RE-IMAGINING THE SIR JOHN A. MACDONALD PARKWAY: A LINEAR WATERFRONT PARK FOR CANADA'S CAPITAL

School of Urban and Regional Planning
QUEEN'S UNIVERSITY

RE-**IMAGINING** THE SIR JOHN A. MACDONALD PARKWAY

A WATERFRONT LINEAR PARK FOR CANADA'S CAPITAL

By

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SURP 824 Project Course
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School of Urban and Regional Planning
Queen's University

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SURP 824
Project at a Glance

"Re-Imagining the Sir John A. Macdonald Parkway"
Queen's School of Urban and Regional Planning
December 19th, 2014

This project is the result of three months of work from nine students in Queen's University's School of Urban and Regional Planning, engaged by the National Capital Commission in order to re-imagine the Sir John A. Macdonald Parkway. Comprised of several elements, from research and public engagement to conceptual design to implementation and maintenance plans, this report details the processes that led to an innovative vision of the Parkway as a linear park; a focal point in Ottawa not only for the locals, but for all Canadians, and indeed international visitors to Canada's Capital.

The linear park, as we see it, should be a Capital Venue for commemorations, celebrations, events and festivals. This report aims to emphasize the characteristics of our design that will help to attract the users who will make the Parkway a special place; more of a destination than a pleasant way to reach some other place. In this spirit, exciting features such as public art, expansion of recreational pathways and amenities to facilitate education at the Mud Lake area have been added, all in order to give people a reason to use and care about the Parkway.

Executive Summary

Parkway Background

The Sir John A. Macdonald Parkway runs along the south bank of the Ottawa River for approximately nine kilometres from Mud Lake to LeBreton Flats. The Parkway is an important part of Ottawa's built heritage. First suggested in 1903 by Frederick Todd, Olmsted's protegé, it was built in 1961 as part of Jacques Gréber's Plan for the National Capital. The Parkway is bounded by parkland on either side and delivers stunning views to those who traverse its length. Surrounding communities enjoy the recreational pathways that run parallel to the roadway, as well as hidden gems such as Westboro Beach and Remic Rapids. The roadway itself currently functions as a divided four-lane thoroughfare, with an often-exceeded speed limit of 60 km/h and carries as many as 2,100 vehicles per hour at peak times.

While the Sir John A Macdonald Parkway continues to be the beautiful scenic drive it was intended to be, there are several opportunities that could be seized to improve the Parkway. Reducing traffic, expanding greenspace, involving the surrounding communities, and focusing on the Parkway as a focal point of Canada's Capital all helped to guide the team's vision for the re-imagined Sir John A. Macdonald Parkway.

Gréber's 1950 Master Plan for the National Capital.

Cycling along the Sir John A. Macdonald Parkway's recreational pathway.

Imagine...

The year is 2039, you're walking east along the Ottawa River shoreline of the SJAM Parkway, heading for Canada's Parliament. The busy pathway bustles with walkers, joggers, people with strollers, skate boarders, and more.

As you exit the Mud Lake conservation area, you see a signpost that welcomes you to the Sir John A. Macdonald Park, Canada's Capital Park. Beyond the sign, you see a tree-lined cycling way full of cyclists of all ages and some on their commute and others ambling along leisurely, taking in the beautiful views of the river and beyond to the Gatineau shoreline.

Across the parkway median, you can catch glimpses of red mapled mature trees lining the Parkway. As you advance closer, you notice several areas to safely cross this scenic parkway.

All day long, throughout your pleasant stroll, you notice signs of care and public activity along the corridor – from public art pieces to groves of trees, easy to read signs and clear posts to mark gateways to neighbouring communities. Throughout the different areas, you see groups of people picnicking, playing catch, pushing kayaks into the river. The route seems to spell out the history of the area, with overt interpretive panels and more subtle characteristics like pavilions that seem reminiscent of Ottawa's old industrial mills.

As the sun is setting behind you, and you finally reach the terminus of the Parkway, standing on the lawn of the War Museum, you see the sun as it hits the Peace Tower, lighting Parliament Hill. Turning around, you see the sun setting over the green expanse of the Parkway,

Perspective of our design for a Mikinàk Point Pavilion.

rays glimmering off the river as the crowds dwindle; truly, this is a postcard moment and a site to be shared and enjoyed by Ottawans, and Canadians from sea to shining sea.

Current Conditions

Today, the Sir John A. Macdonald Parkway, formerly known as the Ottawa River Parkway, is a busy and important thoroughfare transporting people from the west end of the City of Ottawa and Gatineau to the downtown core of Canada's Capital. The busy four-lane, 60 km/h divided roadway carries as many as 9,300 vehicles and up to 10,400 occupants over the course of a weekday. It also carries a significant number of buses, becoming a veritable transitway at peak hours.

The other component of the Parkway is the park itself. A multi-use recreational pathway system runs between Mud Lake and the National War Museum, giving pedestrians and cyclists a safe, separate route to call their own. Along this recreational pathway system, and accessible from the road, there are some activity nodes such as Remic Rapids and Westboro Beach, which draw people in. There are also stunning views from both the roadway and the recreational pathway system along the entire length of the Parkway.

The contemporary SJAM Parkway is a natural gateway which does not rely on cultural features to draw in users. It separates automobile uses from active uses, and usually keeps pedestrians away from the roadway. While these points count in favour of the Parkway in some ways, in other ways they can be a detriment, for example the recreational pathway system being shared between pedestrians and cyclists is unsafe, especially considering the speeds at which many of the cyclists travel. Furthermore, the stark separation of the uses highlights the lack of safe crossings from the urban side of the Parkway to the natural side; this lack of permeability could be preventing some people from using the Parkway to its fullest extent.

Multi-use trail at Remic Rapids.

Traffic during rush hour creates a barrier for water access and can be visually obstructive.

The reliance on natural features has led to a corridor that feels bare in some places. New amenities and features will help to attract new segments of park users. It is important to consider the types and intensities of desired use in the re-imagining process.

What we see on the SJAM Parkway today helps us to determine what we want to see tomorrow. While it is a busy thoroughfare, it is important to put the focus on the movement and enjoyment of people, and not on the expressway nature of today's roadway; otherwise, residents may not see the problem when inevitable pressure to widen the corridor and add more lanes comes. The future of the Parkway depends on the actions of today.

Precedents Research

While it is important to examine the conditions of the SJAM Parkway, it is also important to seek inspiration from other parks and roadways from Canada and around the world. Through in-depth research, over thirty precedent case-studies have been examined in order to draw lessons for the SJAM Parkway. Among the 30 parks and parkways researched were Ibirapuera Park in São Paulo, Brazil; Holyrood Park in Edinburgh, Scotland; Stanley Park in Vancouver; the George Washington Memorial Parkway, which runs from Virginia to Washington, DC; and, the Promenade Samuel-De Champlain in Québec City. We were also informed by the reconstruction of Queen's Quay on the Toronto waterfront.

From the above examples and several more, some general lessons were learned and some specific

characteristics were noted. One of the key lessons is that parkways are fragile and are subject to expansion until there is no longer a park to drive through, with only pavement from one edge of the corridor to the other. Other general lessons are that parkways can be used to tell a story through space and that the journey matters. Some of the more specific characteristics that helped to inform our design can be seen in the photos throughout this report.

The Promenade Samuel-De Champlain is a riverfront park in Québec City. As visitors stroll along beside the St. Lawrence River, they are barely aware of the roadway at the left of the image.

Vision

"To create a public space that represents who we are as a country and a people, which celebrates the diversity of our landscapes and peoples, and which showcases the natural beauty of Canada's capital city. To create a signature public space that draws people to it, residents and visitors alike, and allows Canadians from coast-to-coast to feel at home."

Our vision for the SJAM Parkway is intended to be a vision for the Capital, and indeed all of Canada. It was built through research, design charrette session, public consultation, and stakeholder interviews by our teamand synthesis of more extensive public consultation conducted by the NCC.

Implementation Plan

Our vision was constructed around four major goals – Identity, Community, Environmental Sensitivity, and Recreation. Our design was informed based on these four goals, with more specific objectives during the re-imagination of the SJAM Parkway.

Design Features	Short Term (within 5 years)	Medium Term (6 - 10 years)	Long Term (more than 10 years)
Gateway Features (Western and Eastern Nodes)	■		
Public Art	■		
Parkway Amenities	■		
Elevated Wooden Boardwalk	■		
Educational Signage	■		
Landscaping	■		
Mikinàk Point Playground	■		
Local Events	■		
Maple Avenue	■	■	
Programming	■	■	
View Corridor Protection	■	■	
Pedestrian Crossings	■	■	
Neighbourhood Gateways	■	■	
Wayfinding and Signage	■	■	
Westbound Lane Conversion		■	■
Geometric Green Path		■	■
Cycling Infrastructure		■	■
Wading Pool and Skating Rink		■	■
River Wall and Seating Area		■	■
Lighting			■

Conclusion

The SJAM Parkway is a valuable asset to Canada's Capital. It has a lot of potential, and there are many ways to re-imagine it in the future as a focal point, not only for Ottawans, but for all Canadians when they visit the city. It exists as a gateway to Parliament, the seat of government in our great country, and its grandeur and beauty should reflect its importance as that gateway. Simultaneously, real-life considerations for nearby residents must be made through offering amenities and programming that will draw them to the Parkway as regular users. Giving residents a sense of ownership over the Park will make them more likely to defend it from future development. Safety should also be a serious concern; it is important that users feel safe and comfortable when they are on the Parkway. All these considerations and more have been taken into account during the design process, with the vision of the SJAM Parkway as a place people will want to visit, a destination that people will wish to share with their loved ones, a shining symbol of the grand, diverse and beautiful culture and country in which we live.

Postcard with a perspective of Maple Avenue, a proposed signature feature along the re-imagined Sir John A. Macdonald Parkway.

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- **National Capital Commission**
- **Bike Ottawa**
- **Champlain Park Community Association**
- **City of Ottawa**
- **Greenspace Alliance**
- **Heritage Ottawa**
- **Mud Lake Biodiversity Project**
- **Ottawa Bicycle Lanes Project**
- **Ottawa River Runners**
- **Public Works and Government Services Canada**
- **Regina Public School (Mud Lake Educator)**
- **Rideau Valley Conservation Authority**

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Chapter 4

LIST OF ACRONYMS

CCN	Commission de la capitale nationale
IUCN	International Union for the Conservation of Nature
NCC	National Capital Commission
OIC	Ottawa Improvement Commission
ROW	Right-of-Way
PWGSC	Public Works and Government Services Canada
RVCA	Rideau Valley Conservation Authority
SJAM	Sir John A. Macdonald
SWOC	Strengths, Weaknesses, Opportunities, and Challenges
SURP	School of Urban and Regional Planning
SURP 824	School of Urban and Regional Planning Project Course

Queen's School of Urban and Regional Planning Project Course

This final report is the culmination of the Land Use and Real Estate Project Course at the School of Urban and Regional Planning (SURP) at Queen's University. This course allows students an opportunity to work alongside industry professionals, both in the private and public sector, as well as to practice the application of theories and skills in the planning industry. SURP was engaged by the National Capital Commission for this project involving the Sir John A. Macdonald Parkway along the Ottawa River in the City of Ottawa. The content of this report reflects the opinions of Queen's SURP and will inform the SJAM ***Linear Park*** Plan.

This project course involved background research grounded in literature as well as empirical evidence, in addition to data analysis and public outreach involving a design charrette and stakeholder interviews. The skills, techniques, and theories applied in this project course were acquired as well as enhanced through the Master of Urban and Regional Planning program at SURP.

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Project Team

Our project team consists of nine unique individuals with backgrounds ranging from landscape architecture to civil engineering, and hometowns spanning both of Canada's coasts, India, and Australia. The diversity in experience and culture brought forth by our project team members will hopefully result in dynamic and refreshing planning recommendations for the National Capital Commission and its Sir John A. Macdonald Parkway project.

Top Row (left to right): Sylvie Lalonde, Dhilan Gunasekara, Arto Keklikian, David Ringuette, Ibrahim Dia, Molly Smith, Daniel Downey, and Dr. David Gordon.

Bottom Row (left to right): Himanshu Katyal, Dilys Huang, Elizabeth Bang, and Alia Tulloch.

1.0 INTRODUCTION

The National Capital Commission (NCC) has engaged Queen's University School of Urban and Regional Planning for the re-imagining of the Sir John A. Macdonald (SJAM) Parkway riverfront corridor as a linear ***Capital Park***. It is one of the NCC's planning priorities and the focus of our 2014 Land Use and Real Estate project course (SURP 824). The overall objective of the SURP 824 project course is to re-imagine and inspire change to the nine kilometre stretch of the SJAM Parkway as a linear park by developing and recommending actions to put the "park" back into the "parkway".

1.1 Overview

The purpose of this report is to provide a comprehensive overview of the research, analyses, vision, and ideas associated with the transformation of the SJAM Parkway for the NCC. This project provides a unique green space for the Capital with visual and physical connections to the Ottawa River. Its linear configuration consists of a series of linked spaces that include trails, landscaped areas for active and passive activities, unique views and vistas, water activities, and cultural features. It will draw people to the river's edge.

This report highlights research that was conducted on the SJAM Parkway, followed by a comprehensive overview of the existing conditions of the site. A detailed matrix of the strengths, weaknesses, opportunities, and challenges of the SJAM Parkway as well as the policies relevant to the site are presented. The report also provides a summary of the stakeholders charrette and conducted interviews. Drawing from this background information, a vision and four principal goals – identity, community, environmental sensitivity, and recreation – serve as the foundations for the overall concept for the Parkway and three selected sectors. The report concludes with a set of design guidelines, policy recommendations, broad implementation strategies, and a maintenance plan.

Figure 1.1 - Location of the Sir John A Macdonald Parkway (National Capital Commission, 2014).

1.2 Location and Significance

The SJAM Parkway is located along the southwestern edge of the Ottawa River and is displayed in Figure 1.1. Stretching nine kilometres along the Ottawa River from Mud Lake to LeBreton Flats, the site contains a four-lane divided parkway; environmental areas which offer opportunities for ecological education and a chance to instill environmental stewardship in communities adjacent to the corridor; ***multi-use pathways*** along the riverfront and urban side; and, recreational amenities which include Westboro Beach, picnic tables, and resting areas, as well as viewpoints points such as Kitchissippi Lookout. The SJAM Parkway is adjacent to many neighbourhoods, including Britannia Village, Laurentian, Hintonburg-Mechanicsville, Westboro, and Island Park, with some pedestrian linkages from these communities to the site. It is a place of historical and cultural significance, where features

of Canadian imagery and identity are displayed and enhanced. Furthermore, the SJAM Parkway aims to deliver a "parkway experience" to residents, citizens, as well as international visitors through ample scenic opportunities which reveal themselves in a crescendo effect while traveling along the site's winding roads and pathways.

1.3 History

The City of Ottawa, chosen as Canada's capital in 1857, was little more than an unprepossessing lumbering town in the 19th and early 20th centuries (Erickson, 2004) (Figures 1.2 and 1.3). According to the 1915 *Report of the Federal Plan Commission on a General Plan for the Cities of Ottawa and Hull*, the "city had been laid out on no plan, and it developed on no plan. Industries grew up where they would. The railways carried on activities mostly as they liked" (pp. 20-21).

The late 1800s saw the beginning of the end of the neglect of Canada's capital. In 1893, Prime Minister Wilfrid Laurier promised, "to make the city of Ottawa as attractive as possibly could be; to make it the centre of the intellectual development of this country and above all the Washington of the north" (*Ottawa Evening Journal,* 1893, p. 3). To this end, Laurier appointed the ***Ottawa Improvement Commission*** (OIC) to create, "a city worthy of a capital, and a capital worth of the nation" (Gordon & Osborne, 2004, p. 623).

Landscape architect Frederick G. Todd's *Preliminary Report to the Ottawa Improvement Commission* was produced in 1903. Todd looked to capture the picturesque essence of Ottawa, with its gothic architecture and rough-hewn landscape, as a capital city (Figure 1.4). He cautioned against attempting to overtly emulate Washington, citing the distinct difference in both existing city form and natural environment between the two (Todd, 1903, pp. 2-3).

Figure 1.2 - View of Parliament and the Ottawa River, 1896 (BRAY Heritage, 2010).

Figure 1.3 - Timber Slide at Chaudière Falls, late 1800s (Bronson Family - Library and Archives Canada, PA-147886, 1890 -1900).

Figure 1.4 - Image of Chaudière Falls situated alongside the Sir John A. Macdonald Parkway, 1826 (Gréber, 1950).

Todd proposed the creation of a series of parkways, natural settings, and open urban vistas to help organize and unify the image of the capital (Todd, 1903, pp. 6-7). Although Todd's Preliminary Report was not implemented by the OIC, his plan for an interconnected parks system composed of large natural parks, suburban parks, boulevards, parkways, waterway parks, and city parks was adopted in every subsequent plan. Both the 1915 *Report of the Federal Plan Commission on a General Plan for the Cities of Ottawa and Hull* and Gréber's 1950 *Plan for the National Capital* include

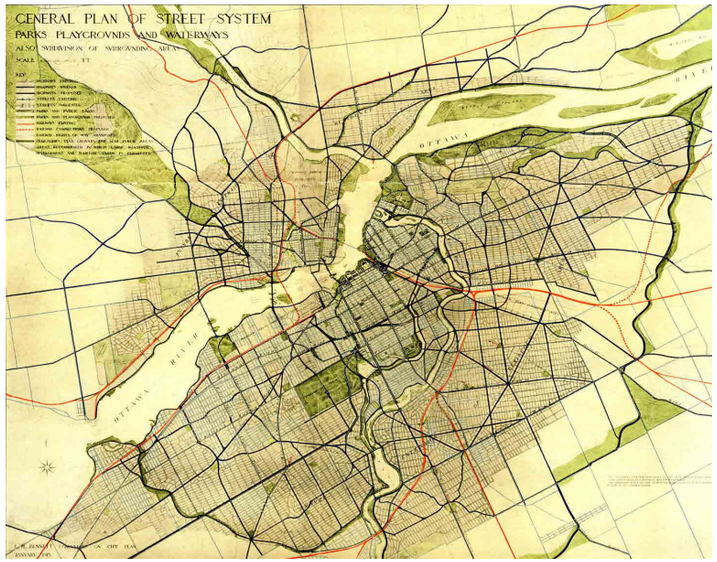


Figure 1.5 - Edward Bennett's General Plan of Street System showing Ottawa's parks, playgrounds, and waterways, 1915 (Federal Plan Commission, 1915).

Figure 1.6 - Renaming the Ottawa River Parkway the Sir John A. Macdonald Parkway, 2012 (Plamondon, 2012).

provisions for comprehensive and continuous parks systems connected by parkways (Gordon, 2002) Figure 1.5).

The OIC was replaced by the Federal District Commission in 1927, which was in turn succeeded by the NCC in 1958. The NCC was established to implement the Gréber Plan, and to develop, conserve, and improve the ***National Capital Region*** in accordance with its significance as the seat of the Canadian government (National Capital Commission, n.d.). In order to realize Gréber's Plan, the NCC acted quickly after its formation to assemble through expropriation the acreage necessary to create parks, parkways, and other capital improvements (Gordon, 2001; Pollock-Ellwand, 2001).

A parkway along the Ottawa River was first proposed by Gréber. Completed in 1961, the SJAM Parkway, originally known as the Ottawa River Parkway, was constructed along the edge of the river on former rail lands and on lots that were previously private riverfront housing. The Parkway was designed to function as a scenic drive, and commercial vehicles were prohibited. In 2005, the Canadian War Museum opened on LeBreton Flats at the easternmost end of the Parkway. Construction required the realignment of a portion of the Parkway. Most recently, the Parkway was renamed in 2012 to the Sir John A. Macdonald Parkway, in honour of Canada's first prime minister (CBC, 2012) (Figure 1.6).

1.4 Existing Conditions & Surrounding Land Uses

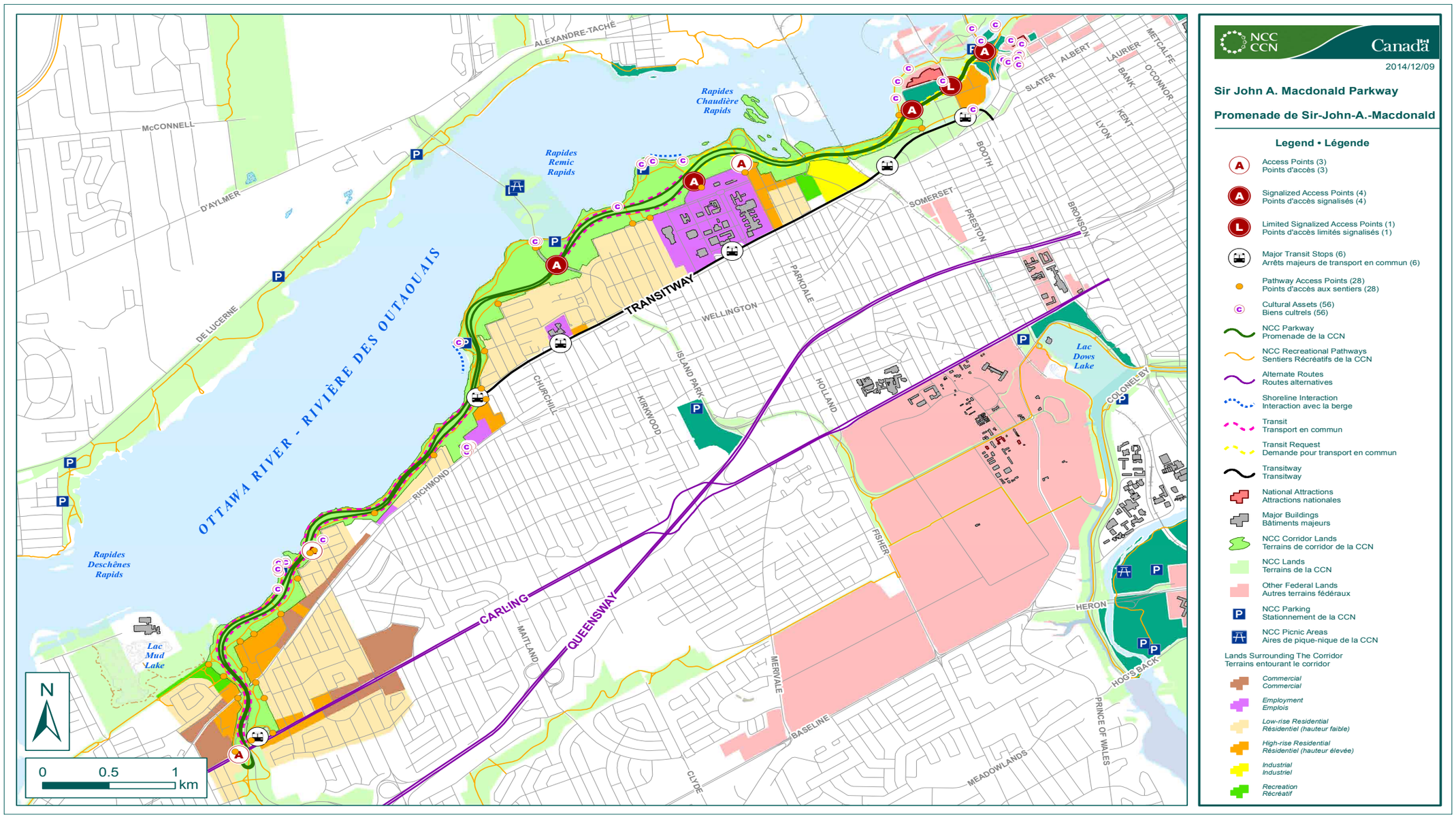
This section is intended to provide a brief overview of the SJAM Parkway and its surrounding context. For a more in-depth description of existing conditions and surrounding land uses, please refer to **Appendix A**.

Snapshot of Ottawa

Ottawa accounts for about two-thirds of Canada's Capital Region population estimated at 1.28 million people. It is home to approximately 883,000 people, 125,350 of whom live in Bay, Kitchissippi, and Somerset, the three municipal wards adjacent to the SJAM Parkway (Ottawa, 2014c).

According to the City's growth projections, the number of people living in Ottawa is expected to grow to 1.1 million by 2031. These new residents will require employment opportunities, transportation and community services and amenities, housing, and open space (Ottawa, 2014b).

The City of Ottawa's 2012 Employment Survey notes that the federal government and high-tech industries have remained as the City's largest employers over the years (Ottawa, 2012). Most of the employment has concentrated in the Central Area, which is bounded by the Ottawa River to the north, Rideau River to the east, Highway 417 to the south, and Preston Street to the west. Commuting patterns have shown growing travel trends to and from the Central Area and outer suburban neighbourhoods as employment opportunities and



Map 1.1 - Land uses surrounding the Sir John A. Macdonald Parkway, 2013 (National Capital Commission, 2013).

businesses have grown in the Central Area over time (Ottawa, 2012). This has greatly affected roadway capacities, including the SJAM Parkway, as routes have become dominated by regular commuters over time who are looking for quick and uninterrupted access to the Central Area. Economists predict a rebound in employment over the next three years, despite a recent downward trend, which could mean more growth in the Central Area (Ottawa, 2014a). The survey further notes that as of 2012, approximately 40% of total employment was located within walking distance (600 metres) from rapid transit stations (Ottawa, 2012). The rapid transit stations that are situated adjacent to the SJAM Parkway include Lincoln Fields Station, Dominion, Westboro, Tunney's Pasture, Bayview, and LeBreton.

Housing statistics through the 2011 Census demonstrates that single-detached houses continue to dominate the housing landscape in Ottawa (Statistics Canada, 2014). Field work and physical observations have shown the neighbourhoods abutting the Parkway include a mix of mid- to high-rise apartments as well as detached dwellings. A push for intensification throughout the City of Ottawa, which includes new residences and rapid transit stations and designated mixed-use centres, has been stipulated in Amendment 150 of the City of Ottawa's *Official Plan* (2013). The Tunney's Pasture Master Plan, for example, looks to develop an employment retail hub with a capacity for approximately 22,000 to 25,000 employees and residences for over 9,000 people (Public Works and Government Services Canada, 2014).

Snapshot of Surrounding Land Uses

A diverse range of land uses exist within the vicinity of the SJAM Parkway (Map 1.1). These uses include:

- Parks and open space;
- Woodlands, wetlands, watercourses, and ravines;
- Restaurants, retailers, and other commercial uses;
- Industrial uses and employment lands;
- Institutional uses (e.g. Canadian War Museum); and,
- Residential uses.

The predominant land use located along the southern boundary of the SJAM Parkway is residential. The SJAM Parkway is adjacent to six neighbourhoods along the Ottawa River, ranging from urban to inner suburban. They include LeBreton Flats, Hintonburg-Mechanicsville, Island Park, Westboro, Woodroffe-Lincoln Heights, and Britannia Village (Figure 1.7). There are several low-rise residential areas adjacent to the corridor, especially in neighbourhoods situated to the west of Tunney's Pasture. However, other areas, such as those around LeBreton Flats Station, Parkdale Avenue, Dominion

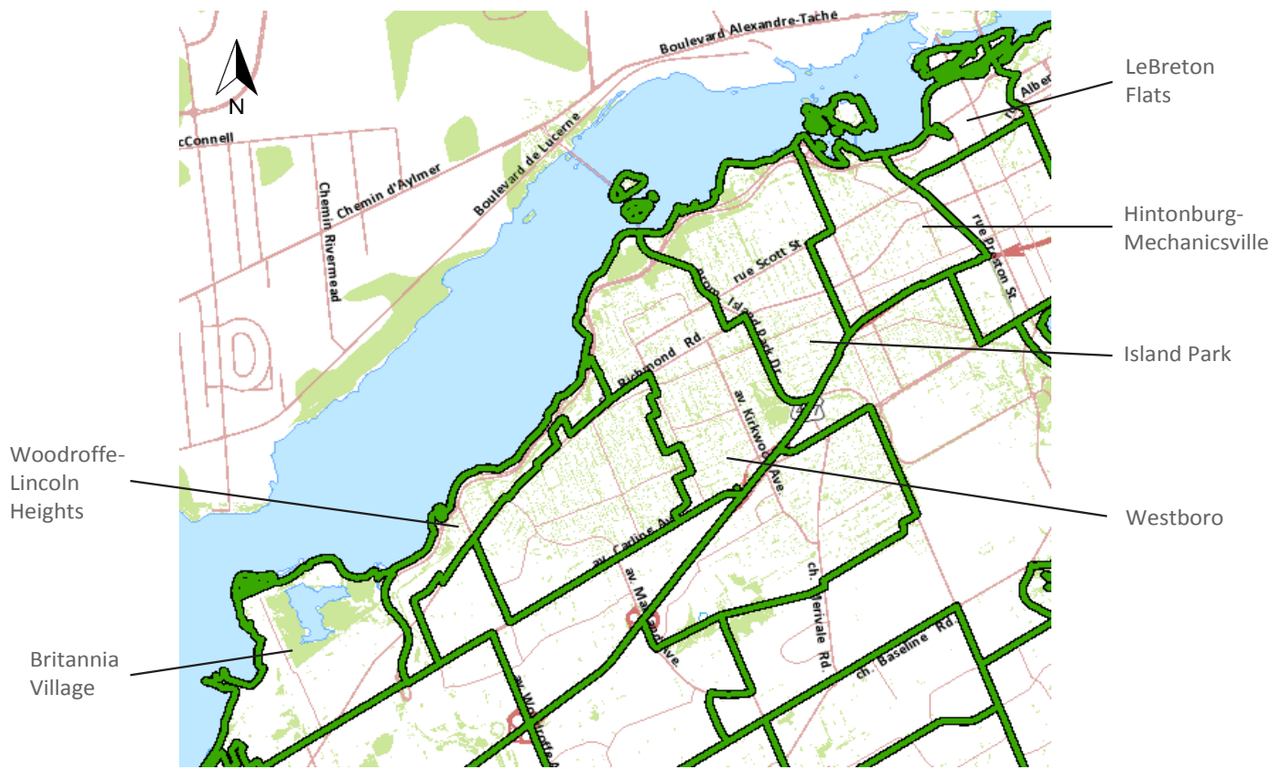
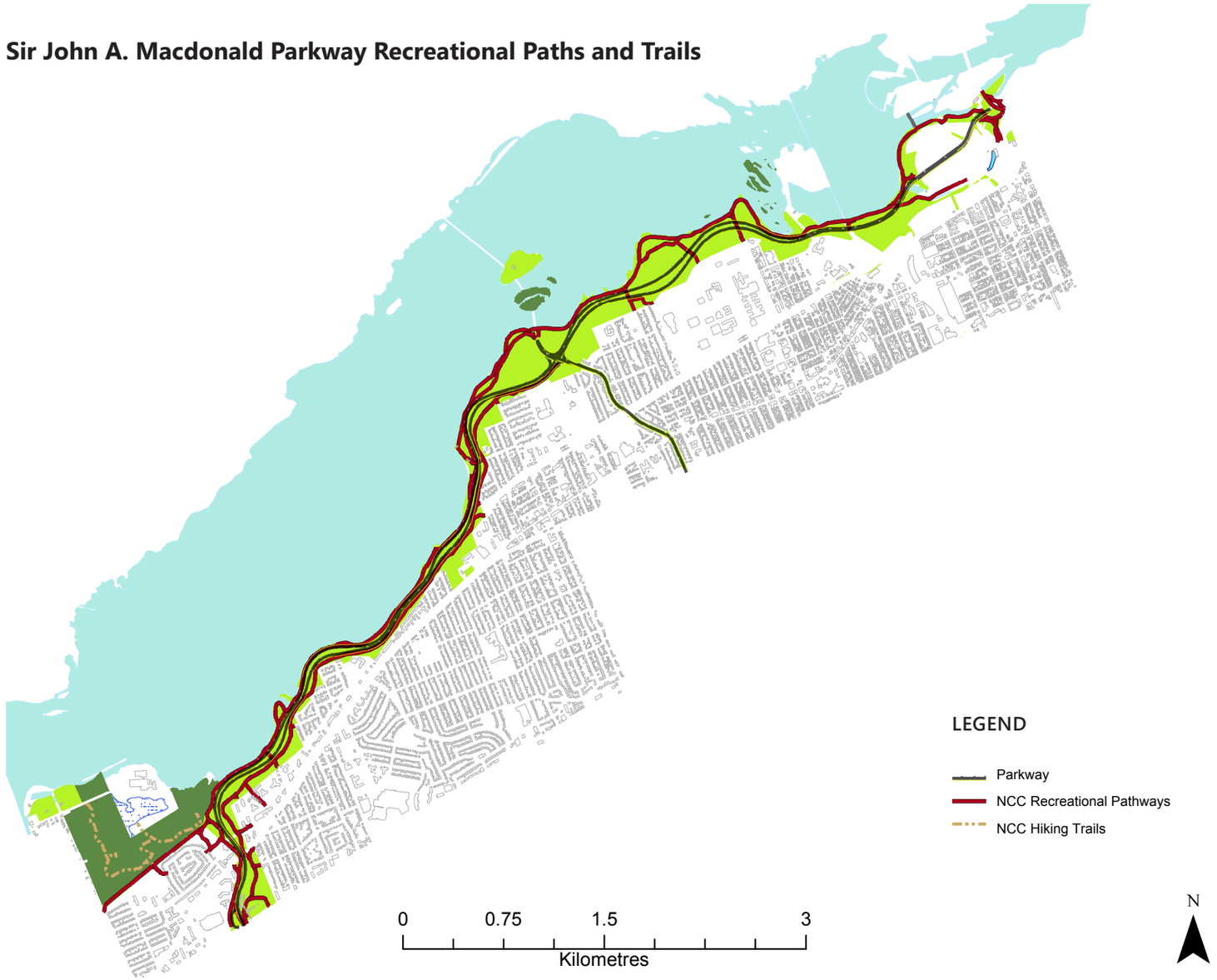


Figure 1.7 - Neighbourhood profiles adjacent to the Sir John A. Macdonald Parkway, 2014 (GeoOttawa, 2014).

Station, the intersection of Richmond Road and the SJAM Parkway, and Lincoln Fields Station, feature apartment buildings and higher-density residential dwellings.

Also notable are the pockets of natural landscapes along the SJAM Parkway that contain environmental features designated as Valued Ecosystems and Natural Habitats in the *NCC Capital Urban Lands Plan* (draft, 2014). As a fulfillment of a commitment in the NCC's Environmental Strategy, these highly valued ecosystems are to be protected. They also respect the framework of protected management area categories developed by the International Union for the Conservation of Nature (IUCN) that are designated as Urban Natural Features in the City of Ottawa *Official Plan* (2013) and identified as Environmental Protection Zones in the *Zoning By-law* (2008). The largest environmentally-significant area within the study area is Mud Lake and the surrounding Britannia Conservation Area. Other locations include densely treed and vegetated areas near the Champlain Bridge, Remic Rapids, and Lazy Bay.

Current policies related to the SJAM Parkway prohibit access from commercial vehicles, such as chartered buses and transport vehicles, without prior consent from the NCC. The NCC and the City of Ottawa have an agreement to allow use of the SJAM Parkway for bus rapid transit (BRT) until 2031. The current Ottawa City (OC) Transpo network utilizing the SJAM Parkway consists of five unique bus routes – the 93, 94, 95, 96 and 97, which operate with alternating schedules and minimal wait times. Buses arrive as frequently as 8 minutes apart in peak hours and as infrequently as an hour apart on Sundays, so the parkway has a constant stream of large buses in peak periods.



Map 1.2 - Pedestrian and recreational pathways along the Sir John A. Macdonald Parkway, 2014. The neighbourhoods along large streets of the Parkway have little pedestrian access to the Ottawa River (Downey, 2014; Base Map Source: National Capital Commission).

Pedestrian and cycle pathways are the foundations for attracting active and recreational users to the SJAM Parkway. The corridor does this well by providing two formal, paved, and divided multi-use pathways along either side of the roadway in some sections (Map 1.2). Users range from pedestrians, dog walkers, and families, to rollerbladers and cyclists. Along the SJAM Parkway, the pedestrian pathways are linked to various enclaves, which offer scenic seating off the main path. Both pathways follow the bends and curves of the Ottawa River with varying median widths, vegetated buffers, and grade separations. Moreover, various recreational trails and informal pathways provide individuals with a greater sense of urban escape. The current connections between the two pathways are limited to a few controlled pedestrian crossings and underpasses.

The SJAM Parkway also contains a number of significant landmarks and focal points, including the following:

- Mud Lake;
- Kitchissippi Lookout;
- Westboro Beach;
- Remic Rapids; and
- The Prince of Wales and Champlain Bridges.

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2.0 METHOD

The process of re-imagining the SJAM Parkway involved a number of steps. In addition to the initial work of understanding the history and physical context of the site, field work and a thorough policy review were conducted. These activities informed the subsequent Strengths, Weaknesses, Opportunities, and Challenges (SWOC) analysis. In order to deepen the team's understanding of what does (and does not) make a good linear park, 30 parkways and parks from around the world were also examined and evaluated, providing important lessons for the process. Lastly, the team engaged with the public through a design charrette and interviews with stakeholders in order to find out what it is that people value about the Parkway today, and what they hope it will be in the future.

2.1 SWOC Summary

A detailed Strengths, Weaknesses, Opportunities, and Challenges (SWOC) analysis consisting of thorough policy review and fieldwork was conducted to serve as a foundation for future project assessment and development strategies. For more information on the fieldwork checklist that was used during the site visit and informed the development of the SWOC, please refer to **Appendix B**. The SWOC provides the groundwork for case study examination and ultimately the development of targeted recommendations for the SJAM Parkway. This section contains a brief description of the key findings from the SWOC analysis. For more information, please refer to **Appendix C**.

***Strengths* identified included the following:**

- Views over the Ottawa River toward Gatineau (Figure 2.1);
- Water access;
- Gateway perspectives of Parliament;
- The curves and bends that actively present a sense of excitement as one travels along the Parkway;
- The environmental services provided by the Parkway, including erosion and stormwater management;
- Unique ecological systems that attract visitors;
- The multi-use nature of the pathways, which provide a separate, attractive, and safe space for cyclists, rollerbladers, dog walkers, and pedestrians; and,
- Cultural assets and heritage features, including the Prince of Wales rail bridge.

Figure 2.1 - Bends and curves reveal gorgeous panoramic scenic views along the Sir John A. Macdonald Parkway (SURP 824 Project Team, 2014a).

Figure 2.2 - Fast-moving commuter presence along the Sir John A. Macdonald Parkway (SURP 824 Project Team, 2014a).

Figure 2.3 - Many opportunities for more official water access along the Sir John A. Macdonald Parkway (SURP 824 Project Team, 2014a).

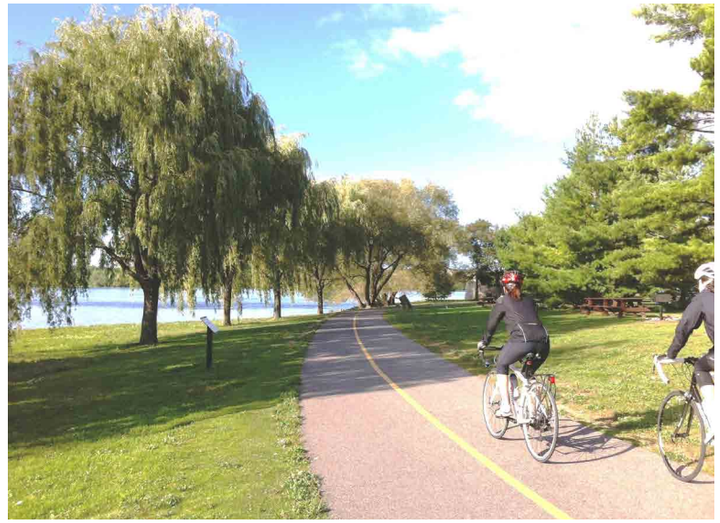

Figure 2.4 - Finding a balance between recreation and shoreline protection along the Sir John A. Macdonald Parkway (SURP 824 Project Team, 2014a).

Weaknesses identified included the following:

- Fast-moving corridor (Figure 2.2);
- Limited community access points;
- Limited number of crossings;
- Lack of amenities such as toilets;
- Confusing, sometimes inadequate or absent signage;
- Safety concerns with regard to visibility;
- Safety concerns related to the width of the pathway and the volume and speed of bicycle traffic on it; and,
- Missed opportunities to create destinations within the corridor area that both encourage use and speak more directly to Canada's culture and identity.

Opportunities identified included the following:

- Potential to build upon the "gateway" effect heading into Canada's Capital;
- Potential to become an extension of established events such as Winterlude and Canada Day celebrations, or become home to new events that would draw users from Ottawa and beyond; and,
- Possibility of a greater connection between the Parkway and the waterfront (Figure 2.3).

Challenges identified included the following:

- Growth of Ottawa's population to 1.1 million by 2031;
- City of Ottawa's plan to increase cycling mode share to 8%;
- Challenge of creating additional recreation opportunities while ensuring shoreline vegetation is protected (Figure 2.4);
- Pollution, rapids, fast moving currents, and floodplains;
- Pockets of protected ecosystems and habitats; and,
- Pulling the corridor away from its current role as a commuter route.

2.2 Parkway Precedents Summary

Thirty existing parkways and parks were thoroughly examined and evaluated, ranging from optimal examples that exemplify best practices, to parkways that have deteriorated over time, and to those that have been successfully revitalized. These were selected using criteria described in **Appendix E**. This wide range of precedents was selected with the purpose of demonstrating what characteristics may be important to the SJAM Parkway, and how these characteristics should be implemented or else avoided. Lessons learned from the precedent examination and evaluation are outlined in detail in **Appendix E1**.

Exemplary Parkways: Best Practices

While it is important to evaluate how some parkways have been successfully revitalized, and how to avoid repeating the mistakes of parkways that have deteriorated over the years as discussed below, it is also important to examine parkways that have maintained their scenic, natural character over the years in order to emulate their successes. The ideal example of a parkway that has maintained its character, while also being extremely relevant to the SJAM Parkway is the George Washington Memorial Parkway.

The George Washington Memorial Parkway runs from Washington, D.C. – the Capital of the United States, to Mount Vernon, Virginia – the plantation home of George Washington, the first President of the United States (Figure 2.5). The Parkway is approximately 40 kilometres

Figure 2.5 - A fall day along the George Washington Memorial Parkway, Washington, D.C. (National Park Service, 2014).

long, following the Potomac River, a route that gained popularity as a sort of patriotic pilgrimage in the 19th century. By the 1920s more than 200,000 people each year were following the route which helped to build advocacy for a national road, and construction began in 1929, continuing until 1968 (Cooper, 2014). The road was suggested by designers such as landscape architect Frederick Law Olmsted Jr. and noted architect Daniel Burnham. The classical characteristics of Olmsted's parkways continue to be integral to its design today. In fact, the route remains largely unchanged today from its completion in the 1970s, with the exception of two lanes added to accommodate traffic exiting to Reagan National Airport. It is also worth noting that this parkway prohibits commercial vehicles, which helps to keep traffic flows down.

Features that define the George Washington Memorial Parkway are its sweeping bends and scenic vistas of the Potomac River and the lush forests and plantations of Virginia. These natural and scenic views have been staunchly defended by the US National Park Service, which owns and maintains the Parkway and adjacent lands. This parkway also uses its history to tell a story to those who travel it, passing by such symbols of national identity as the Lincoln Memorial, Mount Vernon Plantation, Huntley Meadows Park, Dyke Marsh, and the Woodrow Wilson Bridge (National Park Service, 2014). These features also make it an exemplary parkway (Garvin, 2011; Thomas, 2000). This grandiose drive gives a feeling of nationalism, national identity, almost holiness to those who travel along it. The NCC should strive for this same overwhelming feeling of national pride when traversing the SJAM Parkway, emphasizing the journeys of Canada's founding peoples on the Ottawa River and other symbols of national pride such as our veterans, our cultural mosaic, and views of Parliament Hill.

Wolf in Sheep's Clothing: Deteriorated Parkways

Parkways were originally conceived and designed by Olmsted as a means to protect the environment, preserve historical sites, and provide people with a therapeutic escape from the busy and polluted city (Fábos, 2004). Well-designed parkways emphasize the nature-people connection. Some common features of classical parkways include limited access points, restrictions on types of traffic, low speeds, high permeability, and adjacent parks and trails (National Park Service, 1993). In other words, parkways were not intended as thoroughfares, and classical parkway features were not compatible with the goals of traffic engineers. This resulted in pressure to convert parkways to expressways, which often threatens these features that are essential to the experience of a parkway.

Two particular cases, Ocean Parkway and the St. Charles Esplanade exemplify how pressure to construct expressways in the 1950s contributed to the deterioration of their natural qualities and function as natural linkages within a larger interconnected system of parks (National Parks Service, n.d.).

The Ocean Parkway in Brooklyn was designed by Olmsted and Vaux in 1876 as a grand boulevard extending the landscaping of Prospect Park throughout Brooklyn and New York (Macdonald, 2005). When the Parkway first opened, there was a centre median with trees, statues, and fountains. These natural elements have been since paved over to widen lanes and create centre barriers. The removal of grass and tree canopies diminished the natural aesthetic that Olmsted designed and began to transform the parkway into an expressway (Macdonald, 2002) (Figures 2.6 and 2.7). It is important to note, however, that the deterioration of this parkway is due in part to its administration falling under the authority of the NY State Department of Transport. Because this agency's mandate is efficient transportation, the roadway took importance over the greenspace surrounding it.

Figure 2.6 - Cycling path on Ocean Boulevard, Brooklyn, 1908 (Lyon, 2014).

Pressure in the 1950s to increase road efficiency resulted in the northern section of the Parkway's conversion to the Prospect Expressway, which severed the Ocean Parkway's connection to Ocean Park. To prevent a similar alteration of the Parkway in the future, the Parkway was designated a landmark in 1975 (Dover and Massengale, 2013; NYC Parks, n.d.). This is an example of the type of protection the NCC should consider obtaining for the SJAM Parkway.

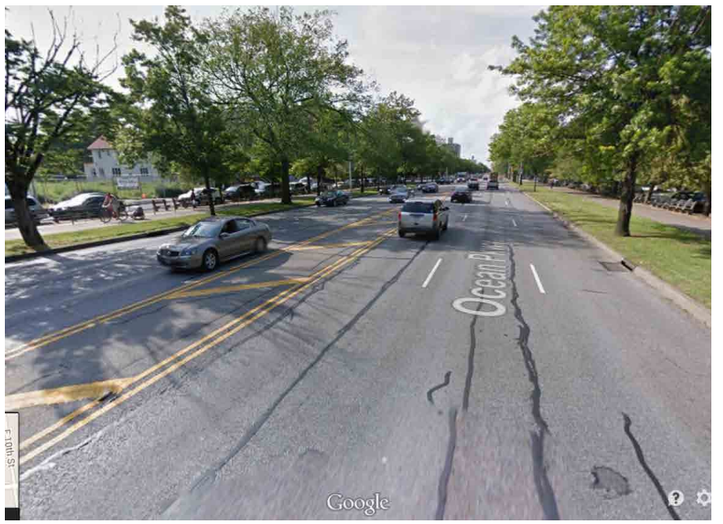

Figure 2.7 - An expressway-like segment of Ocean Boulevard with multiple pedestrian barriers, Brooklyn, NY (Google, 2014).

Similarly, the Charles River Esplanade was transformed with the construction of Storrow Drive in 1949 (Figure 2.8). Originally, the easternmost section of the Charles River Esplanade was designed by Frederick Law Olmsted in the 1880s as a promenade along the river with landscaped grounds for leisure (Boston Landmarks Commission, 2009).

There were draft plans in the 1920s to create an expressway along the river but a 1929 legislatively-approved plan for the Esplanade specified that no portion of the park should be used for a roadway (Livable Streets, 2011). Despite strong opposition and assurances given to the Storrow family, Storrow

Drive was constructed to alleviate "disgraceful" traffic. Although river-fill was used to compensate for lost parkland, Storrow Drive created both a physical and aesthetic barrier to the Esplanade Park and river (Boeri, 2009). This case study demonstrates how failed policy and attempts to relieve congestion deteriorated access to nature and the Charles River. There is, however, a light at the end of the tunnel. Recent preservation initiatives by the Department of Conservation and Recreation are promoting enhancement and preservation of the Esplanade.

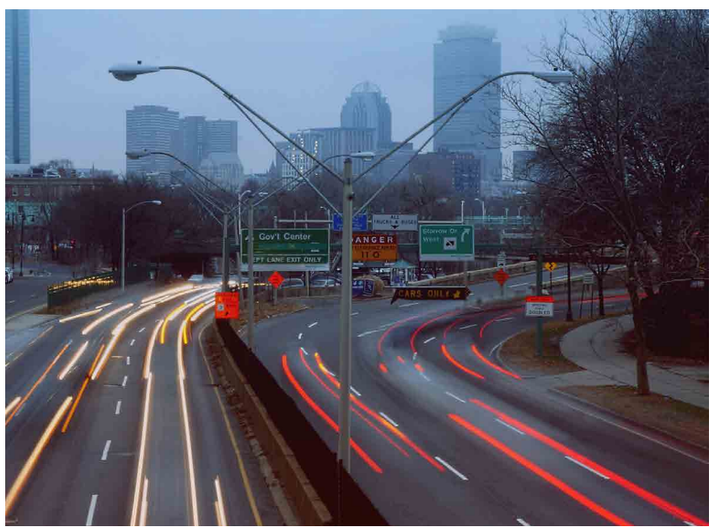

Figure 2.8 - Auto-oriented segment of Storrow Drive, Boston, Massachusetts (t55z, 2013).

Parkways have had to endure changing priorities and attitudes which have threatened and in some cases erased the "park" aspect from parkways. Other examples include Toronto's Don Valley Parkway, Chicago's Lakeshore Boulevard, and Buffalo's Humboldt Parkway. These case studies are only a small sample of what could happen when incremental 'minor' changes are made to a parkway. The precedents strengthen the case for more restrictive protections placed on the park buffer that flanks the SJAM Parkway.

Figure 2.9 - Pedestrian amenities along the Promenade Samuel-De Champlain waterfront, Québec (Arch Daily, 2008).

Moving On Up: Successfully Revitalized Parkways

As this project focuses on the revitalization efforts of the NCC on the SJAM Parkway, examples of parkways that have undergone successful revitalization attempts are particularly relevant. Two of the best examples of successful parkway revitalization that were examined are the promenade Samuel-De Champlain, or Samuel de Champlain Parkway, on the north bank of the St. Lawrence River in Québec City, and Queens Quay on the City of Toronto waterfront.

The promenade Samuel-De Champlain in Québec is a 2.5-kilometre stretch of road that was redeveloped over several years after a formal decision in 1996, and finally opened to the public in 2008 on the day of la fête nationale, to celebrate the 400th anniversary of the founding of Québec (Figure 2.9). This emphasized the importance of the Parkway as a powerful, symbolic gateway to the Province's Capital, which Québecois often see as their own national capital.

This short parkway runs adjacent to wide, multi-use trails intended for rollerbladers, cyclists and pedestrians; parks; a myriad of sport fields; public art installations; observation decks; and heritage sites (Ville de Québec, 2005). This parkway has turned a scenic, but otherwise unremarkable drive, into a linear park that tells the story

of a proud culture, leading eventually to the Plains of Abraham and Vieux Québec, the historic and cultural focal points of Québec's Capital (Canadian Society of Landscape Architects, 2009). The idea of focal points that tell a story is essential to the SJAM Parkway if we hope to demonstrate its importance as a gateway to Canada's Capital, and as an experience to be enjoyed by all Canadians, not just those who live in the City of Ottawa.

Queens Quay, while not a parkway by definition, shares some important characteristics with parkways which makes it a worthwhile case to examine (Dalbey, 2002). This three-kilometre waterfront boulevard is located on the waterfront of the City of Toronto along Lake Ontario (Figure 2.10). It was originally built as a street to service industrial uses, primarily moving freight. Industrial use eventually fell out of favour and the waterfront shifted from primarily industrial developments to apartment developments.

Queens Quay was criticized as an "unfriendly welcome" to the City. This led to revitalization efforts, including reducing the number of lanes from four to three by removing two traffic lanes and adding a dedicated lane for streetcars, making the roadway more permeable and safer for pedestrians, as well as the remediation of industrial lands in order to improve water access for leisure and recreation (Waterfront Toronto, 2014a). Since it is sometimes suggested that the SJAM Parkway does not have enough parkland, it may be appropriate to consider the Queens Quay strategy of putting fill into the water to add valuable riverside park space. Another strategy to consider is to reduce the number of traffic lanes and the speed limit. Queens Quay is an ideal example of how a high-traffic, unfriendly road can be reclaimed for collaborative use by a number of different users.

Figure 2.10 - Re-design concept for Toronto's Queens Quay (Waterfront Toronto, 2014b).

Fun in the Sun: Lessons from Parks Around the World

Parkways were originally conceived by Olmsted to provide pleasurable driving experiences linking flagship parks. With that in mind, the study of parks is an important segment in the re-imagining of the SJAM Parkway. The SJAM Parkway revitalization project seeks to reintroduce this balance by emphasizing the importance of the park and highlighting features that can guide and assist in the re-imagining of the Parkway.

We studied a variety of park precedents, ranging from natural, reserve-style parks such as Brasília National Park and Holyrood Park in Edinburgh to more built-up parks such as Singapore's Gardens by the Bay and São Paulo's Ibirapuera Park. Other precedents examined for this report fell in between natural and developed, such as Margaret Island in Hungary and Vancouver's Stanley Park. Each of these parks had unique features and lessons that helped to inform our design.

Figure 2.11 - Temporary beaches spring up each summer in Paris (Le Tourville Eiffel, 2014).

Relevant with the goals outlined by the project, the nature-oriented parks showcased how to successfully invite the population into a park while maintaining, preserving, and improving the natural built environment. Parks such as these have opened up areas for people to enjoy nature while simultaneously educating them about the importance and role nature in parks. Much

Figure 2.12 - One of the largest outdoor ice rinks in Europe: Princes Street Gardens, Edinburgh, Scotland (VisitScotland, 2014).

like Brasília, the SJAM Parkway can benefit from increased user awareness and perhaps a more defined trail network to better conserve areas such as Mud Lake, while still utilizing this area as a recreational attraction.

As the Parkway partially functions as a thoroughfare, it is important to draw in new users, and some parks studied used programming and events in order to achieve this goal. These examples also used these attractions as education opportunities. The "Supertrees" in the Gardens by the Bay Park work to attract visitors from around the world while its two completely green biospheres complement nature and offer a glimpse into various world climates. The Ibirapuera Park is said to also give the brain a good workout with its ample cultural and historic attractions. In addition to providing a natural urban escape, the Ibirapuera Park offers internationally renowned venues, shows, and exhibits. For the SJAM Parkway to truly become Canada's Parkway, lessons can be adapted to blend a wide range of activities into the natural built environment.

Stanley Park, while concentrating on preserving and protecting the ecology, offers upwards of 27 kilometres of forested trails for all users and a magnificent pedestrian/cycling trail along the Seawall. Additionally, the Park forms summer partnerships to develop events surrounding Aboriginal history and culture.

While a tourist destination, Margaret Island has maintained its island banks completely natural; as well as preserved and repurposed many of the 12th century scattered ruins. These parks, which offer a mix of natural and cultural features should serve as models for the SJAM Parkway.

Some supplementary unique features which can be extracted from these parks precedents include:

- Emphasizing the park's surroundings to create a sense of grandeur much like the Edinburgh Castle is to Princes Street Gardens as is Parliament to the SJAM Parkway;
- Incorporating park rangers to shepherd the parkway, provide guided walking tours, and partner with community groups and institutions;
- Enabling interactive art exhibits to be temporarilyy incorporated throughout the park and later auctioned off for great cause; and,
- Improving winter livability by using makeshift and official ice skating rinks and other outdoor winter activities and events (Figure 2.12).

A challenge arises when seeking to balance public services with the need to preserve the natural built environment. For example, Parque Nacional de Brasília

Figure 2.13 - A pedestrian and cyclist pathway in Ibirapuera Park, Sao Paulo, Brazil (Christensen and Morsbøl, 2012).

and Holyrood Park both lack restrooms and amenities, but the other parks studied were well-equipped for human use. The importance of these services is further highlighted by the increased user base of these attractions. On a smaller scale, difficulties arising from implementing bike paths such as increased hazards and barriers have been identified and addressed in many park plans such as the *Stanley Park Cycling Plan* (2012).

The importance of parks within and outside of the urban ecosystem is paramount and revitalization projects offer the great opportunity to visit and analyze parks around the world. There are many exemplary features, characteristics, and lessons that can be molded and applied to this revitalization project. A crucial step in putting the park back into parkway is understanding the park and its role in the urban fabric. With that said, the park precedents are meant to inspire innovation in the process of transforming the SJAM Parkway into Canada's parkway.

Implications for Planning the SJAM Parkway

After examining a number of case studies, there are several lessons that be drawn for the re-imagining of the SJAM Parkway. It is important to think big and to avoid crumbling under constant incremental pressure to develop, expand infrastructure, and hinder the parkway experience. This gateway to Canada's Capital has the potential to stir natural pride and to take people on a journey through the country's history. Furthermore, it is essential not to cling to the old ideals of historic parkways for their own sake, when the SJAM Parkway and its surrounding amenities should be accessed and used by the public.

Figure 2.14 - Cyclists and pedestrians along the multi-use Seawall in Vancouver's Stanley Park (MacDonald, 2014).

2.3 Public Engagement Summary

Charrette

On October 16th, 2014, the team conducted a design charrette at the National Capital Commission (NCC)'s Urbanism Lab in Ottawa. The purpose of the charrette was to present the current conditions of the SJAM Parkway as we saw them, provide examples of design characteristics, and open ourselves up to input from residents, stakeholders, and professionals. The charrette built upon the results of a stakeholder workshop hosted by the NCC in May 2014. The objectives of the charrette were to:

- Provide participants with sufficient background analysis to inform their vision and design for the Sir John A. Macdonald Parkway;
- Review parkway precedents to draw upon best practices in terms of design, recreational amenities, public art, and commemorations; and,
- Provide participants with an opportunity to participate in exercises where ideas as well as a vision for the site could be generated.

During the visioning and design exercise, the participants identified a wide range of ideas and visions for specific areas of the SJAM Parkway along with overall design concepts. At the end of this exercise, project team members from each table presented their group's designs as well as summarized the discussion and ideas of their group. Overall, these short presentations revealed shared visions for the SJAM Parkway. The main ideas shared by the participants during the charrette

Figure 2.15 - Ibrahim Dia and Dhilan Gunasekara presenting precedents research during the October 2014 charrette at the NCC (SURP 824 Project Team, 2014b).

Figure 2.16 - Alia Tulloch and David Ringuette presenting a SWOC analysis during the October 2014 charrette at the NCC (SURP 824 Project Team, 2014b).

Figure 2.17 - Daniel Downey and Himanshu Katyal leading a design and visioning exercise during the October 2014 charrette at the NCC (SURP 824 Project Team, 2014b).

Figure 2.18 - Dilys Huang and Elizabeth Bang leading a design and visioning exercise during the October 2014 charrette at the NCC (SURP 824 Project Team, 2014b).

have been categorized into different themes:

- Heritage / Significance
- Accessibility
- Transportation
- Recreation
- Environment
- Space-Making

These findings from the charrette were used to inform the final design process of the SJAM Parkway. The charrette served as an opportunity to gather invaluable input from the workshop participants.

For more details about the charrette and an account of the charrette findings, please refer to **Appendix F3**.

Stakeholder Interviews

As a waterfront parkway along an important waterway in the Ottawa region and Canada, development within this area would affect a variety of stakeholders. The project team identified key stakeholders with a vested interest in the SJAM Parkway, and contacted them to collect their input regarding the current corridor and potential developments. The value of this process is that the input from these stakeholders can be incorporated into the concept design for the SJAM Parkway. The stakeholders were selected based on the seven stakeholder types mentioned below.

Types of stakeholders:

- Planning professionals
- Community organizations
- Cycling groups
- Environmental and conservation groups
- Recreational groups
- Educational groups
- Neighbourhood associations

A semi-structured interview process was used to ask questions from the selected stakeholders. The contacted stakeholders include the National Capital Commission, City of Ottawa, Heritage Ottawa, Bike Ottawa, Ottawa Bicycle Lanes Project, Rideau Valley Conservation Authority, Ottawa River Runners, Mud Lake Biodiversity Project, Mud Lake Educator, and the Champlain Park Community Association.

The stakeholder interview process identified some of the key issues of the SJAM Parkway, including safety for pedestrians, nighttime safety, lack of activities, more effective signage, better winter maintenance, and segregation of travel modes. The concerns and suggestions provided by key stakeholders were valuable to our project team as it helped the design vision and creation of policy recommendations.

Appendix G provides a more detailed account of the interview process and a summary of responses to individual interview questions.

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3.0 VISION FOR THE PARKWAY

In preparation for the design segment of the SJAM Parkway, a small visioning session was conducted by the team. The purpose of this session was to combine the preliminary research, charrette ideas, and interview responses to create a conceptual design for the corridor and three demonstration plans. For this session, we prepared ourselves with drawing utensils, straight edges, maps, pictures, computers, and a positive attitude.

Figure 3.1 - Our project team synthesizing precedent findings and our NCC charrette takeaways through our own mini charrette (SURP 824 Project Team, 2014b).

The first step was to discuss common comments made during the charrette visioning session on October 16th and other important input from stakeholders. From this, we determined we should have a theme for the Parkway with guiding principles as well as common design elements running throughout the corridor to reinforce the unity of the Parkway. We wrote down ideas and concepts, ranging from realistic to abstract to help generate ideas to make the Parkway unique. After developing several different themes and design principles, we moved on to designing the Parkway.

Figure 3.2 - A design draft from our team's mini charrette (SURP 824 Project Team, 2014b).

As a group, we identified environmental constraints, cultural connections to surrounding communities, future development in the area, and potential thematic opportunities to create a cohesive corridor design. We did this by having base maps of the site at varying scales and using trace paper to sketch and write the ideas as well as concepts we envisioned. We also marked where potential programmable opportunities for the site were and how they can add a positive element to the corridor.

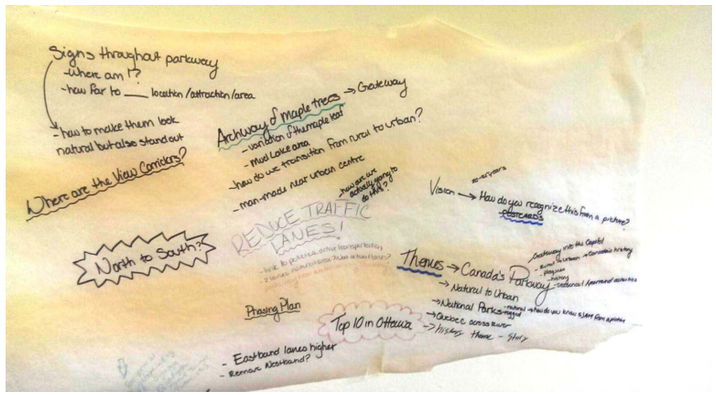


Figure 3.3 - Vision development (SURP 824 Project Team, 2014b).

This information allowed us to further understand the opportunities and constraints of the site.

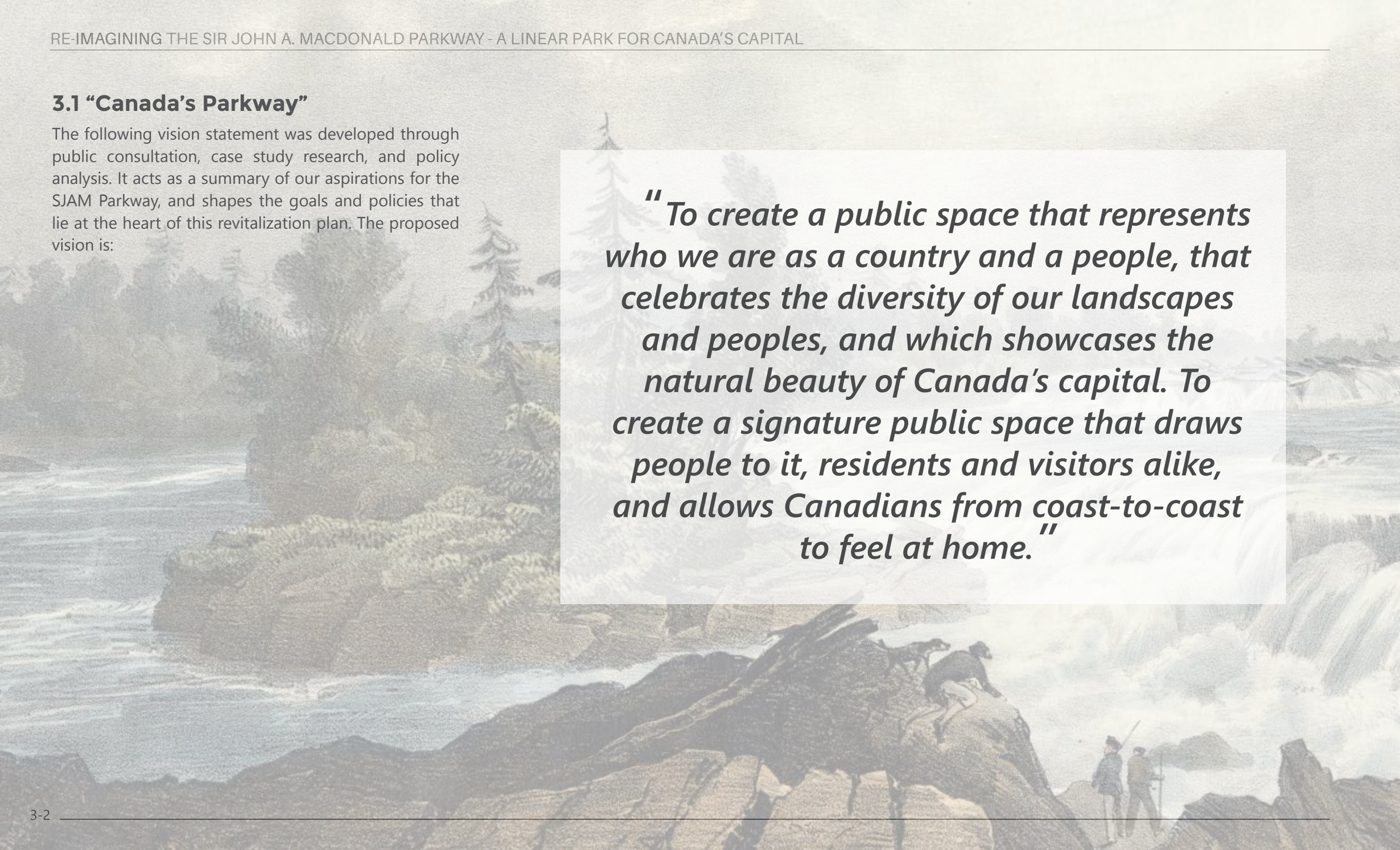
Throughout this session, we asked ourselves a few key questions:

- **Who is the site for?**
- **Who are the users?**
- **Why are people coming to the site?**
- **Does this fit with the surrounding uses?**
- **How does this parkway play a role in Ottawa?**

These questions helped us to generate ideas for the site as well as strategically locate opportunities. It further helped us identify three areas of focus along the SJAM Parkway: Mud Lake area, Island Park/Champlain Bridge, and the Cloverleaf/Parkdale Loop/Bayview Sector area. It was determined that an overall concept design for the corridor would be created along with three smaller-scale plans that exemplify our vision for the SJAM Parkway.

3.1 "Canada's Parkway"

The following vision statement was developed through public consultation, case study research, and policy analysis. It acts as a summary of our aspirations for the SJAM Parkway, and shapes the goals and policies that lie at the heart of this revitalization plan. The proposed vision is:



"To create a public space that represents who we are as a country and a people, that celebrates the diversity of our landscapes and peoples, and which showcases the natural beauty of Canada's capital. To create a signature public space that draws people to it, residents and visitors alike, and allows Canadians from coast-to-coast to feel at home."

3.2 Goals & Objectives

This section outlines the key elements necessary to achieve the vision for the SJAM Parkway.

Goal 1: Identity

The Sir John A. Macdonald Parkway shall be a nationally recognizable name and attraction, with specific features and characteristics that help define it as a Canadian landmark. The Parkway shall be a distinct feature of Canada's Capital, known for its own history and beauty, while also being recognizable as part of Ottawa's internationally renowned Parkway system. It should have a clear theme that reflects its place as Canada's Parkway, showing the diversity of Canada through a natural to urban framework and re-connecting users to our country's journey from frontier hinterland to modern cultural and economic forerunner.

Objectives

1. **Develop a cohesive theme for the Parkway**
2. **Use the Parkway to promote knowledge and understanding of Canadian history and culture**
3. **Link to other cultural institutions and locations within the City**
4. **Emphasize the historic and natural significance of Ottawa River**

Figure 3.4 - Canadian pride on display near Remic Rapids, Sir John A. Macdonald Parkway (SURP 824 Project Team, 2014a).

Figure 3.5 - Promenade Samuel-De Champlain, Québec (Greffard, 2008).

Figure 3.6 - Monument to Fallen Diplomats, Sir John A. Macdonald Parkway (MB-one, 2014).

Figure 3.7 - Maple leaf detail on the Water's Edge Promenade, Queen's Quay revitalisation, Toronto (DTAH, n.d.).

Goal 2: Community

The communities adjacent to the Parkway, and the entirety of Canada's Capital, shall view the corridor as their own. The residents and regular users of the park space shall feel safe and comfortable in their use of the Parkway. Frequent use of the park space by a wide variety of users shall be promoted. The design should encompass how people interact with the Parkway and the memories they take away from it.

Figure 3.8 - While the Parkway may be a resource for the communities adjacent to it, those same communities may themselves be a resource for the Parkway. This sign from the Mud Lake area bears a promise made by local students and educators to care for the area and its wildlife (SURP 824 Project Team, 2014a).

Objectives

1. **Foster additional connections between the Parkway and its surrounding communities**
2. **Create additional focal points, destinations, and opportunities for programmed activities within the park**
3. **Develop spaces that appeal to many different demographics**
4. **Ensure that users of the park are safe and comfortable**

Figure 3.9 - Movies on the Beach at Westboro Beach. During the charrette and stakeholder interviews, it became clear that Westobo Beach is a much-loved focal point along the Parkway (gozzygirl, 2012).

Figure 3.10 - Winnipeg's annual warming hut competition attracts interest from architects all around the world and gives residents of Winnipeg another reason to get out on the ice and celebrate winter (Warming Huts, 2012).

Figure 3.11 - This photograph from Margaret Island illustrates how successful water features can be as focal points (About Budapest, 2013).

Goal 3: Environmental Sensitivity

The parkway shall maintain its natural and conservation spaces and continue to focus on compatible uses with surrounding fragile ecosystems. Destructive development shall be prohibited in favour of low-impact use of the existing environmental assets. Various initiatives, such as shoreline protection, conservation, and stormwater management are also important considerations.

Objectives

1. Protect and support the Parkway in its role as a natural corridor
2. Plan for recreational activities that are compatible with sensitive terrestrial and aquatic habitats
3. Create additional opportunities for environmental education

Figure 3.12 - In the Capilano Suspension Bridge Park, a little boy learns just how big the wing span of some species of local birds can get (Brooks, 2013).

Goal 4: Recreation

Recreational and leisure uses should prevail over transportation uses. The Parkway shall take full advantage of its natural and cultural elements in order to promote active, healthy lifestyles. Thought was given to the enhancement of recreational opportunities for all users. Some of these opportunities include cycling, walking, picnicking, water-related recreation, and the enjoyment of scenic views.

Figure 3.13 - Cross-country skiing in Gatineau Park, Québec (National Capital Commission, 2014a).

Objectives

1. Provide space for separated active transportation and recreational pathways, and to allow for winter snow clearance of bikeways while providing for winter sports such as cross-country skiing in other parts of the Parkway
2. Emphasize interaction with the Ottawa River by developing additional infrastructure to support water-based activities

Figure 3.14 - Kayaking on the Ottawa River (Ottawa, 2014).

Figure 3.15 - During Sunday Bikedays, parkways around Ottawa are closed to vehicular traffic and opened up for cyclists, runners, walkers, and rollerbladers (Callan, n.d.).

3.3 Key Themes

Assets of the SJAM Parkway were identified during field work, the charrette, and stakeholder interviews. It was found that although the SJAM Parkway's assets ranged from various unobstructed views of the Ottawa River and Gatineau to an escape for residents and a destination hub for visitors and naturalists, a cohesive design and identity was needed to bring these assets together into one shared vision for the SJAM Parkway.

The main identity that was determined by our project team and re-imagined for the SJAM Parkway is: Canada's Parkway. With this identity in mind, this concept design looks to exemplify a nationally significant corridor by modeling the highest standards of excellence in two key themes: history and culture as well as the environment. It further aims to thread a Capital identity through the corridor and encourage users to identify the SJAM Parkway foremost as a destination rather than a route.

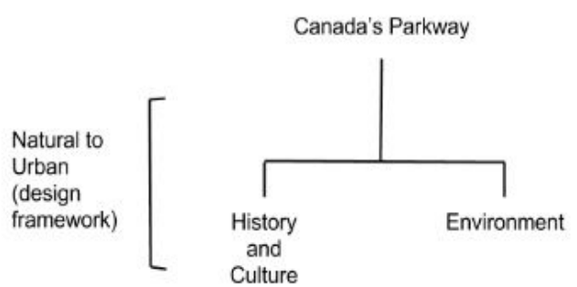


Figure 3.16 - Theme hierarchy for our design concept of the Sir John A. Macdonald Parkway.

Key Theme 1: History and Culture

One of the key themes that defines this concept design of the SJAM Parkway and supports the corridor's identity as Canada's Parkway is history and culture. This theme aims to meet the goals and objectives listed in Section 3.2 that wish to promote continuous learning and celebration of Canadian history and culture along the corridor. This concept design demonstrates the history and culture theme by linking the SJAM Parkway to other cultural institutions and locations within the City of Ottawa, as well as supporting historical and cultural programming along the corridor.

Figure 3.17 - Preserved historic 19th century walled garden, Maplelawn Garden, Ottawa (National Capital Commission, 2014b).

This theme is further achieved through ***wayfinding*** and signage that identifies landmarks of national significance and museums; displays of public art from partnerships with national art institutions as well as artists; and, historical plaques sited in areas along the SJAM Parkway to emphasize the historical significance of the Ottawa River and community landmarks (e.g. Maplelawn Historic Garden (Figure 3.17) and Skead's Mill).

Key Theme 2: Environment

The second key theme that guides this concept design of the SJAM Parkway is environment. As Canada's Parkway, it is important for the SJAM Parkway to be at the forefront of national environmental initiatives and demonstrate Canada's reputation as an environmental steward. It is also important for the corridor to be a model for best practices in the area of environment, sustainability, ecological restoration, and shoreline protection.

The concept design for the overall corridor includes the use of ***bioswales*** as best practices of stormwater management. The segment of the SJAM Parkway that spans from Dominion Station to Woodroffe Avenue provides an ideal linear space for a bioswale (Figures 3.18 and 3.19). The formal pathway running along the riverside of the SJAM Parkway is presently very close to the roadway. These locations would benefit from bioswales that contain more naturalized vegetation and can take advantage of the gentle slope towards the Ottawa River. The bioswales also add aesthetic value to the most narrow section of the corridor where few opportunities for scenic views were identified in the *Ottawa River Parkway Corridor Visual Assessment* (2006) as well as site analyses.

This theme supports the goals and objectives listed in Section 3.2 that wish to protect and support the SJAM Parkway in its role as a natural corridor; ensure recreational activities along the corridor are compatible with sensitive terrestrial and aquatic habitats; and, continuously create opportunities for environmental education.

Figure 3.18 (top) and 3.19 (bottom) - Segments of the Sir John A. Macdonald Parkway which may benefit from bioswales (SURP 824 Project Team, 2014a).

3.4 Guiding the Concept Design: Natural to Urban Framework

Field work and site analysis showed that in its present form, the features of the SJAM Parkway follow a natural to urban gradient. A naturalized, peaceful, and pristine setting prevails the western portion of the corridor where Mud Lake is the primary feature. As one moves along the SJAM Parkway and towards the eastern portion of the corridor, the setting becomes increasingly well groomed and urbanized (Figure 3.20).

The charrette and stakeholder interviews highlighted the need for an overarching framework that could guide the decision making process of the types of designs and installations of the SJAM Parkway, while respecting its natural to urban characteristic. It was determined that the concept design would work within this natural to urban framework to ensure that the siting of design features and recommended programming initiatives along the SJAM Parkway were context specific.

An additional component of the natural to urban framework is its use in telling a story of Canada's history. It was identified in the charrette, stakeholder interviews, and policy analysis that the SJAM Parkway should be a place where Canada's history is told and users are re-connected to their nation's past. To tell the story of Canada's history, the natural to urban framework is used and Canada's earliest history is presented at the western end of the SJAM Parkway where it is increasingly naturalized. As users travel toward the eastern and more urbanized end of the corridor, the story of Canada's history moves forward in time. This storytelling component of the SJAM Parkway runs parallel with the natural to urban framework.

The proposed design concepts identify key features in each locale and builds upon them to provide users with greater interactions with the corridor and different reasons to visit each time. he underlined nature to urban goal of our design will provide users with the ability to connect with nature, move along the Parkway to enjoy some viewscapes, and lastly make their way into a recreational hub enjoyed by individuals and families alike.

The natural to urban framework provides a purposeful decision making framework for the SJAM Parkway. It also helps to guide the site plans of the three locations later presented in Sections 4.2.

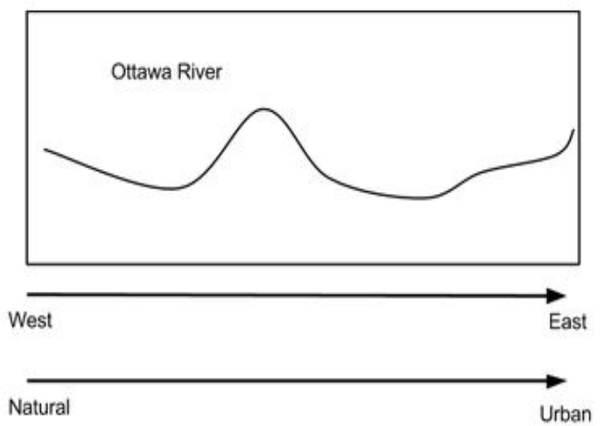


Figure 3.20 - Natural to Urban concept for the Sir John A. Macdonald Parkway.

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4.0 THE SJAM PARKWAY, RE-IMAGINED

As Canada's Parkway, the SJAM Parkway is re-imagined as a place that:

- Prioritizes people and their connection to nature and history;
- Protects its ecological treasures and fosters environmental stewardship;
- Supports healthy lifestyles; and,
- Gives residents and visitors a place to breathe, stretch their legs, and play during every season.

4.1 Key Features

To achieve this in the concept plan for the SJAM Parkway, the team focused on five key features – closure of the westbound vehicle lane; the establishment of a hierarchy of gateway features; crossings and pathways; public art; and, connections to the water.

Westbound Lane Closure

The most notable feature of the overall concept plan is the closure of the westbound lane to vehicular traffic and the re-engineering of the eastbound lane to accept two-way traffic. Although bold, such a move is not without precedent – lane reduction is a notable feature of Toronto's Queen's Quay, Chattanooga's Riverfront Parkway revitalization projects, and seasonally in Paris Plages.

After closure, the westbound lane would be repurposed as a multipurpose active transportation corridor. Providing this type of separate space for commuter cyclists would relieve the pressure on the waterfront pathway, making it safer and more welcoming for those travelling on foot. Snow could be cleared from the repurposed lane in the winter, allowing for all-season use by cyclists while leaving the pedestrian pathway for other winter activities such as cross-country skiing and snowshoeing.

Another significant benefit of repurposing the westbound lane would be the opportunity to remove the Parkdale Loop, a trumpet interchange that currently dominates the SJAM Parkway location that possesses the highest quality view. This site was identified during the charrette and site analysis as a significant missed opportunity. With the roadway gone, the site could be adapted to provide amenities and facilities that will create a signature place along the SJAM Parkway corridor. The concept could be tested seasonally on weekends, and the NCC could also test the idea of reversible lanes, such as the Rock Creek Parkway.

Gateways

Gateways are another important part of the concept for the re-imagined SJAM Parkway. Gateways along the SJAM Parkway will be sited at either ends of the corridor (east and west) in addition to major neighbourhood entrances (north to south). The key gateway features located at the eastern and western ends of the SJAM Parkway emphasize movement, arrival, and a destination. They will act as the pivotal point where users recognize they have arrived at or left Canada's Parkway.

It was identified in the charrette that often times either ends of a linear park naturally become the primary focus and investment for gateways. Gateways on a local and more smaller scale are less emphasized or implemented. In the overall concept plan, where major neighbourhood entrances meet the SJAM Parkway, a smaller gateway will be implemented. This will allow the recognition of the SJAM Parkway from a neighbourhood level and improve access to the Parkway. The various movements along, to, and out of the SJAM Parkway are identified in Figure 4.1. The types of gateways that will be recognized along the SJAM Parkway and the kinds of infrastructure and amenities they will provide are presented in more detail in Map 4.1.

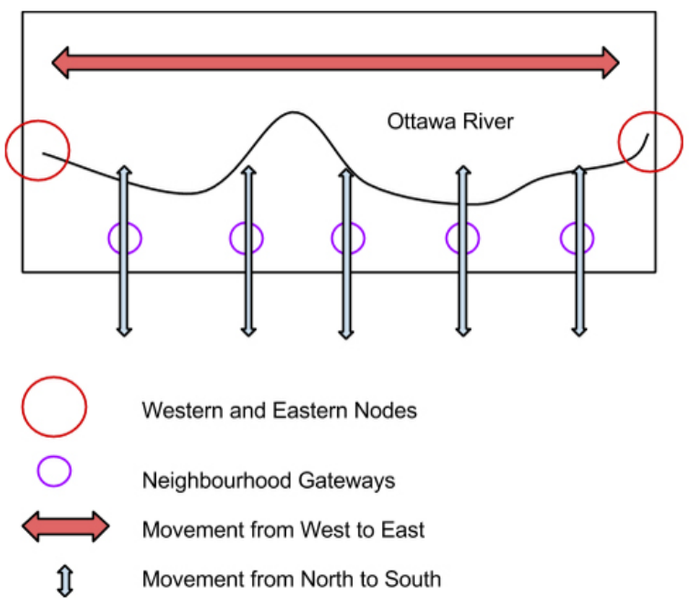
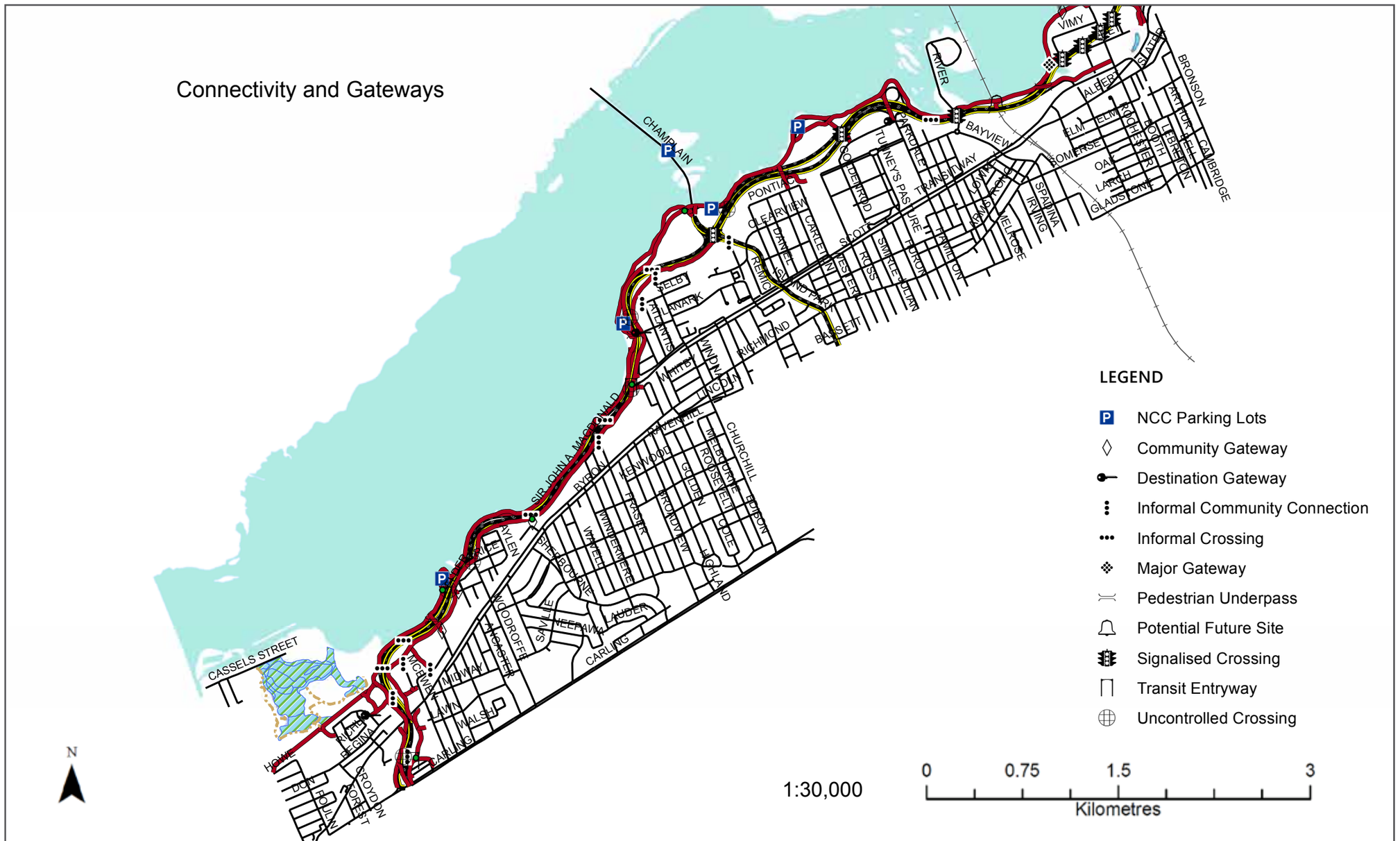


Figure 4.1 - Conceptual drawing detailing the movement along, to, and out of the Sir John A. Macdonald Parkway.



Map 4.1 - Suggested locations of proposed major and community gateways (Base Map Source: National Capital Commission GIS Data).

Figure 4.2 - Perspective of proposed crossings and pathways.

Crossings and Pathways

The concept plan for the re-imagined SJAM Parkway takes into consideration informal pathways. Currently, there are many locations where people are creating their own informal pathways between the neighbouring communities and the recreational pathways. Using air photos from GeoOttawa, it was observed that many of these pathways extend from cul-de-sacs to the pedestrian pathways. In some locations where intersection crossings and pedestrian underpasses are far apart, or where the pedestrian destination is across the street, these informal pathways cross the Parkway. This has resulted in the creation of locations where pedestrians are exposing themselves to traffic in places where users of the roadway might not expect them.

The Institute of Transportation Engineers recommends the creation of mid-block crossings in order to respond to pedestrian behaviour (Traffic Engineering Council Committee 5A-5, 1998). In the context of the Parkway, this will mean the creation of numerous additional crossings, particularly between Champlain Bridge and the Britannia Conservation Area. Map 4.2 indicates the location of the suggested additional crossings. Currently, the Highway Traffic Act of Ontario prevents the creation of safe uncontrolled mid-block crossings by assigning the right-of-way to vehicles instead of pedestrians at these locations. Although the growing traction of the Complete Streets movement in the Province of Ontario may eventually cause this to change, in the interim it is the recommendation of this report that pedestrian traffic studies be conducted at these informal crossings, and controlled crossings should be created in those locations that are used daily by multiple individuals.

The closure of the westbound lane should also be accompanied by a reconfiguration of the pedestrian crossing at the Champlain Bridge intersection. This intersection is both a community and a destination gateway and currently does not present a very welcoming environment for pedestrians.

Public Art

As Canada's Parkway, the SJAM Parkway should be a place that celebrates Canadian culture and history. The inclusion of public art at appropriate sites is one way that the concept achieves this goal of supporting and enhancing identity.

The Project for Public Spaces offers a guide for determining the placement of public art in a park setting. The criteria used to determine the placement of public

Map 4.2 - Suggested additional crossings and locations for public art along the Sir John A. Macdonald Parkway.

art include high visibility and high traffic location, an organic fit with the scale and characteristics of the site, and the potential to activate and invigorate the pedestrian and streetscape experience. Keeping these criteria in mind, recommendations have been made to place public art pieces at some specific sites along the Parkway, specifically at gateway areas and activity nodes in order to maximise visibility, take advantage of these high traffic areas, and to help activate parts of the Parkway that have potential to become community gathering places.

Connections to the Water

Through various public and stakeholder consultations, in addition to our site visits, it was identified that the SJAM Parkway has a tremendous potential for water-based interaction and incorporation along the Parkway – a potential which was sought by highlighting and emphasizing through the design concepts. Opportunities for water-based interactions include, but are not limited to, cross river viewscapes, direct pedestrian access, recreational access, leisure access, secluded and social mediums, and educational activities.

The re-imagining of the SJAM Parkway will include opportunities through interactive signage to educate users of the role the Ottawa River plays in Canada's history. New signage should also include educational information in regards to the relation between the Ottawa River, local wildlife, and the surrounding natural ecosystems. Users of the corridor should be encouraged to physically interact with the water through means of a new official kayak launch, new pathway connections to the river edge, an improved public beach, and river wall steps. The SJAM Parkway should include various small scale river lookouts in addition to many larger, more distinct viewscapes. The use of wayfinding and signage strategies should inform and direct users to these various locations so that they may gain a better appreciation for both nature and the gem that is a natural riverside linear park adjacent to the Canadian capital urban centre.

The SJAM Parkway re-imagining includes opportunities for individuals, children, families, regular users, and visitors alike to rediscover a connection with water and nature.

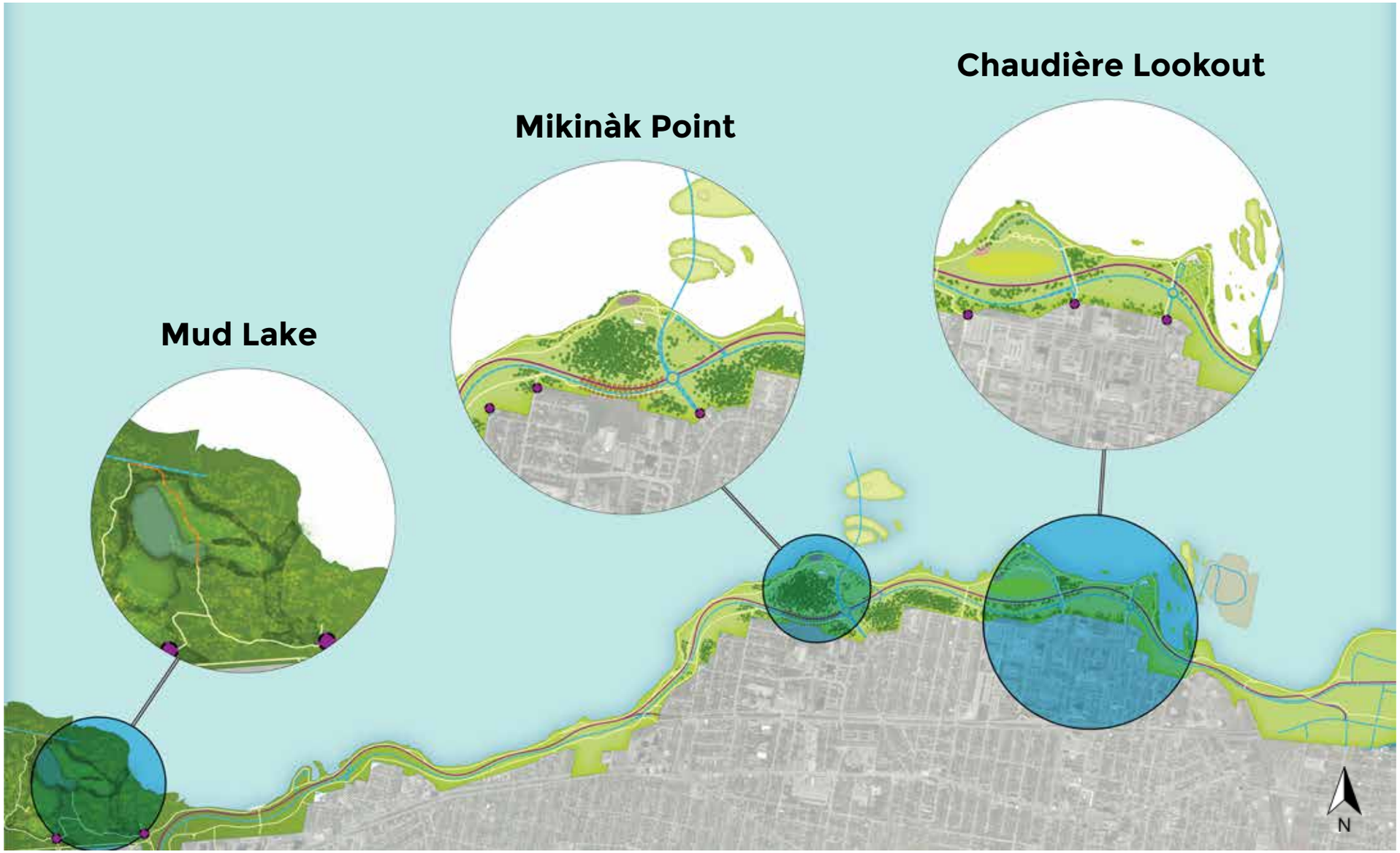


Figure 4.3 - Overview of the three feature site plans of Mud Lake, Mikinàk Point, and Chaudière Lookout.

4.2 Feature Site Plans

Three places along the SJAM Parkway were chosen as featured points along the corridor (Figure 4.3).

Mud Lake Site Plan

Mud Lake, or more officially the Britannia Conservation Area, is a 79 hectare conservation area consisting of woodlands and wetlands. Within the overall design of the re-imagined SJAM Parkway (Figure 4.6 and 4.7), this location represents the 'natural' end within the 'natural-to-urban' theme. Mud Lake is an ecologically important and sensitive area, therefore design interventions in this location will be minimal, in keeping with the project goal of environmental sensitivity. The purpose of the design in this area is to create focal points that draw users to appropriate locations, situate users within the broader context of the SJAM Parkway, and to enhance the role of Mud Lake as a place for environmental education and stewardship.

During the fieldwork, it was observed that the woodlands within Mud Lake were laced with many informal trails. The creation of an elevated wooden boardwalk that replaces some of the existing formal trail and extending the pathway system to the pond will help control the route users travel and minimize damage to ecologically sensitive areas by creating a barrier to off-trail exploration. The boardwalk will also improve accessibility for those with mobility challenges (Figure 4.9). Tactile and interactive interpretation panels will allow users to feel the bones of animal species and compare their own 'wing spans' with those of birds in the area, helping them to develop a more intimate understanding of the Mud Lake ecosystem (Figure 4.4). By providing a fun and interesting element to the boardwalk experience, the interpretive panels will help provide a draw to this location.

Figure 4.4 - An example of a tactile interpretation panel showing butterfly metamorphosis with braille (Wildwood Studios LLC, 2007).

Through the process of stakeholder analysis, it became evident that Mud Lake is currently being used by many groups as a place for environmental education. An example of this is the Sounds of Mud Lake project, in which a group of Regina Street Public School students recreated the sounds they heard in the conservation area using musical instruments. Environmental education is the first step to instilling a sense of environmental stewardship in the citizens of tomorrow, and providing opportunities for these activities will help achieve the project goal of building connections to the community. In order to facilitate educational activities, the design for this area includes an outdoor classroom (Figure 4.5).

Figure 4.5 - An outdoor classroom at the Epping Forest Field Centre in Loughton, UK, was used as inspiration for an outdoor educational area at Mud Lake (Tripadvisor, 2009).

Signage emerged as a concern for this area during the SWOC analysis and stakeholder interviews. Currently, wayfinding signage in this area is confusing and makes it difficult for users to locate themselves within the Parkway and to amenity locations and transit hubs. In addition to this, Mud Lake lacks an official gateway. A rustic entranceway feature made from natural material will be situated at the entrance of the boardwalk to welcome users to the area and to signify the importance of Mud Lake (Figure 4.8). Wayfinding signage that are consistent with the guidelines in **Appendix H** will be incorporated into the site in order to help users navigate the area and to link it to other locations along the corridor. Using consistent signage will also help achieve the goal of providing a cohesive identity for the corridor.

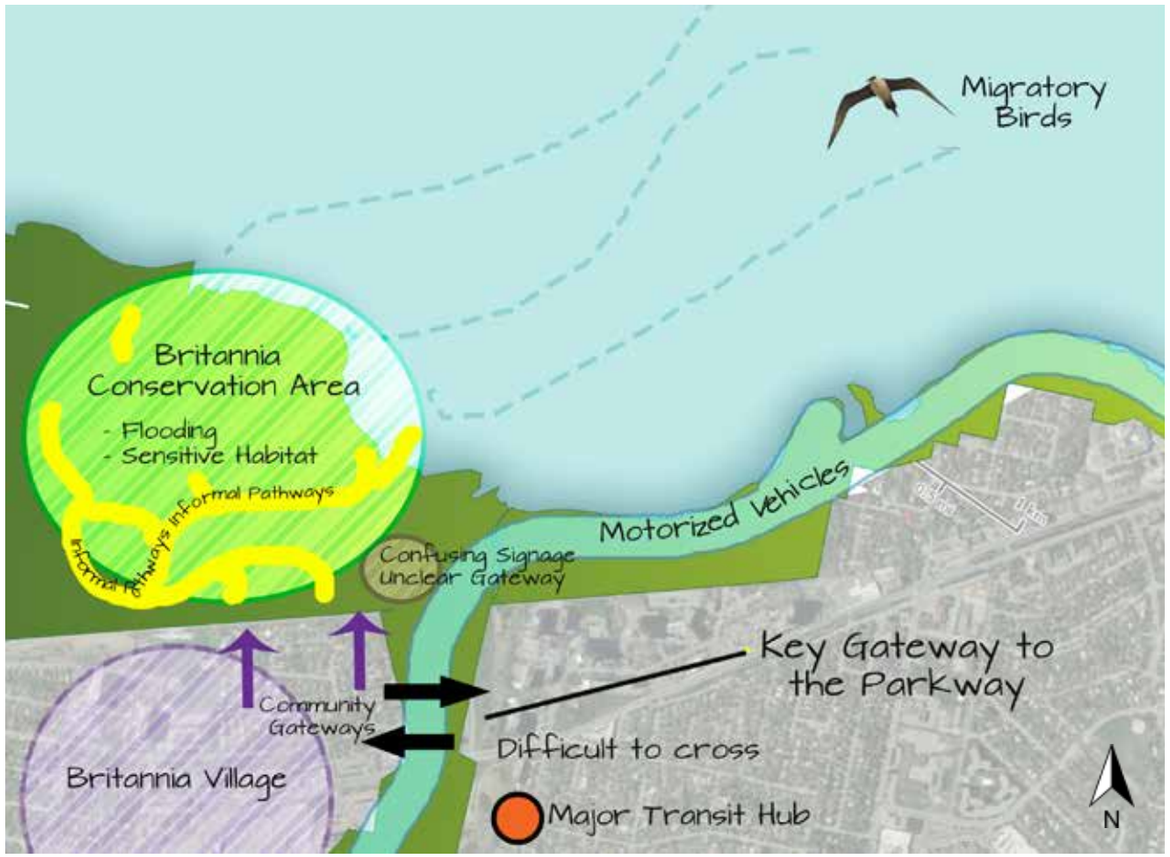


Figure 4.6 - Functional analysis of the Mud Lake area.

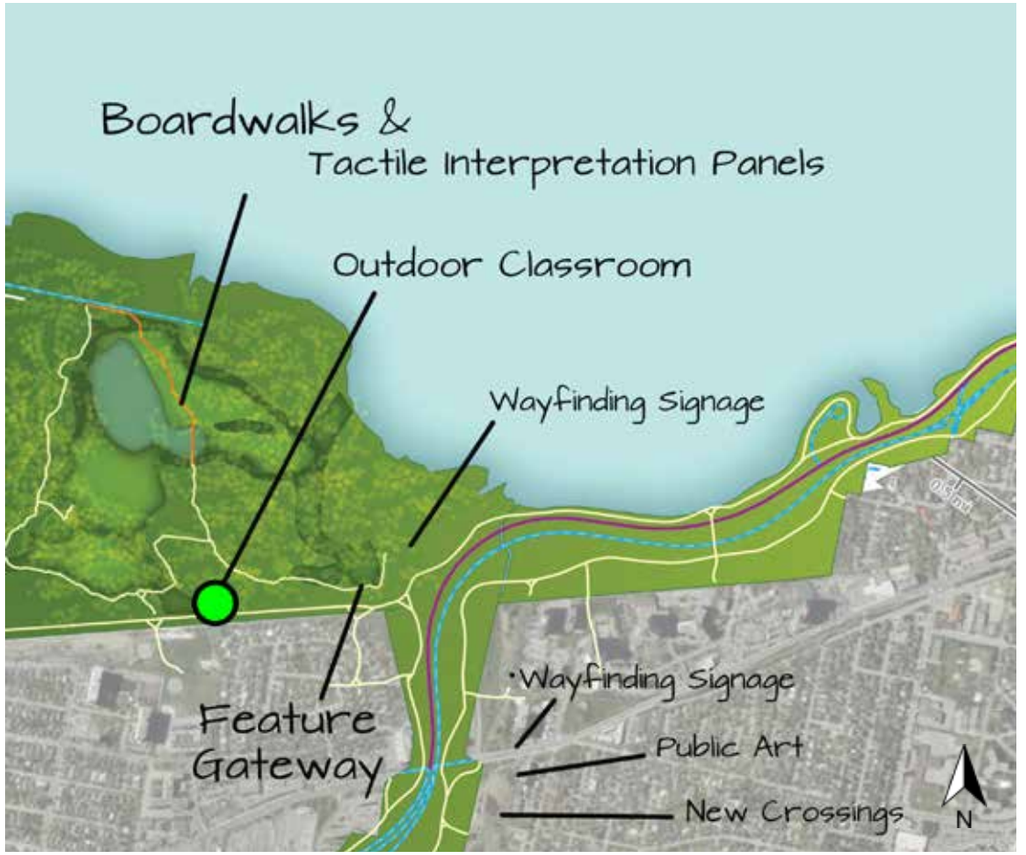


Figure 4.7 - Site plan of the Mud Lake area.

Figure 4.8 - Perspective of proposed gateway feature at Mud Lake.

Mikinàk Point (Champlain Bridge Area) Site Plan

The Champlain Bridge is a major gateway between Québec and Ontario and connects the communities of Ottawa and Gatineau. Pedestrian paths, bicycle paths, and two different automobile routes provide different methods of entry into the area. The purpose of the design in this area is to create a space that appeals to a wider variety of uses, provides amenities that will encourage people to enjoy the corridor, and to bring more users to the Champlain Bridge area, now Mikinàk Point, to enjoy the beautiful scenic views (Figure 4.10 and 4.11).

This area performs a dual gateway function, bringing people back and forth from Gatineau as well as leading from the west end of Ottawa to Parliament Hill. The design for this area capitalizes on this opportunity by including an avenue of maple trees along the Parkway and pathway to the south-west of the bridge entranceway (Figure 4.12). This avenue will provide a big reveal for all users of the transportation ways and will act as a very visible symbol of Canadian identity, particularly in the fall when the maple leaves turn a fiery red. This element achieves the project objective of expressing our national identity along the Parkway. These trees will also provide shade and habitat along the Parkway while demonstrating a commitment to long-term environmental stewardship.

The decision to rename the area Mikinàk Point provides another point where the Parkway acknowledges its Algonquin heritage. This heritage will also be referenced by an interpretive, interactive children's playground that will be created close to the water's edge (Figure 4.13).

Figure 4.9 - Perspective of proposed elevated boardwalk in the Mud Lake area in the winter season.

Figure 4.10 - Functional analysis of Mikinàk Point.

Figure 4.11 - Site plan of Mikinàk Point.

Using natural materials to complement the landscape, the playground will be simple in terms of activities but will have a connection to first nations and early colonial history of the area.

An issue that emerged during stakeholder interviews with regard to this location was that some users felt unsafe in this area because tree cover creates a sense of enclosure and screens it from the roadway. Removing trees along the shoreline immediately adjacent to the bridge will open up views into this amenity space, increasing use, safety, and allowing road users crossing the bridge to enjoy the playground's large-scale sculptural elements. In keeping with the project goal of environmental sensitivity, where tree removal occurs the shoreline will be restored using low-growing vegetation.

Along with this playground is a proposed pavilion with bathrooms and a picnic area. This building, known as the Mikinàk Point Park Amenity Pavilion, will follow the natural contour of the landscape and be built into the land (Figure 4.14). This pavilion will provide important amenities for users of the park and an architecturally interesting element. The inclusion of a pavilion with bathrooms in this area meets the need for amenities identified during the charrette and stakeholder interviews. This ensures that Parkway users are comfortable, and the creation of a distinctive landmark provides a draw and contributes to the goal of enhancing identity.

Figure 4.12 - Perspective of the proposed Maple Avenue along Mikinàk Point.

Figure 4.13 - Mikinàk Point playground, a proposed low-intensity development playground.

Figure 4.14 - Proposed Mikinàk Point Park Amenity Pavilion.

Chaudière Lookout (Parkdale Loop) Site Plan

The Parkdale Loop area, re-imagined as Chaudière Lookout, is a point with beautiful views of Gatineau Park to the northwest, and a strong link to the urban fabric of Canada's Capital to the south. In our re-imagining of the area, we seek to provide a space that engages users in both active and passive activities and which responds appropriately to intensification pressures along its southern border. The removal of the trumpet interchange dramatically increases both the amount of space and the types of activities that can occur in this location. Taking advantage of this, the concept for Chaudière Lookout involves a number of components designed to enhance the views, connect users to the water, and to provide an all-season recreation space (Figures 4.16 and 4.17).

The major component of the concept for this site was inspired by the design features of the Potters Field Park Pavilion in London, UK (Figure 4.15) and it is the Chaudière Park Pavilion (Figure 4.18). The pavilion will include a cafe, washroom facilities, a picnic area, and will function as a slightly elevated viewing platform. The pavilion responds to the need identified in the charrette

Figure 4.15 - Potters Field Park Pavilion in London, UK was designed to create a 'charred timber' appearance, similar to the facade of the proposed Chaudière Lookout building (First Year Studio T, 2010).

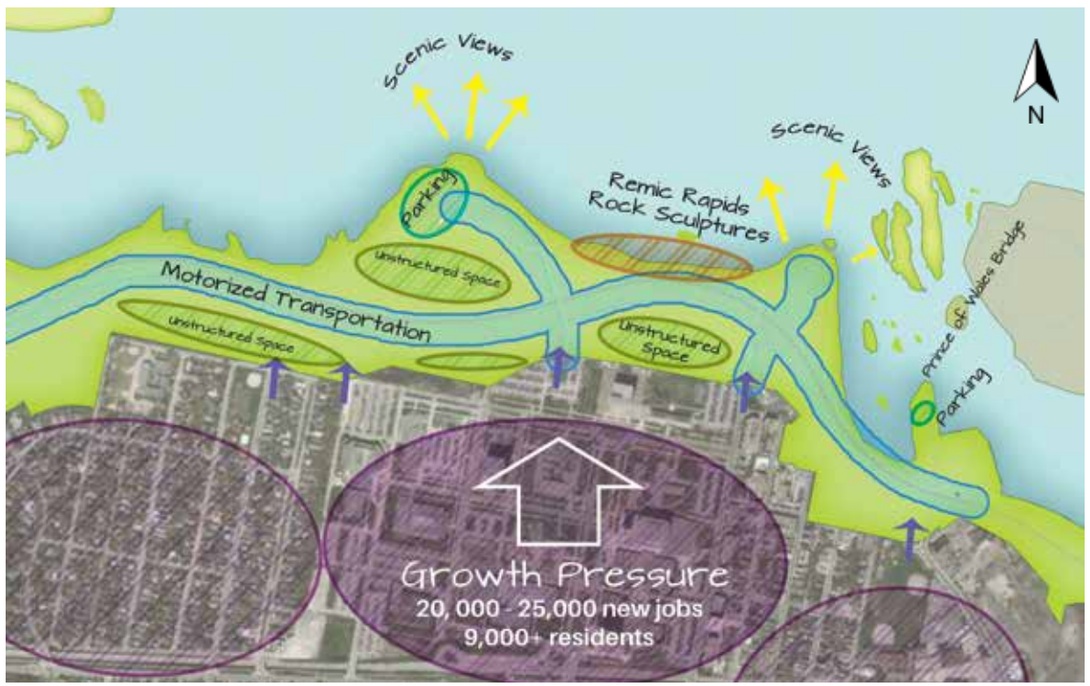


Figure 4.16 - Functional analysis of Chaudière Lookout

Figure 4.17 - Site Plan of Chaudière Lookout.

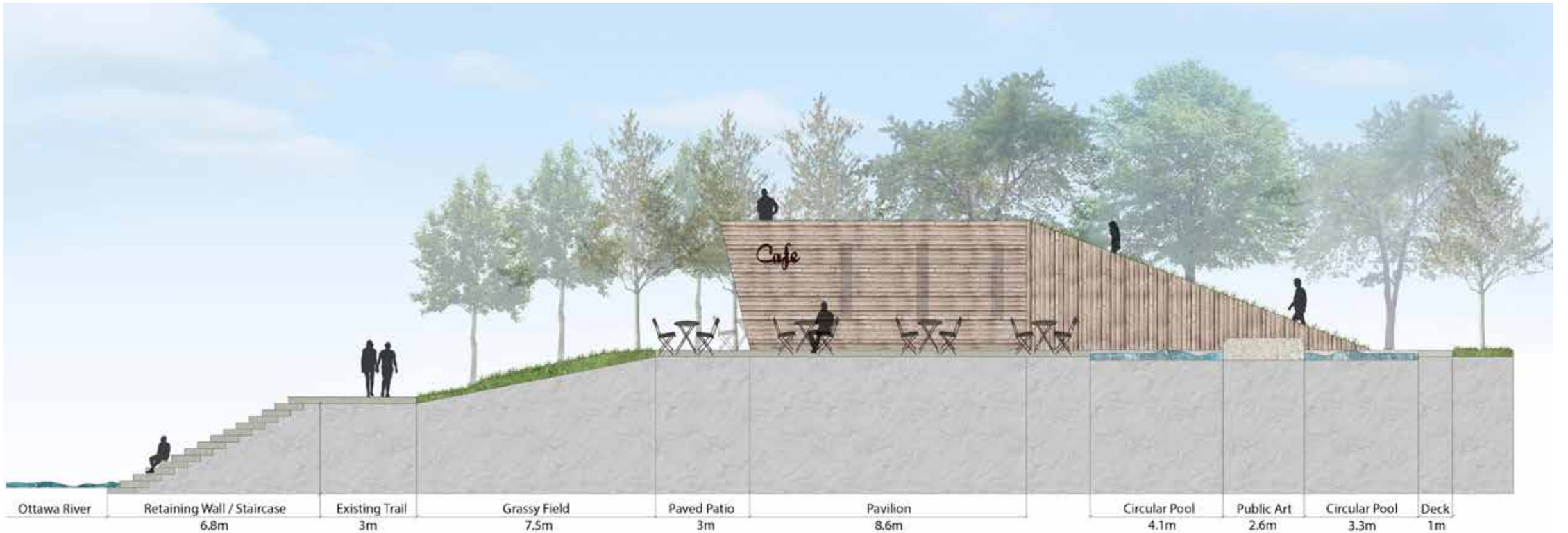


Figure 4.18 - Elevation of the proposed Chaudière Park Pavilion which includes the river wall seating features as well as washroom facilities and cafe.

and stakeholder interviews for interesting places to go along the Parkway, and to the desire expressed by several participants for there to be places to sit and eat. It will be designed to reflect the industrial heritage of the site, achieving the project objective of promoting knowledge and understanding of Canadian history and culture. The side of the pavilion facing the river will be glass to allow for unobstructed views and for people to enjoy the sights across the river regardless of the weather.

Adjacent to the pavilion will be a wading pool. In the summer, the wading pool will provide a safe and accessible place for residents and visitors to cool their feet while enjoying the beautiful views. In the winter, the wading pond will become an ice skating rink. This will achieve in this site the objective of making the SJAM Parkway a place to go regardless of the season. A low sculpture, such as a brass spotted turtle, will occupy the centre of the pond (Figure 4.20). Art placed in this location will add to the character of this facility, giving users the sense that they have arrived at a special place. Using a sculpture of an animal that is found in the Ottawa River will help connect users to the water and provide an opportunity for environmental education.

Inspired by the Samuel de Champlain Parkway in Québec, the green space surrounding the pavilion will be laced with pathways laid out in a geometric pattern. Using the landscape as art in this way will provide a frame for the views while controlling foot traffic in what is intended to be a high-volume area. Most importantly, the creation of a unique and visually interesting

Figure 4.19 - A river wall with steps leading to the water would increase access and interaction with the Ottawa River, as seen by this example from Québec City (Commission de la capitale nationale du Québec, 2008).

landscape will draw people to what should be one of the signature places along the SJAM Parkway (Figure 4.21).

The River Wall located to the north of the Chaudière Park Pavilion is a place where rough-hewn boulders provide terraced seating along the very edge of the Ottawa River (Figure 4.19). Here visitors to the site will be able to sit - perhaps with a picnic lunch or a coffee from the Pavilion Cafe - and enjoy the view, or fish, or simply sun themselves on the rocks while listening to the water rush by.

Lastly, a large multipurpose field will be created toward the southern side of the site. The field will provide space for both programmed events and spontaneous play. This area will be bordered by a structured seating area that echoes the geometric pathway from the pavilion area, but in a more sinuous, natural way. Also included in this

Figure 4.20 - Perspective of the proposed ice skating rink in the winter season. In the summer season, it becomes a wading pool.

area is a small amphitheatre. The intention of this site is to provide maximum flexibility. While all of the elements have independent functions, they can also work together to provide a medium-sized venue suitable for smaller musical events, plays, or movie nights in the park.

Figure 4.21 - Proposed landmark seating laid out in a geometric pattern that uses the landscape as art.

4.3 Programming

Creating destinations within the Parkway is only one piece of the puzzle: giving people a range of activities to do once they reach the Parkway is the other. Research has shown that providing programmed activities and events is an even greater determinant of park use than park design (Cohen, et al., 2009; Cohen, et al., 2010).

Park programming in the context of the SJAM Parkway will provide the following benefits:

- Introduce the Parkway to new users
- Provide a draw for non-traditional park users
- Give users a reason to come back
- Generate activity throughout the different seasons
- Distribute users throughout the park
- Increase safety by creating more positive use
- Promote healthy lifestyles in the community
- Shape and strengthen the identity of the park

Additionally, allowing residents to propose and run programs in the park will give adjacent communities and residents a sense of ownership and stewardship over the Parkway.

Programming on the Parkway should be seasonally distributed and varied in order to prevent overuse in one particular area of the park, while also providing programming for several different segments of the population. One strategy to help implement a variety of programming is to focus on four separate program areas:

1) **Arts and cultural activities** - The SJAM Parkway is presently a beautiful, scenic area, a site of several cultural focal points such as the stone sculptures at Remic Rapids. Our programming aims to emphasize this focus on Canadian culture, specifically on the different experiences and memories that can be created and enjoyed by citizens of Ottawa and all Canadians through regular programs and special events.

2) **Sports and recreation** - The Parkway offers a lot of unstructured leisure space for cycling and walking, but there is definitely an opportunity to provide more structured programming such as walking or running clubs, or sporting programs like lawn bowling that do not require additional infrastructure. This type of programming is an effective method of making park visits fun, without occupying valuable park space with specialised areas for competitive sports.

3) **Historical programming** - Programming, and especially annual or seasonal events, are a great way to encourage park users' interest in the history, not only of the area that the Parkway is built on and nearby, but also Canada's history, specifically promoting Sir John A. Macdonald's role, along with the other Fathers of Confederation, in the original confederation of Canada.

4) **Environmental programming** -The environment and its protection and conservation is a major focal point of the Parkway, and the scenic views and wild characteristics of the different areas of the Parkway, specifically Mud Lake, lend themselves to events and programs that could both educate and excite the public, while helping to instill a sense of stewardship for the Ottawa River. Schools already use Mud Lake as an outdoor classroom, and providing public programming to teach children about conservation is one step toward tomorrow's citizens maintaining natural spaces.

Program areas were determined public engagement, researching park and Parkway precedents, and looking at what is already available in Ottawa in order to maximise use and avoid redundant programming.

A large component of the implementation for this section will be building awareness of the different types of programs as well as community investment through user-created programming.

Type of Programming	When	Benefits
Art Exhibition	One to two weekends in the summer	Will draw many users to a long section of the Parkway
Amateur Ice Sculpting Workshop	February Potential integration with Winterlude	Will provide a draw during the coldest month
Shakespeare in the Park (Figure 4.22)	Summer-long	Will draw medium sized crowds to featured places along the Parkway
Warming Hut Design Competition	Winter-long	Will provide opportunity for a signature organized event, while also providing additional interest along the Parkway during winter months
Groomed Sports Field	Year-round	Will provide a year-round flexible activity space
Groomed Cross Country Ski and Snowshoe Trails	Winter-long	Will provide a season-long activity space that will encourage physical activity
Skating Pond and Skate Rentals	December to March	Will provide a season-long activity that will regularly draw users to one of the signature destinations along the Parkway
Sir John A. Macdonald's Birthday (Figure 4.23)	January	A temporary public art competition that will annually provide a fresh focal point along the Parkway
Séance with William Lyon Mackenzie King – Storytelling sessions	Halloween	A lighthearted reference to a colourful moment in Canada's history, an opportunity to bring people to one of the destinations along the Parkway, and an opportunity to involve the community. Will draw small groups to a signature destination along the Parkway
Outdoor Classroom	Year-round	In conjunction with interpretive signage, the Outdoor Classroom will provide space for community groups with an interest in the natural heritage of the Parkway to hold group education sessions. It will draw small groups to the Mud Lake area
Guided Nature Walk (Figure 4.24)	Year-round	Guided nature walks can provide the Mud Lake Area with year-round environmental programming. It will draw small groups to the environmentally sensitive area

Figure 4.22 - Shakespeare in the Park at High Rock Park, New York (Dziemianowicz & Anglis, 2014).

Figure 4.23 - Sir John A. Macdonald's Birthday celebration in Kingston, Ontario (SALON Theatre Productions, 2014).

Figure 4.24 - Guided nature walk at the University of Wisconsin-Madison Arboretum (Judge, 2001).

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5.0 DESIGN AND IMPLEMENTATION FRAMEWORK

The conceptual designs presented for the re-imagination of the SJAM Parkway are supported by design guidelines, policy recommendations, a broad implementation and phasing strategy, as well as a general management plan. These are outlined in more details in **Appendix H**. A list of various design guidelines, implementation strategies, and management plans that were referred to are identified in **Appendix I**. These were supported by a broad implementation timeline (Figure 5.1).

Goal

The goal of these recommended guidelines and strategies is to execute the conceptual design presented for the Sir John A. Macdonald Parkway in a phased manner with measurable objectives that respects the corridor's ecological integrity and re-imagines the potential of the Capital corridor. The design elements, landscaping features, and built forms outlined in the conceptual design should also aim to be designed, sited, and implemented in such a way as to project the essence of a Capital Parkway and identity. Furthermore, they should strive to be of high-quality materials and performance standards to ensure durability and longevity. This goal further extends to maintenance and management, where the aim will be to manage the corridor such that financial prudence is exhibited and the highest standards of sustainability and quality are met. To further facilitate the re-imagining of the SJAM Parkway, supporting policies are outlined and subsequent recommendations are formulated for NCC consideration.

Presented to the right are the collective design guidelines; policy recommendations; implementation and phasing strategies with their measurable objectives; and, management plans classified under four overarching themes. Moreover, each theme consists of listed objectives that aim to achieve the theme's visions for the SJAM Parkway.

Identity Guidelines

As a collective, the design guidelines, policy recommendations, implementation and phasing strategies, as well as management plan will aim to meet the objectives of Goal 1 of Section 3.2.

Community Guidelines

As a collective, the design guidelines, policy recommendations, implementation and phasing strategies, as well as management plan will aim to meet the objectives of Goal 2 of Section 3.2.

Environmental Sensitivity Guidelines

As a collective, the design guidelines, policy recommendations, implementation and phasing strategies, as well as management plan will aim to meet the objectives of Goal 3 of Section 3.2.

Recreation Guidelines

As a collective, the design guidelines, policy recommendations, implementation and phasing strategies, as well as management plan will aim to meet the objectives of Goal 4 of Section 3.2.

Design Features	Short Term (within 5 years)	Medium Term (6 - 10 years)	Long Term (more than 10 years)
Gateway Features (Western and Eastern Nodes)	■		
Public Art	■		
Parkway Amenities	■		
Elevated Wooden Boardwalk	■		
Educational Signage[1]	■		
Landscaping	■		
Mikinàk Point Playground	■		
Local Events	■		
Maple Avenue[2]	■	■	
Programming[3]	■	■	
View Corridor Protection[4]	■	■	
Pedestrian Crossings	■	■	
Neighbourhood Gateways[5]	■	■	
Wayfinding and Signage	■	■	
Westbound Lane Conversion[6]		■	■
Geometric Green Path[7]		■	■
Cycling Infrastructure		■	■
Wading Pool and Skating Rink		■	■
River Wall and Seating Area		■	■
Lighting[8]			■

Figure 5.1 - Broad implementation timeline which outlines each proposed design feature as well as an estimated implementation time frame.

[1] It is recommended that the implementation of interpretive signage within the Mud Lake area coincide with the implementation of the Elevated Wooden Boardwalk.

[2] The planting of Maple Avenue shall coincide with the phasing of the Westbound Lane Conversion.

[3] Initiate plans for programming of national significance in the short term, including Canada's 150th anniversary celebration in Ottawa.

[4] In the short term, it is recommended that any new programming or development initiatives respect view corridors identified in the draft ***Capital Urban Lands Plan*** (2014) and the ***Urban Lands Master Plan Ottawa River Parkway Corridor Visual Assessment*** (2006). In the medium term, conduct new visual assessments to update these plans.

[5] It is recommended that the siting, design, and implementation of Neighbourhood Gateways occur during a similar time period as the siting, design, and implementation of the Pedestrian Crossings. This would ensure design and implementation consistency as well as an efficient use of resources.

[6] Assessments of the roadway along the SJAM Parkway can begin in the short term, however the phasing out of the westbound lane for vehicular use and phasing in of a dedicated cycling path shall occur over the medium to long term.

[7] The implementation of the Geometric Green Path is recommended to coincide with the phasing of the Westbound Lane Conversion in order to make efficient use of resources.

[8] Due to the sensitivity of the SJAM Parkway to migratory birds as well as availability of servicing, extra care should be taken through appropriate environmental assessments.

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6.0 IMPLICATIONS AND CONCLUSIONS

The SJAM Parkway should be a place to create memories, protect environmentally-sensitive ecosystems, engage in leisure and recreation opportunities and, most importantly, a destination that draws Ottawans, Canadians, and people from around the world. Through the collective work undertaken by the SURP 824 project team and the NCC, this report provides direction and a framework for the SJAM Parkway to evolve into a waterfront linear park and a gateway into the Capital Core Area.

Field work, extensive research and analysis, charrette and visioning exercises, and stakeholder interviews facilitated the re-design of the SJAM Parkway as Canada's Parkway. The design elements proposed for the corridor reflect the needs of the surrounding communities and environment. As a result, the adoption of the 'Natural to Urban' principle is a way to highlight and enhance existing features along the corridor, as well as a method of incorporating new elements while maintaining the character of the SJAM Parkway. This principle also aims to guide future decisions made for the SJAM Parkway and help preserve its unique qualities. Overall, the design guidelines, policy recommendations, implementation plan, and management strategies created for the SJAM Parkway address four identified goals – identity, community, environmental sensitivity, and recreation.

The ultimate goal for the SJAM Parkway is to put the "park" back into the "parkway". The following concluding take-away points should be taken into consideration for the corridor's next steps:

Destination for the public's enjoyment

Rather than the SJAM Parkway continuing to serve primarily as a commuter roadway, the corridor should evolve into a destination and gathering spot for everyone to enjoy. This would entail focusing on ways to enhance the recreational opportunities and amenities of the area, such as through the adoption of policies that are more explicit in this regard. In addition, by identifying strategies that increase safe community accessibility and connectivity to the waterfront, the SJAM Parkway can be transformed into a space that draws in a diverse range of users, including both residents and visitors.

Environmental preservation and enhancement

While there are numerous opportunities for the SJAM Parkway to transform into a point of destination for the public, it is important to preserve its environmental and ecological integrity. Consequently, care needs to be taken to ensure that the SJAM Parkway's unique features are maintained as well as enhanced. As highlighted from the interviews, the corridor is a network of greenspace in the heart of Ottawa that is an irreplaceable asset.

Collaboration and partnerships

Given that the re-imagination of the SJAM Parkway involves many components and tasks, focusing on collaboration and establishing partnerships with other jurisdictions and organizations is essential. A number of existing policy documents already encourage or support inter-jurisdictional collaboration. However, realizing many of the initiatives and strategies proposed in this report, ranging from implementing neighbourhood gateways to showcasing public art displays, rely on establishing strengthening partnerships with external agencies and groups.

We hope that our design of the Sir John A. Macdonald Parkway has excited you to re-imagine your urban gem and pursue the potential for transforming the corridor into a postcard destination.

Figure 6.1 - A proposed postcard of one of the top ten "must-see" destinations in Ottawa - the re-imagined Sir John A. Macdonald Parkway.