

HONOURABLE ANDREW CARDOZO

SENATOR – ONTARIO



L'HONORABLE ANDREW CARDOZO

SÉNATEUR – ONTARIO

SENATE | SÉNAT
CANADA

Make it Welcoming!

Revisioning Wellington Street

A discussion paper

by

Senator Andrew Cardozo

Table of Contents

Executive Summary	3
Introduction	4
History of the Parliamentary Precinct	5
The Parliamentary Precinct Today	6
Building a new vision	7
Buildings on Wellington	8
A Plan for a new Wellington Street: “Constitution Plaza”	11
Federal-Municipal Negotiations	12
Key Recommendation	13
Annex 1 – Key considerations	14
Annex 2 - Referenced Documents	15

Acknowledgements

I would like to thank Mathieu Fleury, former Ottawa City Councillor, for his valuable help, research and advice in developing this paper. Thank you also to Natasha Entwistle my Director of Parliamentary Affairs for help in coordinating the project and Sharon Fernandez, my Parliamentary Affairs Advisor for providing ideas through the project. Special appreciation to the Library of Parliament for help in research, and to Ottawa city councillors, Members of Parliament, Ministers, Senators, and Ottawa community members I have spoken with for this project.

Executive Summary

The title of the paper, “Make it Welcoming”, encapsulates the proposition of this paper. We clearly have a once-in-a-lifetime opportunity to make Wellington Street a people plaza, to make it open to people and closed to traffic. The Parliamentary Precinct has been growing and developing since Confederation, allowing greater facility for participation in, and advancement of democracy. Since the federal government has offered to purchase Wellington Street and Sparks Street from the City of Ottawa in early April of this year, a negotiated settlement will be a good idea and preferable to the other option for the federal government, that of expropriation. Either way, this is the time to reform Wellington Street.

With regard to a Plan for the future, the paper suggests a short term plan for the remaining of the summer and fall of 2023, making the space a friendly and welcoming venue with the addition of a large number of planters, benches, Muskoka chairs, bike racks, and large street art and art shows, in addition to a food area with a few food trucks. A longer term plan, implemented over the following year or two would include replacing the asphalt with interlock brick that would use design elements that would enrich the venue reflecting Indigenous and national themes; and perhaps some trees on the south side of Wellington. The federal government through Public Services and procurement Canada and the National Capital Commission is encouraged to consult with Canadians and professional landscapers in developing the venue, with the intention of making a welcoming, interesting and secure space of national importance.

Introduction

This paper proposes a renewed vision for Canada's Capital, and, more specifically, Wellington Street and the Parliamentary Precinct. It's an exciting time for Wellington Street, which bridges the official Parliament Hill properties and considers the importance of other buildings within a precinct that supports the strong democratic institutions for which Canada is known. Back in the day this area between the precinct and the city was often referred to as the space between the Crown and the Town!

Now, we have before us a once-in-a-generation opportunity to make this space safe, beautiful, and welcoming.

The Parliamentary Precinct is at the heart of Canada's democracy. Wellington Street is surely the most important street in the country, in front of the most important building in the country – our Parliament, to which all Canadians send their representatives. There is not another iconic venue in the country that has such endowment for all Canadians. As Jean Pigott, former chair of the National Capital Commission in the mid-1980's often said, Ottawa is every Canadian's second home. What happens in Ottawa, and more specifically in the Parliamentary Precinct, reflects the image of ALL citizens across the land and sends an image to people around the world about Canada.

This discussion paper is meant to share the importance and the vision that led to the precinct as we know it today and will propose a renewed vision to ensure it continues to thrive and reflect all Canadians in their Capital for generations to come.

Over the last couple of decades, most governments in the world have implemented safety measures to protect the proper functioning of their governments and democracies. Ensuring the safety and security of federal properties within the Parliamentary Precinct¹ is vital to a renewed vision. The backbone that connects these properties is currently a traditional street that serves local commuting, the servicing of local businesses, as well as local transit routes. There is much that can be done to make Wellington Street a people-friendly plaza that highlights our national buildings and is welcoming to local residents and tourists alike.

This paper details some of the possibilities for the future of Wellington Street. It recognizes the impact on the rest of the downtown area, discusses important issues that are relevant to several downtown streets, the bridges that connect Ottawa to Gatineau and sets out issues to consider as we push for a renewed vision for the Parliamentary Precinct and the Wellington corridor.

History of the Parliamentary Precinct

¹ Includes the Parliament Buildings, the Prime Minister's Office, the offices of Members of Parliament, Ministers, the Privy Council, the Supreme Court, the Bank of Canada and the Supreme and Federal Courts

There is a long and interesting history to this area. The [History of the Hill](#) information page provides a timeline from 1826 to the present of the history of the Parliamentary Precinct and Wellington Street. The precise moment when the term “Parliamentary Precinct” came into use remains unknown. However, the oldest item amongst the search results appears to be the proceeding of the [Standing Committee on Miscellaneous Estimates](#) during the first session of the 29th Parliament in 1973.

Recently, in 2015, Alain Miguelez’s *Transforming Ottawa (Canada’s capital in the eyes of Jacques Gréber)* is about the work of Jacques Gréber, a renowned French architect who co-authored [the Plan for the National Capital](#) (also known as the Gréber Plan). According to the Encyclopedia Britannica’s [Ottawa](#) page, in 1937, Prime Minister William L. Mackenzie King brought Gréber from France “to begin the redevelopment of the national capital district.” The plan was to “beautify” Ottawa and bring its appearance and amenities more in line with those expected of a capital city.

In his book’s section on Wellington Street (pp. 84-85), Miguelez notes the following:

The capital’s prestigious ceremonial street, Wellington, in 1937 was only “elegant” from Confederation Square to just west of Bank Street. On the south side facing Parliament Hill, it consisted of a spectacular streetscape of Italianate and Beaux-Arts buildings (some of which have since been lost, thereby interrupting the unbroken continuity of the built edge). As it went further west, Wellington gradually melded into the Lebreton Flats as more of a city mainstreet, combining shops, services and apartments and serving as a commercial spine serving the residential areas of Upper Town.

At the time, Upper Town reached north of Wellington Street and ended at what is now the Supreme Court bluff with a tony enclave of Victorian homes that, up until the late 1910’s, included the Victoria Lawn Bowling Club and the Ottawa Curling Rink.

Proceeding west of Lyon Street along Wellington, the street became more industrial. It featured machine shops, a candy factory, wire works, a foundry, laundry shops and where the National Library and Archives complex now stands, the Perley Home for Incurables and Brading Breweries. At the time, of course, there was no Portage Bridge. Wellington veered south at the current location of the Garden of the Provinces, joining Sparks Street as it entered Lebreton Flats. The area now occupied by the approaches to the Portage Bridge was still in a state of near-raw wilderness.

In his analysis of Wellington Street, Gréber sought to extend the monumental core all the way west to the Portage Bridge we now know and that he envisioned, and disconnect it from the industrial, polluted Lebreton Flats. He also sought to remove industrial trucking from Wellington Street. At the time, trucks were an ongoing presence on Wellington, much as we see on today’s King Edward Avenue (albeit with much smaller trucks than today’s 18- wheelers), because of the number of industries and service depots at the west end of the street.

Interestingly, the future of Wellington Street had been studied by the federal Government for a few decades already. As early as 1912, most of the buildings north of Wellington Street, west

of Kent Street, had been expropriated by the government in anticipation of a westward expansion of the Parliamentary Precinct. In 1936, Public Works produced scale models of the future expansion of Parliament Hill, with a series of Gothic Revival buildings all the way west along Wellington and a new major forecourt to be framed by a majestic new Supreme Court complex. Nevertheless, in 1937, most of the buildings along Wellington and many of the residences to the north were still standing. By 1939, however, they would all be cleared to make way for the Supreme Court and wartime temporary office buildings.

The Parliamentary Precinct today

Infrastructure Renewal

In 2017, Canada celebrated its 150th anniversary and 365 days of events were held in Ottawa to welcome Canadians from across the country, showcasing Canada as a G7 capital. Since the conclusion of the year long celebrations, many infrastructure renewal projects have begun, a few have been completed and many will be continuing over the next decade within the Precinct. These changes include the considerable investment in renovating Parliament Hill's Centre Block, preceded by investments in West Block, East Block, the new temporary Senate of Canada Building, the Bank of Canada property, many of the offices along Wellington Street and the upcoming construction of two key properties including 100 Wellington Street, the Indigenous People's Space and Block 2 (described later in the paper).

Modern Security Upgrades

Although still accessible, the properties within Parliament Hill and the Parliamentary Precinct have seen a modern security management upgrade over the last two decades. Unless accessed by officials for their offices, most who want to access these properties must do so by invitation extended by the relevant officials including Members of Parliament, Senators and senior public service members. These changes were drastic to many Ottawans. Many who call Ottawa home and officials who work in the Capital recall, pre-2001, how easily one could access these federal properties. Parliament Hill and many official buildings in the precinct now have high security, with access requiring airport-like security scans prior to entry. The frequent visibility of police forces, particularly the Royal Canadian Mounted Police (RCMP) and the Ottawa Police Service (OPS) has been replaced by the Parliamentary Protective Service (PPS), following incidents and recommendations to ensure the safety of officials and Parliamentary Precinct building security.

Since the implementation of the new PPS and the building safety upgrades, the House of Commons and the Senate have ongoing engagement with national security agencies to continue to assess risk and implement urgent changes. There are ongoing safety concerns in having motor vehicle movement continue through the road network in the Parliamentary Precinct including, and dominated by, the specific risk along Wellington Street. Just about every security review of the Parliamentary precinct has recommended expanding the area closed to vehicular traffic to make the centre of our government and our democracy safer.

Ottawa, and Parliament Hill more specifically, is and should continue to be accustomed to large demonstrations. Canadians come to the national democratic and decision-making centre of power to share their concerns and advocate for attention from decision makers. The average number of reported demonstrations annually that relate to the federal government or the international scene in the capital regularly surpasses a hundred demonstrations per year. As a democratic society, locals and officials recognize the important role the capital plays in welcoming demonstrators and ensuring their voices are heard. In a democracy there must also be room for protests and demonstration that do not cause undue inconvenience to local residents, the function of democracy and the security of people and institutions. In January 2022, the City of Ottawa was faced with an unprecedented protest which became an occupation of Ottawa's downtown. This discussion paper is not meant to detail this incident which was reviewed by a Public Order Emergency Commission conducted by Justice Paul Rouleau but aims to bring context to the period and the urgency for a renewed vision for the Parliamentary Precinct.

Animating the Precinct

As a capital city, Ottawa, like many communities in the country, embraces national holidays and the four seasons by animating and implementing programmed investments. As examples, a large event stage is constructed each year on Parliament Hill for Canada Day celebrations, flower beds are planted to support the Canadian Tulip Festival, streets are closed for events at the Cenotaph for Remembrance Day, and Christmas lights are installed during the darker winter days. The majority of these investments are to support a safe, friendly, and welcoming environment for these events in the capital. Annual, ongoing investment in these events has taken priority over more permanent investment in beautifying, maintaining, and animating the Precinct.

Implications of Climate Change

Finally, the City of Ottawa in recent years has faced extreme climate events such as floods, record slow freeze and thaw cycles, tornados, derechos, and power outages to name a few. These climate realities must form part of the re-visioning considerations for the Parliamentary Precinct. This area can highlight new green construction and landscaping products and styles.

Building a new vision

It is important to understand the local transportation appetite of this corridor to properly set its future considerations. Beyond closing a roadway, Wellington remains a corridor that is accessed to provide waste management, food supply, chartered vehicles, and deliveries to buildings that service the district. Wellington's past was a simple roadway that was generally used by locals and connected national public institutions of power abutting the Precinct. Ottawa's downtown is built as a block grid community which includes parallel road networks, similar to the urban planning of its construction era. Wellington as a road connects Elgin at Rideau to Du Portage Bridge and the Ottawa River Parkway. The (south) abutting streets parallel to Wellington are Sparks and Queen. Unique to the precinct, Sparks Street, is one of Canada's first pedestrianized

streets that is often debated locally. Queen Street connects Elgin to Bronson. The two streets south, once again, parallel to Wellington are Albert and Slater, which were Bus Rapid Transit routes until recently and offer ideal connection points for those who want to travel west and east of the Parliamentary Precinct. These two streets are the main east-west routes for traffic, while Wellington can carry a much lower volume.

Individual and collective visioning initiatives

Many residents of Ottawa want to see a vibrant, welcoming, and safe downtown core. Citizens, individually and through community dialogue, have been calling for a new vision for Wellington Street that would focus on the Precinct that is at the core of Canadian democracy.

Many citizens have wanted action. For example, the [Ottawa People's Commission](#)², is an initiative of the Centretown Community Health Centre. They held public hearings and issued a report with recommendations about how to better secure the rights of downtown residents especially marginalized residents and seniors.

In the summer of 2022, the Ottawa Centre Member of Parliament, Yasir Naqvi, launched the Ottawa Downtown Revitalization Task Force. The task force was struck to take a deep look at Ottawa's downtown, the hard realities of its residents, many local business closures, the impacts of a hybrid federal workforce and numerous other challenges following the two extreme years of the COVID-19 pandemic. The task force is considering a vision for downtown that includes the following areas: housing, building conversions, future workforce, immigration opportunities, main street retail, safety and beautification, as well as animation within the area to plan for a vibrant downtown. Wellington Street is part of this review.

Municipal and Federal Visioning in the Wake of the Occupation of the Downtown Core

In March of 2023, a year after the occupation of Ottawa's downtown, Ottawa City Council passed a motion to reopen Wellington Street following the year long closure. This council-approved motion was controversial as national security agencies and local Parliamentarians want to maintain the closure. Ottawa City Council appeared to be focused on local traffic considerations, which include transit, commuting, winter operations, property access (servicing) to push for the reopening. Meanwhile, national leaders considered the opportunities for enhancing the National Capital and the risks of reopening the street and called for a continued closure to traffic, favouring pedestrians instead.

The 2022 closure was an urgent response to the complex occupation Ottawa faced. The roadway remained in place, albeit closed, while service and VIP vehicles continued to access it. Concrete street closure planters were implemented to limit the access and secure the parameter.

² The Commission is grassroots effort to promote healing and justice after the convoy occupation in both Ottawa and Gatineau in early 2022,

The February 2023 Justice Rouleau report was a key review that provides clearer direction for a renewed vision in Ottawa as a capital city. Some of the recommendations highlight the national importance of federal institutions and their responsibility in the Capital. Central to some of these recommendations are considerations for policing, risk, coordination, and collaboration which physically brings renewed attention to the future of Wellington Street.

Understandably, some residents do prefer the roadway use of Wellington be open primarily to vehicles.

Integrating Buildings on Wellington

The evolution of buildings and uses on the south side of the Wellington corridor.

Through the history of Ottawa, the buildings along the south side of Wellington Street have gone from being privately owned, many of which were bank properties, to being expropriated by the federal government to be including in the proper functions of Parliamentary buildings. A recent example of this transformation into the Parliamentary Precinct as we have seen it evolve, is the purchase in the mid-1970s of the old Bank of Montreal Building at 144 Wellington located at the corner of Wellington and O'Connor, now called the Sir John A. Macdonald Building. A more recent one is the old American Embassy, at 100 Wellington Street, now the Indigenous People's Space, which the federal government now owns.

In May 2022, the federal government announced the development of new buildings on the south side of Wellington Street: Zeidler Architecture Inc. (Toronto, Canada), in association with David Chipperfield Architects (London, United Kingdom), was selected as the winning team in the Architectural Design Competition for the redevelopment of "Block 2", which is the city block directly facing Parliament Hill. It is bounded by Metcalfe, Wellington, O'Connor and Sparks streets and includes some development on Sparks which connects with the office buildings facing Wellington which will be largely for Parliamentary use.

One of the interesting features is their proposed "People's Walk" which begins at the Peace Tower, down the centre of the Parliament Hill lawn, around the Centennial Flame, through the central gates, across Wellington to an area to be known as the "People's Square", just to the east of the Indigenous People's Space.

The federal government must make efforts to integrate the future of the street with the new Parliamentary Precinct core, in a way that can benefit the buildings on Wellington Street, pulling together "the Crown and Town". These properties must architecturally complement the Wellington South buildings streetscape, properly plan the servicing and accessibility to reduce operational challenges for these buildings and ensure the protected view plane to Parliament remains the dominant attraction in the precinct.

A Plan for Wellington Street: “Constitution Plaza”

Turning Wellington Street into a people plaza offers many new and exciting opportunities, for which consultation with interested Canadians will prove very useful. Much can be done to make the area inviting while linking to Canada’s history of the area going back to the Indigenous settlements, and the more recent and current reality. The following are a few options to get people thinking, although we suggest that the decisions, especially for the long term should be made with the help of the wider community and professional landscapers.

Naming the new pedestrianized area “Constitution Plaza” recognizes a core aspect of who we are and how we are governed. This can be made meaningful with some displays of the Charter of Rights in various languages, for example, using a combination of all-weather boards and flat screen displays.

IN THE SHORT TERM, in time for Canada Day and the summer, the pedestrianized street can include many new planters (many more than the 30 or so that are usually placed there), benches, Muskoka Chairs, and large street art, that would attract visitors to spend time there and take instagramable photographs. The street needs a large CANADA or OTTAWA sign again, designed for photographs. The street surface can be used for attractions such as a giant chess board, hopscotch, a painted maze, or a map of Canada with a pathway for visitors to “visit” every part of the country in every province and territory, including some key Indigenous venues.

The section of Wellington from O’Connor to Bank can be more of a marketplace that can have art tents, and other booths (using say ten of the City of Ottawa booths that were built for the Winter market at Lansdowne Park in December 2022 and 2023), with a food court area near Bank, using a revolving selection of food trucks and picnic benches. These temporary fixtures can also be coordinated with the Sparks Street Business Improvement Area to coordinate the programming so there is a complementarity between the two pedestrian streets, and visitors can visit the two providing a dynamic atmosphere.

Care must be taken to make traffic barriers as attractive as possible, rather than using the regular cement barricades. There are many options that would include painted concrete planters in the short term, and for the longer term grassed and built-up medians, and low walls that match the Parliament Hill rock.

IN THE LONGER TERM, over two to three years, the surface of Wellington Street can be re-modeled, removing the asphalt and replacing it with various kinds of interlock brick or rock,

or even some grass – keeping in mind the need for space for large numbers of people. There are at least three options here: having interlock brick and using a pattern symbolic of Indigenous basket weaving (as has been done at the Aberdeen Square at Lansdowne Park in Ottawa); having the brickwork create a map of the world with Canada at the centre showing where all the people of Canada originate from, whether Indigenous or immigrant; and porous brick can be used which is a new form of brick designed to have less water flow into the drains. Some trees can be planted along the south side, in conformity with some trees planned for the courtyard in Block 2, while not interrupting sight lines of the Parliament Buildings. This can become a space to highlight new and innovative green construction.

Again, large street art, and complementarity with Sparks Street will be useful. The bottom line is to make it exciting, inviting and attractive, while advancing the safety of the area for government and visitors alike.

The bottom line is that the National Capital Commission should use its personnel and resources to make the area as attractive and meaningful as possible, while ensuring security of the precinct.

It is useful to recognize that the Parliamentary Precinct and its future are complex. This includes jurisdiction, governance, investment, ownership, animation, beautification, policing and security. The Indigenous history of the area, most notably the history of the Algonquin Anishinaabeg peoples, needs special consideration throughout the process of renovation.

Federal-Municipal negotiations

On April 4, 2023, the federal Public Works and Procurement Minister Helena Jaczek wrote to the Mayor of Ottawa, Mark Sutcliffe, to inform him that she had the “mandate, with the support of Minister Blair in his role as the President of the King’s Privy Council, to engage with you directly on the transfer of Wellington Street and Sparks Street into federal jurisdiction with the view to working together to reimagine this space as Canada’s pre-eminent civic forum for the residents of Ottawa and all Canadians”.

She proposed to explore the possibility of establishing an “interim care and control agreement” that would keep the road closed. The letter went on to say that the objective of this agreement would be to address the immediate security imperative by maintaining the current road closure, while providing the City and the federal government time to establish a fair deal and launch planning activities.

At the end of April, while these discussions were under way, the City undertook a very active re-purposing of the street, returning traffic lights and painting new lines along this street.

While the federal government is trying to engage with the City to purchase the two streets, it is worth noting that it has the power to expropriate the land, as it has done over many decades in this area to form what is now the Parliamentary Precinct. This would be in keeping with what has been done in the national interest throughout our history.

Key Recommendation

That Wellington Street be converted into a plaza for people, keeping it open to people and closed to vehicular traffic.

This should be done to beautify the area, make it more people-friendly, keep it secure for visitors and political leaders alike, and ensure that our political institutions are safe.

(There are many options about how to get there and what the specifics of the new venue should be.)

Annex 1 - Key considerations:

The renewed vision for Wellington Street is a once-in-a-generation chance to make this space safe, beautiful, and welcoming. There are a number of key considerations that must be factored into any renewed vision:

The need for an integrated and concerted approach for a renewed vision:

- Historic jurisdictional powers and approach considerations have shown to be ineffective for modern needs of a G7 Capital and unless addressed, can compound tensions between national institutions in the Capital and the City of Ottawa.
- The decentralised vision, carried by many sub-governance within the Federal government family, limits the complete and comprehensive vision to support Ottawa as a G7 capital, particularly within the Parliamentary Precinct.
- The City of Ottawa, led by a locally elected government, can be in conflict at times with its responsibilities as an urban centre and a capital city. Many areas - including property ownership, policing, local aspirations, national responsibilities - can collide and limit the complete vision for the Parliamentary Precinct.
- Ensuring safety for federal institutions and officials.

Vehicular Traffic, Public Transit and Vitality of the Precinct:

- The City of Ottawa operates OC Transpo, the public transit network within Ottawa, which includes local bus routes as well as the Light Rail Train (LRT). It is vital for local residents who work near or within the district to maintain efficient, reliable and desirable public transit.
- There will be less vehicular traffic coming into the downtown core with the LRT in place and public servants working from home part of the time.
- The City of Gatineau, an important neighbouring city that provides downtown Ottawa transit access through STO has similar needs as OC Transpo, The National Capital Region benefits from good public transit which effectively connects OC Transpo and STO in key downtown locations.
- The City of Gatineau is developing a tramway system which would connect residents in Gatineau to Ottawa using an electric rail system. The project review and approval rest with Federal authorities. Should such a tram go along Wellington or Sparks?
- The City of Ottawa and Gatineau are connected via a series of interprovincial bridges including Champlain, Chaudière, Portage, Alexandra, and MacDonald Cartier. Over the next decade the loss of connection due to the reconstruction of the Alexandra bridge creates challenges to key corridors, access and desirable flow through Ottawa's downtown.
- The federal public workforce is the largest economic sector in the capital. The City of Ottawa, particularly the downtown area, has been greatly impacted by the COVID-19 pandemic restrictions.

Accessibility

- Whether open or closed to vehicular traffic, Wellington Street is not very accessible to people who require mobility assistance. This issue needs review and solutions, which can include accessibility drop-off points, special parking and access to the Hill segment of the precinct.

Annexed 2 - Referenced documents

- 1- <https://www.tpsgc-pwgsc.gc.ca/citeparlementaire-parliamentaryprecinct/histoire-history/index-eng.html>
- 2- <https://www.tpsgc-pwgsc.gc.ca/citeparlementaire-parliamentaryprecinct/rehabilitation/planifier-planning-eng.html>
- 3- <https://www.tpsgc-pwgsc.gc.ca/citeparlementaire-parliamentaryprecinct/rehabilitation/vplt-ltvp/2017-2018/index-eng.html>
- 4- <https://www.tpsgc-pwgsc.gc.ca/citeparlementaire-parliamentaryprecinct/decouvrez-discover/index-eng.html>
- 5- <https://www.tpsgc-pwgsc.gc.ca/citeparlementaire-parliamentaryprecinct/decouvrez-discover/sud-south-eng.html>
- 6- <https://www.tpsgc-pwgsc.gc.ca/citeparlementaire-parliamentaryprecinct/rehabilitation/conception-design-eng.html>
- 7- https://www.ourcommons.ca/procedure/procedure-and-practice-3/ch_06_2-e.html
- 8- <https://www.pmi.org/business-solutions/case-studies/ottawa-parliamentary-precinct-renewal-case-study>
- 9- https://publications.gc.ca/collections/collection_2016/ccn-ncc/W93-23-2007-eng.pdf
- 10- <https://ncc-ccn.gc.ca/events/the-legacy-of-planning-for-parliament-hill>
- 11- <https://policyoptions.irpp.org/fr/magazines/afghanistan/a-walking-tour-of-ottawas-wellington-street-too-much-construction-not-enough-history/>
- 12- Public Works and Government Services Canada. *Departmental Performance Report for the period ending March 31, 2007* (Archived) (See [Table 12 Major Crown Projects](#)) (Also available in [PDF format](#) – See pp. 15-16 and pp. 95-96)
- 13- Public Services and Procurement Canada. *The Long-Term Vision and Plan—Annual Report 2015 to 2016*.
- 14- Public Services and Procurement Canada. *The Long-Term Vision and Plan—The Long-Term Vision and Plan Annual Report 2016 to 2017*. (Also available in [PDF format](#))
- 15- Public Services and Procurement Canada. *The Long-Term Vision and Plan—Annual Report 2017 to 2018*. (Also available in [PDF format](#))
- 16- Public Services and Procurement Canada. *The Long-Term Vision and Plan: Annual Report 2018 to 2019*. (Also available in [PDF format](#))
- 17- Public Services and Procurement Canada. *The Parliamentary Precinct: The Long-Term Vision and Plan for the Parliamentary Precinct—Annual Report 2019 to 2020*.

- 18- Public Services and Procurement Canada. *The Long-Term Vision and Plan for the Parliamentary Precinct—Annual Report 2021 to 2022*
- 19- The House of Commons Committee Evidence that focuses on the topics of the Parliamentary Precinct and the Parliament Buildings Renovation Project.
- 20- Bond, Courtney C. J. *City on the Ottawa : a Detailed Historical Guide to Ottawa, the Capital of Canada*. Queen's Printer, 1965.
- 21- Bourrie, Mark. *Canada's Parliament Buildings*. Dundurn, 1996.
- 22- Brault, Lucien. *Ottawa, Old & New*. Ottawa Historical Information Institute, 1946.
- 23- Canadian Study of Parliament Group. *The parliamentary precinct: yesterday, today and tomorrow*. 1996.
- 24- Dubé, Audrey. *Historical Chronology of the Parliament Buildings*. Library of Parliament, Information and Reference Branch, 1985.
- 25- Miguelez, Alain. *Transforming Ottawa: Canada's Capital in the Eyes of Jacques Gréber*. Old Ottawa Press, 2015.