



Featured Projects

West Block: Rebuilding a National Symbol for the 21st Century

Ottawa, Ontario

Project Duration: 2011 – 2018

Project Budget: \$863 million

Client: Public Services and Procurement Canada

Services: [Advisory](#), [Project Management](#)



West Block Under Construction

45% of the West Block’s masonry was dismantled and rebuilt as part of its rehabilitation.

Constructed in 1866 in the Victorian High Gothic style, West Block needed modernization to meet the needs of 21st-century Parliamentarians. It was the first of three major rehabilitation projects in the [Parliamentary Precinct](#), as part of the Government of Canada’s Long-Term Vision and Plan to restore and conserve key heritage assets in the National Capital Region.

The West Block project served as a strategic starting point to enable the relocation of the House of Commons from Centre Block by providing critical interim space accommodations.

This once-in-a-generation project helped shape Canada’s democratic landscape through functional, sustainable, and accessible improvements to West Block and the broader precinct, including a new Visitor Welcome Centre.

Scope

The rehabilitation of West Block aimed to transform the building into a modern, secure, and majestic home for Parliament—creating an asset for generations to come.

The goals of the West Block rehabilitation were to:

- Rehabilitate 18,000 m² of heritage construction
- Integrate existing and new building systems with underground services
- Rehabilitate exterior masonry, sculptural elements, and ironwork
- Replace windows and roofing systems
- Abate and demolish hazardous materials
- Upgrade mechanical and electrical systems to current safety standards
- Modernize information technology and multimedia capabilities
- Create a new House of Commons Chamber
- Construct a 4,000 m², 4-level Visitor Welcome Centre
- Implement sustainability measures in alignment with LEED standards
- Refurbish parliamentary offices and supporting functions

As the first high-profile rehabilitation project in the [Parliamentary Precinct](#), there were some unforeseen challenges that required innovative solutions. The limited footprint around West Block required extensive spatial and technical planning to avoid disrupting public access and ongoing parliamentary activities.

Due to the age of the building, hazardous materials, including asbestos, lead paint, and mercury, had to be safely abated before construction could begin. The [Parliamentary Precinct](#) is also a highly secure area, which had to be taken into consideration when implementing new security measures during the project.

In addition, extensive exterior work necessitated structural interventions and masonry rehabilitation of the Mackenzie and Laurier Towers, which required tremendous skill and close collaboration between PSPC, Project Management Support Services (PMSS)—including Tiree—design engineers, and construction managers.

Approach

As part of this nationally significant project, Tiree supported PSPC with [Advisory](#) and [Project Management](#) services, from inception to closeout. Tiree also provided specialty project planning, security, lighting, seismic reinforcement, and masonry resources.

Our approach to rehabilitating and modernizing West Block included:

- Developing business cases, financial models, and investment analysis reports to inform funding strategies and strategic decision-making
- Managing the sequencing and delivery of more than 13 enabling projects to vacate West Block, including space for MPs, committee rooms, and specialized functions
- Conducting feasibility studies that resulted in significant cost savings, including the adoption of laser technology for heritage stone cleaning
- Providing strategic advice to senior management and executive committees, including input for Treasury Board approvals
- Aligning Statements of Requirements with stakeholder input from the House of Commons, the Senate of Canada, and the Library of Parliament
- Preparing the preliminary project plan and supporting documentation
- Providing financial leadership, including cost forecasting, budget planning, cost-benefit analysis, and variance reporting
- Leading overall project planning and delivery, including development of comprehensive risk mitigation strategies and key performance indicators
- Supporting procurement planning, including preparation of scope of work documents aligned with project objectives
- Executing a robust project governance framework with clearly defined roles, responsibilities, and communication workflows
- Directing functional programming and design coordination for parliamentary spaces, ensuring compliance with heritage, security, and sustainability requirements
- Implementing a construction management delivery model in collaboration with PSPC and the Canadian Construction Association, a model now used on multiple Parliament Hill projects
- Monitoring project performance through dashboard reporting, milestone tracking, and KPI analysis
- Orchestrating communications planning and stakeholder reporting, including standardized executive-level briefings and client engagement
- Facilitating change management and organizational development activities, such as training, knowledge transfer, and stakeholder impact analysis
- Providing mentorship to project teams and implementing employee development programs on topics such as heritage restoration and structural stabilization
- Overseeing project close-out activities, including testing, commissioning, and documentation of lessons learned

This required collaboration with PSPC, the House of Commons, the Senate of Canada, the National Capital Commission, the RCMP, the City of Ottawa, the Federal Heritage Building Review Office, and the public. Tiree developed strong working relationships with these key stakeholders, engaging them strategically throughout all phases of the project.

Outcomes

After seven years of coordinated effort between the government and project delivery teams, West Block was outfitted with an interim House of Commons Chamber, four committee rooms with broadcast capabilities, an office for the Prime Minister, and offices for House officers, party leaders, and party whips.

The glass-roofed House of Commons Chamber, built in West Block’s courtyard, is the first of its kind, increasing usable space by 50%. The result is a greener, more accessible, and barrier-free building that brings democracy closer to Canadians.

The newly-constructed Visitor Welcome Centre is a 4-level underground complex that serves as the main visitor entrance to West Block. This \$130 million addition is part one of a two-part plan to improve the tourism experience in the [Parliamentary Precinct](#), the second phase of which will include the Interim House of Commons Chamber as part of the Centre Block project.

The project marks a pivotal milestone in modernizing, preserving, and rebuilding a national symbol essential to Canadian democracy in the 21st century.



Interim House of Commons Chamber