Ottawa

New
Official Plan
The Greater Ottawa-Gatineau Area

City of Ottawa
Planning, Infrastructure, and Economic Development

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The Greater Ottawa-Gatineau Area is defined as the City of Ottawa, the City of Gatineau, and the surrounding municipalities adjacent to the two cities. Metropolitan areas are defined by the level of economic interdependence between a central city and surrounding municipalities. In the case of the Greater Ottawa-Gatineau Area, an outlying municipality is considered part of a metropolitan area when over a quarter of its

labour force works in a central city. Map 1 illustrates the borders of the Greater Area. Shaded areas denote Ontario Municipalities Adjacent to Ottawa (OMATO) and the Québec Municipalities Adjacent to Gatineau (QMAG). Annex A lists all municipalities that are included.
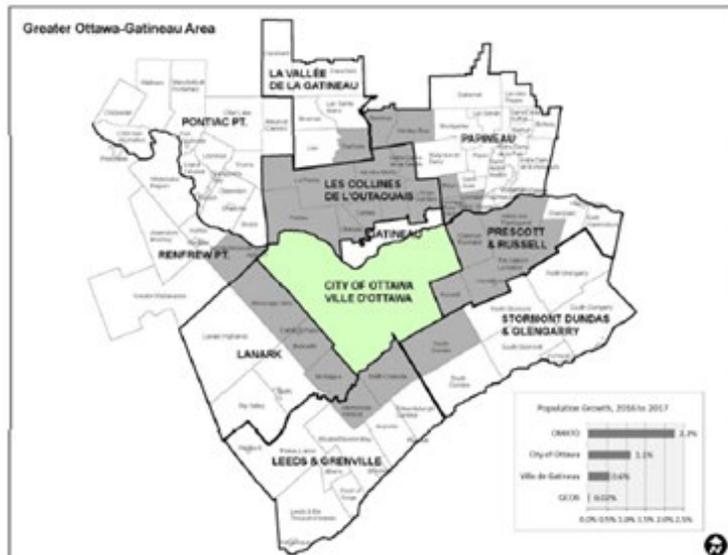
The Algonquin Anishinabe Nation is the Host Nation in the unceded lands on which Ottawa and Gatineau were built. It is important to honour and value the past and present contributions of the Algonquin Anishinabe people and elders, who have occupied this territory for millennia, and whose culture and language have nurtured and continue to nurture this land. It is also important to honour and value past and present contributions of all First Nations, Inuit and Metis peoples and elders living and working in Ottawa-Gatineau.

There are 11 Algonquin Anishinabe First Nations federally recognized according to the Indian Act, two in Ontario and nine in Quebec.

In 2017, the Greater Ottawa-Gatineau Area had a population of 1,476,008 people and was one of the six million-plus metropolitan areas in Canada (Vancouver, Edmonton, Calgary, Toronto, Ottawa and Montréal – known as the "VECTOM" cities). Population growth within the Census Metropolitan Area[*] during 2016-17 was 1.9 per cent, slightly above the 1.6 per cent average for the VECTOM cities.

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[*] Statistics Canada has a slightly smaller geographic outline for the Census Metropolitan Area (CMA) than the full extent of the Greater Ottawa-Gatineau Area as defined by the City of Ottawa.

In 2017 the City of Ottawa made up the majority of the population of the Metropolitan Area (66 per cent), followed by the City of Gatineau (19 per cent), OMATO (10 per cent) and QMAG (4 per cent).

In addition to municipal governments, the National Capital Commission, as owner and manager of over 500 km^2 of land and 1,600 properties in the Greater Area, plays a major role in the planning and development of the region.

While the Greater Area is defined by how many people in surrounding municipalities work in Ottawa or Gatineau, there are many factors that tie its communities together. These include:

- *The Ottawa River:* The Ottawa River is the source of drinking water and receiving body for wastewater for most of the Greater Area. The Ottawa River was very important long before the fur and lumber industries were developed. The river's historic importance to the fur trade and the lumber trade is the reason the Greater Area exists today. It continues to be of major economic, cultural, recreational and spiritual value.

- *Employment*: Employment across the Greater Area is influenced by the presence of the federal government, which employed approximately 145,000 people in the region in 2016. In 2017 the total labour force in Ottawa was 546,000, with 233,000 (43 per cent) working in public administration, health and education sectors. Gatineau's labour force was 179,800 with 80,000 (45 per cent) working in the same sectors.

  The strength of public sector employment in the region has meant relative stability in terms of unemployment as well as comparatively high incomes and education levels. In 2011, 68.4 per cent of adults in Ottawa-Gatineau had completed some form of postsecondary education, compared with 59.6 per cent at the national level. In 2016, the Ottawa-Gatineau Census Metropolitan Area had the fifth highest median household income at $96,135 per year.

- *Intra-regional Mobility:* The free movement of people, goods, information and ideas is key to a metropolitan area. There is a high degree of people movement within the Greater Ottawa-Gatineau Area. For instance, according to the 2016 Census, around 72,000 people cross the interprovincial bridges between Ottawa and Gatineau every day.

  In addition, there is significant migration within the Ottawa- Gatineau Metropolitan Area. Between 2011 and 2016, more than 115,000 people moved between Ottawa and Gatineau and the surrounding municipalities.

- **Economic exchanges:** While the movement of people for employment or residential purposes is relatively free-flowing, there are sometimes significant trade barriers to the flow of commercial exchanges between both sides of the river, due to federal and provincial trade regulations. While it is sometimes not technically impossible to follow the administrative process to do business on both sides, the regulatory delays, fees and bureaucratic weight of establishing all required permissions is a significant barrier and typically ends up making such propositions unviable. Therefore, economically, the Greater Area remains relatively divided along provincial jurisdictional lines, and this presents challenges to our collective capacity to develop a larger critical mass of economic activity.
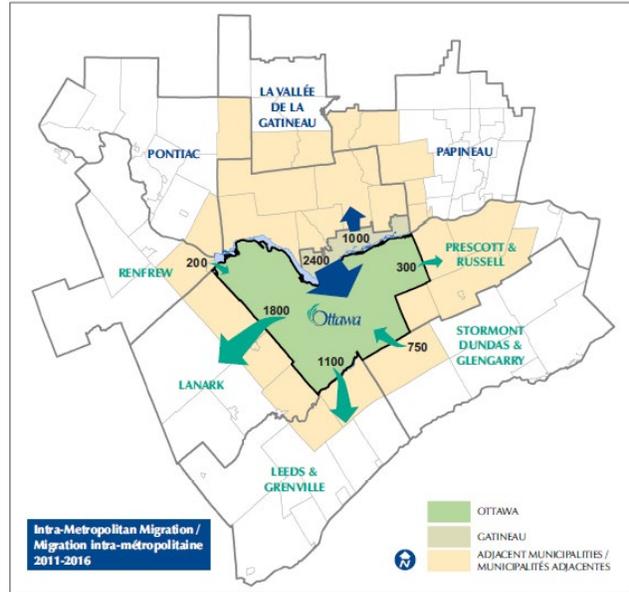
As Ottawa's population grows over the next century, our ability to act as a metropolitan area will be increasingly important to allow us to effectively compete with other cities for investment and talent, and to improve liveability for its residents. Our growth also compels us to rethink our identity, as city and as a region, to reflect our status as a large and mature urban metropolitan area.

This discussion paper will focus on a number of themes identified in *Ottawa Next: Beyond 2036*. It will discuss how the region could work more effectively and how the Greater Ottawa-Gatineau Area could better connect with Toronto and Montréal as part of a larger Mega-Region, able to compete with other larger global economic regions. Finally, the paper will discuss the Greater Area's evolving identity and brand.

GLOBAL CONTEXT

The Greater Ottawa-Gatineau Area's population will soon reach 1.5 million people and will likely reach 2-3 million by the end of this century. It is one of Canada's largest metropolitan areas and a global mid-sized city – in league and in competition with other global cities such as Dublin, Helsinki, Amsterdam and Bordeaux for investment and talent.

The *Ottawa Next: Beyond 2036* study identified a number of change drivers and their potential impacts on how the Greater Ottawa-Gatineau Area grows and competes as a region.

Increasing 'Spikiness' of Cities and Business: One of the strongest urban economic forces restructuring the world's system of cities is that of 'spikiness', the trend towards concentration of higher-order economic activity in fewer and fewer cities. Mid-sized cities need to work harder and smarter to attract human capital. The focus on training and higher education remains critical, but the offer of a higher quality of life, a rich cultural offer and excellent connectivity can provide a powerful competitive edge.

Growing Importance of Intercity and Global Connectivity/ Growing Demand for Regional/International Mobility: The knowledge economy is highly dependent upon inter-city communications. Digital connectivity is the backbone infrastructure of the knowledge-based economy and is ever evolving to accommodate the needs for high quality and high capacity digital connectivity that is affordable. The airport and high-speed rail also have distinct roles to play both in supporting that regional, national and global connectivity.

Evolving City Identity: The Greater Ottawa-Gatineau Area is known as the capital of Canada. Ottawa is proud of its heritage and role as Canada's capital city; however, as the region grows, matures and diversifies, there are many other facets that can assist in defining Ottawa as a global mid-sized city. There is an opportunity to develop an internationally-recognized brand of Ottawa as an urban city, alongside an image of Ottawa as a region that encompasses diverse, rural and natural places.

Signature Projects Play a Larger Role in City Branding: Many cities have been successful in rebranding themselves with signature projects, such as Chicago's Millennium Park, Bilbao's Guggenheim Museum, and Seattle's Olympic Sculpture Park. Signature projects can range from redevelopment of a large underused site, to creating or developing destinations or districts, or simply improving the access to an existing asset. They can have a long-lasting impact by promoting a city brand to the world. Furthermore, they can act as catalysts for economic development through attracting tourism and other investments.

SPECIFIC CHALLENGES AND OPPORTUNITIES FOR OTTAWA

These drivers of change will affect cities around the world in different ways. As a growing, mid-sized global metropolitan area, these change drivers will need to be considered in the Greater Ottawa-Gatineau Area's approach to economic development, to planning and acting as a coordinated region, and to nurturing its identity.

ECONOMIC DIVERSIFICATION

While public sector jobs have had significant positive impacts on the Greater Ottawa-Gatineau Area in terms of economic stability, high wages and high education levels, the high level of dependence on federal government employment and its indirect benefits is also one of the region's potential weaknesses. Should federal jobs be more spread out across the country, or automated, the impact on the Greater Area would be significant. However, high-tech employment averaged 68,000 in 2016, which makes the capital region the most technology-intensive of Canada's major cities.

To diversify the region's economy, to attract more jobs in the high-tech and knowledge sectors, the Greater Ottawa-Gatineau Area must rely on strengths that its competitors lack. For example, when Invest Ottawa[*] markets the Greater Area, it promotes the region's universities, affordability, quality of life, existing high-tech community, and access to markets. Ottawa and Gatineau recently made a joint bid for the Amazon Headquarters 2 and were able to compete as a 1.4 million-person metropolitan area. Otherwise, neither would have met the minimum population requirement of one million people.

To diversify its economy, the Greater Area can also increase its support to emerging or new economic clusters. Economic clusters are networks of economic relationships that create a competitive advantage for related industries (companies, suppliers, service providers, etc.) within a geographic area. Clusters can encourage competition, spur innovation, create opportunities for corporate/research/educational partnerships, play an important placemaking or district-making role and provide opportunities for entrepreneurs. Companies that are part of a cluster typically operate more efficiently when sourcing inputs, coordinating with related firms, and measuring their performance against one and other.

Public policies and strategies can help businesses within a cluster become more competitive and successful (ex. favourable regulations, ease of doing business, incentives, etc.) Investments in infrastructure are important for the development/sustainability of economic clusters (improvements to transportation, highway access, high-speed connectivity, etc.)

Could we see economic clusters emerge around the airport, around the new Civic Hospital, around the Amazon distribution centre, along some of our Traditional Mainstreets or around precision agriculture in Ottawa's rural areas? Can we think of established neighbourhoods evolving as complete communities that function as new

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[*] Invest Ottawa is a non-profit organization that facilitates economic growth and job creation in the city of Ottawa

hubs or districts articulated around specialized economic clusters or sectors? What is the right role for the city in supporting the growth of economic clusters?

Finally, given that the Greater Area encompasses two provincial jurisdictions, it has unique challenges with respect to trade, partnerships and investment within region. Trade between Ottawa and Gatineau is interprovincial trade, which can require additional national permits to allow goods across the provincial border. This can be a disincentive for small businesses to sell to the other side of the river. Different provincial rules and timing around funding, whether for major infrastructure or for the arts, can create disincentives to working together as a region towards common goals with regional benefits.

Is there an opportunity for both cities to request the creation of an area-specific, trade-area regulatory framework that would facilitate the strengthening of our metropolitan critical mass and enhance business creation or expansion opportunities? Could there be such a thing as an interprovincial barrier-free trade zone for Ottawa-Gatineau?

MOVEMENT OF PEOPLE AND GOODS

WITHIN THE GREATER AREA

Given that the Greater Area is defined by the number of people commuting to work, mobility is another factor that ties the region together. However, mobility extends beyond commuting to also include travel for shopping, education, recreation as well as the movement of goods.

According to the 2016 Census, about 710,000 people lived and worked in Ottawa and 370,500 people lived and worked in Gatineau. Almost 12,000 people commute to work in Gatineau from surrounding Québec municipalities and just over 20,000 people cross the bridges into Gatineau every day from Ottawa and surrounding Ontario municipalities. Almost 52,000 people crossed from Gatineau and surrounding Québec municipalities to work in Ottawa, and almost 30,000 people commuted into Ottawa from surrounding Ontario municipalities.

Currently, OC Transpo and Société de Transport de l'Outaouais (STO) collaborate to ensure a coordinated approach to regional transit. Their work will continue to focus on issues such as providing fare integration, optimizing operations between the two cities and ensuring connections to key destinations and O-Train service. Seamless transit will continue to be an important achievement within the Metropolitan Region in general, and between the cities of Ottawa and Gatineau in particular. In addition, transit must

compete with personal vehicles on already congested interprovincial bridges. Transit volumes are expected to grow by 3.2 per cent annually.

However, the Greater Area is taking significant steps to improve transit within the region. Ottawa's O-Train will count on the first 13 stations of Line 1 as of 2019, and by 2023 will have a rail-based rapid transit network with two lines and 42 stations. In addition, the established Transitway lines and stations will be augmented by a new line (the Baseline BRT line). The City is already planning for the future extension of the O-Train to the west and south into the communities of Kanata and Barrhaven. The City of Gatineau recently announced a vision for a 26-kilometre light-rail line that will link the Aylmer and Plateau sectors to its downtown, and also cross one or two bridges to connect with Ottawa's O-Train. The following decade represents an opportunity to ensure that these systems are integrated to allow riders a seamless experience, regardless of overall governance.

Seamless regional transit may play a key role to unlock greater integration within the Greater Area. It could make downtown Gatineau (Hull Sector) a very viable and affordable option for university students and workers. This in turn could lead to a more vibrant and larger downtown area. A significant reduction in car traffic in downtown Ottawa and Gatineau may also allow space for better cycling and pedestrian infrastructure, and repurposing surface parking for better uses.

Beyond OC Transpo and the STO, several OMATO and QMAG municipalities operate transit services into Ottawa and Gatineau. Fare integration and route numbering harmonization has been achieved to various degrees. The further expansion of the O-Train system through Stage 2 will locate the system's terminus stations much closer to the outlying municipalities that operate transit into Ottawa. How can we work with our neighbouring municipalities to uphold and achieve our modal share objectives at a metropolitan scale, so that the O-Train becomes the commute mode of choice also for residents of the neighbouring municipalities?

There is also significant intra regional movement of goods. As an example, more than 2,400 trucks a day travel over the MacDonald-Cartier Bridge, the principal trucking corridor. Of this, it is estimated that around 35 per cent of trucks are local to the region, while the remaining 65 per cent are travelling through the Greater Area to other destinations. Interprovincial bridges are already near capacity, and car volumes are

What is Integrated Urban Mobility?

STARTS WITH PUBLIC TRANSPORT SERVICE CONNECTED TO ALL MODES OF TRANSPORT INCLUDING WALKING, CYCLING, AUTO AND ALTERNATIVES TO TRANSPORTATION

ENABLES DOOR-TO-DOOR AND SEAMLESS MOBILITY THROUGHOUT AN URBAN AREA

DESIGNED FOR ALL SEGMENTS OF POPULATION.

CANADIAN URBAN TRANSPORTATION ASSOCIATION

expected to grow by just under one per cent per year until 2031. It is likely that delays for the movement of goods to and from Gatineau and Ottawa will increase over time unless bridges are used more efficiently and/or goods movement becomes more efficient.

CN Rail operates freight rail lines across Ottawa. Those lines are the product of major federal efforts, through the 1950 Gréber Plan, to remove freight rail and its impacts from the urban core and, consolidate them along relocated, more peripheral corridors. CN Rail has observed dwindling volumes of freight rail on its Ottawa lines in recent years and has begun the process of divesting itself of these lines and the Walkley Yards. As the Greater Area grows larger, and as the impact of trucking continues to challenge the urban area, should there be a renewed conversation about the future of freight rail? How can we ensure that rail service exists for businesses that need it? What could discontinued rail corridors be used for (e.g., protected for future transit or recreational projects)?

REGIONAL/ NATIONAL/ INTERNATIONAL CONNECTIONS

Regional, national and international connections have a significant effect on the Greater Area's ability to compete. Ottawa's Macdonald-Cartier International Airport is a world-class gateway for the region and an economic engine that drives prosperity. Having an international airport with international routes, the ability to operate 24 hours a day, and US customs pre-clearance is a key asset to attracting and retaining business investment and talent as well as business, conference and leisure visitors.

In order to grow as an economic engine in addition to its passenger travel role, what should we consider as future roles for the airport? How appropriate are its access and connections to facilitate these new roles? And in order to grow its passenger volumes to be able to offer more destinations, can the airport succeed in positioning itself as Montréal's and Toronto's second airport of choice? Can Ottawa benefit from overflows at Person and Trudeau International Airports? What role would high-speed rail connections play in facilitating such a scenario? And what could be the role of our smaller airports at the metropolitan level (Gatineau, Carp, Rockcliffe)?

The VIA Rail route connecting Montréal, Ottawa and Toronto is the busiest passenger rail route in the network with approximately 3 million passengers per year. Via Rail currently has no active plans for high-speed rail. Rather, they are proposing to build a dedicated passenger rail track for the Windsor to Québec City line (including Ottawa) to improve its on-time performance. Trains would travel at an average speed of 110 km/h. In the longer term, a dedicated corridor for high-speed rail between Toronto, Ottawa and Montréal has to be identified and protected.

Intercity bus connections are currently provided by Greyhound at the Catherine Street bus terminal. Intercity bus service provides affordable, frequent, downtown-to-downtown connections between the three major cities in the Toronto-Ottawa-Montréal Mega-Region, and to smaller centres in-between and beyond. What is the importance of a downtown location for this terminal? Is there any value in co-locating this terminal with the Via station, or are the two sufficiently distinct to require their own facility? How does direct, frequent, convenient intercity bus service to a pedestrian-accessible downtown terminal impact Ottawa's academic, festival, arts and cultural sectors?

REGIONAL IDENTITY

Queen Victoria chose Ottawa to become Canada's capital in 1857 - a small lumber town of 16,000 people perched on the border between Upper and Lower Canada, and a safe distance from the American border. Since that time, the growth and identity of the Greater Area has been blurred between Ottawa and Gatineau as Canada's National Capital Region and Ottawa and Gatineau as cities in their own right. At the national and international levels, the Greater Area's identity as Canada's capital is by far the strongest, not to say the only one.

The mandate of the National Capital Commission is "to prepare plans for and assist in the development, conservation and improvement of the National Capital Region in order that the nature and character of the seat of the Government of Canada may be in accordance with its national significance." Over the past 150 years, the growth and design of the Metropolitan Area has been significantly influenced by the implementation of this mandate by the National Capital Commission and its predecessors, including:

- removing Ottawa's downtown railway tracks and relocating the train station;
- securing the majority of industrialized waterfront lands as public land to create linear public green spaces and parkways;
- acquiring a vast area in the Gatineau Hills for a park of national significance;
- establishing federal employment areas;
- endowing world-class national museums to both Ottawa and Gatineau;
- creating the 203 square kilometer Greenbelt; and
- creating Confederation Boulevard.

The work of the National Capital Commission and its predecessors has largely come to shape Ottawa-Gatineau's image as Canada's capital. It has made us known as the home to Canada's national symbols, including Parliament Hill, the National Gallery, the Supreme Court, as well as national cultural institutions including the National Arts Centre and national museums. The establishment of the Gatineau Park and the reclamation of industrial waterfront lands to create public parks and parkways along the

Ottawa and Rideau rivers as well as the Canal have also greatly contributed to Ottawa-Gatineau's brand as a green capital.

This capital brand has, so far, remained somewhat distinct from the emergence of Ottawa, Gatineau and surrounding municipalities into a large urban region with a population of almost 1.5 million people. With this growth, the region's identity has evolved based on elements such as its shared history (including indigenous history), quality of life, rural and urban interconnections, multiculturalism, bilingualism, vibrant and diverse arts community, lively neighbourhoods, culture, music and food scene, national sports teams, and proximity to natural areas. It is an identity that continues to evolve as the region grows, changes and becomes increasingly urban.

While the Greater Area continues to become more urban in terms of where people live and work, it retains a significant rural character. For instance, at the end of 2016, the City of Ottawa's rural area was approximately 222,300 hectares of land, accounting for close to 80% of the City's total land area. It is home to 26 rural villages and to 10 per cent of Ottawa's population.

There remains, at the institutional level amongst the public authority stakeholders in the region, a significant distinction between the Greater Area's national and international identity as the capital of Canada and Ottawa and Gatineau's identities as vibrant urban places. This division also manifests itself at the physical level. To a great extent, many of Ottawa and Gatineau's iconic national symbols are separated physically or psychologically from the rest of the city. Confederation Boulevard is comprised of the Parliamentary Precinct, official residences, embassies, museums and federal government offices. The parkway and riverfront park system separates the urban fabric from the Ottawa River and other waterways. Federal office complexes such as Tunney's Pasture and Place du Portage are often also separated from the city's urban fabric.

This type of separation made sense in the past, when the federal government was trying to create a world-class capital out of small industrial towns and was following the planning and architectural trends of the day. However today, Ottawa is a big city in the Canadian context, and as the capital of a predominantly urban country, could our rightful symbolism also be to look and feel like a big city?

As the region grows to become increasingly dense and urban, can we imagine a brand for the Greater Area that incorporates elements of being a national capital with elements of being a global city? Can this brand manifest itself in a greater physical integration of Ottawa-Gatineau as a capital and Ottawa-Gatineau as a metropolis?

Toronto-Ottawa-Montréal Mega-Region
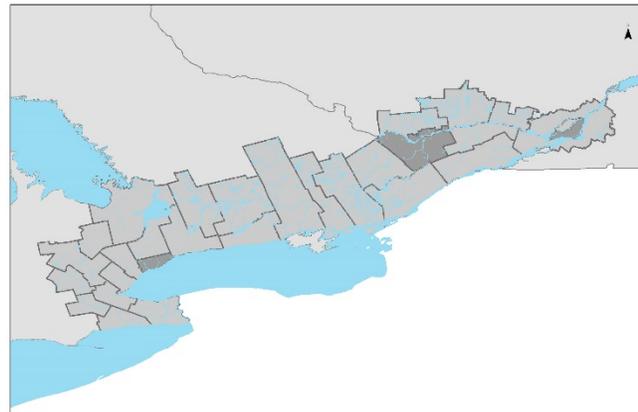
MOVING FORWARD

STRATEGIC DIRECTION: GREATER COOPERATION BETWEEN THE GREATER OTTAWA-GATINEAU AREA, MONTRÉAL AND TORONTO

As a global mid-sized city, the Greater Ottawa-Gatineau Area has many of the attributes it needs to compete for investment and talent in the knowledge economy. However, increasingly, there is a concentration of economic activity and innovation in a small number of large cities and Mega-Regions. In fact, the 40 largest Mega-Regions produce two-thirds of global economic output and 90 per cent of global innovation, while housing just 18 per cent of the world's population.

How can the Greater Ottawa-Gatineau Area compete in this environment? One way is to strengthen our ties to the larger nearby economies of Montréal and Toronto. This would translate into a Mega-Region of over 15 million people, able to compete with other global Mega-Regions. This would not require a political change, but rather an increase in coordination and cooperation to make use of the strengths of each city within the Mega-Region.

For instance, in 2016 the cities of Toronto and Montréal signed an Agreement of Cooperation and Partnership that signaled an intent for both cities to work together on issues of common interest. The agreement covered economic vitality as well as environmental sustainability, good governance, social development and living together. The Greater Ottawa-Gatineau Area should be part of future agreements and would add its highly educated workforce, its relative affordability and its quality of life to the Mega-Region.

At the core of a Mega-Region is connectedness - bringing together new ideas, talent, technology, and investment. This will require a focus on ease of movement of people,

goods, and information. This requires good air and rail travel connections within the region and to markets abroad, and reliable high-speed digital connections.

Over the coming decades, high-speed rail could change the way we see the Greater Area, if Ottawa is less than 45 minutes from Montréal and less than 2.5 hours for Toronto. This type of connectivity can only help to cement the cities as an economic region. Ottawa-Gatineau must therefore ensure that it is part of all discussions on route and station locations for any future high-speed rail project.

The role of the airport within the Mega-Region and the seamless integration of local transit with inter-city transport links (bus, rail, air) are important considerations to help Ottawa enhance its position both within the Greater Area, and the Mega-Region. Can the Ottawa International Airport be positioned to play a prominent role within the Mega-Region given its ability to operate 24 hours a day, and since its growth is not limited in the same respect by the surrounding city as is the case for Trudeau and Pearson?

Can the airport become more of an economic cluster, attracting businesses that benefit from proximity to the airport? The airport will be connected to Ottawa's O-Train system by 2021 thereby greatly enhancing access for passengers to downtown and all points served by the O-Train network. However, should the city, in cooperation with the Airport Authority, wish to make the airport more of a business hub, changes to land use will be required as will infrastructure investments, including a more efficient trucking link to a 400-series highway.

Digital connectivity between the three cities in the Mega-Region is also paramount. The ability to count on a failsafe, closed-loop high-speed digital data network that has the built-in resiliency to keep functioning under the most adverse or unpredictable conditions would further cement the Mega-Region's ability to compete globally.

STRATEGIC DIRECTION: GREATER INTEGRATION BETWEEN THE GREATER AREA'S CITIES AND THEIR ROLE AS CAPITAL

In its *Plan for Canada's Capital 2017-2067*, the National Capital Commission's vision for the Capital is that it be "*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.*" This vision is supported by three goals:

1. **An Inclusive and Meaningful Capital:** Maintaining and creating the inspiring symbols and meaningful legacies that are intrinsic to Canadian identity; celebrating Canadian values and achievements; and welcome Canadians, in all their diversity,

to the Capital Region, respecting its location on traditional lands of the Algonquin Anishinabeg Nation

2. **A Picturesque and Natural Capital:** Protecting and enhancing the Capital Region's ecological integrity and its natural beauty; maintaining and creating the distinctiveness of northern natural and cultural landscapes in the Capital Region; and fostering new ways to access and animate the Capital's shorelines, waterways and green space networks

3. **A Thriving and Connected Capital:** Supporting a liveable, attractive, resilient, accessible and economically competitive Capital Region; promoting sustainable mobility and supporting transit-oriented development in the Capital Region; and conserving and enriching cultural heritage through design excellence and exemplary stewardship.

While the NCC holds many levers to realize these goals, the Greater Area has an opportunity as it grows over the coming decades to recast its brand to emphasize those elements of its identity that embody what it means to be a mature, large Canadian city. Ottawa is where you can connect with Canada not only in the present, but with what has been, and what is yet to come. Canada's memory is through Ottawa's museums, galleries, Parliament, and monuments. Canada's present is alive in the streets of the city and the hearts of the citizens. It is where you can connect with the people who live by and bring Canadian values to life. Indigenous, French, English, along with people from all corners of the world, have created a diverse society that is quintessentially Canadian. One that is rooted in diversity, acceptance, warmth and welcome. On the horizon is the future of a city and of a country. Ottawa offers the opportunity to connect with the intangible, to see beyond what is, to what could be.

Should Ottawa, as a municipality, take a greater ownership of its role as the nation's capital through its approach to urban design and architectural excellence, public realm creation and animation, the welcoming of immigrants, and the hosting and staging of local, national and international events? Hosting such events can, together, reflect Ottawa's dual role as national capital and vibrant local place. This synergy can contribute to identity-building and distinction. However, many stakeholders in the local cultural sector have historically been concerned about being overshadowed by the national institutions. Further integration could either exasperate or alleviate these challenges – there should be further discussion about how to arrive at a mutually-supportive environment.

How can Ottawa do a better job at reducing the physical barriers between Ottawa as Canada's Capital and Ottawa as a big Canadian city? How do we create the links between Ottawa as capital with Ottawa's indigenous community and indigenous heritage? How do we link neighbourhoods and communities to Ottawa's ceremonial areas? Currently the Byward Market is well integrated with Confederation Boulevard, but how can land use planning, zoning and urban design better connect neighbourhoods like Elgin Street, Centretown and Vieux-Hull to Wellington Street? Can we integrate communities outside the downtown core through better public transit, cycling and walking paths, or a more continuous urban fabric? Do the Downtown Islands give us unique situation of a continuous urban fabric linking two cities with each other, across and with the Ottawa River?

The National Capital Commission has started to take some steps in this regard, allowing pop-up restaurants along the Rideau Canal, and committing to better integrate federal employment areas such as Tunney's Pasture and Place du Portage into their urban surroundings.

More significantly, the National Capital Commission has also undertaken a project to reimagine the future of its parkway riverfront lands "to create a vibrant public realm that will reconnect the city – and people – to the riverfront." The National Capital Commission is proposing to create a nine-kilometre linear park along the Sir John A. MacDonald Parkway, which will include "a series of public activity and event areas that offer a diverse range of programming and leisure space opportunities."

Should the City of Ottawa use this as an opportunity to link the city back to the Ottawa River beyond a recreational link? Many examples exist of interesting, well-knit urban fabric along waterfronts, including the Zibi development on Albert and Chaudière Islands. What should the region's approach be with respect municipal land use to connect with the Ottawa River over the next 50 to 75 years? What perspective should Ottawa and Gatineau bring to their partnership with the National Capital Commission?

STRATEGIC DIRECTION: DESIGN FOR A GLOBAL CITY

Urban design is about creating a sense of place. It is about the relationship between people and places, mobility and urban form, the environment and the built fabric. Good design will support our brand as the capital and a Canadian big city, but it is also important to creating distinctive places that are reflective of the culture and history of the community, city or region. As the Greater Ottawa-Gatineau Area has grown to be a mature, global mid-sized city, there is a need for urban design that reflects this identity in terms of buildings, streetscapes, parks and bike paths.

Design should also be used to protect and enhance the character of the region's smaller municipalities and villages and create connections between rural and the urban. The Greater Area's significant rural areas set the region apart from most other global mid-sized cities and thus represent a key branding opportunity.

Urban design can profile connections and draw people from one space to another. Through high-quality urban design, Ottawa and Gatineau could increase connections between Confederation Boulevard and surrounding neighbourhoods through connector streets such as Rideau Street and Sparks Street, or Laurier Street, Eddy Street and Taché Boulevard.

High-quality urban design is an element of complete communities that can draw and retain workers to the Greater Ottawa-Gatineau Area and distinguish the region from others across Canada and North America.

RELATIONSHIPS WITH OTHER THEMES

Nine distinct discussion papers are being developed to support the initial phase of the Official Plan review. The Greater Ottawa-Gatineau Area discussion paper is cross-cutting by its very nature and addresses the following discussion paper themes:

Economy: The Greater Ottawa-Gatineau Area Discussion Paper touches on employment and the economy. It provides a profile on employment and explores a few of the barriers to trade within the region. It also deals with challenges in attracting talent and investment as well as opportunities that being part of a broader Mega-Region may provide

Climate: The Greater Ottawa-Gatineau Area Discussion Paper touches briefly on climate issues in relation to challenges in the management of the Ottawa River

Housing: The Greater Ottawa-Gatineau Area Discussion Paper touches briefly on housing in the context of the opportunities that more seamless regional transit would provide

Natural Ottawa: The Greater Ottawa-Gatineau Area Discussion Paper touches briefly on the natural environment - more specifically the Ottawa River - in terms of its importance to the region and future challenges

Mobility: The Greater Ottawa-Gatineau Area Discussion Paper touches on the importance of seamless movement of people and goods within the Ottawa-Gatineau Area as well as the importance of high speed rail and the airport to regional, national and international connections.

GREATER OTTAWA-GATINEAU AREA POPULATION & DWELLINGS

Municipality	2011 Census		2016 Census		2016 City Estimates		2017 City Estimates	
	Population	Occupied Dwellings	Population	Occupied Dwellings	Population	Occupied Dwellings	Population	Occupied Dwellings
Ottawa, C	**883,391**	**353,244**	**934,243**	**373,756**	**968,580**	**409,643**	**979,173**	**416,219**
Gatineau, V	**265,349**	**112,758**	**276,245**	**118,385**	**282,005**	**121,958**	**286,570**	**123,242**
Prescott & Russell (part)	**62,938**	**23,352**	**67,068**	**25,361**	**67,343**	**25,788**	**69,161**	**26,252**
Alfred and Plantagenet, TP	9,196	3,728	9,680	3,959	9,620	4,060	9,958	4,080
Casselman, Vlg.	3,642	1,438	3,548	1,435	3,559	1,468	3,652	1,484
Clarence-Rockland, C (part of ON CMA)	23,185	8,641	24,512	9,329	24,729	9,534	25,386	9,702
Russell, TP (part of ON CMA)	15,247	5,285	16,520	5,873	16,973	5,986	17,281	6,175
The Nation Municipality	11,668	4,260	12,808	4,765	12,462	4,740	12,884	4,811
Leeds & Grenville (part)	**17,935**	**4,422**	**19,518**	**7,671**	**19,651**	**7,630**	**19,706**	**7,795**
Merrickville-Wolford, Vlg.	2,850	4,422	3,067	1,232	2,946	1,172	2,943	1,187
North Grenville, TP (part of ON CMA)	15,085	6,819	16,451	6,439	16,706	6,458	16,763	6,607
Stormont, Dundas, Glengarry (pt)	**11,225**	**1,121**	**11,278**	**4,481**	**11,172**	**4,608**	**11,644**	**4,634**
North Dundas, TP	11,225	5,698	11,278	4,481	11,172	4,608	11,644	4,634
Lanark (part)	**32,663**	**9,690**	**35,212**	**13,858**	**35,425**	**14,006**	**36,265**	**14,311**
Beckwith, TP	6,986	2,571	7,644	2,864	7,698	2,901	7,899	2,970
Carleton Place, Tn.	9,809	3,973	10,644	4,278	10,364	4,344	11,042	4,431
Mississippi Mills, Tn.	12,385	4,836	13,163	5,292	14,024	5,339	13,529	5,471
Montague, TP	3,483	1,310	3,761	1,424	3,340	1,421	3,794	1,438
Renfrew (part)	**15,485**	**6,459**	**15,973**	**6,796**	**16,505**	**7,059**	**16,698**	**7,137**
Arnprior, Tn.	8,114	3,640	8,795	3,912	9,038	4,127	9,431	4,188
McNab/Braeside, TP	7,371	2,819	7,178	2,884	7,467	2,932	7,267	2,949
Québec part of CMA Outside Gatineau (QCOG)	**49,152**	**18,708**	**55,812**	**21,717**	**56,782**	**21,819**	**56,791**	**22,109**
Cantley, M	9,888	3,419	10,699	3,768	11,209	3,870	11,172	3,933
Chelsea, M	6,977	2,572	6,909	2,610	7,296	2,680	7,200	2,718
La Pêche, M	7,619	3,121	7,863	3,274	8,025	3,290	7,991	3,328
L'Ange-Gardien, M	5,051	1,775	5,464	1,960	5,487	1,971	5,569	2,006
Pontiac, M	5,681	2,147	5,850	2,252	6,011	2,243	5,875	2,256
Val-des-Monts, M	10,420	4,082	11,582	4,564	11,220	4,475	11,490	4,544
Denholm, M	572	247	505	224	577	255	574	256
Notre-Dame-de-la-Salette, M	757	332	727	328	776	345	769	348
Mayo, M	572	242	601	259	635	265	628	270
Bowman, M	677	302	658	312	683	311	656	312
Val-des-Bois, M	938	469	865	452	961	477	914	477
Lochaber, CT	409	155	415	162	301	153	391	153
Lochaber-Ouest, CT	646	240	856	324	750	280	748	283
Thurso, V	2,455	1,042	2,818	1,228	2,849	1,204	2,814	1,225
GREATER OTTAWA-GATINEAU AREA	**1,338,138**	**529,754**	**1,415,349**	**572,025**	**1,457,464**	**612,510**	**1,476,008**	**621,699**
Ottawa-Gatineau CMA	1,236,324	498,636	1,307,332	529,060	1,349,069	568,940	1,365,201	577,447
Ontario portion of the CMA	921,823	367,170	991,726	395,397	1,026,988	431,621	1,038,603	438,703
Québec portion of the CMA	310,991	130,029	332,057	140,102	338,787	143,777	343,361	145,351
OMATO	140,246	45,044	149,049	58,167	150,097	59,090	153,474	60,129

Sources: Statistics Canada, Census; estimates based on CMHC starts and municipal building permits   **2016-17 City Estimates are year-end.**

City of Ottawa (2016 and 2017 population estimates based on building permits adjusted for demolitions, vacancies and ongoing declines in average household size);

Note 1: because they are derived from different sources, 2016 and 2017 population estimates should not be compared to Census population figures.

Note 2: sub-totals by County include only those areas within OMATO or QCOG, not the entire County.

Note 3: Notre-Dame-de-la-Salette, Mayo, Bowman, and Val-des-Bois were added to the CMA in 2011 and are not included in the "Qué. part of the CMA Outside Gatineau" or "Québec portion of the CMA sub-totals" prior to 2011.

Note 4: Lochaber, Lochaber-Ouest, and Thurso were added to the CMA in 2016 and are not included in the "Que. Part of the CMA Outside Gatineau" or "Quebect portion of the CMA sub-totals" prior to 2016

OMATO: Ontario Municipalities Adjacent To Ottawa, including Clarence-Rockland, Russell and North-Grenville. Clarence-Rockland and Russell are also in the Ontario part of the CMA as of 2011. North-Grenville is also in the Ontario part of the CMA as of 2016.

QCOG: Québec part of the CMA Outside Gatineau

Mega-Region Population

Area	Population, 2016
Ottawa	934,243
Leeds and Grenville	100,546
Lanark	68,698
Frontenac	150,475
Lennox and Addington	42,888
Hastings	136,445
Northumberland	85,598
Peterborough	138,236
Kawartha Lakes	75,423
Durham	645,862
Simcoe	479,560
York	1,109,909
Toronto	2,731,571
Peel	1,381,739
Dufferin	61,735
Halton	548,435
Wellington	222,726

Waterloo	535,154
Hamilton	536,917
Niagara	447,888
Brant	134,808
Haldimand Norfolk	109,787
Ville de Gatineau	276,245
Papineau	22,832
Les Collines-de-l'Outaouais	49,094
Argenteuil	32,389
Prescott & Russell	89,333
Stormont, Dundas & Glengarry	113,429
Montréal CMA	4,098,927
Mega-Region	15,360,892
Canada	35,151,728
Mega-Region Proportion of Canada	43.7%