



NATIONAL CAPITAL COMMISSION
COMMISSION DE LA CAPITALE NATIONALE

Summary of the
Corporate Plan
2019–2020 to 2023–2024

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National Capital Commission

Summary of the Corporate Plan 2019–2020 to 2023–2024

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MESSAGE FROM THE CHAIR AND CHIEF EXECUTIVE OFFICER

For the past 60 years, the National Capital Commission has been mandated to, in the words of its founding legislation, “prepare plans for and assist in the development, conservation and improvement of the National Capital Region in order that the nature and character of the seat of the Government of Canada may be in accordance with its national significance.”

This year, we celebrate the 60th anniversary of the *National Capital Act* of 1959 with great pride and satisfaction, confident that our efforts to date have honoured both this mandate and a legacy of Capital building dating back to the formation of the Ottawa Improvement Commission at the end of the 19th century.

Indeed, we continue to build on the momentum of past years, guided by the Plan for Canada’s Capital, which is the keystone of a robust planning structure. This includes the new Sustainable Development Strategy, an ambitious plan to make the NCC’s activities and assets even more environmentally sensitive and the Capital Region more resilient in the face of an unpredictable climate and extreme weather events.

As chief planner and steward of federal lands and assets in Canada’s Capital Region, and creative partner with others who share our goals, the NCC also strives to set new standards for corporate excellence. This manifests itself in our staunch belief in openness and transparency, our focus on results, our pride in the Capital, and our deep commitment to collaboration—both with external partners and within the organization.

Indeed, another manner in which the NCC’s drive for corporate excellence manifests itself is in its dedication to employee engagement. Here, we are redoubling our efforts to ensure that the NCC remains an employer of choice in the Capital Region, able to draw upon the best and the brightest to pursue the goals of that founding legislation.

It is not an overstatement to say that these are transformational times for the Capital. There are a number of projects and initiatives in the works that promise to reshape the Capital for the years to come, and the NCC is determined to see them reach fruition.

The NCC will continue to pursue the new process launched this spring to redevelop LeBreton Flats, and create a vibrant, mixed-use, people-friendly and world-class neighbourhood that sets new standards for connectivity, innovation, design and sustainability.

We will continue to find new ways to connect Canadians with the Capital’s waterways, including the dynamic linear park envisioned for the Ottawa River’s south shore.

We will continue to support our partners at the federal, provincial and municipal levels, as we work together to improve regional transportation and interprovincial connections.

And we will continue to assess, prioritize and execute numerous projects to ensure that the federal assets under the NCC’s management are maintained to the level that Canadians expect and deserve.

We will advance the spirit of reconciliation in the Capital, working with the Algonquin Nation to develop a vision for Victoria Island that reflects its historic and cultural significance to the Indigenous peoples of the region, and deepening the NCC’s relationship and dialogue with the Delegation of Algonquin Chiefs.

These are but a few examples; the list could go on, and there is much more to be found in the pages that follow.

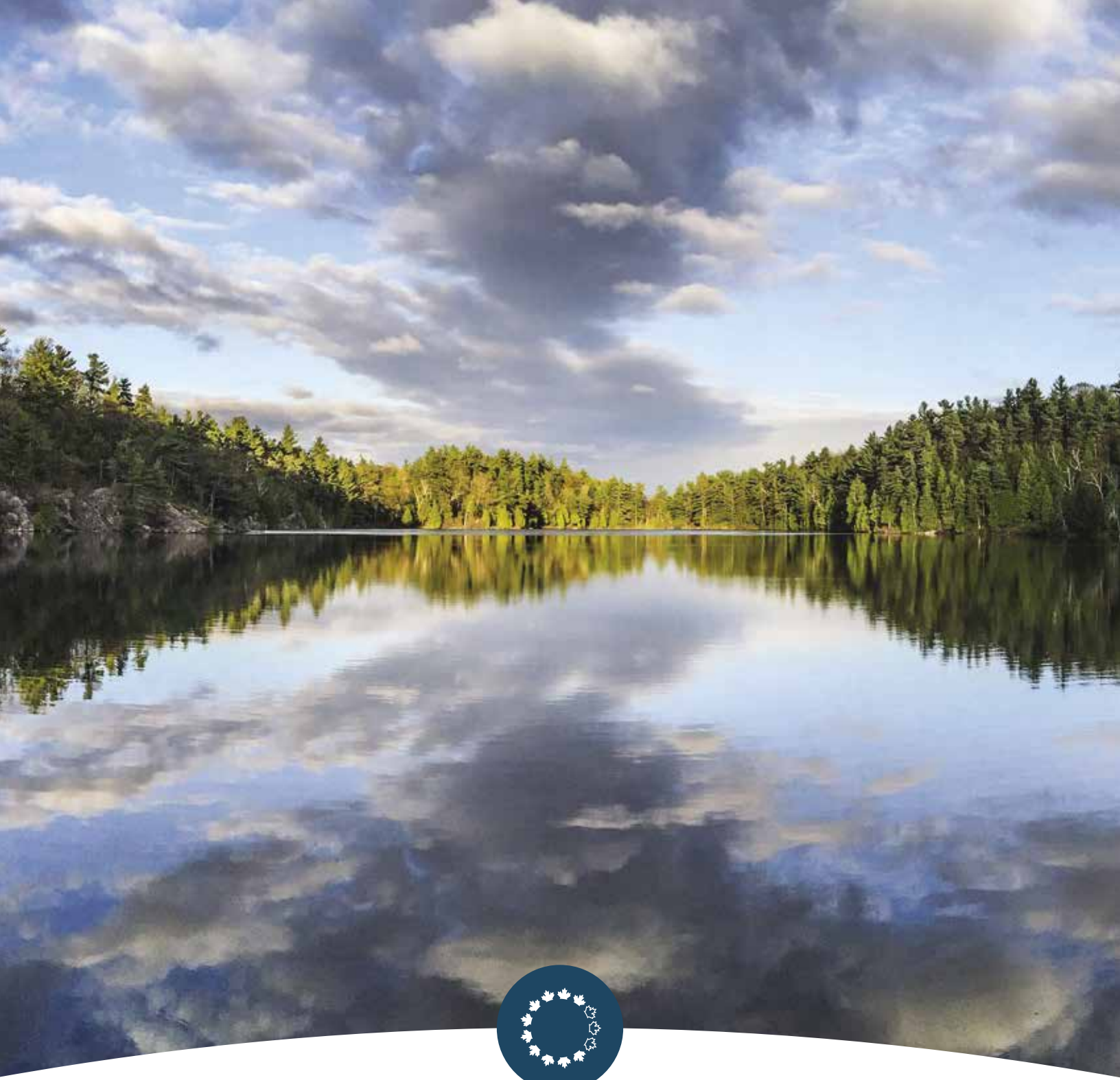
In an era of great change for the Capital, there remains a constant: the National Capital Commission’s dedication to building a capital that inspires Canadians and reflects the best of our country—one that will remain a source of pride for generations to come.



Marc Seaman
Chair



Tobi Nussbaum
Chief Executive Officer



CORPORATE PROFILE

Mandate

The National Capital Commission (NCC) is a federal Crown corporation created by Canada's Parliament in 1959 under the *National Capital Act*. The role of the NCC, as defined by the *National Capital Act*, is “to prepare plans for and assist in the development, conservation, and improvement of the National Capital Region in order that the nature and character of the seat of the Government of Canada may be in accordance with its national significance.” The corporation fulfills this role through the following activities:

- Setting the long-term planning direction¹ for federal lands in Canada's Capital Region;
- Guiding and controlling the use and development of federal lands in Canada's Capital Region;
- Managing, conserving and protecting NCC assets² (including Gatineau Park, the Greenbelt, urban parks, real property, and other assets such as bridges, pathways and parkways); and
- Maintaining heritage sites in the National Capital Region, such as the official residences and commemorative sites.

Mission

The NCC's mission is to ensure that Canada's Capital Region is of national significance and a source of pride for Canadians.

Guiding Principles

Guiding principles identify the behaviours that the NCC focuses on in delivering on its priorities and mandate. The NCC reviewed its guiding principles in the fall of 2018 to ensure that they are still relevant to the organization.

LEADERSHIP AND INNOVATION

Foster creativity and innovation such that the NCC is a leader in building a signature National Capital Region.

OPENNESS AND TRANSPARENCY

Ensure the integrity of our activities, and continue to engage the public and stakeholders in the National Capital Region and beyond.

RECONCILIATION

Recognize that reconciliation with Indigenous peoples in Canada, particularly the Algonquin First Nation, is essential to our success.

COLLABORATION

Add value as a partner with our stakeholders, the public and all orders of government, to create lasting legacies.

PRIDE

Take pride in building an inclusive, accessible and environmentally sustainable National Capital Region that embodies Canadian values and traditions.

ORGANIZATIONAL EXCELLENCE

Nurture a diverse and engaged workforce, and continue to improve business practices and client services.

1. Refer to Figure 1 on page 6 for the NCC's planning framework.
2. Refer to Figure 2 on page 7 for an overview of the NCC's assets.

Core Responsibilities

With a mandate reaching back 120 years, the NCC has been serving as both the National Capital Region's primary long-term planner and the principal steward of federal lands to build a dynamic, inspiring and sustainable capital. In addition to internal services, the NCC has two core responsibilities, which reflect its key obligations to the public as a government organization.

LONG-TERM PLANNING

The NCC ensures federal lands and assets meet the needs of government and Canadians, and reflect and respect the significance, natural environment and heritage of the National Capital.

The NCC develops long-term plans, identifies the National Interest Land Mass (NILM), and manages federal land use, design and transaction approvals.

With partners in the region, the NCC also conducts interprovincial transportation planning, and facilitates transportation projects.

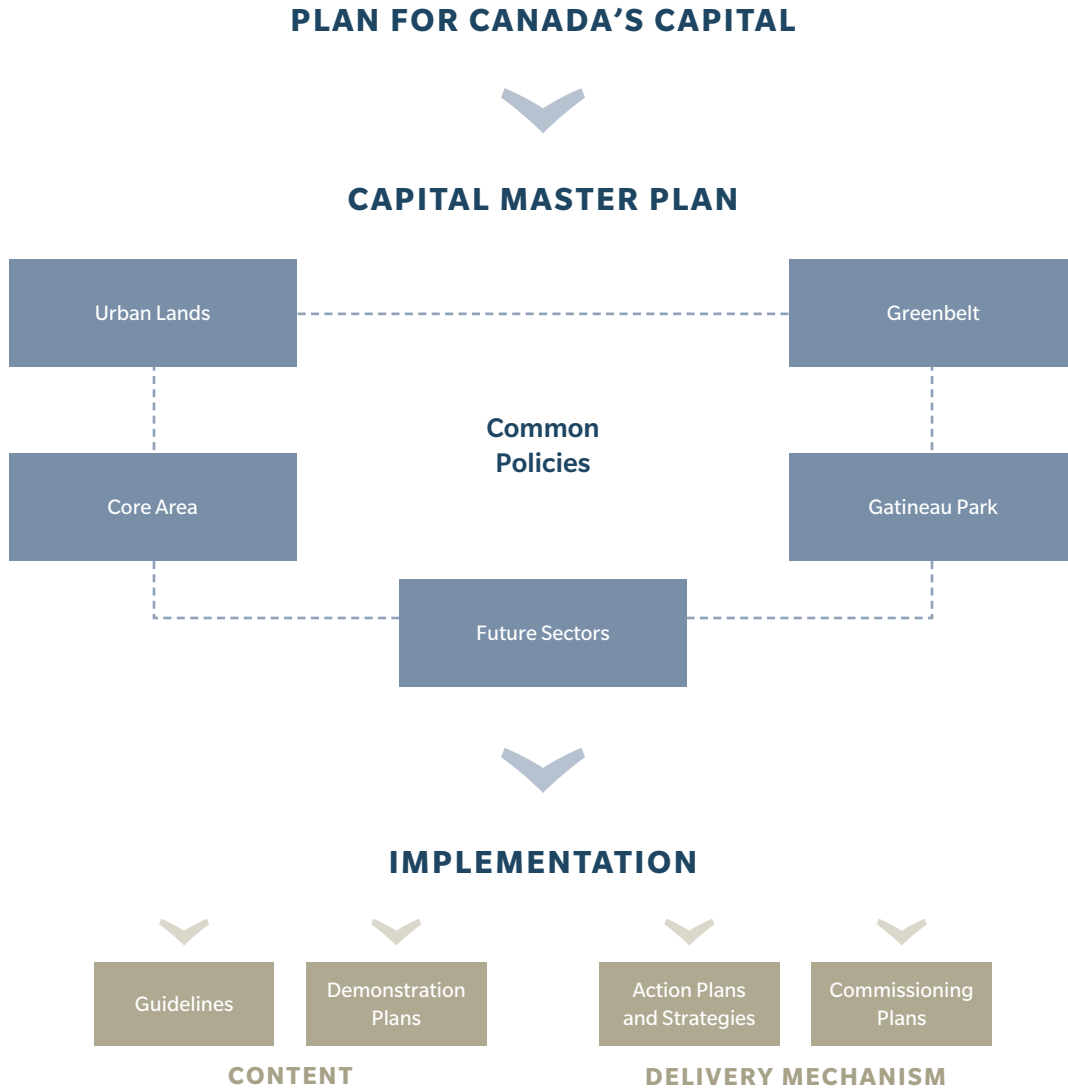
STEWARDSHIP AND PROTECTION

The NCC manages, maintains, protects, develops and rehabilitates federal lands and assets in the National Capital Region. The NCC also ensures that Canadians have safe, appropriate and sustainable access to experience these federal lands and assets. Through its stewardship activities with the official residences, the NCC ensures that accommodations for Canada's official leaders are appropriate, and serve as inspiring settings for state events and ceremonies.

INTERNAL SERVICES

To fulfill its ongoing planning and stewardship responsibilities, the NCC has a series of organization-wide internal services that support the delivery of its activities, and management of resources. These functions support the NCC's management of financial and human resources; governance structures, including the board of directors and committees; public affairs, communications and marketing; reporting to Parliament and Canadians; as well as information technology and geomatics services.

Figure 1: The NCC's Planning Framework



CORPORATE PROFILE

Figure 2: Overview of the NCC's Assets



6 official residences



1,700 properties,
1,000 buildings



145 bridges



23 urban parks



100+ km of parkways and roads



75 km of waterfront,
50 lakes



194 monuments, public art,
interpretive panels and plaques



300 km of pathways



600+ different structures
(e.g. retaining walls, lookout
platforms, dams and so on)



39,600 ha of forested lands and
2,500 ha of wetlands



5,600 ha of farmlands



2,800 various other assets
(electrical, mechanical, water
and drainage systems)

Approximate replacement value (built assets): \$1.7 billion

Governance

COMPOSITION, ROLES AND RESPONSIBILITIES OF THE BOARD OF DIRECTORS

As defined in the *National Capital Act*, the NCC's board of directors consists of a chair, a chief executive officer (CEO) and 13 other members from the Capital Region and other parts of the country. The mayors of the cities of Ottawa and Gatineau are also participants in all board meetings, on an ex-officio, non-voting basis.

The board of directors is responsible for the oversight and direction of the NCC's activities and assets. In carrying out this role, the board of directors undertakes the following:

- Sets broad strategic directions for the organization;
- Ensures the effective and efficient use of corporate resources;
- Monitors and reviews corporate performance risks;
- Approves key accountability documents for the government, such as the corporate plan, annual report and quarterly financial reports;
- Approves significant projects and transactions to be undertaken by the organization; and
- Communicates and fosters relationships with government, stakeholders and the public.

In its corporate oversight role, the board of directors plays an active part in setting and monitoring management direction. The CEO is accountable to the board of directors for the management of the NCC's activities and the implementation of the board's strategic directions for the coming year. The CEO reports to the board of directors on corporate performance at the start of each board meeting, by presenting a report on activities.

BOARD APPOINTMENTS

The minister responsible for the *National Capital Act* appoints board members with the approval of the Governor-in-Council, while the Governor-in-Council appoints the chair and CEO. As of February 2016, a new appointment process has been in place for Governor-in-Council appointments, including chairs, heads and members of boards of directors. The new requirements establish an open, transparent and merit-based selection process for Governor-in-Council appointments. Under this process, interested individuals can apply to the government for appointment. A selection committee will assess candidates, and identify those found to be the most highly qualified for appointment. Based on this advice, the minister makes a recommendation to the Governor-in-Council for appointment.

MUNICIPAL PARTICIPATION AT BOARD OF DIRECTORS MEETINGS

In February 2016, the NCC Board of Directors amended its by-laws to include the mayors of the cities of Ottawa and Gatineau as participants in all board meetings on an ex-officio, non-voting basis.

The participation of the mayors is governed by the same code of conduct, confidentiality provisions and conflict of interest rules required of NCC board members. As ex-officio, non-voting participants, the mayors—like all other members—can participate in discussions by raising questions and making comments during meetings of the NCC’s board. The mayors are excluded from some items to respect commercial confidentiality, cabinet confidences, solicitor–client privilege, human resource or privacy matters, or matters related to the official residences of Canada.

ACCOUNTABILITY AND OPERATIONS

The board of directors operates under a series of by-laws and charters. The NCC by-laws detail the powers of the board under the *National Capital Act*, provide specific information pertaining to board meetings, delegate powers to the CEO and corporate secretary, and contain other operating resolutions, such as banking operations. The NCC charters set forth the duties and responsibilities of the board of directors and corporate committees.

Board members are bound by the *Financial Administration Act*, the *Conflict of Interest Act*, the code of conduct and conflict of interest guidelines for members of the NCC board of directors, as well as the NCC by-laws. All board members are obliged to declare any conflicts of interest annually and as they arise during the year. Board members must recuse themselves from decision making in any situation that could be considered a real or perceived conflict of interest.

The board of directors assesses its collective performance through a structured self-evaluation process.

In addition to an annual general meeting, the board meets in person five times per year, as well as via teleconference on an as-required basis throughout the year. Each meeting consists of an open public session and an in-camera session.

REMUNERATION

Remuneration for the board of directors is set by the Governor-in-Council, and it follows the Privy Council Office’s Remuneration Guidelines for Part-Time Governor-in-Council Appointees in Crown Corporations. The chair of the board of directors receives an annual retainer of between \$8,000 and \$9,400 and a per diem of \$375 for attending board and committee meetings, and for certain special executive, analytical or representational responsibilities approved by the board of directors. Other board members who participate in committees and perform other special duties receive an annual retainer of between \$4,000 and \$4,700 and a \$375 per diem. In addition, board members are reimbursed according to Government of Canada directives. The chair of the Audit Committee receives an additional retainer of \$2,000 per year. As ex-officio, non-voting participants, the mayors of Ottawa and Gatineau are not entitled to receive remuneration.

COMMITTEES

The three corporate committees support the board of directors, and four advisory or special committees provide advice to the CEO and the executive management team.

Corporate Committees

The Executive Committee is called upon when necessary to deal with specific business or issues. In such cases, the board of directors can delegate certain powers and functions to this committee. Currently, these delegated powers include a limited power to grant approvals pursuant to section 12 of the *National Capital Act*.

The Audit Committee oversees the integrity of the NCC's financial information, reporting, processes and controls, as well as the NCC's internal audit function.

The Governance Committee assists the board in overseeing and assessing the NCC's governance framework to ensure that it meets effective corporate governance principles and best practices.

Advisory and Special Committees

These committees provide technical advice to the CEO and the executive management team in implementing the NCC's mandate. Recognized experts from across Canada are recruited to sit on these committees. The board of directors appoints advisory committee members. The CEO appoints special committee members.

Advisory Committees

The Advisory Committee on Planning, Design and Realty provides objective, professional advice on the NCC's long-range plans and policies for the use of federal lands in Canada's Capital Region, land use and design proposals affecting such lands, and other real property issues. Committee members are experts in real estate development; environmental, urban and regional planning; urban design; heritage preservation; architecture; and landscape architecture.

The Advisory Committee on the Official Residences of Canada provides objective, professional advice on asset management and matters relating to the six official residences in Canada's Capital Region. The committee also provides advice to Public Services and Procurement Canada, the custodian of the Citadelle, the governor general's official residence in Québec City. Committee members are experts in interior design, architecture, heritage and real asset management.

Special Committees

The Advisory Committee on Universal Accessibility provides objective, professional advice on how to address universal accessibility requirements for projects undertaken by the NCC.

The Canadiana Fund is responsible for soliciting donations of heritage art, artifacts, furniture and funds for the enhancement of staterooms in the official residences. Pieces that are chosen reflect Canada's heritage, artistic traditions and historical associations, or complement the architectural style of a particular residence.

REPORTING TO PARLIAMENT AND CANADIANS

The NCC reports to Parliament through the Minister of Canadian Heritage and Multiculturalism, and the corporation is subject to Part X of the *Financial Administration Act* (FAA).

INDEPENDENT AUDIT

The Office of the Auditor General of Canada (OAG) serves as the auditor for the NCC. The OAG performs an annual audit of the NCC's year-end financial statements to provide an opinion on whether or not the financial statements present fairly, in all material respects, the corporation's financial position and operating results, changes in net financial assets and cash flow, and if the transactions that have come to the auditor's notice in the course of the examination are carried out according to Part X of the FAA and regulations, the *National Capital Act*, and the by-laws of the corporation. In addition, Part X of the FAA stipulates that the OAG conduct a special examination of the NCC every 10 years.

The last special examination was completed in 2017. For more details, see the section entitled "Operating Context."

OMBUDSMAN

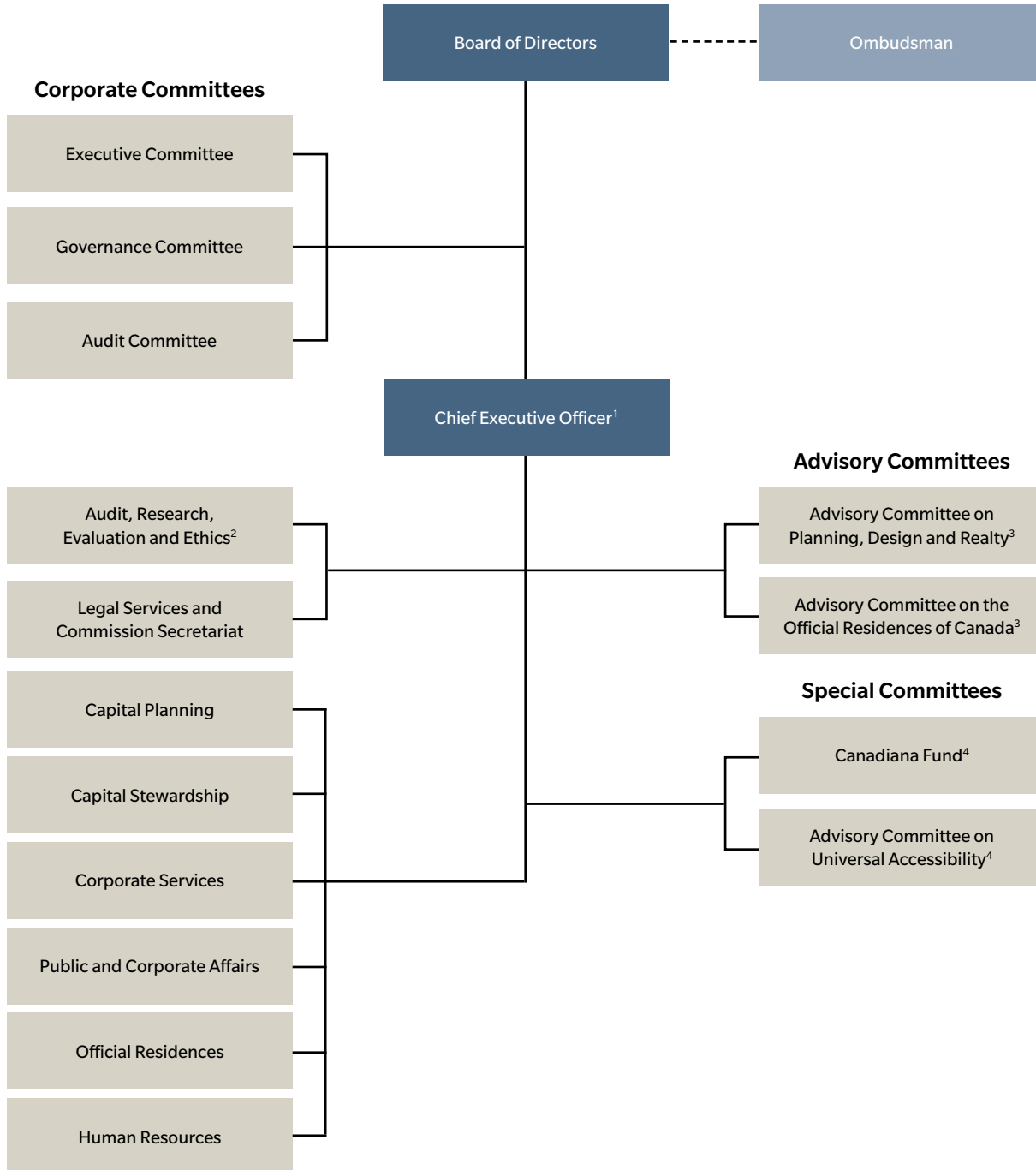
Appointed by the board of directors, the NCC ombudsman serves as an independent and confidential resource for the public to solve complaints when all other internal avenues of redress are exhausted. The ombudsman is required to submit an annual report on his or her activities to the board of directors. The annual report is also made available to the public on the ombudsman's website.

ORGANIZATIONAL STRUCTURE

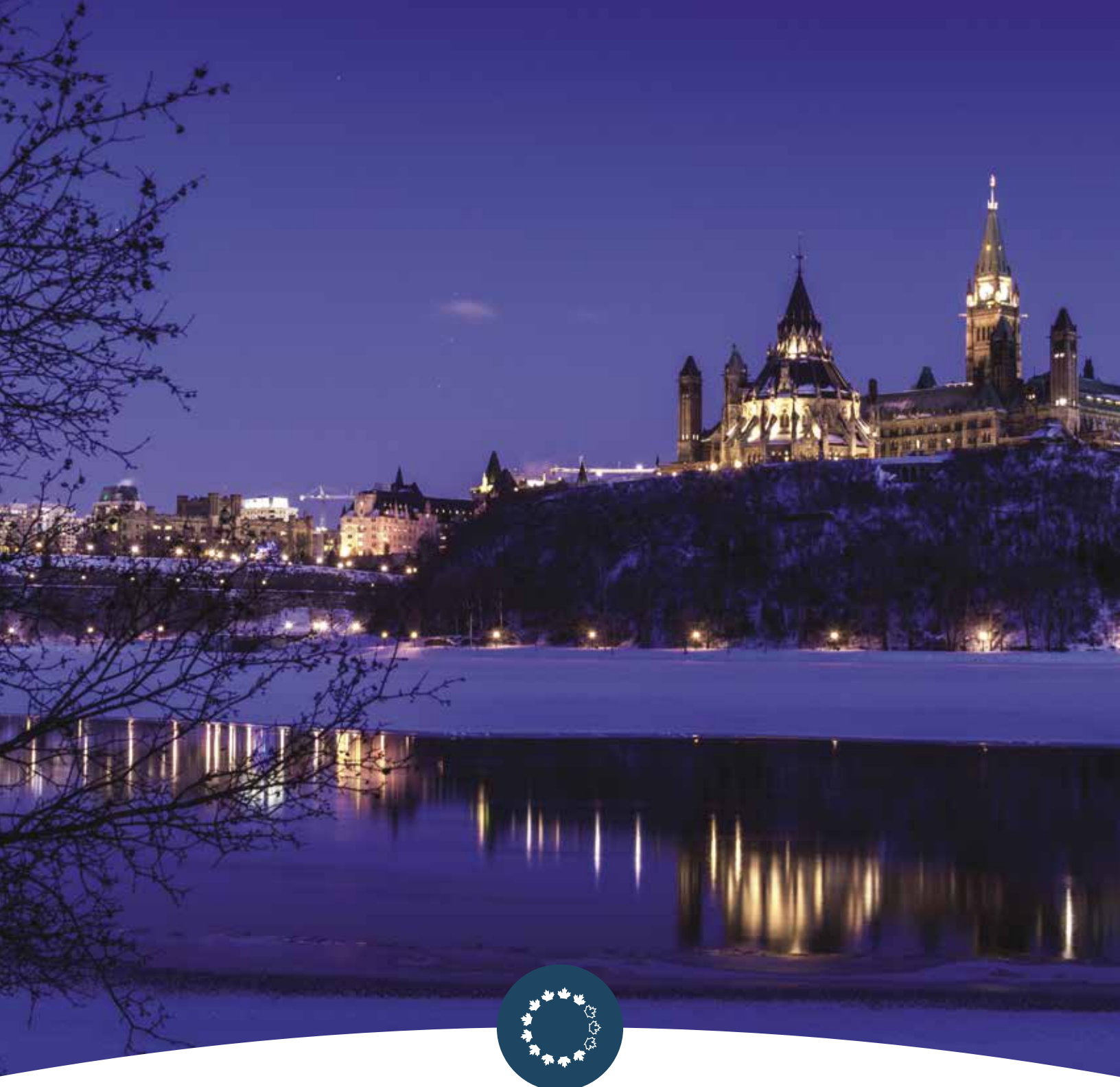
The organizational structure³ of the NCC illustrates the relationships between the board of directors and the executive management team, various committees and the NCC's branches. Within the NCC's organizational structure, the CEO is responsible for setting operational and management objectives, providing direction on implementation strategies, and overseeing day-to-day operations. The CEO is supported by an executive management team that represents each branch of the NCC. Each vice-president is responsible for ensuring that the corporation's key sectors of activity are implemented and well managed.

3. Refer to Figure 3 on page 12 for a diagram of the NCC's organizational structure.

Figure 3: The NCC’s Organizational Structure



1. The chief executive officer is also a member of the board of directors.
2. The audit function reports directly to the Audit Committee.
3. Members of the advisory committees are appointed by the board of directors.
4. Members of the special committees are appointed by the chief executive officer.



OPERATING CONTEXT

Analysis of the Environment

The NCC begins its annual strategic planning process with an analysis of the environment in which it operates. It shapes its priorities in light of the changes, challenges and opportunities that emerge. The following outlines the most significant factors affecting the NCC over the five-year planning period.

Alignment with Government Priorities: An Overview

In delivering its mandate, the NCC must ensure alignment with government priorities. Over the planning horizon, the relationship with Indigenous peoples, openness and transparency, diversity and employment equity, sustainable development and environmental protection, gender-based analysis plus, and regional transportation will constitute important areas of focus for the corporation.

INDIGENOUS RELATIONS

The NCC has worked with the Algonquin Nation in a spirit of friendship and collaboration for many years. In collaboration with the chiefs representing the Algonquin Nation, the NCC is currently developing a protocol for engagement. It will continue to create opportunities to work with Indigenous peoples on shared priorities in a spirit of reconciliation and respect.

TRANSPARENCY AND OPEN GOVERNMENT

The NCC has implemented several measures to demonstrate greater openness and transparency. The corporation is ensuring effective communication and stakeholder engagement by building strong

relationships with people and organizations throughout the region and across the country.

The addition of public board of directors meetings demonstrates that there is commitment to these principles at all levels within the corporation. Live updates of meeting proceedings are also provided via social media. Meeting agendas and other documents, such as the CEO's report on activities, are also posted on the NCC website. Through its citizen-focused approach, the NCC provides opportunities for public input and collaboration, recognizing the role that all Canadians have in building a thriving and sustainable National Capital Region that reflects the very best of Canada. On average, the NCC conducts over 60 consultations a year (online and in person), and presents 10 Urbanism Lab programs.

The participation of the mayors of Ottawa and Gatineau at the NCC's board of directors meetings enhances cooperation in the areas of urban planning, transportation, tourism and regional development. The NCC will collaborate with partners to move toward developing smart cities, encouraging the adoption of innovative approaches and bold ideas in urban planning to improve every aspect of community life.

SUSTAINABLE DEVELOPMENT AND GREENING GOVERNMENT OPERATIONS

The National Capital Region is home to many green spaces, which contribute to quality of life and are intrinsic to Canada's symbolic natural and cultural heritage. The NCC will continue to prioritize its work to conserve, protect and manage green spaces, including Gatineau Park and the Greenbelt; consult in implementing its sustainable development strategy; and cooperate with stakeholders on environmental planning, with the objective of contributing to a green National Capital Region.

GENDER-BASED ANALYSIS PLUS (GBA+)

The NCC echoes the Government of Canada in its commitment to using GBA+ as a tool for developing public policy and informing decision making. The corporation has already integrated gender and diversity considerations into many of its approaches. In 2018–2019, the NCC undertook internal discussions to better understand GBA+ requirements, and began to identify the organization’s needs to better embed and formalize gender-based analysis in the policies, programs, initiatives and services that the NCC develops and delivers.

To this end, the NCC has identified the responsibility centre with a member of senior management as the champion, as it has broad reach across the organization, and will continue to provide oversight, guidance and promotion of GBA+. In 2019–2020, the NCC will continue the process of completing a more in-depth assessment, and work toward solidifying a GBA+ policy. Over the planning period, the NCC’s goal is to build organizational capacity in GBA+, adapt GBA+ to its own environment and activities, sustain ongoing practice of GBA+, and measure success.

The NCC is also committed to ensuring that its workforce is reflective of the National Capital Region's market availability.

REGIONAL TRANSPORTATION AND INTERPROVINCIAL CROSSINGS IN CANADA’S CAPITAL REGION

The NCC encourages and supports the development of a thriving and sustainable National Capital Region through integrated land use, transportation planning and development, which reinforce the principle of sustainability, and maximize the viability of active mobility in the region. More specifically, the NCC’s planning mandate for federal lands in the National Capital Region includes interprovincial bridges that are major components of federal involvement in the planning of the region. The NCC is constantly working with its departmental counterparts and the municipalities to coordinate the planning of the National Capital Region’s interprovincial crossings, as residents of the area live and work in both provinces. The NCC has expertise in planning, building, operating and maintaining bridges and other infrastructure, including approximately 150 bridges in the National Capital Region, among which are two interprovincial bridges: Portage and Champlain.

As announced in Budget 2019, and to address the demonstrated need for an additional crossing in the National Capital Region, the NCC will work toward refreshing existing studies, and developing a long-term integrated interprovincial crossing plan with both provincial governments and the cities of Gatineau and Ottawa.

Special Examination by the Office of the Auditor General of Canada

The NCC underwent a special examination in 2016–2017. The OAG tabled its report in Parliament on November 21, 2017. Overall, the OAG found that the corporation has good corporate management practices for governance, strategic planning, performance measurement and reporting. However, some weaknesses were identified, and recommendations were made. In response, the NCC developed an integrated enterprise risk management framework that sets risk tolerances, assesses strategic and operational risks, and provides comprehensive risk information for decision making. Enterprise risk management is integrated into the NCC’s planning and reporting cycle through a risk profile exercise, which helps to identify the key corporate risks and corresponding risk response measures for the planning period. Corporate risks are linked directly to the organization’s performance, and the risk trends and effectiveness of risk response measures are reported quarterly to the board of directors.

In addition, the OAG recommended that the NCC develop a full range of options to address its strategic risk related to asset maintenance. In response, the NCC has completed an asset and funding review and, by working with other government entities, secured a funding allocation of \$55 million over two years through Budget 2018 to undertake work on high-impact and high-value assets

that are in need of critical repairs, and restore them to good condition. It should be noted that assets in critical condition within the official residences asset portfolio were not included in the projects funded through this funding allocation.

BUDGET 2018: FUNDING UPDATE

The 2018–2019 fiscal year was the first year of implementation for projects funded through Budget 2018. To ensure that the Government’s \$55-million investment brings about the best possible benefits, and focuses on where the need is greatest, the NCC moved forward with an implementation plan based on a holistic approach, to address maintenance requirements across the National Capital Region. The NCC is reviewing current asset condition reports, and advancing development of asset management plans. A process has also been initiated to prioritize key assets for inspection. This plan will enable the corporation to begin addressing the maintenance requirements for assets in need of critical repairs. All projects funded through this investment have completed the study and planning phases, and one project is complete.

Improving the condition of the NCC’s diverse portfolio of assets and infrastructure to ensure their safety and resiliency, and that they meet the expectations and needs of Canadians, remains a top priority for the NCC. Moving forward, the NCC will continue to work with the government to address its long-term financial needs to ensure that asset maintenance requirements are addressed across the Capital Region.

Financial Outlook

This section provides key highlights of the detailed information contained in the Financial Management section.

In 2019–2020, operating appropriations are expected to reach \$73.8 million, while revenues from leasing, easements and other sources are expected to reach \$38.9 million.

The NCC’s 2019–2020 to 2023–2024 Financial Plan proposes to utilize \$8.9 million in operating reserves, in addition to increased revenues and internal budget reallocations to balance its operating budgets over the five-year planning period. These funds will be used to deliver key projects and offset pressures in the following manner: \$11.8 million over five years to offset inflationary pressures on goods and services and payment in lieu of taxes; \$2.5 million to address health and safety issues related to the impact of invasive species, funded from Budget 2018; \$2.0 million to secure the NCC’s revenue base by extending its leasing portfolio maintenance program; \$1.9 million for the implementation and management of planning initiatives; \$1.8 million for the modernization of software, technological innovations to improve overall efficiency and enhance employee performance; \$1.6 million for the renewal of the natural resource stewardship action program; \$1.5 million over the next two years to implement asset and building condition inspection and reporting processes, as well as ensuring the ongoing monitoring of asset conditions; \$0.6 million to strengthen relations with the community, Indigenous peoples and all orders of government; and \$0.5 million for the implementation of the sustainable development strategy.

In response to increasing financial pressures, the NCC adopted several measures and strategies to contain or reduce its costs, and continues to closely monitor its financial situation. For example, in the current plan, the NCC was able to assess some vacant positions and reallocate these funds to other priorities. Nonetheless, the challenge remains to balance ongoing operational requirements while parliamentary appropriations remain fixed. At the end of the planning period, the NCC will retain sufficient working capital to cover net short-term liabilities. The NCC will return to balanced budgets by limiting its capital investments to funded levels, while exploring opportunities for increased revenues and parliamentary appropriations.

Revenues earned from property rentals are expected to increase by \$3.0 million or 13 percent over the next five years, to \$25.5 million annually. The increase is attributable to general rent increases, as well as new sources of revenues from lease renewals, continued phased implementation of paid parking on NCC property and new land leases, including a long-term lease agreement with a private developer for a new multi-tenant industrial site development, as well as the installation of concessions, including cafés.

Easement and licence revenue projections are expected to increase by \$0.5 million over the next four years to \$1.7 million per year, primarily due to City of Ottawa projects, including the light rail transit system. Easement revenues will return to the base revenue level of \$1.1 million by the end of the plan. Other one-time revenue of \$1.9 million to fund a commemorative project is planned in 2019–2020. User access fee revenues include increased camping activities and rate increases planned over the next five years.

As announced in Budget 2018, the NCC received approval for additional appropriations of \$55.0 million over two years (2018–2019 and 2019–2020) to undertake work to improve assets requiring critical repairs and maintenance to ensure that they are in good condition. In 2019–2020, capital appropriations are projected at \$62.5 million, with a total of \$208 million expected to be invested over the five-year planning period. This includes new assets and major capital repairs to extend the life of existing deteriorating assets. Funding will come from \$154 million in parliamentary appropriations, \$15 million from the Acquisition and Disposal Fund, as well as by drawing down the \$19 million remaining in designated funds earmarked for capital expenditures, and \$20 million from other sources such as contributions from partners.

Integrated Risk Management

The NCC uses an integrated risk management framework to identify, manage and mitigate its risks. The corporation applies this framework in strategic decision making, operational planning and project management. Enterprise risk management is integrated into the NCC's planning and reporting cycle through a risk profile exercise, which helps to identify the key corporate risks and corresponding risk response measures for the planning period. These key corporate risks and operational risks are monitored throughout the year, and their trends, as well as the effectiveness of mitigation measures are reported to the board of directors each quarter.

On an ongoing basis, the corporation identifies opportunities to enhance its risk management framework and leverage more comprehensive risk information for decision making, in order to take appropriate actions to implement necessary mitigation strategies and maintain resilience.

For the 2019–2020 to 2023–2024 planning period, the NCC has identified three major corporate risk categories: capacity, reputation and influence, and safety and security.

CAPACITY

Capacity risks relate to the NCC's ability to maintain sufficient levels of both financial and human resources to be resilient to a changing business environment, effectively deliver its activities and manage its assets.

Moving forward, the NCC will continue to collaborate with government to identify long-term sustainable funding solutions to ensure that its assets remain safe, resilient and enjoyable for current and future generations of visitors to the

National Capital Region. In addition, the NCC is pursuing opportunities to leverage assets to generate revenues through long-term leases and other land transactions. The NCC also continues to identify efficiencies and cost containment measures in its life cycle management and project management portfolios. Furthermore, the NCC Board of Directors has established the Ad Hoc Committee on Financial Sustainability to support these efforts.

In terms of human resource capacity, the NCC has made this a focus, including elements of this risk in one of its priorities for this planning period. The corporation continues to focus on developing strategies to attract, manage and retain a talented workforce and optimize business processes. These strategies form the bulk of the initiatives included in Priority 6, which aims to have the NCC mitigate this risk by becoming an employer of choice in the National Capital Region.

REPUTATION AND INFLUENCE

Reputation and influence risks relate to the NCC's ability to maintain a positive reputation and be able to influence partners, stakeholders, the public and elected officials.

To protect its reputation and influence, the NCC engages with stakeholders, partners and the public, and builds awareness of the benefit that the organization provides to the Capital Region. A new NCC Integrated Communications Plan, which uses a proactive approach to communications to engage partners and to better communicate policies and processes related to NCC regulatory roles, will be enhanced by updating the corporation's public engagement strategy. The NCC is also actively involved in many highly visible projects in the National Capital Region in which it engages

with municipalities, and consults with other major stakeholders on planning initiatives.

SAFETY AND SECURITY

Safety and security risks relate to the deterioration of the condition of the NCC's assets due to deferred maintenance or insufficient prioritization of maintenance and renewal activities, which could cause health and safety issues. This risk was also identified in the OAG's Special Examination Report—2017.

Risk response measures consist of continuing to work on assets in need of critical repairs, restoring them to good condition in accordance with Budget 2018, reviewing long-term asset management plans and providing recommendations on portfolio strategy, as well as implementing costing and de-acquisition strategies related to non-NILM properties. In particular, this involves regular inspections of lands and assets and ensuring that security plans, policies and procedures are in place and part of the NCC's day-to-day activities. The NCC is also developing options for non-NILM land to generate revenues.



EXPECTED RESULTS AND PERFORMANCE INDICATORS

2017–2018 Performance Measurement Results

The NCC's performance objectives align with the corporation's two core responsibilities of long-term planning, and stewardship and protection. These performance indicators were divided into five categories: real property leasing, project management, federal approvals, engagement and outreach, and employment equity. As included in the NCC's most recent annual report, the table below represents the 2017–2018 performance measurement results.

| MEASURES | | TARGET | | RESULTS | | |
|--|--|-----------------------|------------------|------------------|------------------|------------------|
| REAL PROPERTY LEASING | | OCCUPANCY RATE | 2015–2016 | 2016–2017 | 2017–2018 | |
| Residential | | 96% | 95.8% | 97% | 97.4% | |
| Commercial | | 96% | 97.5% | 97.4% | 97% | |
| Agricultural | | 96% | 92% | 95.8% | 98.6% | |
| REAL PROPERTY LEASING | | REVENUE | 2015–2016 | 2016–2017 | 2017–2018 | |
| Residential | | \$3.3 million* | \$2.9 million | \$3.1 million | \$3.2 million | |
| Commercial | | \$14.8 million* | \$13.8 million | \$13.3 million | \$15.8 million | |
| Agricultural | | \$0.7 million* | \$1.0 million | \$1.2 million | \$1.4 million | |
| PROJECT MANAGEMENT | | | | | | |
| Projects on time | % of planned projects delivered on time | | | | | |
| Projects within scope | % of planned projects completed within scope | | | | | |
| Projects on budget | % of projects completed on budget | | | | | |
| FEDERAL APPROVALS | | TIME FRAME | 2015–2016 | 2016–2017 | 2017–2018 | |
| Levels 1, 2 and 3 | 75% of projects completed | | 75% | 48% | 80% | |
| ENGAGEMENT AND OUTREACH | | ENGAGEMENT | 2015–2016 | 2016–2017 | 2017–2018 | |
| Social media engagement | 30% increase | | N/A | 105% | 190% | |
| Social media followership | 20% increase | | 32% | 38% | 14% | |
| Number of NCC public engagement activities | N/A | | 43 | 64 | 55 | |
| EMPLOYMENT EQUITY | | FEDERAL | NCC | 2015–2016 | 2016–2017 | 2017–2018 |
| Women | 48% | 50% | 50.2% | 51.0% | 51.5% | |
| Aboriginal persons | 2% | 2% | 3.9% | 3.1% | 2.9% | |
| Persons with disabilities | 4% | 4% | 4.7% | 4.2% | 4.5% | |
| Members of a visible minority | 22% | 10%** | 7.6% | 8.2% | 9.3% | |

* Excluding property taxes.

** This is an interim target established in 2016–2017. The NCC's objective is to meet federal government guidance by 2020–2021.

2019–2020 Performance Objectives

Building on these results, the table below lists some of the NCC’s key performance indicators and targets from the performance measurement framework for 2019–2020. These performance measures are divided into seven categories: project management, federal approvals, asset condition, official residences condition, real property leasing, engagement and outreach, and employment equity. Performance against these objectives, along with other measures in the corporate performance measurement framework, will be assessed in the NCC’s quarterly performance reports and its 2019–2020 annual report.

| CORE RESPONSIBILITIES | INDICATOR | 2019–2020 TARGET | | | |
|--|---|--|----------------------------|------------------------|--|
| Long-Term Planning | Project Management <ul style="list-style-type: none"> Projects on time Projects within scope Projects on budget | Project Status <ul style="list-style-type: none"> % of planned projects completed on time % of planned projects completed within scope % of projects completed on budget | | | |
| | Federal Approvals <ul style="list-style-type: none"> Level 1 Level 2 Level 3 | Approved Service Level Agreement Target <ul style="list-style-type: none"> 75% of service level agreement timing met 75% of service level agreement timing met 75% of service level agreement timing met | | | |
| Stewardship and Protection | Asset Condition (excluding official residences) <ul style="list-style-type: none"> Condition of assets | <ul style="list-style-type: none"> Assets restored to “good” condition, as supported by funding received in Budget 2018 Condition of assets reflective of parliamentary appropriations* <p>* The NCC’s long-term goal for the condition of its asset portfolio is “good.” However, the NCC’s current funding level is insufficient to support this goal.</p> | | | |
| | Official Residences Condition <ul style="list-style-type: none"> Condition of assets in official residences portfolio | <ul style="list-style-type: none"> Official residences asset portfolio maintained in a manner reflective of parliamentary funding* <p>* The NCC’s long-term goal for the condition of its asset portfolio is “good.” However, the NCC’s current funding level is insufficient to support this goal.</p> | | | |
| | Real Property Leasing <ul style="list-style-type: none"> Residential Commercial Agricultural | <table border="0"> <tr> <td>Vacancy Rate Target</td> <td>Revenue Target*</td> </tr> <tr> <td> <ul style="list-style-type: none"> 4% 4% 4% </td> <td> <ul style="list-style-type: none"> \$3.25 million \$15.9 million \$1.4 million </td> </tr> </table> <p>* Excluding realty tax recoveries.</p> | Vacancy Rate Target | Revenue Target* | <ul style="list-style-type: none"> 4% 4% 4% |
| Vacancy Rate Target | Revenue Target* | | | | |
| <ul style="list-style-type: none"> 4% 4% 4% | <ul style="list-style-type: none"> \$3.25 million \$15.9 million \$1.4 million | | | | |
| Internal Services | Engagement and Outreach <ul style="list-style-type: none"> Social media engagement Social media followership NCC public engagement activities <ul style="list-style-type: none"> Number of online consultations Number of public consultations Number of stakeholder/community meetings Number of Urbanism Lab events Number of people attending events | Level of Engagement <ul style="list-style-type: none"> Year-over-year increase in total social media engagement Year-over-year increase in total social media followership | | | |
| | Employment Equity <ul style="list-style-type: none"> Women Aboriginal persons Persons with disabilities Members of a visible minority | Employment Equity: Aspired Representation at the NCC <ul style="list-style-type: none"> 47.8% 2.5% 4.3% 15.8% | | | |

Strategic Directions, Priorities, Key Outcomes and Initiatives

STRATEGIC DIRECTIONS

For the 2019–2020 to 2023–2024 planning period, three strategic directions will guide the NCC as it delivers its mandate over the next five years.

- Foster an inclusive and meaningful National Capital Region of national significance through strong relations with the public, Indigenous peoples and all orders of government.
- Ensure a picturesque and natural National Capital Region through conserving and enhancing natural assets, cultural landscapes and built heritage under the NCC’s stewardship.
- Contribute to a thriving, connected and sustainable National Capital Region that inspires Canadians through the planning, development and improvement of the NCC’s assets.

PRIORITIES

To realize the strategic directions, which have remained largely the same over the past few years, the NCC will concentrate its efforts on six priorities over the planning period to continue important efforts to inspire excellence, and continue to build the National Capital Region as a source of pride for all Canadians and a legacy for generations to come.

1. Address the condition of NCC infrastructure and assets, including the official residences, to ensure that they meet the expectations and needs of Canadians.
2. Facilitate the redevelopment of LeBreton Flats, and revitalize the islands and the shorelines to become destinations of national significance.
3. Pursue an asset management and financial sustainability strategy.
4. Initiate, renew and communicate land use plans, and provide timely and effective coordination of federal land use and design in the National Capital Region.
5. Provide exemplary leadership in achieving an environmentally sustainable and resilient National Capital Region, and continue to be recognized as the steward of federal lands and assets.
6. Demonstrate corporate excellence such that the NCC is recognized as an exemplary federal Crown corporation and an employer of choice in the National Capital Region.

To be successful in moving forward with its agenda and goals over the next five years, the NCC will require the collaboration and contribution of all those who have a stake in the Capital Region. To this end, the NCC will work with partners in an open and transparent, inclusive, and innovative way to achieve common goals.

Key Initiatives

To be successful in moving forward with its mandate over the next five years, the NCC will work with others in an open and transparent, inclusive and innovative way to achieve common goals among stakeholders for each of its priorities.

Priority 1: Address the condition of NCC infrastructure and assets, including the official residences, to ensure that they meet the expectations and needs of Canadians.

Expected Outcomes

Medium-term

Condition assessments of NCC assets are conducted on a priority basis.

Long-term

NCC assets are maintained in appropriate condition, meeting the expectations and needs of Canadians.

The NCC strives to improve the condition of its assets and infrastructure, to ensure their safety and resiliency, as well as to ensure that they meet the expectations and needs of Canadians.

The investment required to properly maintain the NCC's extensive asset base has substantially exceeded the corporation's parliamentary appropriations and budget allocations for several years. The OAG special examination in 2017 also highlighted that this puts

the NCC at risk of not meeting its mandate. In 2016 and 2017, the NCC completed a detailed analysis of the condition of its assets and infrastructure, and the results of this study will inform the development of medium- and long-term portfolio strategies and asset management plans.

In 2019–2020, the corporation will continue work to improve assets requiring critical repairs and maintenance to bring them into good condition in accordance with Budget 2018. The NCC will also work to improve its governance structure for investments in assets, and initiate condition reports on priority assets, which will provide more comprehensive information on the state of the assets and the recommended resource requirements. This will provide the information needed to make sound resource allocation decisions in accordance with asset management plans. The NCC will also continue to work with the government on sustainable funding options to address its long-term financial needs to ensure that maintenance requirements for its various portfolios, including the official residences are addressed across the National Capital Region.

Over the planning period, the NCC expects to achieve the following results under this priority.

INITIATIVES AND MILESTONES OVER THE PLANNING PERIOD

ASSET CONDITION AND FUNDING REVIEW

Short-term (1–2 years)

- Restore specific assets to good condition, in accordance with Budget 2018.
- Improve the current governance structure, and initiate asset condition reports on a priority basis.

Medium-term (3–5 years)

- On a priority basis, develop or update asset management plans.

Long-term (5+ years)

- Implement asset management plans to progressively improve the assets and ensure that they are in appropriate condition, as supported by parliamentary appropriations.

Priority 2: Facilitate the redevelopment of LeBreton Flats, and revitalize the islands and the shorelines to become destinations of national significance.

Expected Outcomes

Medium-term

Improved connectivity, accessibility, sustainability, wayfinding and public access to LeBreton Flats, the islands and the shorelines.

Long-term

An enhanced experience is offered, through a vibrant and distinctive Capital district at LeBreton Flats and on the islands, and seamless access to the Capital Region's shorelines and waterways.

To enhance the public experience of a vibrant and distinctive National Capital Region, the NCC is facilitating and supporting the transformation and redevelopment of LeBreton Flats and the surrounding Chaudières, Albert and Victoria islands. In particular, the NCC remains committed to the redevelopment of LeBreton Flats to the highest standards of planning, design, sustainability and connectivity.

In 2016, the NCC initiated formal negotiations with RendezVous LeBreton Group for the redevelopment of LeBreton Flats. Following the unsuccessful mediation process undertaken by the proponent, the NCC's Board of Directors cancelled the request for proposals, effective March 1, 2019. However, the Board remains committed to creating a visionary place for residents and visitors, which serves as a bold and enduring contribution to an even greater nation's capital.

The NCC is moving forward with the timely development of a concept plan that will provide a renewed vision for LeBreton Flats. Benefitting from early engagement with the public, the Algonquin Nation, stakeholders, the surrounding community and the City of Ottawa, the NCC will build on lessons learned in order to create synergies and ensure greater connectivity. The corporation is planning to launch a request for proposals to redevelop the Library District, a 1.17-hectare (2.9-acre) mixed-use site adjacent to the future location of the new Ottawa Public Library and Library and Archives Canada, in late 2019.

Efforts to offer public access and seamless connectivity for Canadians to discover the shorelines and waterways continue to be a priority for the NCC, as it promotes a vibrant river culture that celebrates this distinctive feature. In keeping with its vision for the Capital's shorelines, the NCC will move forward with plans to revitalize Nepean Point, based on the winning proposal for the site. In addition, the implementation of the Ottawa River North Shore Parklands Plan and the Ottawa River South Shore Riverfront Park Plan will be under way. In an effort to expand access to the shorelines and waterways of the National Capital Region, the NCC will pursue the development of a new southeast riverfront park plan. The NCC will also develop and implement commercial activation points along the shorelines for animation and activity.

Over the planning period, the NCC expects to achieve the following results under this priority.

INITIATIVES AND MILESTONES OVER THE PLANNING PERIOD

REDEVELOPMENT OF LEBRETON FLATS

Short-term (1–2 years)

- Continue community and public engagement.
- Complete and seek board approval for the renewed LeBreton Flats concept plan.
- Launch the request for proposals for the mixed-use Library District site and for one or more parcels.
- Seek City of Ottawa approvals for municipal secondary plan.
- Subject to an agreement, seek board approval for the Library District transaction.

Medium-term (3–5 years)

- Seek government approval, and achieve a construction-ready state for the Library District.
- Subject to agreements, seek board and government approvals for transactions of various parcels, and achieve a construction-ready state.

Long-term (5+ years)

- Provide a high level of planning, design, sustainability and connectivity for LeBreton Flats.

ALGONQUIN-LED LONG-TERM VISION FOR VICTORIA ISLAND AS *KABESHINÂN MINITIG*

Short-term (1–2 years)

- Advance the *Kabeshinân Minitig* Plan, a master plan for Victoria Island, in partnership with the Algonquin First Nation.
- Complete the first and begin the second phase of remediation.

Medium-term (3–5 years)

- Complete the *Kabeshinân Minitig* Plan in partnership with the Algonquin First Nation.

Long-term (5+ years)

- Complete the establishment of a place of special significance on Victoria Island for the Algonquin Nation and all Indigenous peoples.

SHORELINE INFRASTRUCTURE, ACTIVATION POINTS AND WATERWAYS

Short-term (1–2 years)

- Conduct public and stakeholder consultations on the implementation of the Ottawa River north and south shore plans.

Medium-term (3–5 years)

- Implement the plans for the north and south shore (Gatineau and Ottawa) riverfront parks.
- Increase animation and activity along the shorelines and waterways of the National Capital Region.
- Develop a new southeast riverfront park plan.

Long-term (5+ years)

- Maintain accessible, animated and sustainable shorelines and waterways for the public.

NEPEAN POINT REVITALIZATION

Short-term (1–2 years)

- Develop a vision and plan to revitalize Nepean Point, based on the winning proposal.

Medium-term (3–5 years)

- Initiate the green demolition of Nepean Point to allow the site to be construction-ready.

Long-term (5+ years)

- Begin improvements toward the planned completion.

Priority 3: Pursue an asset management and financial sustainability strategy.

Expected Outcomes

Medium-term

New revenue streams and cost savings for reinvestment in the NCC's real estate portfolio are pursued.

Long-term

The NCC's financial sustainability is enhanced through increased revenue and cost savings.

As part of its long-term asset management and financial sustainability strategy, the NCC will identify solutions that could be leveraged to augment its revenue generation, and optimize the use of its lands and other assets to realize their best possible value. Part of this strategy is the 10-year development plan, which identifies underperforming assets and determines methods of leveraging those assets for reinvestment in the NCC's highest-performing assets. These methods include land leases, disposals, the granting and issuance of easements, and the potential transfer of Regional Interest Land Mass (RILM) to interested partners.

Through this plan, the NCC has identified various underperforming assets, and has divided them into targeted groups of focus for the next 10 years. These assets will be re-evaluated, and solutions to leverage these properties will be implemented.

Over the planning period, the NCC expects to achieve the following results under this priority.

INITIATIVES AND MILESTONES OVER THE PLANNING PERIOD

10-YEAR DEVELOPMENT PLAN

Short-term (1–2 years)

- Continue the ongoing implementation of the 10-year development plan on a priority basis.

Medium-term (3–5 years)

- Develop an internal governance model for financial sustainability.

FLEXIBILITY IN AUTHORITY

Short-term (1–2 years)

- Seek necessary approvals to modernize the NCC’s real property authority limits.

Medium-term (3–5 years)

- Use increased flexibility in authorities to enhance the 10-year development plan.

Priority 4: Initiate, renew and communicate land use plans, and provide timely and effective coordination of federal land use and design in the National Capital Region.

Expected Outcomes

Medium-term

Innovative planning tools are implemented.

Long-term

NCC plans support the long-term direction for a lively, distinctive and sustainable National Capital Region.

The NCC is modernizing its planning framework, and is implementing innovative planning tools and plans that support the long-term direction of a lively, distinctive and sustainable National Capital Region.

Central to the NCC’s modernization efforts is the implementation of the Plan for Canada’s Capital, 2017–2067. The NCC will also advance the renewal of other key plans for the National Capital Region.

Other work to support the modernization of the planning framework will focus on developing clear and concise policies, simplifying processes to achieve more efficiency and timeliness, and fostering a better understanding of requirements among proponents seeking federal approvals.

In support of effective management practices that allow for the sustainability of the delivery of the NCC's mandate, the NCC will initiate an assessment of the value added by the federal land use, design and transaction approval process by developing criteria to evaluate the contribution of the federal approvals process to the quality of projects. In addition, through its responsibility for granting federal land use, design and transaction approvals, the NCC will continue to support major projects in the National Capital Region, including the rehabilitation of the Parliamentary Precinct and the City of Ottawa's Stage 2 light rail transit project.

Over the planning period, the NCC expects to achieve the following results under this priority.

INITIATIVES AND MILESTONES OVER THE PLANNING PERIOD

MASTER PLAN AND OTHER POLICY RENEWALS AND REVIEWS

Short-term (1–2 years)

- Complete the Gatineau Park Master Plan renewal and the NILM review.
- Initiate the 3-D model of the Capital Region, and continue to advance design guidelines.
- Advance the implementation of priority projects with partners under the Capital Illumination Plan.

Medium-term (3–5 years)

- Initiate the renewal of the Capital Core Area Sector Plan and the Greenbelt Master Plan.
- Initiate the review of the Commemoration Plan.

Long-term (5+ years)

- Initiate the renewal of the Capital Urban Lands Plan.
- Initiate the development of a renewed views protection policy.

FEDERAL LAND USE, DESIGN AND TRANSACTION APPROVAL PROCESS

Short-term (1–2 years)

- Assess value added through the federal land use, design and transaction approval process.
- Foster better understanding of requirements among proponents seeking federal approvals.

Long-term (5+ years)

- Provide support that meets with a high level of stakeholder satisfaction for major projects being undertaken in the Capital Region over the next five years.

Priority 5: Provide exemplary leadership in achieving an environmentally sustainable and resilient National Capital Region, and continue to be recognized as the steward of federal lands and assets.

Expected Outcomes

Medium-term

In collaboration with the City of Ottawa and Ville de Gatineau, the best practices of the greenest capitals are adopted.

Long-term

Through its practices and policies, the NCC contributes to a sustainable National Capital Region.

At the heart of the NCC's business is the stewardship of federal land and assets. As the largest landowner in the National Capital Region, the NCC cares for and protects vital public places that are unique to the nation's symbolic, natural and cultural heritage. The NCC will continue to work to conserve, protect and manage these lands, green spaces and urban parks in order that current and future generations may use, enjoy and appreciate these natural settings. Working with partners, the NCC will take action to ensure the ecological sustainability of Gatineau Park and the Greenbelt, and conserve native biodiversity, while allowing users to experience these natural jewels of the National Capital Region.

In the role as steward of federal lands within the National Capital Region, the NCC has set ambitious targets for environmental action and, since the implementation of its first environmental strategy

in 2009, has made real progress. This progress has helped inform the renewed Sustainable Development Strategy, which the NCC Board of Directors approved in the fall of 2018. This renewed strategy is significant because of its adoption of the Federal Sustainable Development Strategy (FSDS) framework, the Government of Canada's primary vehicle for contributing to the United Nations Sustainable Development Goals.

In order to establish best practices and encourage information sharing, the NCC will strive to strengthen relationships with capital cities organizations and urban networks, both domestically and abroad. This information sharing will inform the renewal of the Sustainable Development Strategy, and will help ensure that the National Capital Region is resilient and environmentally sustainable.

Over the planning period, the NCC expects to achieve the following results under this priority.

INITIATIVES AND MILESTONES OVER THE PLANNING PERIOD

SUSTAINABLE DEVELOPMENT STRATEGY

Short-term (1–2 years)

- Initiate the implementation of the Sustainable Development Strategy, and seek new partners for greater collaboration.

Medium-term (3–5 years)

- Continue the implementation of the Sustainable Development Strategy with new and existing partners.
- Initiate the renewal of the Sustainable Development Strategy.

Long-term (5+ years)

- Launch a renewed Sustainable Development Strategy for the National Capital Region.

FOSTER STRONGER CONNECTIONS WITH CAPITAL CITIES ORGANIZATIONS AND URBAN NETWORKS

Short-term (1–2 years)

- Contribute to strengthening the Canadian Capital Cities Organization.
- Maintain relations with members of the Capitals Alliance, focusing on G7 capitals.

Medium-term (3–5 years)

- Develop a strategy, informed by international and national networks, in collaboration with the City of Ottawa and Ville de Gatineau, to adopt the best practices of the greenest capitals globally.

Long-term (5+ years)

- Using the findings from international and national networks, as well as the newly developed strategy, inform the renewal of the Sustainable Development Strategy.

ENHANCEMENT AND CONSERVATION OF GATINEAU PARK, THE GREENBELT AND NCC URBAN LANDS

Greenbelt and Ontario Urban Lands

Short-term (1–2 years)

- Develop partnerships to enhance portfolio objectives in programs, natural resource management and the improvement of valued ecosystems.
- Re-establish the urban tree canopy through the prioritization of tree planting efforts to achieve specific objectives.
- Promote significant program anniversaries through project enhancement.

Medium-term (3–5 years)

- Develop life cycle strategies to ensure that assets are managed and maintained to be more resilient and durable.
- Develop a branding framework for the Greenbelt.

Gatineau Park and Quebec Urban Lands

Short-term (1–2 years)

- Implement the responsible trail management initiative to reduce the number and impact of unofficial trails.
- Restore habitat in the Lac des Fées sector and degraded shorelines along the Gatineau River.

Medium-term (3–5 years)

- Complete the responsible trail management initiative.
- Control invasive species in important habitats and restore degraded shorelines at Meech Lake.

Long-term (5+ years)

- Work with partners to identify and protect ecological links with and buffer zones around Gatineau Park.

Priority 6: Demonstrate corporate excellence such that the NCC is recognized as an exemplary federal Crown corporation and an employer of choice in the National Capital Region.

Expected Outcomes

Medium-term

Operations and processes support sound decision making, and human resource processes are renewed.

Long-term

Operations are exemplary, and the NCC is recognized as an employer of choice.

The NCC recognizes that its workforce is its strongest asset. The corporation's staff directly contributes to its success. To that end, the NCC will pursue the revitalization and rejuvenation of its human resource practices and policies. Through the use of solutions-based workshops, corporation-wide micro-surveys, and a 360-degree learning needs analysis, the NCC will renew its employee engagement strategy, modernize its recruitment framework and develop an organizational learning strategy. These initiatives will assist the NCC in its efforts to become an employer of choice in the National Capital Region.

Over the next three years, the corporation will also pursue the phased implementation of the Accommodation Strategy. This strategy will modernize the NCC's workspace, creating areas of work that are specific to the needs of each of its branches and teams.

In all of its activities and operations, the NCC's priority is to stand out as an exemplary federal Crown corporation. The NCC will strive to meet the highest standards of innovation, effectiveness, economy and efficiency in all that it does. Building on existing systems, the NCC will examine further opportunities to optimize business processes and operations. The corporation will also strive to leverage emerging technologies through digital transformation strategies.

The NCC will continue to communicate and promote NCC programs and activities through its integrated Marketing, Communications and Public Affairs plan. The plan, coupled with the corporation's efforts toward digital transformation, will promote assets regionally and nationally.

Over the planning period, the NCC expects to achieve the following results under this priority.

INITIATIVES AND MILESTONES OVER THE PLANNING PERIOD

EMPLOYEE ENGAGEMENT

Short-term (1–2 years)

- Renew the employee engagement strategy.
- Continue implementation of the Accommodation Strategy (phases I and II).

Medium-term (3–5 years)

- Identify and implement new initiatives relevant to the NCC and the human resource priorities identified by the Clerk of the Privy Council.
- Renew the well-being and mental health strategy.
- Continue implementation of the Accommodation Strategy (phases III and IV).

Long-term (5+ years)

- Continue to enhance employees' experience, from job application through to departure.

RECRUITMENT AND RETENTION

Short-term (1–2 years)

- Modernize the recruitment framework.

Medium-term (3–5 years)

- Assess competitiveness through benchmarking.
- Renew the recruitment plan, strengthen the human resource planning function and maintain classification capacity.

Long-term (5+ years)

- Attract qualified candidates through recruitment marketing and agile recruitment strategies in line with job market analysis.

ORGANIZATIONAL LEARNING STRATEGY

Short-term (1–2 years)

- Develop an organizational learning strategy.
- Develop policies and procedures.
- Conduct a 360-degree learning needs analysis.
- Design activities to support professional and leadership development, and facilitate succession planning.

Medium-term (3–5 years)

- Continue leadership and management development activities.
- Design career paths and development programs in selected areas.
- Develop and implement succession planning and a talent management framework.

Long-term (5+ years)

- Enhance employees' knowledge and competencies to grow the organization.

DIGITAL TRANSFORMATION

Business Process Efficiency

Short-term (1–2 years)

- Enhance the NCC document management system.
- Automate administrative business processes.
- Enhance the NCC enterprise resource planning system.

Medium-term (3–5 years)

- Modernize corporate applications.
- Automate manual business processes.

NCC Transformation for Canadian Citizens

Short-term (1–2 years)

- Evolve the way the NCC provides information to end-users.
- Enhance the client relationship management system.
- Use 3-D models for public presentations and design planning.

Medium-term (3–5 years)

- Use crowd-sourcing mobile applications, to assist the NCC in identifying issues and risks with NCC-owned assets.
- Use augmented reality products and 3-D modelling to represent the NCC's current and future assets.

**INTEGRATED MARKETING, COMMUNICATIONS
AND PUBLIC AFFAIRS PLAN**

Short-term (1–2 years)

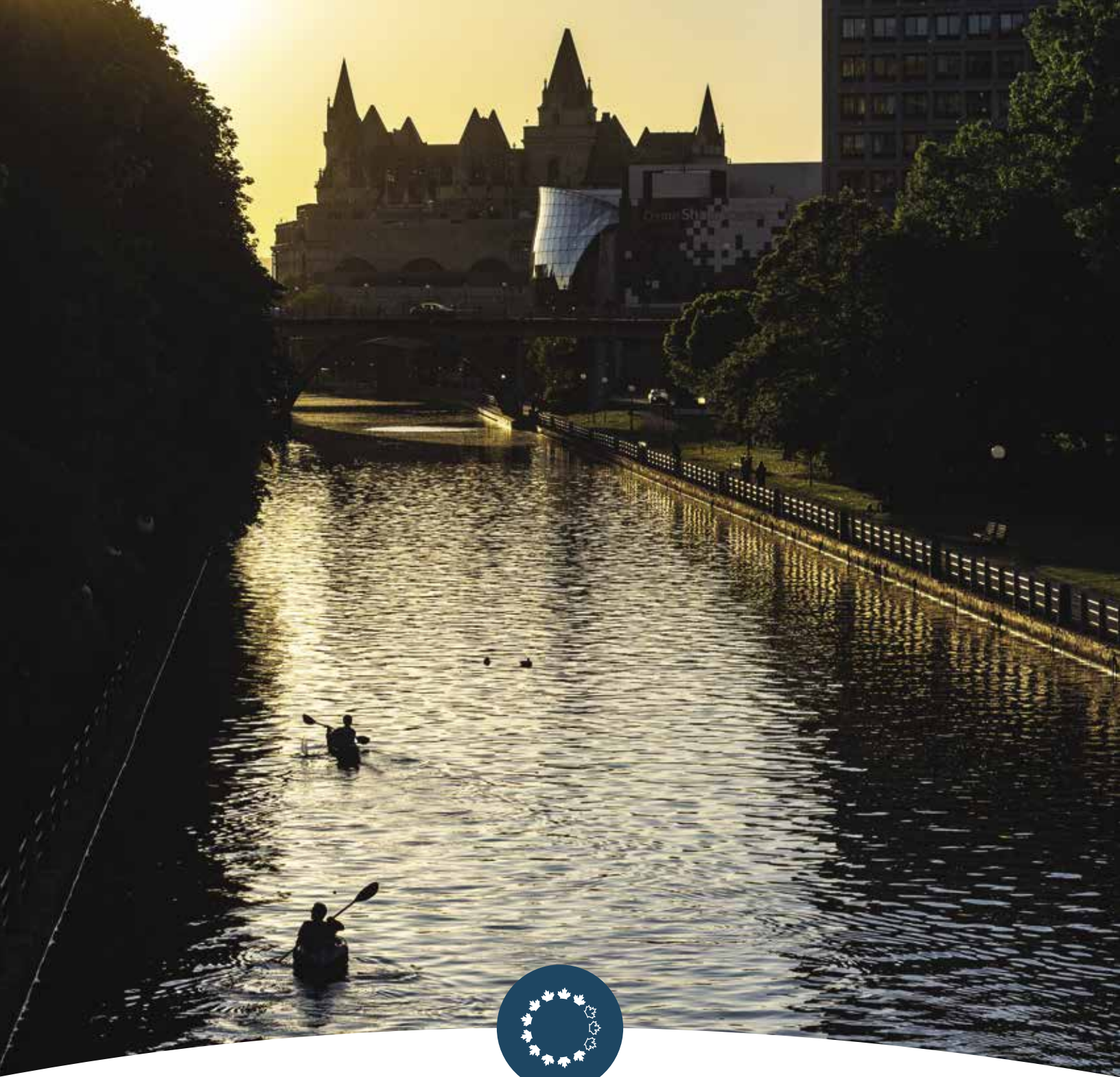
- Communicate and promote conservation, responsible behaviours, park activities and programs.
- Seek, develop and participate in value-added partnerships.

Medium-term (3–5 years)

- Raise awareness in target audiences about the NCC, its assets and its mandate.
- Enhance the NCC’s reputation with key stakeholders and residents in the National Capital Region.
- Promote the NCC’s commitment to excellence.

Long-term (5+ years)

- Ensure that Canadians understand and value the NCC’s contribution to Capital building.



FINANCIAL TABLES

OPERATING BUDGET
FOR THE YEARS ENDING MARCH 31, 2018 TO 2020

(IN THOUSANDS OF DOLLARS)

| FUNDING | 2019-2020 Budget | 2018-2019 Budget | 2018-2019 Forecast | 2018-2019 Variance | 2017-2018 Budget | 2017-2018 Actual | 2017-2018 Variance |
|---|-----------------------------|-----------------------------|-------------------------------|-------------------------------|-----------------------------|-----------------------------|-------------------------------|
| Operating appropriations | 73,810 | 68,117 | 71,156 | 3,039 | 67,591 | 66,130 | (1,461) |
| Revenues | 38,894 | 36,043 | 36,594 | 551 | 35,163 | 44,804 | 9,641 |
| Funding from the Acquisition and Disposal Fund | 889 | 879 | 520 | (359) | 886 | 430 | (456) |
| | 113,593 | 105,039 | 108,270 | 3,231 | 103,640 | 111,364 | 7,724 |
| EXPENDITURES | | | | | | | |
| Long-Term Planning | 6,157 | 5,794 | 5,607 | 186 | 5,372 | 4,248 | 1,124 |
| Stewardship and Protection ¹ | 79,491 | 74,316 | 76,544 | (2,228) | 75,328 | 74,612 | 716 |
| Internal Services | 33,894 | 33,421 | 34,248 | (827) | 33,520 | 31,086 | 2,434 |
| | 119,542 | 113,530 | 116,399 | (2,869) | 114,220 | 109,946 | 4,274 |
| EXCESS OF EXPENDITURES OVER FUNDING | (5,949) | (8,491) | (8,129) | 362 | (10,580) | 1,418 | 11,998 |
| CARRY-OVER AT BEGINNING OF YEAR | 26,898 | 25,469 | 33,817 | 8,348 | 29,711 | 32,972 | 3,261 |
| Realignment between capital and operating carry-over | 410 | (381) | 1,210 | 1,591 | 1,783 | (573) | (2,356) |
| CARRY-OVER AT END OF YEAR | 21,360 | 16,597 | 26,898 | 10,301 | 20,914 | 33,817 | 12,903 |

1. Reflects the program, not the organizational structure.

CAPITAL BUDGET
FOR THE YEARS ENDING MARCH 31, 2018 TO 2020

(IN THOUSANDS OF DOLLARS)

| FUNDING | 2019-2020 Budget | 2018-2019 Budget | 2018-2019 Forecast | 2018-2019 Variance | 2017-2018 Budget | 2017-2018 Actual | 2017-2018 Variance |
|--|-----------------------------|-----------------------------|-------------------------------|-------------------------------|-----------------------------|-----------------------------|-------------------------------|
| Capital appropriations | 62,453 | 40,312 | 37,295 | (3,017) | 24,305 | 23,500 | (805) |
| Funding from the Acquisition and Disposal Fund | 3,000 | 3,000 | 1,300 | (1,700) | 3,000 | 4,122 | 1,122 |
| | 65,453 | 43,312 | 38,595 | (4,717) | 27,305 | 27,622 | 317 |
| EXPENDITURES | | | | | | | |
| Stewardship and Protection | | | | | | | |
| Roads and bridges | 30,768 | 7,842 | 5,579 | 2,263 | 3,366 | 1,425 | 1,941 |
| Historical properties | 16,114 | 13,801 | 11,607 | 2,194 | 3,640 | 14,971 | (11,331) |
| Rental properties | 2,650 | 4,712 | 5,397 | (685) | 3,039 | 3,679 | (640) |
| Development properties | 4,485 | 4,568 | 474 | 4,094 | 463 | 536 | (73) |
| Green assets | 11,112 | 12,340 | 5,069 | 7,271 | 6,380 | 4,100 | 2,280 |
| Recreational facilities | 275 | 0 | 98 | (98) | 0 | 0 | 0 |
| Other | 8,864 | 6,490 | 6,563 | (73) | 7,195 | 2,539 | 4,656 |
| | 74,268 | 49,753 | 34,787 | 14,966 | 24,083 | 27,250 | (3,167) |
| Real property acquisitions | 3,000 | 3,000 | 1,300 | 1,700 | 3,000 | 4,122 | (1,122) |
| | 77,268 | 52,753 | 36,087 | 16,666 | 27,083 | 31,372 | (4,289) |
| ALL PROGRAMS | | | | | | | |
| Equipment | 1,555 | 1,115 | 735 | 380 | 775 | 567 | 208 |
| TOTAL CAPITAL EXPENDITURES | 78,823 | 53,868 | 36,822 | 17,046 | 27,858 | 31,939 | (4,081) |
| EXCESS OF EXPENDITURES OVER FUNDING | (13,370) | (10,556) | 1,773 | 12,329 | (553) | (4,317) | (3,764) |
| CARRY-OVER AT BEGINNING OF YEAR | 18,702 | 15,128 | 18,139 | 3,011 | 8,284 | 21,883 | 13,599 |
| Realignment between capital and operating carry-over | (410) | 381 | (1,210) | (1,591) | (1,783) | 573 | 2,356 |
| CARRY-OVER AT END OF YEAR | 4,922 | 4,953 | 18,702 | 13,749 | 5,948 | 18,139 | 12,191 |

STATEMENT OF FINANCIAL POSITION
AS AT MARCH 31, 2018 TO 2024

(IN THOUSANDS OF DOLLARS)

| FINANCIAL ASSETS | 2017-2018 | 2018-2019 | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 | 2023-2024 |
|--|------------------|------------------|------------------|-------------------|-------------------|-------------------|-------------------|
| | Actual | Forecast | Budget | Projection | Projection | Projection | Projection |
| Cash and cash equivalents | 55,941 | 51,437 | 43,734 | 32,829 | 28,502 | 23,786 | 19,201 |
| Restricted cash and cash equivalents – light rail transit | 63,975 | 65,040 | 0 | 0 | 0 | 0 | 0 |
| Accounts receivable | | | | | | | |
| Federal government departments and agencies | 5,298 | 4,252 | 4,252 | 4,252 | 4,252 | 4,252 | 4,252 |
| Others | 5,944 | 4,770 | 4,770 | 4,770 | 4,770 | 4,770 | 4,770 |
| Investments | 34,136 | 33,168 | 32,433 | 32,433 | 32,433 | 32,433 | 32,433 |
| | 165,294 | 158,667 | 85,189 | 74,284 | 69,957 | 65,241 | 60,656 |
| LIABILITIES | | | | | | | |
| Accounts payable and accrued liabilities | | | | | | | |
| Federal government departments and agencies | 1,031 | 1,151 | 1,151 | 1,151 | 1,151 | 1,151 | 1,151 |
| Others | 18,800 | 20,992 | 20,992 | 20,992 | 20,992 | 20,992 | 20,992 |
| Light rail transit | 59,608 | 59,744 | 0 | 0 | 0 | 0 | 0 |
| Provision for environmental cleanup | 49,884 | 60,828 | 51,194 | 50,759 | 50,759 | 50,759 | 50,759 |
| Deferred revenue | 16,251 | 14,318 | 13,845 | 13,372 | 12,899 | 12,443 | 11,987 |
| Employee future benefits | 9,596 | 9,422 | 9,308 | 9,204 | 9,108 | 9,020 | 8,939 |
| Other liabilities | 7,639 | 8,920 | 9,405 | 8,957 | 8,509 | 8,061 | 7,613 |
| | 162,809 | 175,375 | 105,895 | 104,435 | 103,418 | 102,426 | 101,441 |
| NET FINANCIAL ASSETS (LIABILITIES) | 2,485 | (16,708) | (20,706) | (30,151) | (33,461) | (37,185) | (40,785) |
| NON-FINANCIAL ASSETS | | | | | | | |
| Tangible capital assets | 640,575 | 669,820 | 722,249 | 731,253 | 741,157 | 758,835 | 763,622 |
| Prepaid expenses | 3,623 | 3,072 | 3,072 | 3,072 | 3,072 | 3,072 | 3,072 |
| Other non-financial assets | 1,217 | 1,390 | 1,213 | 1,036 | 901 | 901 | 901 |
| | 645,415 | 674,282 | 726,534 | 735,361 | 745,130 | 762,808 | 767,595 |
| ACCUMULATED SURPLUS | 647,900 | 657,574 | 705,828 | 705,210 | 711,669 | 725,623 | 726,810 |

STATEMENT OF OPERATIONS AND ACCUMULATED SURPLUS
FOR THE YEARS ENDING MARCH 31, 2018 TO 2024

(IN THOUSANDS OF DOLLARS)

| REVENUES | 2017-2018 | 2018-2019 | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 | 2023-2024 |
|---|------------------|------------------|------------------|-------------------|-------------------|-------------------|-------------------|
| | Actual | Forecast | Budget | Projection | Projection | Projection | Projection |
| Rental operations and easements | 25,478 | 23,876 | 24,761 | 25,364 | 26,655 | 27,091 | 27,047 |
| Interest | 1,917 | 2,500 | 4,701 | 2,910 | 1,948 | 1,682 | 1,342 |
| Headquarters sublease | 2,278 | 2,277 | 1,729 | 0 | 0 | 0 | 0 |
| User access fees | 3,028 | 3,470 | 3,445 | 3,415 | 3,445 | 3,483 | 3,483 |
| Recoveries | 10,002 | 3,787 | 3,214 | 1,359 | 1,359 | 1,359 | 1,359 |
| Other revenues | 3,248 | 1,184 | 1,521 | 4,235 | 6,912 | 14,802 | 812 |
| Gain on disposal of tangible capital assets | 2,907 | 231 | 8,812 | 0 | 0 | 0 | 0 |
| | 48,858 | 37,325 | 48,183 | 37,283 | 40,319 | 48,417 | 34,043 |
| EXPENSES | | | | | | | |
| Long-Term Planning | 4,285 | 6,048 | 6,606 | 6,533 | 5,911 | 5,643 | 5,643 |
| Stewardship and Protection | 94,378 | 93,395 | 93,964 | 87,773 | 84,864 | 85,513 | 86,379 |
| Internal Services | 33,975 | 36,659 | 35,622 | 31,745 | 31,235 | 31,457 | 30,634 |
| | 132,638 | 136,102 | 136,192 | 126,051 | 122,010 | 122,613 | 122,656 |
| DEFICIT BEFORE FUNDING FROM THE GOVERNMENT OF CANADA | (83,780) | (98,777) | (88,009) | (88,768) | (81,691) | (74,196) | (88,613) |
| FUNDING FROM THE GOVERNMENT OF CANADA | | | | | | | |
| Parliamentary appropriations for operating expenditures | 66,130 | 71,156 | 73,810 | 65,770 | 65,770 | 65,770 | 65,770 |
| Parliamentary appropriations for tangible capital assets | 23,500 | 37,295 | 62,453 | 22,380 | 22,380 | 22,380 | 24,030 |
| | 89,630 | 108,451 | 136,263 | 88,150 | 88,150 | 88,150 | 89,800 |
| SURPLUS (DEFICIT) FOR THE YEAR | 5,850 | 9,674 | 48,254 | (618) | 6,459 | 13,954 | 1,187 |
| ACCUMULATED SURPLUS AT BEGINNING OF YEAR | 642,050 | 647,900 | 657,574 | 705,828 | 705,210 | 711,669 | 725,623 |
| ACCUMULATED SURPLUS AT END OF YEAR | 647,900 | 657,574 | 705,828 | 705,210 | 711,669 | 725,623 | 726,810 |

STATEMENT OF CHANGE IN NET FINANCIAL ASSETS
FOR THE YEARS ENDING MARCH 31, 2018 TO 2024

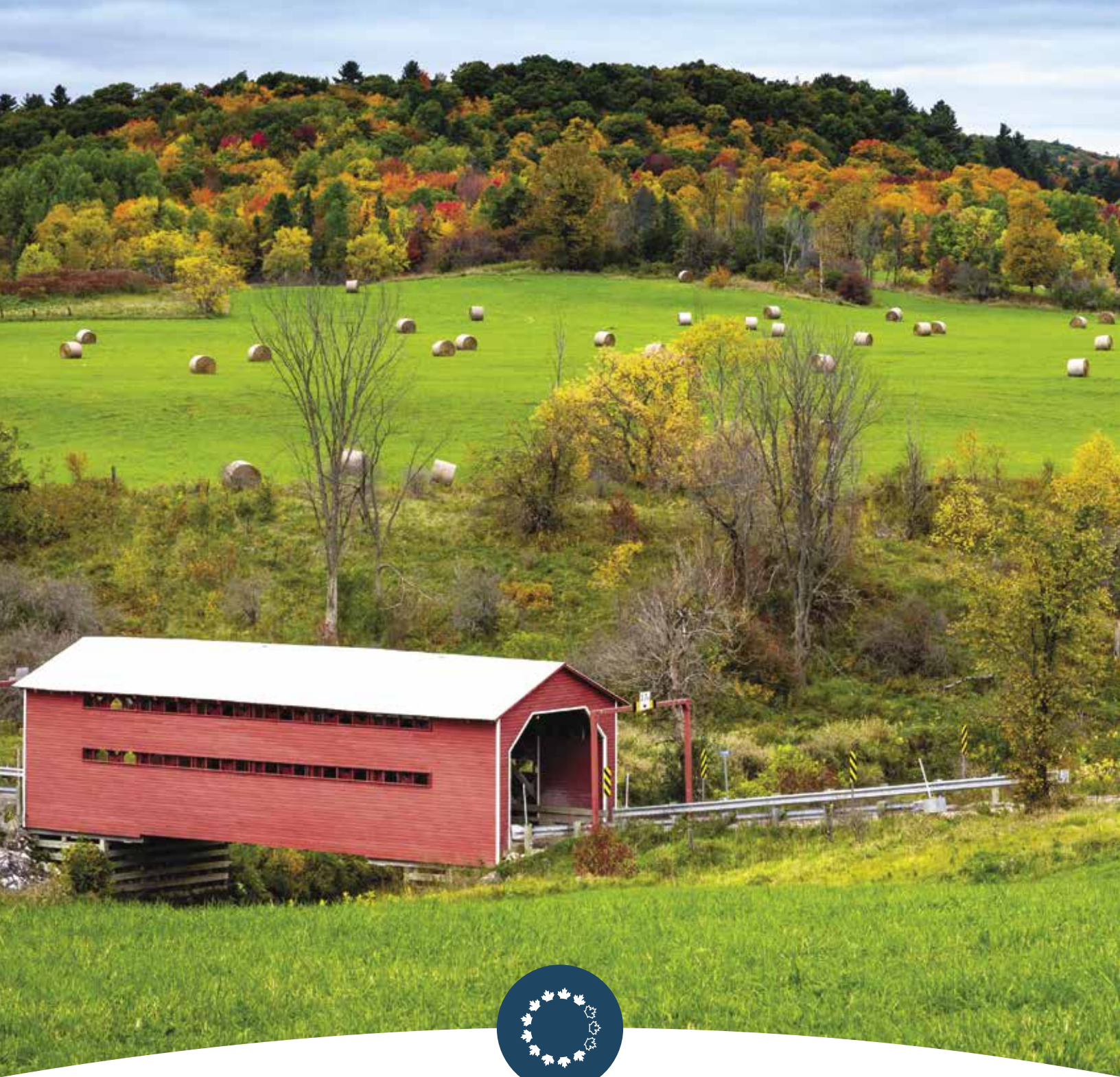
(IN THOUSANDS OF DOLLARS)

| | 2017-2018 Actual | 2018-2019 Forecast | 2019-2020 Budget | 2020-2021 Projection | 2021-2022 Projection | 2022-2023 Projection | 2023-2024 Projection |
|--|---------------------|-----------------------|---------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| SURPLUS (DEFICIT) FOR THE YEAR | 5,850 | 9,674 | 48,254 | (618) | 6,459 | 13,954 | 1,187 |
| Acquisition and improvement of tangible capital assets | (35,337) | (48,222) | (73,898) | (30,289) | (31,454) | (39,520) | (27,150) |
| Amortization of tangible capital assets | 18,635 | 18,878 | 19,740 | 21,285 | 21,550 | 21,842 | 22,363 |
| Gain on disposal of tangible capital assets | (2,907) | (231) | (8,812) | 0 | 0 | 0 | 0 |
| Loss on disposal of tangible capital assets | 1,021 | 0 | 1,072 | 0 | 0 | 0 | 0 |
| Unrealized loss from sale-leaseback transaction | 1,006 | 0 | 0 | 0 | 0 | 0 | 0 |
| Proceeds from disposal of tangible capital assets | 3,827 | 330 | 9,469 | 0 | 0 | 0 | 0 |
| Writedowns of tangible capital assets | 287 | 0 | 0 | 0 | 0 | 0 | 0 |
| | (13,468) | (29,245) | (52,429) | (9,004) | (9,904) | (17,678) | (4,787) |
| Change in prepaid expenses | (1,101) | 551 | 0 | 0 | 0 | 0 | 0 |
| Change in other non-financial assets | 177 | (173) | 177 | 177 | 135 | 0 | 0 |
| | (924) | 378 | 177 | 177 | 135 | 0 | 0 |
| INCREASE (DECREASE) IN NET FINANCIAL ASSETS | (8,452) | (19,193) | (3,998) | (9,445) | (3,310) | (3,724) | (3,600) |
| NET FINANCIAL ASSETS (LIABILITIES) AT BEGINNING OF YEAR | 11,027 | 2,485 | (16,708) | (20,706) | (30,151) | (33,461) | (37,185) |
| NET FINANCIAL ASSETS (LIABILITIES) AT END OF YEAR | 2,485 | (16,708) | (20,706) | (30,151) | (33,461) | (37,185) | (40,785) |

STATEMENT OF CASH FLOWS
FOR THE YEARS ENDING MARCH 31, 2018 TO 2024

(IN THOUSANDS OF DOLLARS)

| | 2017-2018 | 2018-2019 | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 | 2023-2024 |
|---|------------------|------------------|------------------|-------------------|-------------------|-------------------|-------------------|
| | Actual | Forecast | Budget | Projection | Projection | Projection | Projection |
| Cash flows provided (used) by operating activities | (1,647) | (5,210) | (6,833) | (2,564) | 4,744 | 12,421 | (1,468) |
| Cash flows used by capital activities | (9,615) | 803 | (66,645) | (8,341) | (9,071) | (17,137) | (3,117) |
| Cash flows provided (used) by investing activities | (14,468) | 968 | 735 | 0 | 0 | 0 | 0 |
| DECREASE IN CASH AND CASH EQUIVALENTS | (25,730) | (3,439) | (72,743) | (10,905) | (4,327) | (4,716) | (4,585) |
| CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR | 145,646 | 119,916 | 116,477 | 43,734 | 32,829 | 28,502 | 23,786 |
| CASH AND CASH EQUIVALENTS AT END OF YEAR | 119,916 | 116,477 | 43,734 | 32,829 | 28,502 | 23,786 | 19,201 |



APPENDICES

APPENDIX A: MULTI-YEAR CAPITAL PROGRAM
FOR THE YEARS ENDING MARCH 31, 2019 TO 2021

(IN THOUSANDS OF DOLLARS)

| | 2018-2019 | | 2019-2020 | | 2020-2021 | |
|---|------------------|------|------------------|------|-------------------|------|
| | Forecast | | Budget | | Projection | |
| ROADS AND BRIDGES | | | | | | |
| Confederation Boulevard program | 732 | | 1,000 | | 1,000 | |
| Hog's Back swing bridge reconstruction | 531 | | 7,814 | | 0 | |
| Philippe Lake Parkway rehabilitation | 270 | | 3,725 | | 0 | |
| O'Brien Willson access road rehabilitation | 100 | | 1,223 | | 0 | |
| Sir John A. Macdonald Parkway LeBreton exit bridge reconstruction | 444 | | 9,960 | | 0 | |
| Portage Bridge rehabilitation | 1,500 | | 5,262 | | 0 | |
| Champlain Bridge parking lot rehabilitation | 0 | | 975 | | 0 | |
| Rehabilitation, other roads and bridges | 2,002 | | 809 | | 350 | |
| | <u>5,579</u> | 15% | <u>30,768</u> | 38% | <u>1,350</u> | 4% |
| HISTORICAL PROPERTIES | | | | | | |
| Official Residences Program | 4,871 | | 7,531 | | 4,489 | |
| Property rehabilitation, Sussex Drive | 2,392 | | 1,350 | | 0 | |
| Property rehabilitation, 25 George Street | 1,700 | | 0 | | 0 | |
| Property rehabilitation, 504 Sir George-Étienne Cartier Parkway | 743 | | 6,683 | | 0 | |
| Rehabilitation, other historical properties | 1,901 | | 550 | | 0 | |
| | <u>11,607</u> | 31% | <u>16,114</u> | 20% | <u>4,489</u> | 15% |
| RENTAL PROPERTIES | | | | | | |
| Rehabilitation program, rental properties | 3,814 | | 2,650 | | 2,355 | |
| Property rehabilitation, 30 Metcalfe Street and 100 Sparks Street | 0 | | 0 | | 0 | |
| 50 Sussex Drive rehabilitation | 1,583 | | 0 | | 0 | |
| | <u>5,397</u> | 15% | <u>2,650</u> | 3% | <u>2,355</u> | 8% |
| DEVELOPMENT PROPERTIES | | | | | | |
| LeBreton Flats redevelopment | 474 | 1% | 4,485 | 6% | 552 | 2% |
| GREEN ASSETS | | | | | | |
| Nepean Point rehabilitation | 675 | | 1,400 | | 2,250 | |
| Site development, Bronson Pulp Mill ruins | 119 | | 1,500 | | 1,500 | |
| Site development, Richmond Landing | 198 | | 1,958 | | 0 | |
| South Shore Riverfront Park development | 97 | | 898 | | 3,300 | |
| De l'Île Pathway rehabilitation | 25 | | 1,067 | | 0 | |
| Shoreline erosion, Victoria Island | 15 | | 885 | | 0 | |
| Gatineau Park rehabilitation program | 320 | | 880 | | 1,210 | |
| Pathway and trail rehabilitation program | 1,608 | | 350 | | 1,050 | |
| Other green asset projects and programs | 2,012 | | 2,074 | | 600 | |
| | <u>5,069</u> | 14% | <u>11,112</u> | 15% | <u>9,910</u> | 32% |
| OTHER | | | | | | |
| Other projects and programs | 6,661 | 18% | 9,139 | 12% | 8,155 | 26% |
| REAL PROPERTY ACQUISITIONS | | | | | | |
| | <u>1,300</u> | 4% | <u>3,000</u> | 4% | <u>3,000</u> | 10% |
| ALL PROGRAMS – EQUIPMENT | | | | | | |
| | <u>735</u> | 2% | <u>1,555</u> | 2% | <u>910</u> | 3% |
| | <u>36,822</u> | 100% | <u>78,823</u> | 100% | <u>30,721</u> | 100% |

APPENDIX B: IMPLEMENTATION OF THE DIRECTIVE ON TRAVEL,
HOSPITALITY, CONFERENCE AND EVENT EXPENDITURES

On July 16, 2015, certain Crown corporations, including the NCC, were directed by the Governor-in-Council to align their policies, guidelines and practices with Treasury Board of Canada Secretariat (TBS) policies, directives and related instruments pertaining to travel, hospitality, and conference and event expenditures in a manner that is consistent with their legal obligations. All aspects of the TBS directive have been adopted by the NCC, as required.

The following table outlines the NCC's total annual expenditures for travel, hospitality, and training and conference fees, as well as the forecast and budget.

Annual Expenditures for Travel, Hospitality and Conference Fees (in dollars)

| | 2017–2018 Actual | 2018–2019 Forecast | 2019–2020 Budget* |
|---------------------------------|-----------------------------|-------------------------------|------------------------------|
| TRAVEL | 255,455 | 238,000 | 240,400 |
| HOSPITALITY | 108,256 | 86,000 | 86,900 |
| TRAINING AND CONFERENCES | 454,630 | 450,000 | 454,500 |

* Assumes 1.0 percent inflation over the planning period.

