

Horizon 2067

The Plan for Canada's Capital



National Engagement Strategy Public Consultation Report

**Horizon 2067:
The Plan for Canada's Capital
National Engagement Strategy:
Public Consultation Report**

Prepared by Public and Corporate Affairs Branch, National Capital Commission.

To reduce environmental impacts, a limited number of print reports have been produced.
In lieu of additional printed copies, a PDF version of this report can be downloaded at
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NATIONAL CAPITAL COMMISSION

202-40 Elgin Street, Ottawa, Canada K1P 1C7
Telephone: 613-239-5000 • Toll-free: 1-800-465-1867
TTY: 613-239-5090 • Toll-free TTY: 1-866-661-3530
Fax: 613-239-5063
Email: info@ncc-ccn.ca
www.canadascapital.gc.ca

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Message From the Chief Executive Officer

April 2012

On behalf of the National Capital Commission (NCC), I would like to personally thank you for your generous contribution to the review of the Plan for Canada's Capital. It has been a true honour and privilege to have had the opportunity to meet so many Canadians and to discuss the future of our nation's capital. It was inspiring to hear Canadians express their views about the kind of capital they want for their country.



Thousands of Canadians shared their ideas, conveyed their passion for their country's capital and clearly expressed how much they care. We also learned from experts about the many innovative projects and best practices being undertaken in our various Canadian cities.

I invite you to read a summary, on the following pages, of the thousands of comments that were shared with us. This rich content will help us articulate the vision statement that will influence the evolution of the Capital, making this the first plan to have such a high level of participation from Canadians all across the country. Your contribution to the creation of a new Plan for Canada's Capital will influence — and, in fact, has already begun to influence — our plans, projects and activities for many years to come.

We are committed to using your ideas and to sharing them with others so that together, we can build a capital that reflects your aspirations.

Yours sincerely,


A stylized, handwritten signature in blue ink, appearing to read 'Marie Lemay'.

Marie Lemay, P.Eng., ing.
Chief Executive Officer



Executive Summary





Canadians care
about their capital
and want to have a
say in its future.

Planning for the Future of Our Capital

At the dawn of the 21st century, Canada's Capital needs a visionary and concrete action plan to meet the challenges ahead and to continue building a capital that vividly expresses the values and hopes of Canadians. With this mission in mind, the National Capital Commission (NCC) embarked on a unique and ambitious public consultation exercise in the fall of 2011. The consultation aimed to reach as many Canadians as possible, and gather their thoughts, ideas and aspirations for the future of Canada's Capital. As part of the review of the Plan for Canada's Capital, the NCC's lead planning document, the National Engagement Strategy was developed to involve and engage the Canadian public from one end of the country to the other. The breadth and depth of the response exceeded expectations, and confirmed that Canadians care about their capital and want to have a say in its future. At the heart of this journey was a desire to connect directly with Canadians on a meaningful level and bring forward, through the plan, a clear reflection of their dreams for the future of their capital.

To expand its reach, the NCC partnered with The Royal Canadian Geographical Society, with the result that the NCC was able to broadly connect with Canadians like never before. In addition to this partnership, a series of public and targeted events and tools were developed, allowing the NCC to engage over 22,000 Canadians.

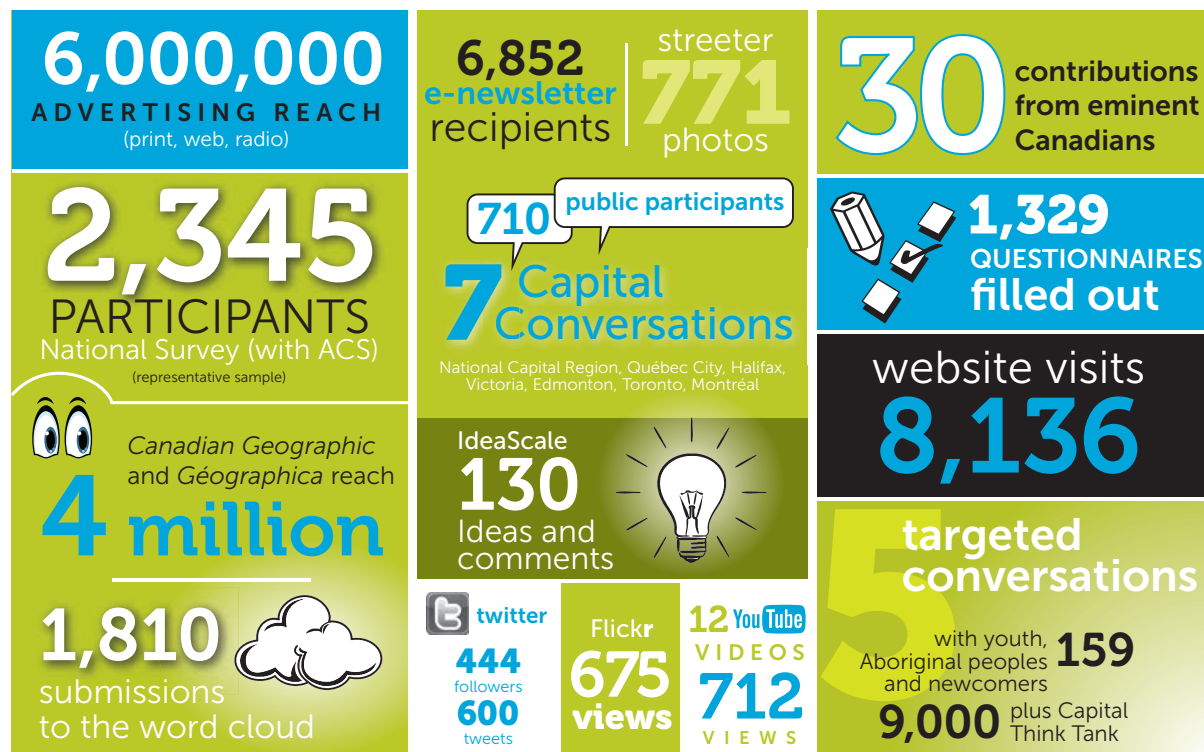
National Engagement Strategy: A Conversation With Canadians About Their Capital

Through the National Engagement Strategy, the NCC's objectives were to raise awareness about Horizon 2067: The Plan for Canada's Capital; to involve Canadians early in the review of the plan and to gather feedback that would allow the NCC to shape the vision for the Capital. This in turn would ensure that Canadians could see themselves, their values and their dreams for the future reflected in the Capital.

The conversation with Canadians was structured around six key challenges facing the Capital, looking forward to 2067:

- A Capital for All Canadians
- A Vibrant Capital
- A Window on the Country and the World
- A Sustainable Capital
- The Capital: Working for Canadians
- Working Together

Based on these challenges, the NCC used a mix of tools to reach different segments of the population and gather a broad variety of comments.



We Reached Canadians — In Person

The NCC reached Canadians in person through a series of “Capital Conversations,” presented in collaboration with The Royal Canadian Geographical Society. In total, 710 Canadians participated in the Capital Conversation panel discussions and open forums in cities from east to west: Halifax, Québec City, Montréal, Ottawa, Toronto, Edmonton and Victoria. Discussions were based on the six challenges, and included experts in a variety of fields, brought together to share their knowledge and ideas.

An important component of the National Engagement Strategy was to connect with three groups in particular: Aboriginal peoples, newcomers to Canada and youth.

In addition to the Capital Conversations above, six targeted conversations were held with these specific audiences to learn about their particular points of view. For example, through Capital Think Tank, the NCC was able to hear from

approximately 9,000 high school students from across the country. The “Aboriginal Peoples Dialogue” kick-started the entire engagement strategy, and brought together representatives from local and national organizations, who shared their ideas about representation and inclusion. Newcomers to Canada also had a distinct set of ideas to share with the NCC.

A kiosk or “streeter” concept was also developed to reach an even greater number of Canadians. NCC employees intercepted members of the public and asked them what they would like to see more of in the Capital. In this way, input was gathered from 771 Canadians across the country in shopping malls, universities, ferry terminals, office buildings, city halls, museums, train stations and metro stations, as well as at Canada Place, in Vancouver.

We Reached Canadians — Online

The project website **www.horizon2067.ca** was (and remains) the main channel for reaching and informing Canadians. The website had received 8,136 visits as of December 15, 2011. The site used three online tools: a word cloud that asked people to complete the sentence “Put more _____ in the Capital,” an online questionnaire and IdeaScale, a crowd-sourcing platform.

Some 1,810 submissions contributed to the word cloud, and 1,329 individuals completed the online questionnaire between September 9 and December 15, 2011. Many of these respondents took the time to provide additional comments when given the opportunity through several open-ended questions. IdeaScale, an idea-management software that encouraged participants to engage in online discussions with one another, gathered 130 elaborate submissions and comments from the public.

A Flickr photo gallery was also created to display the “streeter” kiosk photos, and a YouTube channel hosted short video clips related to the plan and the Capital Conversations. The engagement strategy also reached Canadians directly through its Twitter account, by publishing over 600 tweets, in addition to The Royal Canadian Geographical Society’s Twitter feed.

We Reached Canadians — At Home

The partnership with The Royal Canadian Geographical Society allowed the NCC to reach over 4 million readers via feature articles published in the October 2011 issue of *Canadian Geographic* and *Géographica*. The January 2012 edition featured a four-page spread of comments made about the Capital by eminent Canadians, which were also made available on the Horizon 2067 website.

Electronic invitations and online advertising that promoted various activities and opportunities for engagement were sent to Canadians through the NCC’s networks and its partnership with The Royal Canadian Geographical Society. At key project milestones, the NCC sent e-newsletters to over 5,600 people.

We Reached Canadians — At School

Young Canadians learned about the Capital and Horizon 2067: The Plan for Canada’s Capital at school. Thirteen lesson plans on the natural, physical and symbolic features of Canada’s Capital were developed in partnership with the Canadian Council for Geographic Education (CCGE). The lesson plans, which were aligned with provincial and territorial curricula, were made available to teachers across the country via the CCGE’s website.

We Surveyed Canadians

In partnership with the Association for Canadian Studies, the NCC commissioned a national survey. A poll was conducted across the country and online in the fall by Léger Marketing, with a representative sample of 2,345 Canadians. Respondents were asked a number of questions on topics ranging from their image of Canada and the Capital, to their views on the most important qualities and roles for the Capital, and what they would like to see more of in the Capital.



Results indicated that 75% of Canadians feel that they should have a say in the future of Canada’s Capital.



Bringing It All Together: What Canadians Said

Canadians provided thousands of ideas, comments and suggestions that will allow the NCC to develop a strong vision for the Capital. This feedback is summarized below, according to the six challenges and in order of importance for Canadians, as indicated by the number of comments received.

A Vibrant Capital

This theme received the most feedback, capturing a wide range of input related to promoting arts and culture and creating “people places” where Canadians can gather and enjoy their capital. Suggestions for bringing about a more vibrant and exciting capital included an artist-in-residence program, more artistic programming, and spaces for spontaneous creation, as well as the promotion of Canadian artists. In addition, Canadians wanted to see more attractions and family activities. These included museums, a zoo, an aquarium and a botanical garden. Canadians would also like to see more celebrations and festivals tailored to Aboriginal peoples, youth and diversity. In terms of design and architecture, participants called for more architecturally inspiring buildings and the preservation of built heritage, as well as a more pedestrian-friendly city with revitalized shorelines, a network of parks and green spaces, cafés, restaurants, public squares, art installations, and nightlife.

The Capital needs more spontaneity. Make it somewhere that is worth visiting, by having a variety of things to do.

— University of Victoria student

A Capital for All Canadians

In this, the second most popular theme, Canadians explained that they wanted to see themselves reflected in the Capital, either in tangible ways like parks, street names and monuments, or on a more abstract basis, through symbols that reflect Canadian values. In many respects, Canadians felt that the Capital needed to showcase the best that Canada has to offer, while also reflecting our history and diversity. Many participants also said that they needed to feel an emotional attachment to the Capital, achieved by ensuring tangible representation of the provinces and territories, the Aboriginal peoples of Canada, our founding nations, as well as youth and new Canadians.

A Sustainable Capital

This theme was the third most frequently mentioned by Canadians. Their input related to many aspects of sustainability: conservation, green energy, active transportation and sustainable agriculture. In the long term, Canadians want to see the Capital develop sustainably, using green technologies and preserving valued ecosystems, while also acting as a beacon for the rest of the country and the world. From a regional planning perspective, participants reiterated the need to control urban sprawl, develop the core with increased densification and innovative mixed-use green design, create model suburban communities, and build an integrated public transportation infrastructure that incorporates active transportation, such as cycling and walking.

A Window on the Country and the World

Comments related to this theme focused mainly on the Capital as a showcase of Canadian values, such as peace and democracy. This theme was identified by new Canadians, as well as by eminent Canadians, as being especially important. They expressed views about a country that they felt is open to the rest of the world, is recognized internationally, and represents Canadian culture and values to others. The idea of the Capital acting as a global centre for dialogue and exchange was frequently mentioned, including the need to attract more international organizations to the Capital, and to ensure that diplomatic missions present in the Capital feel welcome.

Canada is peaceful, safe, respectful of human rights and has strong social values, and this should be projected to the rest of the world by the Capital.

— Targeted conversation participant

Working Together

Canadians often expressed a desire to see a more collaborative environment in developing the Capital. Suggestions included fostering greater exchanges between federal, provincial and municipal partners, and ensuring that future plans are coordinated and coherent. Another element central to greater collaboration was to look to the local community and citizens across the country to build solutions together. It was also mentioned that Aboriginal peoples should be engaged through ongoing committees to ensure their representation in the Capital.

The Capital: Working for Canadians

In order to build a capital where the federal public administration is connected to and integrated with urban life, Canadians explained that they would like to see the government be a model of excellence and to better link the public service to the Capital. By leveraging what the government already has and thinking outside the box, the federal public administration could develop longer-term projects that integrate federally owned real estate into the urban fabric. Through greater public engagement, Canadians hope to see a public service that is open to new ways of doing business and inspires youth to become involved.

Envisioning the Capital



When the NCC embarked on this journey, we aimed to gather input from Canadians to better plan the future of their capital. What we experienced was a rich exercise in civic engagement which demonstrates the very meaning of how much Canadians care, what it is to be Canadian, and what the Capital can do to represent our nation and its people. The wealth of information gathered from coast to coast to coast will serve us well, and it will be shared with all those who have a role to play in building a great capital. In honouring the voices of those who participated in this exercise, we hope to continue to build a capital that is worthy of the pride of Canadians, ultimately ensuring that the Plan for Canada's Capital belongs to all Canadians.

Introduction



Horizon 2067: A Plan for Canada's Capital – Overview

Horizon 2067 is a review of the 1999 *Plan for Canada's Capital: A New Century of Vision, Planning and Development*. This Plan is the federal government's policy statement on the physical planning and development of Canada's Capital over the next 50 years. This new plan will establish the vision, guiding principles, goals and strategies that will shape planning and development for all federal lands in Canada's Capital Region. Through Horizon 2067, we will chart the future of Canada's Capital Region to 2067, the 200th anniversary of Confederation.

The Plan for Canada's Capital (PFCC) is intended to reflect the ideas and interests of:

- the Canadian people, from across the country including local residents;
- the Government of Canada, especially federal departments and cultural agencies with land and property holdings in the region; and
- diplomatic missions and international non-governmental organizations with a presence in the Capital

The Plan Review

In accordance with the NCC's Capital Planning Framework, the PFCC is reviewed every ten years to adapt to changing priorities and changes to the Capital's evolving context. In order to chart the future of the Capital until 2067, the new Plan for Canada's Capital will serve as:

- a guide by defining the strategies that will transform the vision into reality;
- a beacon for the NCC and the federal government to make the Capital a place of pride and national significance; and
- a reference on which regional and municipal stakeholders will rely to showcase the Capital.¹

Although the plan has a 50-year horizon, it will include a 10-year Action Plan that will allow the NCC to begin the work of creating the Capital of 2067, by implementing some of the ideas brought forward by Canadians through the plan review process. The review process is divided into five steps:

1. Phase 1: The Capital's Challenges (Research and Analysis)
2. Phase 2: Capital Vision, Goals and Guiding Principles
3. Phase 3: Capital Concept and Strategic Directions
4. Phase 4: Draft Plan and review of the National Interest Land Mass criteria
5. Spring 2013: Consolidation and approval of the Plan, including 10-year Action Plan

¹ (Invitation to Dialogue p10)

Phase 1 of the review of the Plan for Canada's Capital focused on the research and analysis of the 1999 Plan and the new realities facing Canada's Capital Region. The *Capital Foundation Paper*, prepared by Plania in association with HB Lanarc, identified six challenges that formed the basis of all the NCC's public engagement activities with stakeholders in the revision of the PFCC.

THE CAPITAL OF 2067: CHALLENGES AHEAD

A PLACE OF MEANING	A PLACE OF INFLUENCE	A PLACE TO LIVE
<ul style="list-style-type: none"> A Capital for all Canadians A place for expression, where all can gather and experience a sense of belonging 	<ul style="list-style-type: none"> A fascinating window on the country and the world The Capital: working for Canadians 	<ul style="list-style-type: none"> A Sustainable Capital Working Together: collaboration and concerted efforts



An Invitation to Dialogue

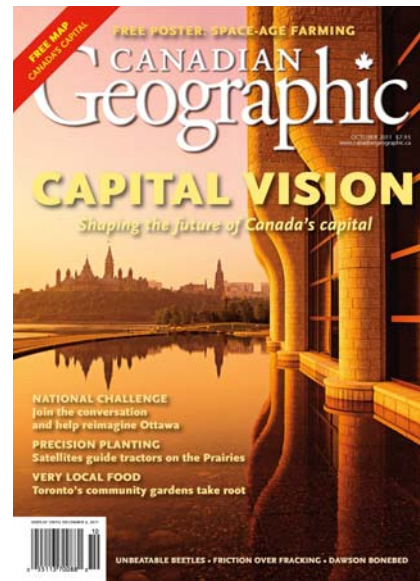
Unlike any other project before it, Horizon 2067 was determined to be an excellent opportunity to invite local residents as well as Canadians across the country to be part of building a great capital. The NCC is mandated to create national pride through Canada's Capital Region, which includes playing a part in the development, conservation and improvement of the region and also ensuring that its character reflects the region's national significance.

Taking the pulse of Canadians on the six challenges listed above generated a wealth of opinions, ideas and views on how the region should develop over the next 50 years. The Capital is not only the seat of government, but also a place that all Canadians should identify with and be proud of, therefore the NCC made the decision to engage in a dialogue with Canadians to get their feedback.

Partnership with the Royal Canadian Geographical Society

The NCC partnered with the Royal Canadian Geographical Society (RCGS), publishers of *Canadian Geographic* and *Géographica* magazines, in order to promote Horizon 2067 across the country and invite Canadians to participate in the dialogue.

The partnership with RCGS allowed the NCC to reach out to 4 million readers of *Canadian Geographic* and *Géographica* Magazines through the September-October 2011 issue. An informative poster-map inserted in the magazine provided historical background on important themes relating to the Capital while four editorial features from the perspective of local writers kick-started the discussion about the review of the 50-year plan (Appendices 1 & 2).

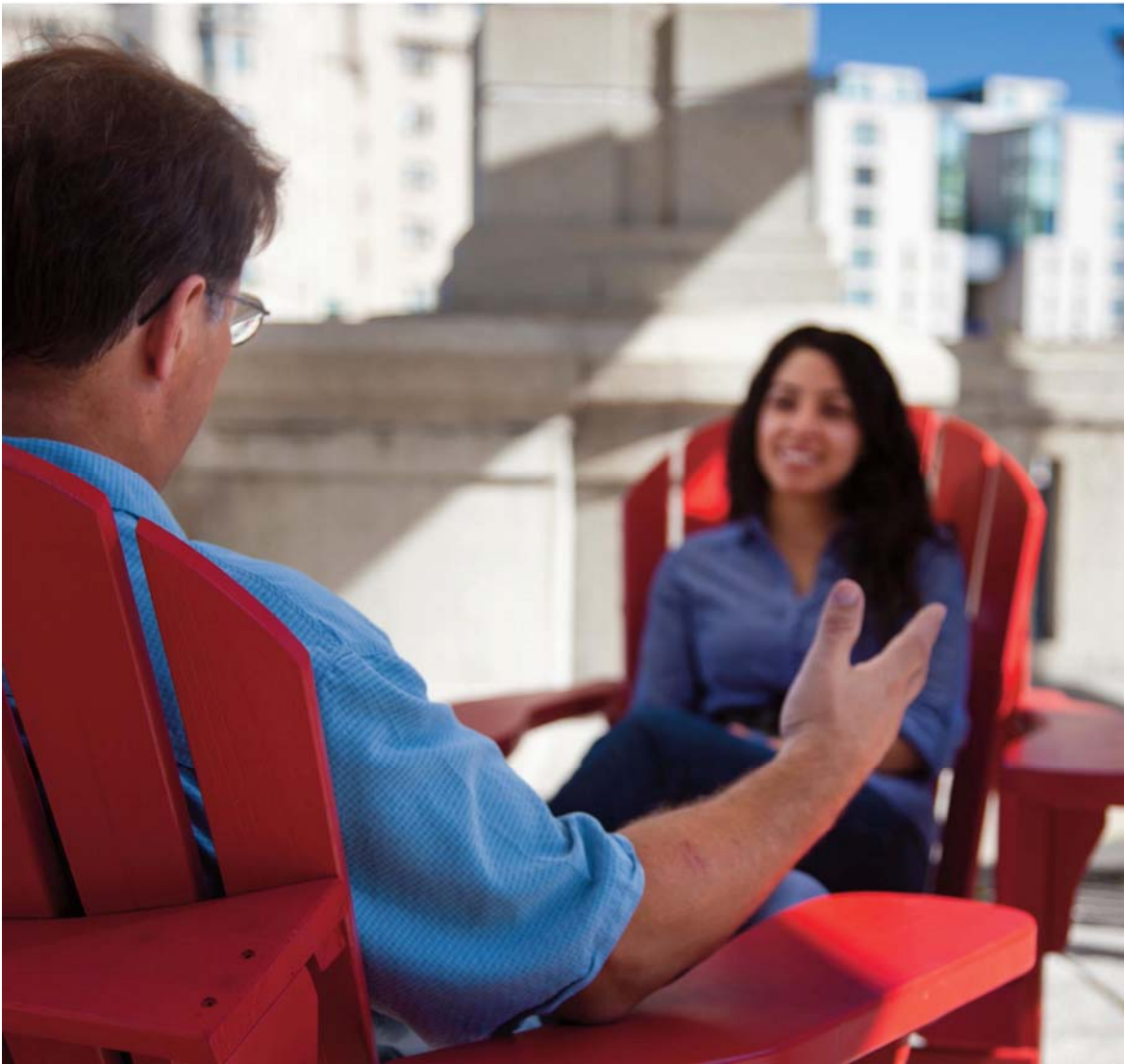


A major element of the RCGS partnership involved the joint development of lesson plans that were distributed this past fall to 4,000 middle school teachers, with a potential reach of 750,000 students. These lesson plans were based on themes relating to the Plan for Canada's Capital and corresponded to the curriculum of each province and territory, offering linkages between provincial/territorial Capitals and the national Capital. Members of the Canadian Council of Geographic Education (CCGE) received the lesson plans in November 2011 and will be able to use them in the years to come. The poster map was also distributed and will be an excellent tool for students to understand the role and value of the Capital. The lesson plans remain available at the CCGE's website (www.ccge.org).

The RCGS was also an active social media partner, 're-tweeting' and posting their own messages on Horizon 2067 via their Twitter account which has over 1,700 followers. Horizon 2067 also benefitted from significant visibility on the *Canadian Geographic* website and the distribution of our electronic invites for the Capital Conversations to their list of 30,000 e-news subscribers.

Finally, the NCC worked with the Royal Canadian Geographical Society to invite eminent Canadians to share their vision for the Capital. Ranging from artists and environmentalists to celebrities to national leaders and more, they offered a variety of perspectives. Some of these testimonials were published in the January-February 2012 edition of *Canadian Geographic* and all 30 testimonials are published on the Horizon2067 website.

National Engagement Strategy



Objectives

The National Engagement Strategy (NES), which was developed in tandem with consultant DPRA Canada Inc., refers to the approach adopted by the NCC to elicit the feedback of Canadians in the creation of a vision for Canada's Capital Region. The NES sought to engage and inspire as many Canadians as possible and invite them to contribute their thoughts and ideas on the future of their capital.

At each phase of the project, the following four (4) objectives were considered:

- To educate Canadians about their capital and the NCC
- To gather feedback from Canadians (nationally and locally) to support the review of the Plan for Canada's Capital
- To establish relationships with strategic partners across Canada and use their input to enhance the review of the PFCC
- To work with municipal, provincial and federal agencies and stakeholders to encourage broad-based knowledge of and support for the PFCC

The overarching objective of the NES was to have conversations that tell the story of how Canadians, looking through the lens of their own values, images, traditions and culture, see themselves reflected in the Capital. The summaries of what was heard and analysis contained in this report will help shape the Vision for the Capital in 2067 – for the first time the suggestions and aspirations of Canadians from all across the country will be directly reflected in the new PFCC.

The NES was designed with consideration to the principles of public participation as defined by the International Association for Public Participation (IAP2), an association of members who seek to promote and improve the practice of public participation.² This engagement process recognizes varying degrees of public engagement based on the different objectives described above, the tools used to achieve those objectives, and the commitment made by the NCC to incorporate participation into the final outcome of the Plan.



² <http://iap2.org/displaycommon.cfm?an=3>

Target Audiences

The NES sought the input of all Canadians in the sense that the strategy was aimed at broadening opportunities for input and awareness in each targeted market and online. In addition, specific activities were developed to reach and involve three particular audiences: Aboriginal peoples, newcomers to Canada and youth.

In researching groups to invite to the Capital Conversations, several categories were identified:

- Aboriginal/newcomer/youth organizations
- Arts and culture groups
- Heritage associations
- Professional associations (urban planning, architecture, landscape architecture, engineers, developers)
- University/college students, professors and media
- Local and national media outlets
- Transportation and environmental interest groups
- Business associations and Chambers of commerce
- Federal partners
- Elected officials (MPs and MPPs)
- Ville de Gatineau and City of Ottawa staff

The scope of this project was designed to reach as many Canadians and residents of the National Capital Region as possible. The National Engagement Strategy offered all participants the opportunity to contribute in-person and online.

Engagement Process

Keeping in mind the various target audiences and objectives, several qualitative and quantitative tools were employed to collect feedback. Some tools were more structured and scientific whereas other tools encouraged open discussion, creativity and the sharing of ideas.

The tools were designed to gather feedback based on the six challenges previously mentioned. The conversations were structured in this way in order to be able to link feedback directly to the Plan review. Some of the principles built into the process included:

- regularly inform people of the project and its progress;
- engage with people on their own terms;
- be accessible and inclusive; and
- involve a variety of Canadians ranging from the general public to stakeholders to academics and experts.

CANADIANS WERE INFORMED

The networks that the NCC leveraged and developed throughout the country and locally were instrumental in informing Canadians about the plan review. These included professional networks, interest/community groups, universities, the media or social media, which created a multiplier effect that went a long way in raising awareness for the Plan for Canada's Capital. Several tools were instrumental in helping us inform Canadians.

Project website – www.horizon2067.ca

The Horizon 2067 website was the main source of information for this project. Over 8,000 people visited the website, and of these, approximately 3,000 provided some kind of comment. This represents a participation rate of 37%.

The project website housed:

- background information on the PFCC and the project;
- summaries of each Capital Conversation;
- videos linked to You Tube;
- photos linked to Flickr;
- access to feedback tools;
- previous copies of E-bulletins; and
- other relevant feature articles and news items.

Visitors to the website were invited to sign up for the E-bulletin or send an email to horizon2067@ncc-ccn.ca. Links to Flickr, You Tube and Twitter were located on the homepage and the option to “share” or “like” on Twitter and Facebook were also built into each news article.

Advertising Campaign

Ads were placed in various forms and in all markets where Capital Conversations were held (Appendix 3). The objective was to drive traffic to horizon2067.ca to allow the public to obtain more information about the project, the Capital Conversations and how they could get involved. The advertising reach was fairly extensive as demonstrated below:

Print media - Total reach: 1,653,500

449,000 reach – Metro full page ads

514,000 reach – Ottawa Citizen

161,500 reach – Le Droit

291,000 reach – Victoria Times Colonist

148,000 reach – Le Soleil

90,000 reach – La Revue

Online media - Total reach: 4,275,000 / 1782 clicks

410 000 / 255 clicks – Metro

20 000 / 98 clicks – Cyberpresse

25 000 / 32 clicks – Victoria Times Colonist

20 000 / 4 clicks – Zoom

3 800 000 / 1 393 clicks – Canadian Geographic

Radio - Total reach: 431,000

264,000 reach – CFRA

164,000 reach – Rouge FM

3,000 reach – CHIN Radio

Magazine - Total reach: 9,500

9 500 reach – Communities in Bloom

Media Relations

Horizon 2067 was also featured in print, radio, televised and online media. Some examples of articles or reports from various media include:

- Print Media, 119 articles
- Blogs, 16 articles, including *Ottawa Citizen*, *MOOT*, *Openfile*, *Ottawa Start and Spacing Ottawa*
- Online Media, 21 articles, including *Green Politics*, *Ordre des architectes du Québec*, *CapitalNews.ca*, *CBC*, *News Online* and *Canadian Institute of Planners*
- Radio, 14 mentions, including *CBC*, *Oldies 1310*, *The Jewel 98.5*, *Planète 97.1*, *Radio-Canada* & *CBC/SRC EDMONTON*
- Television, 5 mentions on the following stations, *CTV News Ottawa*, *CBC News Ottawa* and *V Gatineau*

Social media

In terms of social media, the NCC used three sources : Twitter, You Tube and Flickr. Videos, including summaries of each Capital Conversation, were posted on You Tube and 771 photos were posted to Flickr. In total, there were 1,375 views of these two tools. The NCC attracted 350 followers on Twitter and 'tweeted' over 600 messages relating to PFCC events and activities (Appendix 4). The conversation on Twitter was fuelled by an NCC Urban Planner who tweeted live from each event locally and across the country.

E-Invites

Over 5,600 electronic invitations to the Capital Conversations went out between mid-September and mid-November 2011 (Appendix 5). Extensive research was done in each

market on the targeted audiences. The electronic invitations outperformed industry standards with 42% of them being opened/clicked through³.

E-Bulletins

The NCC was committed to keeping the Horizon 2067 community of followers informed of activities and developments throughout the project via an E-Bulletin (Appendix 6). With approximately 6,852 recipients, emails were sent after each Capital Conversation and project milestone inviting people to visit the website to check out the latest videos, photos and articles and reminding people to complete the online questionnaire.

CANADIANS PARTICIPATED

Two important benefits of this outreach to Canadians were creating new relationships locally and in cities across the country and building awareness about the Capital. By engaging Canadians in-person and online, awareness was not only generated about the Capital, but the NCC learned from others and heard what Canadians want to see more of in their capital. Several tools were employed in order to help achieve this objective and reach the targeted audience.

“Put more YOU in Canada’s Capital”

The “Put more YOU in Canada’s Capital” campaign consisted of three separate tools: The “Streeter” concept, the online word cloud and the post-it notes that participants wrote on at each Capital Conversation.

The “Streeter” concept was developed to attract people in high traffic areas, including universities, shopping malls, ferry terminals, office buildings, university campuses, city halls and museums. By asking Canadians for a moment of their time to tell us what they would like to see ‘more of’ in their capital, the NCC’s Streeter staff collected photos and comments.

The online word cloud was devised to achieve the same objective as the Streeter in a virtual environment (Appendix 7). Members of the public were invited to submit an idea by completing the phrase “Put more _____ in the Capital”. The more frequently a word was entered, the larger it became in the word cloud. This gave users and the NCC a very interesting visual representation of the priorities and preferences of participants.

Online questionnaire

Canadians also participated in an online questionnaire, available on our website between September 9, 2011 and December 15, 2011. The questionnaire consisted of five structured questions related to the six challenges and one open-ended question.

³ Email Open Rates by other similar industries: Education and Training = 16.64%; Government = 25.66%; Non-Profit = 20.43%; Public Relations = 14.81%. These statistics were taken from Campaign Monitor (<http://www.campaignmonitor.com/resources/entry/1694/understanding-email-open-rates/>)

National Survey – National Capital Commission and Association of Canadian Studies

Léger Marketing was retained to carry out a national public opinion poll for the Association of Canadian Studies and the National Capital Commission. This Canada-wide poll was conducted online between September 20 and October 3, 2011 and had a representative sample of 2,345 Canadians. A probabilistic sample of 2,345 respondents would yield a margin of error of 2%, 19 times out of 20.

Survey respondents were selected randomly from the LégerWeb Internet panel, which is comprised of over 350,000 Canadian households. A stratification process was applied to invitation lists to ensure optimal representation of respondents. Questions were asked on topics ranging from Canadians' image of Canada/the Capital and the Capital's most important qualities/roles to the features that Canadians would like to see more of in the Capital.

Eminent Canadians

See section regarding Partnership with the Royal Canadian Geographical Society.

Emails

NCC clients regularly send their feedback to info@ncc-ccn.ca, therefore emails about the plan review were documented and compiled as part of the information analysis. In all of the publications, horizon2067@ncc-ccn.ca was referenced as a way for participants to contact the NCC. These emails have been collected and incorporated into a summary in the following section.

CANADIANS WERE INVOLVED

Involving Canadians in establishing the vision for the Plan for Canada's Capital was also a very important objective of the National Engagement Strategy. This meant having more comprehensive mechanisms for public participation and providing people with the opportunity to fully engage in a conversation with the NCC.

Capital Conversations

Through Capital Conversations in the Capital Region, Québec City, Halifax, Victoria, Edmonton, Toronto and Montréal, the NCC heard from experts in sustainability, architecture, urban planning, arts, culture and animation, community building, diversity, green spaces and more.

Discussion topics were selected based on the six challenges outlined in the review process and panellists were selected based on their area of expertise. Each city selected for a Capital Conversation had distinct lessons to share and examples of innovation that the NCC felt could be helpful in the planning of Canada's Capital Region. The members of the public that attended the Capital Conversations were given a brief presentation about the NCC and the PFCC and were provided with a discussion guide (Appendices 8 &

9). Participants had various opportunities to ask questions and provide their feedback on what makes a great capital city.

Targeted Conversations

Three specific groups were identified as being particularly important in the process of gathering feedback for the review of the Plan for Canada's Capital: Aboriginal peoples, newcomers to Canada and youth. A series of activities were organized with each group in order to gather their input.

1. Aboriginal Peoples

Given the rich history, culture and contributions of Aboriginal peoples (First Nations, Métis and Inuit) in the development of this country, the NCC launched the NES with an Aboriginal Peoples Dialogue on September 27, 2011. This dialogue provided Aboriginal peoples with the opportunity to express their values, aspirations, stories and thoughts about how they should be represented in their capital. Members of local and national Aboriginal organizations and the public were invited to attend and participate in this event (Appendices 10 & 11).

In Edmonton, the NCC invited national and local Aboriginal organizations to participate in a roundtable discussion at the Canadian Native Friendship Centre. On November 2, 2011, the NCC met with Aboriginal community leaders to discuss the way in which they are represented in Canada's Capital.

2. Newcomers to Canada

Participants in these sessions were identified through newcomer organizations in Halifax and Edmonton. Both events were held during scheduled English as a Second Language classes and consisted of an informal 2-hour session beginning with a short presentation by NCC staff followed by a discussion moderated by DPRA.

3. Youth

Youth between the ages of 16 and 25 were targeted through the NES because of the tangible impact a 50-year vision will have on them.

While in Victoria, a 2-hour session was held with students from the Department of Geography at the University of Victoria in order to gain their input on the vision for the future of the Capital. NCC staff made a short presentation about the background and context for the Plan review and the six challenges. The informal discussion about what students wish for their capital was moderated by DPRA.

The Capital Think Tank is a one-hour bilingual, interactive workshop where youth aged 14 to 17 from across Canada are asked to explain how they, as youth, would like to be represented in their capital, and why. This workshop has been offered to approximately 3,000 youth per year, during a one-week visit in the Capital, as a core module in the Historica-Dominion Institute's Encounters with Canada program since September 2009.

The youth are encouraged to think “outside the box” in proposing their ideas. After brainstorming and discussion, each group of participants chooses its top idea and presents it in plenary. These ideas are captured in a feedback document and later categorized by NCC Youth Programs staff.

IdeaScale

For the first time, the NCC used a crowdsourcing platform to allow Canadians to provide more in-depth ideas online. IdeaScale facilitated a dialogue on PFCC in the virtual world and created an environment for the generation of ideas (Appendix 12).

Interaction among community members is at the heart of a crowdsourcing platform and providing users with the opportunity to view each other’s ideas and comment on them went a long way in encouraging a greater level of engagement online.

What We Heard



“Put more YOU in Canada’s Capital” campaign

A total of 1,810 ideas were processed and categorized for this campaign. Some of the challenges were more popular in terms of the feedback Canadians provided. Here is what we heard in the order of most feedback received to least. For a detailed list, see appendix 13.

- 1) A Vibrant Capital (751)
- 2) A Sustainable Capital (518)
- 3) A Capital for All Canadians (459)
- 4) Working for Canadians (38)
- 5) Working Together (24)
- 6) A Window on the Country and the World (20)

With regards to creating a vibrant capital (751 ideas), the most popular ideas were to “Put more...”:

- activities and nightlife
- people places, parks, and gardens
- vibrancy
- preserve heritage and build modern architecture
- arts, museums and culture
- sports and entertainment
- infrastructure, business, and restaurants

For a more sustainable capital (518 ideas), the most popular ideas were to “Put more...”:

- green spaces, nature, and trees
- bike paths and cycling
- sustainability, agriculture and green energy
- density and urbanism
- transit and pedestrians

In order to build a capital for all Canadians (459 ideas), participants wanted to “Put more...”:

- history, heritage, patriotism, and commemorations
- bilingualism and cultural diversity
- beauty and cleanliness
- values and family
- Aboriginal peoples and new Canadians
- affordability and accessibility

To ensure that the Capital is working for Canadians (38 ideas), it was suggested to “Put more...”:

- innovation
- consultation
- accountability

When it came to responses pertaining to working together (24 ideas), Canadians wanted to “Put more...”:

- of a federal district
- partnerships

Lastly, some participants wanted to highlight the window on the country and the world theme (20 ideas) and “Put more...”:

- worldwide recognition
- international institutions and a world peace centre
- Canadian representation and culture

Online questionnaire

With a Canada-wide reach, 1,329 people took the time to complete the questionnaire, 49.8% of whom were from Canada’s Capital Region. Over 40% of respondents indicated having visited the Capital in the last two years, while 20% of respondents had never visited the Capital. Over 700 people submitted additional comments via the open-ended question.

Youth under 25 years of age comprised 20% of respondents, while 43% of respondents were between the ages of 26 and 45, 30% were between the ages of 46 and 64, and 8% were over the age of 65. Additionally, 16% of respondents indicated that they were born in a country other than Canada.

Lastly, respondents indicated that they heard about the Plan for Canada’s Capital and the questionnaire mainly through their personal and social networks (41.7%), either through clubs, associations and educational institutions or through Twitter, Facebook and word of mouth. The news media, advertising and *Canadian Geographic* and *Géographica* magazines followed in order of importance.

The following is an overview of the results for each question, which will allow the NCC to identify issues of importance for all Canadians, as well as the issues of importance for residents. The differences in priorities may assist us in highlighting further areas of collaboration that will ensure the Capital region is welcoming and engaging for residents and visitors alike. Comments relating specifically to municipal issues will be shared with municipal officials. A detailed overview of the results is available in appendix 14.

QUESTION 1: THE CAPITAL'S MANY ROLES

We asked respondents to prioritize the many roles that the Capital plays. In order of importance, they identified the following as their top priorities:

- 1) Representing Canada to Canadians
- 2) Representing Canada to the world
- 3) Preserving and protecting valued natural spaces
- 4) Creating places for expression, gathering and belonging
- 5) Commemorating and celebrating Canadians and their achievements

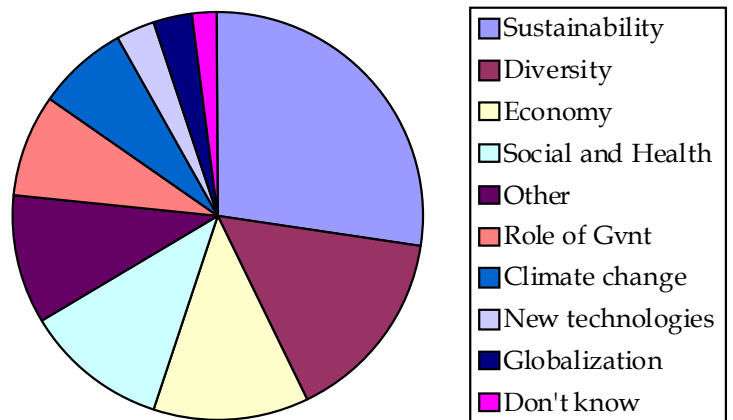
Residents in Canada's Capital Region identified "Representing Canada to the world" most often as their top priority, while the rest of Canada highlighted the importance of "Representing Canada to Canadians".

QUESTION 2: FACTORS THAT MAY IMPACT THE CAPITAL'S FUTURE

We asked respondents to identify one (1) factor that would impact the future of the Capital and should be taken into consideration for the Plan for Canada's Capital. In order of importance, they chose the following:

- 1) Sustainability (27%)
- 2) Diversity, a changing population (15%)
- 3) Economy (12%)
- 4) Social and health (11%)
- 5) Other (10%)
- 6) Role of government in Canadian society (8%)
- 7) Climate change (7%)
- 8) New communications technologies (3%)
- 9) Globalization (3%)
- 10) Don't know (2%)

While residents outside of Canada's Capital Region identified sustainability, diversity and the economy as the most important factors, local residents chose sustainability, other issues and diversity. Other issues include Aboriginal representation, local input, transportation and urban planning.



QUESTION 3: THE MOST IMPORTANT FACTOR

We then asked respondents to explain why they felt this was the most important factor that could impact the future of the Capital and should be taken into consideration in the Plan for Canada's Capital. Since this was an optional field, we received 648 comments (49% of respondents).

Factor	Why is this the most important factor?
Sustainability	<ul style="list-style-type: none"> • We need to develop sustainably for the long-term • We should be an example for sustainable development • We need to sustain a healthy environment
Diversity, a changing population	<ul style="list-style-type: none"> • The changing face of Canada will influence the Plan • We should celebrate our diverse cultural history • The Plan should reflect changing urban trends
Economy	<ul style="list-style-type: none"> • A sound economy is important • The current economic climate and uncertainty are important • Private sector growth is needed in Canada's Capital Region
Social and health	<ul style="list-style-type: none"> • It is important to invest in society and health • The aging population should be taken into account • There should be continued access to health care
Other	<ul style="list-style-type: none"> • Urban planning and architecture • Representation and Canadian identity • Aboriginal issues and centre on Victoria Island
Role of government in Canadian society	<ul style="list-style-type: none"> • The Capital is the centre of government • Society needs government to function properly • We will need to adapt with the changing role of government
Climate change	<ul style="list-style-type: none"> • Climate change will have an impact on society • We will need to protect the environment • Canada should be an example
New communications technologies	<ul style="list-style-type: none"> • They should be used as tools to educate the public • We should reach the rest of Canada and the world and become leaders in new technology • We should embrace them to be competitive and sustainable
Globalization	<ul style="list-style-type: none"> • Canada should be a leader • We should showcase the Capital to the rest of the world • We are all interconnected

There were no significant differences between residents' responses and the rest of Canada. There was, however, a distinct focus for residents on encouraging private sector growth and general job growth, as well as a city that is healthy and liveable.

QUESTION 4: FEATURES OF THE CAPITAL

We asked respondents which five (5) features, out of 15 features, they would like to see more of. In order of importance, they identified the following features:

- 1) Parks, green spaces and recreation facilities (66%)
- 2) Transit / public transportation (59%)
- 3) Gathering places and people places (54%)
- 4) Museums / art galleries / heritage buildings (44%)
- 5) National celebrations and festivals (Canada Day, Remembrance Day, Winterlude, etc.) (44%)
- 6) Cycling / skiing / walking facilities (40%)
- 7) Public art / illumination (39%)
- 8) Access to waterways (lakes, rivers, creeks) (37%)
- 9) Multiculturalism / reflection of the diversity of Canada's population / presence of Aboriginal peoples (35%)
- 10) Scenic views (24%)
- 11) Monuments and commemorations (23%)
- 12) Performing arts facilities (20%)
- 13) Other (entertainment venues, sports, nightlife, world-class architecture, Aboriginal representation, local food) (12%)
- 14) Don't know / No answer (3%)

QUESTION 5: BUILDING AN INSPIRING NATIONAL CAPITAL

We asked respondents how essential they felt certain elements were in building an inspiring national capital that is a source of Canadian pride. In order of importance, respondents felt that it was essential to:

- 1) protect and enhance valued ecosystems (wildlife, habitats, wetlands)
- 2) build the future by preserving the unique character of Canada's Capital, its past achievements and present opportunities
- 3) encourage the conservation of heritage properties and landscapes, as well as archaeological resources
- 4) build a viable and resilient capital by placing priority on pedestrians and cyclists and by promoting nature in everyday life
- 5) create architecture and design excellence that befits the image of the Capital and contributes to a vibrant, stimulating urban environment
- 6) make waterfront lands and shorelines more accessible and meaningful to visitors
- 7) recognize the contributions of the provinces, territories and Aboriginal peoples in the Capital of Canada

QUESTION 6: OTHER COMMENTS

Lastly, we asked respondents if they would like to provide any additional comments (745 comments). Below is a summary of the comments presented by challenge and in the order most frequently received.

A Vibrant Capital

- A more exciting and vibrant urban atmosphere, with more people on the streets
- Government buildings are drab and architecturally uninspiring
- New museums to display Canadian pride: polar/northern, portrait, technology, archives, provinces/territories, and immigration museums suggested
- There was an appreciation of current festivals, like Winterlude, as well as suggestions for additional events, like a New Year's Eve celebration on Parliament Hill or a Canada Day parade
- Create people places with seasonal cafés, restaurants, shopping, benches, fountains and interactive arts, that are accessible and fun for all Canadians, that focus on encouraging a vibrant downtown core, that utilize NCC lands, encourage exploration of outlying areas, and that are innovative, contemporary, and informal - Sparks Street, the Rideau Canal, the downtown and the muskoka chairs are mentioned
- Add venues to attract tourists, either a zoo, aquarium, children's park, amusement park or botanical garden
- Promote all aspects of culture and the arts, be it public art, performing arts institutions, gastronomy, monuments, and illumination
- Demonstrate our social conscience as a nation by taking care of the poor, the homeless, and addicts – some suggested that the Capital region remove them from the downtown core, while others suggested we deal with the main issues leading people to the streets
- Revitalization projects suggested for: the downtown core, by providing greater access to the ByWard market; the area around Victoria Island should be developed as a dense urban development similar to Vancouver's Granville Island or Toronto's Distillery District; LeBreton flats; Sparks Street, Bank Street and Rideau Street; and the Ottawa River Parkway
- Make greater use of the shorelines - build a marina, add cafés, restaurants, innovative public spaces, while maintaining natural spaces and views

A Sustainable Capital

- That Ottawa-Gatineau be a model and a beacon of sustainable development by becoming the most environmentally sustainable region in the world, with innovative green buildings, green energy, compact development, and public transportation infrastructure
- Create more density in the urban core and limit suburban sprawl

- Ensure the city is less car-reliant by better integrating cycling and public transportation infrastructure
- Better quality architecture, taller buildings, durable materials, renewable energy and green technology
- Certain natural ecosystems should be preserved, namely, the Greenbelt, South March Highlands, Carp Hills and the Deschênes Rapids
- Foster affordable-housing initiatives
- Integrate the two public transit systems in Ottawa and Gatineau
- Improve access to the city through better national and international connection points
- Preserve natural habitats and green spaces in the Capital
- Focus on sustainable agriculture in the Capital that enhances food security, promotes local production and involves the community
- Scenic views in the winter (Rideau Canal) and summer (Parliament Hill, Gatineau Park) should be preserved, while scenic drives/parkways should not be used by commuters
- Set the bar for the rest of the country in terms of repairing suburban spaces - build on the successful neighborhoods that exist and apply them to the suburbs;
- Have gondolas or water-taxis on the Rideau Canal
- Keep pedestrians and cyclists apart
- Use traffic calming measures along the parkways

Working for Canadians

- The plan should meet the needs of local residents first
- More action, less studies
- A federal district should be created in the Capital region
- NCC should review its spending and control how taxpayer dollars are spent and eliminate wasteful initiatives
- Scale-back government land management and development
- The NCC should experiment more, take risks and not be afraid to fail – it should think big
- Begin by simply creating a great city that is a great place to live and engages communities to participate in its development – a great city for residents will also be a great city for visitors
- Take charge and shape a strong vision of what the Capital should look like and how it should function – focus on what makes the Capital unique

A Capital for all Canadians

- Recognize Victoria Island as Anishinabeg, as well as the Algonquin territory and create a healing and/or peace centre on Victoria Island
- The Capital should reflect our unique history, multiculturalism and geography, building on Canadian architectural symbols, heritage buildings, views and green spaces

- The Capital should be truly bilingual, promote the importance of bilingualism, the shared history of French-speaking and English-speaking Canadians and value the French presence in the region as a positive asset
- The changing face of Canada was mentioned, as well as anxiety related to immigration
- Restore, protect and enhance heritage buildings throughout the city
- Represent all of the provinces and territories in the Capital
- Celebrate Canada's history and achievements
- It should make Canadians feel proud and impress foreign visitors
- It should be easier for all Canadians to visit the Capital
- Look to First Nations in developing a vision for the Capital to become a vibrant international city, a community, a capital and a city of strong values that promotes respect, harmony and caring for one another

Working Together

- Monuments and buildings should represent pride and Canadian identity
- The government should act as a model of excellence for its new offices, by designing sustainable buildings that are also open to private tenants and enhance the work experience of civil servants
- Represent the role of government in the Capital and describe the creation of Canada throughout the Capital Pathway network
- Shake-off the image of a strictly government town
- The NCC should work with the community as partners for joint decision-making

A Window on the Country and the World

- The Capital should be funded and developed as a world capital, and showcase the best of Canadian innovation, planning, culture, and design
- Make Ottawa-Gatineau the peace-building region of the world, highlight Canada's role in past wars and peacekeeping
- Highlight Canada's polar heritage
- That the Capital be a global centre for dialogue and international peace

Other comments

- Comments related to the consultation process either supported the initiative or found that it was unnecessary
- Comments relating to the questionnaire were either positive or highlighted an aspect that should have received more attention (e.g. sustainability, local residents, planning process, next steps)
- Some felt that there were not enough advertisements or that the consultation was being rushed
- Others felt that this was a great opportunity for Canadians to engage in participatory democracy

- Some expressed hope that the government would incorporate their ideas and take them seriously
- Many hoped that opportunities for input would continue as the Plan was developed
- Many respondents expressed their attachment to the Capital and that it made them proud to contribute to this initiative for future generations
- Many would like to visit the Capital

Joint National Survey

A representative sample of 2,345 Canadians told us that they want to have a say in the future development of their capital and that Canadians have a great sense of pride in the country and the Capital region. Being representative of the entire country, projecting pride internationally and instilling pride were three very distinct themes in the survey. For a more detailed breakdown of the survey results, please consult appendix 15. Below are the results broken down by question.

QUESTION 1: PARTICIPATING IN THE FUTURE PLANS OF THE CAPITAL

Do you strongly agree, somewhat agree, somewhat disagree or strongly disagree with the following statement: I should have a say in the future plans of Canada's Capital.

- Three quarters of the Canadian population (75%) think that they should have a say in the future plans of Canada's Capital

QUESTION 2: RECEIVING INFORMATION

Do you strongly agree, somewhat agree, somewhat disagree or strongly disagree with the following statement: I am interested in receiving information about activities and initiatives designed to shape the future plans of Canada's Capital.

- Six Canadians out of ten (62%) say they are interested in receiving information about activities and initiatives designed to shape the future plans of Canada's Capital

QUESTION 3: LEAD THE 150TH CELEBRATIONS

Do you strongly agree, somewhat agree, somewhat disagree or strongly disagree with the following statement: Canada's Capital should take the lead in celebrating the 150th anniversary of Confederation in 2017.

- Eight Canadians out of ten (79%) agree that Canada's Capital should take the lead in celebrating the 150th anniversary of Confederation in 2017

QUESTION 4: CITIZENS OF CANADA

Do you strongly agree, somewhat agree, somewhat disagree or strongly disagree with the following statement: I see myself as a citizen of Canada.

→ The vast majority of Canadians (92%) see themselves as citizens of Canada

QUESTION 5: PRIDE IN CANADIAN HISTORY

Do you strongly agree, somewhat agree, somewhat disagree or strongly disagree with the following statement: I take great pride in Canadian history.

→ Eight Canadians out of ten (81%) take great pride in Canadian history

QUESTION 6: PERCEPTION OF CANADA AND THE CAPITAL

Would you rate your overall perception of the following as very positive, somewhat positive, somewhat negative or very negative:

a) Canada

→ The vast majority of the Canadian population (90%) have a positive image of Canada

b) Ottawa

→ Eight Canadians out of ten (82%) have a positive image of Canada's Capital
→ Canadians rate their capital more positively than other residents of leading international capitals rate theirs (Washington DC, Paris France, London England)
→ Over one in three (35%) Canadians have a 'very positive' image of Canada's Capital. It is especially high in the Maritimes (45%) and within Ontario (41%)

QUESTION 7: PLACE THAT SYMBOLIZES CANADA

Other than your own city or town, what one place would you say best symbolizes Canada?

→ Canada's Capital is the city that best symbolizes Canada for 13% of Canadians, followed by Toronto (10%), Vancouver (7%) and Montréal (5%)

QUESTION 8: QUALITIES OF THE CAPITAL

How important do you think it would be for Canada's Capital to reflect each of these qualities? Please rank the following list in order of importance, where 1 is the most important and 8 is the least important.

- 1) Reflects the entire country
- 2) A source of pride
- 3) Historically relevant
- 4) Culturally rich
- 5) Inspiring
- 6) Environmentally friendly/green
- 7) Multicultural
- 8) Relevant to me (reflects my personality)

QUESTION 9: IMPORTANT ROLES OF THE CAPITAL

Ottawa, as Canada's Capital, plays many important roles. To establish a sense of priorities, please choose the two (2) roles that you find most important.

- 1) Representing Canada to the world (65%)
- 2) Representing Canada to Canadians (47%)
- 3) Preserving and protecting valued natural spaces (24%)
- 4) Commemorating Canadians and events of national significance (24%)
- 5) Celebrating Canadian achievements (19%)
- 6) Don't know (5%)
- 7) Refusal (2%)

QUESTION 10: FEATURES OF A GREAT CAPITAL

In order to be a great capital, which five (5) of the following features would you like to see more of in Canada's Capital?

- 1) National Celebrations and Festivals (56%)
- 2) Museums/Art Galleries/Heritage Buildings (50%)
- 3) Parks, Green Spaces and Recreational Facilities (47%)
- 4) Gathering Places and People Places (42%)
- 5) Monuments and Commemorations (35%)
- 6) Multiculturalism/reflection of diversity of the population (32%)
- 7) Transit/public transportation (26%)
- 8) Scenic Views (26%)
- 9) Access to Waterways (24%)
- 10) Public Art/Illumination (20%)
- 11) Performing Arts Facilities (18%)
- 12) Cycling/Skiing/Walking Facilities (17%)
- 13) Other/None/Don't Know (14%)

QUESTION 11: LAST VISITED THE CAPITAL

When was the last time that you yourself visited Canada's Capital?

- Within the past 2 years (24%)
- Between 2 and 5 years ago (15%)
- Between 5 and 10 years ago (12%)
- Between 10 and 15 years ago (8%)
- Between 15 and 20 years ago (4%)
- More than 20 years ago (9%)
- Have visited, but do not remember how long ago (3%)
- Never have visited Canada's Capital (25%)
- Don't know (1%)

Eminent Canadians

Some 30 great Canadians from various backgrounds shared their vision for the Capital of their country in the January/February 2012 issue of *Canadian Geographic*. Below is a list of all the Canadians that contributed and a summary of their ideas. To see their full contribution, please consult appendix 16.

- John Furlong, CEO of the Vancouver Organizing Committee for the 2010 winter Olympics.
- Jeff Boyd, RBC Royal Bank Regional President, Ontario North and East
- Shawn A-In-Chut Atleo, National Chief, Assembly of First Nations
- Hayley Wickenheiser, hockey player, four-time Olympic medalist, Order of Canada
- George Elliott Clarke, poet, playwright, literary critic, Order of Canada, Order of Nova Scotia
- M.G. Vassanji, author, writer and professor
- Raymond Moriyama, architect and planner
- Grete Hale, Chairman, Emeritus of Morrison Lamothe Inc., volunteer for numerous organizations, and Emeritus Governor at the University of Ottawa
- The Right Honourable Michaëlle Jean, former Governor General of Canada, Co-President of the Michaëlle Jean Foundation, UNESCO Special Envoy for Haïti and Chancellor of the University of Ottawa.
- Marc Mayer, Director, National Gallery of Canada
- Michael Smith, Chef, award-winning cookbook author and television host
- George Stroumboulopoulos, host of CBC's George Stroumboulopoulos Tonight and CBC's The Strombo Show
- Sophie Grégoire-Trudeau, host, speaker
- Charlotte Gray, author, Chair of Canada's National History Society

- Elizabeth Manley, 1988 Calgary Olympics silver medalist
- Bernard Voyer, explorer, inspirational speaker
- Arlene Dickinson, CEO, Venture Communications, Venture capitalist on CBC's Dragons' Den and author of Persuasion
- Martin Goldfarb, Principal, Goldfarb Intelligence Marketing, philanthropist, Order of Canada
- Catherine Clark, journalist and host at Cable Public Affairs Channel (CPAC)
- Rick Hansen, Man in Motion, Order of Canada, Order of British Columbia
- Thomas d'Aquino, Chairman and Chief Executive, Intercounsel Ltd., and former Chief Executive and President, Canadian Council of Chief Executives (1981–2009)
- Véronic DiCaire, singer, impersonator
- Geoff Green, adventurer, educator and environmentalist
- Jim Cuddy, singer-songwriter with Blue Rodeo and the Jim Cuddy Band
- David Suzuki, PhD, co-founder of the David Suzuki Foundation, world-renowned scientist and environmentalist
- Severn Cullis-Suzuki, environment and culture activist
- Craig Kielburger, co-founder of Free the Children, best-selling author, Order of Canada
- Alison Loat, Director and co-founder of Samara
- Julie Payette, Member of the Canadian Astronaut Corps, Order of Canada
- Jock Climie, ex-CFL football player, lawyer and sports commentator

A CAPITAL FOR ALL CANADIANS

Canadians should feel connected to the rest of the country and take pride in the Capital as a symbol of public discourse and a celebration of Canada's diversity. There is a shared history between Aboriginal peoples and all Canadians that the Capital should reflect. Looking to the future and keeping in mind the Capital's modest scale, people need to see themselves represented here and feel as though it is their own.

A Pavilion of the People, full of mosaics, mirrors, and totems, with 13 Great Halls representing the provinces and territories, celebrating our multiculturalism and bilingualism is one embodiment of a capital for all Canadians. Art, exhibitions or cultural meeting places like Victoria Island is another embodiment of this important aspect of the conversation. The Capital needs to provide an important point for reference for the rest of the country and allow Canadians to discover its diverse parts and peoples.

A VIBRANT CAPITAL

There need to be places for people in the Capital to gather and enjoy, during the day and at night. We need to be creative in designing them, making use of the three great rivers in the region. Enhance the food presence, get youth mobilized around their

passions, build on our multiculturalism and bilingualism to create new cultural events – these are the things that are going to bring vibrancy.

Canadian art and artists, new museums and institutions, a ‘walkable’ precinct of beauty linking symbolic institutions, young fashion designers with displays in store windows, hip music festivals, innovative architecture, a revamped Parliamentary Precinct – these are the things that are going to draw people to the core of the Capital and get them to stay there longer.

THE WINDOW ON THE COUNTRY AND THE WORLD

The Capital has a duty to mirror the diversity and multiculturalism across the country. Our commitment to bilingualism, monuments, architecture and the Capital’s natural setting all have a part to play in communicating our achievements and pride as citizens.

We should be promoting Canadian values such as freedom and the protection of rights internationally. The region could be an example of all that our country has to offer and the pride that comes from being green, friendly and respectful of other cultures should set an example for the rest of the world.

Communicating these values to the rest of the country is important. As a right of passage, school-aged children should be taught about Canadian values and history by visiting the Capital. A Polar House, for example, could help citizens understand a vital part of their country, identity and future.

A SUSTAINABLE CAPITAL

Environmentally friendly transportation is at the heart of a sustainable capital. Reduce dependency on the car and allow people to move in and out of the core with public transportation, perhaps light rail.

The Capital should also reflect the reality that our home is a biosphere — a zone of air, water and land where all life exists. Nature provides for us and the Capital region should cherish nature and our place within in.

WORKING FOR CANADIANS

It is especially important that the Capital of the country walk our rhetoric on Canadian values and this should be the role envisaged by the government. It needs to be demonstrated that this country and the people who work in the public service are committed to the well-being and future of Canadians, from coast to coast to coast.

The role of the government could and should inspire Canadians to public service. We need to consider young Canadians and the Capital should be a place of opportunity, both for volunteerism or employment, for them.

WORKING TOGETHER

No comments received.

Email comments received

Five emails and a report were submitted to the NCC, in order to provide suggestions for the Plan for Canada's Capital. Below is a summary of the ideas that were shared via email.

INVOLVEMENT AND PARTNERSHIPS

- Consult and involve citizens
- Create healthy partnerships and a participative relationship with government
- Use social media to engage the public on every initiative, big or small – create virtual communities of interest rather than expensive face to face meetings across the country
- Have volunteers maintain cross-country ski trails
- Provide the land and let Aboriginal peoples fundraise for their project on Victoria Island
- Collaborate with municipal partners in new and open ways so that there are not two sets of maintenance, snow removal, security, administrative and other staff; outsource or in-source as appropriate but stop the needless duplication of services – be open to new ways of doing business.
- Collaborate with the museums and artistic community
- Have one entity to promote tourism in the region

INTERNATIONAL ROLE

- Become a vibrant international city, a community, and a capital city with strong values - set an example for Canadians and the rest of the world
- The Capital can be a place where the global community can meet and talk in a safe and respectful environment
- Engage the world by creating a peace centre, where dialogue, peace and conflict resolution conferences and events can be held

REPRESENTATION

- Foster dignity for an amazing diversity of cultures and religions
- Businesses must ensure that they welcome visitors in the language of the visitors' choice

- Street names should reflect the composition of the local population – French, English and Aboriginal
- Create a square for each province et territories with a statue, monument or plaque recalling the province's date of entry into Confederation, capital city, official flower, motto and other details

COHESION WITHIN NATIONAL CAPITAL REGION

- Create a detailed road map for the entire National Capital Region (NCR)
- Clarify and mark the boundaries of the NCR
- Create a feeling of belonging in the NCR by ensuring that regional residents feel at home
- Define the NCR as follows: "Ottawa and Russell on the Ontario side, plus Gatineau and the municipalities that now make up the Municipalité régionale de comté (MRC) des Collines-de-l'Outaouais on the Quebec side"
- Follow the example of agreements on border-straddling urban areas in Europe to create cohesiveness in the NCR
- Harmonize bylaws in the NCR
- Use the name "National Capital Region"

ATTRACTIONS

- On Parliament Hill, construct a funicular linking the rear of the Library of Parliament with the pathway along the Ottawa River
- Create a polar museum
- Create a small zoo and oceanography museum featuring typical Canadian species
- Create an amusement park representing Canada in miniature, like the park near Brussels representing Europe
- Show visitors Canadian achievements and what makes them special
- Build a permanent stage with professional lighting, sound and washrooms to support the many festivals and eliminate the safety risk of the temporary structures – look to Chicago as a great example

TRANSIT AND LAND USE

- In urban development, give priority to the human scale
- Create an Ottawa-Gatineau rail link
- Create a bridge-tunnel east of Ottawa for highway truck traffic
- Create cycling trails along the light rail corridors
- Create a ring road bridge-tunnel west of the CCR
- Provide public transit access to large public venues
- Develop efficient public transit
- Provide parks and other meeting/gathering places
- Fix the sidewalks and pathways adjacent to and on all NCC property, so that residents and visitors can enjoy the sights

- Provide clean, accessible, and well maintained public washrooms
- Provide dual paths – one for wheeled recreation and one for pedestrians so that both can enjoy the marvellous network of trails throughout the city
- Ensure that festivals and events on NCC property are 100% smoke-free

PROTECT THE ENVIRONMENT

- Protect Gatineau Park and the Greenbelt
- Protect the scenic drives that beautify the region from polluting use
- Protect South March Highlands
- Stop sewage disposal in the Ottawa River

OTHERS

- Be objective and transparent in developing a long-term vision
- Be accountable and spend wisely
- Stop using consultants
- Sunset every project after 5, 7 or 10 years – develop successor projects with defined beginnings and ends so that initiatives do not become tired and dated

Capital Conversations

Below are summaries of what we heard throughout the country via the Capital Conversations initiative. In the Capital region, Québec City, Halifax, Victoria, Edmonton, Toronto and Montréal, the NCC heard from 38 experts and over 700 people attended. These conversations were a part of the Royal Canadian Geographical partnership and benefited from local partnerships in some markets as well.

CANADA'S CAPITAL REGION

The Capital Conversation for Canada's Capital Region took place the afternoon of September 27, 2011, at the Ottawa Convention Centre and had approximately 300 public participants.

The panelists for this event were:

- Dr. Richard Florida, Director of the Martin Prosperity Institute at the University of Toronto's Rotman School of Management
- Dr. George Hazel, Chairman of MRC McLean Hazel Ltd. (United Kingdom)
- Florence K, artist, singer-songwriter and ambassador for UNICEF Canada
- Stephen Lewis, Distinguished Visiting Professor at Ryerson University in Toronto, board chair of the Stephen Lewis Foundation and co-founder and co-director of AIDS-Free World in the United States

The conversation was moderated by Rebecca Makonnen, arts scene TV and radio host, and a keynote address was given by the Honourable Lawrence Cannon, former Minister of Foreign Affairs. Below is a summary of the ideas shared by the panellists.

The Honourable Lawrence Cannon kick-started the discussion with a keynote address talking about the Capital showcasing Canadians values (multiculturalism, bilingualism, environmental commitment) to the rest of the world. He noted that the Capital welcomes dignitaries, international organizations, embassies, institutions and events, to which we must showcase our beauty and cultural diversity.

George Hazel made the distinction between movement space and exchange space. He said that cities are really about people, and increasing exchanges between people is what brings vibrancy. Planners should strive to reduce movement space to facilitate those exchanges, for example, along the Rideau Canal. With regards to mobility, plan a system that is seamless and that adds value for the user, much like a retail-based model.

Florence K believes the Capital, or 'HOTtawa' as she suggested we rebrand it, should be a cultural centre that promotes Canadian artists. We need to leverage what we already have and think outside the box in order to achieve this, for example, plan a week of celebrations around Canada Day and work more closely with Aboriginal peoples.

Stephen Lewis suggested that Canada's Capital Region could be the great conference centre of the world to debate issues of the day. We should make the region an expression of our international credentials and have non-governmental organizations (NGOs) headquartered here. Emphasizing grassroots multiculturalism, sustainable development and our diversity as a country would be a great way to bring the country together and exemplify our shared values.

This Capital has to be more than a great capital for the region: the world needs a capital that it can learn from according to Richard Florida. The Capital should harness the creative energy of all human beings and drive a new form of capitalism. Economic growth comes from making cities more efficient. This efficiency can be achieved if cities – the key economic organizing unit of our time – help to match people with skills and ability. Put diversity and environmental aesthetics together to make the Capital unique.

QUÉBEC CITY

On Thursday September 29, 2011, the NCC organized a Capital Conversation in collaboration with the Commission de la capitale nationale du Québec at La Caserne in Québec City, where expert panellists included :

- Jacques Collin, multimedia projections producer, Jacques Collin Productions
- Claude Dubé, architect, planner, Dean, Faculty of Planning, Architecture and Visual Arts at the Université Laval

- Serge Filion, geographer, planner
- Nathalie Prud'homme, geographer, planner
- Alexandre Turgeon, President, Vivre en Ville

Bruno Del Degan, from Del Degan, Massé and Associates Inc. moderated this session. There were approximately 25 public participants. Below is a summary of the ideas shared by the panelists.

The discussion in Québec City focused on vibrancy and creating a liveable city. Serge Filion said that the pride that comes from thinking in terms of beauty, excellence, quality of life and the environment is well worth the investment. Pride and tradition will interest the entire country and allow Canadians to see themselves embodied in the Capital.

Nathalie Prud'homme said that people need to have a reason to go to the core of a city and have a good reason to stay there. Expand the core, animate it, enhance public spaces, favour public and active transportation and enhance the shorelines along the River. These things will create automatic linkages between people.

Alexandre Turgeon spoke about density and reclaiming the streets, not just for cars but for active and public transportation options, including pedestrians, cycling, skating, carpooling, public transit, etc. This will require the help of partners and thinking outside the box.

The Capital needs a diversified economy to create opportunities for people outside the public service and it needs to have a more 'liveable' core, said Claude Dubé. Supporting artists, encouraging people to live in the core and aligning the 50-year vision with youth with help create pride and dynamism that has been lacking since the 1970's.

Using the Image Mill TM as an example, Jacques Collin said that places need to be brought to life at night – give people a reason to stay in the core of the city at night. Keys to success include developing long-term projects, taking the time to design them properly, looking for new and fresh ideas and bringing them to life in a sustainable way.

At this event, the public said that spaces should be designed for people and spontaneous gatherings and that residents of a city are best suited to promote a happy and creative place.

HALIFAX

The Capital Conversation took place in collaboration with Dalhousie University's Faculty of Architecture and Planning in Halifax on October 18, 2011, at the Canadian Museum of Immigration at Pier 21. Speakers included:

- Prataap Patrose, urban futurist, Director of Urban Design at the Boston Redevelopment Authority
- Andy Fillmore of the Halifax Regional Municipality's Regional Centre Urban Design Study (HRMbyDESIGN)
- Reverend Rhonda Y. Britton, community leader, and
- Frank Palermo, Architect and urban planner, Director of Dalhousie University's Cities and Environment Unit

The discussion was moderated by Christine Macy, Dean of the Faculty of Architecture and Planning. There were approximately 100 public participants. Here is a summary of the ideas shared by the panellists.

Prataap Patrose suggested thinking about green sustainability in planning and design – this includes connecting open spaces and bringing diverse people together. People are attracted to cities because they are the centres of ideas. Through interactions, people can develop their ideas and they are allowed to thrive. Partnerships are important to this process.

Canadians should see themselves, their values and their culture reflected in the nation's Capital – including representation of founding peoples and newcomers – according to Reverend Rhonda Britton. Important contributions are evident by statues, parks and the naming of streets and public spaces.

Andy Filmore addressed sustainable growth and noted that the Capital should play an influential role in putting it on the national agenda. This requires leadership and implementing sustainable planning in the Capital and thinking in terms of “walkability”.

The Capital should represent peace and democracy and the protection of human rights - it should showcase the very best of Canada, says Frank Palermo. Government institutions need to get closer to people and need to talk to and understand Aboriginal peoples. The core should be rethought and priority given to pedestrians, as opposed to cars.

Public participants commented on several themes, including monuments reflecting the contributions of all Canadians, alliances and partnerships that explore common issues and taking sustainability beyond the minimum standards.

VICTORIA

The NCC hosted a Capital Conversation in collaboration with the British Columbia Provincial Capital Commission in Victoria on October 28, 2011, at the Royal British Columbia Museum. Speakers for this event included:

- Larry Beasley, CM, Distinguished Professor of Planning at the University of British Columbia, founding principal at Beasley and Associates
- Dave Cowen, manager of Butchart Gardens
- Franc D'Ambrosio, principal of D'Ambrosio architecture + urbanism
- Dr. Moura Quayle, from the Sauder School of Business at the University of British Columbia

The public event was moderated by Robert Barrs, manager of community and regional planning at HB Lanarc-Golder. More than 80 people attended the event to express their ideas for their national capital.

Larry Beasley spoke about a formula for 'smart growth'. This formula takes into consideration density, mixed-use spaces, green building practices, the environment, culture and quality of life. The suburbs should also be reinvented to encourage "walkability", a modest scale and the linking of neighbourhoods.

Franc D'Ambrosio said that the Capital must be an evocative place with a bold vision. The Capital should be leading by example for other cities and nurture exploration through arts and architecture, especially for youth.

Using green spaces to connect people and urban spaces was a priority for Dave Cowen. Gardens and outdoor spaces are integral to connectivity and they should host a variety of events, exhibitions, music and food festivals, playing into the way we like to spend our leisure time.

Beyond sustainability, says Dr. Moura Quayle, the Capital should be exemplary when it comes to our values and when it comes to innovation and co-creativity (building solutions together). Citizens need to be engaged in the process of creative problem-solving, using MindLab as an example.

The public said that we need to find the "wow" factor and that public art could be integrated into the city landscape. The Capital should also have 'mini-destinations' connected through public transportation and an iconic arctic building housing a polar institute could enhance representation of Canada's north.

EDMONTON

The NCC, in collaboration with the Legislative Assembly of Alberta, hosted a Capital Conversation in Edmonton on November 2, 2011 at the Winspear Centre. Speakers included:

- Larry Beasley, CM, Distinguished Professor of Planning at the University of British Columbia, founding principal at Beasley and Associates
- Al Chapman, director of Arts Development, Alberta Culture and Community Spirit

- Shafraaz Kaba, architect at Manasc Isaac, and
- Tegan Martin-Drysdale, co-chair of NextGen

The public event was moderated by Vivian Manasc, architect at Manasc Isaac. More than 50 people attended the event, and expressed their ideas for the future vision of their national capital.

Larry Beasley said that the suburbs need to be reinvented through intensification and a new 'street pattern' (housing on a modest scale and shops within walking distance). In addition, the Capital needs to represent values through the commemoration of national deeds, personalities and Aboriginal peoples.

According to Al Chapman, people are the key to urban design and telling their stories is what connects people and allows a dialogue to occur. The diversity across Canada is important and it should be represented. This is what allows Canadians across the country to identify with the Capital. Arts need more funding and youth need to be more involved.

Shafraaz Kaba proposed that a vibrant capital is not just about architecture, it's about using social media and creating other user experiences through applications that allow people to experience the Capital virtually (if you cannot experience it physically). We need to find ways to celebrate the pluralism that we inspire in other countries around the world.

Tegan Martin-Drysdale addressed sustainability as a value that needs to be integrated into all aspects of urban planning and working with partners will help to realize this collective vision. This requires leadership and looking to other examples such as the Sustainability Taskforce in Edmonton.

Some public comments addressed the fact that buy-in from broader society is important, and that the NCC should examine ways to balance density and green spaces. Public transit can help facilitate visits to the Capital but for those who cannot visit physically, there should be other mechanisms to engage them using tools like social media. We should be celebrating our "northern-ness".

TORONTO

A Capital Conversation was hosted in Toronto on November 17, 2011, by the NCC, in collaboration with the University of Toronto's Munk School of Global Affairs. Speakers included:

- Larry Beasley, CM, Distinguished Professor of Planning at the University of British Columbia, founding principal at Beasley and Associates
- Paul Bedford, urban mentor and former Chief Planner for the City of Toronto

- Raja Khouri, President of the Canadian Arab Institute, Ontario Human Rights Commissioner
- Bruce Kuwabara, architect at Kuwabara Payne McKenna Blumberg Architects

The public event was moderated by Susan Davis, an advocate for refugee and immigrant protection. More than 75 people attended the event, and expressed their ideas. The following comments were made.

Paul Bedford remarked that the Capital should capture Canadian values, such as community, safety and tolerance, in such a way that these values can be seen, felt and touched. Better transit and more grand streets like Confederation Boulevard would go a long way towards achieving this.

The Capital should represent Canada's diversity, according to Raja Khouri. The Capital should show the rest of the country how society can be inclusive. Youth should be able to explore what the Capital means to them by travelling there.

Bruce Kuwabara said that the Capital should be the boldest place in Canada, a place where we can demonstrate day after day how to live in a pluralistic society and generate change. Gatineau is very much a vital part of this conversation.

Larry Beasley suggested that the Capital could take the lead in defining a long-term vision on sustainability and then work with partners to achieve it. Some of the spaces currently devoted to cars should be turned into public spaces.

The public made several suggestions that touched upon concrete ways of illustrating our pluralistic society, encouraging youth and new Canadians to visit the Capital, waterfront development and the importance of the River as a unifying force. It was also mentioned that people need to be given the freedom to express their creativity, perhaps by doing art installations in parks and public spaces.

MONTREAL

A Capital Conversation took place in Montréal on November 28, 2011, in collaboration with the Université du Québec à Montréal's Forum URBA 2015. The following panellists spoke about their experiences :

- André Ménard, Cofounder and Artistic Director, Festival international de jazz de Montréal
- Gilles Arpin, urban lighting director and designer
- Clément Demers, architect and urban planner, Director General of Quartier international de Montréal

The conversation was moderated by Pierre Goyer, Project Director, Plania Inc. More than 80 people participated and expressed their ideas. Below is a summary of the ideas that were articulated.

André Ménard said that the experience people have in the core of a city needs to be redefined and needs to attract people from the suburbs. It often takes time to see projects succeed and elements such as the arts scene, restoration projects and lighting installations need to be taken into consideration.

Gilles Arpin noted that a successful lighting project is one that looks at a space from the perspective of how people experience their surroundings – lighting can attract people to urban areas at night by providing new experiences.

Mixed-use spaces are what creates vibrancy in urban areas and having various social classes in the same space is important, according to Clément Demers. Quality breeds quality and authentic architecture that reflects our identity is essential in animating the Capital.

The public spoke about animating streets and celebrating cultural diversity in the Capital. Along the same lines, we need to examine ways to keep people in the core at night. Working together with all three levels of government will be important in this process and public transportation serving all neighbourhoods is integral to bringing vibrancy to the Capital region.

Targeted Conversations

An important aspect of the National Engagement Strategy was to seek the feedback of three targeted groups: Aboriginal peoples, newcomers to Canada and youth. These engagement activities took place in the region as well as in Halifax, Edmonton and Victoria. Below are the summaries of the six activities that took place with those audiences. For more detailed notes, please consult appendix 17.

ABORIGINAL PEOPLES DIALOGUE – CANADA'S CAPITAL REGION

The National Engagement Strategy was launched by the Aboriginal People's Dialogue on September 27, 2011, at the Ottawa Convention Centre. Preceding the region's Capital Conversation, this important event sought Aboriginal peoples' (First Nations, Métis and Inuit) involvement in the development of the vision. Ten representatives from national and local Aboriginal organizations, including two youth representatives, joined the conversation. Approximately 100 members of the public attended this session.

The event, co-hosted by the Anishinabeg (Algonquin) Nation, was facilitated by Claudette Commanda, Executive Director of the First Nations Confederacy of Cultural Education Centres and Professor at the University of Ottawa.

The following representatives took part in the dialogue:

- Gilbert Whiteduck, Chief of Kitigan Zibi Anishinabeg First Nation
- Marlene Jerome, Grand Chief of the Algonquin Anishinawbe Nation Tribal Council
- Caitlin Tolley, Youth representative, recipient of National Aboriginal Youth Role Model Award
- Konrad Sioui, Grand Chief of Wendake Huron-Wendate Nation
- Musqwaunquot Rice, Youth representative
- Yvonne Vizina, Policy Analyst, Environment, Métis National Council
- Barbara Van Haute, Director of Population Health and National Initiatives, Congress of Aboriginal Peoples, and
- Tina Dewache, Senior Policy Analyst, Human Rights & International Affairs, Native Women's Association of Canada

The main ideas put forward through this conversation speak to recognition, dialogue, a meeting place and sustainability. Below is a summary of the ideas that were shared.

Recognizing that this region sits on traditional Algonquin territory is a positive step to be taking. Monuments and institutions should recognize the same and communicate shared stories. Symbols should be present in the region to instil pride in Aboriginal peoples whether they live here or are visiting. The River is a traditionally important symbol in Aboriginal culture and this should be commemorated by Aboriginal artists. Canadians should know that this country is committed to promoting the history, culture and uniqueness of Aboriginal peoples. This could be achieved by having more flags, recognition of Aboriginal peoples by diplomats and foreign missions and renaming parks/public spaces with Aboriginal names. Recognition of their language and participation of Aboriginal youth and elders is also important in this process.

The diversity of Aboriginal peoples should be respected. There should always be an important place for their voice where interactions can occur in a genuine, open and respectful environment. The NCC has a role to play in terms of facilitating this dialogue, educating people as to its importance and bringing them together.

It was mentioned that a place of healing and reconciliation is the anchor to an Aboriginal vision for the Capital and should be built on Victoria Island. This gathering place would be sacred. Diplomats and embassies should be involved in this process in order to establish a gathering place where Aboriginal peoples around the world could visit. This place of belonging would be a great source of pride for the Capital and Aboriginal communities and youth.

Vibrancy comes from a healthy mother earth because that health will have an impact on everyone – those lands contain traditional medicines and the voices of elders. The NCC should establish a permanent Aboriginal arm to demonstrate a commitment to sustainability and where everyone is equal.

Public participants spoke to two principal themes: a gathering place and recognition. With regards to a gathering place for Aboriginal peoples, Victoria Island came up in the context of honouring William Commanda's vision for a Circle of All Nations. This space could be the museum or embassy of Aboriginal peoples or a World Centre for Indigenous Studies or an International Centre for Aboriginal Performing Arts. In the short term, there could be washroom facilities, a lodge, water fountains and a bus stop nearby. There should be free public transit to Aboriginal gathering places. One participant cautioned that Aboriginal peoples must beware of the trappings of their people into a museum or bronze statue because this does not go far enough in recognizing Aboriginal contributions.

Other participants spoke about Aboriginal peoples being alive and vibrant peoples, and being the caretakers of this land. Youth need to see this recognition in the region, perhaps through language, renaming parks and spaces in that vein and having signage upon entering the Capital. Aboriginal peoples' achievements need to be reflected in the Capital.

A few other topics came up such as the protection of South March Highlands and undamming the Chaudière Falls.

CANADIAN NATIVE FRIENDSHIP CENTRE IN EDMONTON

The NCC met with a group of four Aboriginal community representatives at the Canadian Native Friendship Centre in Edmonton on Wednesday, November 2, 2011, from 2 pm to 4 pm. Below is a summary of what was discussed.

Aboriginal peoples, inclusive of all tribes, need to feel connected to spaces, and one way to achieve this is through the preservation of their language. Sacred spaces need to be protected and this speaks to a commitment to sustainability.

All groups and ages need to be represented in the Capital, perhaps through pavilions, parks and art. These should be designed and built by Aboriginal peoples, so as to ensure their history is accurately represented. This would demonstrate a commitment to authentic partnership.

The City of Edmonton is working on greater collaboration, through initiatives such as a Declaration signed between the City and the Aboriginal community and an Accord Agreement. An Aboriginal Workforce Participation Initiative also exists and in Calgary

there is an Aboriginal Policy. Look to these initiatives for inspiration on what the Capital can be doing right now to promote collaboration.

In 2067, these community representatives would like to see a teepee in the region, close to Parliament Hill and would like visitors and new residents of the country to know the history of Canada; to know that Canada belonged to Aboriginal peoples and that they are the keepers of this land.

IMMIGRANT SETTLEMENT AND INTEGRATION SERVICES IN HALIFAX

The NCC met with a group of new Canadians at the Immigrant Settlement and Integration Services (ISIS) of Halifax on Tuesday, October 18, 2011, from 8:45 to 11:45 am. A total of 17 people participated and their countries of origin include China, Venezuela, Egypt, Syria, Palestine, Iran, Iraq, Nepal, Kosovo and Uzbekistan. Participants have been living in Canada anywhere between three months and five years. Below are the discussion summaries.

Safety is the most important attribute of a capital city. Other services that a capital city should have include good hospitals, education facilities, job opportunities, low taxes, libraries and historical places for visitors. Vibrancy and nightlife are of importance, as are spaces for worship, places for children and a good variety of entertainment options.

In order to make Canada's Capital Region a great place, there should be emphasis placed on activities such as public bazaars, international exhibitions, events for tourists or even a Canada Games competition. Multiculturalism and Canadian values should be embraced by showcasing the fact that Canada opens its heart to people from all around the world. Exchanges between long-time residents and newcomers should be facilitated by spaces, such as parks, art exhibits, sporting events and entertainment. A good transportation system would attract foreigners, tourists and newcomers.

The Capital should project the image of a safe and peaceful city, respectful of individual rights and multiculturalism. Hospitality and historical elements should be strongly demonstrated in the region and be a source of pride.

In order to communicate the Capital to the rest of Canada and on the international stage, there should be a marketing campaign to highlight all of the great things about the region, with a focus on what has been mentioned above.

EDMONTON IMMIGRANT SERVICES ASSOCIATION

The NCC met with new Canadians at the Edmonton Immigrant Services Association (EISA) on Thursday, November 3, 2011, from 9:15am to 11:15 am. A total of 13 people participated and their countries of origin included France, South Korea, Germany,

Mexico, Iran and Lebanon. These new Canadians have been living in Canada anywhere between three months and 12 years. Below is a summary of the discussion.

These newcomers chose to settle in Canada because it is peaceful, respectful of laws and is multicultural. Socio-economic considerations and natural resources/beauty played a part in that decision as well. They chose Edmonton in particular because of the range of activities, the atmosphere of the city itself as well as various socio-economic considerations, including healthcare, education, taxes, public transportation and employment opportunities.

In a capital city, participants believe that a range of activities, interesting spaces, multiculturalism and a strong economy are important. People need to be entertained and it should have the proper infrastructure to facilitate that for both residents and visitors.

Some residents suggested that the region could be more representative of Canadians by having a festival that brings people from different cultures together, by building a Memorial Hall and encouraging children to visit or by having a special ceremony for the 200th anniversary of the country that focuses on story-telling.

When compared with the session that took place in Halifax, there are several similar themes that emerge, such as: pride in Canadian rights, freedoms and democracy; socio-economic considerations such as healthcare, employment opportunities and education; and having a range of activities that facilitate interactions and tell the story of Canada, including its evolving multiculturalism.

UNIVERSITY OF VICTORIA, DEPARTMENT OF GEOGRAPHY

The NCC met with 25 students and faculty at University of Victoria on Friday, October 28, 2011, from 2:45 pm to 4 pm. A brief presentation was followed by a group discussion about the six challenges. Below is a summary of the discussion.

The Capital needs to be a great city for its residents and for visitors. Accessibility is a concern given that travelling is expensive. We should examine opportunities for social media as a tool to communicate the Capital to those that cannot be there physically.

The Capital needs more spontaneity – make it somewhere that is worth visiting by having a variety of things to do. Public art and an exciting downtown core will draw people and make it vibrant. Enhancing public transportation will allow more people to participate.

Provincial/territorial representation is important (ex: BC Day, bars that represent provinces/territories, Canada House) and the Capital should be a window on the rest of the country and set an example for other cities to follow.

Sustainability can be promoted by partnering with other organizations and enhancing public transportation. Creativity and thinking outside the box is integral to this process. The connectivity and continuity in Victoria makes commuting by bicycle easier, maybe consider additional bike lanes like in Vancouver.

CAPITAL THINK TANK

This conversation was unique in the sense that it built upon an existing program to reach approximately 9,000 youth between the ages of 14 and 17, over a period of three years. Each week, Capital Think Tank participants were asked to work in small groups and to respond to questions about what they wanted to see or do in the Capital and why these things mattered to them. Below is a summary of three reports produced for the September – December 2010 season, the February – May 2011 season and the September – December 2011 season of Capital Think Tank.

In all three sessions, several themes re-occurred, such as a strong interest in youth-centered initiatives and tangible representation of provinces and territories. Two other topics that came up frequently include sustainable environmental practices, principally in the form of transportation, and increased opportunities for cultural and artistic expression. The final theme that surfaced frequently in Capital Think Tank is to enhance youth-friendly activities.

Recurring ideas included:

- Representation of other provinces & territories, through festivals, monuments, parks, street names, gardens, museums, pavilions and exhibits
- Large TV screens downtown
- Experiences where youth can interact instead of being told/shown
- Built spaces that appeal to youth such as amusement parks or teen centres
- Murals and graffiti walls
- Music, multicultural and culinary festivals
- Youth art exhibits, museums and street performances
- Tributes to youth who have made a difference
- Dance parties in the street, outdoor concerts and movies

When compared to youth from the University of Victoria, there are several common themes, such as greater provincial and territorial representation in the Capital, sustainability as a priority for the region and the country as a whole and more activities that cater to that generation.

IdeaScale

The IdeaScale platform allowed participants to share more in-depth insights and thoughts for the Plan for Canada's Capital. The IdeaScale discussion forums were organized according to the six challenges and the NCC received a total of 55 ideas and 75 additional comments on those ideas. Ideas and comments ranged from 100 to 1000 words and were very thoughtful and detailed. This overview provides a synthesis of what we heard. For a more detailed description of IdeaScale comments, see appendix 18.

A CAPITAL FOR ALL CANADIANS

Ideas relating to a Capital for all Canadians included celebrating the best that Canada has to offer:

Canadian Innovation and Creation:

- Putting Canada's scientific contributions and innovation at the forefront
- Creating a space for Canadian artists in-residence to commission original art and installations

Representing Canadians:

- Building provincial and territorial symbols throughout the Capital
- Recognizing Aboriginal contributions to Canadian history and establishing a centre for peace on Victoria Island

Planning the Capital:

- Forming a vision for the Capital that enhances infrastructure, removes height restrictions, improves pedestrian malls and accurately reflects Canadians and their heritage
- Constructing yearly commemorations for significant Canadian events or personalities
- Building large-scale spaces and structures, either by creating a National Mall, like the one in Washington D.C., large fountains, sculptures, or national museums (National Portrait Gallery, Canadian Museum of Immigration)
- Establishing a federal district and ensuring federal funding is available to build a capital for all Canadians

A Greener Capital:

- Finding green solutions for Canadian government buildings and beautifying the Capital
- Focusing on sustainability to reduce pollution and urban sprawl
- Protecting or defining Gatineau Park's boundaries, and purchasing or selling parcels

- Developing innovative transit solutions, such as light rail or elevated rail, underground road tunnels like Boston’s “big dig”, an efficient bike path network, and more efficient highways

Canadian Values:

- Hosting world events and fostering dialogue
- Discussing the role of religion in society, either by developing ecumenical campuses to promote religious contributions to civic life or by promoting the ongoing separation of Church and State

Communicating the Capital:

- Having week long Canada Day celebrations and festivals
- Improving access to the region’s natural and historic assets by animating a tourism trail and offering shuttle services

A VIBRANT CAPITAL

When participants contributed ideas for a vibrant capital, they thought of a variety of initiatives:

- Redeveloping the Capital to create vibrant spaces by developing LeBreton Flats, rebuilding and naturalizing the Chaudière Falls (shops, cafés, pedestrian areas, art galleries, bike paths), reinstating the National Portrait Gallery
- Continuing to maintain gardens, the Rideau Canal, pathways, rivers, and Gatineau Park
- Making the ByWard Market area a pedestrian-only zone by creating additional underground parking and linking mass transit
- Restoring heritage buildings and designing a network of parks and green spaces through Centertown
- Developing a vibrant waterfront by encouraging commercial development, expanding the Dows Lake Pavilion by adding a farmer’s market or flea market
- Building sustainable public transit and linkages with the city of Gatineau
- Ensuring the Capital is a dynamic and international city that has a soul, and is safe and liveable

A WINDOW ON THE COUNTRY AND THE WORLD

To demonstrate Canada’s place in the world and its international role, Canadians suggested:

- Building a Canadian Arctic Museum and Polar Discovery Centre
- Ensuring the Capital is well served by international transportation connections, encouraging international stopovers through partnerships or by improving high-speed rail linkages with Toronto and Montréal
- Establishing international institutes or organizations in the Capital

- Embracing international symbols, for example, creating a public space with Commonwealth flags or countries represented in the Capital
- Encouraging Canadians to act as symbolic ambassadors to Canada when they are abroad
- Creating a global gathering place or coordinating a diplomatic tour to underline the importance of the Capital on the world stage

A SUSTAINABLE CAPITAL

Many comments and ideas relating to a sustainable capital included green energy, sustainable transportation and innovative green design. The ideas put forward included:

- Being a model for sustainability around the world by using innovative, energy efficient green building design
- Promoting high-density, multi-purpose buildings and retrofitting existing structures with solar and wind-power energy sources
- Fostering urban farming and community gardens, and limiting cash crops and the use of harmful chemicals, while also protecting farmland and forests from solar and wind farms
- Expanding the Greenbelt to prevent urban sprawl and connecting it with outlying natural areas, while also promoting densification
- Working to reduce greenhouse gas emissions
- Beautifying King Edward Avenue by reclaiming green spaces, restoring heritage buildings and diverting truck and vehicular traffic through an underground tunnel
- Creating a complete network of segregated bike paths, as well as a comprehensive map
- Establishing a strong governance structure for transportation across provincial and municipal boundaries

WORKING FOR CANADIANS

No IdeaScale comments received.

WORKING TOGETHER

Participants providing ideas relating to the working together theme indicated that they would like to see:

- Improving the use of existing assets, such as the Experimental Farm, in order to improve transportation infrastructure
- Tapping into retired public servants' intellectual capital to contribute to projects in the Capital
- Building a ring road to improve transportation linkages

- Ensuring the city is more liveable, reducing dependency on the automobile and maintaining green spaces and waterways

PROCESS-RELATED COMMENTS

The following comments were posted with regards to the consultation process:

- The public was not given the opportunity to speak at the September 27th event in Ottawa
- The default typeface in the comment section of IdeaScale was too small, making it difficult to read (it was increased following this comment)
- Questioning the need for planning and growing a strong regional economy, while others confirmed the need for planning and funding

Analysis



Canadians from across the country provided an incredible amount of feedback regarding the six challenges, but a distinct preference emerged for some themes above others. The order in which they have been prioritized is as follows:

- 1) A Vibrant Capital
- 2) A Capital for All Canadians
- 3) A Sustainable Capital
- 4) A Window on the Country and the World
- 5) Working Together
- 6) The Capital: Working for Canadians

While the vision will be created with all the themes and feedback in mind, particular attention will be paid to vibrancy, representation and sustainability. Below is an analysis of what we heard regarding each of the six challenges, in the order of priority noted above.

A Vibrant Capital

Canadians provided a significant amount of feedback on how to create a vibrant capital with a bold vision. Several of the tools used to collect feedback pointed to this as being the number one priority in drafting a vision for the Capital.

To Canadians, a vibrant capital means having unique place for people to gather, having new and interesting artistic and cultural experiences and having a variety of activities that cater to residents and visitors alike. Gathering places can be thought of in terms of places of exchange, where the space facilitates interactions with one another and the surrounding environment. Parks, gardens, restaurants, shorelines – these are all places of vibrancy where people can gather and enjoy the space. These places are made possible by infrastructure that encourages ‘walkability’ and active and public transportation networks.

Ways to experience arts and culture can take many different forms. When speaking to Canadians, the conversation pointed to more accessible culture in public places where people are allowed to discover others’ cultures and express their own. These places of expression should be less structured and embrace spontaneity, offering opportunities to a diverse range of people to create new cultural and artistic experiences for both Capital residents and visitors.

Canadians also indicated that they would like to see more public art, art galleries, heritage buildings and museums that celebrate Canadian values. It was indicated that there should be more monuments and commemorations honouring the contributions of new Canadians, Aboriginal peoples and the provinces and territories. Canadian,

Aboriginal and young artists could contribute greatly to the vibrancy of the region by providing new cultural and artistic experiences.

Finally, many Canadians said that there should be more activities in the region. These can take the form of national celebrations or festivals celebrating culture, food or youth. People need to be drawn to the core and be given a good reason to stay after dark if the region is going to have a vibrant nightlife. Family-friendly activities would appeal to both residents and visitors.

A Capital for all Canadians

Another one of the most popular themes, Canadians explained that they wanted to see themselves reflected in the Capital, either in tangible ways through parks, street names, and monuments, or on a more abstract basis through symbols that reflect Canadian values. In many respects, Canadians felt that the Capital needed to showcase the best that Canada has to offer, while also reflecting its history and diversity. Many participants also said that they needed to feel an emotional attachment to the Capital by ensuring tangible representation of the provinces and territories, Aboriginal peoples of Canada, our founding nations, youth and new Canadians.

With regards to representing Canadian values, it was mentioned that the Capital should demonstrate to the rest of the country how Canadian society can be inclusive and barrier-free and promotes peace, democracy and community. In a sense, visiting or learning about the Capital should be a 'right of passage' and ways to make the region more accessible to all Canadians should be examined. The region could expand its audience beyond the physical boundaries of the Capital into the virtual world via social media, permitting Canadians across the country to experience the Capital.

The Capital should also be a great city for its residents and a great capital for visitors. Demonstrating that Canada's cultural diversity is truly a source of pride, the Capital should promote bilingualism and showcase our history and achievements. There should be a range of activities that facilitate interactions between Canada's diverse groups and tell the story of Canada, including its evolving multiculturalism. This would allow the Capital to connect with all Canadians on a meaningful level.

A Sustainable Capital

This theme was the third most frequently mentioned by Canadians. In the context of the feedback received, sustainability can refer to principles to be incorporated into the Plan as well as tangible efforts that can be undertaken in the National Capital Region. On both accounts, Canadians would like to see the Capital in a leadership role, placing this priority on the national agenda and setting a high standard for other cities to follow.

From a regional planning perspective, participants reiterated the need to control urban sprawl, develop the core with increased densification and innovative mixed-use green design, create model suburban communities, and build integrated public transportation infrastructure that incorporates active transportation, such as cycling and walking. Active and public transportation were very popular topics, particularly with residents, and many suggestions were made in reference to decreasing car dependency.

Canadians suggested that sustainability measures should go beyond the minimum standards and include green space conservation, green energy production and implementing sustainable agriculture practices. Canadians want to see a capital of the future that develops sustainably for the long-term, using green technologies and preserving valued ecosystems.

A Window on the Country and the World

Comments relating to a window on the country and the world focused mainly on the Capital showcasing Canadian values of peace, democracy and the respect of human rights. In particular, this resonated with new Canadians and eminent Canadians that participated in the National Engagement Strategy. They confirmed their aspirations for a country that is open to the rest of the world and represents Canadian culture and values to others. In particular, values relating to democracy, freedom of speech, respect for multiculturalism and religious freedom could set an example for other countries.

It was frequently mentioned that the Capital could act as a host for a global centre for dialogue and exchange given our international credentials. According to many Canadians, this country has a long history of peacekeeping and would be ideally situated to hold important discussions on national and international issues. An international centre for peace and conflict resolution, for example, would be a great embodiment of the country's ability to contribute to those dialogues.

The Capital should project an image of a safe and peaceful country, respectful of individual rights, to instil pride in Canadians and bring the country together around these shared values. This could play a part in attracting more international organizations to the Capital. Participants mentioned that ensuring foreign dignitaries and representatives feel welcome in the Capital is also important given the unique function of the Capital as the host of diplomatic missions.

Working Together

Canadians often expressed their desire to see more collaboration in developing the Capital. Suggestions included fostering greater exchanges with federal, provincial and municipal partners so as to ensure that future plans are coordinated and coherent. Many participants envisaged a greater leadership role for the NCC in these collaborative and sometimes non-traditional partnerships. Some participants mentioned that the

government does not have to undertake all of these important projects on its own, rather, it should act as convener and facilitator of partnerships. In contrast to those suggestions, other participants spoke about creating a federal district.

Another element central to greater collaboration was to look to the community and citizens across the country and involve them in building solutions. Aboriginal peoples could be engaged through ongoing committees to ensure their representation in the Capital.

Partnerships were mentioned as being integral to achieving several of the ideas outlined above, but in particular, many participants said that true sustainability could only be achieved with several creative partnerships and a strong governance structure.

The Capital: Working for Canadians

By leveraging what the government already has and thinking outside the box, the federal public administration should develop longer-term projects that integrate federally-owned real estate into the cityscape and bring vibrancy to areas that are currently lacking. For example, more accessible street fronts, mixed-use spaces and a highly integrated public transportation system could allow Canadians to connect with the federal public service.

Canadians said that having a public service that is open, accountable and engages citizens in consultative processes would lead to greater participation in our democracy. Canadians hope to see a public service that is open to new ways of doing business and one that inspires youth to become involved. Canadians explained that they would like to see the government be a model of excellence and demonstrate that it is committed to the well-being and future of Canadians from coast to coast to coast.

Targeted Audiences

Several distinct trends emerged in the conversations with the three targeted audiences. Below is a synopsis of what we heard from Aboriginal people, newcomers to Canada and youth throughout the process.

ABORIGINAL PEOPLES

Representation of First Nations, Inuit and Métis in the Capital, as well as recognition of their distinct history, culture and language was the principal theme identified by this audience. The implementation of the above could include monuments, institutions, a gathering place and symbols of their culture in public places.

Inclusion of Aboriginal people in discourse and dialogue was also emphasized. There should always be an important place for their voice where interactions are genuine and

open. Aboriginal youth, elders and artists should have a distinct role to play in articulating how Aboriginal people are represented in the Capital.

NEWCOMERS TO CANADA

The protection of human rights, freedoms, democracy and respect for multiculturalism in Canada all played a part in drawing newcomers to Canada and it is therefore not surprising that newcomers want the Capital to be representative of these. Newcomers said that these values should be showcased on the international stage and that Canada, via the Capital, should become a model for other countries.

Socio-economic considerations were also very important to newcomers, such as employment opportunities, the education and healthcare systems and the social support network and, therefore, regional planning should take these into consideration. Providing various venues and spaces for multiculturalism to flourish and be expressed is also an important role for the Capital to play.

YOUTH

Youth expressed that having a capital where they feel welcome and see themselves reflected consists of three main elements. Firstly, youth would like the Capital to enhance provincial and territorial representation by having provincial pavilions, activities, exhibits and visible symbols. Secondly, the Capital should provide more opportunities for cultural and artistic expressions by youth in the form of murals, galleries featuring young artists, festivals and youth centres. Finally, the Capital should host a variety of activities that are youth friendly and cater to their passions and interests.

A reoccurring theme for this audience also included sustainable environmental practices, particularly as they relate to active and public transportation.

Next Steps



The themes which were most important to Canadians for the future of their capital – vibrancy, representation and sustainability – will inspire the vision for the Capital of 2067. When providing their ideas for the Capital, many participants also spoke of strategies to achieve this vision. These more concrete contributions will also be kept in mind moving forward with the review of the Plan for Canada’s Capital.

The engagement of Canadians in the review of the Plan for Canada’s Capital will continue as we move forward in our work plan in 2012. It is important to note that although future consultations will occur in Canada’s Capital Region, opportunities for Canadians to contribute online will also be available, giving people outside the region the ability to participate as well.

Key project milestones include:

Spring 2012	Draft Vision Statement, Plan Scope & Structure
Summer 2012	Draft Capital Concept, Goals & Guiding Principles
Fall 2012	Strategic Orientations
Fall 2012	Public Consultations (local with online)
Late Fall 2012	Draft Horizon 2067: Plan For Canada’s Capital
2013	Plan Approval & 2013-2023 Action Plan

More specifically, between now and the end of Summer 2012, we will:

- Use the results of the National Engagement Strategy and hold two public work sessions at the end of February – invitations will be extended to members of the public to work with the NCC to establish the broad strokes of the vision and associated principles
- Continue our on-line engagement and sustain interest in the initiative via the contacts we established throughout the fall
- Continue to engage in discussion with federal and municipal partners at key milestones in the process
- Draft the Vision Statement, which represents the aspirations for the Capital in 2067, including the plan scope and structure
- Establish the goals and guiding principles

During the Fall of 2012, the majority of the key components of the Plan should be put in place, creating the framework for a ten-year action plan to be finalized in 2013. This portion of the work plan includes:

- Establishing the Strategic Orientations, which are the avenues we will pursue to realize the Vision
- A second and final series of public consultations
- Presenting the draft Plan components to the NCC Board of Directors in November 2012, with final Plan approval targeted for 2013, along with the 2013-2023 Action Plan

