CANADA'S CAPITAL REGION - OTTAWA-GATINEAU

Economic Priorities 2027-2028

ONE REGION. THREE MISSIONS.

A shared economic agenda for the National Capital Region Caucus

Presented by regional economic partners

September 28, 2026 | Ottawa, Ontario

PURPOSE

To provide the National Capital Region Caucus with a focused, shared economic agenda for 2027-2028: three missions where regional partners and the federal government can work together to convert the Capital Region's assets into measurable Canadian growth.

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HOW THE PRIORITIES WERE SELECTED

This is a regional economic agenda, not a collection of organizational requests. It focuses on actions that materially advance one of the three missions, require a clear federal role and can demonstrate measurable progress within one to three years.

Each mission connects regional assets and barriers with priority federal actions, measurable economic outcomes and accountable leadership.

01

Executive Summary

Canada's Capital Region has the assets. The opportunity now is to convert them into economic advantage.

Ottawa-Gatineau is Canada's only major metropolitan economy spanning two provinces. It is simultaneously the centre of national government, diplomacy and security; a major technology and research ecosystem; a bilingual labour market; a visitor destination; and a gateway connecting eastern Ontario and western Quebec.

In practical terms, much of the region already functions as one economy. Workers, students, visitors, entrepreneurs, researchers and businesses cross the river every day. Defence innovation is being organized regionally. Tourism partners sell internationally together. Investors assess the total ecosystem.

THE ECONOMIC THESIS

The National Capital Region has exceptional concentrations of talent, research, government, technology, diplomacy, culture and quality of life.

Our leadership task is to convert those advantages into more private sector companies, commercialization, investment, productivity, exports, visitors and high value jobs.

Three missions for 2027-2028

1. Build Canada's Capital Region as a Sovereign Innovation & Defence Economy.
2. Build the Talent Base for the Next Capital Region Economy.
3. Build an Investment-Ready, Connected & Powered National Capital Region.

Together, these missions form one proposition to Caucus: build Canada's Capital Region as a sovereign innovation economy, powered by a deep talent base and supported by the housing, energy and infrastructure required for growth.

The year-round commitment

Delivering this agenda requires a new way of working, one that sustains momentum, strengthens accountability and turns shared priorities into measurable results. Regional partners propose a year-round working relationship with designated federal and regional leads, quarterly progress reviews and a shared dashboard, culminating in a public progress report in September 2027.

02 The Partnership

National Capital Region Caucus and participating regional economic partners

National Capital Region Liberal Caucus

Mona Fortier - Co-Chair	Greg Fergus - Co-Chair
Ottawa-Vanier-Gloucester, Ontario	Hull-Aylmer, Quebec

Mark Carney Nepean, ON	**Bruce Fanjoy** Carleton, ON	**David J. McGuinty** Ottawa South, ON
Steven MacKinnon Gatineau, QC	**Jenna Sudds** Kanata, ON	**Marie-France Lalonde** Orléans, ON
Yasir Naqvi Ottawa Centre, ON	**Anita Vandenbeld** Ottawa West-Nepean, ON	**Giovanna Mingarelli** Prescott-Russell-Cumberland, ON
Sophie Chatel Pontiac-Kitigan Zibi, QC	**Stéphane Lauzon** Argenteuil-La Petite-Nation, QC	

Participating regional economic partners

Algonquin College	Carleton University
Chambre de commerce de Gatineau	City of Ottawa
Collège La Cité	Invest Ottawa
Ottawa Board of Trade	Ottawa Coalition of Business Improvement Areas (OCOBIA)
Ottawa International Airport Authority	Ottawa Tourism
Tourisme Outaouais	University of Ottawa
Ville de Gatineau	

Caucus membership current to September 2026. Regional partner list reflects the 2026 planning table and related regional collaboration.

Listed alphabetically. The City of Ottawa and Ville de Gatineau are essential regional partners; their inclusion here reflects the August 25, 2026 Mayors' cooperation agreement and does not imply endorsement of every position in this document beyond that agreement.

03

Why the National Capital Region Matters Now

A capital region transforming in a period of national economic change

Canada is navigating a fundamental economic transformation shaped by changing trade relationships, the need for stronger domestic and allied supply chains, defence and sovereignty imperatives, AI-driven changes to work and productivity, infrastructure constraints, and intensifying competition for investment and talent.

That transformation is no longer a future scenario. Canada-U.S. trade negotiations broke down in August 2026, and Canadian counter-tariffs took effect September 8. Canada must urgently pursue a mutually beneficial agreement while strengthening its economy regardless of the outcome: diversifying trade, increasing investment, supporting affected sectors, buying local and Canadian, using secure public and private sector procurement to strengthen domestic companies and supply chains and creating the conditions for competitiveness. The recent Ottawa-Gatineau economic cooperation agreement provides a foundation for coordinated regional action.

The National Capital Region is exceptionally well positioned to respond. The imperative for 2027-2028 is to convert our assets more quickly into private sector investment, business growth, exports, productivity and high value jobs.

B	64.9%	$8.3B	51.3%
overall competitiveness grade	residents with post secondary education	average annual private business investment, 2020-24	employment classified as private sector

What is working

- A highly educated workforce and strong technology talent concentration.
- Major research, post-secondary and federal laboratory capacity.
- Growing defence, security, AI, cybersecurity and advanced-technology opportunities.
- Strong visitor volumes, international connectivity and quality of life.
- Increasing public alignment between Ottawa and Gatineau as one economic region.

Where conversion must improve

- Private sector job creation and company scaling.
- Commercialization of Canadian intellectual property and access to procurement.
- Graduate, newcomer and skilled talent retention.
- Startup density, productivity and investment readiness.
- Housing, energy and transportation capacity needed to support growth.

Source: Capital Advantage: The Ottawa Economic Scorecard (2025), Ottawa Board of Trade and Business Data Lab.

04

From 2025 Priorities to 2027-2028 Missions

The agenda is evolving because several platforms and policy commitments are now in place.

In 2025, regional partners presented four shared priorities to the NCR Caucus. The 2027-2028 framework does not discard that work; it advances it from advocacy toward execution and measurable economic conversion.

2025 priority	What moved	What remains	2027-2028 treatment
Federal workforce & real estate	Greater clarity on workplace and portfolio direction.	Economic transition, federal asset decisions and downtown redevelopment.	Integrated into Talent and Investment Readiness.
Transportation	Alto advanced; cross-river integration remains active.	Regional connectivity, labour mobility and connections to major gateways.	Integrated into Investment Readiness.
Defence Innovation Hub	Regional hub strategy and task force established.	Convert ecosystem strength into contracts, IP, investment, exports and jobs.	Elevated to Mission 1.
Bicentennial Capital Vision	Bicentennial underway; Francophonie 2028 creates a larger platform.	Build a lasting economic, tourism and investment legacy.	Integrated across Mission 3 and the One NCR agenda.

THE 2027-2028 SHIFT: FROM ASSETS TO OUTCOMES

Our shared opportunity is to convert the considerable assets of our region into measurable economic outcomes: infrastructure into connectivity; defence capability into companies and contracts; talent into private sector growth; federal assets into housing and investment; and major events into a lasting economic legacy.

That is why the 2027–2028 agenda is organized around three economic missions rather than four project categories.

05

Mission 1: Build a Sovereign Innovation & Defence Economy

Convert defence, technology and research strength into Canadian companies, IP, contracts, investment, exports and high value jobs.

REGIONAL OUTCOME

Strengthen and scale Ottawa-Gatineau as Canada's leading defence, security and dual use innovation ecosystem, converting its concentration of companies, research, talent, federal institutions and specialized infrastructure into more new companies and capabilities, procurement, commercialization, public and private investment, revenue, exports and high value jobs.

Regional asset

- Established Ottawa-Gatineau Defence Innovation Hub and regional task force, with shared targets and a unified regional economic impact assessment underway.
- Demonstrated momentum in company attraction, investment, procurement and research across defence, semiconductors, aerospace, space, AI, quantum, cybersecurity, autonomous systems and C5ISR, including the proposed NRC Canadian Photonics Fabrication Centre (CPFC) spinout into a sovereign compound semiconductor fab.
- Area X.O, a NATO DIANA Test Centre and advanced R&D, testing and commercialization complex that connects innovators with defence end users, procurement pathways, vehicles and real-world environments to accelerate technologies toward deployment and market adoption.
- Federal decision makers, 65 laboratories, six NATO DIANA Test Centres, research institutions, investors including ONE9, and a national security ecosystem.
- Post secondary research, commercialization and talent capacity.
- Multicultural and bilingual global diplomatic centre, home to more than 130 diplomatic missions and an unparalleled concentration of allied and international relationships that can accelerate defence and security collaboration, investment, market access and global partnerships.
- Airport and aerospace assets that support connectivity, testing, investment, national security and military readiness.

What must change

- Innovative firms still face lengthy paths into federal procurement and prime contractor supply chains.
- Continued investment is required in secure infrastructure, compute and specialized capacity to meet growing demand, enable scale, accelerate deployment, attract investment and strengthen sovereign Canadian capabilities.
- Canadian intellectual property and companies do not always remain or grow in Canada.
- Regional strengths are not yet consistently converted into exports and allied market access.

Priority federal action

Secure Ottawa-Gatineau as the headquarters of the Defence, Security and Resilience Bank (DSRB), with meaningful decision-making authority, operations and high value employment located in Canada's Capital Region.

The Case for Canada's Capital Region

- As a multilateral defence institution, the DSRB requires proximity not only to financial expertise, but also to defence and security decision makers, diplomatic missions, allied governments, federal research laboratories, regulators, post-secondary institutions and the companies developing and deploying relevant technologies.
- A joint Ottawa-Gatineau headquarters would anchor investment, specialist talent, international relationships and company growth while providing a visible expression of national unity: a bilingual institution operating across Ontario and Quebec in Canada's Capital Region.
- It is a concrete, near-term decision around which the region can align its strongest collective advocacy.

This is a competitive decision, not a formality. Toronto, Montréal and Vancouver have each put forward active bids, backed by their provincial governments and business communities, and no host city has yet been chosen. Ottawa-Gatineau's case rests on a distinction none of the other bidders can claim: it is the only candidate region already home to Canada's defence, security and diplomatic decision-making apparatus - National Defence Headquarters, the Canadian Armed Forces, the intelligence community and 130 diplomatic missions - alongside the federal financial regulators, including the Bank of Canada, EDC, CMHC, OSFI and FINTRAC, with which the DSRB will need to work daily from day one. Caucus voice matters precisely because this decision is still live.

05A Mission 1: Federal Actions and Measures

Federal action	What it means	What progress looks like
1. Champion the DSRB headquarters	Build a coordinated case to the Prime Minister, relevant ministers and participating allies. Support a unified proposal identifying ready sites, operating requirements, talent, infrastructure and regional contributions.	Coordinated pitch completed; candidate sites and operating requirements identified; federal and allied decision makers engaged; headquarters decision advanced or secured.
2. Accelerate procurement, testing & commercialization	Build an integrated Ottawa-Gatineau pathway for SMEs, researchers and scale ups to navigate federal procurement, leverage regional assets including Area X.O to test with end users, connect with primes and move from demonstration to deployment and contracts.	More procurement wins and customer contracts; shorter pathways from testing to deployment; more firms scaling revenue and participating in prime contractor and allied supply chains.
3. Invest in scale infrastructure & market access	Align federal defence, AI, research, infrastructure and commercialization programs around existing strategic assets, including Area X.O, and priority capabilities in secure compute and data infrastructure, energy capacity, testing and validation, certification, advanced manufacturing, sovereign semiconductor capacity including the CPFC spinout, and allied market access.	More Canadian IP commercialized and retained in Canada; increased public, private and allied investment; new and expanded companies; increased revenues and exports; stronger sovereign industrial capacity; high value jobs.

Results to achieve by September 2027

- DSRB host city decision advanced or secured, with defined regional operating footprint.
- Measurable growth tracked in regional defence and dual use procurement, public and private investment, company revenues, exports, IP commercialization and high value employment.
- Regional assets, including Area X.O, scaled to accelerate testing, validation, commercialization, procurement and market adoption; material progress made toward anchoring the CPFC sovereign compound semiconductor fab spinout and related investment in Canada's Capital Region.
- More regional companies connected to and securing federal, allied and prime contractor opportunities, translating innovation into customers, contracts and revenue.

Leadership

Regional lead: Invest Ottawa, Ottawa-Gatineau Defence Innovation Hub and regional task force, supported by economic development, business, post-secondary and airport partners. DSRB Caucus lead: Marie-France Lalonde, supported by the NCR Caucus Co-Chairs and regional members. Federal leadership for broader Mission 1: to be confirmed with the NCR Caucus.

2027 INDICATOR

Are more Canadian companies winning contracts, commercializing Canadian IP, attracting capital, exporting and creating high value private-sector jobs because the Capital Region is functioning as an integrated defence and innovation ecosystem?

06

Mission 2: Build the Talent Base for the Next Economy

Develop, attract, retain and redeploy the people required for the economy Canada and the Capital Region are building.

REGIONAL OUTCOME

Make Ottawa-Gatineau the place where students, researchers, newcomers, skilled workers and transitioning federal employees can build careers in high-growth private-sector industries and where employers can find the talent required to invest and scale.

Regional asset

- Nearly 65% of residents have post-secondary education; about 10% are enrolled and the four institutions add more than 12,000 graduates to the labour market annually.
- University of Ottawa, Carleton University, Algonquin College and Collège La Cité form a complementary regional system spanning trades, applied learning, advanced research, commercialization and bilingual and French-language education.
- Large pool of experienced federal, technology and professional-services talent.
- Globally connected post secondary institutions recognized for research and teaching excellence, strong relationships with employers and communities, and distinctive bilingual and Francophone capabilities.
- Growing demand in defence, AI, cybersecurity, construction, technology and other strategic sectors.

What must change

- The region does not retain and deploy enough graduates, researchers, newcomers and specialized workers into private-sector growth.
- AI is changing occupations and skill requirements while creating both displacement risk and productivity opportunity.
- Physical training space and specialized facilities are constrained across the region, limiting the ability of post-secondary institutions to meet demand for trainees in high-priority sectors.
- Ontario-Quebec immigration and labour-market systems can create friction within one regional labour market.
- Federal workforce restructuring creates a transition challenge and a potential private-sector talent opportunity.

Priority federal action

Create a Capital Region Talent & Workforce Transition Initiative, co-designed with employers, post-secondary institutions and economic development partners to connect experienced workers and emerging talent with high growth private sector opportunities.

The priority is to retain and deploy more of the region's talent into economic diversification and private-sector growth, supported by shared data and clear employer demand.

06A Mission 2: Federal Actions and Measures

Federal action	What it means	What progress looks like
1. Redeploy talent	Support a place-based workforce transition model connecting federal employees and other workers with defence, cybersecurity, AI, advanced technology, construction and other growth sectors.	Transitions into private sector roles; reduced vacancies; employer participation; retention of skilled workers in the region.
2. Strengthen attraction & retention pathways	Keep immigration, international student, researcher and work pathways predictable and responsive to verified regional labour market needs, including bilingual and Francophone talent.	Graduate, newcomer and researcher retention; critical skill vacancies; bilingual/Francophone talent outcomes.
3. Expand the regional talent pipeline	Align federal skills, research, innovation and infrastructure funding with training facilities and applied research. Attach local co-op, apprenticeship, research and employment pathways to major federally supported investments.	Capital priorities aligned; more co-op and apprenticeship placements; applied partnerships; research-to-company pathways; graduate employment and commercialization.

Results to achieve by September 2027

- A shared talent baseline covering enrolment, graduate output, capacity, placement needs, retention, workforce transition and projected demand.
- A practical workforce transition pilot operating with participating employers and institutions.
- Priority immigration, researcher, international student and bilingual/Francophone talent barriers identified for federal action.
- Capital priorities aligned around training-space constraints, with local co-op, apprenticeship, research and graduate employment commitments.

Leadership

Regional leads: the four participating post-secondary institutions collectively, with employers and economic development partners. Federal leadership: to be confirmed with the NCR Caucus. Build on existing regional talent work rather than create a parallel system.

2027 INDICATOR

Are more of the people educated, attracted or already working in the Capital Region moving into the private sector companies and strategic industries we are trying to grow?

07

Mission 3: Build an Investment Ready, Connected & Powered NCR

If we attract companies, capital and talent, can we power them, house them and move them?

REGIONAL OUTCOME

Ensure Ottawa-Gatineau has the housing, energy, transportation, development capacity and regional integration required to support population growth, attract talent and compete for private investment while presenting the Capital Region as one market.

Regional asset

- Large federal land and real estate footprint with potential to unlock housing, employment and downtown redevelopment.
- Alto moving toward implementation; YOW serving as the region's principal international aviation hub; and Gatineau-Outaouais officially recognized by Quebec as a tourism gateway to the province.
- Existing cross river transit systems and growing mayoral alignment on regional integration.
- Utilities, energy expertise and major public-sector infrastructure that can support long term planning.
- A market of more than 1.5 million people with strong quality of life and investment assets.
- A complementary regional visitor economy: Ottawa welcomes more than 11 million visitors annually and generates more than $2 billion in annual visitor spending, while visitor spending in the Outaouais is estimated at $964 million in 2025.

What must change

- Electricity infrastructure is generally planned in response to confirmed demand, while major investors require confidence that power will be available before they commit. The region needs mechanisms to build strategic capacity ahead of growth.
- Federal property decisions can be slow or unclear, constraining housing and redevelopment planning.
- Airports need effective tools to prevent incompatible land development that could jeopardize aviation, national security and related operations or constrain future growth.
- Transportation and labour market systems remain fragmented across the river.
- Ontario-Quebec regulatory and labour mobility barriers reduce the effective size of the market.
- Major assets and investment districts are not yet communicated or coordinated as one regional investment proposition.

Sources: Ottawa Tourism, regional annual visitor spending estimate; Tourisme Outaouais, 2025 visitor spending estimate. Measures are presented separately because their methodologies differ.

Priority federal action

Convene an NCR Investment Readiness Table bringing together governments, utilities, transportation and tourism organizations, post-secondary institutions and economic partners to act on the infrastructure decisions that determine whether the region can grow.

07A Mission 3: Federal Actions and Measures

Federal action	What it means	What progress looks like
1. POWER IT	Develop a shared 5-year, 10-year and 20-year regional energy demand outlook and establish funding, financing, risk sharing and cost recovery mechanisms that enable utilities to accelerate generation, transmission, distribution and servicing capacity ahead of confirmed demand in strategic growth areas. Use existing funding mechanisms, public funding, streamlined approvals and suitable public land to advance community energy projects close to major demand centres.	Funded, sequenced regional energy infrastructure plan; priority capacity built ahead of demand; community energy projects advanced near major demand centres; greater certainty on power availability, cost and timelines.
2. BUILD IT	Create a transparent NCR pipeline for federal lands and buildings; align property decisions with municipal and provincial plans and infrastructure servicing; and give airports simpler, stronger tools to protect aviation and related operations from incompatible development.	Federal assets mobilized; housing enabled in compatible locations; airport protection tools strengthened; employment lands and downtown sites advanced; faster investment decisions.
3. CONNECT IT	Establish an Ottawa-Gatineau-Alto coordination table; plan for last-mile connections, visitor services and workforce needs; strengthen YOW and cross-river mobility; and remove high-impact interprovincial barriers.	Joint visitor readiness plan; tourism partners formally engaged in Alto planning; improved regional access; mobility milestones; barrier removal actions; stronger investor perception of one market.

Results to achieve by September 2027

- A funded and sequenced regional energy infrastructure plan identifies where capacity must be built ahead of demand to unlock priority housing, defence, technology and investment projects.
- A clearer federal asset pipeline for housing, employment, downtown redevelopment and private investment.
- Stronger tools protect airport, national security and related operations from incompatible development.
- Priority community energy projects near major demand centres advance through committed public land, funding or financing, and clearly assigned delivery partners.
- Defined regional connectivity priorities for Alto, YOW and cross river movement, with Ottawa Tourism and Tourisme Outaouais jointly engaged in visitor readiness, destination development, connectivity and multi-destination experiences.
- A short list of Ontario-Quebec trade, labour mobility or regulatory barriers prioritized for action.
- A regional investment-readiness dashboard tracking housing enabled, serviced sites, infrastructure capacity and private investment.

Leadership

Regional leads: municipalities, utilities, transportation agencies, post-secondary institutions and economic partners. Ottawa Tourism and Tourisme Outaouais jointly lead visitor readiness. Federal leadership: to be confirmed with the NCR Caucus, with Ontario and Quebec coordination.

2027 INDICATOR

Can an investor, employer or worker make a confident decision to locate and grow in Ottawa-Gatineau because the region can provide the power, land, housing, infrastructure and connectivity they need?

08

One National Capital Region + Francophonie 2028

Regional integration is an operating principle across all three missions, not a fourth priority.

Ottawa and Gatineau can and must compete as one economic region. The practical goal is to reduce the barriers that prevent businesses, workers, students, visitors and investors from experiencing the full scale and diversity of the Capital Region.

The One NCR Indicator

Every mission should strengthen

- One labour market.
- One investment proposition.
- One innovation ecosystem.
- One connected economic region.
- One visitor destination with two complementary cultural identities and shared benefits from major events, international arrivals and Alto related growth.

Every proposal should answer

- Does it work on both sides of the river?
- Does it reduce a meaningful jurisdictional barrier?
- Does it expand the effective market for talent, businesses or investment?
- Is there a federal role no other partner can play?
- Can we measure progress within one to three years?

Francophonie 2028: an accelerator and deadline

The Francophonie Summit provides a unique international opportunity for demonstrating a bilingual, connected and globally competitive Capital Region, while creating a lasting economic legacy.

- Talent: strengthen French-language, bilingual and Francophone talent pathways and business capacity.
- Trade & investment: deepen relationships with Francophone markets and use the Summit to attract investment and business activity.
- Tourism & connectivity: strengthen air access, visitor readiness, regional experiences and international profile.
- Legacy: use the Summit to accelerate permanent visitor economy and public realm improvements that support future events, regional dispersion, investment and growth after 2028, including festival infrastructure and a unified pedestrian wayfinding system across key areas of Ottawa and Gatineau, particularly Confederation Boulevard, drawing on the role permanent infrastructure has played in Montréal's festival economy.

REGIONAL PRINCIPLE

Two cities. Two provinces. One economic region. Distinct identities and complementary strengths create a more competitive, connected and compelling capital region.

This principle was formalized on August 25, 2026, when the Mayors of Ottawa and Gatineau signed a new economic cooperation agreement recognizing the National Capital Region as an integrated economic zone and committing to reduce interprovincial trade and labour mobility barriers, align defence and cybersecurity investment, and pursue joint tourism promotion. These objectives are aligned with what we are asking the federal government to support. The agreement asks Quebec, Ontario and Canada to recognize this economic reality in policy and program design.

09

A Year-Round Partnership for Results

Move from annual presentations to sustained shared execution.

The key recommendation for this year is a mechanism for follow through. Regional partners propose a simple, time limited partnership through September 2027, optimizing existing organizations, mandates and partnerships.

PHASE 1

0-90 days

- Caucus confirms one federal lead per mission.
- Confirm accountable regional leads.
- Validate baselines and 1-3 priority federal actions per mission.
- Establish one shared dashboard.

PHASE 2

90-180 days

- Advance DSRB and procurement actions.
- Launch/define talent transition pilot.
- Complete initial energy, federal asset and connectivity baselines.
- Resolve early intergovernmental barriers where possible.

PHASE 3

180-365 days

- Track decisions and implementation.
- Measure economic outcomes and unresolved gaps.
- Prepare a joint September 2027 progress report.
- Refresh actions for 2027-2028 where evidence supports it.

Governance principles

- Co-Chairs provide overall Caucus coordination.
- One federal lead is confirmed for each mission.
- Regional leads own implementation and reporting within existing mandates.
- Quarterly working sessions focus on decisions, barriers and measurable progress - not general updates.
- A single dashboard tracks a small number of indicators across the three missions.

BUILD ON EXISTING REGIONAL LEADERSHIP

The purpose is coordinated execution and accountability. The partnership will optimize existing organizations, task forces and leadership tables to coordinate action, track progress and maintain accountability.

10 How Caucus Can Deliver

A shared agenda for action

Regional economic partners request the National Capital Region Caucus adopt these three missions as a shared economic agenda and work with the region through September 2027 to advance the federal decisions that can materially improve growth, productivity and investment.

A shared agenda means shared commitments.

Regional partners are committed to working with Caucus to advance this agenda. Through September 2027, and within their existing mandates, participating organizations commit to:

- **One voice.** Aligning our federal advocacy on the three missions rather than bringing competing requests.
- **Leadership.** Providing accountable regional leads for each mission, as named in this document.
- **Evidence**. Building shared baselines and a single dashboard to track progress.
- **Ready proposals.** Bringing well prepared options to Caucus for decision, starting with the DSRB.
- **One region.** Working together on both sides of the river, in both official languages.
- **Accountability.** Co-authoring a public progress report by September 2027.

Together, we can:

1. **Champion the three missions as an integrated economic strategy for Canada's Capital Region and confirm a federal lead for each mission.**

2. **Advance the three priority federal actions: secure the DSRB headquarters with meaningful regional decision making and operations; establish a Capital Region Talent & Workforce Transition Initiative; and convene an NCR Investment Readiness Table and implementation plan.**

3. **Mobilize the full range of federal tools including funding, procurement, land, regulation, immigration, research and commercialization support, and national infrastructure investment to advance the region's highest impact priorities. This includes increasing opportunities for local and Canadian companies, strengthening secure domestic supply chains and coordinating action with Ontario and Quebec. Review progress quarterly and publish a joint progress report by September 2027.**

THE INDICATOR FOR SUCCESS

By September 2027, our story will be defined by progress: decisions made, barriers removed, initiatives launched, investment unlocked and measurable economic outcomes achieved.

We will be known for what we built together: a more connected, competitive and prosperous Capital Region that strengthens Canada and makes Canadians proud.

CANADA'S CAPITAL REGION HAS THE ASSETS.

TOGETHER, WE CAN TURN THEM INTO CANADIAN GROWTH.

One Region. Three Missions. Measurable Results.