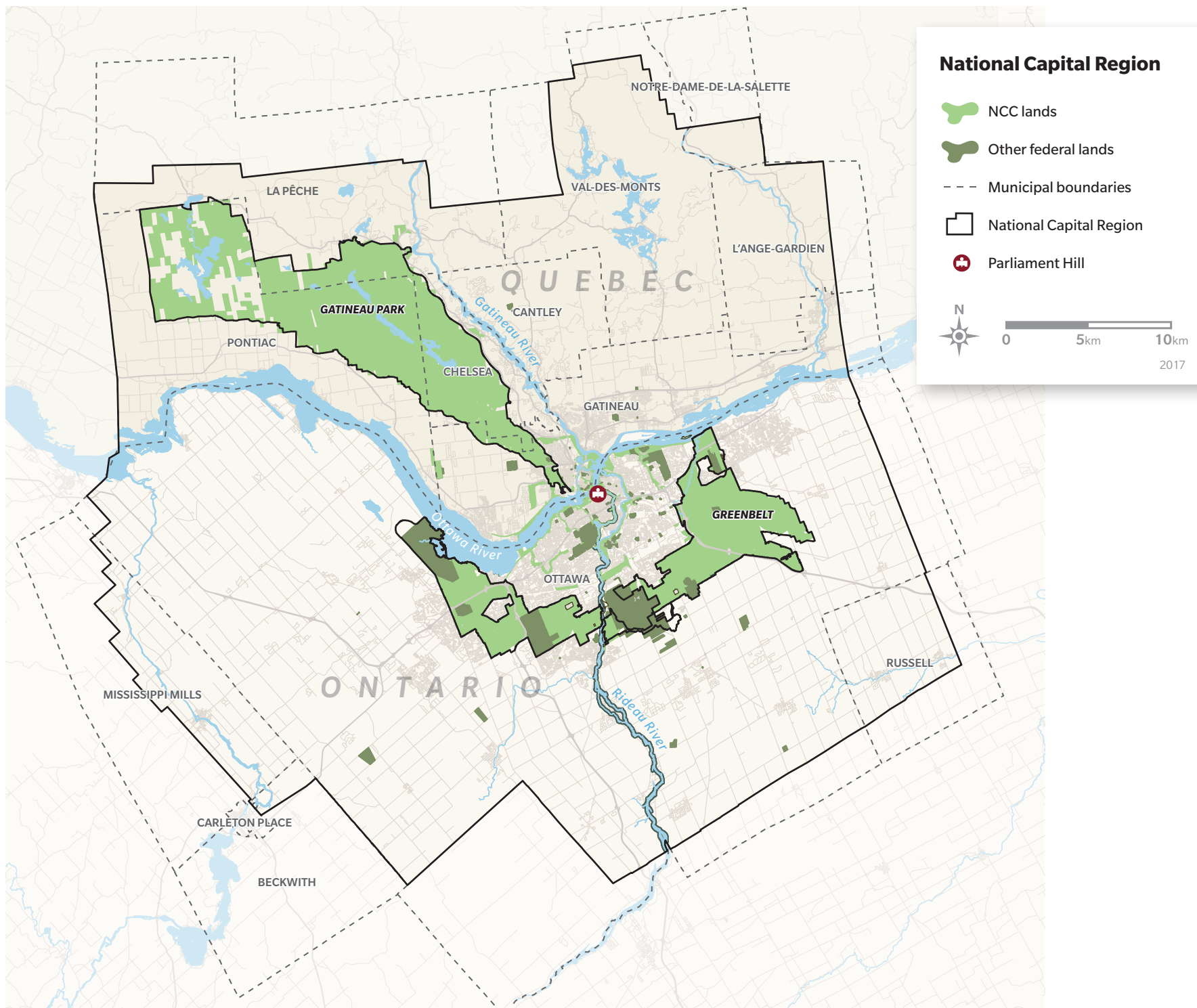
In recognition of the Capital's unique role in Canada, the Parliament of Canada passed the *National Capital Act* in 1958. The Act established the NCC, a Crown corporation whose responsibility is “to prepare plans for and assist in the development, conservation and improvement of the National Capital Region in order that the nature and character of the seat of the Government of Canada may be in accordance with its national significance.” This mandate evolved from the NCC's predecessor agencies, established as far back as 1899.

In order for the NCC to achieve its mission, Parliament granted the corporation several key powers, including the acquisition and disposal of lands. The Act also authorizes the NCC to undertake the following:

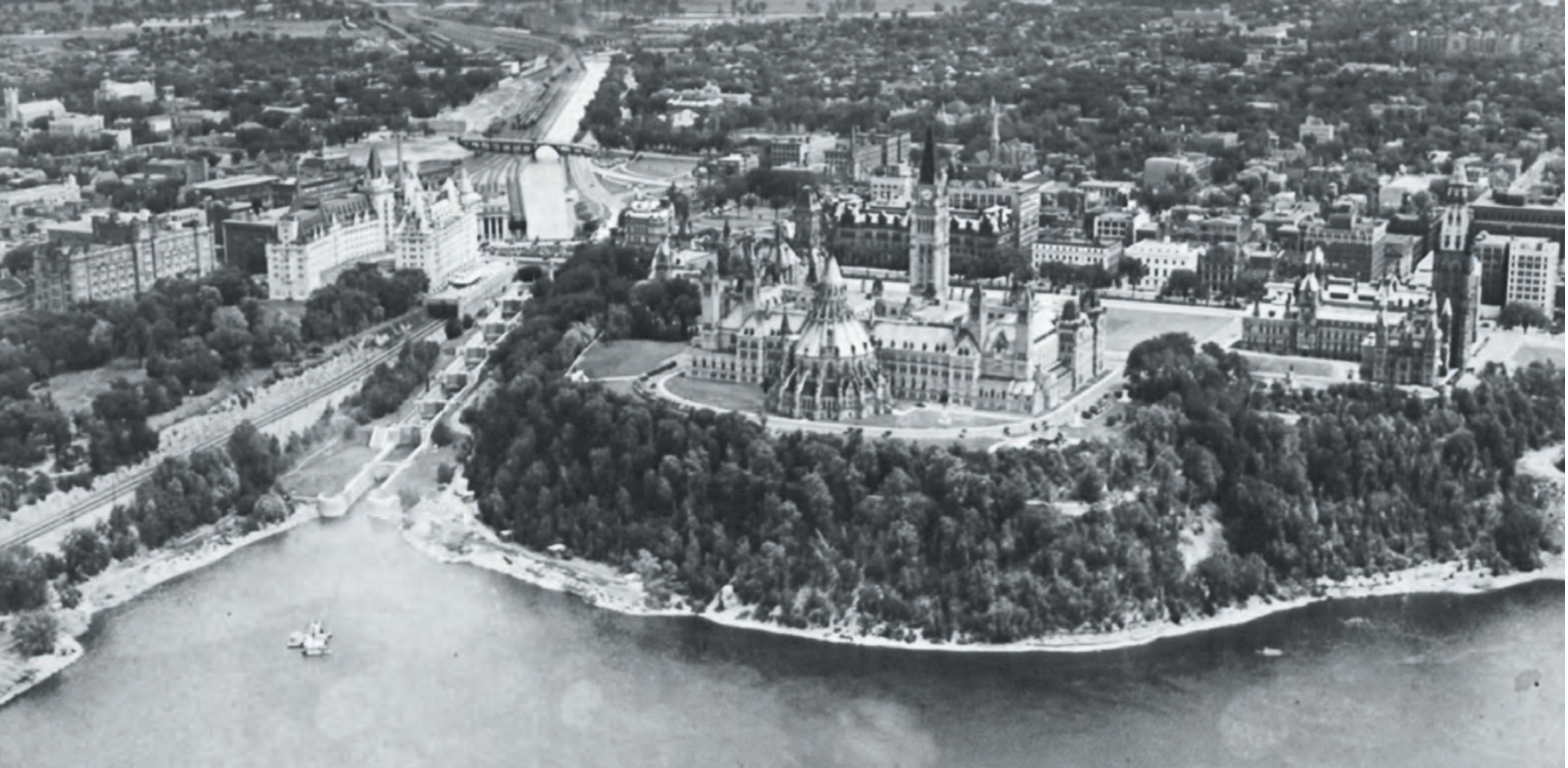
- > construct, maintain and operate parks, squares, highways, parkways, bridges, buildings and any other works;
- > maintain and improve any property of the Commission, or any other property under the control and management of a department, at the request of the authority or Minister in charge thereof;
- > cooperate or engage in joint projects with, or make grants to, local municipalities or other authorities for the improvement, development or maintenance of property;
- > construct, maintain and operate, or grant concessions for the operation of, places of entertainment, amusement, recreation, refreshment, or other places of public interest or accommodation on any property of the Commission;
- > administer, preserve and maintain any historic place or historic museum;
- > conduct investigations and researches in connection with the planning of the National Capital Region; and
- > generally, do and authorize such things as are incidental or conducive to the attainment of the objects and purposes of the Commission and the exercise of its powers.

Under the Act, projects using federal lands or projects initiated by a federal agency or department on any land must receive the NCC's approval before proceeding. The NCC's review ensures that proposals on federal land are consistent with guidance provided by the Capital Planning Framework.









A

View of Parliament Hill and the Rideau Canal, 1950.  
Source: NCC

## A COLLECTIVE AND SHARED RESPONSIBILITY

The NCC plans and guides land use and the development of federal lands in Canada's Capital Region to ensure that the Capital reflects its national stature. Other federal departments and agencies, provincial and municipal institutions, the private sector, and community-based organizations also contribute significantly to the development and vitality of the Capital. Together, the NCC and its partners have a shared responsibility for the successful evolution of Canada's Capital.

Municipal and provincial governments are the lead planners for privately owned lands in the Capital. Although the NCC undertakes planning for the federal lands in the Capital, the NCC's planning documents share with municipal plans the principles of sustainable

urbanism. The federal government also collaborates actively with municipal planning authorities to ensure that federal and municipal plans remain consistent. Municipalities typically seek input from the NCC in cases where the NCC's interests are implicated in planning or developing projects on non-federal lands. Ongoing close collaboration remains essential to achieving the objectives set out in this plan.

This long-term project to build an inspiring and exemplary capital calls upon those who treasure it to embrace an inclusive vision for the protection of our natural resources and the sustainable use of lands and waters. The region's economy will benefit from all partners working together to achieve this bright and promising future.









Aerial view of  
Canada's Capital Region.  
Source: NCC



## A LEGACY TO BUILD ON

*The Capital Region is located on the border between Ontario and Quebec, Canada's two most populous provinces. The Capital, as defined by the 1958 National Capital Act, is a region that measures 4,715 square kilometres, of which 11.6 percent is under the control and management of the federal government.*

**S**traddling the boundary of two geological formations, the Canadian Shield and the St. Lawrence Lowlands, and situated at the confluence of three major river systems (the Ottawa, Rideau and Gatineau), the region is relatively flat south of the Ottawa River, contrasted by more elevated terrain directly to its north. It has a humid continental climate and four distinct seasons.

Prominent natural features, as well as its historical and cultural signature, characterize the Capital Region. It is situated on ancestral lands of the Algonquin Anishinabeg Nation. It also hosts many of Canada's most important national symbols, including buildings and ceremonial spaces in the Parliamentary Precinct, as well as renowned cultural institutions.

The Capital Region's northern climate and location at the cusp of the northern boreal forest are rare among major world cities. It has striking natural beauty, and the foresight of prior plans has protected key viewsheds and created public access to its shorelines. An extensive network of scenic recreational pathways and parkways links the Capital's cultural institutions, parks and natural spaces. The region boasts protected wetlands, valued ecosystems and habitats, important natural features and near-wilderness areas, as well as productive agricultural lands in close proximity to its urban centres.

The Capital spans two provinces populated by two of Canada's founding cultures, and is home to a diverse community of immigrants. Many residents of the region speak both of Canada's official languages. As the seat of the Government of Canada, the Capital hosts over 130 diplomatic missions representing nations from around the world.





## A CAPITAL IN THE MAKING

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). Obstacles to navigation led to settlements on portage heads. One of the mightier obstacles was the Chaudières Falls (*Akikodjiwan* or *Kishkâbikedjiwan*), a place of ceremony, as witnessed by Samuel de Champlain in the early 1600s.

The contemporary capital's origins date from the construction of the Rideau Canal after the War of 1812, which secured a safe shipping route between Toronto and Montréal. Colonel John By, commander of the Royal Engineers digging the canal, built a small settlement on that route in the location that became Ottawa. Called Bytown, this frontier town on the border between Upper and Lower Canada grew with the lumber trade. In 1855, it was renamed Ottawa and, two years later, Queen Victoria designated it the capital of the united Province of Canada. At that time, it had a population of only 16,000. The Capital Region's geography was a principal reason for its selection: joining the two Canadas at a point safely distant from the American border.

Despite these advantages, not all of the young nation's prime ministers were satisfied with their capital. Canada's seventh prime minister, Sir Wilfrid Laurier, challenged his government to improve what he deemed, in 1884, "not a handsome city." So began more than a century of federal city building. This plan builds on the mission of our predecessors to create a fine and worthy capital.

◀ Map showing Indigenous peoples' travel routes more than 6,000 years ago.  
Source: NCC

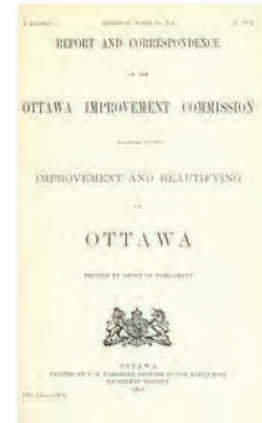


## PRIOR PLANS FOR THE CAPITAL

Many ideas found in earlier plans for the Capital have been carried forward in the current plan. Those ideas transcend generations, such as the premise that the natural beauty of a capital, on the edge of a northern wilderness is a defining feature. Planner Edward Bennett summed up this perspective in the 1915 *Report of the Federal Plan Commission on a General Plan for the Cities of Ottawa and Hull* (also known as the Holt Report):

“In some respects Ottawa was happily chosen for its role. It lies on the banks of a great and beautiful river, the Ottawa, and has direct communication by water with the mighty St. Lawrence, which discharges the waters of the Great Lakes. Two subsidiary rivers flow into the Ottawa near the site of the capital, the Gatineau, which comes through a picturesque valley from the north, and the Rideau, which reaches the Ottawa from the south. Two striking waterfalls, the Chaudière[s] and the Rideau, lie within the borders of Ottawa. A canal of the dimensions of a river passes through the heart of the city, and is available not merely for commerce but for recreation. Parliament Hill is a high bluff rising one hundred and fifty feet [46 metres] from the Ottawa River. Looking northward across this river, the observer has in view the Laurentian mountains stretching away into the distance and still covered, in part, by the primeval forest. London, Paris, and Washington are all great capitals, each of them situated on the banks of a river, but none of them has the natural beauty of Ottawa. Nature, indeed, offers a direct invitation to make this northern capital one of the most beautiful in the world.”

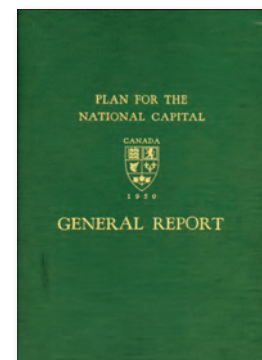
The comprehensive planning of the “capital” elements of the region began in 1899, with the establishment of the Ottawa Improvement Commission. Four years later, the Commission engaged Frederick Todd, a pioneer of landscape architecture, to help reshape the city. Todd believed that the Capital’s location afforded an opportunity to build a great city of “unusual beauty.” He foresaw a large and populous district, reflecting the good character of the nation and its citizens, growing in step with its country.



**Ottawa Improvement Commission report**  
1903



**Holt-Bennett Plan**  
1915



**Gréber Plan**  
1950



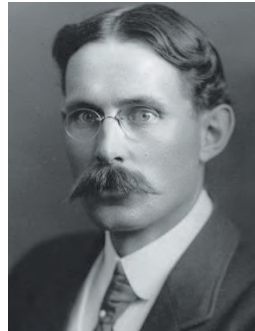
A decade later, the Holt Commission secured the services of Edward Bennett, who had previously worked with Daniel Burnham on the renowned plan for Chicago. Bennett's plan was among the first comprehensive urban plans in Canada, and it examined all aspects of the city systems, including housing, transportation and open space. The Holt-Bennett Plan proposed more formalized government precincts, reorganization of the rail lines and the creation of a new park in the Gatineau Hills.

In 1950, the completion of Jacques Gréber's plan for the Capital left its mark on the region. It proposed major new federal facilities, organized into a number of discrete federal campuses. It proposed a complete system of ring roads culminating in a series of parkways along the shores, as well as an expansive greenbelt to contain future urban growth.

The Federal Land Use Plan that followed in 1988 was succeeded by the 1999 Plan for Canada's Capital. This incorporated thematic planning—the Capital setting, the Capital destination, and the Capital network—and for the first time it highlighted the symbolic role of Confederation Boulevard. It was also a forerunner in foregrounding sustainable development as central to urban planning, and it emphasized the need for closer collaboration between local, regional and federal bodies.

In many ways, these previous plans were demonstrably successful. The federal government secured the majority of industrialized waterfront lands as public land to create linear public green spaces and parkways. It acquired a vast area in the Gatineau Hills for a park of national significance, conserved key heritage buildings in the ByWard Market and established the 203-square-kilometre National Capital Greenbelt around Ottawa.

Less foresight was evident in these planners' tacit acceptance of 20th century planning philosophies that promoted monumentalism over urban vitality, and segregated employment districts for federal workers. They fragmented the city, removed entire neighbourhoods, and gave considerable privilege to the private automobile over other modes of mobility. While they successfully recovered the waterfront lands from industrial use, it remained for planners of the next century to animate these lands and make them widely accessible.



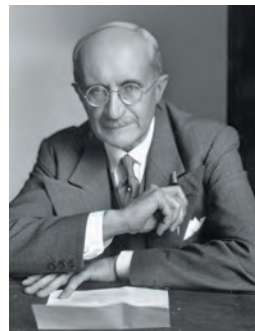
#### **Frederick Todd**

Canada's first recognized landscape architect, Frederick Todd prepared a plan for parks and parkways in the Ottawa-Hull region in a 1903 report for the Ottawa Improvement Commission. An American who moved to Canada after apprenticing under Frederick Law Olmsted, creator of New York's Central Park, Todd was a champion of the picturesque. Although he was not hired to execute his proposals in Ottawa, his ideas and long-term vision strongly influenced future plans.



#### **Edward Bennett**

Urban planner Edward Bennett's 1915 plan for Ottawa and Hull was one of Canada's first comprehensive city plans. Bennett, also an American, drew on his famous 1909 Plan of Chicago, co-authored with Daniel Burnham. Bennett called for a strong integration of railways and urban transit, beautiful parkways and city parks, and federal buildings overlooking the Ottawa River. Little of his vision was implemented until later plans embraced its key ideas.



#### **Jacques Gréber**

A French architect and urban designer hired by Prime Minister William Lyon Mackenzie King, Jacques Gréber spent more than a decade creating the 1950 Gréber Plan. It reflected his earlier works, like the 1937 Paris International Exposition, and laid out much of what characterizes the region today: parkways; open space and national buildings in the core; the Greenbelt and Gatineau Park; along with many dispersed, automobile-centric office, residential and industrial communities.



## THE CONTEMPORARY CAPITAL

Since the NCC published the last Plan for Canada's Capital in 1999, the National Capital Region has undergone significant governance changes. The role of the region's municipal governments has evolved and increased in prominence, in part as a result of the amalgamation of smaller municipalities into the City of Ottawa and Ville de Gatineau. Almost two thirds of the Capital Region's land mass and approximately 95 percent of its population are located within the municipal boundaries of Ottawa and Gatineau.

According to the 2011 census, the census metropolitan area of Ottawa–Gatineau had a total population of 1.23 million. The population projection, estimated at 1.8 million for 2050, may grow beyond 2.3 million by 2067.

The Capital has a relatively dense urban core, and urbanized areas radiate up to 20 kilometres outward. The urbanized area is slightly elongated along the axis of the Ottawa River. On the Ontario side, the Greenbelt provides a physical distinction between the inner and outer urban areas of Ottawa.

The Capital has undergone significant demographic changes, as well. Immigration has become an important contributor to population growth, while enriching the cultural diversity of the Capital. In 1941, 98 percent of residents were of European origin, whereas today new immigrants to the Capital Region are just as likely to hail from Asia, the Americas and Africa (40 percent, 17 percent and 14 percent of total immigrant population, respectively). One out of every five residents of the Capital Region is a first-generation immigrant, according to the 2011 National Household Survey of Canada.

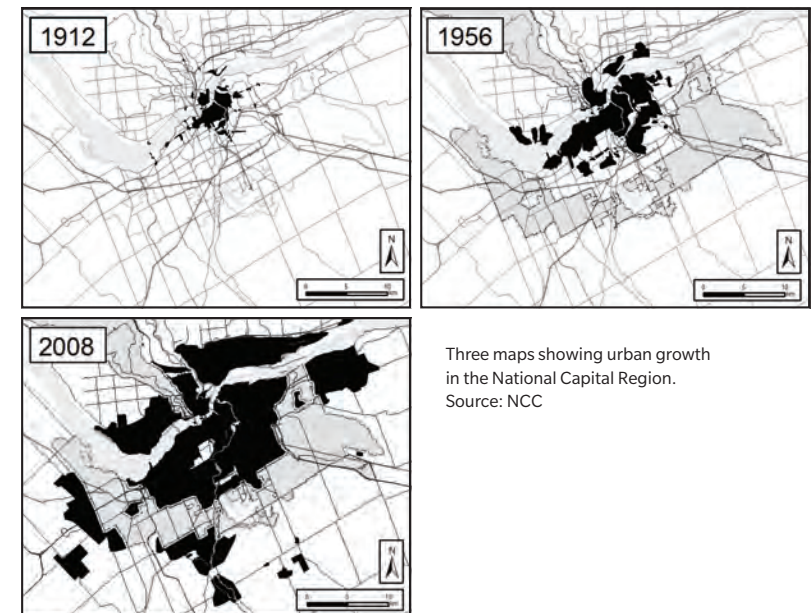
Today, approximately three quarters of the region's population live in Ontario, while one quarter live in Quebec. Federal employment maintains a similar distribution.

Another distinctive feature is the wide use of both official languages. A 2015 report from the Office of the Commissioner of Official Languages found that knowledge of both official languages has increased steadily in the region since 1981. The vast majority of workers use their mother tongue (English or French) at work.

The region's growing population has required extensive investments in transportation infrastructure. The number of motor vehicles owned by residents increased dramatically from 40,000 in 1947 to over 680,000 in 2016. Increasing economic activity and commuting between Ottawa and Gatineau mean that interprovincial transportation is critical to the regional transportation network. The federal government owns, maintains

and operates five interprovincial bridges in the heart of the Capital. The construction and future extension of Ottawa's Confederation and Trillium rail lines, as well as Gatineau's Rapibus system, represent significant contributions to urban mobility in the Capital.

The two municipalities at the centre of the urban region, Ottawa and Gatineau, continue to invest in public transit—often with provincial and federal financial support—to improve the efficiency of the network and provide additional mobility options. In fact, investments in dedicated pedestrian and cycling infrastructure have helped to achieve a safer and more sustainable transportation network. For its part, the NCC has contributed significantly to enhancing the Capital's recreational pathway network, which now includes 250 kilometres of NCC-owned and -managed pathways. With a focus on increasing the sustainability and accessibility of the transportation network, planners now encourage efficient and compact urban developments, thereby protecting natural and green spaces, agricultural lands, and cultural heritage features.



Three maps showing urban growth in the National Capital Region.  
Source: NCC



## EMERGING CHALLENGES FOR TOMORROW

Beautiful, lively and sustainable cities are not built by mere chance. At their best, they express a shared vision through thoughtful urban planning. Continuity in long-range planning is an important aspect of a city's ability to address challenges as they arise. Today, Canada's Capital reflects its role as the symbolic heart of our nation and the home of our democratic institutions, conserving the legacy inherited from Todd, Bennett and Gréber.

To meet the needs of future generations, the Plan addresses the Capital's evolving circumstances and the emergence of new challenges. To be inclusive of all Canadians, the Capital must continue to reflect the diversity of their beliefs, desires and values. It must integrate a deeper understanding of the Indigenous world-view and its culture of living sustainably on the land. Future changes should seek to augment the Capital's quality of life, and its natural and cultural heritage, as the foundation for its economic competitiveness. As well, planners must be mindful of the unique dynamics and expectations associated with providing offices and accommodations for a federal public service, as these facilities form the administrative armature for the seat of our national government.

In previous plans for Canada's Capital, the federal government took responsibility for coordinating a regional approach among the 20 local governments then in existence. Since the amalgamations of 2000, the

regional planning emphasis has shifted to these municipalities and the regional municipal community.

The following summary sets out the primary emerging trends and challenges for the Capital Region.

### Creating a resilient, dynamic and liveable Capital Region

- > Contribute to the development of complete and compact walkable neighbourhoods.
- > Ensure that residents have choices in terms of mobility: walking, cycling, transit or driving.
- > Adopt tactical urbanism (i.e. quick, often low-cost, creative and community-based projects) to improve the quality and inclusiveness of the urban public realm.
- > Prepare for increased urban redevelopment and intensification within the inner urban area, as well as pressures for significant development on the urban periphery.
- > Enhance environmental sustainability and economic vitality through "smart city" approaches (i.e. urban development that integrates multiple information and communication technology solutions to manage a city's assets).

## THE NATIONAL CAPITAL: A HISTORY OF PLANNING AND VISION



1857

Two years after Bytown was renamed Ottawa, Queen Victoria designates it the capital of the united Province of Canada.



1899

The Ottawa Improvement Commission is created. It marks the start of comprehensive planning of the "capital" elements of the region.



1903

Landscape architect Frederick Todd delivers his region plan in the Ottawa Improvement Commission report, emphasizing natural beauty and parkland.



### Ensuring global competitiveness

- > Increase the National Capital Region's competitiveness with respect to other cities and rising city-regions seeking to attract capital, skilled workforces and access to global markets.
- > Encourage, through sound Capital planning, a basis for the ongoing political and economic security that will ensure long-term economic vitality.
- > Adapt to the aging population and other demographic trends affecting the labour force, including an increasing participation of persons with disabilities.
- > Enhance the quality of life in Canada's Capital through Capital planning, thereby engaging both public- and private-sector partners to help attract and retain a skilled, educated and productive workforce.
- > Adapt to new workplace measures, such as flexible workspaces and telecommuting (e.g. working from home).
- > Ensure that a sense of well-being is fostered by maintaining a generous and stimulating urban public realm in which design excellence, ecological protection and sustainable practices add to the quality of life.

### Integrating transportation and land use planning

- > Improve the integration of travel modes across the region; implement advanced traffic management systems and transportation demand management, in particular through the use of financial incentives.
- > Promote more compact development patterns through significant investments in public transportation.
- > Focus on accessible and sustainable mobility and the increasing prominence of active modes (non-automobile) of transportation, particularly within the inner core areas.
- > Address air quality deterioration due to an automobile-focused transportation network.
- > Understand that urban development and related infrastructure and facility expansion may require the use of federal property.
- > Increase the efficiency and sustainability of infrastructure systems.
- > Employ emerging mobility options, including car sharing and bike sharing.



1915

The Holt Commission hires Edward Bennett, fresh from collaboration on the renowned Plan of Chicago. Bennett's comprehensive city plan formalizes federal precincts, and creates a park in the Gatineau Hills.



1950

Jacques Gréber's city plan establishes many of the region's lasting features, including federal campuses, ring roads and parkways, and the Greenbelt to contain urban growth.



1999

The National Capital Commission publishes the Plan for Canada's Capital. It elevates a thematic Capital-concept approach, and highlights the symbolic role of Confederation Boulevard.



### Providing federal accommodations

- > Continue the shift toward sites that are accessible by the rapid transit network, and to the development of mixed-use sites, thereby contributing to regional planning objectives and urban vitality.
- > Prepare for changes to workplace accommodation needs that are adapted to new methods of communication and collaboration.
- > Adapt to the accelerated pace of change due to global trends in the information age.

### Respecting nature, climate and sustainability

- > Adapt to warmer temperatures, increased weather variability and increased impact on existing infrastructure during major weather events.
- > Address climate changes that affect Canadians' health, safety and economic well-being and require adaptation, such as water level changes, the potential for increased seasonal flooding along shores and the viability of some forms of winter recreation.
- > Develop strategies to counter susceptibility to invasive species and the loss of the urban forest canopy.
- > Focus on greening infrastructure, increasing energy efficiency and the proactive reversal of environmental deterioration.
- > Maintain and improve water quality as a key determinant of future regional liveability and health.
- > Ensure resilience in the economic and social spheres in order for people to have equal and fair access to employment, choice of dwelling, improved mobility and quality of life.
- > Focus on urban biodiversity.

### Adapting to a growing, aging and more diverse population

- > Prepare for the projected population increase to beyond 2 million by 2067 and the increasing pressure of development outside the Greenbelt and on the flanks of Gatineau Park.
- > Plan accessibility of public spaces and natural areas for all ages and abilities, as senior citizens will account for an increasing proportion of the population (possibly more than doubling by 2031), and consider the needs of persons with disabilities, whether physical, mental or cognitive.
- > Address the demographic shift toward households with fewer members.
- > Take into account increasing immigration.



Rideau Canal Skateway  
Source: NCC



## CANADIANS' VIEWS ON THE CAPITAL OF THE FUTURE

Canadians of all ages and from all regions had an opportunity to share their ideas about the future of the Capital during the development of this plan. In 2011 and 2012, the NCC conducted a national engagement strategy to consult widely about their views on the Capital. More than 22,000 were reached through various means, including regional forums held across the country, followed by a web-based survey. A special issue of *Canadian Geographic* magazine presented the challenges that the Capital faces. In response, over three quarters of Canadians surveyed believed they should have a say in the planning of their capital. In 2016, the NCC garnered over 1,800 responses to its call for 17 inspiring ideas to help shape the Capital over the next 50 years.

The draft plan was posted online for one month. A total of 325 people visited the site, and more than 50 percent completed the NCC questionnaire, commenting on the three themes and goals that are elaborated in the following chapters.

Canadians wish to see their capital flourish. They cherish its waterways and natural spaces, as well as its national symbols and museums. They expect the Capital

- > to be lively and welcoming;
- > to be representative of themselves and their values;
- > to protect and enhance its natural and cultural heritage;
- > to foster excellence in urban design, and in the quality of life; and
- > to be a window on the country and on the world.

Cities are like organic systems, and the NCC understands that activities involving local governments, Indigenous groups, the private sector, communities and institutions need to be coordinated. An overarching message of this plan is a commitment to seek an unprecedented alignment of stakeholders to ensure the Capital Region's long-term resilience, vigour and liveability.

In sum, the Plan for Canada's Capital offers fresh perspectives on the evolution of federal planning in the Capital Region, celebrating its strong and unique identity, while supporting regional planning objectives. Its encompassing vision embodies the aspirations of thousands of Canadians who contributed to the planning process. The next chapters in this document explore the Plan's goals, categorized according to the three main themes set out in the strategic framework presented on the following page.

*These views on the Capital were shared in 2011.*



**SHAWN A-IN-CHUT ATLEO**  
*National Chief, 2011  
Assembly of First Nations*

Whether it be through art, exhibition or cultural meeting places like Victoria Island or the Museum of Civilization [now the Canadian Museum of History], my ideal capital city would reflect a shared history between Indigenous peoples and all Canadians, and would affirm the unique, sacred and influential role of Indigenous peoples historically, in the present and into the future.



**SEVERN CULLIS-SUZUKI**  
*Environment and  
culture activist*

I want to be inspired by our capital... nowhere else in this country should it be more important to walk our rhetoric on Canadian values. Citizens may get frustrated with governments and individuals in politics, but the Capital must provide us with something to believe in—that Canada is committed to the well-being and future of the Canadian people, from coast to coast.



**JIM CUDDY**  
*Singer-songwriter  
with Blue Rodeo  
and The Jim Cuddy Band*

I think that cities need to figure out a way of moving people in and out of their core without having to use single-passenger vehicles. I'd like to see a city that is ringed by places to leave the car and has really convenient, environmentally sensitive light rail movement around the city....



**JULIE PAYETTE**  
*Member of the Canadian  
Astronaut Corps,  
Order of Canada*

I live in Washington, D.C., the big capital to the south of us. They have people who come especially to the capital of the U.S. to go to the museums... Wouldn't you also want your capital city to be a destination? If you're planning a trip out east, Ottawa should be a must.



**MARC MAYER**  
*Director, National Gallery  
of Canada*

I love the idea of creating a precinct of beauty within the city's core, a park setting that links Canada's symbolic institutions and the principal sites with some great outdoor art here and there. It would be great to enjoy Ottawa's majestic side on foot without ever seeing a car.



**CRAIG KIELBURGER**  
*Co-founder of Free the  
Children, best-selling author,  
Order of Canada*

Canada's capital should be a place of opportunity for young Canadians. Like all cities, Ottawa can always do more to create volunteer and employment opportunities for youth.



# STRATEGIC FRAMEWORK: THE PLAN FOR CANADA'S CAPITAL, 2017 TO 2067

## VISION

*Canada's Capital is a symbol of our country's history and diversity, a true reflection of our democratic values and our commitment to a flourishing and sustainable future*

## GOALS

### INCLUSIVE AND MEANINGFUL

- ✿ Maintain and create the inspiring symbols and meaningful legacies that are intrinsic to Canadian identity
- ✿ Celebrate Canadian values and achievements
- ✿ Welcome Canadians, in all their diversity, to the Capital Region, respecting its location on traditional lands of the Algonquin Anishinabeg Nation

### PICTURESQUE AND NATURAL

- ✿ Protect and enhance the Capital Region's ecological integrity and its natural beauty
- ✿ Maintain and create the distinctiveness of northern natural and cultural landscapes in the Capital Region
- ✿ Foster new ways to access and animate the Capital's shorelines, waterways and green space networks

### THRIVING AND CONNECTED

- ✿ Support a liveable, attractive, resilient, accessible and economically competitive Capital Region
- ✿ Promote sustainable mobility, and support transit-oriented development in the Capital Region
- ✿ Conserve and enrich cultural heritage through design excellence and exemplary stewardship

#### Main Challenges

- > Build a resilient, dynamic and liveable Capital Region
- > Maintain the Capital Region's global competitiveness
- > Revitalize federal accommodations, improve their integration with the community and reduce their carbon footprint
- > Adapt to changing demographics (i.e. an aging, diverse and growing population)
- > Achieve a seamless integration of transport modes and infrastructure

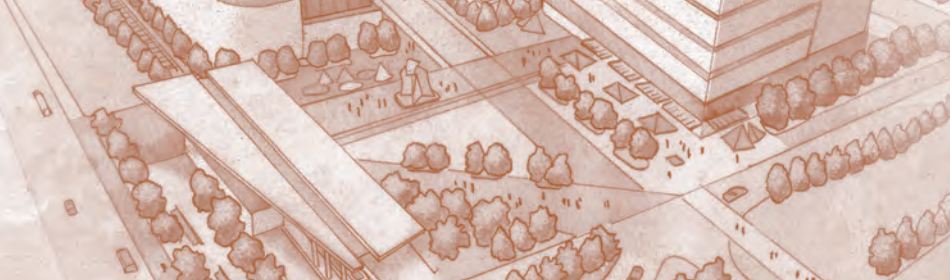
#### Shared Regional Planning Objectives

- > Harmonize planning processes with other levels of government
- > Support an excellent quality of life through the building of a competitive and liveable region
- > Ensure effective stewardship of the region's valued natural features
- > Prioritize sustainable and active mobility

#### Key Implementation Tools

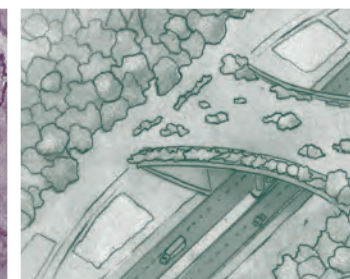
- > Long-term planning policy
- > Federal approval review process
- > Strategic land ownership and stewardship strategies
- > Federal investments and milestone projects
- > Partnerships and collaboration





## MILESTONE PROJECTS

The Plan for Canada's Capital will initiate a series of 17 major milestone projects to be implemented by federal agencies between 2017 and 2067. The realization of these key projects will anchor the goals of this plan, and serve as a catalyst and inspiration for future projects in the Capital Region. Images and brief descriptions of each of these 17 milestone projects are interspersed throughout the next three chapters of this document.







Canada Day celebrations on Parliament Hill.  
Source: CP, Jonathan Hayward



## AN INCLUSIVE AND MEANINGFUL CAPITAL

*The Capital is a focal point for our nation, linked in the minds of Canadians to powerful memories, meaningful images and vivid emotions. The buildings, monuments and sites at the very heart of the Capital attest to Canada's parliamentary system and its constitutional monarchy.*

**C**anada's primary national symbols (Parliament Hill and the Supreme Court) and its official residences are the physical representation of Canada's system of government, and are replete with history and meaning. The Capital Region is home to Indigenous peoples of Anishinabeg origin, as well as numerous other Indigenous peoples of Canada, and the descendants of explorers and pioneers from France and Great Britain. Many more settlers from different countries have arrived over the centuries to make this region their home. The Capital's national cultural, historical and scientific institutions highlight the rich tapestry of Canadian society, and they help attract millions of visitors to the Capital each year.

These institutions, cultures and diverse aspirations will evolve through the decades, contributing to the improvement and transformation of the Capital as an inclusive place whose symbols embrace all Canadians.





## THE PARLIAMENTARY AND JUDICIAL PRECINCTS

In 2067, the Parliamentary Precinct and the Judicial Precinct will gain even deeper significance as the central organs of our nation's identity. The Parliamentary Precinct hosts the Government of Canada's legislative functions, including the House of Commons, the Senate of Canada and the Library of Parliament. The Judicial Precinct is host to the Supreme Court of Canada, the highest court in our nation's judicial system. Library and Archives Canada is the institution that preserves our national memory and identity, and makes them accessible to all.

The Gothic Revival Parliament Buildings were constructed between 1859 and 1866. Thomas Fuller and Chilion Jones designed the Centre Block. Thomas Stent and Augustus Laver designed the East and West blocks. The terraces, driveways and main lawn were completed later according to a plan created by Calvert Vaux. Following the fire of 1916, the government redesigned and reconstructed the Centre Block, which was completed in 1927.

In the Holt Report, Edward Bennett recognized and emphasized the prominence of Parliament Hill:

**"...Parliament Hill, because of the importance of its buildings and its natural elevation, is and always must be the dominating feature of Ottawa. All other parts of the Government group must be subordinated to this, architecturally as well as actually, and instead of rivalling or competing with it, should increase its relative importance and enhance the beauty and dignity of its buildings."**

Across from the Parliamentary Precinct, an array of significant buildings on the south side of Wellington Street from Bank Street to Confederation Square include the Bank of Canada, the country's central bank responsible for our nation's financial system and management, as well as the Langevin Block, housing the Office of the Prime Minister and the Privy Council Office. Other neo-classical buildings grace the street, providing office and meeting space, such as the Wellington Building, the former Bank of Montreal Building (now the Sir John A. Macdonald Building) and the 100 Wellington building.

### MILESTONE 1

## PARLIAMENTARY AND JUDICIAL PRECINCTS

A multi-decade plan for the complete restoration and rehabilitation of the Centre, East and West blocks of Parliament, including the construction of a visitor welcome centre and rehabilitation of the escarpment and landscaping, will ensure that the seat of government continues to reflect Canada's growth as a nation. This work includes renewing and reinforcing the views protection policy, as well as an illumination plan, to ensure the primacy of national symbols in the Capital skyline.





Since 1914, the federal and municipal governments have controlled building heights in downtown Ottawa. The first height limit was set at 110 feet (33.5 metres), measured from the grade of the sidewalk to the highest point of a proposed building, as outlined in the Holt Report:

**“If Ottawa and Hull are to acquire and retain the appearance of the Capital City, full precaution must be taken lest commercial buildings reach such a height as to detract from the beauty and importance of its government buildings. This is true both of the near views and of impressions formed from the first glimpses as one approaches the city, either by railway or highway.”**

The Capital’s setting forms a unique and memorable ensemble of great civic, national and international significance, and this setting is the most

memorable aspect for many visitors. To ensure that the national symbols in the Capital remain predominant in the visual landscape, the NCC and the municipal governments must reinforce the views protection policy. The NCC will employ contemporary digital modelling tools to evaluate the impact of new development in proximity to the Parliamentary Precinct. The NCC will also work in partnership with the City of Ottawa and Ville de Gatineau to ensure that views protection continues as additional intensification occurs in the urban areas of the Capital’s core.

The federal government must take special care to preserve the character-defining heritage buildings and sites that accommodate its offices and facilities. This will require continuous investment and constant attention to renovate and enhance the buildings and landscapes and ensure that they can support their critical function over the long term.

## THE PARLIAMENTARY AND JUDICIAL PRECINCTS

*Key policy directions for the next 50 years*

- a. Public Services and Procurement Canada (PSPC) will complete the restoration and rehabilitation of the Centre, East and West blocks of Parliament in time for the bicentennial of Confederation. This will include the construction of a visitor welcome centre. As the institution of Parliament evolves over the next 50 years, Parliament Hill will continue to foster innovation and excellence in design such that the seat of government reflects Canada’s growth as a nation, while protecting and preserving the heritage attributes and character of the area.
- b. PSPC will complete the visitor welcome centre and landscape plan. Further enhancements to the space will accommodate parliamentarians and visitors with enhanced security and improvements to achieve universal accessibility. The precincts will continue to evolve in a manner that reinforces the historic cultural landscape and picturesque neo-Gothic architecture. This plan foresees the gradual removal of surface parking in the Parliamentary Precinct and Judicial Precinct.
- c. The redevelopment of the blocks on the south side of Wellington Street will provide additional office space for parliamentary and federal government functions, and will ensure adaptive reuse of prominent buildings to enhance the visitor experience in that area.
- d. Over time, the cherished landscape of Parliament Hill will achieve the great vision expressed best by Edward Bennett. The removal of surface parking, the renaturalization of the escarpment, and the addition of new commemorative elements will further enrich the Parliamentary Precinct.
- e. The NCC will support the renewal and reinforcement of the views protection policy to ensure the visual primacy of the national symbols, in such a way that the silhouette of Parliament Hill, overlooking the Ottawa River, remains evocative and the best-known symbol of the Capital, and that its natural rehabilitated escarpment will continue to enhance its daytime and nighttime setting.
- f. Wellington Street will evolve as modes of traffic (walking, cycling, public transit and automobile) change in response to transit and security needs. This creates an opportunity to improve the walkability and aesthetic appeal of the street with new trees, commemorative elements, and attractive lighting and street furniture.
- g. PSPC, in consultation with the NCC, will update the Long-Term Vision and Plan for the Parliamentary Precinct to provide for future accommodations in new and renovated buildings.



## OFFICIAL RESIDENCES

The official residences are the homes of our country's political leaders. They welcome foreign dignitaries and host protocol events, meetings and commemorative ceremonies. All official residences are designated heritage buildings under the Register of the Government of Canada Heritage Buildings. There are six official residences in the Capital Region.

- > Rideau Hall is the residence of the governor general. It is a National Historic Site and the only official residence open to the public. Each year, thousands of visitors come to appreciate the grounds and buildings.
- > The residence at 24 Sussex Drive is the residence of the prime minister.
- > Harrington Lake (Lac Mousseau) is the summer residence of the prime minister.
- > Stornoway is the residence of the leader of the Official Opposition in the House of Commons.
- > The Farm, in Gatineau Park, is the residence of the speaker of the House of Commons.
- > The residence at 7 Rideau Gate is an official guesthouse for visiting dignitaries.

The NCC's management responsibilities for Canada's official residences in the Capital include the long-term planning of capital improvements at these residences, property management, ongoing maintenance of buildings and grounds, as well as the furnishing and enhancement of the interiors.

### OFFICIAL RESIDENCES

*Key policy directions for the next 50 years*

- The official residences are icons of the Capital and, as such, they need careful maintenance. Owing to the age of several of the residences, the NCC will develop and implement recapitalization strategies, and architectural and heritage conservation and enhancement plans to ensure that these properties befit their role of critical national importance over the long term.
- The NCC, as steward of the Capital's official residences, and in consultation with the respective officials from the Office of the Secretary to the Governor General and the Prime Minister's Office, will implement 10-year plans for continued reinvestment in the official residences to ensure that these sites meet the needs of the institutions in a growing nation.
- The governor general's residence at Rideau Hall and the prime minister's residence at 24 Sussex Drive are the first priorities.

### MILESTONE 2

## RENEWED OFFICIAL RESIDENCE FOR THE PRIME MINISTER OF CANADA

The NCC will renew and transform the prime minister of Canada's official residence. Once completed, the residence will integrate modern security features to protect the prime minister and visiting dignitaries, and enhance both the official state and the private functionality of the residence; it will also incorporate universal accessibility features. Unique heritage characteristics will be preserved, and aspects related to environmental sustainability will be improved.





## NATIONAL INSTITUTIONS

In 2067, the national institutions will continue to be beacons of Canadian achievement in culture and science. They represent Canada and Canadians to the world, and contribute significantly to the identity, pride and signature of the Capital, including its digital signature in a connected world.

Confederation Boulevard serves as an organizing principle for the Capital's core. This ceremonial and discovery route links Parliament to six national institutions on Wellington Street, continues across the river and along the Quebec shoreline and then back across the river into the Sussex North area. The Boulevard's extensions on national parkways, driveways, pathways and prominent view corridors together form a route that connects six more national institutions, as well as other important sites and symbols of national significance.

### *Wellington Street and Confederation Square*

Inaugurated in 1969 as a centennial project, the National Arts Centre was designed by Fred Lebensold of ARCOP as Canada's pre-eminent showcase for the performing arts. A major addition renewing its exterior and public spaces was undertaken by Diamond Schmitt Architects to mark the 2017 sesquicentennial. In future decades, there will be a need for a dedicated concert hall to be located on a site in the urban core.

The Museum of the Bank of Canada, formerly the National Currency Museum established in 1980, is housed in the Bank of Canada building, which was designed by Montréal architect S.G. Davenport in 1937–1938. In 1969, Vancouver architect Arthur Erickson designed the striking glass addition that flanks and encloses the older structure. The currency museum reopens its doors in 2017 as part of a major renovation of the building and its plaza.

Library and Archives Canada, whose mission involves preserving and documenting Canadian heritage, occupies a modern heritage building that marks the western approach to Parliament on Wellington Street. Designed by Mathers and Haldenby, and built from 1963 to 1967, the Library and Archives Canada headquarters provides researchers and visitors access to collections, events and exhibits. Some Library and Archives collections are also stored in a more recently constructed building in Gatineau, designed by Ikyo and FABG architects (1999).

Canadian War Museum  
Source: NCC

### *LeBreton and the Quebec Shore*

The Canadian Museum of History is a federal Crown corporation established by the *Museums Act*. The corporation oversees the operation of three museums: the Canadian Museum of History, the Canadian War Museum and the Virtual Museum of New France. The corporation's overall mandate is to enhance Canadians' knowledge, understanding and appreciation of events, experiences, people and objects that reflect and have shaped Canada's history and identity, and to enhance their awareness of world history and cultures. The distinctive buildings housing the Canadian Museum of History (Douglas Cardinal, 1983–1989) and the Canadian War Museum (Moriyama and Teshima/Griffiths Rankin Cook, 2005) are key features on the Capital's discovery route. These institutions play a vital role in enriching the knowledge of Canada, and in preserving our traditions and histories as national memories. These buildings resulted from national architectural competitions, and attest to the merit of pursuing design excellence.





The outlook for the Canadian Museum of History includes the 2017 opening of the new Canadian History Hall designed by Douglas Cardinal, as well as the implementation of a master plan for the museum's exterior site. For its part, the Canadian War Museum will likely require, during the 50-year period of this plan, expanded facilities on a nearby site. A new Library and Archives Canada portal may be created in conjunction with the City of Ottawa's proposed new central library at LeBreton Flats.

#### *Sussex North Area*

The major institutions included in the Sussex North area are the National Gallery of Canada, Royal Canadian Mint, Global Centre for Pluralism and National Research Council Canada (NRC). The NCC is the steward of Major's Hill Park and Nepean Point, as well as many leased properties along Sussex Drive. The objective is to better integrate these federal institutions and assets to create a stronger visitor destination that takes full advantage of the adjacent Ottawa River shoreline.

The National Gallery of Canada, established in 1880 by Marquis of Lorne, Governor General John Douglas Sutherland Campbell, is Canada's flagship visual arts museum. As such, it plays a leading role in the nation's cultural life, and represents Canada on the world stage. Occupying a strategic site on Confederation Boulevard, with landscape created by Cornelia Hahn Oberlander, the distinguished National Gallery building was designed by Moshe Safdie and inaugurated in 1988. The gallery's collections include international masterpieces, the largest collections of Canadian art and photography, and significant interior and exterior sculptural works. Its future development may include a new curatorial wing, improved exterior approaches, service and parking facilities, and lighting, as well as better integration with Nepean Point, the Royal Canadian Mint, the Global Centre for Pluralism and a proposed shoreline pathway.

The Royal Canadian Mint occupies a landmark heritage building at 320 Sussex Drive, built between 1905 and 1908, designed by David Ewart, Chief Architect of the Department of Public Works.

The former War Museum building at 330 Sussex Drive reopens in 2017 as the Global Centre for Pluralism, a new institution created in this significant heritage property by the Aga Khan Foundation to foster intercultural and interfaith understanding.

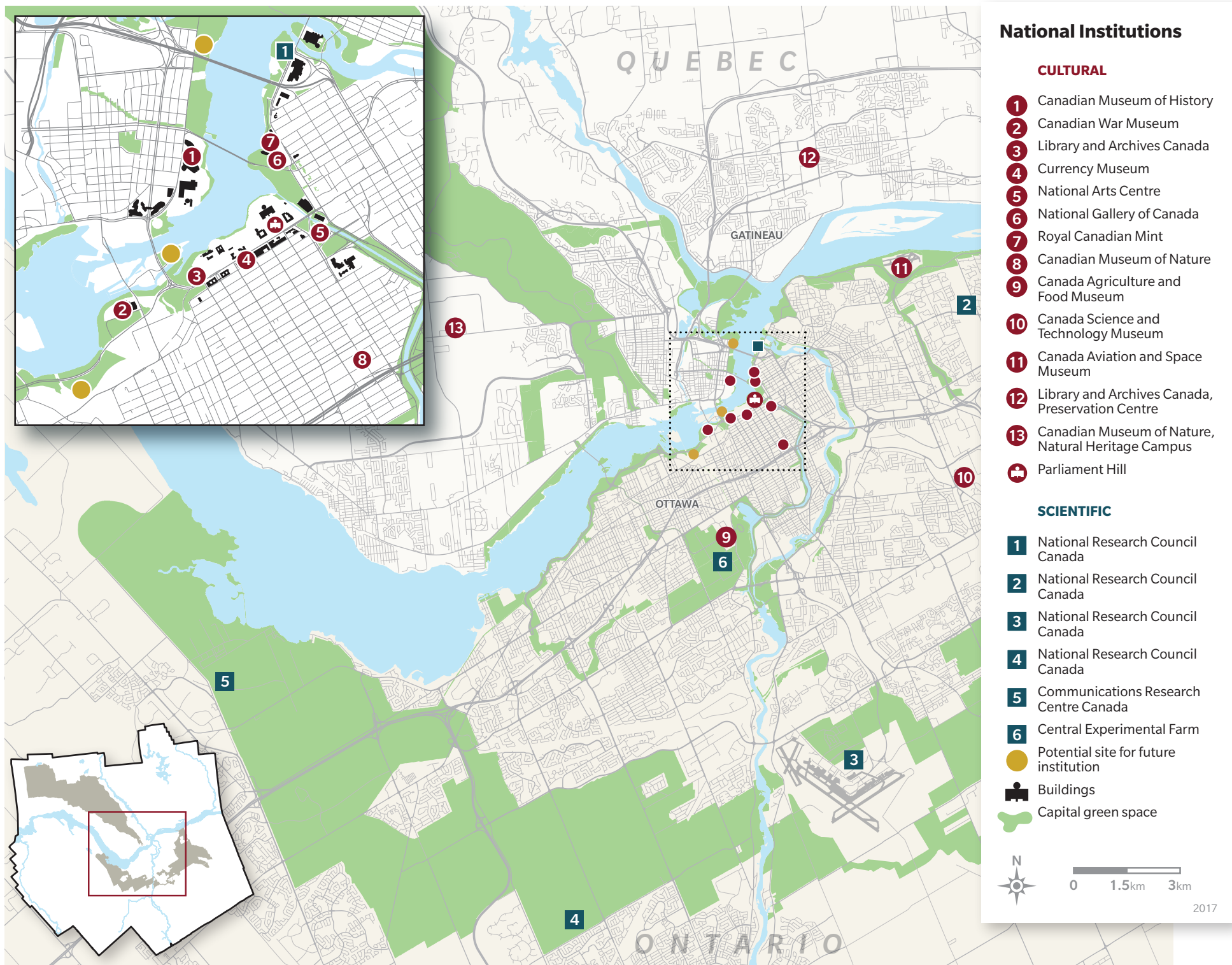
NRC's original headquarters at 100 Sussex Drive, once known as "The Temple of Science," is the most publicly visible symbol of this

internationally recognized research institution. As Canada's national research and technology organization, it occupies multiple campuses in the Capital, including facilities on Montreal Road and at Uplands, as well as at 100 Sussex Drive. This heritage building, situated at a prominent location on Confederation Boulevard adjacent to the Rideau Falls, holds potential for redevelopment as a science and innovation hub.



View of the National Gallery of Canada from Major's Hill Park.  
Source: NCC







### *National Institutions Outside the Capital Core Area*

The Canadian Museum of Nature, formerly the Geological Museum created in 1856 by Sir William Logan, is located in the Victoria Memorial building, also designed by David Ewart and built from 1905 to 1910. This building occupies a strategic site with a northward view up Metcalfe Street directly to Parliament. A recent award-winning addition designed by Padolsky, Kuwabara and Gagnon was completed as part of a comprehensive renovation undertaken from 2004 to 2010. The museum's natural heritage campus, with its research and collections facility, is located in Aylmer.

Further afield, the Canada Agriculture and Food Museum, Canada Science and Technology Museum, and Canada Aviation and Space Museum highlight Canadian achievements in the natural and physical sciences. They anchor a series of federal sites linked by national parkways or prominent sightlines.

The Canada Science and Technology Museum was inaugurated in 1967 in the former Morrison-Lamothe Bakery building, following the 1951 Massey Royal Commission's call for the creation of a national museum devoted to science. Today a renowned institution, it is being

extended and renewed as a major museum campus. Set to open in fall 2017, it will also include the Canadian Conservation Institute. It will continue to promote and celebrate Canada's long history of scientific and technological achievements, and to inspire future innovation.

First established in 1960 at Uplands Airport, and moved in 1964 to the historic Rockcliffe Airbase, the Canada Aviation Museum opened its doors in its present building in 1988. In 2010, the museum expanded its mandate, adding aerospace technology and changing its name to the Canada Aviation and Space Museum. As the national repository of Canada's aeronautical and space history, the museum's mandate is to create a greater appreciation for Canada's aviation heritage, demonstrate the vital role of aviation in the lives of Canadians, and illustrate the significance of aviation in the growth and prosperity of this country. Adjacent to its location at the former Rockcliffe Airbase are runways that are still in operation with the Rockcliffe Flying Club.

These two museums, as well as the Canada Agriculture and Food Museum, are grouped under the Canada Science and Technology Museums Corporation, established in 1990.

### MILESTONE 3

## NATIONAL CULTURAL AND SCIENTIFIC INSTITUTIONS

The NCC will support the work of Library and Archives Canada, PSPC, and other partners to create a national portrait gallery. It will also support NRC's goal of making 100 Sussex Drive a science and innovation hub. In the core area and along the north shore of the Ottawa River and the Sir John A. Macdonald and Sir George-Étienne Cartier parkways, the NCC will reserve sites for extensions of and additions to existing museums, such as the Canada Science and Technology Museum. It will also support the establishment of a national botanical garden on the west side of the Rideau Canal.





Public science is a strength in Canada's Capital: today, 15,000 scientists work in research and development in federal departments, such as Health Canada, Agriculture and Agri-Food Canada, Natural Resources Canada, and NRC.

The Central Experimental Farm, established in 1886, is a unique working farm in the heart of an urban region. The Experimental Farm is open to the public throughout the year, along with the adjacent 26-hectare Arboretum. This central asset of the Capital's urban green space network contributes to biodiversity and reinforces the link from the Rideau Canal to the Ottawa River ecosystems. In the coming years, the long-term ecological and scientific outlook for preserving the Central Experimental Farm and the Arboretum should be revalidated in an update to the existing 2005 master plan.

The national institutions discussed above combine to create a distinctively Canadian experience for residents and visitors to the Capital. The NCC's plans will foster links between the spheres of scientific research, the arts and heritage. Over the next 50 years, the social and cultural fabric of the Capital will be enriched by the evolution of these institutions and the creation of new institutions to reflect Canada as it grows through the 21st century.

The NCC respects these venerable institutions, and will support their future expansion, as required. The location of future institutions, normally on federal lands, will be considered in collaboration with the relevant municipality, to the extent that a new institution may have an impact on its immediate surroundings.



▲

National Research Council Canada,  
100 Sussex Drive building  
Source: NCC

## NATIONAL INSTITUTIONS

### *Key policy directions for the next 50 years*

- a. The NCC will work with federal institutions to promote their renewal, and their ongoing contribution to the region's quality of life, through the approval of updated master plans and development strategies.
- b. The NCC will maintain an inventory of lands suitable for new or extended national cultural institutions, generally along the parkways and Confederation Boulevard, to meet the needs of future generations. The NCC will use its land base in Jacques-Cartier Park North, east of the Canadian War Museum, and south of the Canada Aviation and Space Museum for this purpose. As new facilities are needed, the NCC will work with federal departments and agencies to locate appropriate sites that will support the long-term development of the National Capital Region.
- c. The NCC will work with federal institutions to foster exemplary design in architecture, landscape and illumination.
- d. The NCC will encourage museums to extend outdoors with year-round activities, thereby attracting more people to enjoy their grounds, especially on the shorelines of the Ottawa River.
- e. The NCC will encourage national institutions to collaborate in creating a compelling online digital signature for the physical Capital.
- f. The NCC will work with the departments, agencies and organizations concerned to support the development of showcases of the various Canadian scientific achievements in the Capital.



## FEDERAL HEAD OFFICES AND ACCOMMODATIONS

The Capital is home to the headquarters of many of the federal government's departments and agencies. These headquarters form part of the public face of government to Canadians from across the country.

The offices accommodating the federal public service have a significant presence in the Capital. Over the next 50 years, federal departments and agencies will integrate their offices into the city fabric and take advantage of transit-oriented locations. The federal government in the National Capital Region employs about 140,000 people, or 15 percent of the federal labour force. The federal presence and the need to accommodate federal employees have had an important impact on the distribution of employment in the Capital Region.

After the Second World War, to meet the government's needs for federal accommodations, Gréber planned suburban employment campuses, such as Tunney's Pasture and Confederation Heights, along parkways and green corridors at the edge of the urban area. The growth of the city has now encircled these facilities. As large, segregated-use, automobile-dependent areas built between the 1950s and 1970s, they are still not well connected to the surrounding urban fabric.

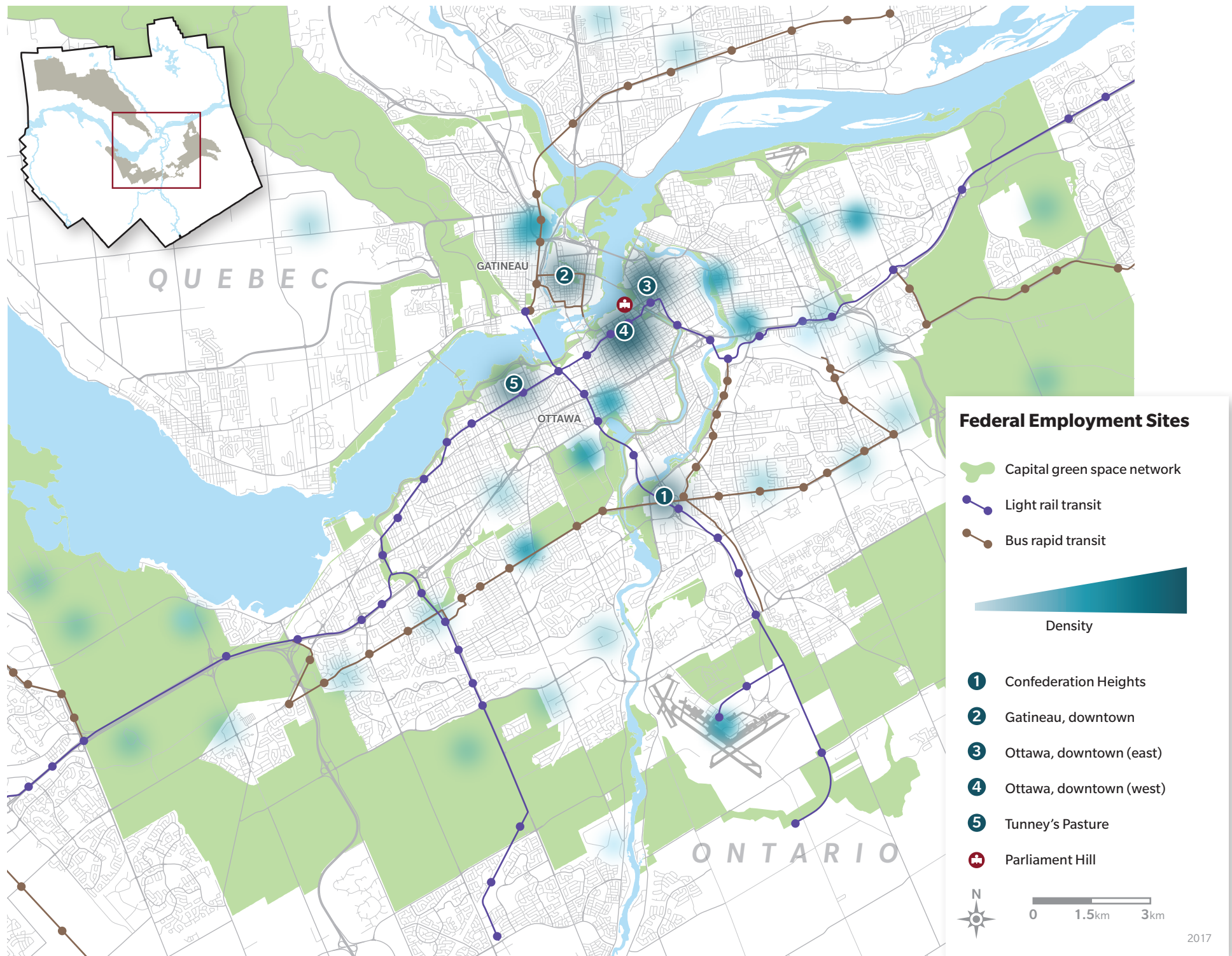
Over time, the federal government also built other large office buildings and complexes to consolidate federal employment. The majority of office facilities, like Place du Portage, are located in the core of the Capital.

### FEDERAL HEAD OFFICES AND ACCOMMODATIONS

*Key policy directions for the next 50 years*

- a. The federal government will strive to present a pleasing public face for client-centred services in the Capital. To respond to the changing needs of the urban region, PSPC and the NCC will continue to encourage the location of offices near transit stations and in support of active mobility. Both will develop strategies to promote environmental sustainability through "non-commuter" federal accommodations and to create adapted and inclusive workspaces.
- b. In collaboration with the municipalities, both organizations will ensure that federal sites become better integrated with their context and more closely linked to the urban fabric of the community. As demonstrated in the recent redevelopment plans for Tunney's Pasture, some federal sites offer opportunities to adopt a mixed-use, compact development model that can improve sustainable transportation modes and the shared use of public spaces.
- c. The head offices of federal departments, Crown corporations and agencies will locate, wherever possible, in the Capital's core area, or will cluster in inner-urban transit-oriented sites.
- d. Other federal accommodations may be located at other sites within the urban areas, provided that there is good access to rapid transit services.
- e. Some head offices could be located at the urban edge or within the Greenbelt, for security requirements, for example, intelligence, or military and defence installations, which require large, secure perimeters.
- f. Future generations of intensification projects for federal office campuses will provide for more integrated mixes of land uses.
- g. The NCC will work with PSPC and public safety agencies to ensure that the security measures implemented for federal accommodations are proportional to the level of security sensitivity. The NCC and its partners will promote the use of security measures at sites in the core area that are blended into the surrounding landscape, wherever feasible, so that the Capital remains both secure and open. In doing so, the NCC and its partners will seek out best practices for security installations from other world capitals to ensure that the best design approaches are adopted.
- h. Federal accommodations should be located and designed in a manner that contributes positively to the character of the Capital.







## NATIONAL COMMEMORATIONS

In 2067, visitors to the Capital will experience and take pride in the enduring collective memory of Canada's federation, its struggles and its accomplishments. The Capital is the ideal place to celebrate Canadian achievements, values, customs and beliefs. It is a place to recognize the Indigenous peoples of Canada, and to celebrate the Capital builders from successive arrivals to this country. It is a place where Canadians from all backgrounds can congregate and feel at home.

As the country matures, the nation will continue to commemorate the contributions of individuals, groups and events in Canadian history, culture, and scientific progress or achievement in the Capital, creating significant landmarks and places for people.

To meet our predecessors' expectations and our contemporaries' aspirations requires cohesiveness of monument scaling and distribution,

appropriateness of buildings, and urban design quality that meets the test of time.

Canadian Heritage has the mandate to foster Canadians' appreciation of their country and their capital. Since 2013, the Department has been responsible for interpretation and commemorations in the Capital of significant events or people, as well as the organization of major communal and promotional events such as Canada Day, Winterlude, education programs and Capital visits. These activities and others to be developed in the years ahead are planned in close collaboration with regional tourism authorities, event promoters and the NCC, as well as with the municipalities.

In 2067, the Capital will have established a more comprehensive network of commemorations to educate future generations. Some will be dedicated to Canada's military accomplishments, in keeping with the long tradition

### MILESTONE 4

## NEW AND INSPIRED SITES FOR MAJOR COMMEMORATIONS

The NCC will work with Canadian Heritage to find a proper location to celebrate the *Canadian Charter of Rights and Freedoms*, which embodies Canada's diversity. As well, Confederation Square will be renovated for the centennial of the National War Memorial in 2039, in order to increase its symbolic prominence and improve its effectiveness as a gathering place. Finally, the NCC will work with municipalities to create seven symbolic nodes around the Capital core area, at junction points in the roadway, pedestrian and cycling networks, with major installations of national commemorations or public art.







A

Roses on the Tomb  
of the Unknown Soldier.  
Source: NCC

whereby capital cities around the world venerate their nation's military history and service in the defence of their country. Other commemorations are dedicated to political leaders. Over the coming decades, it is intended that new commemorations should honour the achievements of civil society, including Indigenous, social, cultural and scientific subjects that are currently under-represented in the Capital's commemorative landscape.

Naming places after people or events is a commemorative practice widely used in capitals and cities around the world. The NCC has established a policy for toponymy (place naming) that allows for the naming of federal roads, parks, public spaces and buildings after Canadians who have made a significant contribution to the development of the nation.

## NATIONAL COMMEMORATIONS

*Key policy directions for the next 50 years*

- a. The National War Memorial in Confederation Square is and always will be the pre-eminent commemoration in the Capital. As the central place of ceremony for Remembrance Day, and as the location of the Tomb of the Unknown Soldier, this space must be preserved and maintained for the memory of all Canadians who served or gave their lives. For the National War Memorial's 100th anniversary in 2039, the government will have redesigned the public spaces around the memorial to accommodate greater numbers of visitors. It will remain the tallest commemoration in the Capital, and the NCC will ensure that all future commemorations will remain lower in scale.
- b. The NCC will collaborate with Canadian Heritage and other federal departments and agencies to celebrate and commemorate key anniversaries of Confederation, significant events in Canadian history, and Canada's role on the world stage and as a land of democracy.
- c. The NCC, in partnership with other federal departments and community support groups, will ensure the maintenance of existing commemorations. In particular, older commemorations such as the memorial arches for the Second World War will need rehabilitation. An ongoing restoration program will ensure the preservation of monuments for the bicentennial.
- d. The NCC will identify future commemoration sites to ensure that there is a logical distribution in the National Capital Region. The NCC will work with PSPC and Canadian Heritage on a renewed commemorative strategy that will diversify commemorative themes and methods, and encourage innovative approaches.
- e. The NCC will develop urban design guidelines to ensure a hierarchy of importance and compatibility with surrounding land uses. This guidance will serve for thematic commemoration, including political, historical and military commemorations, as well as social, cultural and scientific achievements.
- f. The NCC will continue to recognize significant contributions to the development of the country through toponymy. The NCC will refer to its Policy on Toponymy to guide future decisions.



## INDIGENOUS PEOPLES AND THE CAPITAL

The Capital in 2067 will be known as a welcoming place for the Indigenous peoples of Canada and, most particularly, for the Algonquin Anishinabeg who host Canada's seat of national government on their traditional territory.

It is expected that, by the time of Canada's bicentennial, a strong nation-to-nation partnership, built on mutual respect and trust, will be such that residents of the Capital and all Canadians will recognize and appreciate the fundamental importance of the Algonquin Anishinabeg Nation—with its rich history, language and culture—to the Capital Region and the Ottawa River watershed.

The Chaudières Falls, known in the Algonquin Anishinabeg language as *Akikodjiwan* or *Kîshkâbikedjiwan*, will be at once the source of renewable hydroelectric energy, contributing to the long-term environmental sustainability of the National Capital Region, as well as a place of memory for the Indigenous peoples who once congregated here on the shores and islands.

### INDIGENOUS REPRESENTATION IN THE CAPITAL

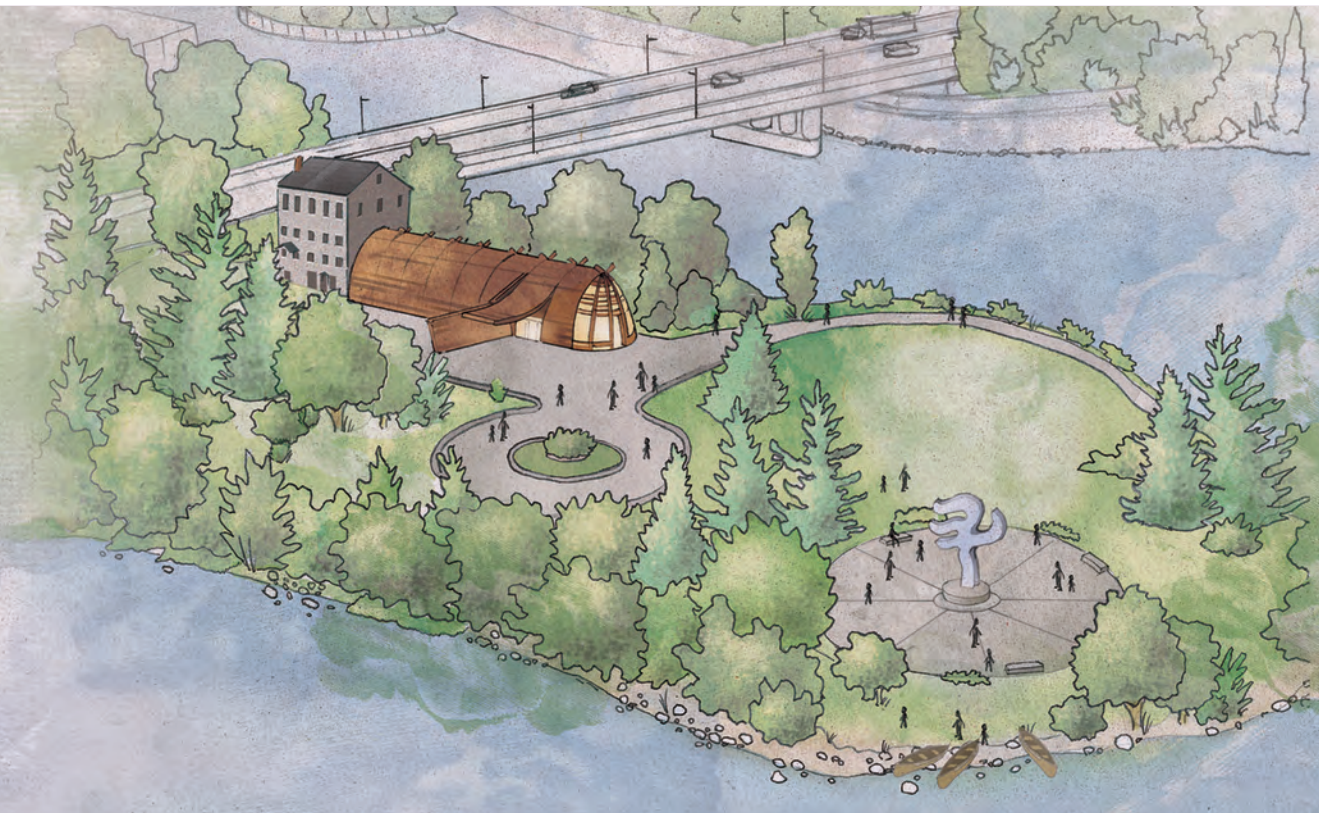
*Key policy directions for the next 50 years*

- The NCC will contribute to the recognition of Indigenous peoples in the toponymy of the region, as well as through national commemorations, such as a commemoration on Victoria Island.
- The NCC will help to strengthen Algonquin Anishinabeg cultural traditions through placemaking and partnerships that bring Algonquins to the forefront of life in Canada's thriving and connected capital.
- The NCC will work closely with the Algonquin Anishinabeg Nation to create and implement a master plan for Victoria Island that will envision a place of special significance for Indigenous peoples.
- The NCC will showcase Indigenous arts in the landscape and architecture of the Capital.
- The NCC will develop and apply ecological principles and land uses that conserve natural assets in the Capital in keeping with Indigenous traditions.

#### MILESTONE 5

### A PLACE OF SPECIAL SIGNIFICANCE: VICTORIA ISLAND (KABENISHINÂN MINITIG)

A master plan for Victoria Island, to be known as the *Kabenishinân Minitig* Plan, will be developed in partnership with the Algonquin Anishinabeg Nation to establish a place of special significance in the Capital for Indigenous peoples and their cultural traditions. This project will form part of the national reconciliation process, and will be conducted under the guidance of elders and representatives from the Algonquin Anishinabeg Nation.





## CANADIAN DIVERSITY AND REGIONAL IDENTITY

In 2067, the Capital will reflect the social and cultural diversity of Canada, including its regional identities. Through its built form, it will express the rich identity carved over the centuries by successive waves of immigrants who chose Canada as a place to live. It will embody Canada as a welcoming land, and will foster exchanges and the blending of newcomers and long-established settlers who have created a unique flair in the Capital. Canadians from diverse backgrounds will recognize themselves in the symbols and the democratic, cultural and scientific institutions that define Canada as a land of democracy. The Capital will proudly emphasize the place of the provinces and territories in creating a diverse, inclusive and meaningful Canada.

### REPRESENTING CANADIAN DIVERSITY AND REGIONAL IDENTITY

*Key policy directions for the next 50 years*

- a. The NCC will foster the representation of diversity in the commemoration and public art programs of Canadian Heritage and other promoters, in consultation with various groups and in collaboration with the municipalities.
- b. The NCC will encourage cultural expressions in architecture and landscaping that reflect the diversity and cosmopolitanism of Canada's 21st century population.
- c. The provinces and territories will have meeting places in the Capital that represent their contribution to our country and society, and will offer room to express and celebrate our multicultural nation.
- d. The NCC, in collaboration with Canadian Heritage, and in consultation with the municipalities, will develop a plan to guide the location of public art around the National Capital Region that is broadly representative of our national identity. This will include ensuring that there are works of public art, commemorations and plantings that are representative of each province and territory.
- e. The NCC will work with the Ottawa Macdonald-Cartier International Airport, other airports, VIA Rail Canada and regional bus authorities to ensure that there is a broad representation of Canadian regions at all Capital arrival points.

## DIPLOMATIC MISSIONS

Canada's Capital is open to the world. Increasingly, it hosts major events of international stature, further raising its profile on the world stage, adding to Canada's influence in world affairs. The Capital is a place to promote trade, cultural exchange and mutual understanding with foreign governments. Diplomatic missions provide essential services to Canadians who wish to visit, trade with or maintain ties with other countries.

Diplomatic missions, including embassies, high commissions, chancelleries and diplomatic residences, are interwoven into the fabric of the Capital. Most diplomatic missions are within three kilometres of Parliament Hill and almost half (49 percent) of those located in the Capital are within the Capital's core area. Other diplomatic missions located within the inner urban area of Ottawa are in central neighbourhoods such as Sandy Hill and Centretown.

In 2067, the international presence will be even more prominent in the Capital, as new settings for diplomatic missions will complement the existing embassies on Confederation Boulevard and its extensions. In addition, better identification of embassies—whether in stand-alone facilities or in office space within mixed-use developments—will make them more easily recognized by visitors. The international presence in the Capital will also be showcased by accommodating international organizations, developing a preferred location plan for foreign missions, and encouraging high-quality international architecture and context-sensitive design.

### DIPLOMATIC MISSIONS

*Key policy directions for the next 50 years*

- a. The NCC, in collaboration with Global Affairs Canada and the RCMP, will continue to assist foreign missions to find appropriate spaces to enhance the international dimension of the Capital.
- b. The NCC will maintain an inventory of lands suitable for the development of new embassies, and, if required, it could acquire additional lands for this purpose. This exercise will include consultation with the municipalities.



## CONFEDERATION BOULEVARD

In 2067, an expanded Confederation Boulevard will connect the core area on both sides of the Ottawa River and serve as the formal processional way for royal and state visits. Confederation Boulevard encircles the heart of

the Capital, connecting Ottawa and Gatineau, and providing access to the islands. It is also a discovery route for the magnificent features and cultural landscapes of the core area.

### CONFEDERATION BOULEVARD

*Key policy directions for the next 50 years*

- a. The NCC will work with the municipalities to create seven symbolic nodes at key intersections along an expanded Confederation Boulevard. They will provide opportunities for commemoration or public art, improved pedestrian experience and better placemaking.
- b. The NCC will complete a renewal of Confederation Boulevard to ensure that it presents a lively, exciting, inclusive and meaningful place for discovering Canada, Canadians and the Capital. This will include an extension of Confederation Boulevard west of the Portage Bridge to connect the Canadian War Museum and LeBreton Flats, and across to Gatineau over the Chaudières Bridge.
- c. The NCC will work with the municipalities to enhance the streets at the edges of Confederation Boulevard—such as Elgin Street, Rideau Street,

- Sparks Street, Alexandre-Taché Boulevard, Laurier Street and Boulevard des Allumettières—which act as backdrops and principal connectors to Confederation Boulevard. As such, they must reciprocate the quality of design and possibly mirror some of the major urban design features that confer the unmistakable signature of the Capital.
- d. As the NCC and the municipalities work to renew Confederation Boulevard, they will focus on enhancing the pedestrian and cycling experience, as well as the amenities in and around federal sites. Wherever possible, the NCC, in partnership with the municipalities, will improve the connectivity of Confederation Boulevard to the broader cycling network.

### MILESTONE 6

## REIMAGINED CONFEDERATION BOULEVARD AND ITS CONNECTIONS

The NCC and federal departments will work with municipal partners to reimagine Wellington Street and create a compelling and unified sequence of public spaces that will connect the shoreline adjacent to the Supreme Court of Canada to Confederation Boulevard. This high-profile processional segment of Confederation Boulevard faces the most prominent

of our national symbols. The objective of this effort will be to improve the pedestrian realm, security and access to public transit; provide for separated cycling facilities; and maintain the Boulevard's prime ceremonial and symbolic function. Enhancements by the NCC and its partners will upgrade streetscapes and increase the vitality of the streets connecting Confederation Boulevard and adjoining federal lands to the adjacent municipal fabric, including Sparks and Metcalfe streets and Laurier Avenue in Ottawa, Laurier Street and its surroundings in Gatineau, and along the Chaudières Bridge.









Boardwalk on the Mer Bleue Bog Trail  
in Canada's Capital Greenbelt.  
Source: NCC

## A PICTURESQUE AND NATURAL CAPITAL

*In 2067, the Capital will be even more vivid and scenic as the home to an exceptionally vast network of natural areas that are central to the quality of life and character of the Capital Region. Beautifully designed landscapes will grace the Capital and offer numerous picturesque settings, adding to its unique character. Protected natural areas are one of the greatest legacies of Capital building.*

**T**he NCC and its predecessors patiently assembled the land base for this generous public realm over multiple generations. As the pace of urbanization continues, these lands will become even more precious, not just as important civic spaces, but also for their high ecological value. This represents a considerable economic value to the region. Along with the national institutions, these spaces are among the most appreciated and unique features that truly distinguish the Capital from other cities of a comparable size.

The 550 square kilometres of federal lands in the National Capital Region support a wide variety of valued ecosystems and natural habitats, contributing significantly to the region's biodiversity. There are a total of 28 valued natural ecosystems and habitats: eleven in the urban lands, eight in Gatineau Park, and nine in the Greenbelt. The NCC manages these lands according to the International Union for Conservation of Nature (IUCN) protocol. Mer Bleue is the largest peat bog in Canada's Capital Region, recognized internationally under the Ramsar Convention for the conservation of wetlands.

Gatineau Park, the Greenbelt, green corridors and natural areas in the urban area, as well as the pathway and parkway corridors, provide sinews for a potentially sustainable coexistence of nature, ecological habitats and urban life in the Capital. The parks, waterways and public shorelines are a priceless inheritance from early federal planning efforts, starting with Frederick Todd in 1903 who sought to reserve "in close proximity to the Capital" a place "where nature may still be enjoyed, unmarred by contact with humanity."





## THE CAPITAL GREEN SPACE NETWORK

An important feature of the Capital of today, the green space network comprises the vast expanses of Gatineau Park, the Greenbelt, urban green spaces and shorelines, as well as connections to the broader regional ecosystems. These green spaces will be even more important in the future, as urbanization and growth continue.

On the one hand, there are opportunities to link this land base to surrounding natural features and systems. On the other hand, these lands are at risk of further fragmentation, with increasing pressures to provide the infrastructure and services needed to support urban growth. There are systemic threats as well, such as climate change and invasive species. The emerald ash borer, for example, has had a major detrimental effect on the region's tree cover.

The Capital green space network is part of a larger, integrated ecological system that crosses multiple administrative boundaries. These

divisions make it difficult to fully monitor the health of the watersheds, wildlife and vegetation in the Capital Region. Available data suggest that, within the NCC's landholdings, there has been some decline in vegetation cover and a loss of habitat over the past 10 years. Viewed on a regional basis, beyond the NCC lands, the rate of decline is even greater. How to ensure water sustainability in the different watersheds is better understood, but many threats to water quality and the health of aquatic ecosystems remain. The NCC will continue to monitor ecosystem health with appropriate indicators.

Forests near and within increasingly urbanized environments must be actively maintained and managed to ensure their long-term health. The urban tree canopy contributes to the region's quality of life by improving air quality, managing stormwater and enhancing the aesthetic experience. Examples of larger urban forests include Pine Grove in the

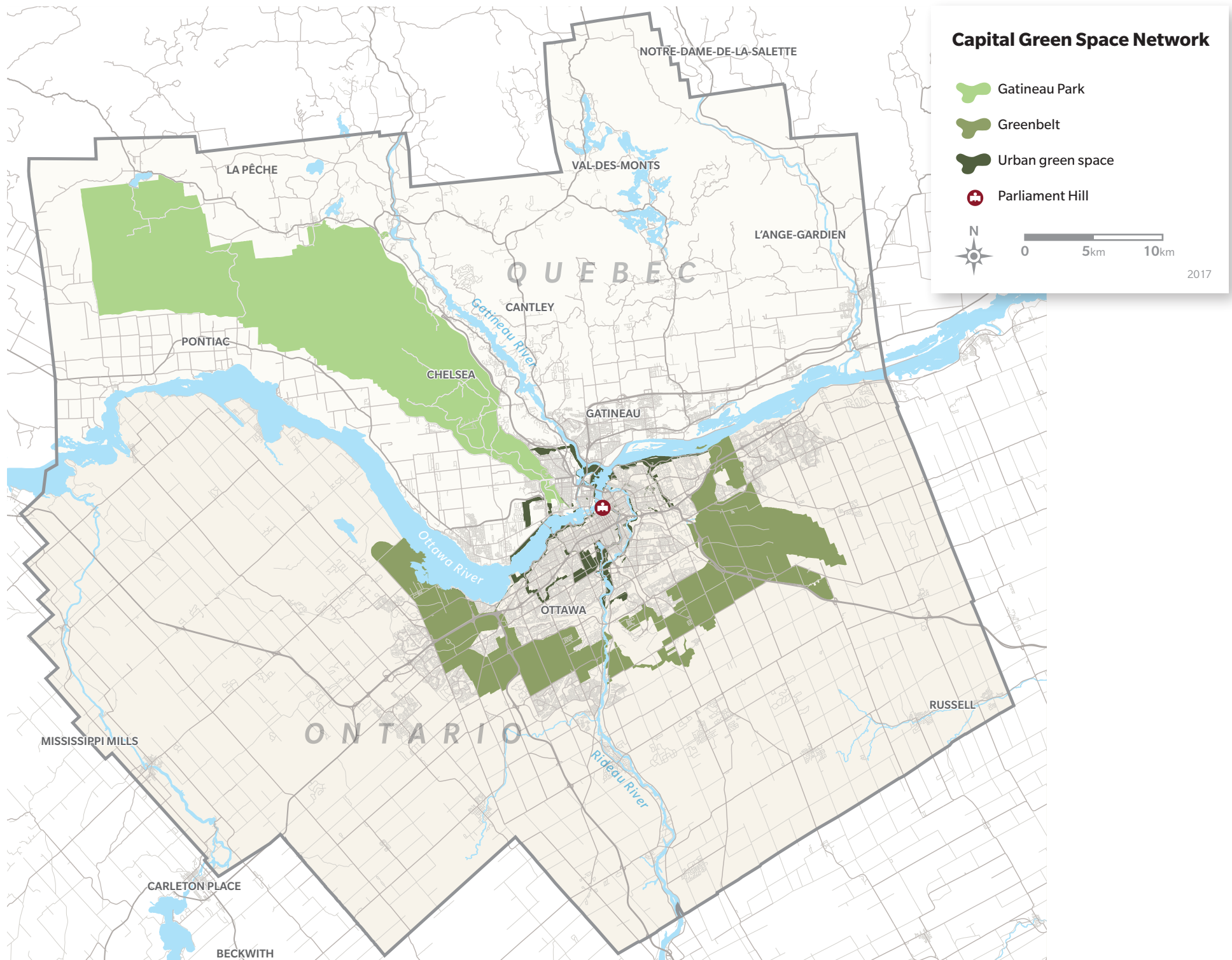
### MILESTONE 7

#### SECURED ECOLOGICAL CORRIDORS AND PROTECTED NATURAL ENVIRONMENT

The NCC will take necessary measures within its own holdings, and in collaboration with municipalities, conservation agencies, public and private partners, to consolidate and protect biodiversity and the natural environment, to create links between the Capital green space network and broader ecological networks, and to secure ecological corridors.









Greenbelt and the woods at the former Rockcliffe Airbase, south of the Sir George-Étienne Cartier Parkway.

Building the Capital's green web, as a model of promoting and protecting ecological health and biodiversity in an urban setting, is a key commitment envisioned by this plan. Protecting our shared natural heritage will be crucial to the vitality, attractiveness and resilience of the Capital Region over the next 50 years. Natural habitats and ecosystems play an important role in the Capital, and influence everyday life in the regional community. These natural areas interact with other areas of regional significance. The NCC's plans for Gatineau Park and the Greenbelt, for example, highlight the importance of ecological linkages between these federal lands and the lands beyond their boundaries. The achievement of important environmental health and biodiversity objectives depends on ecological connectivity and linkages between habitats and natural lands, thereby enhancing the resilience and biodiversity of the entire natural system.



As we advance toward the bicentennial of Confederation, federal landowners will retain, protect and enhance the natural elements of national interest in collaboration with numerous partners and stewards in the broader community. These elements, described in the following sections, must remain a beautiful distinguishing feature of the Capital.

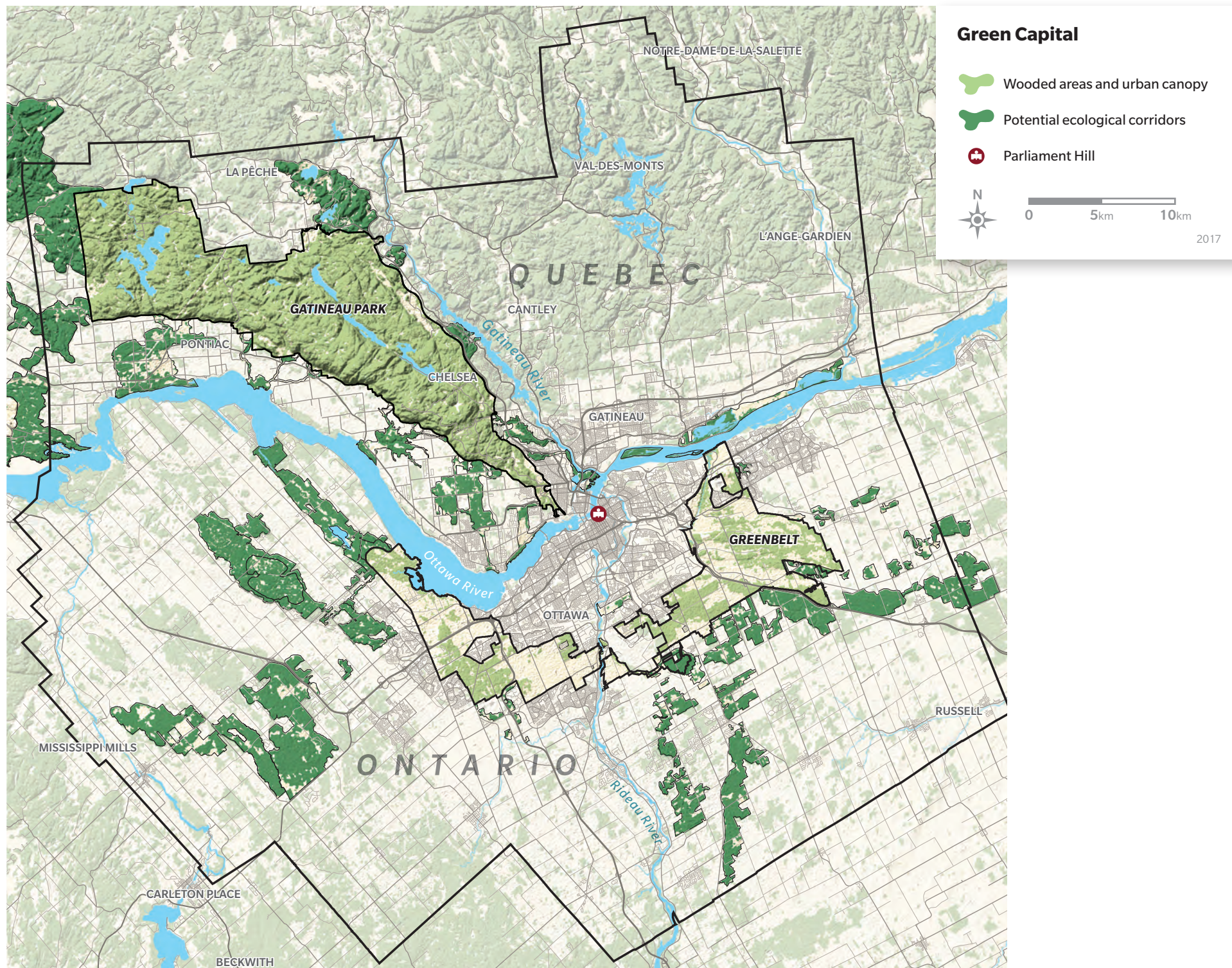
## THE CAPITAL GREEN SPACE NETWORK

*Key policy directions for the next 50 years*

- a. In Gatineau Park and the Greenbelt, the NCC will prioritize the acquisition of ecologically sensitive lands to increase the protection of sensitive ecosystems that are essential to the Capital. This may be done through a variety of methods, including land use planning, land acquisition or conservation easements.
- b. The management of woodlots, forests and the tree canopy on federal property will require the development of an integrated forest management policy and rejuvenation actions. Federal agencies will work in close collaboration with the municipalities affected, some of which have already developed policies in this respect.
- c. The NCC will participate in discussions with other levels of government on the future land use at the outer limits of the National Capital Region to protect regional biodiversity.
- d. The NCC will work with its partners to create and secure, over the long term, quiet places and sheltered areas to protect the night sky in all sectors of the Capital green space network.
- e. In partnership with landowners, municipalities and other agencies, the NCC will work to secure ecological corridors that connect to the Greenbelt and Gatineau Park to protect long-term biodiversity in the Capital Region.

< Lauriault Trail at the Mackenzie King Estate in Gatineau Park.  
Source: NCC







## GATINEAU PARK

In 2067, Gatineau Park will be of even greater national value as a substantial natural reserve located within minutes of the Capital's urban core. Situated at the edge of the Canadian Shield, the Park extends into the heart of the Capital between the Ottawa and Gatineau rivers, and links to wilder areas of the boreal forest. Having a wilderness area so close to a major capital city is not only rare but it also stands as an evocative reminder of our nation's vast tracts of wilderness.

The NCC manages Gatineau Park as a Category II natural heritage area, according to IUCN standards. The primary purpose of the Park will continue to be a natural reserve, with memorable natural features, unique plants and wildlife, and beautiful heritage sites and landscapes. At the same time, the Park will welcome human activities that promote an appreciation of and interaction with the natural environment, provided that the activities have a low impact on ecological resources. The continuing challenge is to manage the impacts of the increasing number of visitors to a growing Capital Region. In 2013, it was the second-most-



▲  
View from Champlain Lookout in Gatineau Park.  
Source: NCC

visited major federal park in Canada. Indeed, rising visitation has led the NCC to develop and implement innovative management techniques to protect the long-term health of the Park's ecosystems and preserve this national icon. This approach will be enhanced as part of the NCC's leadership role in regional environmental management.

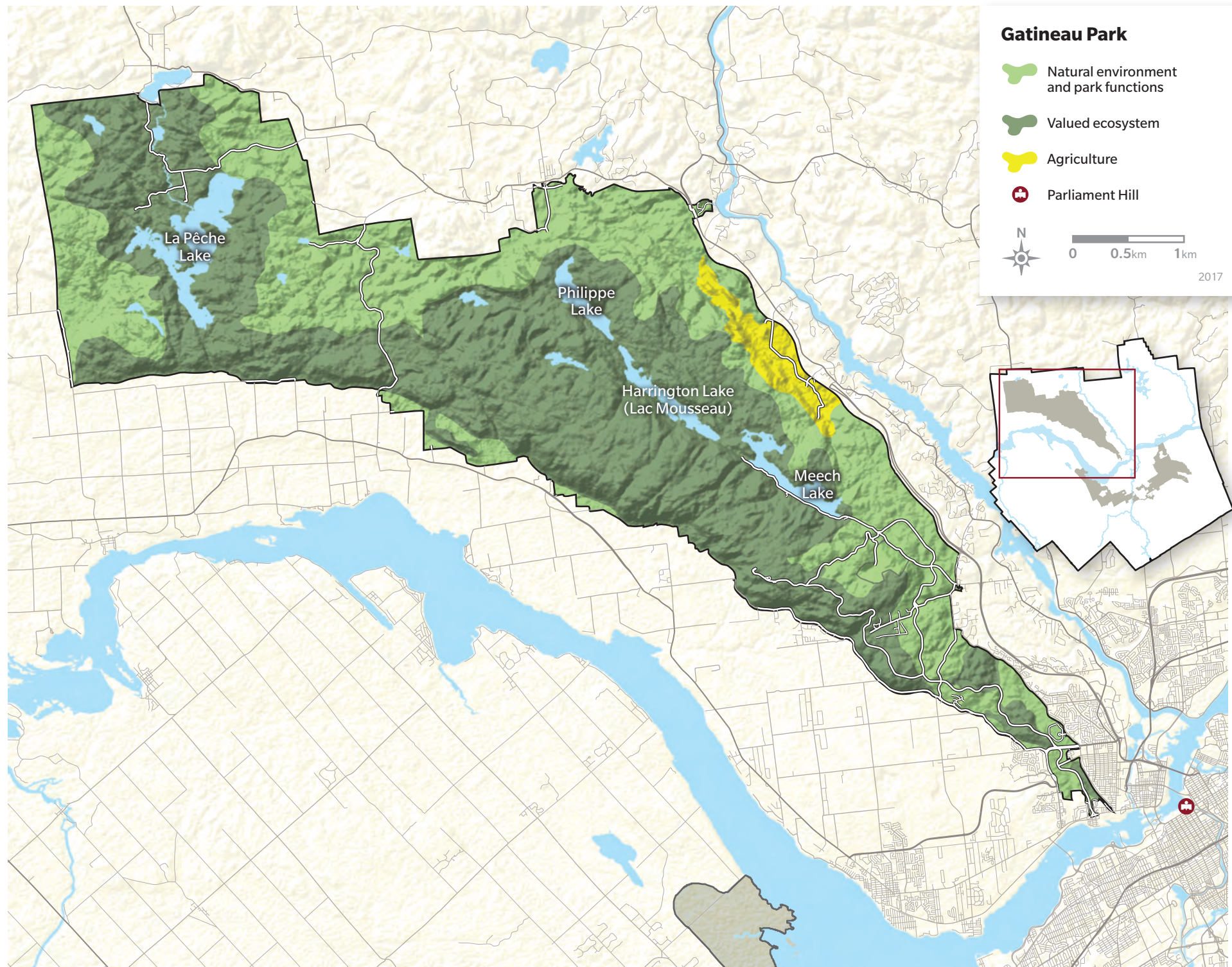
### MILESTONE 8

## REGENERATION OF THE CAPITAL URBAN FOREST

The NCC will develop a 30-year capital program to regenerate the forests and the tree canopy on federal lands degraded through urbanization and by invasive species. In conjunction with the municipal authorities, a regional shared target will be established for 2067 and beyond.









## GATINEAU PARK

*Key policy directions for the next 50 years*

- a. The NCC will continue to acquire additional lands as they become available for purchase or when the owner wishes to give the lands to the nation. The NCC will prioritize lands that are vulnerable to development, that are of unique ecological character, or that act as linkages in ecological systems.
- b. With respect to human habitation within the Park's boundaries, the NCC will work with residents and local authorities to bring such habitation to an ecologically sustainable state.
- c. The NCC will protect and enhance cultural heritage through preserving key buildings and landscapes.
- d. The NCC will work with local stakeholders to conserve and, in some cases, restore valued habitats and ecosystems in Gatineau Park. The NCC will work to maintain ecological connectivity, biodiversity and species at risk.
- e. Ongoing efforts are required to work with Park users to ensure respectful recreation that meets the growing and diversified interests of users, while ensuring conservation, such as the "leave no trace" philosophy. The NCC will work with user groups to forge sustainable relationships between people and nature.
- f. The NCC will work with municipalities, conservation agencies and other private partners to develop linkages from Gatineau Park to broader ecological networks and to secure ecological corridors.
- g. The NCC will continue to work with municipalities and other groups to leverage the conservation of natural assets for regional economic benefit, and complement the Park's offerings with outdoor activities outside the Park. The NCC will encourage municipalities to plan and develop design standards within Gatineau Park, and to create alternative recreational facilities to help reduce the pressure on the Park.

## MILESTONE 9

### NEW GATINEAU PARK VISITOR CENTRE AND IMPROVED TRAILS

Improving Gatineau Park's trail system will alleviate environmental pressures by directing users to sites with sufficient capacity to receive them. A new visitor centre will provide a better welcome for Park users, and offer more room to hold educational activities in partnership with conservation and recreation groups.







Philippe Cabin in Gatineau Park.  
Source: NCC



## WATERWAYS AND SHORELINES

Canada's Capital is a waterfront capital. It is located at the confluence of three rivers: the Ottawa, the Gatineau and the Rideau. This location was critical to the trade route of the First Nations, then much later to the decision to make Ottawa the national capital and the site for Parliament. The Ottawa River—which formed the border between Upper and Lower Canada—is an important unifying element in the region's history. Its Ontario side was designated as a Canadian Heritage River in 2016.

The Rideau River and Gatineau River flow into the Ottawa, forming one of Canada's largest river systems—measuring 1,271 kilometres in length, with a watershed of approximately 146,000 square kilometres. The Gatineau River, almost 400 kilometres in length, was an important logging waterway from the north. The Rideau Canal traverses over 200 kilometres of the Rideau and Cataraqui river systems, stretching from Ottawa south to Kingston's harbour on Lake Ontario. In 2007, UNESCO added the Rideau Canal to its distinguished family of World Heritage Sites.

The Ottawa River continues to form the boundary between Ontario and Quebec, flowing through the centre of the National Capital Region. In earlier times, the river was the main transportation route into the hinterland. The confluence of the Capital's three rivers is in the heartland of Algonquin Anishinabeg traditional territory. The configuration of the rivers and the portage routes were the geographic base for the region's first permanent settlers and the starting point for the exploration of the continent by Europeans.

The efforts to beautify the Capital that began soon after its proclamation in 1857 resulted in the gradual conversion to parkland of the industrial sites along these riverbanks. With the decline of the lumber industry in the Capital during the early 20th century, new opportunities arose to reclaim more of the shore for public use. Successive planning visions resulted in the creation of publicly accessible banks along the Ottawa and Rideau rivers, as well as the Rideau Canal. The creation of the Canal Driveway (now the Queen Elizabeth Driveway) and its picturesque setting graced the Canal with accessible paths and gardens. Construction of the Rockcliffe Parkway (now the Sir George-Étienne Cartier Parkway) coincided with the creation of Rockcliffe Park, which offers residents and visitors a bucolic setting and recreational space overlooking the river. Gréber's plan for the national capital called for the relocation of active industry and railways to the periphery, to further embellish and modernize the Capital.

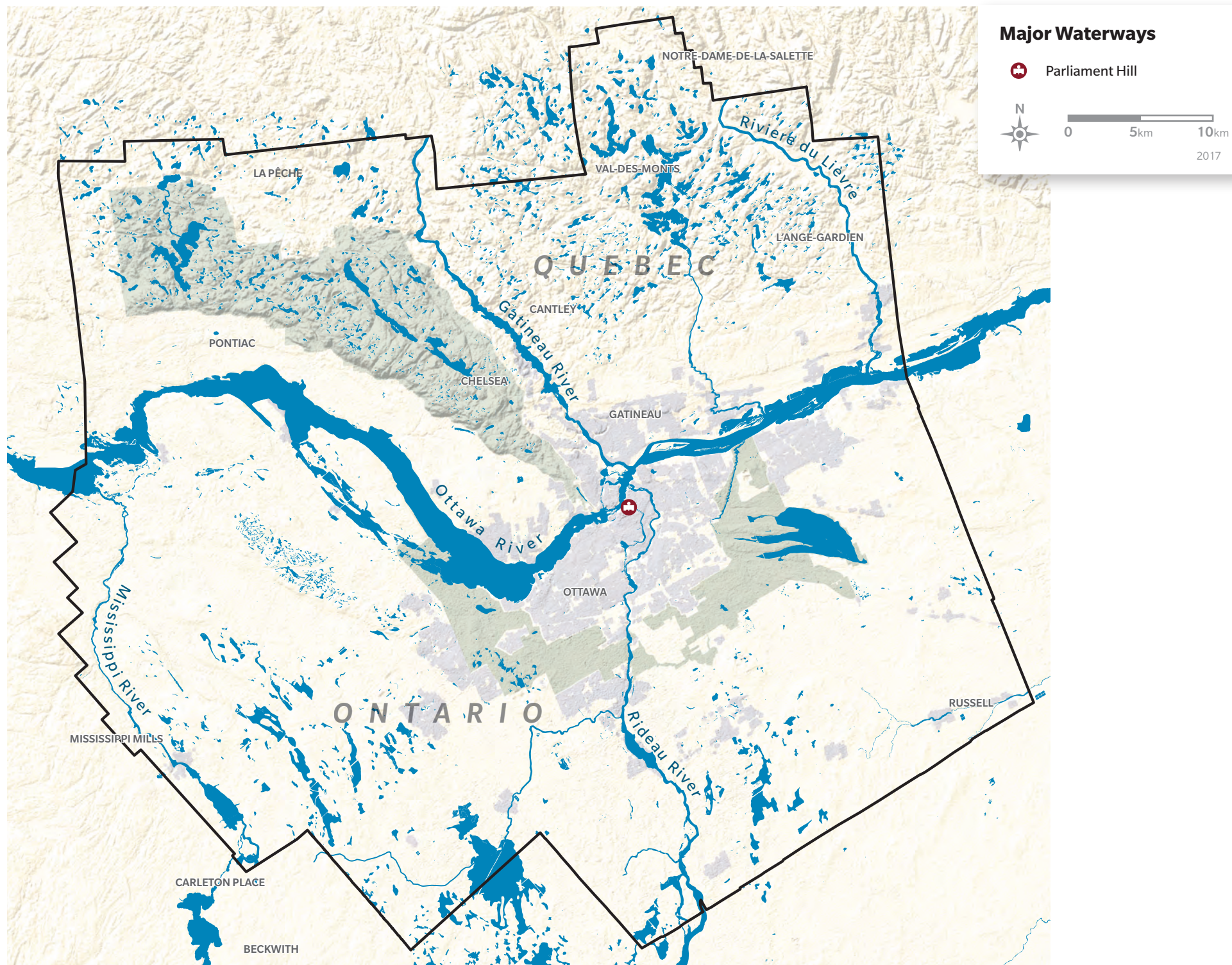
The region's waterways provide recreational opportunities to local residents and visitors. They offer magnificent natural vistas, and provide a unique opportunity to come into contact with our heritage and the natural world that surrounds us. Treasures to be preserved for future generations, these waterways convey multiple meanings that will be expressed in the various settings along the shorelines.

- > They have a spiritual meaning for the Algonquin Anishinabeg people, and they provide striking natural settings such as the Chaudières Falls.
- > They are symbolic, as they offer a representation of the natural character of the country, which serves as a unifying feature, both cultural and geographic.
- > They serve as primary communication routes, ancient highways leading to vast expanses of nature and wilderness in the hinterland.
- > They are historic meeting places: for Indigenous peoples, then for the raftsmen and log drivers who are part of the Capital Region's lumber industry heritage.
- > They are scenic routes, as many parks and green spaces line their shores, and they serve as important entrances to the Capital.
- > They serve a recreational function, offering the potential for nautical activities, as well as open space for leisure and meeting places.
- > They are environmental lifelines: the efforts to improve their water quality benefit the larger watershed.

The environmental health of watersheds and the protection of water quality are of the utmost importance when considering the long-term conservation of waterways and shorelines. While some areas will be actively used, there are vast areas of shoreline to be protected, restored and naturalized.

In 2067, a reimagined shoreline system will improve public access and enjoyment of the waterfront lands. High-quality views and vistas along waterways will be protected and enhanced. A defining feature of 21st century cities is the fact that they are turning their sights and focus toward public use of waterways and shorelines. Federal lands will play a vital role in restoring the quality of the waterways such that they are liveable, swimmable and ecologically diverse.



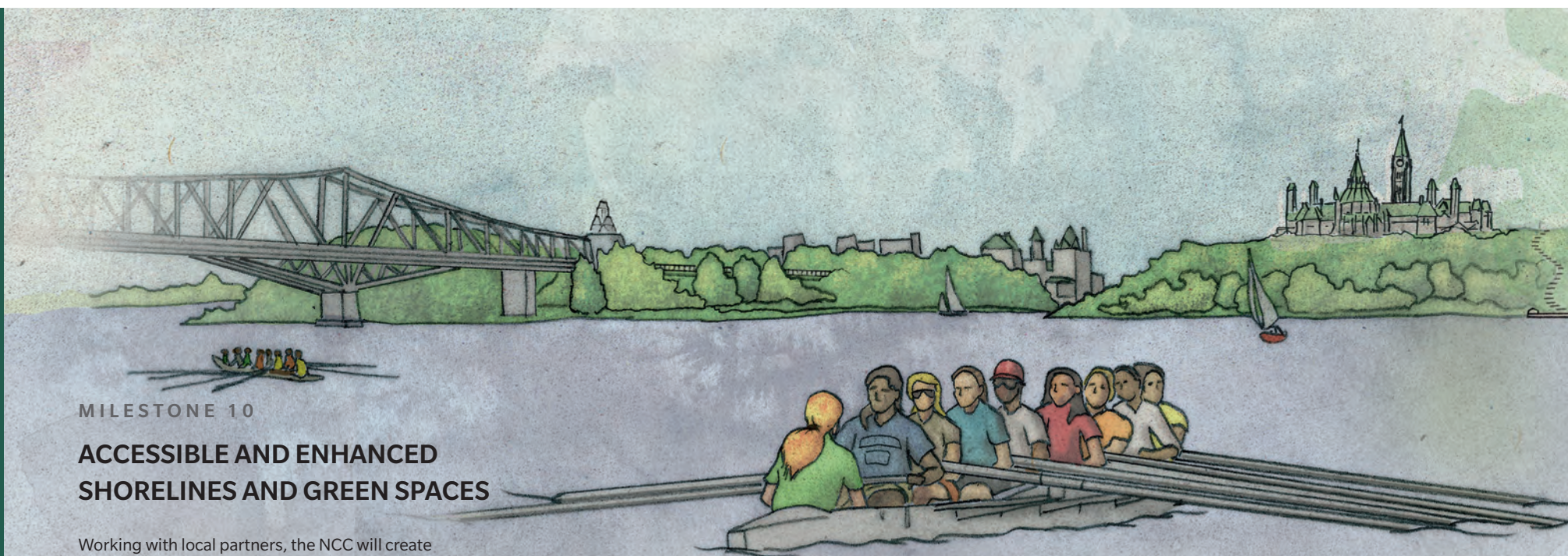




The shorelines will harbour lively places for cultural events, nautical activities, and places for people of all ages, abilities and walks of life to feel warmly welcomed in the Capital. Several key rest points will offer the opportunity to reconnect with nature, access the waterway, meander along an interpretation path or picnic in a unique scenic setting. Public ownership of the shorelines enables the rediscovery of historical uses of the region's waterways, in conjunction with the interpretation of sites for visitors and residents. The

promotion of water-based recreational activities such as boating will further contribute to the active use of these waterways. The value of parkways as green infrastructure will increase exponentially with the growth of the region.

Collectively, these improvements will reimagine the water culture that once existed in the region. Providing access to waterways and the addition of amenities along shorelines will be kept in balance with the need to safeguard the health of waterways in the Capital Region.



#### MILESTONE 10

### ACCESSIBLE AND ENHANCED SHORELINES AND GREEN SPACES

Working with local partners, the NCC will create the Sir John A. Macdonald Riverfront Park, a world-class offering of recreational, cultural and ecological amenities extending from LeBreton Flats westward to Mud Lake at Britannia. The NCC will redesign the landscape of Jacques-Cartier Park to improve river accesses, and develop other riverfront parklands to reimagine the flourishing river culture that once existed in the region. In partnership with Energy Ottawa, the NCC will create a new public park overlooking the Chaudières Falls, with

the redevelopment of its generating station and the development project on Chaudières Island. The park, a place of special significance for the Algonquin Anishinabeg Nation, will include spaces for traditional ceremonial activity. A new pedestrian bridge will link the falls to the north shore and

to Portageurs Park. The NCC will also improve accesses and amenities along the Rideau Canal and the Rideau River for recreational purposes, and will develop a riverfront park along the Sir George-Étienne Cartier Parkway.



## **WATERWAYS AND SHORELINES**

### *Key policy directions for the next 50 years*

- a. Riverfront green spaces will remain primary public green spaces, but will incorporate new structures and partnerships to foster greater public access, activity and amenities, while improving the quality of natural habitats in areas that are not actively used. Along the Ottawa River, in the core area and along the green linear parkway corridors, more places will provide access to and contact with the water for people to enjoy.
- b. Today's parkway corridors will be transformed to establish linear green spaces serving a dense urban core as places for people in riverfront parks. These spaces will showcase the Capital's natural scenic, cultural and recreational qualities through better access, as well as greater active mobility and enjoyment of the waterways.
- c. A major destination of the Capital, Nepean Point will be renewed and improved as a striking landmark and lookout, and part of a continuous riverfront promenade from the Rideau Canal to the Rideau River.
- d. The NCC will continue to work in partnerships to allow activities that are compatible with existing waterfront parks and maintain sites available for national programming.
- e. The NCC will prepare specific plans for riverfronts to outline how land use can promote enhanced public access, while protecting sensitive ecological elements, cultural landscapes, and archaeological and built heritage.
- f. The NCC and its federal partners will improve waterway lands to reimagine the flourishing water culture that was lost over the past century. The NCC will invest in riverbank modifications to offer mooring and wharves outside ecologically sensitive areas, and new passive open spaces providing better access to the water for the use of watercraft and soft, or low-impact, recreational activity. The NCC will enhance connections to islands in the rivers, although some will remain untouched as natural preserves.
- g. The transportation systems along the shorelines will provide greater capacity for pedestrians and cyclists. This includes creating new safe crossing points on transportation corridors. The parkways will continue to be part of the Capital's urban green system, forming a chain of linear park-like spaces and corridors, providing access to the river shores and Capital institutions.
- h. The NCC will work with its agricultural tenants to improve farming practices and reduce environmental impacts on nearby watercourses.
- i. The NCC's continuing development of LeBreton Flats will encourage more activity at the riverfront.
- j. The protected linear corridors will help preserve floodplains and river shorelines, protect water quality, safeguard cultural landscapes, provide passive recreation, offer scenic opportunities, and connect open space systems of the urban and broader Capital Region.
- k. As shoreline infrastructure (such as storm outfalls, electrical infrastructure and heating/cooling stacks) comes up for life cycle replacement, federal departments and agencies will seek alternatives that are minimally visually intrusive on picturesque riverbanks, or provide visual screening, particularly in the core area.
- l. The NCC will cooperate with the municipalities to improve best practices for the management of stormwater, particularly by progressively improving techniques to manage water quality and initiate remedial work. Runoff rates will be managed to avoid the degradation of creek and river corridors. The NCC will implement the policy to frame the use of its lands for new water quality control infrastructure. This applies when the municipality has no alternative but to use federal lands.



## THE GREENBELT

The Greenbelt is a unique and special place where nature, people, recreation and agriculture come together. The Greenbelt is a people place. With the Greenbelt's more than 150 kilometres of trails, users can connect to the Trans Canada Trail, the Rideau Trail and the Capital Pathway network.

The Greenbelt has a rich diversity of natural heritage resources, including a rare boreal wetland, numerous species at risk, geological outcrops from the interglacial age, and remnants of an ancient sand dune dating back over 10,000 years. It is a place where amateur scientists, researchers and other citizens can get involved in making the Greenbelt an enriching source of meaningful experiences and lifelong learning.

The Gréber Plan guided the shape and development of the Capital Region for over half a century. It directed the establishment of the Greenbelt as a means to limit the extent of urban growth in the expanding Capital, to protect its scenic countryside with lands dedicated to agriculture, to create a connected system of natural areas and to provide a home for large federal institutions. Gréber's plan did not foresee the rate of population growth, or the changing patterns of urban land consumption. Consequently, the Greenbelt gradually ceased performing a growth management function many years ago. Now ringed with urban developments, it is accruing value as a major protected urban green space.

In 2067, the Greenbelt will have better integrated its vast network of natural spaces in the midst of an urbanized region. It will remain an integral part of the Capital green space network as a cohesive and robust entity supporting a balanced mix of environmental protection, local agriculture and

recreation. It will continue to function as an ecological network connecting high-value natural and cultural landscapes in the midst of growing and intensifying urbanization. The Greenbelt will reinforce the region's overall resilience and exemplify the Capital's commitment to protect its picturesque and natural assets. The Greenbelt will be an environmental example, demonstrating the Capital's leadership in environmental stewardship.

The projected population increase will have an impact on the Greenbelt, as much of the growth within the City of Ottawa could take place in communities adjacent to the Greenbelt. With increasing urban intensification and suburbanization, the Greenbelt could assume even greater importance in coping with climate change, food security, ecological connectivity and the need for a low carbon economy with a low ecological footprint. In time, it will become a green haven in the centre of the city, and it will be as important to this region as the Emerald Necklace is to Boston, U.S.A., the Adelaide Park Lands are to Adelaide, Australia, and the Vienna Woods are to Vienna, Austria.

The Greenbelt will build regional resilience with local food production. An evolution toward modern, diversified, resilient and viable agricultural production will secure greater relevance for the community. The conservation of productive farms and soils on federal property in the Greenbelt, as well as potential future innovations in sustainable agriculture and urban farming, are important in a future of regional population growth and continued urbanization. The Capital will also benefit from the creation of opportunities for enhanced agro-tourism and the active preservation of cultural landscapes.

### MILESTONE 11

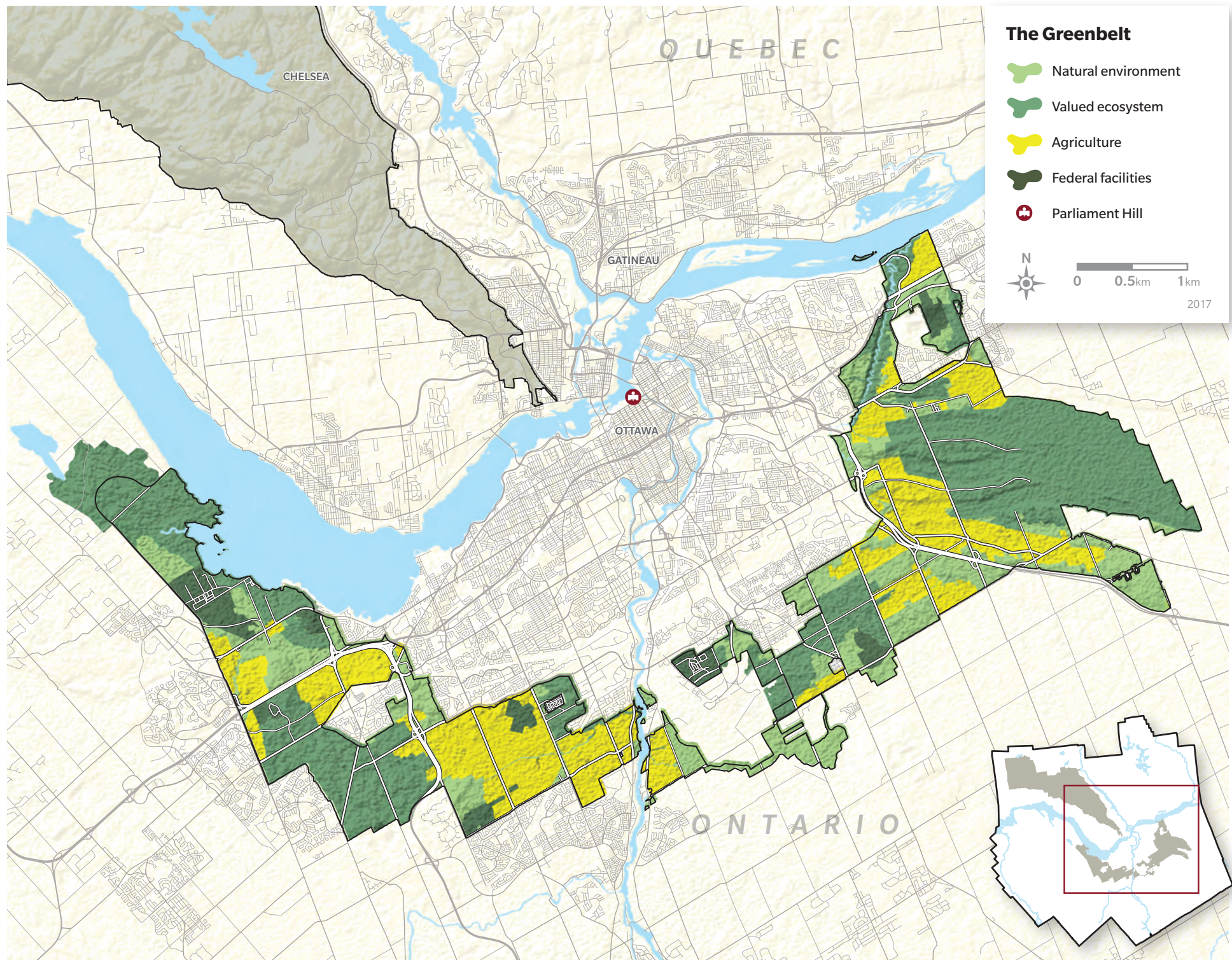
## COMPLETION OF THE GREENBELT PATHWAY NETWORK

The NCC will complete a continuous Greenbelt pathway system from Shirleys Bay in the west to Green's Creek in the east, along with connecting pathways to the inner urban area, and the outer

communities of Kanata, Bell's Corners, Barrhaven, Riverside South, Findlay Creek, Blackburn Hamlet and Orléans.









## THE GREENBELT

*Key policy directions for the next 50 years*

- a. The NCC will be a careful steward of these lands by maintaining and protecting high-value ecological features such as wetlands and habitats, as well as agricultural lands. It will accommodate carefully located pathways and, where possible, enhance and promote recreational opportunities to users. The Capital will demonstrate the benefits of sustainable agriculture to the country.
- b. The NCC will continue to update its Greenbelt land use policies on a regular basis to ensure adaptive management of the land base in response to the region's physical evolution.
- c. The NCC will allow soft or low-impact recreational uses, provided that they do not affect the Greenbelt's ecological integrity or result in the fragmentation or loss of productive farm soils over the long term. Furthermore, municipal community gardens serving adjacent neighbourhoods may be permitted on lands that allow agricultural uses.
- d. The NCC will work with the City of Ottawa, conservation agencies, and other private- or public-sector partners to develop ecological linkages from the Greenbelt to broader ecological networks.
- e. Where new infrastructure must cross the Greenbelt, when demonstrated that there is no other viable alternative, the NCC will encourage its clustering in corridors to avoid further fragmentation of the land base. Any proposed new transportation infrastructure must be evaluated through the cumulative effects assessment process that the NCC has jointly established with the City of Ottawa.
- f. The NCC will host world-class urban agriculture. It will follow cutting-edge practices and undertake collaborative research in farmland and soil conservation and food production. Building on the unique position of its protected agricultural lands near the centre of a large urban region, the NCC will be a leading contributor to enhanced food security and resilience by encouraging local production. The NCC will celebrate Canada's living agricultural legacy by elevating the region's rich agricultural history and heritage while embracing modern, diversified and sustainable agricultural production.
- g. The NCC will participate in discussions with other levels of government on future land use at the outer limits of the National Capital Region to protect regional biodiversity.

## CAPITAL URBAN GREEN SPACES

Parks, urban green space and green linear corridors are smaller pockets of land that form a network of open spaces in the urban areas of the Capital, and supplement the larger green spaces found in Gatineau Park and the Greenbelt and on the shorelines. The Capital urban green spaces create a network that contributes to the image of Canada's Capital as a truly unique green city. Green spaces are the living and breathing part of a bigger whole, which contribute greatly to quality of life in the larger urban region. Likewise, the open space system provides recreational opportunities and builds ecological capacity in the overall Capital Region.

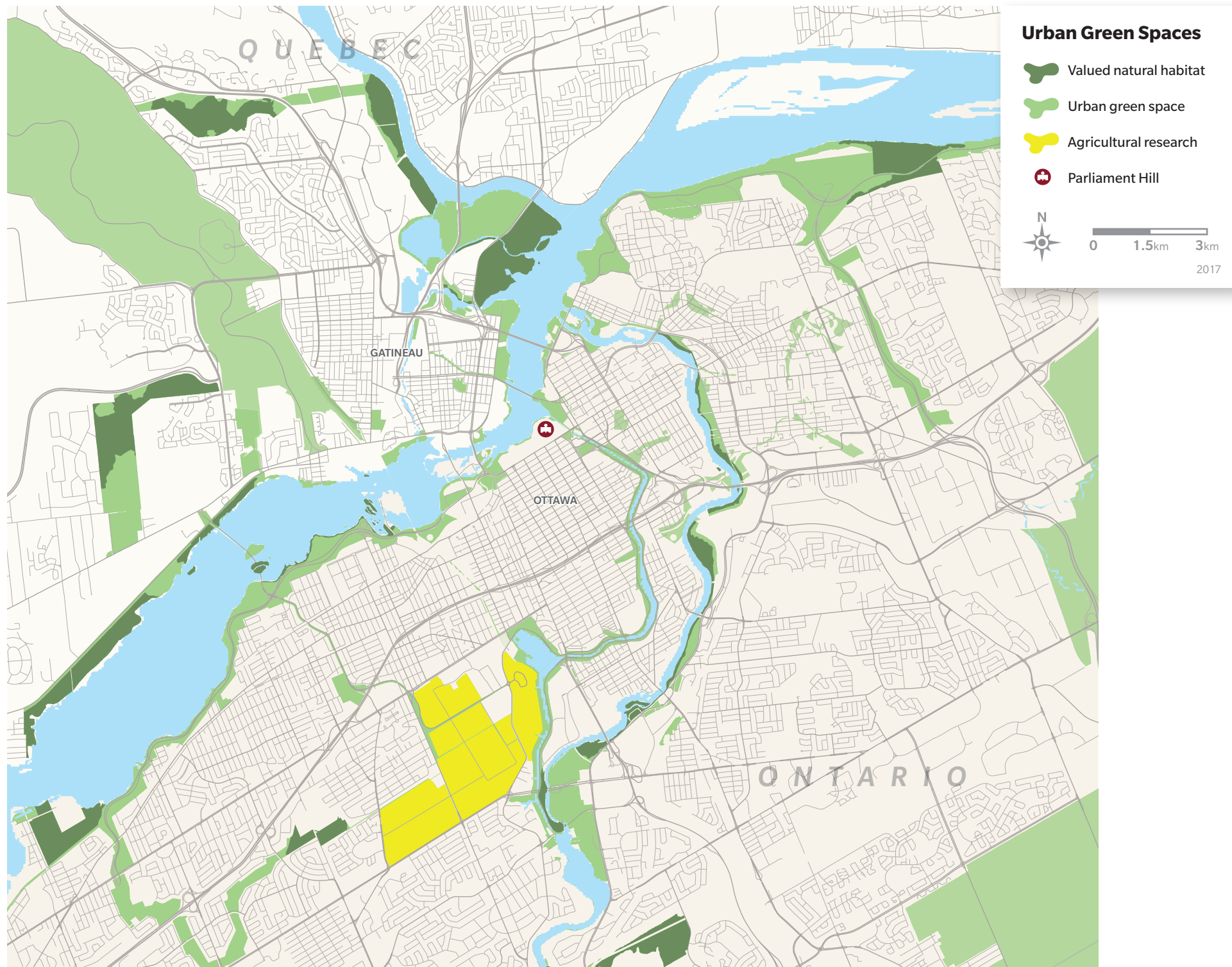
The NCC manages this network of precious green spaces to provide accessible places for people to enjoy and explore, and to ensure the long-term viability of the region's biodiversity. The large Capital parks will continue to serve as venues for events and activities that serve to animate the Capital.

## CAPITAL URBAN GREEN SPACES

*Key policy directions for the next 50 years*

- a. The NCC will retain open space lands of national significance that perform Capital functions.
- b. As part of its regional interest land mass, the NCC may hold land under federal ownership that does not serve a Capital function, but supports an essential regional function, either in perpetuity or until an appropriate local steward is found who can maintain the lands as open space.
- c. The management of forested and treed areas on federal urban property will require the development of an urban forest management policy and rejuvenation actions. Federal agencies will work in close collaboration with the municipalities affected, some of which have developed policies in this respect.
- d. The NCC will work with its partners to create and secure, over the long term, quiet places and sheltered areas to protect the night sky in designated sectors of the Capital's network of urban green spaces.
- e. The NCC will work with municipalities, conservation agencies and other partners to develop ecological linkages from the urban parks and open space network to broader ecological networks.









Alexandra Bridge  
Source: NCC





# A THRIVING AND CONNECTED CAPITAL

*A growing urban region presents many opportunities to make Canada's Capital a cosmopolitan and appealing place to live, work and visit. "Thriving" means that the region is prosperous, lively and enjoyable. For example, the region's wide range of social, economic and cultural opportunities includes built heritage as an attractive component of the economic and cultural landscape. Another is the ease of moving around and interacting with other people in public places to facilitate social connections.*

**S**ince Ottawa became the capital, the presence of the federal government has had a defining impact on the makeup of the region's economy, through direct and indirect employment and spending, and through contributions to regional governments in the form of payments in lieu of taxes for lands other than parks. The Capital is a major tourist destination: national symbols and major commemorative events (such as Canada Day and Remembrance Day) draw significant numbers of visitors to the Capital Region.

Municipal and federal administrative jurisdictions have changed over time to reflect changes in urbanization and the region's spatial structure. Nonetheless, more than ever, the region has the potential to function as a single economic and interconnected agglomeration.

A leading objective of this plan is to balance the Capital Region's role in representing Canada to our nation and the world on the one hand, and to support the local interests of residents on the other. The Capital Region's success relies on ensuring that the region remains a prosperous, vital and dynamic place.





## THE CAPITAL AND THE REGIONAL ECONOMY

The federal government is a major employer in the region. Wages earned by the federal public service in the National Capital Region contribute to the stability of the regional economy. The federal government's activities also support significant indirect employment in sectors that include professional services, construction and technology. The activities of NRC and other federal research bodies have helped attract major research enterprises to the region. Many firms have located in the Capital to meet the federal government's demand for goods and services.

Over time, the region's tourism and cultural sectors have also become important sources of employment and economic activity. The federal government's presence contributes to the continued growth of both of these sectors.

The federal government's activity will remain a decisive sector of the region's economy into the future. However, the relative size of its impact will possibly diminish in importance when compared with the other sectors of the Capital Region's economy, such as research, technology, health care and the cultural industries. National scientific institutions, as well as several

large public and private post-secondary institutions, attract students and researchers from across Canada and around the world, giving the Capital a reputation as a centre of innovation. The presence of a highly educated population in a diverse and liveable region ensures that the government has a large talent pool to draw from.

The region's appeal, and its competitiveness in attracting and retaining talented workers, will affect the efficiency of the federal public service and the delivery of federal programs. In turn, the expectations of these employees and their families will impact the region's urban development. Their aspirations for well-being, quality of place, inclusiveness and economic stability will help create a thriving Capital Region.

What will Canada's Capital have become 50 years from now? Far-reaching growth and changes to the Capital since 1967 far exceed what Jacques Gréber thought possible in the 1950s. Today, in the face of rapid technological advances, social and demographic changes are redistributing employment patterns in the Capital as part of an evolving urban economy. The accommodation of the federal workforce is shifting, reflecting changes

### MILESTONE 12

## DEVELOPMENT OF LEBRETON FLATS AND THE ISLANDS SITES

The convergence of many projects on the western edge of the downtown core will bring an exciting energy to the Capital and enliven the waterfront. This includes the completion of the LeBreton Flats redevelopment, the National Holocaust Memorial, new national military commemorations, the construction of the Pimisi and Bayview stations by the City of Ottawa, the redevelopment of Chaudières and Albert islands, the Indigenous peoples gathering place on Victoria Island, private sector development on the former Domtar lands, and the construction of the City of Ottawa's Innovation Centre and Central Library.







< Conceptual rendering of  
Terrasses de la Chaudière.  
Source: grc architects

seen in the private sector, where physical employment accommodations are becoming more collaborative, space-efficient, flexible and universally accessible. Flexible work arrangements and the use of technology are changing layout requirements for federal accommodation sites.

The highly skilled workforce of the future will enjoy a mix of casual and formal spaces where people can link to their work through wireless communications. The boundaries between areas in which to live, work and play will likely become porous. Land use planning and the planning of federal accommodations will follow this model, over time. Mixed-use areas where employment and living space are more closely located or integrated

will help people to spend less time commuting. Applications associated with the open and smart city concept will facilitate day-to-day living patterns and travel modes. This technology will help monitor energy consumption, and improve overall efficiency in the production and delivery of resources.

In a world where metropolitan regions are likely to compete even more for talent and capital, assets such as quality of life, character of place and healthy environmental conditions will determine their success. Cities will need to become more adept in moving workers, goods and services to deal with the increasing cost of energy and water resources. They will need to improve efficiency in the heating and cooling of buildings, and the production and supply of food.

New infrastructure will be critical. Intelligent information networks can have a considerable impact on day-to-day life, and are essential for planning and managing complex urban and metropolitan entities and systems. Public lands that are distinctively part of the Capital legacy can be assets to support this future dynamism. Their value is beyond economic, as they encompass symbolic, cultural, scientific, aesthetic and ecological values, as well as offer social resilience.

This plan fully supports the renewal of the federal employment campuses with the addition of other non-federal residential, retail and office uses, particularly near rapid transit stations. As discussed in Chapter 3, existing federal employment nodes, such as Tunney's Pasture and Confederation Heights, as well as some core area complexes, such as Place du Portage, will gradually adapt to integrate more effectively with the surrounding communities.



## THE CAPITAL AND THE REGIONAL ECONOMY

*Key policy directions for the next 50 years*

- a. The NCC will guide the redevelopment of LeBreton Flats as the nucleus of a revitalized district in the Capital.
- b. The NCC will support PSPC in its role to provide federal accommodation in locations that will contribute to Capital- and city-building, planned in a coherent manner to support municipal growth management priorities.
- c. The divestiture of some surplus federal lands will help to achieve regional objectives of consolidation and intensification within the existing urban boundaries.
- d. Federal land disposals and acquisitions in the National Capital Region will proceed in a clear and transparent manner, based on the principle of fair market value.
- e. Changes to federal accommodations will include locating facilities near readily available transit. Retrofitting or replacing buildings with more energy-efficient and accessible design will contribute to regional sustainability and reduce environmental impacts.
- f. In all aspects of its mandate, the NCC will support the use and development of smart technologies, and the sharing and exchange of information through partnerships with other federal agencies and the municipalities, to achieve high standards of efficiency.
- g. The NCC will support NRC's goal of making 100 Sussex Drive a centrepiece for a connected, collaborative science, technology and innovation hub that bolsters Canada's innovation capacity and visibility.

### MILESTONE 13

## RUISSEAU DE LA BRASSERIE SECTOR AND WRIGHT-SCOTT HOUSE REVITALIZATION

Ruisseau de la Brasserie (Brewery Creek) is at the very heart of the Capital Region's history. The NCC will support the Ville de Gatineau's undertaking to revitalize this sector as a cultural district, and will work with the city to integrate and connect NCC properties along Brewery Creek to the larger project. The NCC will seek a compatible use for the historic Wright-Scott House, restore it to its past lustre, and offer a better link to Portageurs Park and the Capital core.







SCOPE  
CELEBRATING  
11 YEARS  
REDEVELOPMENT OF ALBERT ISLAND  
THE ARTS & CULTURE QUARTER

Redevelopment of Albert Island.  
Source: Windmill Development  
Group, Ltd



## A LIVING CULTURE AND HERITAGE

In 2067, the Capital Region will have deepened the diversity and richness of its cultural heritage. This heritage offers multiple readings of the history and stories of the Capital and the country. From the Capital's prominent landmarks — including the Parliament Buildings, the official residences, other buildings of national significance, national historic sites and the Rideau Canal UNESCO World Heritage Site — to its intimate urban enclaves and picturesque rural landscapes, heritage forms a critical part of the Capital's identity.

As outlined in Chapter 3, a key feature of culture in the Capital is the presence of the national cultural institutions: the National Arts Centre, National Gallery of Canada, Canadian Museum of History, Canadian Museum of Nature, Canada Science and Technology Museum, Canada Agriculture and Food Museum, and Canada Aviation and Space Museum. Along with these partners, another leading institution is Canadian Heritage, which has the responsibility for programming and interpretation in the core of the Capital.

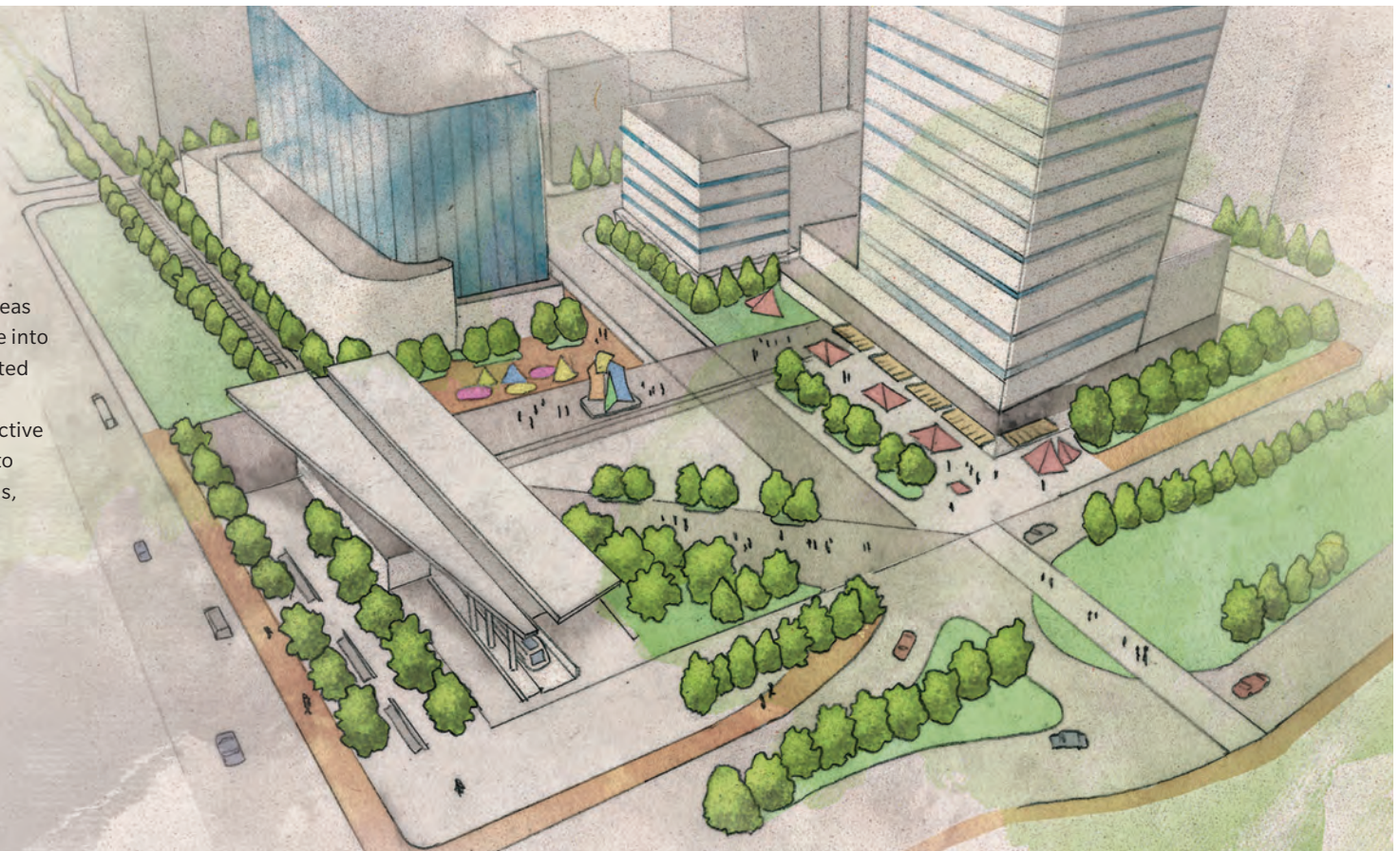
The Capital's expanding array of attractions, festivals and events is drawing ever more tourists to the region. In 2014, the Capital Region welcomed 10.4 million visitors, who contributed \$1.7 billion to the region's economy. The federal government's involvement in the planning and beautification of the Capital Region supports its continued attractiveness to potential visitors from across Canada and abroad. The NCC's work in preserving major heritage assets of national interest in the ByWard Market, and developing new attractions of regional, national or international significance at LeBreton Flats and on the banks of the Ottawa, Rideau and Gatineau rivers and the Rideau Canal adds to the attractiveness.

Architecture and design are expressions of culture. The NCC will seek high-quality and inspiring design in its projects and in those of its federal partners, and will promote high standards of inclusivity and sustainability for "capital" elements. The Capital is embellished and made more appealing by the development of places of high architectural, landscape and urban

### MILESTONE 14

#### IMPROVED URBAN INTEGRATION OF FEDERAL EMPLOYMENT AREAS

The NCC will work with federal and municipal partners to transform existing employment areas such as Tunney's Pasture and Place du Portage into more lively workplaces that are better integrated into their surroundings, and will locate new facilities to support use of public transit and active modes of transportation. This will contribute to the development of complete neighbourhoods, urban densification and improvement of the interface between federal employment areas and the public domain.





design quality that respect their surroundings and create a meaningful and memorable sense of place, beyond what a typical urban environment creates.

The multi-faceted cultural heritage of the Capital Region attests to successive layers of exploration and settlement. 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. The development of the lumber trade and the building of the Rideau Canal—an engineering marvel, which opened in 1832—modified the natural landscapes along the rivers and on the islands during the 19th century. In recognition of its exceptional heritage value, the Canal is protected under the *Historic Sites and Monuments Act* as a national historic site. In 2007, UNESCO recognized the Rideau Canal as a World Heritage Site.

Wealthy lumber barons built imposing mansions on both sides of the Ottawa River. Bytown, renamed Ottawa in 1855, became the capital by Royal Proclamation in 1857. In the late 19th century, the Monumental Capital movement sought to advance the building of a “great world capital.” It began with the Parliamentary Precinct above the Ottawa River, designed to create a landscaped ensemble. The green character of the Capital also captured the imagination, deeply rooted in the beliefs of the Victorian era’s City Beautiful movement: seeing and connecting to beauty through nature and gardens, as experienced in the works of great landscape architects such as Frederick Law Olmsted, Frederick Todd and Calvert Vaux. In the 120 years that followed, each leading architectural movement left its mark on the Capital in the form of national institutions that have become iconic landmarks. Many of these 20th and 21st century buildings have received architectural and urban design awards.

Waves of immigration also shaped the character of the Capital, from the early French-Canadian, Irish and Scottish labourers who worked on the Rideau Canal in the 1820s, to more recent migrations of people from diverse cultures around the world. Cultural diversity in Canada and in the Capital has brought with it new perspectives and values, shaping both physical form and cultural life.

Conservation is a critical part of the NCC’s mandate. Understanding the heritage fabric of the Capital in all its forms—built heritage, archaeology and cultural landscapes, as well as intangible heritage (skills, knowledge and traditions)—is critical to planning for the future. The NCC will be a leader in the stewardship and management of its own heritage assets. Works involving a heritage site or its immediate surroundings must be based on a strong understanding of its heritage value and the conservation of heritage-defining elements.

Strutt House (built in 1956),  
Gatineau Park  
Source: Strutt Foundation





Archaeological sites in the Capital are rich in artifacts, and offer opportunities to improve the interpretation of the presence of the Indigenous peoples and their contribution to this region. Several industrial archaeological sites, as well as a number of buildings and structures, such as the Thompson Perkins Mill, attest to the lumber industry's role in the development of the Capital, and contribute to its cultural landscape.

Archaeological resources represent a significant layer of the region's history that must be protected. Better physical access to these sites and increased online access to artifacts will ensure that their significance is understood and cherished.

Contemporary contributions to this cultural legacy respond to the aspiration of creating a great world capital. It is essential to continue to promote design excellence, creativity and innovation to create liveable spaces that support and enhance the special character of the Capital. It is important to create places where people feel welcome.

Public art contributes to placemaking by drawing on the vocabulary of contemporary art practices, sometimes challenging our conventions regarding public space. It also showcases Canadian or international talent and enables people to learn about history.

## MILESTONE 15

### CAPITAL ILLUMINATION PLAN

In cooperation with federal departments, national institutions, municipalities and private building owners, the NCC will develop and implement an illumination plan that will make the nighttime appearance of the Capital more appealing, highlighting prominent architecture and public spaces, while reducing overall energy use, and protecting designated natural habitats from light pollution.





## A LIVING CULTURE AND HERITAGE

*Key policy directions for the next 50 years*

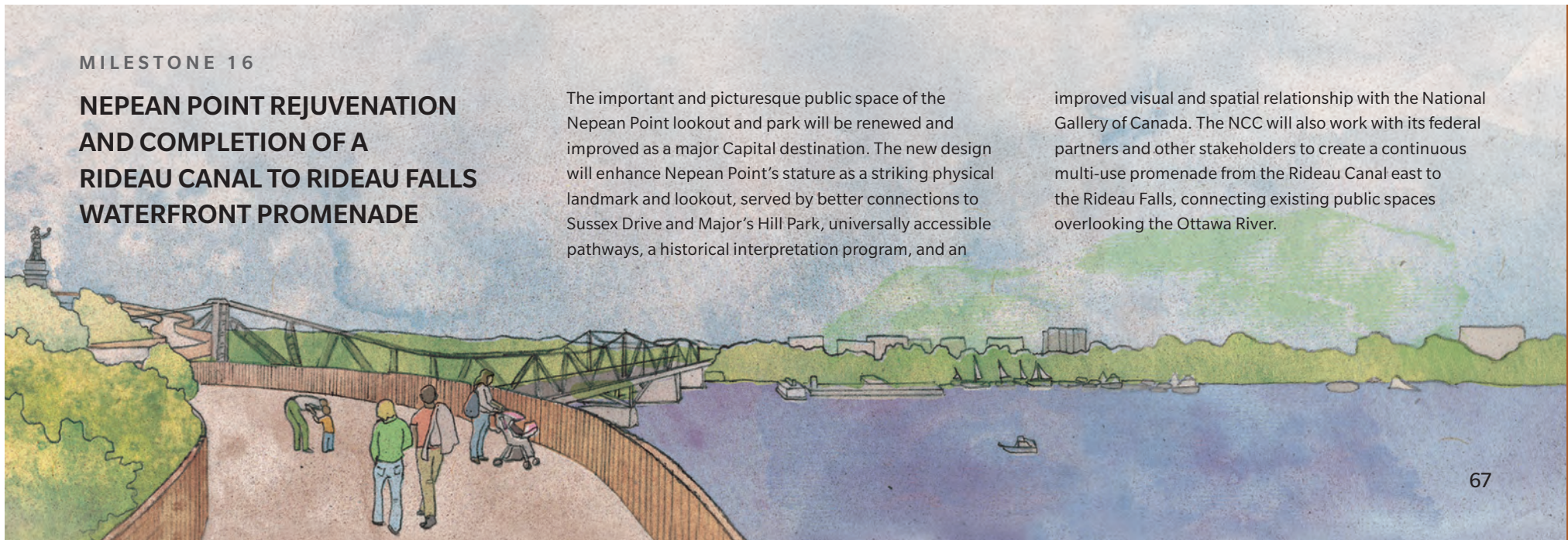
- a. The NCC will strive to protect heritage buildings and sites, and bring them to life with new uses that respect their character, are compatible with the heritage features to be preserved, and have well-integrated accessibility features. Project-specific development criteria will be applied. The NCC will give special attention to 20th century architecture.
- b. The NCC will promote the quality of design to ensure the creation of responsive, accessible, enduring and responsible places, buildings, structures and landscapes over time.
- c. The NCC will continue to prioritize the use of its lands for national cultural activities and to support artistic creation. Local and regional activities will be permitted where they do not interfere with the national purpose of the NCC's lands and where no municipal lands are available as an alternative.
- d. The NCC will maintain an inventory of land that is suitable for the development of new national cultural institutions, as resources permit. A specific framework will provide guidance. This may include new facilities for music, portraiture, contemporary art and national honours.
- e. The NCC will work with its federal partners to add to and enhance art of the highest quality in the public realm of the Capital, both as stand-alone installations and as art that is integrated into other development projects.
- f. The NCC will support the diversity of arts in the Capital by allowing the use of its lands, where appropriate, by non-profit organizations and educational institutions for temporary events.
- g. The NCC will encourage the development of an online digital signature for the Capital that promotes inclusiveness, openness and transparency, access to heritage, as well as guiding and stimulating visits to the Capital.
- h. The NCC will work with federal, local and private sector partners to promote a fully bilingual core area, as the recognition of Canada's official bilingualism is a crucial facet of the national and regional identity.
- i. The NCC will promote a collaborative regional approach to cultural planning, in partnership with municipal governments and community-based organizations.
- j. The NCC will continue to work with Parks Canada to protect and enliven the Rideau Canal World Heritage Site, and ensure that the settings respect the Rideau Canal World Heritage Site Management Plan submitted to UNESCO.

### MILESTONE 16

## NEPEAN POINT REJUVENATION AND COMPLETION OF A RIDEAU CANAL TO RIDEAU FALLS WATERFRONT PROMENADE

The important and picturesque public space of the Nepean Point lookout and park will be renewed and improved as a major Capital destination. The new design will enhance Nepean Point's stature as a striking physical landmark and lookout, served by better connections to Sussex Drive and Major's Hill Park, universally accessible pathways, a historical interpretation program, and an

improved visual and spatial relationship with the National Gallery of Canada. The NCC will also work with its federal partners and other stakeholders to create a continuous multi-use promenade from the Rideau Canal east to the Rideau Falls, connecting existing public spaces overlooking the Ottawa River.





## CONNECTIONS AND MOBILITY

Historically, the role of the NCC and its predecessors in urban transportation derived from its legislated federal planning mandate and its ownership of lands and infrastructure such as bridges, parkways and corridors.

In the years following 1950, the Federal District Commission, and later the NCC, reshaped the region's transportation networks by reimagining the Capital's core and relocating the region's industrial functions and the rail network toward the urban periphery.

In the second half of the 20th century, as in all North American cities, there was a move to give precedence to the use of private automobiles, which underscored the 1950 Gréber Plan. In recent years, there has been a reversal of this trend, with a substantial emphasis on public transportation, ride sharing and segregated cycling facilities. Though it is difficult to predict the course of urban mobility over the next 50 years, advanced information technology is already shaping mobility patterns and transportation systems management. The likely changes may be a continuation of investment in public transit and cycling, more emphasis on the pedestrian experience, substantially enhanced universal accessibility in public realm design, and much more on-demand and automated vehicle services. The NCC will actively encourage transportation policies leading toward environmental sustainability.

Transportation investments by the NCC over the next decades should support placemaking, in addition to enhancing the experience of the Capital. Federal involvement in regional transportation should then concentrate on investing in assets that serve as a foundation for a distinctive and attractive sustainable mobility network.

Improved interprovincial connectivity remains an important aspect of the federal contribution to regional mobility. The federal workforce in the Capital Region, distributed on both sides of the Ottawa River, depends on these connections. The NCC supports the improvement of urban transportation in Canada's Capital Region with sustained efforts to ensure effective, cooperative and integrated planning, as well as high standards of design, environmental quality and stewardship. Success will require a collaborative approach across jurisdictions.

Key roadways and bridges accessing the core area, as well as other entry points (air, rail and bus) are important contributors to the symbolic character of the region, and should foster a sense of arrival and welcome for all visitors. Capital arrivals and gateways require a cohesive Capital brand



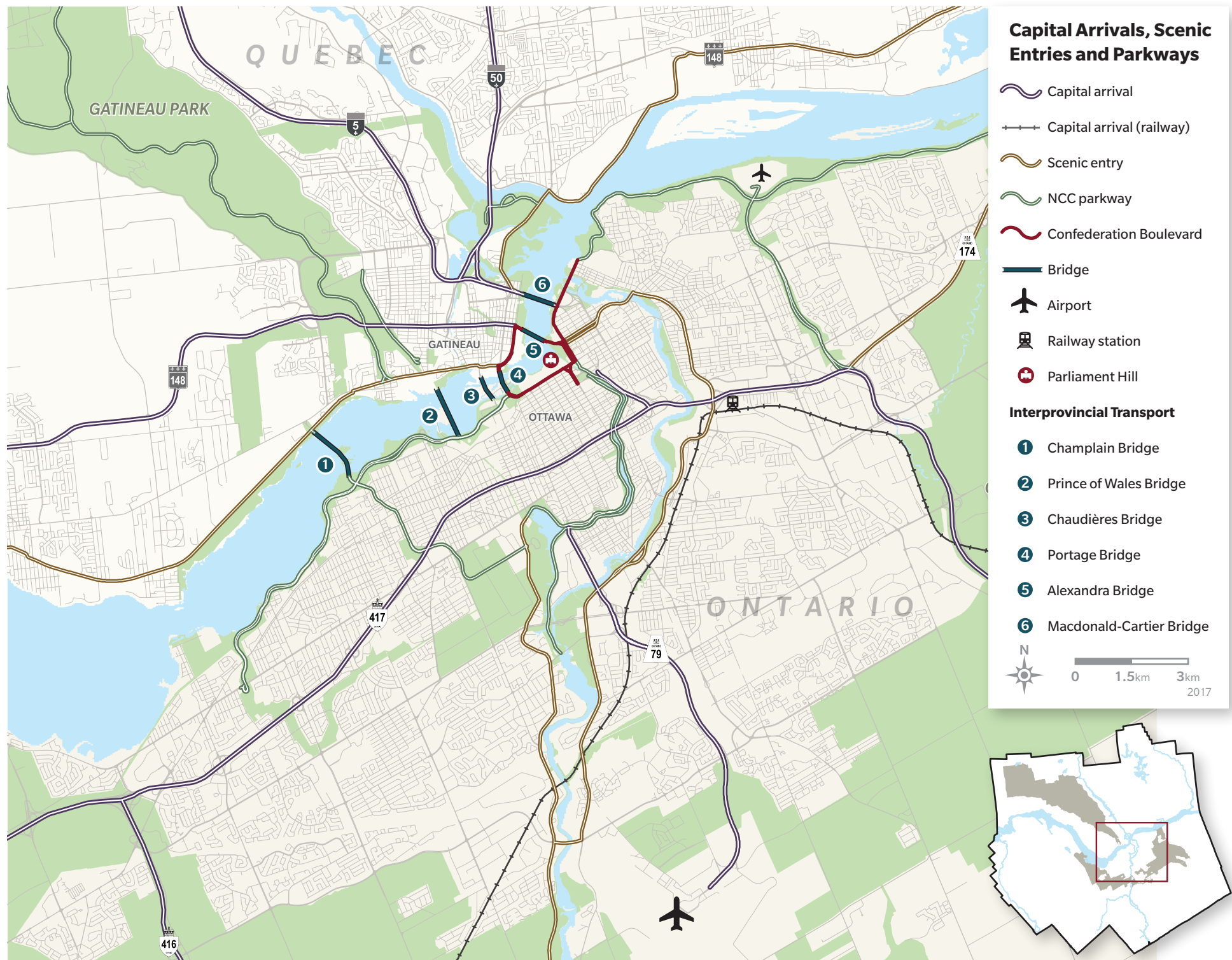
and exceptional design, and the NCC will work with its partners to achieve these aims; well-designed visitor orientation and information is an important factor in making the Capital Region an excellent destination.

The NCC focuses on mobility as fundamental to the Capital experience, providing opportunities to enjoy and explore the diversity of natural and built environments and landscapes in the region. Walking and cycling are two important active mobility modes that often provide the best way to fully appreciate the Capital. The renowned Capital Pathway network, developed in partnership with the municipalities, provides residents and visitors with continuous, safe and enjoyable routes to discover the Capital. The pathways serve the diverse needs of commuter and recreational cyclists and walkers, and are integrated with other on-road and off-road links. They allow access to Capital institutions and attractions, federal accommodations, scenic spaces and parks. The pathways running along the region's waterways offer users a scenic, leisurely excursion focused on interpretive and experiential elements along the way.

A

Alexandra Bridge at sunset.  
Source: NCC







Likewise, the parkway corridors within the urban area of the Capital, located mostly along the banks of the Rideau Canal and the shorelines of the Ottawa River, frame the beauty of the Capital setting and its waterways for public enjoyment. Their signature scenic qualities accentuate the quality of the journey experience, and distinguish them from the local transport network. They contribute to the green and ceremonial Capital, and they form part of the Capital green space network.

Under the Plan for Canada's Capital, the NCC will preserve the intended character of parkways as low-density, low-volume, slow-speed scenic routes in park-type settings, and will create a set of riverfront parks. In some cases, the connectivity of parkways with local roads renders them de facto commuter routes, though this is not their intended function. The NCC will accordingly continue to discuss ways of limiting this unintended use with the relevant authorities.

Interprovincial links are vital to the region's economic vitality and growth. The NCC acknowledges that the seamless integration of

interprovincial crossings with municipal and provincial transportation networks is essential for a prosperous and sustainable region. In this respect, there is a need to achieve coherent strategies for regional transportation that will improve connectivity across jurisdictional boundaries through the respective transit authorities' plans.

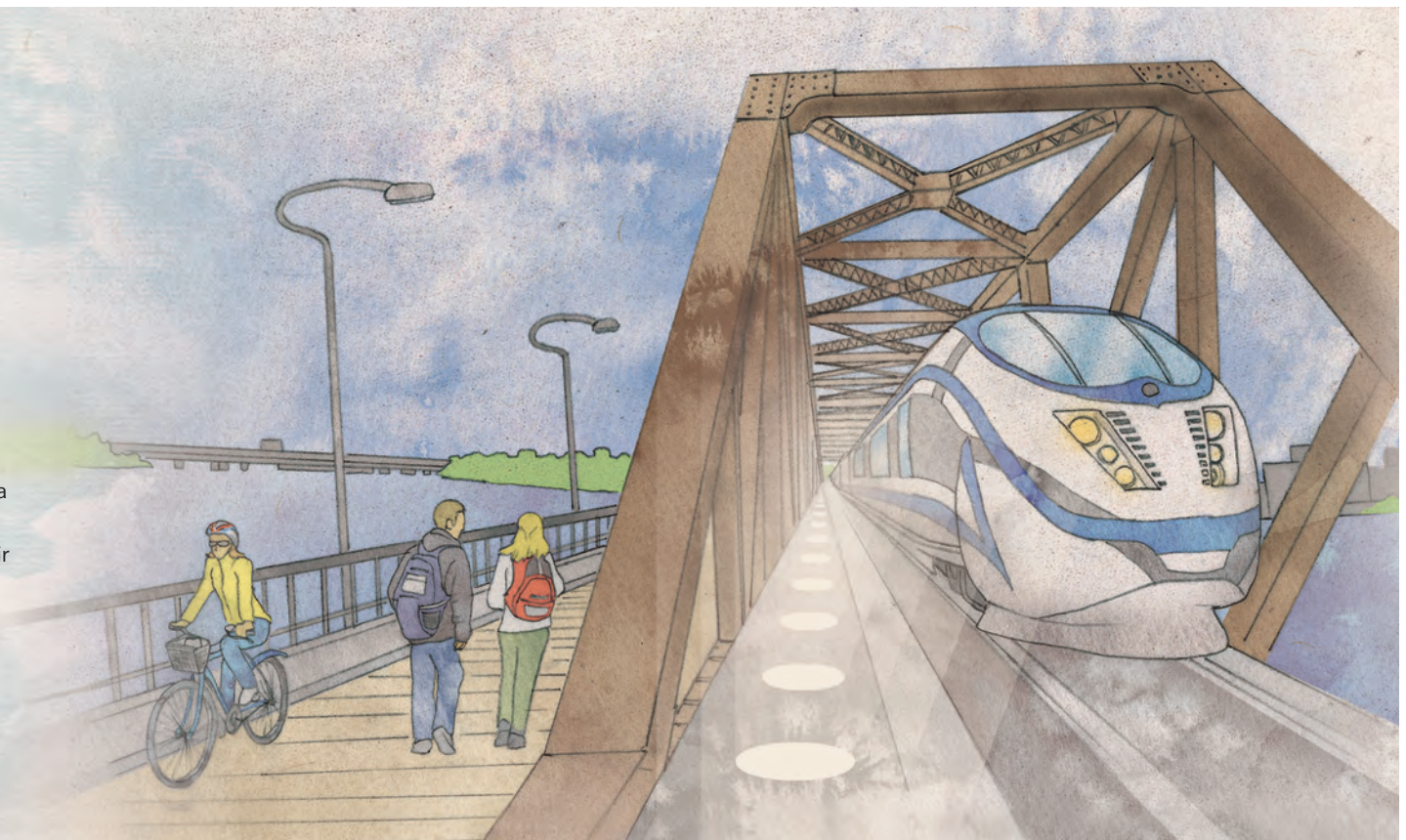
The NCC proposed a vision, through its Strategic Transport Initiative in 2005, that was multi-modal for both goods and people movement. It recognizes steps that are needed to enhance the resilience of interprovincial transport infrastructure, and advocates a stronger, joined interprovincial transit network through additional capacity and transformational connectivity. The Plan will build on this vision.

The NCC will also accentuate its role as facilitator and coordinator of investments for increased connectivity and services, and will support federal investments toward these goals. The region's various governments at all levels must focus on strategic investments to promote active mobility and multi-modality. Gaps in the efficient continuity of a unified and integrated network

## MILESTONE 17

### IMPROVED INTERPROVINCIAL TRANSPORTATION

The NCC will collaborate with the cities, transport authorities and various community groups in the Capital Region to continue the development of multi-modal and interprovincial connections and better transit integration. An initial element may be a project by the City of Ottawa to create a multi-use pathway across the Prince of Wales railway bridge connecting Ottawa and Gatineau. In the medium term, the NCC will advocate for the construction of a full public transit connection on this bridge in order to integrate the transit systems of both cities on their primary north-south axis.





of transport infrastructure need to be addressed through collaborative planning approaches with municipal and provincial authorities, using state-of-the-art information systems.

Cooperation with other levels of government and the freight transport industry is required to support interprovincial truck traffic and goods

movement. A successful outcome balances delivery efficiency, meets the requirements to facilitate both local and through-trip patterns, mitigates community and environmental impacts, and better preserves the special character of the Capital's core area.

## CONNECTIONS AND MOBILITY

*Key policy directions for the next 50 years*

- a. The NCC will invest in prudent stewardship of the parkway network, with a focus on protecting and enhancing its intrinsic qualities as robust and interconnected federal "green infrastructure."
- b. The NCC will work with partners to develop appropriate signage and an integrated wayfinding system and other applicable, innovative communication enhancements, in response to the specific needs of visitors and to address increased participation of persons with disabilities.
- c. The NCC will join forces with its municipal partners to adapt the Capital Pathway network in order for it to meet the needs of users, while reducing conflicts between different types of use.
- d. The NCC will work with the City of Ottawa and PSPC to reimagine the streetscape and improve the pedestrian and cyclist realm on Wellington Street.
- e. The NCC will explore extending federal ownership or collaborating in the financing of critical Capital features such as Confederation Boulevard, the Capital's official ceremonial and discovery route.
- f. The federal government will maintain ownership of the interprovincial bridges, including the two owned by the NCC. These bridges over the Ottawa River serve as unifying and defining elements of the Capital Region.
- g. In the short term, the NCC will continue to work with the municipalities and PSPC to improve interprovincial transportation connections using existing bridges. In the long term, if a consensus emerges between the provinces of Ontario and Quebec and the affected municipalities that a new interprovincial bridge crossing is required, the NCC will collaborate in the planning and delivery of future interprovincial crossings.
- h. The NCC will support efforts toward seamless and continuous interprovincial transit services, consistent with the principles espoused by the Interprovincial Transit Strategy, including the adaptation of the Prince of Wales rail bridge for transit and active mobility.
- i. The NCC will continue to contribute toward high-quality mobility and access in the region in support of its mandate to develop and enhance the Capital, and ensure that the character of the Capital is worthy of its national significance.
- j. The NCC will continue to work with the municipalities, transit authorities and community groups to find ways to balance the modal split of transport (i.e. the percentage share of the different modes of transport used) in the Capital and to make walking, cycling, transit and car sharing more attractive alternatives to the use of private automobiles.
- k. The NCC will collaborate with PSPC to develop a core area universal accessibility plan for federal assets.
- l. The NCC will collaborate with the municipalities to develop a core area pedestrian plan to improve the quality and safety of the pedestrian experience.
- m. The NCC will monitor the use of its high-usage pathways and, where feasible, it will segregate commuter and recreational users.
- n. The NCC will work with the respective authorities to improve interconnectivity between air, rail and bus systems, as they serve Capital arrival functions. The NCC will continue to support the respective authorities to ensure that air, rail and bus facilities and linkages are state-of-the-art, designed to offer a pleasing and welcoming arrival, and signal entry to the capital of Canada.
- o. The NCC will work with transit authorities to improve access to national institutions, including amenities such as shelters and benches.
- p. The NCC will consider locating transport infrastructure on its lands to support regional transportation needs that meet the objectives of sustainable growth and development, when no other viable alternative exists, and where the new infrastructure is not a detriment to the NCC's mandate.





Artist's rendering of the National Arts Centre's new Elgin Street entrance in Ottawa, to open in July 2017. (Design by architect Donald Schmitt, and featuring imagery of Canada's Royal Winnipeg Ballet's Sophia Lee in *Going Home Star—Truth and Reconciliation*.)



## MAKING IT HAPPEN

*A planning framework, no matter how far-reaching and visionary, will remain just words on a page without the appropriate strategies, policies and tools to implement it. This section discusses the means and ways in which the National Capital Commission and stakeholders in the Capital Region's future will make this long-term vision a reality.*

It begins by establishing the primacy of this framework. The Plan for Canada's Capital, 2017–2067, takes precedence over the pre-existing Capital Master Plan and any other plans and strategies. Those documents must defer to this plan. To the extent that they do not already do so, they will be amended over time by the NCC and other federal departments and agencies to bring them into conformity with this document. The NCC planning framework is presented in Appendix 1.

The Capital Master Plan will set out the policies in more detail. This master plan will be updated periodically, and it will be possible to amend it to reflect changes in circumstances that may arise. This adaptive approach enables the planning framework to address emerging challenges, opportunities and priorities and, at the same time, to maintain a long-term view as established by the Plan for Canada's Capital.

Under this umbrella, federal departments and agencies will develop detailed plans for specific Capital redevelopment sites, and the NCC will provide for broader design guidelines to support its portfolio and guide work by other federal agencies or those who wish to build on federal land. The NCC will also work toward integrating approaches that evaluate cumulative effects in more of its plans and strategies. Finally, it will develop and maintain communications tools to create a more efficient feedback loop, enabling dialogue with the general public and specific stakeholders and partners.



## FEDERAL LAND USE, DESIGN AND TRANSACTION APPROVALS

The NCC will continue to use its authorities under section 12 of the *National Capital Act* to implement this plan, the Capital Master Plan, and policies and strategies stemming from these documents.

The federal land use, design and transaction approval analyses will rely on the guidance provided by the Capital Master Plan to foster excellence.

### PROMOTING DESIGN EXCELLENCE

The NCC will promote design excellence of the built fabric and landscape settings as the foundation of the ongoing beautification of the Capital. Good design leads to pride and value: social, economic, environmental and symbolic. Public art on the Capital discovery route, and along streets connecting federal buildings and national institutions, will enrich the experience. Design excellence embraces aesthetic sensitivity and the use of durable materials to create well-conceived public works, including value for investment and appropriateness to the context. These works must stand the test of time to become legacies for future generations. Design excellence also embodies inclusiveness and universal accessibility, which will contribute to an enriched and successful experience of the Capital.

Through its design review process, the NCC will encourage its federal partners to continue to incorporate high-quality materials in the design of federal buildings and infrastructure, and on lands subject to a federal restrictive design covenant. The NCC will continue to advocate for advanced practices in environmental management to reduce demands for energy and other resources. The NCC will also promote the expression of the best of Canadian design in the Capital by seeking high-quality design in each project.

In its own portfolio, the NCC will seek to maintain excellence through a standard of design that is inspiring and above the day-to-day norm, in order to continue to support the value proposition that the NCC, as the Capital planning agency, brings to the urban environment and the region. In doing so, it will prioritize investment in design in and around the Parliamentary and Judicial precincts, as well as around Confederation Boulevard and the Capital's core area.

#### PROMOTING DESIGN EXCELLENCE

*Key policy directions for the next 50 years*

- a. The NCC will assume a leadership role in the region to promote inspiring quality projects: this means projects that are context-sensitive, responsive to users, coherent and flexible, aesthetically engaging, durable and appropriate for the intended uses, universally accessible, and energy-efficient.
- b. The NCC will encourage integrated design approaches to foster the best outcomes for each individual project, ensuring the participation of design and land use planning specialists in order to achieve the highest quality results.
- c. The NCC will seek designs, for all projects, that address both the built form and the public realm surrounding them with an integrated character. Designs should address views, built form relationships and street character.
- d. The NCC will continue to work with the municipalities to protect views of national symbols. In addition, the NCC and federal departments and agencies will create and maintain publicly accessible sites for viewing significant vistas.
- e. The NCC will support innovation and inclusiveness in architecture, design and planning, while also enhancing heritage.
- f. The NCC will encourage project proponents to consider projects that will endure, and plan appropriately with sustainable design and the use of durable materials and renewable energy.
- g. The NCC will advocate a thoughtful and shared approach to design on all federal projects in the Capital through the federal land use, design and transaction approval process, including the quality of temporary installations during construction.
- h. The NCC will continue to prepare design guidelines that will illustrate desired design outcomes.
- i. The NCC will promote collaborative approaches with municipal governments to encourage a continuous evolution and improvement of design quality through the sharing of information and development of standards or guidelines.



## STAKEHOLDER AND PUBLIC ENGAGEMENT

The NCC will continue to consult with stakeholder groups and Algonquin Anishinabeg communities in the National Capital Region and across Canada. It will seek continuous improvement in its consultation approaches through the use of new technologies to obtain public input into project concepts, designs and implementation strategies. And it will foster relationships with organizations that can provide input into both the planning for the Capital and the stewardship of federal lands.

Where the NCC is a proponent of a project, it will consult with stakeholders prior to the approval of any change of land use under the *National Capital Act*. In other instances, the NCC will ask proponents to document their stakeholder consultation efforts before issuing any federal land use or design approvals.



## FEDERAL OWNERSHIP OF LAND

Federal public ownership is the most enduring tool for the management of the Capital realm and the assets required to ensure that the Capital befits its national role. Property required to support the planning and development of the Capital should continue to be held under federal custody.

Federal land provides space for current and future federal functions, and serves to create a dramatic and picturesque setting befitting the seat of government. It is also a place for national commemorations. The NCC may reserve land for the development of new national institutions, foreign missions or federal accommodations, or to serve other Capital functions.

Federal land ownership enables direct management control of land use and design, through the federal approval review process mandated under the *National Capital Act*. Planning and design control via the federal approval process will continue to ensure that land use changes, development proposals and land transactions continue to be compatible with the long-term vision for the Capital.

The NCC identifies and administers the National Interest Land Mass (NILM) approved by Treasury Board. The NILM consists of lands that are deemed to be of national interest: in other words, those that are seen as essential over the long term, because they contribute to the unique character of Canada's Capital. The designation of lands as NILM is a formal means of expressing the federal government's interest in the development of the Capital. NILM lands represent approximately 11 percent of the land area in the National Capital Region. The federal government currently owns approximately 85 percent of the NILM.

The NCC will continue to identify lands under its ownership that play a significant role in the region with respect to the environment, recreation or mobility. It will hold these lands under public ownership to serve local or regional interests in line with the NCC's commitment to support the broader Capital Region. In the future, it may transfer these lands to other public bodies or stewardship organizations.

< Vincent Massey Park, service pavilion  
Source: NCC



## FEDERAL INVESTMENT AND CAPITAL INFRASTRUCTURE

Federal investments remain an important tool in achieving the vision set out by the Plan for Canada's Capital. The NCC will continue to identify major projects that will benefit the Capital, for example, national monuments, commemorations, new federal buildings or public art, parks, or improvements along Confederation Boulevard, which will be funded through the Multi-Year Capital Program.

## FEDERAL REDEVELOPMENT AREAS

The NCC will support the transformation of former and existing federal employment nodes, such as Tunney's Pasture, into mixed-use areas integrated with the surrounding city fabric and neighbourhoods. It will also support actions to use surplus lands to support shared regional urban intensification objectives near rapid transit stations such as Hurdman, Tunney's Pasture and Confederation Heights, as well as near Bayview and Pimisi transit stations, and in the La Cité area in Gatineau, near Library and Archives Canada's facilities.

## COLLABORATION

Building partnerships is essential to achieving an exemplary national capital. The NCC will have a leadership role in terms of the Capital perspective and the use of its lands. It will work collaboratively with the region's municipalities and other federal departments and agencies, with community associations, Indigenous peoples and various stakeholders to ensure that proposals requiring federal land are compatible with the building of a great and inspiring capital.

The NCC will maintain its strong commitment to continued collaboration and partnerships through the following:

- > Supporting comprehensive and cooperative planning by understanding the region's complex relations and interdependency;
- > Sharing responsibility and nurturing partnerships and a common understanding among all the main stakeholders to ensure that all move forward together;
- > Initiating joint planning exercises and other projects with local authorities to deliver on shared objectives; and
- > Participating in the development of open data systems, and using data to build capacity and resiliency.

The NCC will contribute to the development of shared, reliable and current data and information on land use, policies and mobility in the Capital in conjunction with the municipalities and other planning agencies. It will also be important to monitor progress in implementing sustainability plans and policies. The NCC will collaborate with municipalities in both provinces to share data on common environmental indicators to facilitate the emergence of a more cohesive strategy for environmental and ecosystem management.

## MODIFICATIONS AND AMENDMENTS TO PLANS

It may be necessary to modify or amend certain provisions of the Plan for Canada's Capital in response to emerging trends, new information, or new land use plans, or because of land use requests that are inconsistent with the Plan. The NCC, other federal agencies or departments, or other interested parties may initiate amendment requests. All amendment requests are subject to a thorough review carried out by the NCC through the federal approvals process.

Any amendment must be justified as being in the public interest for the Capital, consistent with the intent of this plan and resulting in a land use that is compatible with its context. Minor wording changes required for clarity do not necessitate a plan amendment, and such modifications will be listed on the NCC's website.

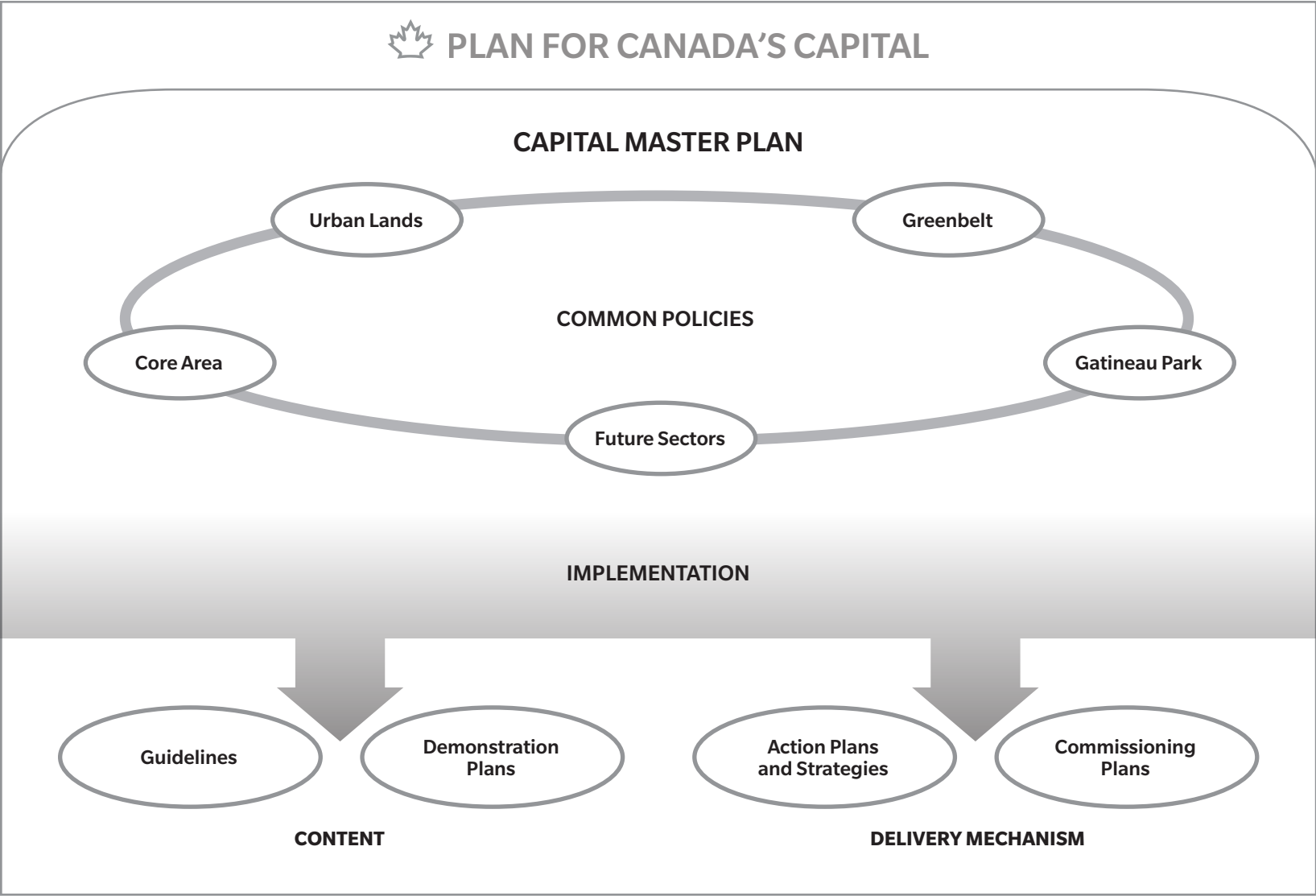




View of Eardley Escarpment  
in Gatineau Park.  
Source: NCC



APPENDIX 1: NCC PLANNING FRAMEWORK





## APPENDIX 2: MILESTONE PROJECTS

*The Plan for Canada's Capital will guide the realization of numerous programs over the next 50 years, including the 17 milestone projects proposed by Canadians themselves. Presented individually through chapters 3 to 5, all 17 are listed below with a brief description, and the project locations are indicated on the map on page 81.*

### 1. Parliamentary and Judicial precincts

In keeping with the long-term vision for these precincts, a complete restoration and rehabilitation of the Centre, East and West blocks of Parliament will unfold in the coming decades. These major works include the construction of a visitor welcome centre, rehabilitation of the escarpment, landscaping, universal accessibility, and the protection and preservation of buildings and grounds. The NCC will also work with the City of Ottawa and Ville de Gatineau to renew and reinforce the view protection policy to ensure the primacy of national symbols in the Capital skyline.

### 2. Renewed official residence for the prime minister of Canada

The NCC will renew and transform the prime minister of Canada's official residence. Plans include the integration of modern security features (to increase protection and enhance the residence's functionality), heritage preservation, and improved environmental sustainability.

### 3. National cultural and scientific institutions

This milestone focuses on four areas: creating a national portrait gallery, led by Library and Archives Canada and Public Services and Procurement Canada; fulfilling the National Research Council Canada's goal of establishing a science and innovation hub at 100 Sussex Drive; reserving sites in the core area, along the north shore of the Ottawa River and the Sir John A. Macdonald and Sir George-Étienne Cartier parkways, for extensions of and additions to existing museums and cultural institutions; and establishing a national botanical garden on the west side of the Rideau Canal.

### 4. New and inspired sites for major commemorations

The NCC and Canadian Heritage will identify a proper location to celebrate the *Canadian Charter of Rights and Freedoms*, providing a physical manifestation of this hallowed document that underpins Canada's just and diverse society. Confederation Square will be renovated for the centennial of the National War Memorial in 2039, in order to increase its symbolic prominence and improve its effectiveness as a gathering place. Finally, the NCC will work with municipalities to create seven symbolic nodes throughout the Capital core area at junction points in the roadway, pedestrian and cycling networks, with major installations of national commemorations or public art.

### 5. A place of special significance: Victoria Island (*Kabenishinân Minitig*)

A master plan for Victoria Island, to be known as the *Kabenishinân Minitig* Plan, will be developed in partnership with the Algonquin Anishinabeg Nation to establish a place of special significance in the Capital for Indigenous peoples and their cultural traditions. This project will form part of the national reconciliation process, and will be conducted under the guidance of elders and representatives from the Algonquin Anishinabeg communities.

### 6. Reimagined Confederation Boulevard and its connections

The NCC and federal departments will work with municipal partners to reimagine Wellington Street and create a compelling, unified sequence of public spaces that will connect the shoreline adjacent to

the Supreme Court of Canada to Confederation Boulevard. The objective of this effort will be to improve the pedestrian realm, security and access to public transit; provide for separated cycling facilities; and maintain the Boulevard's prime ceremonial and symbolic function. The NCC and partners will also enhance the vitality and streetscapes on adjoining Sparks and Metcalfe streets and Laurier Avenue in Ottawa, Laurier Street and its surrounding area in Gatineau, and along the Chaudières Bridge.

### 7. Secured ecological corridors and protected natural environment

The NCC will take necessary measures within its own holdings and in collaboration with municipalities, conservation agencies, and public and private partners, to consolidate and protect biodiversity and the natural environment, to create links between the Capital urban green space network and broader ecological networks, and to secure ecological corridors.

### 8. Regeneration of the Capital urban forest

The NCC will develop a 30-year capital program to regenerate the forests and the tree canopy on federal lands. In conjunction with the municipal authorities, a regional shared target will be established for 2067 and beyond.

### 9. New Gatineau Park Visitor Centre and improved trails

Gatineau Park's trail system will be improved to help alleviate pressure on the environment by directing users to sites that have the capacity to receive them. A new visitor centre will welcome Park users, offering educational activities in partnership with conservation and recreation groups.



## 10. Accessible and enhanced shorelines and green spaces

The NCC and local partners will create the Sir John A. Macdonald Riverfront Park, a world-class offering of recreational, cultural and ecological amenities extending from LeBreton Flats westward to Mud Lake at Britannia. The landscape of Jacques-Cartier Park and the north shoreline of the Ottawa River will be redesigned to improve water access and develop other parkland to reimagine the flourishing river culture that once existed in the region. In partnership with Energy Ottawa, the NCC will create a new public park overlooking the Chaudières Falls with the redevelopment of its generating station and the development project on Chaudières Island. The park, a sacred site for the Algonquin Anishinabeg Nation, will include spaces for traditional ceremonial activity. A new pedestrian bridge will link the falls to the north shore and to Portageurs Park. The NCC will also improve accesses and amenities along the Rideau Canal and the Rideau River, and will develop a riverfront park along the Sir George-Étienne Cartier Parkway.

## 11. Completion of the Greenbelt Pathway network

The NCC will complete a continuous Greenbelt pathway system from Shirleys Bay in the west to Green's Creek in the east, along with connecting pathways to the inner urban area, and the outer communities of Kanata, Bell's Corners, Barrhaven, Riverside South, Findlay Creek, Blackburn Hamlet and Orléans.

## 12. Development of LeBreton Flats and the islands sites

The convergence of many projects on the western edge of the downtown core will energize the Capital and enliven the waterfront. These include the completion of the LeBreton Flats redevelopment, the National Holocaust Memorial, new national military commemorations, the construction of the Pimisi and Bayview stations by the City of Ottawa, redevelopment of Chaudières and Albert islands, the Indigenous peoples gathering place on Victoria Island, private sector development on the former Domtar lands, and the construction of the City of Ottawa's Innovation Centre and the Central Library.

## 13. Ruisseau de la Brasserie sector and Wright-Scott House revitalization

The NCC will support the Ville de Gatineau's work to revitalize the historic Ruisseau de la Brasserie (Brewery Creek) sector as a cultural district and to integrate and connect NCC properties along Brewery Creek to the larger project. The NCC will seek a compatible use for the historic Wright-Scott House, restore it, and offer a better link to Portageurs Park and the Capital core.

## 14. Improved urban integration of federal employment areas

The NCC will work with federal and municipal partners to transform existing employment areas such as Tunney's Pasture and Place du Portage into livelier workplaces and more complete neighbourhoods, with greater density and new facilities supporting transit and active modes of transportation.

## 15. Capital Illumination Plan

In cooperation with public and private stakeholders, the NCC will develop and implement an illumination plan to make the nighttime appearance of the Capital more beautiful and memorable, highlighting prominent architecture and public spaces, while reducing overall energy use and protecting designated natural habitats from light pollution.

## 16. Nepean Point rejuvenation and completion of a Rideau Canal to Rideau Falls waterfront promenade

The picturesque public space of the Nepean Point lookout and park will be renewed and improved as a key Capital destination. The new design will enhance Nepean Point's prominence, offer better connections to Sussex Drive and Major's Hill Park, universally accessible pathways, a historical interpretation program, and an improved visual and spatial relationship with the National Gallery of Canada. The NCC will also work with its federal partners and other stakeholders to create a multi-use promenade from the Rideau Canal east to the Rideau Falls, connecting existing public spaces overlooking the Ottawa River.

## 17. Improved interprovincial transportation

The NCC will collaborate with the cities, transport authorities and community groups to continue the development of multi-modal and interprovincial connections and better transit integration. An initial element may be a City of Ottawa project to create a multi-use pathway across the Prince of Wales railway bridge connecting Ottawa and Gatineau. In the medium term, the NCC will also advocate for the construction of a public transit connection on the bridge in order to integrate the transit systems of both cities on their primary north-south axis.





### Milestone Projects for 2067

- 1 Parliamentary and Judicial precincts
- 2 Renewed official residence for the prime minister of Canada
- 3 National cultural and scientific institutions
- 4 New and inspired sites for major commemorations
- 5 A place of special significance:  
Victoria Island (*Kabenishinân Minitig*)
- 6 Reimagined Confederation Boulevard and its connections
- 7 Secured ecological corridors and protected natural environment
- 8 Regeneration of the Capital urban forest
- 9 New Gatineau Park Visitor Centre and improved trails
- 10 Accessible and enhanced shorelines and green spaces
- 11 Completion of the Greenbelt Pathway network
- 12 Development of LeBreton Flats and the islands sites
- 13 Ruisseau de la Brasserie sector and Wright-Scott House revitalization
- 14 Improved urban integration of federal employment areas
- 15 Capital Illumination Plan
- 16 Nepean Point rejuvenation and completion of a Rideau Canal to Rideau Falls waterfront promenade
- 17 Improved interprovincial transportation
- Parliament Hill



2017



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**Online Resources**

City of Ottawa: [ottawa.ca](http://ottawa.ca)

Institut de l’entreprise: [institut-entreprise.fr](http://institut-entreprise.fr) [Website in French only.]

National Capital Planning Commission (United States): [ncpc.gov](http://ncpc.gov)

Parks Canada: [pc.gc.ca](http://pc.gc.ca)

Parks Canada, Rideau Canal National Historic Site: [pc.gc.ca/eng/lhn-nhs/on/rideau/index.aspx](http://pc.gc.ca/eng/lhn-nhs/on/rideau/index.aspx)

Statistics Canada: [statcan.gc.ca/eng/start](http://statcan.gc.ca/eng/start)

Ville de Gatineau: [ville.gatineau.qc.ca](http://ville.gatineau.qc.ca)

Ville de Montréal: [ville.montreal.qc.ca](http://ville.montreal.qc.ca)

Waterfront Toronto: [waterfronttoronto.ca](http://waterfronttoronto.ca)



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