

Charting a Course

The Next Step

May 2002

**Public Feedback and the Evolution of the
December 2001 Charting a Course Principles**



Ottawa
2020

Charting a
Course
Tracer
l'itinéraire

**Charting a Course – A Component of Ottawa 20/20,
Ottawa's Growth Management Strategy**



Charting a Course

Introduction

Ottawa 20/20 – Ottawa's Growth Management Strategy	1
Charting a Course	1
Public Consultation	1
Ottawa's Quality of Life	2
Pride	2

The Evolution of the Original Principles Through Public Input

Introduction	3
Summary of Public Input	3
Original Tools to Manage Change	3
What We Heard	3
Accountability – Stick to decisions	3
Partnerships.....	4
Conduct an Open and Participatory Process	4
Accountability – Measure Progress.....	4

Original Principle – Shift to Cluster-based Economic

Development	5
What We Heard	5
Strong Export-Based Economic Generators	5
Partnerships; Strong Local Business	5
Strong Rural Economy.....	5
Complete Communities.....	6

Original Principle - Build the Knowledge Network

What We Heard	6
Connecting People to Opportunities; Connecting	
Businesses to a Strong Workforce	6
Conduct an Open and Participatory Process	7

Original Principle – Meet the Cost of Growth

What We Heard	7
Fiscal Responsibility; Access to the Basics	8
Accountability; Conduct an Open and	
Participatory Process	8

Original Principles – Focus on Community Design

Building a City of Villages	9
What We Heard	9
A Green City	9
Beauty.....	9
Easy Mobility; Complete Communities	10
A Sense of Community	10

Original Principle - Build a Compact City

What We Heard	11
A Sense of Community; A Green City	11
Complete Communities	11
A Focus on Walking, Cycling and Transit	11
Distinct Rural Countryside	11
Fiscal Responsibility – Efficient Use of Infrastructure;	
Partnerships	12

Original Principles – A Place to Call Home

Live Well, Feel Well	12
What We Heard	12
A Sense of Community; Diversity;	
Citizen Engagement.....	13
Connecting People to Opportunities;	
Access to the Basics	13
Healthy Living; Complete Communities;	
Public Awareness	14

Diversity	14
Personal Safety and Security	14

Original Principle - Keep the City Green

What We Heard	15
Green City – Trees	15
Clean Air, Water and Earth; Focus on Walking,	
Cycling and Transit	15
Development that is in Harmony with the	
Environment	16
Public Awareness; Accountability; Beauty	16

Original Principle - Invest in Arts and Heritage

What We Heard	16
A Capital City; Dynamic Local Arts and Heritage	16
Culture in Every Community; Diversity	17

Original Principle - Strengthen Public Transit

What We Heard	18
Clean Air; Easy Mobility; Walking, Cycling	
and Transit	18
Access to the Basics	19
Fiscal Responsibility.....	19
Public Awareness	19

Original Principle - Build a Vision that Includes the

Countryside	20
What We Heard	20
Open and Participatory Process; Partnerships	20
Distinct Rural Countryside	20
Strong Rural Economy	20
Clean Water	20
Easy Mobility; Fiscal Responsibility	21

Conclusion

The Charting a Course Principles Have Evolved	22
The Need for Balance	22

Our Vision for Ottawa in 2020 is:

A Responsible and Responsive City	22
A Caring and Inclusive City	22
A Creative City Rich in Heritage, Unique in Identity	23
A Green and Environmentally Sensitive City	23
A City of Distinct, Liveable Communities	23
An Innovative City Where Prosperity is Shared Among All ..	23

Linking the New Principles to Future Actions

Strategy: Invest in public transit	24
Strategy: Recognize trees as a "must have"	24
Strategy: Expand and maintain recreational pathways	24
Strategy: Build compact and mixed-use communities ...	24
Strategy: Avoid sprawl	24
Strategy: Raise development charges	24
Strategy: Provide Ottawa with a comprehensive	
talent strategy	24
Strategy: Ensure broadband connectivity for all residents	24
Strategy: Support to the export sector	25
Strategy: Invest in local arts and heritage	25
Strategy: Position the City to respond to	
increasing diversity	25

Ottawa's Growth Management Plans

Timelines of the Growth Management Plans	27
--	----

Charting a Course



WHEN A MAN DOES NOT KNOW WHAT HARBOUR HE IS MAKING FOR,
NO WIND IS THE RIGHT WIND.

Seneca, Roman Philosopher 3 B.C. – A.D. 65

Introduction

Ottawa 20/20 – Ottawa's Growth Management Strategy

Ottawa 20/20 is the City of Ottawa's initiative to manage the growth and change that we will experience over the next two decades. Ottawa 20/20 protects and builds on the quality of life our citizens value, based on principles they have expressed themselves. The intent of Ottawa 20/20 is to ensure that all issues that accompany an increasing population are addressed, such as dealing with increased traffic, providing greenspace, building and maintaining a sense of community, and strengthening our local arts and heritage.

Ottawa 20/20 is a two year process that began with the Smart Growth Summit in June 2001 where we heard from local, national and international experts and became familiar with smart growth principles.

Charting a Course

The current phase of Ottawa 20/20 is *Charting a Course*. It began in December 2001 with the publication of the *Charting a Course* strategy, which laid out a preliminary set of twelve principles and a number of change management tools for the people of Ottawa to discuss.

Public Consultation

The public consultation process for *Charting a Course* took place from mid-January to mid-March 2002 and engaged a significant number and a broad cross-section of Ottawa residents. The consultation struck a balance between gathering input on the principles set out in the document, and educating residents about the creation of Ottawa's forthcoming growth management strategy and the steps and plans involved in its development.

In keeping with the City's commitment to e-democracy, to increasing residents' accessibility to information and to facilitating greater participation in municipal initiatives, the Ottawa 20/20 website was a key tool of the consultation. An online survey, bulletin board, webcast and email capability ensured that residents could easily provide input to the process from their own computer or from Sm@rt Sites. These online devices, combined with open houses; facilitated discussion groups; meetings with Advisory Groups, community organizations, businesses and residents; and a booklet version of the online survey, resulted in a package of consultation tools that was met enthusiastically by participants.



"I CAME FOR THE COOKIES AND JUICE,
ATTRACTED BY YOUR FLYER,
BUT I'M GLAD I CAME!"

Discussion group participant

A print and radio advertising campaign; email broadcasts; partnerships with member-based organizations; multiple mail outs; media coverage; and information sharing with and by Councillors and community organizations ensured a high level of citizen awareness about the consultation.

Residents were pleased with the variety of ways to provide feedback on, and participate in, Charting a Course discussions and would like to see these types of opportunities continued and expanded in the future. Suggestions for improvement for this process,

and the City's consultation approach in general, included longer lead times for providing feedback; a more formal, consistent approach; more advertising and publicity; more focus/discussion groups; greater youth involvement; and better ways to ensure that the concerns and input of the marginalized and vulnerable are captured. Every Department involved felt that the consultation moved the process forward. Staff will be enhancing their consultation methods based on what was learned.

As a result of the public consultation process, preliminary principles proposed in December 2001 have evolved to reflect citizen feedback. *Charting a Course* now consists of six principles that will be used to guide the development of the City's growth management plans.

Ottawa's Quality of Life *Pride*



"WHAT I LOVE MOST ABOUT THIS CITY IS
THAT WE CURRENTLY HAVE A RARE
COMBINATION OF A BUSY DOWNTOWN
AREA AND SUBURBS SURROUNDED BY
BEAUTIFUL FOREST, NATURE TRAILS
AND FIELDS."

Web survey participant

The amount of encouraging comments, ideas and suggestions that were put forward was remarkable. The number of positive ideas and the relative absence of negative comments demonstrate that the people of Ottawa really like their city and care for its well being. Pride in our city is strong.

Public input confirms that Ottawa residents value the quality of life available here. We appreciate the character and pace of our city. We cherish the city's amenities, recognizing that as the nation's capital, we have a rich variety of things to do. We are strongly attached to, and appreciate the unique identities of our communities, neighbourhoods and villages – be they in rural or urban areas. We appreciate Ottawa's abundance of rivers, woodlands and rolling countryside.

We believe and value the fact that Ottawa is a caring community with a healthy environment, a strong economy, a growing local artistic scene, and a rich local heritage.

Change is inevitable. Ottawa residents have stated clearly that it must not occur at the expense of the things we value most. That is why Ottawa 20/20 strives to protect and build on the quality of life we cherish.

Ottawa is growing

- Today we have just over 800,000 residents and almost 500,000 jobs.
- In 2020, Ottawa expects a population of 1.2 million and 750,000 jobs

That means:

- 400,000 more residents
- 190,000 new homes

Growth also means we will need more stores, schools, ice rinks, libraries, parks, public transit, roads, police and fire stations, and gathering places. Growth increases pressure on our environment, our rural countryside, our identity and our overall quality of life.

These pressures are reflected in some of the main messages heard from the public:

- "we need to get out of our cars"
- "we want more trees"
- "we want all people to feel they belong"
- "local arts and heritage are important"
- "we want walkable communities"
- "our pathways are important"
- "everyone should have access to the basics" (food, housing, income, recreation, health programs)
- "development should pay for itself"
- "rural areas are and should be different from the urban areas"
- "we want training and good jobs"

These were not all of the issues discussed during the public consultation. Many other important ideas were raised and are dealt with in more detail in the pages that follow.

The Evolution of the Original Principles Through Public Input

Introduction

In the December 2001 *Charting a Course*, there were twelve original principles grouped under four headings: Equilibrium, Diversity, Accessibility, and Sustainability. It became clear through public input that the four main headings were not clear and that people wanted them stated in plain language.



"DUMP THE POLITICALLY CORRECT
TERMINOLOGY AND ACTUALLY SAY
WHAT YOU MEAN."

Web survey participant

Further, people focused on the more tangible twelve principles, not the broad headings. To enable residents to see the evolution from these twelve original principles to the recommended new principles, each of the original twelve are discussed below with the public input grouped under specific objectives where there was a clear message. In instances where there were strong opinions representing both sides of an issue, these differences are also reported below.

The explanation of how the principles evolved begins with a discussion of the "Tools to Manage Change" these tools were presented in the original *Charting a Course* document. There was a lot of feedback on how the City should conduct its business. As a result, the "Tools to Manage Change" have been brought to the forefront. All of the resulting objectives will be explored in more detail, especially how to achieve them, in the forthcoming Corporate Strategic Plan and the other growth plans.

Summary of Public Input

Original Tools to Manage Change

Charting a Course suggested ways for the City to improve consultation, manage its assets better and make the best decisions. These were the tools suggested:

- Demonstrate leadership
- Make strategic decisions
- Conduct an open process
- Measure progress
- Support equal opportunity
- Collaborate with others
- Preserve environmental integrity
- Preserve local heritage
- Support diversity
- Champion innovation

What We Heard

Of the tools for managing change, Collaborate with others; Conduct an open process; and Measure progress (accountability) were the three that residents view as critical to the success of developing and implementing Ottawa's Growth Management Strategy. The remainder of the original tools were more often discussed as part of other principles and will be dealt with in the sections that follow (e.g. "Preserve environmental integrity" will be covered by the "Keep the City Green" principle).

Accountability – Stick to decisions



"...I JUST WANTED TO SAY, ALL OF THIS
IS GREAT, AS LONG AS IT IS FOLLOWED.
TOO OFTEN A DEVELOPER CHANGES
THE PLANNING FOR THEIR OWN
BENEFIT AND WE ALL LOSE."

E-mail participant

A common view that emerged from the consultation was that while all of the principles put forward in *Charting a Course* have merit, City Council must have an action plan that it adheres to if the exercise of growth management is to succeed. Repeatedly residents expressed doubt that Council will stick to the guiding principles it ends up endorsing. "I'll believe it when I see it" was by far the most commonly expressed view as to whether or not Council will show commitment to the actions and visions of the plans.

Partnerships



"HOW CAN WE PROMOTE AND ACHIEVE A POSITIVE BALANCE OF WEALTH, EQUITY, ENVIRONMENT AND HEALTH FOR ALL?
PARTNERSHIP PROGRAMS WITH BUSINESSES & ORGANIZATIONS THAT WILL INCREASE SERVICES, POSSIBLY THROUGH IN-KIND SERVICES, OR THROUGH DIRECT CONTRIBUTIONS TO IMPROVE QUALITY OF LIFE IN THE CITY."

Web survey participant

The notion of working cooperatively with other levels of government, agencies, community groups, developers and staff to seek out new approaches and solutions is fully supported. Frequently, groups and individuals strongly suggested that the City should tap into the network of excellent, well-connected agencies and groups that exist in the community (e.g. community agencies; City of Ottawa Advisory Committees; organizations) as a means of effectively reaching out to the broader community. There is no better means of mobilizing the various communities within the city than by working with the groups and agencies that most frequently deal with them.

A call to develop a consistent, formal process for engaging the expertise and knowledge of these groups was heard throughout the consultation. In the planning context, the notion went further – to a call from various groups to be a much larger part of the decision-making process.

Conduct an Open and Participatory Process



"..THE CONCEPTION OF AN OPEN AND CONSULTATIVE PROCESS... IS ESSENTIAL IF THE RESULTING CORE PLANNING DOCUMENTS ARE TO BE COMPREHENSIVE, COHERENT, AND A JUST BALANCE OF VALUES AND INTERESTS."

The Council of Heritage Organizations

Again and again, the idea came up that an open, consultative process is essential if Ottawa's growth management plans are to be a just balance of values and interests. Residents voiced their concern that the City allows special interest groups to sway decisions. Calls for increased public participation by "ordinary" citizens were common throughout the *Charting a Course* public debate.

Accountability – Measure Progress



"THAT THE CITY OF OTTAWA INCLUDE IN ITS FINAL PLANS ... A REQUIREMENT TO REGULARLY MEASURE THE QUALITY OF LIFE OF ITS CITIZENS USING A SET OF APPROPRIATE INDICATORS."

Environmental Advisory Committee

Ottawa residents want open and regular reporting on programs and plans. Many groups and individuals raised the importance of the need to inventory resources and measure progress in moving toward objectives. They pointed out that there is a need for consistency of data over time. Residents want the City to determine the indicators at an early stage and adhere to them so that we can discern trends. Support for developing the means to measure the short and longer-term financial costs and savings from proposed sustainable community strategies is strong.

Residents have many suggestions for the types of indicators that they would like to see reported on – everything from air emissions to service levels.

ORIGINAL PRINCIPLE – Shift to Cluster-based Economic Development

It makes better economic sense to develop local innovators than to import mature low-wage companies. Innovative companies not only pay higher wages but also are capable of constantly creating new products and services.

What We Heard

Everyone wants good jobs in Ottawa and a strong economy. Charting a Course put emphasis on pre-defined clusters that are Ottawa's economic generators. The seven clusters are: telecommunications equipment, microelectronics, software and communication services, professional services, tourism, life sciences and photonics. The results of the consultation however, indicate that people want the local and agricultural economies included in the City's economic strategy, and they also want the City to recognize the strong contribution of the federal government to our economy. The result is a much broader look at economic development.

The Federal government employs over 80,000 people in Ottawa alone. This means that one out of ten residents of Ottawa works for the Federal Government.

SOURCE: CITY OF OTTAWA, 2001 EMPLOYMENT SURVEY

Of note, there was no consensus on the appropriate role of the municipality in terms of economic development. The role of the City and the role of the private sector should therefore be explored in the forthcoming growth plans. Further, the concept of cluster-based development and its benefits and linkages to the prosperity of other areas was not well understood. The City's growth plans should illustrate these benefits and linkages.

Strong Export-Based Economic Generators

People generally realize that strong companies that export products are important to Ottawa's economy. Although there was limited public input on this particular concept, people are clear that the City's involvement in any initiative, such as export-based economic generators, that helps secure good employment for families and their children should be a priority.

There are over 1,000 companies in Ottawa in the global high-technology industry.

OCRI

Partnerships; Strong Local Business



"A STRONG LOCAL COMMUNITY RESULTS FROM A STRONG LOCAL ECONOMY, WHICH CAN ONLY RESULT FROM HEALTHY BUSINESSES THAT CREATE JOBS AND WEALTH."

Greater Ottawa Chamber of Commerce

Residents want the City to work with partner agencies, such as the National Research Council, to support local innovators. Submissions reflected the desire for support of home-based and micro businesses as ways to strengthen local business and broaden opportunities for participation in the workforce.

Strong Rural Economy



"...AGRICULTURAL LAND MUST BE KEPT IN PRODUCTION. THIS PROVIDES A RESOURCE THAT WILL BECOME EVEN MORE VALUABLE AND CRITICAL AS THE POPULATION OF THE REGION AND COUNTRY INCREASES. NO EFFORT MUST BE SPARED TO ENSURE ITS PRESERVATION."

Stittsville Village Association

In the rural area, there was interest in promoting tourism, specific services and niche products. People working in agriculture feel that more should be done to promote their products in the urban areas. The protection of agricultural lands and working with rural businesses are seen as the best ways to support the rural economy. Rural tourism initiatives are also viewed as benefiting the rural economy.

Over one-third of the City's total land area is designated as agricultural. This represents 95,000 hectares producing total farm gate sales of over \$150 million in 2001.

DEVELOPMENT SERVICES DEPARTMENT, CITY OF OTTAWA
(REGIONAL OP); MEASUREMENTS EXTRACTED FROM THE
RMO DATA HANDBOOK

Complete Communities



"THE CITY SHOULD BE ENCOURAGING MIXED USE REDEVELOPMENT OF MAJOR URBAN ARTERIES, SUCH AS CARLING AVENUE. THE INCREASED POPULATION DENSITY WILL MAKE PUBLIC TRANSIT VIABLE AND WILL CREATE NEIGHBOURHOODS WHERE MANY SERVICES CAN BE ACCESSED ON FOOT. AN ADDITIONAL BENEFIT OF INCREASED DENSITY... ESPECIALLY WITHIN THE GREENBELT... WILL BE THAT OUR SCHOOLS WILL BE MORE VIABLE AND WILL NOT HAVE TO BE CLOSED."

E-mail participant

More compact developments with a mix of office buildings, stores, restaurants and housing, as well as 'main street' type developments are viewed as the most desirable places to work in the future.

ORIGINAL PRINCIPLE - Build the Knowledge Network

The stronger the knowledge base, the stronger the economy. The better citizens' access to this knowledge base and the greater their ease of participating in democracy and the workforce, the stronger the city.

What We Heard

People want practical and leading edge solutions. They feel that access to knowledge is critical to success and quality of life.

Connecting People to Opportunities; Connecting Businesses to a Strong Workforce



"THE MOST IMPORTANT ASPECTS OF A HEALTHY FUNCTIONING CITY ARE ITS PEOPLE, WHO NEED JOBS, SKILLS AND EDUCATION, TO BUILD THE INFRASTRUCTURE AND OTHER REQUISITES, OF A WORLD-CLASS CAPITAL BY 2020."

Equity and Diversity Advisory Committee

A skilled workforce is a key contributor to the strength of the city's economy. Residents want the City to work with the education sector (K – 12, colleges, universities, and training institutions) to ensure that businesses have access to a substantial pool of skilled workers.

People support the Talent Works program to develop, recruit and retain the skilled workforce the community needs, and to assist the unemployed and underemployed to find jobs. The Talent Plan, a supporting plan of the Economic Strategy, will explore this issue.

A variety of media is required to connect people to information. People want access to high speed Internet, libraries, the City's call centre, and the City web site. Although all of these approaches are necessary and effective, the most frequently used source of information about City of Ottawa services is, by far, daily and community newspapers. It should be noted that the issue of cost, even for a daily newspaper, is a concern

for seniors and disadvantaged groups who advocate the use of community newspapers for spreading information.

The function of libraries varied depending on the audience. Some people want to rely on libraries to have access to information and knowledge, while others rely more heavily on the Internet. Generally, people want libraries in their community. Staff recognize that libraries play an important role in increasing literacy, housing Sm@rt Sites and the creation of a Sm@rtCity. Strategies around these ideas will be explored through the growth plans.

The "visible" environment is of great concern for residents. The already initiated Broadband Connectivity Plan takes care of the "invisible" infrastructure that is also a key component of maintaining Ottawa as a modern city looking toward future opportunities (work at home, productive connection to the world, e-economy). Technology infrastructure will provide an environment that enables societal change and prosperity at once.

Conduct an Open and Participatory Process



"EXAMINE WAYS TO INCREASE PARTICIPATORY DEMOCRACY."

Web survey participant

The feelings around participation in democracy were reflected not only in responses to direct questions in the survey and in submissions, but also in the reaction to the public consultation program itself. The most appreciated methods of conducting consultations were meetings with staff, focus groups, and the web survey.

Likewise, when asked formally, people indicated that they would appreciate more opportunities for individual discussions with staff and more detailed information in the media about activities organized by the City. They identified that working with community organizations and agencies and conducting opinion polls are the best strategies for maintaining a two-way communication flow. Strong participation in democracy helps the City be more responsive to opportunities in the workforce and elsewhere.

ORIGINAL PRINCIPLE – Meet the Cost of Growth

The City will be an affordable city where the cost of choices are fully explored and understood.

What We Heard

The residents of Ottawa want development charges to reflect the actual costs of proposed development and want social and environmental sustainability maintained. The breadth of discussion on funding sources and the related role of municipal government indicates that *Charting a Course* principles should reflect municipal accountability and fiscal responsibility.

Effective management of City expenditures and government services was identified as a priority for how to manage growth. There was also a clear indication that the City should not be attempting to balance wealth, equity, environment and health as suggested by the original version of *Charting a Course*. Many respondents feel that the City should focus on its traditional role of providing core services. The definition of what is a 'core service' varied among submissions and should be further explored through the growth management plans.



"CONSIDER THAT EVERYONE BENEFITS FROM A BEAUTIFUL AND VIBRANT CITY: PARKS, RECREATION FACILITIES, CULTURE, POOLS, PATHWAYS. JUST BECAUSE PEOPLE DO NOT USE THEM ALL THE TIME DOES NOT MEAN THAT THEY SHOULD NOT BE MAINTAINED AS CORE SERVICES WITH HIGH VALUE AND BENEFIT TO ALL. THEY INCREASE HEALTH, REDUCE CRIME, AND CREATE A SAFE COMMUNITY."

Questionnaire participant

"GO BACK TO WHAT THE RESPONSIBILITIES OF A MUNICIPAL GOVERNMENT REALLY ARE, AND RESTRICT CITY POLICIES TO THOSE AREAS. THE CITY CANNOT AND SHOULD NOT BE INVOLVED IN A GREAT MANY FIELDS THAT IT CURRENTLY IS."

Web survey participant

Fiscal Responsibility; Access to the Basics



"USER FEES SHOULD BE CAREFULLY CONSIDERED SO AS NOT TO DISCOURAGE OR PRICE OUT OF RANGE THOSE ACTIVITIES WHICH PROMOTE A HEALTHY LIFESTYLE AND CONTRIBUTE TO THE OVERALL FABRIC OF THE CITY. "

Manotick Community Association

People believe that growth should pay for itself. There is great support for an increase in development charges to cover the actual cost of servicing new developments. The "pay as you go" principle was mentioned often as a good strategy to continue in terms of financing future growth. Many people want the City to maintain user fees and make those who use the services pay for them, especially where they would lessen a behaviour that works against smart growth. However, they also stated that the City should ensure that all services, especially affordable housing, education, health services and social support for the disadvantaged, are available for all residents.

Incentives for positive actions are seen as the best way to meet the cost of growth (e.g. lower parking fees for car pools), whereas raising taxes is generally seen as the last strategy to adopt. However, residents indicate that if taxes were to be raised, they would want to see a direct link with an increase in services relevant to them.

Accountability; Conduct an Open and Participatory Process



"MAKE NEW DEVELOPMENTS PAY THE REAL COSTS FOR NEW ROADS, SEWERS, ETC. IN UNSERVICED AREAS OUTSIDE THE CORE."

Web survey participant

A number of people who submitted written briefs raised questions or concerns regarding the issue of costs of growth. These respondents argue that the true costs of development are never really shown or well understood. They suggest developing a model that would measure costs and benefits of sustainable community strategies in terms of the impact on the physical environment, the economic and social environments. Generally, the City should ensure that environmental and social sustainability are maintained.

Many diverse views were expressed regarding how to meet the cost of growth. Ideas that were offered by the community for consideration include the following:

1. provide incentives for infill development where services already exist;
2. base the property tax system on the amount of resources used, not the value of the home;
3. introduce a levy on all parking spaces throughout the city to be used to start capital/infrastructure improvement fund for sustainable forms of transportation;
4. ensure we spend our reserve funds in a prudent manner;
5. provide a subsidy for developers who use "recycled land" as opposed to greenspace or open spaces;
6. offer tax incentives for renovating existing commercial properties for new businesses.

ORIGINAL PRINCIPLES – Focus on Community Design

Change the way we plan and evaluate development to put less emphasis on zoning and greater emphasis on design to add to the comfort, safety and liveability of our city.

AND

Building a City of Villages

Ensure that the downtown, main streets, and town centres of our newer communities are as vibrant, active, and as attractive as our traditional villages.

These two principles are paired because the responses to them and the values expressed were so similar. People care about their communities and the beauty of them. The responses contained five criteria for making liveable communities: pathways, trees, wider sidewalks, a complete mix of local services, and cleanliness.



"MY HOPE FOR 2020 IS FOR THE CITY
OF OTTAWA TO BE THE CLEANEST
CITY IN CANADA."

Deneka, Age 8

What We Heard

A Green City



"INTERCONNECTED CYCLE AND WALKING
PATHWAYS ARE IMPORTANT, NOT ONLY IN
THE URBAN AREAS, BUT WITHIN THE
VILLAGES AS WELL."

Manotick Community Association

Greenspaces, pathways, and parks are a necessity to a complete community – these criteria came across so strongly as to be more than just a contributing factor to liveability, but an integral part of Ottawa's culture.

Beauty



"AVOID STRIP MALLS, PROTECT HERITAGE
BUILDINGS AND CONTROL THE DEVELOP-
MENT ADJACENT TO THEM, ENCOURAGE
MORE PUBLIC ART, ...INCREASE RECYCLING
IN PUBLIC SPACES AND PARKS, CLEAN
UP WATERWAYS."

Web survey participant

"PLANT MORE TREES EVERYWHERE...
REQUIRE ALL PARKING LOTS ALONG
SIDEWALKS TO HAVE TREES PLANTED
ALONG THE BOARDER..."

Web survey participant

The beauty of our city is important. Concerns regarding graffiti and litter were heard repeatedly, especially from children. People would like commercial facilities in their community but not in the form of big box development. Further, there is interest in preserving heritage buildings.

The value of trees in our communities was a major message presented by the public. Separate from greenspaces, people attach high value to trees and suggest that our urban and rural communities must have them.

Easy Mobility; Complete Communities



"BUILD COMPACT COMMUNITIES WHERE PEOPLE CAN WALK, ESPECIALLY CHILDREN. BUILD MORE RECREATION FACILITIES AND PUT THEM IN LOCATIONS PEOPLE CAN REACH, LIKE ON MAJOR TRANSIT ROUTES NOT IN FAR-OFF PLACES ACCESSIBLE MAINLY BY CAR."

Questionnaire participant

"ENSURE THAT SIDEWALKS AND PEDESTRIAN ROUTES ARE KEPT CLEAR OF SNOW SO THOSE WITHOUT EASY MOBILITY ARE FREE TO USE WHEELCHAIRS/SCOOTERS ALL WINTER."

Web survey participant

Communities must be walkable. Wider sidewalks, better snow clearing and the ability to access services by foot or wheelchairs and scooters are viewed as the most important aspects of a liveable community. Likewise, transit and cycling are seen as important to linking the town centres, individual communities and the downtown. Very few comments about being able to get around by car were received; the most common reference was a general disdain for traffic calming.

When asked, "if you could live anywhere in Ottawa – where would you live?" most residents replied "urban villages." "Downtown" was the next most popular answer. In the submissions and open-ended questions the concept of a self-contained community where basic services are available within walking distance came out strongly. However, the variety of choices expressed confirms that there isn't a right or wrong answer and that choice is personal.

A Sense of Community



"I LIKE TO SEE UNIQUE AND DIFFERENT COMMUNITIES WITHIN THE CITY. EACH COMMUNITY SHOULD BE ENCOURAGED TO DETERMINE FOR ITSELF WHAT 'LOOK' OR THEME IT WANTS TO DEVELOP. THESE INDIVIDUALIZED COMMUNITIES BECOME EASILY RECOGNIZABLE AND IMPORTANT TO THE RESIDENTS THERE."

LIKE BUILDING A FENCE AROUND A PROPERTY, IT SAYS 'THIS IS MY PLACE'."

Web survey participant

The lack of a "heart" or identifiable character in some of our newer communities where commercial and other uses have not yet matured is lamented.

Infilling – the addition of new homes or commercial uses in existing areas – although supported in the broad sense of "no urban sprawl", "efficient use of land" and "efficient use of infrastructure" is often cited as a concern. Most people indicate that the height or character of a new development is the issue. There is a general feeling that the community should play a larger role in deciding how their neighbourhoods should develop.

ORIGINAL PRINCIPLE -

Build a Compact City

The more compact Ottawa's urban form, the more we can minimize the use of built infrastructure and reduce urban sprawl.

What We Heard

The direction that *Charting a Course* takes is on the right track in terms of managing growth and creating a compact city. Our principles need to reflect that our primary goal is to better manage growth by using less land and by making more efficient use of infrastructure (roads and piped services).

A Sense of Community; A Green City



"PARKS AND GREEN SPACE MUST BE MAINTAINED EVEN THOUGH DENSITY HAS TO BE INCREASED. GREENSPACE IS THE ONLY RELAXING HOLIDAY FOR MANY CITIZENS."

Questionnaire participant

There is strong support for making Ottawa more compact but in a selective manner: along major roads, at and around transitway stations, and making use of vacant or underutilized urban lands. This qualified support for intensification also indicates that the protection of greenspace is important and a priority for residents in order to reflect the community identity and character that is already there. Ensuring compatibility by having urban design figure more prominently in the approval of infill applications is one solution.

Complete Communities



"THE CITY SHOULD PLAN STORES, OFFICES, RESIDENCES, SCHOOLS AND RECREATION SPACES THAT ARE WITHIN SHORT DISTANCE OF EACH OTHER TO FORM DIVERSE AND COMPACT COMMUNITIES."

Cooperative Housing Association of Eastern Ontario Inc.

Housing choice within a community is seen as an important way to allow seniors to age-in-place and for single parents and young families to make a start. Creating incentives to build more compact, energy and space efficient housing is one way to achieve the goal of providing housing choices.

A Focus on Walking, Cycling and Transit



« J'AIME PRENDRE LE TRAIN À OTTAWA. »

David, 4 ans

There is strong support to improve Ottawa's transportation infrastructure including the development of more pedestrian and cycling corridors, and more effective public transit to avoid urban sprawl and to achieve a better quality of life.

Distinct Rural Countryside



"MAINTAIN THE 'RURAL' IN OTTAWA...OUR DIRECT CONNECTION TO THE 'NATURAL & ORIGINAL' LAND IS WHAT KEEPS OTTAWA OUT OF THE URBAN JUNGLE THAT IS KNOWN IN OTHER CANADIAN CITIES."

Web survey participant

It was clearly expressed that allowing development to expand into rural areas – whether from the urban area or outward from rural villages – is by far the worst option for the City to accommodate future population growth. Encouraging additional development within the existing growth boundary and in rural villages is the favoured alternative.

Fiscal Responsibility – Efficient Use of Infrastructure; Partnerships



"THE IMMINENT REDEVELOPMENT OF LEBRETON FLATS ILLUSTRATES VERY WELL THE OPPORTUNITIES AND BENEFITS OFFERED BY CLOSE COLLABORATION BETWEEN THE FEDERAL GOVERNMENT AND THE CITY IN IMPLEMENTING COMMON OBJECTIVES THAT REALIZE THE PRINCIPLES OF THE CHARTING A COURSE DISCUSSION PAPER."

National Capital Commission

A majority of residents feel that redeveloping underused lands such as older industrial sites, military bases and LeBreton Flats is the best option to accommodate future growth. Partnerships with the federal government are seen as key to this endeavour. In addition to intensification of residential uses, the City should consider intensifying suburban business parks and retail centres.

**ORIGINAL PRINCIPLES –
A Place to Call Home**

Create a city where all citizens have adequate food, clothing and housing, as well as the opportunity to better their skills.

AND

Live Well, Feel Well

Ottawa will continue to emphasize preventive health care and continuously work to discover ways to increase the participation of all residents in the life of the community.



Today, 12% of our population is 65 years old or older. In 2020, seniors will make up more than 16% of our population.

SOURCE: CENTRE FOR SPATIAL ECONOMICS, PROJECTION B

The average household size will decrease from 2.55 people per household in 2001 to 2.37 in the year 2021. This means even without any growth in population, 22,000 new housing units would be required as fewer people would be in each household.

SOURCE: CENTRE FOR SPATIAL ECONOMICS, PROJECTION B



These ageing and household size trends will have an impact on the types of housing we build and how we can accommodate a less mobile population. For smaller households, there will be a need for more affordable apartment units, and housing that is close to a variety of services and work places.

What We Heard

The input received for these two principles overlaps significantly, therefore they are presented together.

One theme that was common to both principles is that healthy living – or vibrancy and liveability – is made possible through a planning approach that cuts across the City's various growth plans. For example, preservation and protection of the natural environment, the aesthetics of the built environment, the promotion of an active lifestyle, and the availability of facilities in which to undertake them, are common to many plans.

Residents believe that there are fundamentals that must be met in order to have a healthy, functioning city. Jobs, education, adequate housing, income, food security and recreation were the fundamentals most commonly expressed.



"WE HAVE TO REMEMBER THAT WE HAVE A RESPONSIBILITY TO ENSURE THAT EVERYONE IN OUR COMMUNITY HAS ACCESS TO ESSENTIAL SERVICES - AND I INCLUDE LIBRARIES AND RECREATION PROGRAMS IN MY DEFINITION OF 'ESSENTIAL'."

Questionnaire participant

A Sense of Community; Diversity; Citizen Engagement



"PROMOTE NEIGHBOURS TALKING AND COMMUNICATING TO OTHER NEIGHBOURS. WITH OUR BUSY LIVES, TOO MANY PEOPLE ARE SOCIALLY ISOLATED."

Web survey participant

Another theme that emerged is the value people place on living in a city where people can form a personal identity related to their own "community." "Communities" include not only neighbourhoods, but also communities of interest such as the arts community, an ethnic community, and the business community. Programs and services should be designed with this in mind. People also want to be able to connect and interact with others and build social networks.

Connecting People to Opportunities; Access to the Basics



"HAVING A JOB, AND HAVING AN INCOME, AND HAVING A HOME ARE BEST WAYS OF BUILDING COMMUNITY IN OTTAWA."

Web survey participant

There was no consensus on the City's specific role in balancing wealth. Many thought that the City should have in place opportunities for people to achieve. Others focused on how the City can support people in such areas as food security, affordability of transit, and recreation. There was also support for the City to play a role in developing skills for the unemployed and underemployed. Additionally, the City has a role to play in ensuring basic levels of numeracy and literacy.

There is support for the City to play some role in ensuring that there is affordable housing in Ottawa. However, people have varying ideas about what this role should be. The two most commonly identified are: providing funding for community-based and cooperative housing; and encouraging the conversion of non-residential buildings to residential use.



***Ottawa currently has a less than
1% vacancy rate.***

CMHC RENTAL VACANCY SURVEY, 2001



**Healthy Living; Complete Communities;
Public Awareness**



"AVAILABILITY OF FACILITIES, WHETHER THEY BE POOLS, SPORTS FIELDS, TRAILS OR SIDEWALKS, PROMOTES FITNESS. THE MORE VISIBLE AND AVAILABLE THEY ARE, THE MORE PEOPLE WILL USE THEM. I NOTE A TREND AWAY FROM SIDEWALK CONSTRUCTION IN NEW DEVELOPMENT. THIS IS COUNTERPRODUCTIVE TO PROMOTING A HEALTHY LIFESTYLE."

Questionnaire participant

Many voices echoed the need for quality playgrounds, recreation areas, libraries, sports facilities, cultural facilities, and community gardens.



"...ENCOURAGE FITNESS, GREAT NON SMOKING PROGRAM WITH THE NO SMOKING IN RESTAURANTS AND BARS. **GOOD WORK.** BETTER NUTRITION — TOO MUCH ADULT ONSET DIABETES."

Web survey participant

Awareness campaigns, such as the anti-smoking initiative and health programs are also recognized as a valuable part of a healthy community.

Diversity



"THE THRIVING OF GREAT CITIES SEEMS TO DEPEND VERY MUCH ON THEIR VALUING AND APPRECIATING, AND INDEED CELEBRATING THE DIVERSITY OF THEIR POPULATIONS."

E-mail participant

People recognize that specific groups within the general population merit special attention in the development of a Human Services Plan, including the disabled, children, seniors and a growing multi-ethnic community. The feedback documents a number of issues and concerns with respect to various groups including addressing systemic barriers in the job market and rental market facing visible minorities and gay, lesbian, bisexual and trans-gendered youth.

Several submissions identified the changing face of Ottawa. For instance, it is suggested that much of our population growth will come from immigration. This will result in a more ethnically diverse population and the need for the City to include cultural and ethnic diversity in its overall definition of diversity.



Residents whose mother tongue is neither English nor French today account for over 20% of the population, compared to less than 13% only a decade ago.

ESTIMATE: DEVELOPMENT SERVICES DEPARTMENT, CITY OF OTTAWA



Personal Safety and Security



"ALL DRIVERS SHOULD BE AWARE OF AND ENCOURAGE RIDERS' RIGHT TO DISEMBARK AT NON-SCHEDULED STOPS AT NIGHT FOR SECURITY REASONS."

Facilitated session by Pinecrest-Queensway Health and Community Services

Citizens place a priority on street lighting and lighting in public areas, emergency prevention and response, and the general feeling of safety. All of these contribute to citizens' sense of community, pride and well-being, and the ability to participate in community life.

ORIGINAL PRINCIPLE - Keep the City Green

Act as stewards for Ottawa's environment, preserving our natural habitats and ensuring that development has as little impact on the environment as possible. Develop a consciousness in Ottawa's residents and businesses of the value of the environment to our wealth, health and quality of life.

What We Heard

The review of the public input clearly shows that there is strong support for the original principle "Keep the City Green." However, many feel that the principle doesn't go far enough. They feel that the originally proposed definition of sustainability is too narrow and that the City must establish a framework for *Charting a Course* that places environment as a basis for all future decision-making. Staff is recommending that the environment be one of the key principles for future decision making and will be preparing an Environmental Management Plan as a supporting plan to the Official Plan.

Green City – Trees



"PLANTING TREES IS GOOD FOR THE ENVIRONMENT."

Jamie, Grade 3

The most frequent suggestion through the consultation was that we should plant trees. This tied in to support for strategies to educate the public on the importance of trees; understanding the economic value of trees; recognizing the contribution of trees to our quality of life; and monitoring the quality and quantity of our tree cover. Residents also raised the fact that the City should be able to stop developers from removing trees.

The protection of greenspace, important woodlands and wetlands was key to many responses. Most of the support was to protect these environmental areas because of their ecological significance, but some mentioned the need for outdoor recreational opportunities as well. Enhancing and connecting the existing greenspaces into a network and hierarchy of spaces was a prevalent philosophy.

Some people raised the concern that the City's focus seems to be on protecting the large natural areas with little emphasis on the smaller areas. Suggestions related to smaller areas include:

- Use vacant land and rooftops for community gardens and food production;
- Provide more greenspace in Ottawa Housing and City Living projects;
- As densities increase, minimize the impact on small community greenspaces;
- Naturalize lawns; and
- Grow ivy on buildings where trees don't survive well.

***Approximately 28% of the city is forested.
The city's landscapes vary from natural to rural
to densely developed urban areas.***

DEVELOPMENT SERVICES DEPARTMENT, CITY OF OTTAWA

Clean Air, Water and Earth; Focus on Walking, Cycling and Transit



"MORE PEOPLE SHOULD USE THE BUS."

Vince, Grade 3

The most common response in this category was the promotion of public transit and other means to reduce reliance on private automobiles. This included promotion of a compressed workweek to reduce peak period travel.

There were also calls to reduce light pollution and adopt a dark skies policy in the interests of stargazing. There were many suggestions to change the design of light standards to focus light on the ground.

Clean water is also an issue – citizens raised concerns about the quality of water at Ottawa's beaches and the impact of road salt on water quality.

Development that is in Harmony with the Environment



"GREEN SPACE IS ESSENTIAL TO MY SENSE OF COMMUNITY - PLACES TO WALK THE DOG, CHAT WITH NEIGHBOURS, REST AND ENJOY THE LANDSCAPE. DEVELOPMENT THAT RESPECTS THE LANDSCAPE AND SUPPORTS CREATIVE EXPRESSION IS IMPORTANT TO ME."

Web survey participant

There is a concern that insufficient guidelines exist for designing with nature and that rectifying this should be a City priority.

Public Awareness; Accountability; Beauty



"MAKE PEOPLE PAY FOR THEIR CONSEQUENCES. AUTOMOBILES ARE A HUGE BURDEN ON OUR CITY. DRIVERS DON'T PAY FOR THE COSTS OF THEIR CHOICE OF TRANSPORTATION."

Web survey participant

The need to understand the environmental impact of our decisions was identified. Many groups and individuals raised the need to inventory resources and monitor/measure progress in moving toward objectives. They point out that there is a need for consistency of data over time, and give examples of data collection such as the quality of water in our rivers.

Focus was also placed on educating the public, especially our youth, about the importance of a healthy environment. In addition, there was a request to publicize local efforts at improvement. Specifically, it is suggested that programs be directed toward issues surrounding transit, poop and scoop bylaws, litter, recycling and composting.

**ORIGINAL PRINCIPLE -
Invest in Arts and Heritage**

Promote and develop local arts and heritage organizations and projects to create a richer cultural fabric that is distinct from our role as a capital city and reinforces our commitment to place.

What We Heard

This principle generated much discussion and feedback throughout the consultation process, and was among the top four principles emphasized in the urban discussion groups.

A Capital City; Dynamic Local Arts and Heritage

The identity of Ottawa as a capital city was pervasive in the submissions received. References to national museums and cultural centres were juxtaposed with the desire to strengthen the local heritage and arts scene. The City should identify imaginative ways to build on provincial or national initiatives operating locally or beyond as a means to strengthen local culture for the benefit of residents and tourists alike. The Arts and Heritage Plan will ensure that discussion and dialogue around the duality (opportunities and challenges) of Ottawa as a national capital occurs.



"OTTAWA IS A CITY OF DUAL PERSONALITIES - FOR MOST CANADIANS IT'S KNOWN AS THE CAPITAL OF CANADA AND YET FOR CITIZENS OF OTTAWA THIS IS MORE THAN A GOVERNMENT TOWN, ESPECIALLY WITH ITS GROWTH IN THE LAST FIVE YEARS. THE CITY NEEDS TO FOCUS ON BEING A CITY AND MAKING IT A VIBRANT PLACE TO ATTRACT AND RETAIN PEOPLE - PARTICULARLY THE YOUTH. WHAT ATTRACTS PEOPLE TO A CITY - JOBS (WORK LIFE) AND THAT THERE IS VIBRANT ARTS, CULTURE AND NIGHT LIFE (PERSONAL LIFE)."

Web survey participant

Most respondents throughout the consultation process indicated support for investing in local arts and heritage as a legitimate and valued service to residents, a means to preserve and sustain the heritage and identity of the diverse communities, an avenue to creativity and innovation, a tool to enhance the overall quality of life, and as a contributor to the contemporary urban economy.

There is support for the strategies highlighted in *Charting a Course*, including raising per capita funding for local arts and heritage to levels that are comparable with other major Canadian cities. This support was not limited to one geographic area, but emanated from rural, suburban and urban residents of the city. Some people supported arts and heritage, but not through an increase in their taxes. Respondents favoured funding sources such as endowment funds and commercial entertainment taxes, among others.

The provision of funding and incentives to community organizations, programs, facilities and festivals in support of local arts and heritage emerged as a good way to support economic growth and quality of life. Many respondents recommend that the City should offer grants, tax credits and waive building fees to encourage owners to preserve and maintain their designated heritage buildings.

Culture in Every Community; Diversity



"WE THINK IT IS NECESSARY TO MAKE THE VALUE OF IDENTITY AND THE ROLE OF ARTS AND HERITAGE IN FOSTERING THAT ESSENTIAL QUALITY OF IDENTITY MORE EXPLICIT. ALL THE COMMUNITIES OF THIS GREAT NEW CITY NEED TO HEAR AN AFFIRMATION THAT THEIR LOCAL IDENTITIES ARE AN INTEGRAL PART OF OUR IDENTITY AS A CITY AND THAT ARTS AND HERITAGE WITH A SENSE OF PLACE ARE INTEGRAL TO THE ACHIEVEMENT OF THAT IDENTITY. OUR ETHNIC COMMUNITIES AND OUR FRANCOPHONE COMMUNITY NEED TO HEAR THAT CITY IDENTITY INCLUDES THEM TOO AND THAT CULTURAL DIVERSITY IS AN INTEGRAL PART OF THE IDENTITY OF THE CITY OF OTTAWA."

Council of Heritage Organizations

Consultation participants indicate the need for arts and heritage to be understood as an integral part of each community's healthy service mix. There was discussion around the need for cultural facilities, programming and funding in the urban core, but also throughout the new City of Ottawa – in the suburbs and rural areas. Identifying and preserving key civic spaces, "windows into the city's soul", is a priority.

Rural respondents see heritage as a strong focus of community identity, and there was much discussion around the need to support local museums and heritage activities.

Currently, there are over 500 community based Arts and Heritage organizations with volunteer boards actively operating in the City updated municipal arts and heritage directory, 2002

THE CULTURAL SECTOR EMPLOYS 23,000 PEOPLE IN OTTAWA –
HRDC, MARCH 2002

With respect to the Arts, residents made the following specific recommendations:

- Build new, and recycle existing, facilities to provide affordable space for local art in rural, suburban and urban areas;
- Encourage private and corporate sponsorship of the arts via awareness and incentive campaigns;
- Work toward development and approval of a local hotel and/or entertainment tax that would supplement municipal support of the arts;
- Create an endowment fund that would generate more funds for local arts; and
- Promote and market the arts as "an avenue to healthy well-being and an avenue of creativity."



"ENSURE A VITAL ARTS COMMUNITY.
ART AND CULTURE MAKE THE CITY A
BETTER PLACE TO LIVE."

*Discussion group participant –
Walter Baker Sports Centre*

ORIGINAL PRINCIPLE - Strengthen Public Transit

Champion efforts to have a first rate public transit service in a pedestrian and cyclist friendly city where it is easy to be less dependent on automobiles. Public Transit shall be the preferred choice for commuting at rush hour on key urban travel corridors.

What We Heard

It became clear through the consultation that first, the public values a good transit system for what it contributes to the community, rather than just as a means to get around. It is a means to achieve the other principles rather than just a principle on its own. For instance, a strong transit-oriented community has cleaner air, more interesting streets, less land devoted to parking, and is more accessible than one oriented to automobiles. Second, many spoke of other environmentally friendly alternatives such as walking and cycling rather than just transit, suggesting that the discussion needs to be broadened.

Clean Air; Easy Mobility; Walking, Cycling and Transit



"WE NEED TO REDUCE THE
DEPENDENCY ON CARS AND IMPROVE
THE AIR WE BREATHE."

E-mail participant

Many respondents indicated that restricting traffic when air quality was poor is a good option, but far more indicated that air quality should be improved generally by achieving higher transit use.

Rural or urban, residents cited access to transit as a key element to a liveable community. This is especially true for seniors, the young, and the disabled who do not drive or have access to a vehicle. It was also one of the strongest suggestions for making our new town centres successful, second only to walking and cycling.

Access to the Basics



"I LOVE LIVING IN OTTAWA BECAUSE WE GET TO TAKE OC TRANSP TO THE WAVE POOL".

Monica, Age 5

Transit was often raised as a way to narrow gaps in wealth by giving access to more services and employment opportunities.

Fiscal Responsibility



"A MORE COMPACT CITY, CENTRED AROUND TRANSIT NODES IS THE OPTIMUM WAY TO GENERATE A COST-EFFECTIVE CITY."

Questionnaire participant

Only a few individuals suggested that Highway 417 or other roads should be widened, compared to overwhelming support for an expanded, faster transit service.

Public Awareness



"PROVE TO ME, AS A CONSUMER, THAT I AM GETTING MY MONEY'S WORTH, NOT ONLY AS A MEANS OF TRANSPORTATION AT A REASONABLE COST BUT THAT I AM ALSO HELPING THE ENVIRONMENT, AND YOU HAVE CAPTURED MY BUSINESS AND I WILL LEAVE MY VEHICLE EITHER AT HOME OR ONE OF THE PARK AND BUS AREAS".

Web survey participant

Many people believe that there is a need for behaviour modification to lead us away from a car culture. It is interesting to note that submissions from children, when asked to depict their view of Ottawa in 2020, focused on sustainable modes of transportation including high-speed trains, bicycles, cars that don't need gasoline to run, and the odd flying saucer!

The total cost of travel during peak travel periods amounts to 60 cents per person per kilometre for transit as compared to 84 cents for automobile users, and results in a per resident subsidy of almost five times as much for automobile travel to that for transit.

SOURCE: OCTOBER 1995, RMOC DOC # 19-25 "TOTAL COST OF TRAVEL IN THE REGIONAL MUNICIPALITY OF OTTAWA-CARLETON"

ORIGINAL PRINCIPLE - Build a Vision that Includes the Countryside

Ottawa residents hold differing views about what the rural area should be. Our challenge will be to develop a common vision to guide growth and change.

What We Heard

Main messages from the rural focus groups and residents centred around their local character and the need to recognize that the rural area is different - that one size does not fit all, and that they would like to have more control in local decision making.

Open and Participatory Process; Partnerships



"I FIRMLY BELIEVE THAT RURAL AREAS SHOULD MAINTAIN MOST OF THE RESPONSIBILITY FOR INITIATING DEVELOPMENT OF THEIR TOWN/VILLAGE. THE CITY OF OTTAWA SHOULD BE THERE TO SUPPORT IDEAS CREATED BY RESIDENTS OF RURAL AREAS."

Questionnaire participant

Rural residents were clear in their feeling that they don't want "City" rules imposed on them. The rural area has a fierce sense of community and feels that community-based planning with local associations who are sensitive to the needs of rural residents would be more effective than a top-down approach.

Distinct Rural Countryside



"RESPECT THE RURAL LIFESTYLE. DEFER TO LOCAL TRADITIONS AND VALUES. DO NOT IMPOSE "CITY" RESTRICTIONS AND IDEAS ON RURAL AREAS. ENSURE BYLAWS AND REGULATIONS ALLOW FOR DIFFERENCES IN RURAL SETTINGS."

Web survey participant

The rural area is distinct. It is open, less congested, and it has a different character from urban areas. The vision for the rural area was surprisingly homogeneous. The protection of habitat and farmland, supporting farmers, avoiding sprawl and focusing development in villages, are all seen as ways to protect the rural character.

Strong Rural Economy



"IN THE YEAR 2020 I THINK THERE WILL BE MORE FOOD TO HARVEST."

Brandy, Age 8

Farmers in particular felt that agriculture should be one of the economic clusters and that tourism in rural areas needs to be supported and promoted.

Clean Water



"...ENSURE THATGOOD WATER IS AVAILABLE. THIS CAN BE AFFECTED BY THE TYPE OF INDUSTRY THAT IS ALLOWED TO DEVELOP IN THE REGION, THE DISPOSAL OF WASTES, PROPER CARE OF AGRICULTURAL AND OF WATER RESOURCES."

Stittsville Village Association

Potable water is a serious concern for those using wells. Also, the impact of new development on water tables is an issue for farms that need water for livestock.

Over 25,000 households in Ottawa rely on groundwater as a source of drinking water through communal or private wells.

DEVELOPMENT SERVICES DEPARTMENT, CITY OF OTTAWA: BASED ON 1996 CENSUS PLUS BUILDING PERMITS UP TO 2002

Easy Mobility; Fiscal Responsibility



"PROVIDE THE SERVICES WHERE
NEEDED...AND DON'T OVER SERVICE
WHERE IT IS NOT ...BE FRUGAL, FOCUS ON
FISCAL PRIORITIES..."

Web survey participant

This idea of scaleable services, or customized services for a smaller – or larger – portion of the population, speaks to the importance that residents place on fiscal responsibility. The City has to balance the need to provide services with how to spend taxpayers' money responsibly.

The discussion on mobility in the rural area focussed solely on access to transit, especially for the young and elderly. It was acknowledged that running large buses frequently into the rural area is unrealistic, but that more appropriate, customized solutions, such as shuttle buses, are needed.

Conclusion

The Charting a Course Principles Have Evolved

The principles identified in the December 2001 *Charting a Course* document have evolved based on public input. Original principles were challenged, new ones have been added, some broadened, some more clearly defined. The views expressed during the consultation enabled us to more clearly define and refine our growth management principles and objectives.

The Need for Balance



"FOCUS ON A BALANCE OF SOCIAL,
ECONOMIC AND ENVIRONMENTAL FACTORS
TO ENSURE THAT A SUSTAINABLE
COMMUNITY IS DEVELOPED."

Questionnaire participant

The principles and accompanying objectives are all equally important and must be considered and balanced when making decisions. Sustainable development balances the need for conservation, protection and enhancement of the natural environment and human health with the need for economic and social development and growth. It accommodates change and growth without undermining the environment or social systems on which we depend. What good is a strong economy if our environment is failing, or strong social programs if there are no jobs? Social, environmental and economic issues must be kept in balance to make a liveable, prosperous city.

The *Charting a Course* principles have been drafted as visions for Ottawa, and are recommended to City Council for adoption.

Our Vision for Ottawa in 2020 is:

A Responsible and Responsive City

- **Accountability:** The City demonstrates leadership by following through and sticking to its decisions and by conducting on-going strategic monitoring and making appropriate adjustments.
- **Fiscal Responsibility:** The City does not spend more than it can afford. It looks for innovative ways to fund and deliver services and makes efficient use of its infrastructure and resources.
- **Conduct an Open and Participatory Process:** The City conducts business in a broad and open way that makes it easy for everyone to participate and collaborate.
- **Partnerships:** The City works with other levels of government, the private sector and community-based organizations to achieve objectives.
- **Public Awareness:** The City educates the public about important issues in order to raise awareness and understanding to enable the public to make knowledgeable choices.

A Caring and Inclusive City

- **Personal Safety and Security** – All people feel safe in their homes and communities.
- **Access to the Basics** – All people have access to adequate income, food, clothing, housing, transportation, health services and recreation.
- **Citizen Engagement** – Everyone has the opportunity to fully participate in the life of their community.
- **Healthy Living** – All people can participate in physical activity; preventive health care and risk reduction; and have access to a range of community programs and facilities.
- **Diversity** – The people of Ottawa respect and celebrate cultural and social diversity, and have access to services that are responsive to special and differing needs.

A Creative City Rich in Heritage, Unique in Identity

- **A Proud City** – The people of Ottawa are proud of their city and treasure its identity as a wonderful place to live.
- **A Capital City** – We cherish the city's amenities, recognizing that as Canada's capital city, we have a rich variety of things to do. Being the nation's capital brings us tourists, gives us the national cultural perspective and a window to the world.
- **Vibrant Local Arts and Heritage** – Local arts and heritage give us community vitality; a path to creativity and innovation; and a sense of who we are.
- **Culture in Every Community** – Culture is present in every community through libraries, local museums and archives, the preservation of our heritage buildings, opportunities for artistic expression, and places that present and connect local arts to people.
- **Distinct Rural Countryside** – Ottawa's rural areas are distinct from the urban areas – its rural landscapes, villages and heritage are valued by all.

A Green and Environmentally Sensitive City

- **A Green City** – Ottawa preserves natural habitats and has a network of green spaces. Trees are an important way of maintaining environmental integrity.
- **Development in Harmony with the Environment** – Development respects the environment and uses land wisely.
- **A Focus on Walking, Cycling and Transit** – Ottawa increases facilities for walking, cycling and transit, ensuring a healthier environment and less land lost to roads and parking.
- **Clean Air, Water and Earth** – All people work to improve the quality of the natural environment; limit noise and light pollution; and protect natural resources and agricultural lands.

A City of Distinct, Liveable Communities

- **A Sense of Community** – All communities look right and feel right. They have an identity that defines them and fosters pride and belonging among residents.
- **Complete Communities** – Ottawa's communities have a variety of housing choices, employment, parks and a wide range of services and facilities accessible by walking, cycling and transit.
- **Easy Mobility** – Communities are easy to get around and barrier-free for the disabled. There are wide sidewalks and recreational pathways; there is frequent, accessible transit service.
- **Beauty** – Ottawa's communities are pleasing to the eye. They are interesting, clean, and benefit from an abundance of trees.

An Innovative City Where Prosperity is Shared Among All

- **Strong Export-based Economic Generators** – Ottawa develops and supports local innovators to create a critical mass of knowledge and experience that attracts venture capital, more talent, and spins off new companies.
- **Strong Local Business** – Ottawa's local businesses thrive in an environment that provides opportunities for entrepreneurship, tourism and commerce.
- **Strong Rural Economy** – All people recognize and support the special role of agriculture, rural businesses and tourism in our economy.
- **Connecting People to Opportunities** – All people have access to quality training, information, and education that creates opportunity.
- **Connecting Businesses to a Skilled Workforce** – Ottawa's skilled workforce attracts businesses to our city that in turn provide quality jobs.

Linking the New Principles to Future Actions

What do the *Charting a Course* principles and their objectives mean to the City? Often, high-level principles seem lofty – who's going to say "no" to environmental integrity? To make the connection between the principles and our lives more concrete, it's necessary to look at how they would be implemented. Do we, as a society, accept the implications?

A selection of the 'main messages' found at the beginning of this document have been reviewed and possible strategies to address the concerns and needs raised are presented below. This is not an exhaustive list. The sample strategies keep the six *Charting a Course* principles in balance, and achieve a number of the objectives. These, or others like them, will be brought forward during the development of the growth plans for public consultation.

Public input is critical and will be sought at every stage of plan development. The goal of the public consultation will be to engage a broad range of the public, and with them determine how the principles will be put into action through one or more of the growth plans.

STRATEGY: Invest in public transit

Helps to meet the following objectives: Access to basics; cleaner air; wiser use of land; requires fewer parking lots and more interesting streetscapes; and achieves fiscal responsibility.

STRATEGY: Recognize trees as a "must have"

Helps to meet the following objectives: Improves air quality; beautifies our communities; provides shelter from the elements, and habitat; gives a sense of community and pride; and reinforces the 'green' image of Ottawa.

STRATEGY: Expand and maintain recreational pathways

Helps to meet the following objectives: Is a fundamental element for building the character of the community; provides a connection to nature; assists with healthy lifestyles, social interaction; and strengthens the greenway system.

STRATEGY: Build compact and mixed-use communities

Helps to meet the following objectives: Provides for a sense of place; promotes walking and a healthy lifestyle; is transit-supportive; provides for an efficient use of infrastructure and a wiser use of land; broadens housing choices; provides interesting and dynamic streets; and allows efficient delivery of services.

STRATEGY: Avoid sprawl

Helps to meet the following objectives: Helps retain the rural character; protects natural areas, habitats, heritage landscapes, and natural resources; reduces costs; strengthens our identity as a city of distinct communities and where the countryside looks like countryside; recognizes farming and agriculture as a way of life; and ensures an efficient use of infrastructure and delivery of services.

STRATEGY: Raise development charges

Helps to meet the following objectives: Represents fiscal responsibility by reflecting the true cost of growth and the consequences of decisions, and by obtaining the funds for infrastructure needed in growth areas.

STRATEGY: Provide Ottawa with a comprehensive talent strategy

Helps to meet the following objectives: Builds job opportunities based on local strengths; provides the business sector with an adequate supply of skilled workers; provides jobs to unemployed and underemployed; provides more retraining opportunities for reintegrating people into the workforce; stimulates the economy by attracting companies from abroad who will find skilled workers locally; provides income that improves local prosperity.

STRATEGY: Ensure broadband connectivity for all residents

Helps to meet the following objectives: Enables the whole community to benefit from technology and ensures global competitiveness; connects people to knowledge opportunities and a wide range of leading edge applications in e-learning, e-democracy, long distance health care, and high tech applications.

STRATEGY: Support to the export sector

Helps to meet the following objectives: Increases cash flow in the local economy; contributes to the prosperity of local businesses; increases tax contributions from the business sector; creates quality local jobs, attracts venture capital and tourism.

STRATEGY: Invest in local arts and heritage

Helps to meet the following objectives: Provides legitimate and valued service to residents; enhances overall quality of life; contributes to contemporary urban economy; creates an avenue to creativity and innovation; acts as a means to preserve and sustain the heritage and identity of our diverse communities.

STRATEGY: Position the City to respond to increasing diversity

Helps to meet the following objectives: Increases responsiveness to special and differing needs; creates a sense of safety and belonging for all residents; improves access to services for all; contributes to the creation of a vibrant and dynamic city; enables participation in all aspects of community life.

Ottawa's Growth Management Plans



MAKE NO LITTLE PLANS;

THEY HAVE NO MAGIC TO STIR MEN'S
BLOOD AND PROBABLY THEMSELVES WILL
NOT BE REALIZED.

MAKE BIG PLANS;

AIM HIGH IN HOPE AND WORK, REMEMBERING
THAT A NOBLE, LOGICAL DIAGRAM ONCE
RECORDED, WILL BE A LIVING THING,
ASSERTING ITSELF WITHEVER GROWING
INSISTENCY.

LET YOUR WATCHWORD BE ORDER AND
YOUR BEACON, BEAUTY.

Daniel Burnham

Ottawa is developing five growth management plans that will prepare Ottawa for the future. The plans have specific mandates but are inter-related. For example, land for parks and the preservation of sensitive environmental areas is achieved through policies in the Official Plan. However, the vision and strategies for the use of parks, and the policies and strategies for matters such as facility development plans may be detailed and expanded within the Human Services Plan

Similarly, to provide affordable housing options in Ottawa, the Official Plan and the Human Services Plan work in harmony. The Official Plan focuses on the development of our communities and encourages a wide range of housing types. The Human Services

Plan, drawing on related existing documents such as the Affordable Housing Strategy, goes further to present the fuller vision of affordable housing in Ottawa and the recommended strategies that are needed to realize this vision.

The role of arts and heritage also cuts across several of the growth management plans. For instance, the Official Plan and the Human Services Plan outline the important role it plays in supporting livable communities. Similarly, arts and heritage are critical to Ottawa's economic growth as outlined in the Economic Strategy.

Each growth management plan is guided by the *Charting a Course* principles.

The plans are:

Official Plan – Directs the physical development of the city.

Supported by:

- Transportation Master Plan;
- Environmental Management Plan;
- Water Master Plan;
- Wastewater Master Plan;
- Stormwater Master Plan.

Human Services Plan – Focuses on people.

Supported by:

- Library Plan;
- Recreation Plan;
- Affordable Housing Strategy.

Arts and Heritage Plan – Champions culture and creativity.

Economic Strategy – Strengthens the economy.

Includes:

- Talent Plan;
- Broadband Connectivity Plan.

Corporate Strategic Plan – Sets out the way the City does business.

"LIFE IN OTTAWA IN 2020 WILL BE REALLY COOL."

Heather, Age 11

Timelines of the Growth Management Plans

All of Ottawa's growth management plans will be consulted on concurrently where possible. Adhering to the same timelines and consulting with the public on all plans simultaneously will reinforce the message that all of the growth management plans are interconnected and that together, they make up Ottawa's Growth Management Strategy – Ottawa 20/20.

OFFICIAL PLAN (OP)

June 2002	Draft OP outline to Planning and Development Committee
September/October 2002	Public consultation
November 2002	Revised draft OP for distribution, public consultation
January 2003	Final draft OP for public review
February 2003	Final draft OP to Planning and Development Committee
March 2003	Council adoption of OP

Human Services Plan (HSP)

June 2002	Consultation with community partners
September/October 2002	Initial draft HSP - Public consultation
November 2002	Revised draft for distribution, feedback
January 2003	Final draft for public review
February 2003	Final draft to Committee
March 2003	Council adoption of HSP

ARTS AND HERITAGE PLAN

June 2002	"Building A Creative City" - a forum at Ottawa City Hall (involvement of staff and community leaders from diverse sectors)
September/October 2002	Initial draft Arts and Heritage Plan - Public consultation
November 2002	Revised draft for distribution, feedback
January 2003	Final draft for public review
February 2003	Final draft to Committee
March 2003	Council adoption of Arts and Heritage Plan

ECONOMIC STRATEGY

May 2002	Approval by Council on cluster based framework and process Steering Committee for Ottawa Market Sector established
May-August 2002	Background, data analysis, benchmarking for export market
September-October 2002	Cluster workshops and consultation with business community for Ottawa Market Sector and Rural Sector
December 2002	Draft Economic Strategy to Corporate Services and Economic Development Committees
March 2003	Council adoption of Economic Strategy

CORPORATE STRATEGIC PLAN

Fall 2002	Strategies for how the City will conduct business to support the Charting a Course principles – Public consultation
December 2002	Draft document for distribution, feedback
February 2003	Final draft for public review
March 2003	Council adoption of Corporate Strategic Plan