



Plan for Canada's Capital, 2017–2067

**Public Consultation Report
Summer 2016**

Plan for Canada’s Capital, 2017–2067

Public Consultation Report

I – Description

Background

The National Capital Commission (NCC) is developing the Plan for Canada’s Capital, 2017–2067, the signature planning framework that will shape the vision for the nation’s capital until Canada’s bicentennial in 2067. This plan presents a general vision for the Capital’s future. More specifically, the plan

- outlines the vision for the use of federal lands, buildings, parks, transportation facilities and symbolic spaces in the Capital;
- ensures that the Capital continues to be nationally significant and supportive of federal institutions;
- identifies three themes and the strategic principles in the Capital that will reflect our growth as a nation, build a lasting legacy for future generations and serve as a platform for Canada’s influence in the world;
- outlines the role of government and its partners in implementing the plan; and includes 17 milestone projects that will guide the next 50 years of Capital building.

The Plan presents a long-term vision of the Capital’s future and three major themes that will guide its implementation.

The Plan for Canada’s Capital, 2017–2067		
Canada’s Capital is a symbol of our country’s history and diversity, a true reflection of our democratic values, and our commitment to a flourishing and sustainable future.		
Inclusive and Meaningful	Picturesque and Natural	Thriving and Connected
Protect and highlight the inspiring symbols that reflect our national identity, celebrate our values and achievements, and represent our Indigenous heritage and citizens from across Canada.	Protect and enhance the Capital’s ecological jewels and natural features, and improve access to and animation of waterways, shorelines and the Capital green space network.	Support a liveable, resilient and economically competitive Capital Region.

Consultation Objective

In 2011, 2012 and, more recently, in the winter of 2016, the NCC held public consultations on 17 milestone projects to be included in the Plan. Following these consultations, the NCC developed an initial draft of the Plan for Canada’s Capital, 2017–2067.

The purpose of the consultation held in the summer of 2016 was to gather feedback on the draft document from Canadians before finalizing the Plan.

II – The Consultation Process

Overview

Dates: Thursday, July 7 to Sunday, August 7, 2016

Format: The online consultation gave participants a chance to read a draft of the Plan, answer the questionnaire and express their opinions. Over 325 respondents shared their comments and suggestions. Appendix 1 contains a copy of the questionnaire.

Comments were also sent to the NCC by email.

Invitation and promotion

- An electronic invitation was sent to the following stakeholders:
 - interest groups and community associations (our distribution list includes over 4,000 individuals and groups);
 - elected officials from the three levels of government.
- The consultation was promoted through social media (Facebook and Twitter).

III – Consultation Highlights

The main comments concerned the following:

- **Aboriginal presence in the Capital:** Acknowledge that the Capital is located on the ancestral lands of Algonquin nations. Some would like to see greater Aboriginal involvement in planning decisions.
- **Transportation and mobility:** All participants would like the existing transportation system improved and consolidated.
- **The environment:** For many participants, the protection of natural areas, shoreline access, the beautification of parks and greenspaces, respect for wildlife and plant life, and innovative green infrastructure are priorities for the next 50 years.

IV – Consultation Outcomes

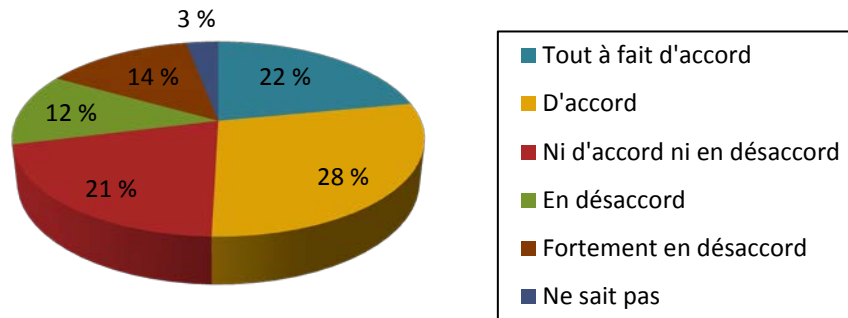
Most consultation participants agree or strongly agree with the three major themes proposed in the Plan.

An analysis of the comments gathered is presented below in the same order used in the questionnaire. To assist understanding and analysis, the ideas submitted have been grouped into themes.

Question 1

To what extent do you agree or disagree that the goals and commitments for the first major theme, entitled “Inclusive and Meaningful,” are presented in a clear and concise manner?

Half of respondents (50%) agree or strongly agree with the “Inclusive and Meaningful” theme, while 21% neither agreed nor disagreed.



Question 2 (asked only of respondents who answered disagree or strongly disagree in Question 1)

Why do you disagree/strongly disagree?

An inclusive and meaningful capital

- The Plan should clarify the priorities of an inclusive and meaningful capital.
- This theme seems less popular than the other two because it concerns primarily ceremonial matters.

The inclusive capital concept

- The Capital should be inclusive of people of all backgrounds, languages, demographic profiles and cultures, both residents and visitors.
- For the Capital to be inclusive, more parks and public places are needed, along with multiple points of access to the various waterways, affordable and effective means of transit, and the elimination of various access charges.
- An inclusive capital should have a public participation process to implement projects.

Aboriginal representation

- The Plan should show greater commitment to Aboriginal peoples.
- Reconciliation with Aboriginal peoples is not possible unless the Zibi project is modified, given its location on land of natural and historical importance to the National Capital Region, which places it outside the limits of an inclusive project.

- To respect the inclusive and meaningful capital theme, some respondents said that Victoria Island and the Chaudières Falls should be returned to Aboriginal peoples.
- The NCC should assign full management of the islands area to Aboriginal peoples or, at least, give them a greater hand in the decision-making process.

National institutions

- Without moving it to a new location, the Canada Science and Technology Museum must be easily accessible, either by creating new public transit connections or through a shuttle project.
- The Central Experimental Farm makes Ottawa unique. Some people want to develop a vision in the Plan for this agricultural institution.
- The land occupied by the Central Experimental Farm must be conserved and must not be considered for new construction or developments like The Ottawa Hospital or a botanical garden.
- The Plan could identify a specific location for a botanical garden project.
- LeBreton Flats should be the site of a national institution, not an arena.

Federal government headquarters and offices

- The government buildings across from the Parliament Buildings, especially those on the Gatineau shoreline, do not enhance the beauty of the Capital landscape. The Plan must include concrete action to improve this situation.
- Suggestions have been made to improve the identification of federal buildings, for example, through signage indicating the name of the department that occupies each building.
- Review the use of the lands at Tunney's Pasture. The many parking spaces left vacant on weekends should be transformed into a pedestrian square or community garden.

National commemorative ceremonies and monuments

- For some respondents, the Plan places too much importance on the visitor experience and the ceremonial, commemorative and symbolic aspects of the Capital.
- Public space must also be used for activities other than commemorative ceremonies.

Representation of Canadian diversity

- The Plan should specify how it will better highlight the cultural and social diversity of the Canadian population.

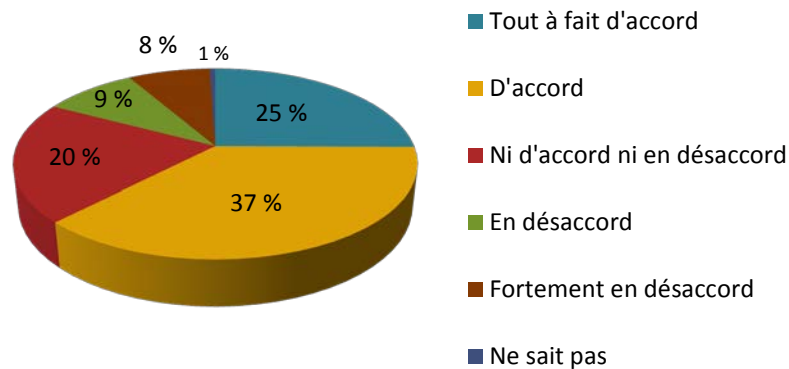
Official residences

- Some questioned the relevance of official residences in relation to a theme that promotes inclusiveness.
- The NCC is encouraged to use the renovation project to make 24 Sussex Drive more accessible to the public.

Question 3

To what extent do you agree or disagree that the goals and commitments for the second major theme, entitled “Picturesque and Natural,” are presented in a clear and concise manner?

Most respondents (62%) agree or strongly agree with the “Picturesque and Natural” theme, while 20% neither agree nor disagree.



Question 4 (*asked only of respondents who answered disagree or strongly disagree in Question 3*)

Why do you disagree/strongly disagree?

A picturesque and natural capital

- Under this theme, the NCC should be bold, innovative and committed to making the Capital Region a model of the environmental standards of a green city, across Canada and even internationally.
- The Plan should offer solutions for minimizing the environmental impact of property development projects.
- Green space must be used to contain urban sprawl.
- The NCC must prevent the construction of large buildings near its green spaces.

Gatineau Park

- Gatineau Park must be protected, and even expanded.
- The Plan should include a strategy to reduce vehicle traffic in Gatineau Park, particularly by establishing a shuttle service or by charging drivers an entry fee.

Shorelines and waterways

- Reducing or eliminating the number of parking lots along the edge of the river and along the light rail transit route should be a priority in an effort to repurpose these areas as parks or other types of green spaces.
- Participants suggested a number of measures concerning shorelines and waterways, such as river cleanup activities; reduced waste water discharge; development of water access points for swimmers and non-motorized watercraft; motor boat launches; activity sites and observation areas; and restaurants.
- Respondents want shorelines to remain in their natural state for wildlife and plants. Some even suggested doing away with the parkways along the edge of waterways.
- In cooperation with municipal, provincial and federal partners, the NCC should create a river tourism route. Mooring facilities should be developed, particularly at Jacques-Cartier Park, the Canadian Museum of History, Richmond Landing and the Ottawa River near the Rideau Canal locks.
- The Rideau Canal must be made more accessible, with meeting and activity areas and facilitate more contact with the water.

The Chaudières Falls and the islands

- The Plan does not specify future intentions for the Chaudières Falls. In the minds of many, this site epitomizes the essence of picturesque and natural.
- Respondents want to see the natural appearance of the Chaudières Falls restored by removal of the dam.

The Greenbelt

- High-density urban development around the Greenbelt is inconsistent with a picturesque, natural image for the Capital.
- The Plan does not specify how green corridors will be developed to allow for the movement of wildlife and to strengthen biodiversity.
- The NCC must better support local farmers and sustainable development.
- The Greenbelt trail network must be connected to other trail networks, particularly those along the shores of the Ottawa River, Gatineau River and Rideau Canal, and in Gatineau Park.
- The Greenbelt trail network must be completed.

Capital network of urban parks and green spaces

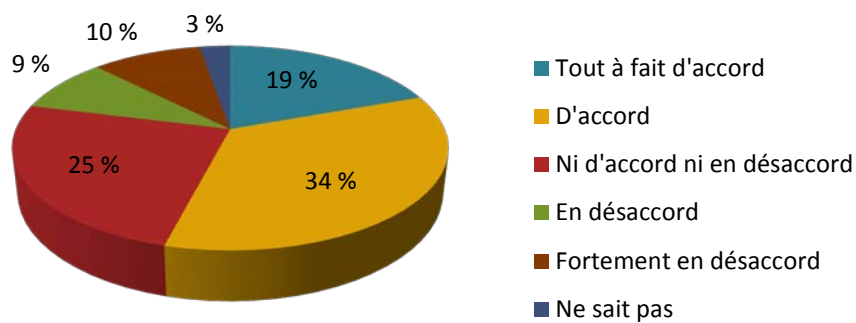
- A budget should be allocated to purchase land in order to conserve and enlarge natural areas.
- The NCC has many green spaces and most of them are underused. The Plan should include action to promote access, improve maintenance and upgrade public activities at these locations.
- For safety reasons, the Plan should emphasize implementation of a lighting strategy for urban parks and green spaces. However, it is important to preserve the view of the night sky.
- The Plan should include a commitment by the NCC to control invasive species on its lands, and follow naturalization plans that provide for the use of indigenous plant species.
- Replace grassed areas with indigenous plants along the parkways and in parks.

- The Plan does not make provision for forest maintenance and conservation. It would be important to plan for forest management in order to ensure conservation.
- Plan linear parks also in the east, along the Sir George-Étienne Cartier Parkway.

Question 5

To what extent do you agree or disagree that the goals and commitments for the third major theme, entitled “Thriving and Connected,” are presented in a clear and concise manner?

Most respondents (53%) agree or strongly agree with the “Thriving and Connected” theme, while 25% neither agreed nor disagreed.



Question 6 (asked only of respondents who answered disagree or strongly disagree in Question 5)

Why do you disagree/strongly disagree?

A thriving, connected capital

- This theme should be developed in more detail.
- Improved coordination and partnership is needed with the City of Ottawa and Ville de Gatineau, as well as with other civil society partners and government authorities.

The Capital and regional economy

- Better support the agricultural sector.
- Innovation and technology sector:
 - The NCC should examine the role of innovation, information technology and digital infrastructure in planning the Capital core area for the next 50 years.
 - Innovative mobile applications, digital guides, virtual tours, instantaneous translation and a Wi-Fi network on NCC properties are ideas worth exploring.

A living culture and heritage

- Heritage

- Strike a better balance between heritage conservation efforts and implementation of the projects outlined in the Plan.
- The NCC should encourage the permanent occupancy and maintenance of heritage assets and open these properties to the public.
- Culture
 - Creation of a symphony house.
 - Development of a mural art program. Artworks would be created by Canadian artists.
- Design
 - Several participants would like to see a better approach to urban design and architecture on federal properties.
 - During design work on sites or buildings, the NCC should hold design competitions and encourage creative, forward-thinking and green designs.

Connectivity and mobility

- Strategic transportation plan
 - The Plan should be more explicit about the NCC's commitment to transportation, mobility and infrastructure. Without a transportation strategy, it would be difficult to implement other aspects of the Plan.
 - All respondents believe that the NCC must improve connections between sectors and more effectively manage vehicle traffic within its network.
 - Construction of a new interprovincial bridge is essential and would solve a number of problems. It was suggested that, in the absence of a new bridge, the two shores could be linked by ferry.
- Light rail transit
 - Light rail transit must be integrated within the National Capital Region as a whole, and therefore extended to the Quebec side.
 - Increase the extent of light rail transit in downtown Ottawa, and create a multi-modal network that starts downtown.
- Trail network
 - Participants asked for improvements to NCC trails and pathways, specifically by separating the different types of users, where possible, and by reinforcing speed limits and codes of conduct.
- Parkway
 - The parkways create barriers between neighbourhoods, and between these same neighbourhoods and waterways. Drivers, who can be aggressive at times, use the parkways like highways. Their speed and the noise they create clash with the beauty of the surrounding natural areas.
 - For many respondents, all of the NCC's parkways should be developed in a way that moderates or discourages vehicle traffic. Respondents mentioned lane reductions and the use of traffic circles.
 - On the other hand, some respondents said that reducing the number of lanes on the Sir John A. Macdonald Parkway clashes with this theme's objective.

- Prince of Wales Bridge
 - In order to improve the public transit system, the Prince of Wales Bridge project is essential and a priority. It should proceed in the short term.
 - Light rail transit, buses, pedestrians and cyclists must have access to this bridge.

Question 7

If you could change one thing in the plan, what would it be and why?

Many of the answers to this question were given in the previous questions. Aboriginal peoples, mobility, transportation and the environment are recurring concerns among participants. Others had questions about the means available to the NCC to achieve the Plan's objectives. Finally, others commented on the consultation format.

Here are the various statements.

The Plan's vision

- The vision could be more inspiring and ambitious. The region must stand out, especially considering the proximity of other major cities like Toronto. The National Capital Region has the potential to become a world leader. Culture, architecture and the river must be used to present a different image from that of a region of government employees or an administrative area.
- Several participants felt that the vision's goals and commitments are not clearly presented.
- Some participants wonder how this theme will be evaluated and its impacts measured.

Aboriginal peoples and the islands

- The Plan should give more prominence to Aboriginal peoples and their rich cultural heritage.
- The NCC should more firmly state its commitment to respect a vision for the Victoria, Albert and Chaudières islands that encompasses an Aboriginal centre on Chaudières Island and eliminates the dam in order to restore the falls.
- Management of this area should be a priority.
- A park should be created in the islands area to link the Gatineau and Ottawa sides of the Ottawa River.
- No private, residential or commercial development should be permitted on these sacred lands.
- Victoria Island should revert to its Algonquin name.

Transportation and mobility

- The NCC must help develop an integrated transportation and mobility strategy that includes roads, public transit corridors, walking and bicycle paths, while taking account of rural areas and airports.
- The NCC must take a stand on reducing vehicle traffic on parkways.
- Support the plan for a 400-kilometre passenger train proposed by Moose Consortium and the plan to develop trails running parallel to the railroad track to Wakefield, and provide service to Gatineau Park by the regional public transit system.

The environment

- The NCC should make a greater commitment in an environmental strategy. Participants would like the NCC to take a position on climate change, sustainable development and green technologies.
- Participants mentioned other environmental projects that could be included in the Plan for the next 50 years. Among them, the NCC should generate its own energy, restore natural wetlands, invest in green infrastructure and green roofs, promote a vehicle-free downtown, acquire geothermal heating capabilities, etc.
- The Plan should include a waste management section, especially for public activities. The NCC is asked to take the lead in promoting the “zero-waste” concept by ensuring that people who take part in its activities have access to composting and recycling bins.

Plan content

- All of the Plan and the 17 milestone projects are geared more toward the regional visitor experience than the daily lives of residents.
- The Plan would benefit by integrating its shared vision and objectives with the City of Ottawa and Ville de Gatineau.

Plan implementation

- Some participants would like the Plan to include a schedule that specifies development priorities, as well as the scope, cost and completion time for each project.
- Some participants think that a 50-year planning period is too long, and that the Plan will become obsolete within 20 years.

Consultation methods and plan format

- The NCC should innovate by devising a new way of presenting its plans.
- While access to the full official plan is useful, an abridged version adapted to the public should also be available.

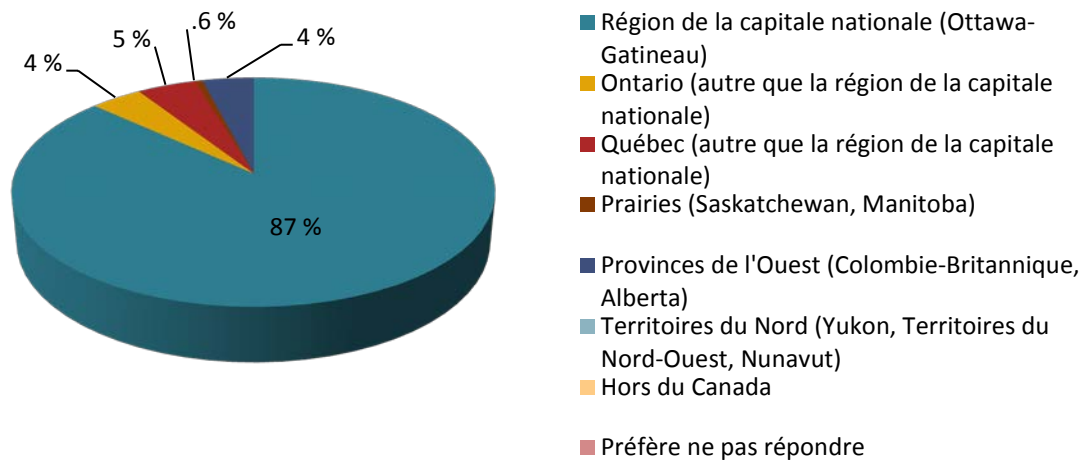
Other comments, suggestions and recommendations

- Develop adapted and universally accessible washroom facilities. The NCC must plan and develop its facilities to accommodate an aging population
- Review the territory covered by the National Capital Region and expand its boundaries.
- Establish a “no smoking” policy on NCC property.
- Design a plan to make Metcalfe Street a broad boulevard leading to Parliament Hill.
- Improve facilities at Westboro Beach, Pinecrest Creek and Dows Lake.
- Create public spaces and squares in the downtown core.

Question 8 (*participants’ place of origin*)

Where do you live?

Participant's come from the following areas:



V – Next Steps

- Analyze the ideas submitted and incorporate those selected into the Plan for Canada's Capital, 2017–2067.
- Have the final version of the Plan for Canada's Capital, 2017–2067, approved by the NCC Board of Directors in the winter of 2017.

Although the Plan covers a 50-year timeline, a 10-year action plan will be developed. This will allow the NCC to begin work on building the Capital of 2067, and to implement some of the ideas proposed by Canadians over the course of the Plan's development.

VI – Appendix

Questionnaire

The Plan for Canada’s Capital, 2017–2067, outlines a long-term vision for the future of the Capital based on three major themes.

- Inclusive and meaningful
- Picturesque and natural
- Thriving and connected

Let us know what you think about this draft plan by answering the following questionnaire. Your feedback will be reviewed and a final plan will be approved in 2017.

1. To what extent do you agree or disagree that the goals and commitments for the first major theme, entitled “Inclusive and Meaningful,” are presented in a clear and concise manner?
(Strongly agree, Agree, Neutral, Disagree, Strongly disagree, Don’t know)

2. [ASK ONLY IF ANSWER TO Q1 IS DISAGREE OR STRONGLY DISAGREE]
Why do you disagree / strongly disagree? (*limit of 1,000 characters*)

3. To what extent do you agree or disagree that the goals and commitments for the second major theme, entitled “Picturesque and Natural,” are presented in a clear and concise manner? (Strongly agree, Agree, Neutral, Disagree, Strongly disagree, Don’t know)

4. [ASK ONLY IF ANSWER TO Q3 IS DISAGREE OR STRONGLY DISAGREE]
Why do you disagree / strongly disagree? (*limit of 1,000 characters*)

5. To what extent do you agree or disagree that the goals and commitments for the third major theme, entitled “Thriving and Connected,” are presented in a clear and concise manner?
(Strongly agree, Agree, Neutral, Disagree, Strongly disagree, Don’t know)

6. [ASK ONLY IF ANSWER TO Q5 IS DISAGREE OR STRONGLY DISAGREE]
Why do you disagree / strongly disagree? (*limit of 1,000 characters*)

7. If you could change one thing in the plan, what would it be and why? *(limit of 5,000 characters)*

1. Where do you live?

- National Capital Region (NCR): Ottawa–Gatineau
- Ontario (other than NCR)
- Quebec (other than NCR)
- Atlantic provinces (New Brunswick, Nova Scotia, Prince Edward Island, Newfoundland and Labrador)
- Prairies (Saskatchewan, Manitoba)
- Western provinces (British Columbia, Alberta)
- Northern territories (Yukon, Northwest Territories, Nunavut)
- Outside Canada
- Prefer not to answer



Plan for Canada's Capital: 17 Big Ideas

Public Engagement Report

Plan for Canada's Capital: 17 Big Ideas

Public Engagement Report

I. Project description

Context

The National Capital Commission (NCC) is currently preparing the Plan for Canada's Capital, 2017–2067, the overarching planning framework that will shape the vision for the nation's capital until Canada's bicentennial in 2067. This document lays out the broad vision for the future of the Capital. In particular, the plan will achieve the following:

- outline the vision for the use of federal lands, buildings, parks, transportation facilities and symbolic spaces in the Capital;
- ensure that the Capital continues to be nationally significant and supportive of federal institutions;
- identify the strategic principles and key projects in the Capital that will reflect our growth as a nation, build a lasting legacy for future generations and serve as a platform for Canada's influence in the world.

At the time of this consultation, the NCC provided the following draft long-term vision for the future of the Capital, as well as three main themes that would guide its development.

2067 Vision for Canada's Capital Region		
Canada's Capital Region is a symbol of our country's history and diversity, a true reflection of our democratic values and our commitment to a flourishing and sustainable future.		
Meaningful and Symbolic	Picturesque and Natural	Thriving and Connected
Celebrate the values, achievements and inspiring symbols of our national identity.	Maintain the region's ecological value and natural beauty, while improving access to waterways and green spaces.	Foster a livable, resilient, connected and sustainable environment that preserves and enriches our cultural heritage.

Consultation objective

The objective of this public engagement campaign was to ask the public to help identify the 17 major milestone projects that will be included in the Plan for Canada's Capital.

II. Engagement process

Overview

Dates: December 8, 2015 to February 2, 2016

Format: The format was online engagement through social media and the NCC’s website. Every week or two, the NCC presented one of its potential ideas for the Plan for Canada’s Capital and solicited feedback through social media. Canadians were also asked to submit their comments and ideas through an online survey.

Promotion

This public engagement campaign was promoted through a news release, as well as Facebook and Twitter messages across the NCC’s social media accounts.

III. Engagement feedback

The NCC received 1,800 responses from Canadians across the country, including over 800 completed online surveys and more than 1,000 comments on social media.

These comments were then analyzed and 1,200 individual ideas were categorized according to the Plan for Canada’s Capital’s three main themes. The number of ideas for each theme was balanced, with the second theme—picturesque and natural—receiving the most ideas.

Theme	Number of ideas submitted
Meaningful and Symbolic Celebrate the values, achievements and inspiring symbols of our national identity.	265 ideas
Picturesque and Natural Maintain the region’s ecological value and natural beauty, while improving access to waterways and green spaces.	505 ideas
Thriving and Connected Foster a livable, resilient, connected and sustainable environment that preserves and enriches our cultural heritage.	317 ideas
Other ideas: NCC-related	23 ideas
Other ideas: Not NCC-related	90 ideas

Highlights

The most popular categories of ideas received included the following:

- Renewing the urban forest by planting more trees (115 ideas)
- Increasing access to the Ottawa River and shorelines (81 ideas)
- Creating a national botanical garden (61 ideas)
- Improving pathways and cycling infrastructure (60 ideas)
- Providing more amenities, attractions and animation throughout the Capital (57 ideas)
- Establishing a national portrait gallery (54 ideas)
- Revitalizing LeBreton Flats (49 ideas)
- Increasing green space and wildlife preservation measures (44 ideas)
- Other sustainability initiatives (41 ideas)
- Creating monuments or commemorations (37 ideas)
- Building new bridges and connections (34 ideas)
- Establishing new museums or upgrading existing ones (31 ideas)

Analysis

An analysis of the ideas received is provided below, under each theme identified in the Plan for Canada's Capital. Ideas were grouped into categories when there were similarities, and every effort was made to reflect all ideas submitted through this engagement process.

Additional details have been provided for the 12 most popular categories of ideas. Verbatim comments are also provided, as examples.

Theme 1: Meaningful and Symbolic

Celebrate the values, achievements and inspiring symbols of our national identity.

- **Creating a national portrait gallery (53 ideas)**
 - Many respondents called for the creation of a national portrait gallery, either in the former U.S. Embassy on Wellington Street or at another prominent location in the Capital, to showcase our permanent collection of historical and contemporary portraits, be they paintings or photographs.
 - The gallery would provide an opportunity to showcase Canadian artists, celebrate our historical figures and everyday Canadians, highlight our achievements, contribute to our sense of identity and pride, and illustrate our growing cultural diversity.

- Respondents also emphasized that First Nations should have a prominent place in the gallery.
- Several respondents cited examples of other portrait galleries around the world, indicating that the national portrait gallery would be an important tourist attraction.
- Others mentioned the growing success of the Kingston Prize, which is contributing to contemporary Canadian portraiture.

Examples

<p>Translation: The creation of a national portrait gallery in Ottawa. A museum of this type would provide the public with access to Library and Archives Canada’s portrait collection. It would be a testament to our country’s cultural vitality and a fine tribute to the women and men who helped to build our country.</p>
<p>“A national portrait gallery, which could showcase both historical and contemporary artists and figures.”</p>
<p>“I strongly believe that Canada needs, and should have, a national portrait gallery. Canada has a strong place in the world and is becoming more and more influential with each passing year. Consequently, there are many notable persons who reflect the vision and depth of the numerous cultural issues that make Canada the diverse and rich nation it has become.”</p>
<p>“My big idea is in support of the building of a national portrait gallery in Ottawa, which would act as a celebration of the achievements of all the people who have lived in Canada and contributed to the development of the country...As a new Canadian, I want to be as proud of my newly adopted nation as I used to be of the country of my birth. Please consider this a priority and place it first on your list!”</p>
<p>“We need to get the national portrait collection out of archival storage and into public view.”</p>

- **Revitalizing LeBreton Flats (49 ideas)**

- Many respondents indicated their support for an arena at LeBreton Flats, while a few expressed their opposition.
- There were several calls for the creation of a museum and cultural hub at LeBreton Flats, much like the National Mall in Washington, D.C.
- Recreational facilities available in all four seasons were suggested, as well as the development of parkland and green space to mirror Central Park. Some

also suggested that the space be used for temporary installations for the sesquicentennial celebrations.

- Others reiterated the importance of access to the river.
- Those who supported development called for unique and excellent design, preferably through international competitions, that would focus on sustainability, as well as affordable housing, transit and a new library.
- Respondents also indicated that Aboriginal peoples should be represented.

Examples

<p>“It would be great to have a new arena for the [Ottawa Senators] downtown on LeBreton Flats.”</p>
<p>Translation: A large, well-maintained, urban park on LeBreton Flats.</p>
<p>“By all means, develop LeBreton Flats, just don’t overdevelop it. Leave some space for trees (and plant them). Maybe some gardens and playing fields too.”</p>
<p>“Why not turn LeBreton Flats into the world’s largest pay-per-use outdoor park facility with concert venue (since we know it works well there), complete with outdoor wave pool, jungle gyms galore, sandboxes unlike anything anyone has ever seen, skate parks, soccer fields, volleyball nets, BMX track, a pathway with a bridge that traverses the parkway allowing pedestrians and cyclists to access the parkway from the park. In the winter you could have an outdoor curling space, a slew of hockey and broomball rinks, a bunch of ice slides, small man-made ski hill with a rope tow, because not everyone can afford to get to the ski hills. How about a small luge track? Make it a one-stop shop for all those into outdoor activities...”</p>
<p>“I would like to have an aquarium/biosphere in LeBreton Flats.”</p>
<p>Translation: Let’s keep LeBreton Flats as it is, but let’s green it and plant flowers! AND have beautiful sculptures. This location has amazing potential, with the river; it could be a wonderful area for walking. And think of the fun people could have, after a performance, strolling among the beautiful things, sculptures—the sights and smells!</p>

- **Creating monuments and commemorations (37 ideas)**

- Respondents suggested specific locations for future monuments, namely Sparks Street and Bronson Avenue, Parliament Hill, and Ruisseau de la Brasserie (Brewery Creek).
- Specific topics for commemorations were brought forward: First Nations, Canadian celebrities, governance and democracy, Canadian railways, children and youth, hockey, victims of violence, the judiciary, science and technology, Nobel prizewinners, Canadian history, flags (Canadian, provincial, international), peace, and the royal family.
- Different forms of commemorative representations were suggested: symbolic artwork, bold and unique architectural forms, towers, lighthouses, statues, large-scale maps, time capsules, glass arches and street renaming.
- There were several calls to cancel the Memorial to the Victims of Communism.
- Some respondents felt that there should be no new monuments in the Capital.

Examples

<p>“This is a small idea, but I would suggest the NCC’s Bronson Park (at intersections Sparks and Bronson, Queen and Bronson, top of escarpment) would be a great location to host or display a monument or statue, and perhaps stairs to go down from Bronson Park to Commissioner Street and LeBreton Flats. It would complement the Garden of the Provinces nicely.”</p>
<p>Translation: A monument to the Trans-Canada railway, which allowed for Confederation to take place. This would help remind us of the importance of the Prairie provinces and the West. It might also be an opportunity to highlight historical truths about the treatment of First Nations peoples, immigrants (the Chinese, in particular) and, more generally, the history of the West, Louis Riel and so on.</p>
<p>“A huge, tall clock tower demarking Canada’s 200 years with areas within it to insert time capsules. Outside stone tiles portraying various Canadian milestones and their dates. A place where all Canadians could walk around and be educated and respect the passage of time, a place for wedding photographs, milestone happenings for new Canadians to record through photos to pass along through to their families. It should be in the downtown core to be part of every Canada Day festivities.”</p>

- **Establishing new museums or upgrading existing ones (31 ideas)**
 - Many respondents asked that the Science and Technology Museum be moved to a central location.
 - Provincial pavilions or “Canada in miniature” were suggested, in order to increase provincial and territorial representation.
 - A prime ministers row, as an open air museum, was put forward.
 - Other suggestions included museums for peace, environment, history of the region, women’s history, Canadian achievements, refugees, hockey, architecture and political history, as well as an aquarium and a planetarium,

Examples

<p>“Prime ministers row—transform Laurier Avenue East into Canada’s first street museum in the heart of the nation’s capital. It will become a physical and virtual space for every Canadian to discuss, debate and shape Canada’s public policy. Our hope is that, by 2017, prime ministers row will be the literal and figurative meeting place between those who shaped Canada’s first 150 years and those who will shape the next 150 years.”</p>
<p>Translation: Our country has always had a reputation for being a leader, for being a very welcoming and open land that is sympathetic to the plight of those who have been and still are persecuted in their countries, and who will be in the future. I would really like for our nation’s capital, Ottawa, to take an interest in this, and for it dedicate a place or museum exclusively to those who have fled their countries to seek refuge in Canada.”</p>
<p>“A new science museum, architecturally striking, on a riverbank within walking distance of downtown that emphasizes ecology, as well as technology.”</p>

Other categories of ideas for Theme 1: Meaningful and Symbolic

- Recognizing the Chaudières Islands and Chaudières Falls as an indigenous sacred space (26 ideas)
- Implementing changes on Confederation Boulevard and creating Confederation Square (19 ideas)
- Building an indigenous centre (18 ideas)
- Revitalizing Nepean Point (18 ideas)
- Upgrading official residences (11 ideas)
- Focusing on Canada’s history and heritage conservation (6 ideas)
- Adding new amenities to Parliament Hill (5 ideas)

- Suggesting new public art installations or works (5 ideas)
- Suggesting new institutions or upgrading existing ones (4 ideas)
- Preserving the Rideau Canal, a UNESCO World Heritage Site (3 ideas)
- Other ideas (2 ideas).

Theme 2: Picturesque and Natural

Maintain the region’s ecological value and natural beauty, while improving access to waterways and green spaces.

- **Renewing the urban forest by planting more trees (115 ideas)**
 - Overwhelmingly, respondents want the NCC to consider Ecology Ottawa’s idea to plant 150,000 trees and renew the urban tree canopy.
 - Many mentioned the devastation caused by the emerald ash borer and the need to replace dead ash trees.
 - Neighbourhood initiatives were suggested for additional tree planting.
 - A “green capital city” was promoted by several respondents, as well as green infrastructure and legislated protection for green space.
 - Many respondents celebrated the Capital’s green assets and suggested that we renew or increase green space, parks and so on.
 - Others called for the planting of a variety of trees and fruit trees.

Examples

<p>“Please, let’s plant trees to replace all those lost to ice storms, the emerald ash borer, etc. With due attention to species suitable to this climate, and enough variety that a single insect pest can never again devastate the tree canopy as the ash borer did.”</p>
<p>“Lots of green space. How about planting 150,000 trees for Canada’s 150th birthday?”</p>
<p>“Plant 150,000 trees in the National Capital Region by 2017. Most of the trees should be resilient native species that are able to withstand the effects of climate change. Some of the trees should make a food forest, like the City of Seattle has. The trees would provide free local food to whoever harvests it. Trees help reduce the urban heat island effect, slow down runoff, capture carbon dioxide and provide oxygen. This would be a great project to improve the health of Canadians living in the area and an example for other cities to emulate.”</p>
<p>“One milestone project would be to have an edible forest project in every Ottawa ward possible, with an adoption process by schools and community centres to take care of them. This would be an example of permaculture practice that is organic, sustainable and uses a minimum of water. It would be a teaching facility to the youth and an example of how to produce our own health food sustainably. Some Vietnamese edible forests have</p>

been providing for over 20 generations.”

- **Increasing access to the Ottawa River and shorelines (81 ideas)**

- A great majority of respondents asked that more amenities be provided along the Ottawa River shorelines and Rideau Canal for residents and tourists alike. Suggestions included the following:
 - Canoe, paddle board and kayak launching and rental facilities
 - Cafés, restaurants, boutiques and shops
 - More public spaces, including plazas, boardwalks and trails
 - Spaces for active uses and play structures for all ages (oversized board games, carousels, mini-trains and so on)
 - Swimming areas, beaches, pools and a marina
 - Some called for more parking, and an equal number called for less parking.
- There were also many requests for fewer cars and more transit along the river.
- Others suggested that the waterfront be developed, with more public spaces, amenities and housing.
- On the other hand, several respondents requested increased access to the shorelines, more protected areas and preservation of natural features.
- Some suggested using new green technologies to safeguard the shorelines, while others called for the river to be cleaned up.
- Specific sectors were highlighted for potential improvements, including Kettle Island and Dows Lake.

Examples

“I would like to propose the creation of a heritage river trail along the mighty Ottawa, a proud Canadian Heritage River. I would propose an on-land and in-water route that brings the natural history of the river into the cultural history of the Capital. Many may claim, and rightfully so, that the genesis of the city owes its roots to the river. And I’ll personally confess that I never had a more Canadian moment than when I sailed down the Ottawa.”

“I still think a water slide at the Parliament going into the river would be AWESOME! ;)”

“Let’s see actual placemaking along the canal and rivers. Our waterfronts are all about movement. Walking, cycling, skating...”

<p>Translation: Dows Lake is a wonderful asset (well-located and very beautiful), but the pavilion is not very touristy. It needs better washrooms and a better restaurant/café. The terrace should be kept, as well as the canoe, kayak and pedal boat rental facility. A map of the area (canal, bike path, Little Italy, Glebe, Mooneys Bay and so on) should be placed at the entrance near the wharf. Activities should be organized for summer evenings (musicians, buskers).</p>
<p>“Multiple areas for canoes / kayaks / SUP to put in and tie up along canal, from NAC to Carleton, maybe further.”</p>
<p>“A boardwalk similar to the Santa Monica Pier full of buskers, small businesses, food trucks etc., on the Ottawa River Parkway. And let OC Transpo stop there to pick up and drop off passengers.”</p>

- **Creating a national botanical garden (61 ideas)**

- There was tremendous support for the creation of a national botanical garden, with many respondents mentioning “Canadensis, the Garden of Canada” project.
- Respondents felt that this could be a unique tourist destination to showcase native Canadian plants and educate the public.
- It would also provide a great opportunity to demonstrate Canadian research and knowledge, including best practices in environmental sustainability and climate change.
- The Experimental Farm was often suggested as an ideal location.
- Some respondents thought that the gardens could act as an open-air museum, and provide opportunities for leisure and family activities.
- Others mentioned that we are one of the only capitals lacking a national botanical garden, and that this idea was brought forward 100 years ago.

Examples

<p>“I would like to see a national botanical garden established at the Experimental Farm. This would serve as a focus on Canada’s environment, its diversity and fragility; as an educational centre for the protection of rare and endangered species; and as a place to enjoy the beauties of nature, representing different parts of Canada.”</p>
<p>“We need a national botanical garden. It can be used to teach and inspire about climate change adaptation, urban agriculture, natural history and much more. Cornelia Oberlander might lead the project with others to support her.”</p>
<p>“Begun over 125 years ago, the National Arboretum and Botanical Garden Complex has yet to be completed. With the celebration of our nation’s 150th anniversary in 2017, it is a fitting legacy to launch, during the sesquicentennial celebrations, the implementation of the long-awaited botanical garden presently known as ‘Canadensis, the Garden of</p>

Canada / le Jardin du Canada' in Canada's Capital and greater National Capital Region. As such, it will offer a unique national destination that is a 'window unto the world,' showcasing our nation's many accomplishments in horticulture, agriculture and arboriculture, and set within a framework of environmental sustainability that demonstrates, informs and educates our youth, our families and visitors regarding climate change adaptation in one's daily life."

Translation: I would suggest that world-class botanical gardens be created, with gardens representing as many Canadian climates as possible. Embassies could be invited to contribute to the project by donating plants or through other forms of support.

Increasing green space and wildlife preservation measures (44 ideas)

- Many respondents called for more green spaces, parks, greenery and trees in the Capital.
- The importance of protecting or expanding current parks, the Greenbelt and Gatineau Park was highlighted, including the development of wildlife sanctuaries; ecological corridors; and bird-, butterfly- and bee-friendly environments.
- Several respondents asked for better connectivity between green spaces.
- Others mentioned specific locations where improvements to or the expansion of green spaces could be implemented, including Confederation Boulevard, the Parliamentary Precinct, Dows Lake, Canadian Museum of Nature and the Central Experimental Farm.

Examples

"I'd really like to see Ottawa grow with its ecological purpose, growing the access to the waterways, green spaces and improving on green transport infrastructure. Let's make the Capital green, and lead the way nationally with additional trees along our cycle routes, waterways and paths. Let's more than replace the ash trees, let's double up with a host of indigenous trees. Let's look at the Arboretum and replenish it, let's make the Capital green in more ways than one."

"I would like to see the green spaces next to the pathways along the Rideau Canal, Colonel By Drive and the Queen Elizabeth Driveway be turned into a long butterfly-friendly way station, by planting wildflowers in spaces not explicitly dedicated to the Tulip Festival. This wouldn't take much of a monetary investment, besides the initial procurement costs, and could even be undertaken by community groups to save on labour costs. It would also help shore up the declining bee population."

"I would like Ottawa to be a world class greenscape! This would include planting more trees, having more public green spaces and increasing the biodiversity of the city."

<p>“More green space. Central parks are needed. More tree canopy. Less concrete. More pedestrian space.”</p>
<p>“I would love to see a huge emphasis on expanding, protecting and connecting greenspaces within the national capital area. We definitely don’t need huge infrastructure developments, but providing clean and accessible public washrooms at regular intervals throughout the green space would be extremely helpful.”</p>

- **Other sustainability initiatives (41 ideas)**
 - There were many suggestions to make the Capital the greenest and healthiest city in the country, to make it an example.
 - Many respondents called for greater investments in renewable energy, reducing greenhouse gas emissions, achieving carbon neutrality, reducing waste, creating community gardens, improving farm practices, restoring wetlands and implementing new green technologies.
 - There were also suggestions to remove dams, create eel ladders and ban chemicals.

Examples

<p>“Implement green roof policy for [the National Capital Region], i.e., greenery, solar panels or grey water collection for ALL!”</p>
<p>Translation: Make Ottawa a great green city (see Swedish models).</p>
<p>“Make the capital of Canada the greenest and healthiest city! An example for the other Canadian cities to try to match.”</p>

Other ideas for Theme 2: Picturesque and Natural

Other areas of interest (31 ideas):

- Creating a park, be it an amusement park, nature park or theme park (29 ideas)
- Implementing a variety of ideas for Gatineau Park (21 ideas)
- Establishing sound environmental management practices for maintenance activities (17 ideas)
- Improving the infrastructure surrounding the Rideau Canal (14 ideas)
- Increasing the size of the Greenbelt and other ideas (8 ideas)

- Adding new amenities to Jacques-Cartier Park (5 ideas)
- Creating more community gardens (5 ideas)
- Making additions to the floral program (4 ideas)
- Implementing development along the shorelines (3 ideas).

Theme 3: Thriving and Connected

Foster a livable, resilient, connected and sustainable environment that preserves and enriches our cultural heritage.

- **Improving pathways and cycling infrastructure (60 ideas)**
 - A great number of respondents want better connections between existing pathways in the cities, as well as new pathways.
 - A majority of respondents suggested that vehicles, cyclists and pedestrians should be separated, for safety reasons.
 - Many called for all-season access to the pathways.
 - Suggestions were made to improve safety along specific paths, including the Portage and Chaudières bridges, the Rideau Canal, and the parkways;
 - Cycling bridges, better lighting, signage and safe level crossings were also brought forward.

Examples

<p>“Copenhagen-ize Ottawa: Bike highways, way more segregated bike lanes, and changing the transportation bylaws to allow partially and fully enclosed bicycles and tricycles to better enable winter biking, including enclosed electric-assist trike rentals (like BIXI bikes: rent at a trike station). Consider some roads being “bike priority.” On these roads, cars yield to bikes. These could be residential streets that link up to form cross-city bike access.”</p>
<p>“A four-season maintained Confederation Boulevard protected bike lane loop connecting Ottawa and Gatineau.”</p>
<p>Translation: A widened bike path, open year-round on the Portage and Chaudières bridges.</p>
<p>“Widen (separate?) the pathways to make space for conversational cycling AND walking side-by-side.”</p>
<p>“Make true commuter bike paths for commuting to work.”</p>

“By 2067, it would be great to see Ottawa as the cycling capital of Canada. This would include an even more extensive network of bike paths and dedicated cycling lanes for cycle commuting. It would also include all varieties of mountain biking, including cross-country single track, downhill, bike park, pump track and fat biking. With the untapped potential of Gatineau Park’s single track trails, Ottawa could become a dominant mountain bike riding area. The Ottawa Mountain Bike Association would be happy to continue helping.”

- **Providing more amenities, attractions and animation throughout the Capital (57 ideas)**
 - There were many suggestions to create fun attractions throughout the Capital, including an amusement or theme park, a roller rink, concert venues, golf courses, water parks, an outdoor amphitheatre, sports competitions, and a Ferris wheel.
 - Several respondents called for the Capital to become an artistic and cultural centre and for the creation of an entertainment district.
 - Other respondents asked for more market spaces that could have various themes.
 - Additional suggestions included better sports facilities (rinks, curling, cross-country skiing), expanded public spaces, public toilets, water taxis, graffiti space, public art, play structures, festivals, underground malls, pedestrian plazas, squares and grand avenues.

Examples

Translation: The Canadian History Museum has a great theatre space. I have seen a few shows there, but the room isn’t very well known. I suggest it be turned into THE venue for emerging Canadian performers. This would be perfect for the Canadian History Museum. I know that there are other commercial auditoriums, but they’re too expensive to help emerging performers break through. Host regular music showcases there, and music contests with young people from all over Canada, in all musical styles.

“Ottawa needs more opportunities for cultural and social innovation. One option would be to have weekend markets and local concerts around the canal by the Château Laurier and down the river. The Champlain statue is also a great location, and we could have a pop-up karaoke like other metropolitan cities (e.g. Berlin). Different ideas that could enable people to mingle, to connect and celebrate life.”

Translation: Create a space for performances in partnership with the NAC, as they do in Montréal. It’s a magical way of attracting more tourists, and local residents!

“The national capital [should host] an international event, such as a world exhibition, between 2020 and 2067.”

- **Building new bridges and connections (34 ideas)**

- The most popular suggestion was to turn the Prince of Wales Bridge into a cycling and pedestrian bridge, with a few respondents suggesting that the light rail transit (LRT) be connected to this bridge.
- There were many calls for new bridges: one to the west and one to the east.
- Respondents also suggested that pedestrian bridges be built at Fifth Avenue and Clegg Street, and at the Chaudières Falls.
- Others suggested that any new bridges should be reserved for the LRT or cycling, rather than car traffic.

Examples

“I think the Prince of Wales Bridge should be converted to a bike path. The structure is already there, but unused [for] a couple of years. It would also be safer if the bridge was redesigned for cyclists and pedestrians.”

“Complete the Prince of Wales Bridge to link with [the] O-Train and Rapibus!”

“A footbridge at Clegg [Street] and Fifth Avenue, joining the people, places and parks of the Glebe and Old Ottawa East into one [bikeable], walkable, super-neighbourhood for locals and tourists alike to enjoy, [where they could] take pictures, meet friends and [take] wedding photos....”

Other ideas for Theme 3: Thriving and Connected

- Establishing a commuter rail service within the Capital and connecting with other cities (30 ideas)
- Implementing other transit ideas (24 ideas)
- Improving connections and creating loops (22 ideas)
- Reducing car use, expanding cycling and pedestrian infrastructure (17 ideas)
- Improving or changing the parkways (15 ideas)
- Creating a federal capital district (12 ideas)
- Building a ring road or other solutions to divert truck traffic (12 ideas)
- Revitalizing Sparks Street (12 ideas)
- Illuminating the Capital (5 ideas)

- Either providing more parking or eliminating parking (4 ideas)
- Other comments (13 ideas).

Other comments—NCC-related

Other comments that were related to the NCC include the following:

- Increase transparency at the NCC, including having the mayors of Ottawa and Gatineau on the NCC Board of Directors.
- Improve universal accessibility in the Capital.
- The Gréber Plan should be abandoned, according to some respondents, while others think it should be renewed.
- All levels of government must agree to the Plan for Canada's Capital.
- Federal government buildings should be renovated.
- There should be better signage for tourists.

Other comments—Not NCC-related

There were several suggestions that were not related to the NCC's mandate. We will share these with the relevant cities and federal organizations. These ideas include suggestions for more affordable housing, support for social enterprise, improving architectural standards for condominium and building development, raising the height of buildings, providing more fenced dog parks, making the Capital a bilingual city, and many more.

V. Next steps

Analyze the ideas received through the engagement process and incorporate those retained into the Plan for Canada's Capital 2017-2067 under the Milestone Projects for the next 50 Years. The draft of this Plan will be submitted for public consultation in the summer of 2016.

Obtain approval of the final version of the Plan for Canada's Capital 2017-2067 from the NCC Board of Directors in winter 2017.

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
www.horizon2067.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 handwritten signature in blue ink, appearing to read 'Marie Lemay', written in a cursive style.

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.

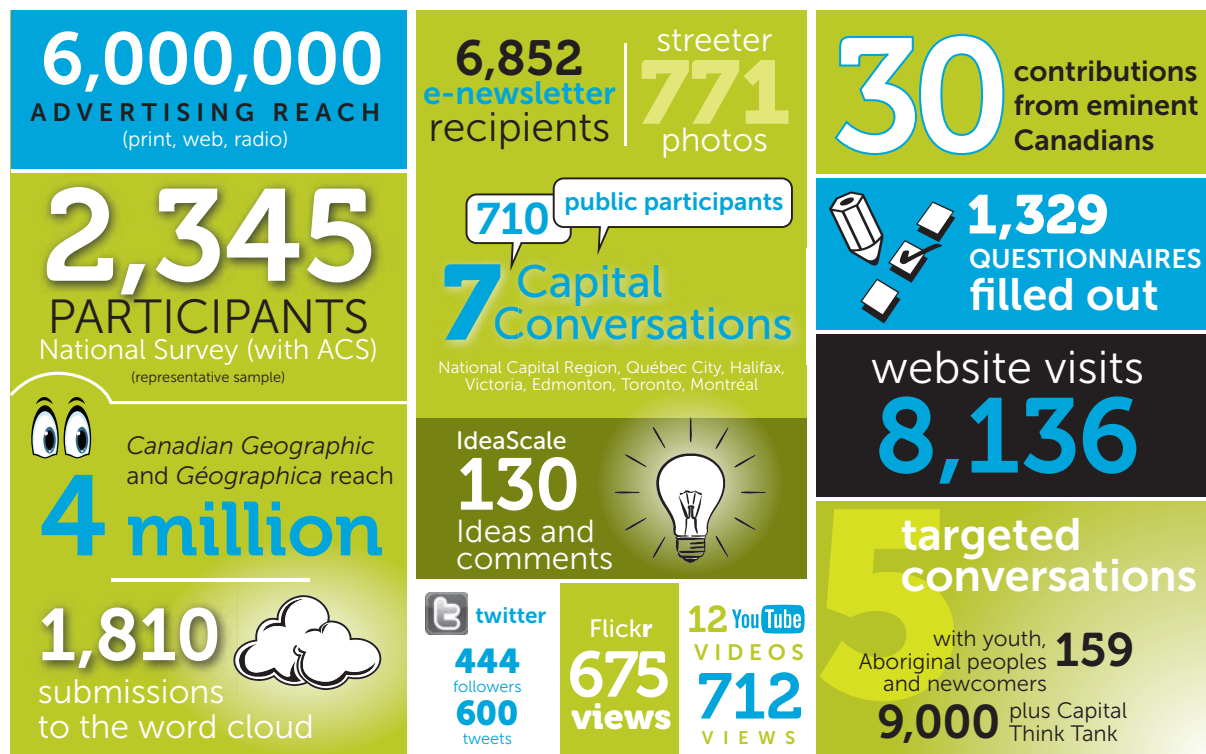
National Engagement Strategy: A Conversation With Canadians About Their Capital

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.





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

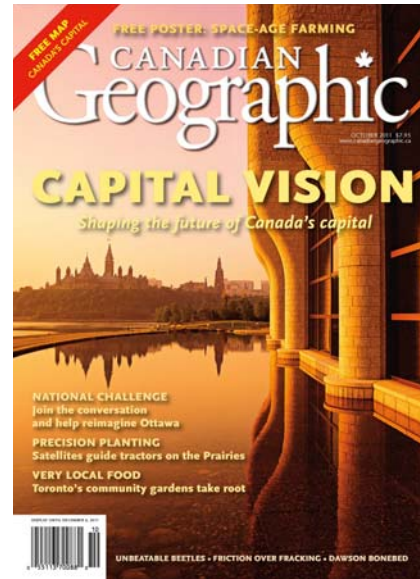
Unlike any other project before it, Horizon 2067 was determined to be an excellent opportunity to invite local residents as well as Canadians across the country to be part of building a great capital. The NCC is mandated to create national pride through Canada’s Capital Region, which includes playing 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).

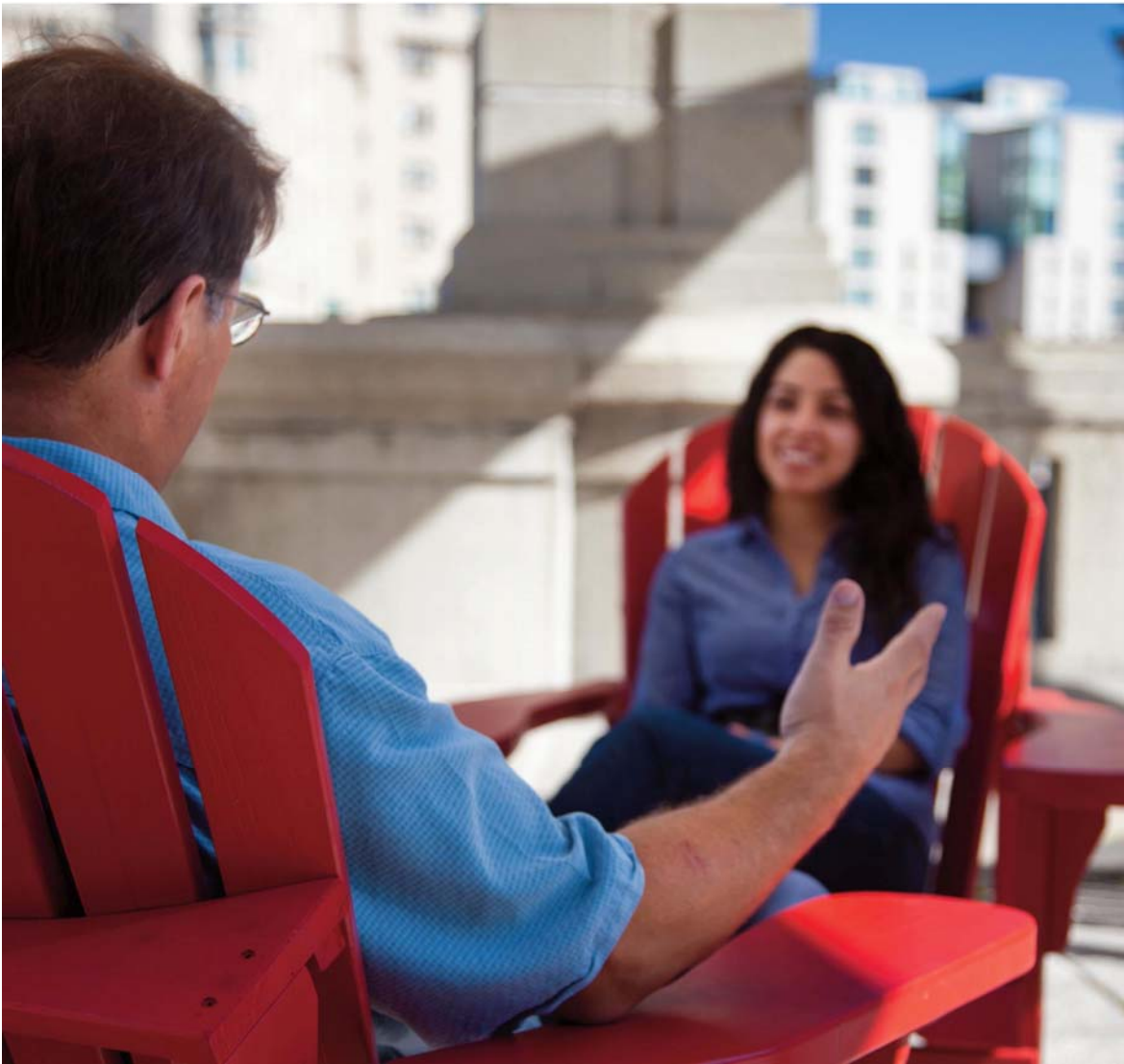


A major element of the RCGS partnership involved the joint development of lesson plans that were distributed this past fall to 4,000 middle school teachers, with a potential reach of 750,000 students. These lesson plans were based on themes relating to the Plan for Canada's Capital and corresponded to 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.cce.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

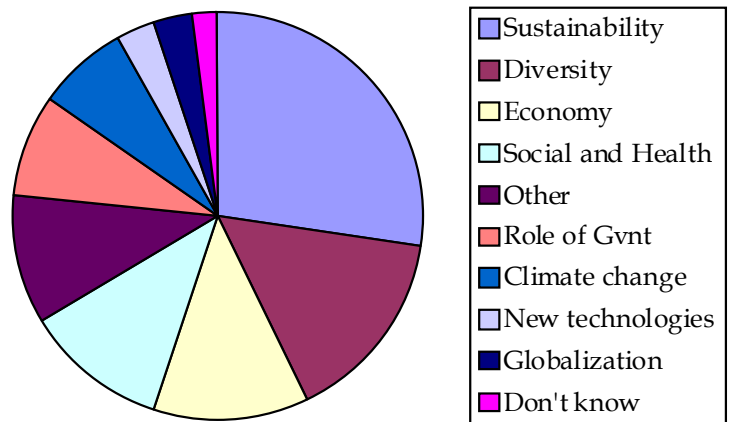
Residents in Canada’s Capital Region identified “Representing Canada to the world” most often as their top priority, while the rest of Canada highlighted the importance of “Representing Canada to Canadians”.

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™ 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

Horizon 2067:
The Plan for Canada's Capital



From Conversation to Vision
Public consultation report

February 21 and 22, 2012
Canada's Capital Region



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Horizon 2067: The Plan for Canada's Capital

Horizon 2067 updates the Plan for Canada's Capital, which was published in 1999. This plan establishes federal government policy for planning and the physical development of the Capital over the next 50 years. In the fall of 2011, the National Capital Commission (NCC) invited Canadians from all regions of the country to share with us their ideas on creating a one-of-a-kind capital.

The second phase of this engagement, namely a series of regional conversations, included workshops and online consultations. The purpose of this phase was to share, in broad terms, some of the feedback that the NCC had received during the fall and to solicit ideas and comments from people living in Canada's Capital Region regarding the vision and strategies put forth in the Horizon 2067 plan.

Promotion and Invitation

Announcements were published in local newspapers (The Ottawa Citizen, Le Droit, La Revue de Gatineau) and on Facebook to publicize the event (see Appendix 1). Using the NCC Public Affairs database, invitations were also sent to more than 2500 interested parties (Appendix 2).

Consultation Format

Workshops

Two workshops were organized as part of these regional conversations:

Tuesday, February 21, 2012

Canadian Museum of Civilization

6-9 pm

Number of participants: 54

Wednesday, February 22, 2012

Canadian Museum of Nature

6-9 pm

Number of participants: 100

Agenda:

Words of welcome: Marie Lemay, Chief Executive Officer, NCC

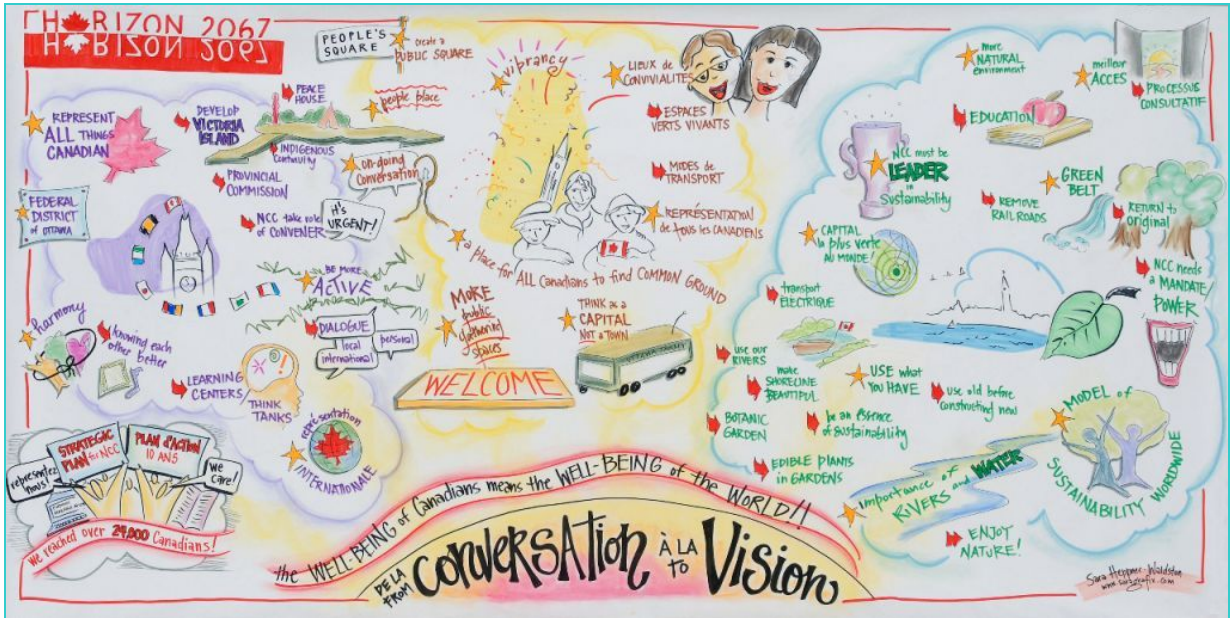
Video: The Plan for Canada's Capital

Presentation: Pierre Dubé, Chief, Planning and Transportation, NCC

Workshop facilitated by David Sherwood of PACE Consulting. Topics:

- Representation: a Capital for all Canadians and a Window on the Country and the World;
- Vibrancy: a Vibrant Capital and the Capital Working for Canadians; and
- Sustainability: a Sustainable Capital and Working Together.

Mural for February 21, 2012, Canadian Museum of Civilization



Mural for February 22, 2012, Canadian Museum of Nature



Online Consultation

A questionnaire was available online from February 20 to March 16, 2012. The purpose of the questionnaire was to prioritize the ideas received during the National Engagement Strategy and to get feedback from the public (see Appendix 3). The questionnaire consisted of six closed-ended questions, each followed by an open-ended question. A total of 114 questionnaires were completed.

WHAT WE HEARD: Workshop and Online Feedback

The following summaries describe the various comments received at the two workshop sessions and through the online questionnaire open ended questions.

Theme: Representation

A Capital for All Canadians and a Window on the Country and the World

The comments received relating to the first theme, representation, can broadly be divided into nine categories:

1. Aboriginal representation
2. Arts and culture
3. Canadian values
4. Sustainability
5. Diversity and multiculturalism
6. Showcasing the country to Canadians via the Capital
7. Quality of life
8. A place for youth
9. Use of technology



Below is a summary of the most frequently discussed ideas, as they relate to representation and a window on the country and the world. These ideas are presented in the order in which they were most frequently received.

1. Aboriginal representation:

- Build the Aboriginal Healing Centre on Victoria Island
- Create public art and monuments that represent Aboriginals should be present in the Capital
- Emphasize respect for and partnership with indigenous peoples in authentic ways
- Make the Capital a welcoming place for indigenous peoples and communicate indigenous values, knowledge and wisdom to residents and visitors

2. Arts and culture:

- Maintain excellent museums and concentrate them in the core
- Ensure heritage preservation and quality architecture
- Represent the provinces and territories better and celebrate Canadian artists and food
- Have more tourist attractions such as a national botanical garden, aquarium and zoo

3. Canadian values:

- Ensure that the Capital should showcase Canadian values such as democracy, peace, rights and freedoms
- Present the Capital as a place for international institutions and a meeting place that provides opportunities for exchange on policy

4. Sustainability

- Be a leader in sustainable development
- Showcase the natural environment

5. Diversity and multiculturalism:

- Celebrate multiculturalism through festivals, ethnic food vendors and informal gathering places
- Promote bilingualism, since it is very much a part of the Capital

6. Showcasing the country to Canadians via the Capital

- Be a city that reflects the nation
- Be a leader and a model that others would like to follow

7. Quality of life:

- Have efficient transportation and more public spaces that are connected
- Involve local people in the animation of the city and in developing a strong sense of community

8. A place for youth:

- Ensure that the next generation see themselves represented in the Capital and feel welcomed in it
- Build a national youth art centre that could embody a Capital that is committed to representing youth and demonstrating their artistic and cultural expressions

9. Use of technology:

- Interpret the “Capital Story” with the use of new technologies that have a broader reach, beyond the physical limits of the region
- Providing a forum of expression for Canadians using new technology could enhance representation of Canadians locally and across the country and allow them to see themselves embodied in the Capital

Theme: Vibrancy

A Vibrant Capital and the Capital Working for Canadians

The comments received relating to the second theme; vibrancy, can broadly be divided into nine categories:

1. Creating people places
2. Designing a vibrant and exciting capital
3. Animation and activities
4. Developing connections between areas and/or activities
5. Arts and culture
6. Community involvement
7. Tying-in federal institutions with communities
8. Regional cooperation
9. Aboriginal contributions



Below is a summary of the most frequently discussed ideas, as they relate to creating a vibrant capital that is a great people place and one that values the role federal government workplaces can play within the community. These ideas are presented in the order in which they were most frequently received.

1. *Creating people places*

- Build places where people can meet and interact, such as public squares or pedestrian boulevards (Barcelona was mentioned as an example on several occasions)
- Create more fun and interactive public infrastructure and art (fountains, beaches, cafés and restaurants by the Canal, monuments, art installations, play structures for children)
- Focus on smaller projects that increase the opportunity for positive outcomes
- Open up NCC spaces for increased public use
- Design peaceful and contemplative spaces along the waterfronts and in parks

2. *Designing a vibrant and exciting Capital*

- Create gardens, green roof gardens, green spaces, as well as a Central Park-type space (Lebreton Flats was suggested)
- Revitalize specific areas, such as Sparks Street, Chaudière Falls, the Byward Market, Elgin, Rideau, Ruisseau de la Brasserie, Bank Street, Gladstone and Somerset Streets
- Develop mixed-use areas in neighbourhoods that are pedestrian friendly and limit urban sprawl
- Encourage exciting architecture in the Capital

- Construct public buildings, such as a relocated Science and Technology Museum, a National Portrait Gallery or a new Public Library
3. *Animation and activities*
- Have more festivals and celebrations
 - Provide more opportunities for outdoor activities
 - Relax rules for street activities and animate the city at night with more sidewalk cafés open late, allow them in Confederation Park
 - Showcase the importance of waterways in our history
4. *Developing connections between areas and/or activities*
- Ensure integrated transit connections between the cities of Ottawa and Gatineau, have a hop-on hop-off trolley
 - Increase the number of bike paths and connections between city and NCC networks, allow for winter access
 - Create green pedestrian routes by linking urban parks and green spaces
 - Decrease traffic congestion, do not build any new bridges or new roads through Gatineau Park and the Greenbelt
 - Create an underground city to make the Capital more accessible in winter
5. *Arts and culture*
- Allow for more informal, spontaneous and ephemeral street art
 - Be a new culture capital, by focusing on culture as a vehicle for economic activity and enabling a vibrant arts and culture scene
6. *Community involvement*
- Let activities and programming be organized by community groups
 - Design gathering spaces that foster community engagement and highlight local culture
 - Capitalize on volunteer talent to create a vibrant capital, looking towards retired civil-servants
 - Get local arts organizations involved in the community to contribute to initiatives and projects in the Capital
7. *Tying-in federal institutions with communities*
- Turn federal employment nodes into ultra-high density mixed-use areas (Tunney's Pasture, NRCan and Confederation Heights were mentioned)
 - Have more fun activities for civil servants near their workplaces (cafés, shops, plazas)
 - Foster interaction between civil servants and the public through innovative building design
 - Engage Canadians through a MindLab-type project (www.mind-lab.dk/en) to discuss public policy issues
 - Install more public art in federal institutions

8. *Regional cooperation*

- Get both sides of the river working together on common projects
- Tackle poverty and homelessness

9. *Aboriginal contributions*

- Add signage and plaques that demonstrate Aboriginal contributions to Canadian history and culture

Theme: Sustainability

A Sustainable Capital and Working Together

The comments received relating to the third theme, sustainability, can broadly be divided into six categories:

1. Natural spaces
2. Transportation
3. Built environment
4. The NCC's role
5. Waterfronts
6. Aboriginal contributions



Below is a summary of the most frequently discussed ideas, as they relate to sustainability. These ideas are presented in the order in which they were most frequently received.

1. *Natural spaces:*

- Protect and expand the Greenbelt and Gatineau Park
- Acquire South March Highlands
- Enhance gardens and green space (which includes preserving, better connecting and incorporating agricultural capabilities)
- Protect biodiversity, particularly as it pertains to native plants and wildlife

2. *Transportation:*

- Integrate regional transit planning in the Capital
- Encourage and support public and active transportation, particularly with regards to cycling infrastructure and pathway construction and maintenance
- Have less car dependency by promoting public and active transportation and by discouraging vehicular traffic in certain areas of the core

3. Built environment:

- Implement new technologies to increase energy efficiency and uphold socially responsible environmental design as a top priority in constructing new buildings and retrofitting older ones, including federal employment workplaces
- Build sustainable revitalization projects (ex: LeBreton Flats and Chaudière Falls) and ensure the preservation of historical buildings and areas
- Adopt densification as the principal strategy to control urban sprawl

4. The role of the NCC:

- Cooperation with municipal, provincial and federal partners is the only way this vision can be achieved
- Create new and innovative partnerships with community associations, Aboriginal groups, the general public and youth as necessary mechanisms to ensure adequate and ongoing citizen participation and education
- Designate the region as a federal district, with elected positions, which would give the NCC the power and legitimacy it needs to implement Horizon 2067
- Think long-term and consider the objective of being the “Greenest Capital in the World”

5. Waterfronts:

- Clean-up, protect and showcase the rivers
- Make the shorelines accessible and consider greater community access to and transportation opportunities for the various waterways

6. Aboriginal contributions:

- Be the catalyst behind William Commanda’s vision for an Aboriginal Centre on Victoria Island, which could facilitate the sharing of aboriginal knowledge and sustainability objectives

WHAT WE HEARD: Questionnaire results

The following tables describe the questionnaire results for each of the six multiple-choice questions.

TOPIC 1: A Capital for all Canadians, and a Window on the Country and the World

How could you be **better represented** in Canada’s Capital?

What should **the Capital say about our country** to the world?

Here are some examples of what we’ve heard so far. Tell us what you think. Choose up to three of the suggestions below, and feel free to add your own.		
Response	Percentage	Count
Represent peace, democracy and protection of human rights	30%	34
The Capital as a place of pilgrimage	6%	7
Capture Canadian values in a way that can be seen, felt and touched	30%	34
Showcase Canada to the rest of the world	38%	44
Tell the world about Canadian identity, diversity and history	30%	34
Create a stronger visual and more permanent presence of Aboriginal people	38%	44
Demonstrate how winter is lived by Canadians	9%	10
Remain a window on Canadian knowledge, creativity and innovation	43%	50
Build connections between international representatives and the Capital	11%	13
Take advantage of the international clientele	8%	9
Open our heart to the world	2%	2
Help more Canadians to “feel at home” in our nation’s capital, as a second home for all Canadians	30%	35
	Total Responses	115

The three most popular suggestions for a more representative capital were to:

- Remain a window on Canadian knowledge, creativity and innovation
- Showcase Canada to the rest of the world
- Create a stronger visual and more permanent presence of Aboriginal people

HOW can we make this happen? Below are some thoughts Canadians have shared. Let us know what you think. Pick a maximum of three suggestions from the list below, or add your own.		
Response	Percentage	Count
Highlight the contributions of Aboriginal people	34%	37
Highlight the contributions of new comers and youth	12%	13
Celebrate our “northernness”	10%	11
Showcase provincial/territorial diversity	20%	22
Encourage all Canadians to visit their capital	26%	28
Create opportunities for storytelling	8%	9
Capture Canadian values in a way that can be seen, felt and touched	32%	35
Develop a national personality for the Capital	38%	41
Highlight Canadian values to the rest of the world (peace, democracy, multiculturalism, human rights)	21%	23
Provide a home to a concentration of national cultural, scientific and political institutions	39%	42
Court international institutions	12%	13
Facilitate non-physical (i.e. virtual) visits to the Capital	13%	14
Take care of arrival points	16%	17
	Total Responses	109

The three most popular ideas for how the Capital could be made to be more representative were:

- Provide a home to a concentration of national cultural, scientific and political institutions
- Develop a national personality for the Capital
- Highlight the contributions of Aboriginal people

TOPIC 2: A Vibrant Capital, and the Capital Working for Canadians

How can the Capital become a **great “people” place**?

How would you **improve federal government workplaces** and their place in the **community**?

Here are a few ideas we received. Please choose the three that you think are the most important. And feel free to add your own.		
Response	Percentage	Count
Make the Capital a state of mind, and not just a place	28%	29
Join “people” and “place”	31%	32
Celebrate the “art of living”	44%	45
Consider pluralism as a fundamental parameter to vibrancy	12%	12
Develop the “Bohemian side” to re-invent the future	26%	27
Allow for real connections between Canadians and those working on their behalf	30%	31
Balance “town” and “Crown” aspects of the Capital	37%	38
Avoid separating the Capital’s economic and political functions	15%	15
Foster exchange between Aboriginal and federal organizations	11%	11
Build on role of public servants as citizens rooted in their neighbourhoods	25%	26
	Total Responses	102

The three ideas that respondents felt would be most important in creating a vibrant capital were:

- Celebrate the “art of living”
- Balance “town” and “Crown” aspects of the Capital
- Join “people” and “place”

HOW can we make this happen? Read the suggestions below, and let us know which three you feel would be most effective. Please feel free to make your own suggestions, as well.		
Response	Percentage	Count
Enable spontaneous gatherings	12%	13
Encourage life to happen 24-hours a day and during all four seasons	27%	29
Include beauty and creativity in our public spaces	38%	41
Use waterfront as an opportunity	36%	39
Create more interactions and mix of uses through building design	31%	33
Emphasize Ottawa's combination of outdoors and history	36%	39
Revitalize Sparks Street	24%	26
Embrace experimentation and innovation to create more vibrancy	21%	23
Keep event programming "fresh" (new formats, festivals)	15%	16
Leverage federal public administration buildings to improve neighbourhoods	7%	7
Change the perception of the Capital as "just a government town"	23%	25
Promote more exchanges between federal organizations and Aboriginal people living in the region	8%	9
Use the Capital's political functions in unconventional ways to make it more interesting	4%	4
	Total Responses	107

The three suggestions that people felt would be most effective in creating a vibrant capital were:

- Include beauty and creativity in our public spaces
- Use waterfront as an opportunity
- Emphasize Ottawa's combination of outdoors and history

TOPIC 3: A Sustainable Capital, and Working Together

How do we make the capital more sustainable and improve the environment in Canada’s Capital Region, for both visitors and residents?

How can we better engage people and organizations in building a great capital for all Canadians?

Below is a list of what Canadians have said on this topic. We’d like to hear what you think. Please choose three ideas from the list below, or you can add your own.		
Response	Percentage	Count
Declare that the Capital will be the greenest capital in the world	45%	44
Integrate sustainability in all facets of life, business and government	41%	40
Harness the power of new and innovative ideas through innovative partnerships	29%	28
Build long-term relationships based on respect and equal partnership	12%	12
Think differently, using more socially responsible environmental design	51%	49
Use connections and interactions to provide new ideas and develop non-traditional partnerships	14%	14
Lead by example: exemplary values, resilience and co-creativity	27%	26
Think beyond jurisdictional boundaries	31%	30
Engage a diversity of people, organizations and governments	25%	24
	Total Responses	97

The three most popular ideas regarding a sustainable capital were:

- Think differently, using more socially responsible environmental design
- Declare that the Capital will be the greenest capital in the world
- Integrate sustainability in all facets of life, business and government

Response	Percentage	Count
Encourage mobility options	11%	11
Bring more nature into the city	46%	47
Make sustainability more visible	22%	22
Promote active transportation and walkable neighbourhoods	59%	60
Change the single use of federal workplaces	20%	20
Enhance food security	10%	10
Use energy-efficient and green building strategies	30%	31
Promote the Capital's work in green creativity	12%	12
Create a city for all citizens (e.g. homeless persons, children)	17%	17
Look for new and innovative partnerships	7%	7
Complement large public partnerships with a focus on smaller teams that are less structured	6%	6
Look for ways to work with all three levels of government	20%	20
Take advantage of the NCC's role as a convener (e.g. in creating partnerships) to bring people together locally and nationally	19%	19
Promote the exchange of research and ideas	11%	11
	Total Responses	102

The three most popular idea on how sustainability could be achieved were:

- Promote active transportation and walkable neighbourhoods
- Bring more nature into the city
- Use energy-efficient and green building strategies

Next steps

Input gathered through the regional conversations will be considered in the development of the vision statement, goals and strategic orientations of the Horizon 2067: The Plan for Canada's Capital in the spring and summer of 2012. A second regional conversation in tandem with an online component is planned for the fall of 2012, in order to gather further feedback on the proposed strategic orientations and 10-year action plan. A draft of Horizon 2067: The Plan for Canada's Capital, will then be presented to the NCC Board of Directors in the fall of 2012.

Annexes

Annexe 1 – Advertisements

The Ottawa Citizen, February 10, 2012



Horizon 2067:

The Plan for Canada's Capital

PUBLIC CONSULTATION



From Conversation to Vision

Join us for a workshop on
the future of Canada's Capital

6 pm: Welcome and presentation
6:30 pm to 9 pm: Workshop

February 21, 2012
Canadian Museum of Civilization,
Northern and Southern Salon
100 Laurier Street, Gatineau, Quebec

February 22, 2012
Canadian Museum of Nature, Salon
240 McLeod Street, Ottawa, Ontario

Please RSVP by Friday, February 17, 2012,
to info@ncc-ccn.ca or at 613-239-5000

horizon2067.ca
@Horizon2067  #cc2067



CANADA'S CAPITAL REGION
LA RÉGION DE LA CAPITALE DU CANADA


CCN
NCC

Canada

Horizon 2067 :

le *Plan de la capitale du Canada*

CONSULTATION PUBLIQUE



De la conversation à la vision

Participez à un atelier sur
l'avenir de la capitale du Canada

18 h : mot de bienvenue et présentation
De 18 h 30 à 21 h : atelier

Le 21 février 2012
Musée canadien des civilisations, Salon Nord et Salon du Midi
100, rue Laurier, Gatineau (Québec)

Le 22 février 2012
Salon du Musée canadien de la nature
240, rue McLeod, Ottawa (Ontario)

RSVP d'ici le vendredi 17 février 2012
à info@ncc-ccn.ca ou au 613-239-5000

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Capitale LA RÉGION DE LA CAPITALE DU CANADA
CANADA'S CAPITAL REGION

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Horizon 2067 :

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CANADA'S CAPITAL REGION

Annexe 2 – Invitation

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Horizon 2067 | the Plan for Canada's Capital le Plan de la capitale du Canada



Public Consultation: Horizon 2067 — Plan for Canada's Capital

From Conversation to Vision: Join us for a workshop on the future of the Capital.

Canada's Capital is your capital — and we're asking you to help us plan for its future. Last fall, we collected thousands of ideas, both online and in person. Now, we need your help to bring these ideas together as part of the next steps of the plan.

It is with great pleasure that we invite you to join us for an evening workshop where we will take these ideas and turn them into the foundation for the vision and goals of the next [Plan for Canada's Capital](#). Share your hopes and aspirations for Canada's Capital, and help us ensure that the Capital becomes an even greater place of meaning and influence, and continues to be a great place to live.

6 pm to 6:30 pm: Welcome and presentation

6:30 pm to 9 pm: Workshop

Consultations publiques : Horizon 2067 : le Plan de la capitale du Canada

De la conversation à la vision : participez à un atelier sur l'avenir de la capitale.

La capitale du Canada est la capitale de votre pays, et nous vous demandons de nous aider à planifier son avenir. L'automne dernier, nous avons recueilli des milliers d'idées, en ligne et en personne. Maintenant, nous avons besoin de votre aide pour rassembler ces idées dans le cadre des prochaines étapes du plan.

Nous avons le plaisir de vous inviter à participer à un atelier en soirée lors duquel nous nous servirons de ces idées pour jeter les bases de la vision et des objectifs du prochain [Plan de la capitale du Canada](#). Exprimez vos espoirs et vos aspirations à l'égard de la capitale du Canada et aidez-nous à faire en sorte que la capitale devienne encore plus riche de sens et prestigieuse et qu'elle continue d'être un endroit où il fait bon vivre.

Tuesday, February 21, 2012: Canadian Museum of Civilization

De 18 h à 18 h 30 : mot de bienvenue et présentation
De 18 h 30 à 21 h : atelier

Wednesday, February 22, 2012: Canadian Museum of Nature

Le mardi 21 février 2012 : Musée canadien des civilisations

Please **RSVP** by Friday, February 17, 2012, to info@ncc-ccn.ca or at [613-239-5000](tel:613-239-5000).

Le mercredi 22 février 2012 : Musée canadien de la nature

This interactive session will take place in a welcoming environment that promotes dialogue and the sharing of ideas among participants. Your participation is crucial to the success of this event!

RSVP d'ici le vendredi 17 février 2012 à info@ncc-ccn.ca ou au [613 239 5000](tel:613-239-5000).

You can also contribute your thoughts and ideas online by answering a few key questions. The discussion forum will be open from February 20 to March 16, 2012.

Cette séance interactive aura lieu dans un environnement accueillant qui invite au dialogue et à l'échange d'idées entre les participants. Le succès de l'atelier dépend de votre participation!

Vous pouvez aussi vous exprimer en ligne en répondant à quelques questions clés. Le forum de discussion sera ouvert du 20 février au 16 mars 2012.



Join the Discussion!

You can help shape the vision for what YOU feel Canada's Capital should be in 2067. Horizon2067.ca



[@Horizon2067](https://twitter.com/Horizon2067) #cc2067
[Forward to a Friend](#)

Joignez-vous à la discussion!

Contribuez à façonner l'avenir de la capitale du Canada. Comment la voyez-VOUS en 2067? Horizon2067.ca



[@Horizon2067](https://twitter.com/Horizon2067) #cc2067
[Envoyez ce courriel à un ami](#)

Capitale



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Annexe 2 – Questionnaire

Last fall, thousands of Canadians shared their ideas, online and in person, about what they'd like to see in the Capital. Now, we need your input to help bring these ideas together. **Let us know what you think, by answering this short survey.**

TOPIC 1: A Capital for all Canadians, and a window on the country and the world

How could you be **better represented** in Canada's Capital?

What should the **Capital say about our country** to the world?

1. Here are some examples of what we've heard so far. Tell us what you think.

Choose up to three of the suggestions below, and feel free to add your own.

- Represent peace, democracy and protection of human rights
- The Capital as a place of pilgrimage
- Capture Canadian values in a way that can be seen, felt and touched
- Showcase Canada to the rest of the world
- Tell the world about Canadian identity, diversity and history
- Create a stronger visual and more permanent presence of Aboriginal people
- Demonstrate how winter is lived by Canadians
- Remain a window on Canadian knowledge, creativity and innovation
- Build connections between international representatives and the Capital
- Take advantage of the international clientele
- Open our heart to the world
- Help more Canadians to "feel at home" in our nation's capital, as a second home for all Canadians

Your suggestions (max. 140 characters)

2. **HOW** can we make this happen?

Below are some thoughts Canadians have shared. Let us know what you think. Pick a maximum of three suggestions from the list below, or add your own.

- Highlight the contributions of Aboriginal People
- Highlight the contributions of new comers and youth
- Celebrate our “northernness”
- Showcase provincial/territorial diversity
- Encourage all Canadians to visit their capital
- Create opportunities for storytelling
- Capture Canadian values in a way that can be seen, felt and touched
- Develop a national personality for the Capital
- Highlight Canadian values to the rest of the world (peace, democracy, multiculturalism, human rights)
- Provide a home to a concentration of national cultural, scientific and political institutions
- Court international institutions
- Facilitate non-physical (i.e. virtual) visits to the Capital
- Take care of arrival points

Your suggestions (max. 140 characters)

TOPIC 2: A vibrant capital, and the Capital working for Canadians

How can the Capital become a **great “people” place**?

How would you **improve federal government workplaces** and their place in the **community**?

3. Here are a few ideas we received. Please choose the three that you think are the most important. And feel free to add your own.

- Make the Capital a state of mind, and not just a place
- Join “people” and “place”
- Celebrate the “art of living”
- Consider pluralism as a fundamental parameter to vibrancy
- Develop the “Bohemian side” to re-invent the future

- Allow for real connections between Canadians and those working on their behalf
- Balance “town” and “Crown” aspects of the Capital
- Avoid separating the Capital's economic and political functions
- Foster exchange between Aboriginal and federal organizations
- Build on role of public servants as citizens rooted in their neighbourhoods

Your suggestions (max. 140 characters)

4. **HOW** can we make this happen?

Read the suggestions below, and let us know which three you feel would be most effective. Please feel free to make your own suggestions, as well.

- Enable spontaneous gatherings
- Encourage life to happen 24-hours a day and during all four seasons
- Include beauty and creativity in our public spaces
- Use waterfront as an opportunity
- Create more interactions and mix of uses through building design
- Emphasize Ottawa's combination of outdoors and history
- Revitalize Sparks Street
- Embrace experimentation and innovation to create more vibrancy
- Keep event programming “fresh” (new formats, festivals)
- Leverage federal public administration buildings to improve neighbourhoods
- Change the perception of the Capital as “just a government town”
- Promote more exchanges between federal organizations and Aboriginal people living in the region
- Use the Capital's political functions in unconventional ways to make it more interesting

Your suggestions (max. 140 characters)

TOPIC 3: A sustainable capital, and working together

How do we **make the capital more sustainable and improve the environment in Canada's Capital Region**, for both visitors and residents?

How can we better **engage people and organizations** in building a great capital for all Canadians?

5. Below is a list of what Canadians have said on this topic. We'd like to hear what you think. Please choose three ideas from the list below, or you can add your own.

- Declare that the Capital will be the greenest capital in the world
- Integrate sustainability in all facets of life, business and government
- Harness the power of new and innovative ideas through innovative partnerships
- Build long-term relationships based on respect and equal partnership
- Think differently, using more socially responsible environmental design
- Use connections and interactions to provide new ideas and develop non-traditional partnerships
- Lead by example: exemplary values, resilience and co-creativity
- Think beyond jurisdictional boundaries
- Engage a diversity of people, organizations and governments

Your suggestions (max. 140 characters)

6. **HOW** can we make this happen?

Which three of the suggestions below do you feel are the most important? Please share any of your own suggestions, as well.

- Encourage mobility options
- Bring more nature into the city
- Make sustainability more visible
- Promote active transportation and walkable neighbourhoods
- Change the single use of federal workplaces
- Enhance food security
- Use energy-efficient and green building strategies
- Promote the Capital's work in green creativity
- Create a city for all citizens (e.g. homeless persons, children)
- Look for new and innovative partnerships
- Complement large public partnerships with a focus on smaller teams that are less structured
- Look for ways to work with all three levels of government

- Take advantage of the NCC's role as a convener (e.g. in creating partnerships) to bring people together locally and nationally
- Promote the exchange of research and ideas

Your suggestions (max. 140 characters)