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1 Introduction



This section introduces the study’s background, purpose, objectives, study area and study process of the Downtown Moves study. It also provides a compelling argument associating the revitalization of downtown streets with enhanced prosperity and economic competitiveness of Ottawa’s Central Area... a more sustainable downtown and a stronger city.

1.1 Background & Study Purpose

Downtown Moves is an urban design and transportation study that identifies ways to create vibrant, inclusive, safe and accessible streets for pedestrians, cyclists and transit customers by restoring a balance among street users and by improving the streetscape environment, while considering the business and emergency service functions that require access by automobiles. The study informs the City on how to best capitalize on the transformative opportunities presented by the implementation of the Confederation Line (Light Rail Transit LRT) project, and other major infrastructure projects in the downtown.

The City's overall aim is to make walking, cycling and transit more comfortable and convenient to residents and visitors of all ages and abilities, by enhancing the environmental quality of the public realm with streetscape amenities and facilities, as well as allocating the appropriate balance of surface space within the network of street rights-of-way downtown. Downtown Moves also examines ways to seamlessly integrate the future Confederation Line stations at street level and provides a framework to guide a wide range of planning and engineering projects proposed for the downtown.

The study builds upon the guidance provided in the City of Ottawa *Official Plan*, the recommendations in the 2004 *Downtown Ottawa Urban Design Strategy*, the City's *Transportation Master Plan*, *Pedestrian Plan* and *Cycling Plan*, and a host of other studies and projects.

Moreover, City Council understands that a prosperous, efficient and resilient city is one that embraces walking, cycling, and transit use as priority travel modes. A more walkable, liveable and sustainable downtown will also be more economically competitive over the long term. This theme is echoed in the City's *Official Plan* and in the guiding principles of *Choosing Our Future*, the long term plan for the Nation's Capital.

Previous Related Studies in Immediate Context of the Study Area

- > Choosing Our Future (City of Ottawa), 2012
- > Rideau Street Vision Statement and Guiding Principles (City of Ottawa), 2011
- > Rideau Street Urban Design Study (City of Ottawa), 2007
- > Downtown Ottawa Transit Tunnel (DOTT) (City of Ottawa), 2011
- > Ottawa Light Rail Transit (LRT) (City of Ottawa), Ongoing
- > Downtown Ottawa Urban Design Strategy (City of Ottawa), 2004
- > Centretown Community Design Plan (City of Ottawa), 2012
- > Escarpment District Community Design Plan (City of Ottawa), 2008
- > Segregated Bike Lane Pilot Project (City of Ottawa), 2011
- > King Edward Avenue Lane Reduction Study (City of Ottawa), Construction nearing completion
- > Municipal Parking Management Strategy (City of Ottawa), 2009
- > Integrated Street Furniture Program (ISFP) (City of Ottawa), 2009
- > Bronson Avenue Reconstruction (City of Ottawa), Scheduled to be rebuilt in 2012-2013
- > Ottawa Pedestrian Plan, as part of 'Ottawa On the Move' (City of Ottawa), 2009
- > Carling-Bayview LRT Corridor CDP (City of Ottawa), Ongoing
- > Horizon 2067: The Plan for Canada's Capital (NCC), Ongoing
- > Capital Urban Lands Master Plan (NCC), Ongoing
- > Canada's Capital Core Area Sector Plan (NCC), 2005
- > Sparks Street Mall Vocation Study (NCC), Ongoing
- > Urban Design Study: Sussex Drive, Rideau Street and Colonel By Drive (NCC), 2009

This report identifies potential changes that can help restore the balance among all street users in downtown Ottawa. It is composed of the following sections:

- > Section 1 explains the background, purposes and objectives of the study;
- > Section 2 introduces a New Street Design Decision-Making Framework, provides the Vision, Strategic Directions, Plan of Streets and Vision Plans that will help guide the redesign of Ottawa's downtown streets;
- > In Section 3, a comprehensive Street Design Toolkit and Complete Street Design Solutions are provided, detailing guidelines specific to improving the downtown environment for pedestrians, transit customers, cyclists and other visitors;
- > Section 4 provides the Vital Moves and Demonstrations of the ideal end-results for the streets in downtown, highlighting potential physical projects to enhance the safety, mobility and quality of the urban environment downtown;
- > In Section 5, an Implementation Strategy is provided to help the City of Ottawa and its stakeholders achieve the end results; and,
- > The Appendices provide background and detailed analysis of Ottawa's downtown conditions, including: policy framework, existing conditions, street right-of-ways, pedestrian level-of-services, and others.



1.2 Confederation Line

Ottawa's Light Rail Transit project, known as "Confederation Line" is an estimated \$2.1 billion dollar investment to upgrade Ottawa's transit system and scheduled to begin operations in 2018. It will provide an opportunity to enhance mobility in downtown Ottawa for pedestrians, cyclists and transit customers. In this context, and in response to several Council resolutions and reports, the Downtown Moves Study emerged in order to co-ordinate urban design at the street level with the transit station locations for the Confederation Line project. Some of the Confederation Line project highlights, as directly related to the Downtown Moves Study, include:

- > The underground light rail tunnel will alleviate the current bus rapid transit bottleneck downtown and create opportunities for a more inviting downtown streetscape;
- > Three downtown Confederation Line stations will be created, as shown in Figure 1-1. These include Downtown West Station (Queen Street between

Lyon and Kent Streets), Downtown East Station (Queen Street at O'Connor Street), and Rideau Station (Rideau Street between Colonel By Drive and William Street);

- > There will be a reduction in the number of OC Transpo downtown surface buses, from approximately 2,600 to 600 daily buses;
- > There will be an opportunity to recreate Queen Street as a pedestrian-priority transit corridor; and,
- > Bus volume on Albert Street, Slater Street, and the Mackenzie King Bridge will be significantly reduced, which may open opportunities on these streets for a new vocation. The new vocation for these streets is introduced in Section 2 of this report and is one that promotes active transportation and improved urban design conditions, creating an inclusive environment to all age groups and ability levels.



Figure 1-1: Proposed Future Light Rail Transit Stations in Downtown Ottawa

1.3 Study Area & Study Context

The primary **Study Area** is the Central Business District of the Central Area (north of Gloucester Street, between Bronson and the Rideau Canal), and including a portion of Rideau Street, the Rideau Centre, and the Ottawa Convention Centre. This area captures the three planned OLRT stations in downtown Ottawa - Downtown West Station, Downtown East Station, and Rideau Station.

The broader **Study Context** includes the surrounding areas of the downtown (Mid-Centretown, the Escarpment District, Rideau Street, the Parliamentary Precinct, as well as portions of the University of Ottawa, the Byward Market and LeBreton Flats). These areas have been the subject of many past, on-going and recently completed plans, projects, and strategies.

The study limits are illustrated in Figure 1-2.

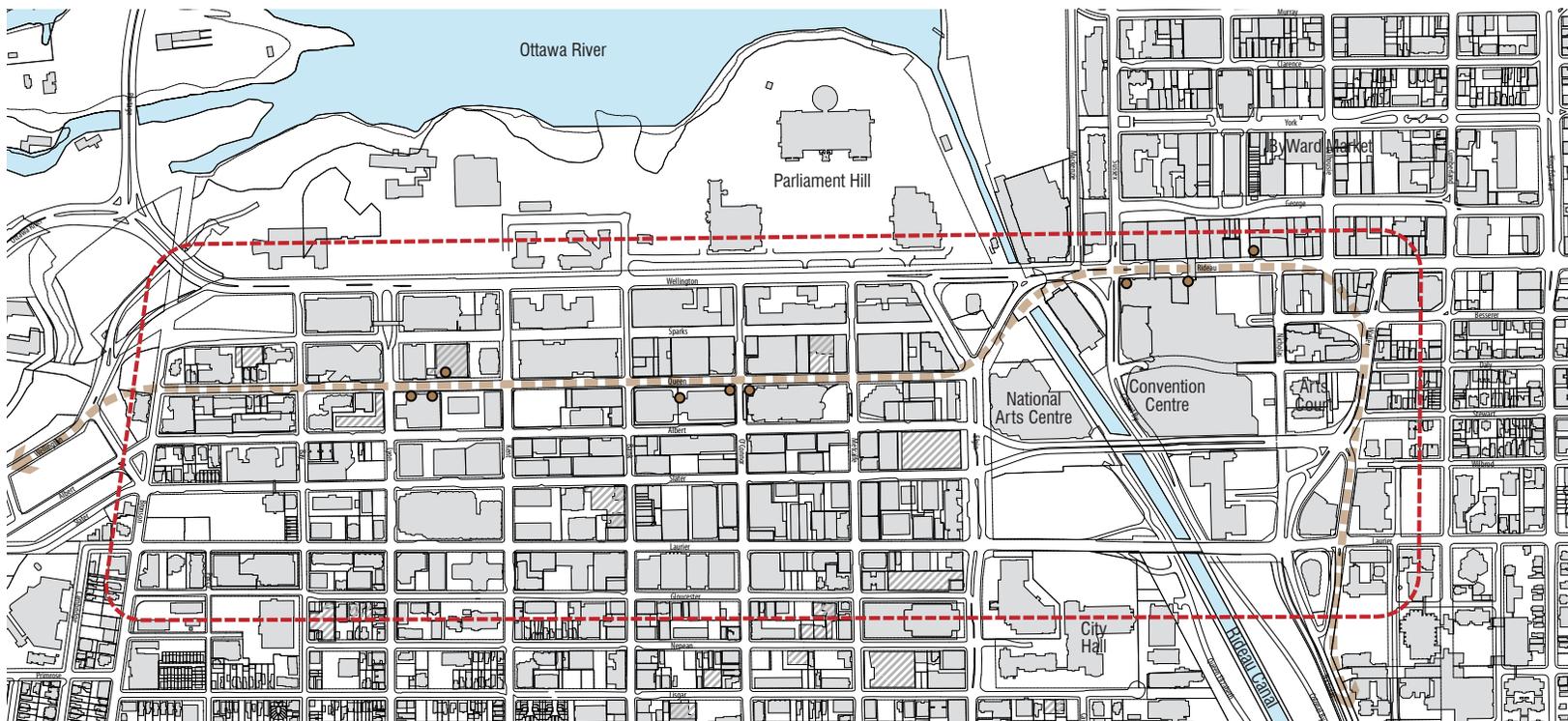
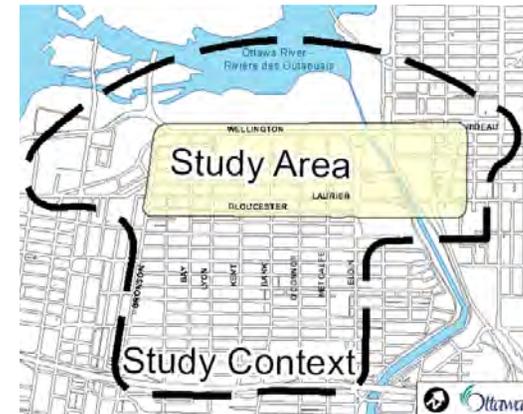


Figure 1-2: Study Area and Study Context

1.4 Study Objectives

The overall purpose of the study is to complete an open and consultative planning and design process that produces an integrated urban design and transportation strategy for the future of downtown Ottawa's street network, leveraging the opportunities to connect at the street level with the three proposed downtown Confederation Line stations. The strategy pursues a spatial and functional balance among street users that is in keeping with the City's desire for its streets to be highly coveted public spaces as well as effective mobility routes conducive to active transportation and transit as priority modes. The study promotes some innovative "moves" that the City can pursue in downtown Ottawa.

The key tasks are:

- > **Study Area Conditions:** To study the land use, urban design, transportation and environmental policies, physical conditions, projects, opportunities and constraints that will inform the range of integrated urban design and mobility solutions to be evaluated.
- > **Discover Best Practices:** To research and draw from the body of knowledge associated with transforming the downtowns of other cities into more walking, cycling, and transit-oriented areas through integrated urban design and transportation solutions, highlighting those applicable to the Ottawa context.
- > **Coordinate with Other Studies, Projects and Investigations:** To identify other relevant projects and studies in the downtown and to draw together the proponents to dialogue, to explore common objectives, and to integrate activities where appropriate.
- > **Propose Strategic Mobility and Design Framework:** To re-imagine downtown Ottawa's network of connected streets, routes, buildings and public spaces that achieves a desirable urban character and a balance that favours walking, cycling and transit use, having regard for the future LRT stations and associated at-grade opportunities and changed transportation flows.
- > **Recommend Design Solutions:** To provide a suite of specific street design solutions that will enable the City to "build out" the recommended mobility network, including a recommended set of potential projects and methods to implement.
- > **Provide Implementation Strategy:** To provide a strategic implementation framework that will be a road map for the City and stakeholders to follow towards the actual construction of the mobility network, as well as guiding associated activities of other agencies and the private sector including recommendations for subsequent designs or studies.
- > **Provide Collaborative Study Process:** To deliver the study products within an open and collaborative process that enables the understanding by, and endorsement of, elected officials, City staff, and a wide range of community, business and agency stakeholders.

1.5 Environmental Assessment Considerations

One of the outcomes of the *Downtown Moves* study is to identify potential capital projects. Some of those projects may be subject to the 2011 Municipal Class Environmental Assessment (EA) process. The Municipal Class EA is an approved planning document that describes the process that proponents must follow in order to meet the requirements of the Environmental Assessment Act. Projects are categorized as either Schedule A, B, or C, according to their environmental significance and the effects on the surrounding environment. Examples would include:

- > Streetscaping not part of another project (Schedule A+);
- > Construction of localized improvements (Schedule A);
- > Road side park (Schedule A); and,
- > Reconstruction or widening where the reconstructed road or other linear paved facilities (e.g. HOV lanes) will not be for the same purpose, use, capacity or at the same location as the facility being reconstructed (e.g. additional lanes, continuous centre turn lane (Schedule B if <\$2.4 m, Schedule C if >\$2.4 m).

The study has been undertaken as a “Master Plan” to address the initial phases of the Class EA process as defined in the Municipal Class Environmental Assessment as amended in 2011. In conducting the EA, two approaches were considered:

Approach 1 – The Master Plan would be done at a broad level of assessment thereby requiring more detailed investigations at the project-specific level in order to fulfil the Municipal Class EA documentation requirements for the specific Schedule B and C projects identified within the Master Plan. No opportunities for Part II Order requests for either the Master Plan or individual projects.

Approach 2 – The Master Plan document would be produced at the conclusion of phases 1 and 2 of the Municipal Class EA process where the level of investigation, consultation and documentation are sufficient to fulfil the

requirements for Schedule B projects. Any Schedule C projects, however, would have to later fulfil Phases 3 and 4 prior to filing an ESR(s) for public review. The Master Plan itself is not subject to Part II Order request opportunities but the projects identified within them are.

Given that the primary purpose of the Downtown Moves Study is to provide a strategy, design guidance, and general direction for future projects, the second approach was utilized.

Section 5 of this report provides an Evaluation of Street Network Alternative Solutions.



1.6 Study Process & Communications

The overall work approach to this study was based on a philosophy of teamwork, involving City staff, the consulting team and stakeholders. It was also very important to maximize work productivity, encourage decision-making and tap into specialized expertise when needed. To this end, this study adopted a work structure that divided participants into three groups: *Project Management Committee*, *Downtown Moves Working Group* and the *Downtown Moves Resource Team*. This was used as the platform for broader public involvement.



Figure 1-3: Communication Structure

Project Management Committee

The *Project Management Committee* (PMC) kept the City informed, addressed outstanding issues, made design decisions, discussed study strategy and monitored the scope of the work. This committee was composed of the City's study project manager, other key City staff, and lead members of the consulting team.

Downtown Moves Working Group

The *Downtown Moves Working Group* assisted the City in advancing the study, providing input and solutions to issues. This group also relayed information back to their individual organizations and, conversely, brought questions/concerns from their organizations to the Working Group. This was the primary consultation group that helped to guide the study, and included representation from Ward Councilors, key City branches, other government agencies such as the National Capital Commission (NCC) and Ontario Ministry of Transportation (MTO), area Business

Improvement Areas (BIAs), Community Associations, special interest groups, land owners and other groups.

Downtown Moves Resource Team

The *Downtown Moves Resource Team* was formed to capture a broad group of potentially interested persons and to address the full range of technical matters and special interests pertaining to the study. Individuals from the Resource Team were provided the opportunity to comment on study initiatives and deliverables and to provide technical and/or unique knowledge and advice at key decision points throughout the study, as required by the *Downtown Moves Working Group*.

The Team was not required to attend study meetings, but rather, formed a resource pool from which the *Downtown Moves Working Group* and study managers drew upon to help inform the study and work through issues that arose. Communications largely were through electronic means, including email circulation/review of study deliverables. The Team was also a medium for collecting and disseminating information and responses pertaining to study activities.

Broader Public Involvement

The Downtown Moves study consultation process was carried out in accordance with the City's Public Notification and Consultation Policy. Public feedback was gathered throughout the process using comment sheets, e-mail, telephone, web-site blogs and face-to-face conversations. Extensive advice and comments were provided and no objections to this study were made.

The consultation process was carried out from August 2011 to February 2013 and involved various strategies to engage the public, including a Mobility Summit, a project webpage (www.ottawa.ca/downtownmoves), a project e-mail list (consisting of over 300 people), individual meetings and presentations at related forums and at various City committee meetings. Notification for the public events was advertised using the project e-mail list and via local (the Metro) and daily (Le Droit) newspapers at least two weeks in advance of the event.

In sequential order, the following consultation events took place:

- > The first **Working Group Meeting** took place on October 4, 2011, and informed the stakeholders of the study's objectives, goals and outcomes. Participants contributed to determining the study area and detailed objectives of Downtown Moves. This event was followed by a **walking tour** of downtown Ottawa with members of the Working Group and the Project Team on October 5, 2011.
- > A **Mobility Summit** took place on November 2-3, 2011, and brought together national and international experts, community leaders, municipal staff and stakeholder agencies to listen and share their experiences. Three public lectures by keynote speakers Gil Peñalosa (8-80 Cities), Andrew Wiley-Schwartz (New York City Department of Transportation), and Ken Greenberg (Greenberg Consultants Inc.) attracted more than 400 people who had the opportunity to interact with the speakers, City staff and the Project Team, and to learn more about the study.
- > A day-long **workshop** on November 3, 2011, was attended by approximately 50 stakeholders from various City branches and government agencies, as well as business/community organizations and special interests. The participants worked collaboratively to discuss the study and provide input.
- > The second **Working Group Meeting** took place on December 6, 2011, and generated discussion regarding the Vision, Principles and Design Directions for Downtown Moves. In this meeting, members of the Working Group also provided feedback about the preliminary list of "moves" to take place in Downtown Ottawa and on the preliminary Design Framework.
- > The first **Public Open House** took place on January 18, 2012. Approximately 75 participants attended the event and had the opportunity to learn more about the study's objectives, strategic directions and how to become involved. Participants also had the opportunity to engage with the Project Team



Figure 1-4: First Downtown Moves Workshop

- and provide their comments on how to restore a balance among street users in downtown Ottawa. A Newsletter was provided at that time.
- > The second **workshop** was held on April 19, 2012. Approximately 30 members of the working group and resource team participated in the workshop and provided input regarding the vocation of streets in downtown Ottawa and commented on draft street cross-sections for: Albert, Slater, Queen, Metcalfe and Wellington streets.
- > The third **Working Group Meeting** took place on May 29, 2012. In this meeting, participants were introduced to a new Street Design Approach, a Plan of Downtown Streets and five supporting Vision Plans - Functional Overlay maps. The stakeholders were able to provide feedback during the meeting as well afterwards via email and telephone.



- > The second **Open House** took place on June 13, 2012 and was attended by approximately 65 participants. The main goal of this Open House was to introduce the new Street Design Approach, Plan for Downtown Streets and five supporting Vision Plans- Functional Overlay maps. Using the elements provided in the Functional Overlay Maps, before-and-after images for the downtown streets were presented.
- > The last **Working Group Meeting** took place on November 28, 2012 and was attended by 33 participants. Members of the Working Group discussed the Implementation Strategy, Review of the Pedestrian Easement Policy, One-way to Two-way Street Conversion Memorandum and provided feedback on the overall structure of the Downtown Moves report.
- > The final **Public Open House** took place on January 17, 2013.
- > In addition, two presentations to the Urban Design and Review Panel (UDRP) of the City of Ottawa, various individual stakeholder meetings with City of Ottawa staff and associated community organizations were held throughout the study timeline.
- > Project information pamphlets for each of the Open Houses were provided and made available online.

The City of Ottawa and its consulting team extend a special thank-you to the members of the working group, resource team and participants from the broader public who volunteered their time to this project and provided important feedback to the Downtown Moves study.



Figure 1-5: Final Public Open House

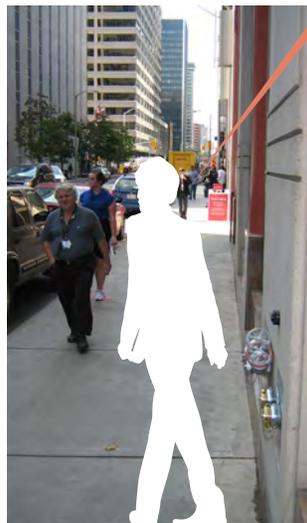


Figure 1-6: Urban Design Review Panel Presentation

1.7 Downtown Aspirations

The study process provided an opportunity for a year-long, city-wide discussion about the future of downtown Ottawa. From this dialogue, and from the urban design and transportation analyses that informed it, a picture emerged in regards how the Confederation Line project can ignite a transformation of the downtown. The images below and on the following page illustrate some of the most important aspirations that are shared by many. Some of these build on themes already expressed in the City's *Downtown Ottawa Urban Design Strategy* (DOUDS), and some new themes are presented. These aspirations are a helpful starting point for charting a new vision for downtown Ottawa, and developing a new urban design and transportation framework for moving forward.

Throughout the public consultation strategy undertaken for Downtown Moves, the stakeholders involved in the process identified opportunities to create a more desirable downtown. Recurring issues included:



Sidewalks are too narrow in some city blocks!

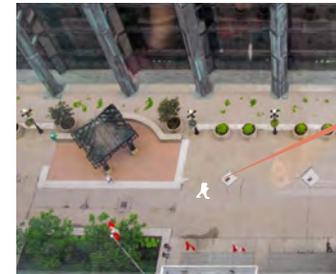


We would like to have more access to mid block connections!

(image source: CC Flickr user melanieandjohn)



We need more green space especially in the western end!



Bring more life to Sparks Street

(image source: CC Flickr user Xiaozhuli)



All the multi-lane one-way streets lead to faster driving speeds



We need better pedestrian links between ByWard Market & Downtown



We need more north-south cycling routes

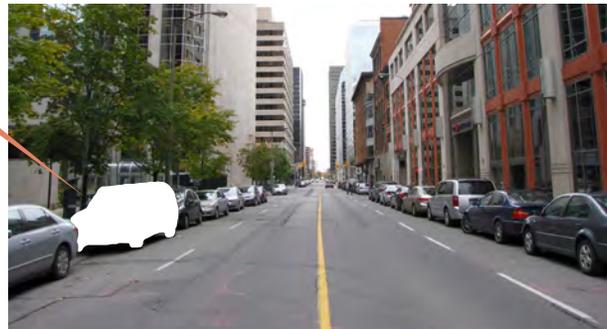


Downtown is too dull at night and on the weekend!



(image source: CC Flickr user Sebastien_)

Businesses need to retain access to on-street-parking, loading and taxi areas



We need better cycling connectivity from east and west ends of downtown



(source: © 2012 Google)

1.8 Case for Making Moves in Downtown Ottawa

As with any city, the social, cultural and economic success of Ottawa's downtown will always be a barometer of the success of the entire city. The measure of success is a continually evolving exercise and with ever-changing indicators. The pursuit of success involves careful attention to city planning and requires considerable investment, and from time to time will benefit from intervention. In the case of downtown Ottawa, the Confederation Line is a timely intervention that will change the urban landscape and will raise the bar in regards how success is measured. This notable investment of all levels of government is being made in lock-step with various other trends and initiatives that are being experienced by major cities in North America in regards to urban/transportation planning, and the design of downtown streets as safe and "complete streets". Some considerations are described below.

Downtown Ottawa is an Economic Driver

Downtown is a major contributor to Ottawa's overall economic vitality despite representing only 0.9% of the urbanized area or 0.1% of the entire area of the City of Ottawa. As documented in the *City of Ottawa Annual Development Report*, September 2012, the Commercial Business District (CBD) alone (includes portions of the study area west of Elgin Street) accommodates 43% of the City's commercial office space, or 1.44 million m² of space, with vacancy rates at 5% to 7% being amongst the lowest in any major North American City. The Central Area as defined in the Official Plan (includes portions of the ByWard Market which are outside of the study area) produces over 100,000 jobs, and jobs are forecast by the City's Planning and Growth Management Department to grow to approximately 125,000 by 2031. Downtown employment will continue to be anchored by the federal government which has stated that it will maintain downtown Ottawa as one of its primary nodes of office accommodation in the National Capital Region. It is also the social and cultural heart of the City and has numerous attractions of national and international caliber. This intense economic activity, and ongoing private sector contribution, supports a case for investment in the quality and level of service of downtown Ottawa's streets and public spaces.

Downtown Ottawa is an Emerging Residential Address

Whereas a population of just 10,900 reside in the Central Area today, there has been a surge in residential development activity in the central area over the past few years. The population of Ottawa's Central Area is forecast to grow to 20,000 residents by 2031. The City reports that the area grew by an additional 1,500 residents in the period 2007 to 2011 alone. This means residential floor space is projected to increase from 371,600 m² (2001) to 1.11 million m² (2031). The downtown population is diverse in both age and ethnicity, with one quarter of residents being in their twenties, and one-quarter being international migrants, as reported by the Canadian Urban Institute in its report, *The Value of Investing in Canadian Downtowns*, 2012. This young, diverse and urban demographic that is less car dependent and will support a burgeoning market for active transportation and transit and support the case to develop complete streets that are inclusive for all users, of all ages and abilities.

Downtown Ottawa is Becoming Less Car-Reliant

The City's Transportation Master Plan (TMP) has established a sustainable transportation vision for downtown Ottawa that foresees decreasing reliance on the private automobile as a mode to move within or through the area. This is based not only on vision, but anchors onto trends. Between 2005 and 2011, automobile morning-peak modal share of trips to downtown Ottawa dropped from 34% to 29% while the transit modal share increased from 45% to 51% (2011, Origin-Destination Survey, City of Ottawa and R.A. Malatest/HDR/David Kriger). In 2011, approximately 76% of the recorded daily (24-hour) trips which originated and ended within the Ottawa Central Area were non-motorized trips (28,000 total daily trips by all modes). In 2031, with Confederation Line having been in operation for nearly 15 years, there will be an additional 16,450 inbound transit trips during the morning peak hour to the Ottawa Inner Area (City of Ottawa, Rail Implementation Office, 2012). Over the same time, only 1,450 additional automobile trips are forecast. This supports a case for increasing capacity and level of service for walking and cycling in downtown area, while maintaining an appropriate level of service for automobiles.



Downtown Ottawa Can Set the Example for Active Transportation, Safer and Healthy Communities

The links between public health and transportation have been well studied in recent years by agencies such as Health Canada and the Canadian Heart and Stroke Foundation. These agencies report that three-fifths of adult Canadians are considered overweight or obese, and one-quarter of Canadian children and youth falling into the same category. Obesity is linked to other health care concerns including diabetes, heart disease, and stroke, all of which can be linked to rising health care costs. Obesity rates have been increasing for the last thirty years, and evidence has shown that the risk of obesity decreases notably for every kilometre walked per day, and rises with each hour spent in a car per day. It is clear that Ottawa's investments in regards to complete streets and active transportation infrastructure and the resulting improved overall community livability and health, will reap the greatest benefit in the most highly populated areas such as downtown Ottawa, and this is the ideal location to showcase some moves.

Downtown Ottawa Streets Warrant Strong Municipal Investment

Ottawa's downtown area properties contribute approximately 18% of the municipality's approximately \$1.37B property tax revenue (2013 budget, <http://ottawa.ca/en/presentations>). This is according to a comparative study published by the Canadian Urban Institute (The Value of Investing in Canadian Downtowns, 2012), which included the entire "Central Area", which includes portions of Lowertown, Centretown, Lebreton Flats, and Sandy Hill that are in addition to the study area. There are approximately 30 km of municipal streets in the study area generating municipal tax revenues at a significantly higher rate than other streets across the city. This supports a very strong case for long term investment in Ottawa's downtown streets, in terms of both capital and operating expenditures ... a case for making moves.

Downtown Ottawa Streets Efficiently Moving More People, in a Safer and Sustainable Manner, in the Same Space

Currently, during the weekday morning peak period, it is estimated that travel to, from and within downtown Ottawa is comprised of 28,710 people using 22,810 cars, 36,020 people using transit, 2,590 people using bicycles, and 8,340 people travelling by foot (2011 TRANS Origin-Destination Survey Report). A significantly larger proportion of people travel to, from and within downtown Ottawa using sustainable means of transportation rather than private automobiles. And yet, the space allocated to vehicles far exceeds the space available on sidewalks for pedestrians, and on the road for buses and bicycles. As downtown streets and parking areas are functioning near capacity, little growth for this mode is possible, and future travel demand must therefore be accommodated by transit, walking and cycling. The new Confederation Line will allow for a doubling of rapid transit capacity through downtown Ottawa, while actually removing the requirement to accommodate this demand on downtown streets, freeing up the road space for potential pedestrian and cycling enhancements.

Following the opening of the Confederation Line, there will be significant new demand for pedestrian space, particularly in the vicinity of station entrances. The total number of people projected to be entering or exiting the three downtown stations by the year 2021 is 46,840 (weekday morning peak period) (source: Transit Services Department, OC Transpo). While transit users will form the majority of pedestrian activity downtown, even auto drivers and passengers become pedestrians for part of their journey within the downtown area. Considering the massive growth anticipated in active transportation use necessary to support continued growth and activity in downtown Ottawa, the constrained rights-of-way in downtown Ottawa can be more efficiently used if space is allocated to accommodate pedestrians, cyclists and transit customers rather than private vehicles.

Downtown Ottawa Streets are Public Places

As they cross at the heart of the nation's capital, streets in downtown Ottawa represent one of the largest most populated public spaces in the Central Area, offering a tremendous opportunity to create vibrant, accessible people-oriented place-making that promotes vitality, well-being, safety and an increased sense of community. Although currently used as circulation routes for over 100,000 workers and 7.8 million tourists, downtown Ottawa streets can be redesigned as more welcoming places of interaction where people of all ages and abilities can access businesses, institutions, as well as recreational and cultural activities that contribute diversity and distinctiveness to our surroundings and create a more comfortable streetscape experience. This fundamental vocation for downtown Ottawa streets, addressed in the Downtown Moves Study, establishes the framework that supports downtown Ottawa as a setting for a lively, world-class, Capital City. Downtown Moves supports a variety of previously approved plans and policies, including the *Official Plan*, *Downtown Ottawa Urban Design Strategy* (2004), *Centre-town Community Design Plan* (2013), and the National Capital Commission's *Plan for Canada's Capital*.

In summary, the investment in the Confederation Line is the foundation for a case to pursue the city's aspirations for a renewed and successful downtown street environment. When coupled with the cumulative economic, social, and cultural considerations, the case is very strong for incremental, yet game-changing moves to be made. The Downtown Moves initiative will build on this foundation by promoting healthier, safer, attractive and more sustainable street transportation to, from and within the heart of the Nation's Capital, via a network of successful complete streets.



