

NATIONAL CAPITAL COMMISSION  
COMMISSION DE LA CAPITALE NATIONALE



Annual Report  
2019–2020



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2019–  
2020

## Performance Highlights

\$21M	The NCC's rental portfolio generated over \$21 million in revenues.
1,336,090	The NCC recorded over 1.3 million social media interactions across all platforms
1,500	The NCC's Urbanism Lab events welcomed over 1,500 in-person and online participants, to learn about topics surrounding sustainable development.
381,509	This season, the Rideau Canal Skateway had almost 400,000 visitors over 31 skating days.
\$55M	Fifty-five million dollars were invested into the critical repair and maintenance of 23 NCC assets over two years.
111,206	A total of 111,206 visitors passed through the Gatineau Park Visitor Centre at 33 Scott Road in Chelsea, Quebec.
10,501	A total of 10,501 citizens were engaged in planning, protecting and building a vibrant National Capital Region.
1	Out of a total of 49 federal Crown corporations, the NCC is one of only two Crown corporations to voluntarily sign the <i>Federal Sustainable Development Act</i> .
31	Progress has been made on 31 of 36 planned actions in the NCC's Sustainable Development Strategy, 2018–2023.
5,000	The NCC planted over 5,000 trees in 2019, as part of the emerald ash borer re-greening strategy.
138	One hundred thirty-eight hectares of existing Greenbelt farmlands have been transformed into regional food production lands, supporting the goal of converting at least 200 hectares by 2021–2022.
57%	The NCC has so far recorded a 57% decrease in greenhouse gas (GHG) emissions, compared with a 2005 baseline, and has already surpassed the 2030 goal of a 40% decrease in GHG emissions.







# MESSAGE FROM THE CHAIR

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As I reflect on the past year at the NCC, I am pleased to note that the organization has enjoyed success on many fronts, both externally and internally.

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**T**he external successes are evident when one looks around Canada's Capital, and are detailed extensively throughout this annual report.

What is less visible to the public are the internal successes: the continued pursuit of organizational excellence; an ongoing focus on results, where process is a means to well-defined ends; and the constant sharpening of a focus on employee engagement, satisfaction and pride.

In last year's report, I noted that the NCC intended to make a top priority of becoming an "exemplary Crown agency" and employer of choice in the National Capital Region. So, it is with great satisfaction that we can report that the NCC has been named one of the region's top employers. For that recognition, the executive team has my thanks. A first-rate team requires first-rate leadership, and the NCC has both.

There are many people who deserve thanks for the successes of the NCC. First, I would like to mention the Cabinet ministers responsible for the NCC: the Honourable Pablo Rodriguez and his successor, the Honourable Anita Anand. Both have been generous with their advice, and I thank them for their support.

I would like to thank Chief Executive Officer Tobi Nussbaum, whose leadership, enthusiasm and passion for the Capital is reflected in all the NCC's projects and initiatives.

I would like to thank my fellow members of the NCC's Board of Directors—a group who I think represents the best of Canada—for their ongoing collaboration and support.

And finally, I must salute the staff. As they build on the 120-year history of planning and stewardship in the Capital, and the achievements of those who have come before them, the employees of the NCC are laying the foundation for an extraordinary future. They have my deepest respect, and my sincere thanks.

A handwritten signature in blue ink, appearing to read "Marc Seaman".

**Marc Seaman** *Chair*

## MESSAGE FROM THE CEO

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I am very pleased to present the National Capital Commission's annual report for the 2019–2020 fiscal year. I am proud to say that the story it tells is one of real accomplishment, leadership and service to Canadians.

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As I write this, Canada's Capital—like the rest of the country and the rest of the world—is enduring great challenge and disruption due to the COVID-19 pandemic. It has been a time of adjustment, loss and concern for everyone, including the staff and Board of the NCC. One constant and comfort for us during this time is our continued focus and pursuit of the organization's time-honoured mandate: "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 nature of the work has, out of necessity, changed over time, and particularly dramatically amid the pandemic, but the spirit in which it is carried out, and its ultimate goal, remain the same: ensuring that Canada's Capital is a source of pride and inspiration to all Canadians.

The past year presented the opportunity for us to celebrate this rich tradition, as 2019 represented two milestones in the history of Capital building. It marked the 60th anniversary of the NCC, and the 120th anniversary of the founding of the original Ottawa Improvement Commission. These initiatives fostered, over the years, the evolution of a rugged frontier lumber town into a vibrant, inclusive, cosmopolitan G7 capital, renowned for the dignity and elegance of its built heritage and its wealth of natural beauty.

And yet, even as we celebrate this proud history, in the present, we are working to build upon it.

The NCC's major infrastructure program, in its second year, is breathing new life into vital legacy assets such as the Portage Bridge and historic structures such as the Old New Edinburgh Club, which is being transformed into the National Capital River Pavilion. Much has also been accomplished to remediate decades' worth of industrial damage to Victoria Island, and to make the Capital's shorelines and riverbanks more resilient in the face of extreme weather and climate change.



The redevelopment of LeBreton Flats continued and, in January, the Board of Directors approved a preliminary Master Concept Plan, which expresses the vision for the entire project, and will guide its implementation. And the renewal of Nepean Point continued, with the Board of Directors approving in April a revised concept plan for this iconic Capital site.

The NCC continues to review and update key planning documents, including the Gatineau Park Master Plan and the Capital Pathway Strategic Plan.

As requested by the federal government, the NCC has also taken the lead on improving regional transportation, including interprovincial crossings—in partnership with the City of Ottawa and Ville de Gatineau, and Public Services and Procurement Canada.

Expanding on the work of the Capital-building giants who have gone before us is just one of three elements of an ambitious agenda the NCC continues to pursue.

With regard to the second element, the NCC continues to show leadership in the region in the areas of sustainability and mitigating the effects of climate change and extreme weather.

Among the NCC's accomplishments this year are the completion of a tree canopy study, advancing a new forest strategy and—in partnership with the City of Ottawa and Environment and Climate Change Canada—climate projections, all of which will inform greener policy making, and help preserve the Capital's natural legacy.

This builds on the aggressive program of sustainability executed in recent years, governed by the NCC's comprehensive Sustainable Development Strategy and informed by its landmark natural capital study.

The third element is advancing the NCC's culture of doing public business as openly and transparently as possible, and this continues to manifest itself in a robust calendar of public consultations, stakeholder meetings and social media outreach, as well as defaulting to discussing as much of the NCC's business as possible in the presence of the public when its board of directors meets.

The NCC has done all this in a fiscally sustainable manner, balancing our organization's ambitions with judicious management of public resources.

This work and much more is detailed in the sections of this report that follow. But it is tremendously important to emphasize the collaborative nature of much of this work. Part of the NCC's mandate is to act as a creative partner in Canada's Capital, as illustrated by our work with the City of Ottawa to facilitate its light rail project.

The people of the NCC work with colleagues at all levels of government, national institutions, colleges and universities, non-governmental organizations, neighbourhood and heritage groups, the business community, the Indigenous nations in the Capital Region, and interested citizens from all walks of life.

The Urbanism Lab program, until it went on hiatus due to COVID-19, was enjoying another successful season of bringing together members of the community with experts in all facets of Capital building. And the important work of reconciliation with Indigenous peoples is woven throughout the NCC's activities and initiatives.

I would like to offer my personal thanks to all the people and organizations who have gotten involved with the NCC over the past year, supporting our work, participating in our activities and enjoying our assets.

I would also like to thank the dedicated and enthusiastic members of our Board of Directors, the members of the various Board committees, and especially our Board Chair, Marc Seaman. Their wise counsel and creative thinking are invaluable resources for all of us at the NCC to draw upon.

But most of all I'd like to thank the people who work at the NCC. They are talented professionals who serve the people of the Capital and Canada with pride and devotion. As the heirs to the 120-year history of Capital building, they strive each day to make sure we leave it even better than we found it, so it continues to inspire Canadians for generations to come.



**Tobi Nussbaum** *Chief Executive Officer*







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# 120 YEARS OF CAPITAL BUILDING

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This year marks 120 years of Capital building by the National Capital Commission (NCC) and its predecessors, the Ottawa Improvement Commission, founded in 1899, and the Federal District Commission, which took over in 1934. This is a time to celebrate the noteworthy efforts of luminaries who envisioned a dynamic future, protected heritage sites, and constructed the welcoming and significant Capital Region enjoyed today. Since taking on the responsibility of builder and steward of the Capital over 60 years ago, the NCC strives to advance the legacy handed down from preceding federal planning commissions, and to exemplify the values of sustainability, inclusivity and accessibility upheld by Canadians.

To celebrate this momentous occasion, the NCC launched a special web page to showcase stories about Capital features and attractions, as well as historical photographs, interactive maps and blog posts, encouraging readers to discover, or rediscover, the history of the National Capital Region.

“I love working here at the NCC! This year, we worked on exciting different projects to commemorate the Rideau Canal’s 50th season. We really put our hearts into making sure that the visitor experience is the most positive that it can be in all of our projects. I have the benefit of collaborating with many talented colleagues, and I trust that, collectively, we can leave a legacy that will last for years to come.”

**Bruce Devine**

Senior Manager, Facilities and Programs, Capital Stewardship, 20 years

“Celebrating a meaningful milestone of 120 years of Capital building demonstrates the significance of the NCC’s role in developing our nation’s capital. Personally, working for the NCC means that I am contributing to building an inspiring capital for my kids and for all Canadians. Through my role in audits, I can contribute to acknowledging what is working well and making recommendations to address areas where improvements are needed.”

**Irene Andayo-Michalowski**

Acting Chief, Audit and Ethics, Audit, Research, Evaluation and Ethics Branch, 3 years

“When I was growing up, I would visit Gatineau Park almost every weekend. Now, as an adult, I continue to enjoy the NCC’s assets with my own family. I’m happy to be a part of an organization that makes it so easy for Canadians to create beautiful memories in the National Capital Region.”

**Sarah Skrzek**

Executive Assistant to the CEO, Executive Office, 3 years



Canada's Capital Region represents the heart of our great nation, and as such, it embodies the spirit of what it means to be Canadian. Queen Victoria designated Ottawa as the capital of Canada in 1855. Four decades later, Prime Minister Sir Wilfrid Laurier and Lady Aberdeen, wife of the Governor General, recognized the importance of developing a committee to initiate the planning and development of the capital.

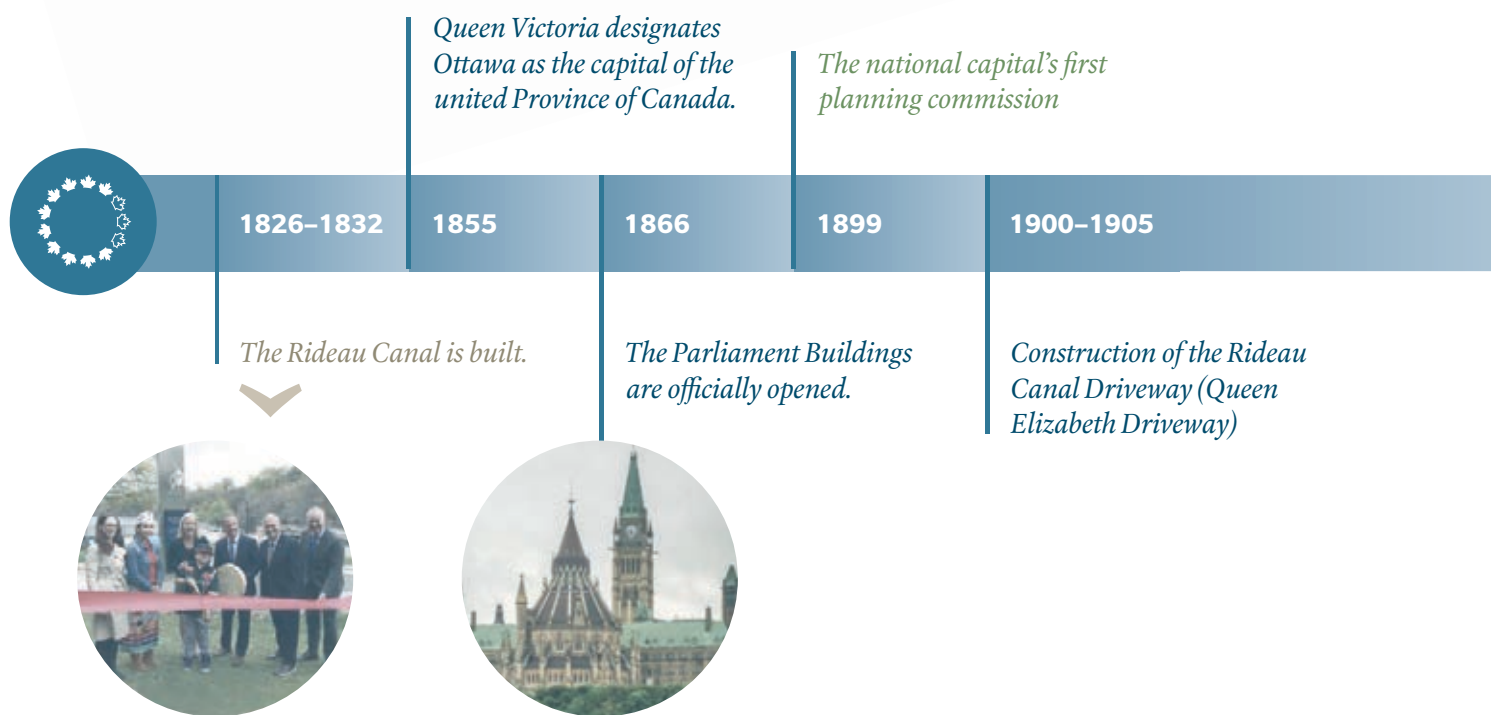
Building on over a century of experience, the NCC carries on the legacy of providing unique value in the Capital Region by fulfilling three specific roles: long-term planner of federal lands, principal steward of nationally significant public places, and creative partner committed to excellence in development and conservation. The NCC is proud of its history and enduring accomplishments, and looks forward to continuing the advancement of the National Capital Region for centuries to come. The NCC will work to achieve this by focusing on three main areas. First, the corporation will strive to embrace the Capital's magnificent waterways, and continue to find creative ways to activate its shorelines. From revitalizing Nepean Point and LeBreton Flats, to creating recreational nodes along

the north and south shorelines, the corporation seeks to provide opportunities for everyone to enjoy the Capital's waterways and take in the spectacular views they afford. Second, the NCC is proud to support the federal government in achieving a sustainable future by promoting clean growth and healthy ecosystems. It is also committed to building safe, secure and sustainable communities by taking leadership in sustainability and fighting climate change. And third, the corporation will uphold its legacy as the main federal urban planner in Canada's Capital Region, and continue to strive for openness, transparency and corporate excellence.

As the NCC looks forward to undertaking many promising and significant initiatives, it will continue to reflect on the past, and recognize the efforts and the ingenuity that came before. The following timeline highlights a few prominent milestones and planning documents developed over the past 120 years of Capital planning. These achievements have brought the Capital to its noteworthy present, forming a stable foundation which allows for continued Capital building at the heart of this great nation.



# TIMELINE OF THE NATIONAL CAPITAL REGION



**2019**

## RIDEAU CANAL PROMENADE

The Rideau Canal was built after the War of 1812 to create a secure secondary route to transport goods from Montréal to Kingston, at a time when Canada felt the threat of invasion from the United States. Completed in 1832, the Canal served as a busy conduit for 19th century commercial endeavours. Today, it is recognized as a UNESCO World Heritage Site and a signature destination for year-round recreational activities. To honour this exceptional landmark, the NCC, in collaboration with Parks Canada, officially opened the Rideau Canal Promenade in May 2019. Seven outdoor exhibits have also been installed along the Rideau Canal pathway to mark the Canal's historic, symbolic and cultural importance—at the Ottawa Locks, Shaw Centre, Pretoria Bridge, Lansdowne Park, Dows Lake, Central Experimental Farm and Hartwells Locks.

**1899**

## THE NATIONAL CAPITAL'S FIRST PLANNING COMMISSION

The Ottawa Improvement Commission is appointed to acquire property in the City of Ottawa and improve, repair and beautify the capital city.



*Rockcliffe Park is leased to the Ottawa Improvement Commission.*

*The national capital's third major planning document*

*The Federal District Commission gains full responsibility for improving and caring for the grounds of all government buildings in Ottawa.*

1903

1904

1915

1922

1927

1934

*The national capital's first major planning document*

*The national capital's second major planning document*

*The national capital's second planning commission*

1903

1915

1922

1950

#### THE NATIONAL CAPITAL'S FIRST, SECOND, THIRD AND FOURTH MAJOR PLANNING DOCUMENTS

The Todd Report is released. Highlights include the construction of a ceremonial boulevard linking Rideau Hall and the Parliament Buildings, and the preservation of large natural parks adjacent to the Capital.

The Holt Report is released. It details the creation of a federal district and federal authority to exercise control over planning and development, as well as the inclusion of Gatineau Park.

The Cauchon Report proposes the reorganization of railway tracks, building of highways, development of parks and parkways, and relocation of industrial activities.

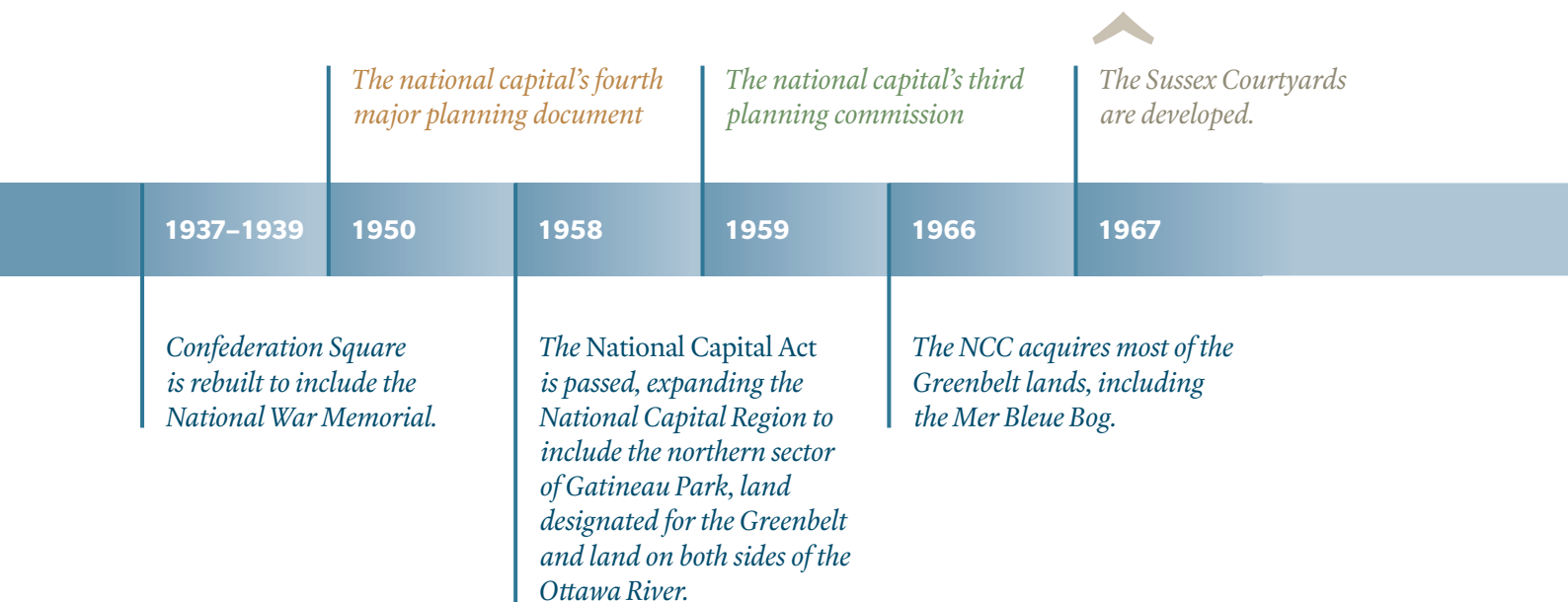
The Gréber Plan serves as the Capital's planning guide into the 1970s. The report details plans for railway relocation and the reclaiming of waterfront lands to create scenic parkways, the extension of existing parkway networks, decentralization of federal office complexes, creation of a greenbelt, and expansion of Gatineau Park.



2020

#### ENCOURAGING INNOVATION THROUGH THE 2020 URBAN DESIGN CHALLENGE

The National Capital Region is shaped not only by qualified planners from the NCC, but also by residents and visitors in the region. For this reason, the NCC works to provide students from across the country with opportunities to contribute to building a legacy in Canada's Capital by merging older, historically relevant sites with innovative, fresh ideas. In December 2019, the NCC launched the Urban Design Challenge 2020, an ideas competition for post-secondary students to shape the development of two important destinations in the Capital Region: the Sussex Courtyards (in Ottawa, Ontario) and the Gatineau Park Visitor Centre (in Chelsea, Quebec). The Sussex Courtyards, featuring one of the Capital's oldest neighbourhoods, are currently preserved and developed as part of Canada's architectural heritage. The Gatineau Park Visitor Centre is the primary arrival and information point for Park visitors, as well as the administrative and operational hub for NCC staff. Both unique sites contribute to the character and culture of the National Capital Region.



1927

1959

#### THE NATIONAL CAPITAL'S SECOND AND THIRD PLANNING COMMISSIONS

The Federal District Commission is formed to take over the Ottawa Improvement Commission's duties, and intensify planning projects in the nation's capital.

The National Capital Commission is established to replace the Federal District Commission.

1999

2017

#### THE NATIONAL CAPITAL'S FIFTH AND SIXTH MAJOR PLANNING DOCUMENTS

The Plan for Canada's Capital is released. The report highlights the symbolic role of Confederation Boulevard. This report aptly recognizes sustainable development as a central component to urban planning, and emphasizes the need for closer collaboration between local, regional and federal bodies.

The Plan for Canada's Capital, 2017–2067, is released. This long-range plan documents 17 milestone projects that detail the inclusion of emerging trends and challenges, such as adapting to a growing and aging population, improving mobility and accessibility, ensuring environmental sustainability, and providing federal accommodations.

*The Rideau Canal Skateway opens for its first season.*

*The NCC acquires a stewardship role over Canada's six official residences.*

*The Canadiana Fund is established to beautify the state areas of the official residences.*

1971

1979

1986

1988

1990

1992

*The NCC organizes the first Winterlude to celebrate Canada's unique northern culture and climate.*

*The Federal Land Use Plan is published.*

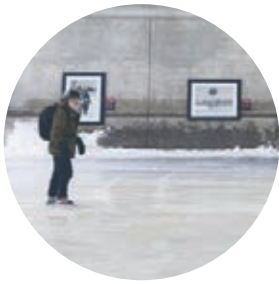
*Canada celebrates 125 years of Confederation.*



## The Rideau Canal Skateway

The Rideau Canal Skateway is truly a symbol of winter in the National Capital Region. Recognized as the world's largest skating rink, and the second-largest naturally frozen skateway, it winds for more than 7.8 kilometres through the heart of Canada's Capital, and is a key site for annual Winterlude celebrations.

In 1971, NCC Chair Doug Fullerton envisioned the Canal as a skating rink, a place where Canadians and visitors could come and create lasting memories. This year, Canada proudly celebrated the 50th season of the Rideau Canal Skateway. Although this season included only 31 skating days, due to variable weather conditions, the NCC welcomed almost 400,000 visitors over the 2019–2020 season, including a daily average of over 46,000 visits during Winterlude's final weekend.



2020

#### CELEBRATING 50 YEARS OF THE RIDEAU CANAL SKATEWAY

To celebrate this anniversary, social media photo frames were placed along the Canal for skaters to capture a memorable picture. In addition, to ramp up the celebratory spirit, a roving DJ played music from the previous five decades over the course of three consecutive Saturday nights. To showcase 50 successful seasons of the Skateway, the NCC also displayed pictures of the Canal from each decade at various points along its length. The initiative was a success, as skaters took the time to pause and appreciate the history and dedication in the creation and development of this unique Capital destination. The NCC looks forward to continuing this long-standing tradition of maintaining the Rideau Canal Skateway, and activating the Capital's waterways year-round.

*The national capital's fifth major planning document*

1999

2017

*Canada celebrates 150 years of Confederation.*

*The national capital's sixth major planning document*

2017

2019

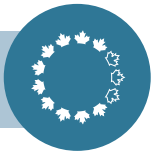
*Federal planning commissions celebrate 120 years of Capital building, including the NCC's 60 years as federal planner for Canada's Capital.*

*The Rideau Canal Skateway celebrates its 50th season.*

2020

Today (2020)

*The NCC owns and manages 11 percent of the land in Canada's Capital Region.*



2019

#### CONFEDERATION BOULEVARD UTILITY BOXES

As part of an effort to celebrate its work as Capital builder over the past 120 years, the NCC partnered with the Carleton University History Program to showcase momentous stories from the Capital Region. This project invited students to select stories from archives, newspapers and reports that connect the NCC with the Capital Region's rich past. Selected stories were used to beautify the Mile of History along the Confederation Boulevard, by covering each of the 12 utility boxes on that route. This showcase of some of the Capital's lesser-known history allows viewers to literally walk down memory lane and engage with anecdotes from the past.

## Confederation Boulevard Highlight: LGBTQ2+ activism



Ottawa has a lengthy LGBTQ2+ history, including the first large-scale demonstration for gay rights. On August 28, 1971, about 100 marchers gathered on Parliament Hill to demand equal rights and protections for the queer community. These demands were important, as, up until the 1990s, thousands of employees were fired or persecuted because of their sexuality.



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# THE YEAR IN REVIEW

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The best of all that is Canada—our history, people, values and landscapes—is symbolized in the statues, monuments and memorials of the Capital. The Capital Region truly reflects our entire nation. Our Capital Region today is the deliberate result of more than a century of steady and focused planning and building on the part of Canada's federal government. The NCC takes pride in carrying forward the legacy of its predecessors, for over 60 years now, in serving as a long-term planner, principal steward and creative partner.

While the NCC ensures that the heritage, culture and spirit of the National Capital Region are preserved, it is also boldly adopting modern approaches to fulfilling its mandate, while building a capital that is inclusive, sustainable and accessible for future generations. Through careful planning, the NCC is able to build a greener, more environmentally sustainable capital. This year, under its Sustainable Development Strategy, 2018–2023, and as part of collective efforts to adapt to the impacts of climate change in the National Capital Region, the NCC and the City of Ottawa commissioned a new climate projection report to assist in planning resilience initiatives.

The report shows that the National Capital Region will become warmer and wetter in the coming decades. Our actions to mitigate emissions and adapt will determine the impact of these changes. To this end, this report will assist in developing a climate change adaptation and resiliency plan for the NCC, and will help decision makers understand climate change impacts on communities, infrastructure, the economy and the natural environment. The NCC is committed to helping lessen the severity of climate impacts in the future, and to building resilience to them.

The many achievements of 2019–2020 serve to ensure that the National Capital Region is a place that respects and preserves nature and Canadian culture, while welcoming all peoples. In addition to setting a precedent in creating a world-class destination that can be celebrated in the present day, the NCC continues to lay a foundation for the further development of the region. Whether through the activation of shorelines, acting as a leader in sustainability, or striving for corporate excellence, the NCC is proud to engage in the building of a capital that can be enjoyed for centuries to come.









## LONG-TERM PLANNER

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*As the long-term planner of the Capital Region, the NCC enhances the natural and cultural character of the Capital to ensure that it is inspiring to all Canadians and symbolizes Canada's rich past, our vibrant present and our vital future.*

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“On my days off, I love going for long walks, camera in hand, in search of a new adventure. And even though I’m not physically at work, I feel a sense of familiarity as I end up crossing paths with some kind of NCC sign. The corporation has done an amazing job at balancing infrastructure and green spaces while celebrating our rich heritage and history. Our region is so beautiful, and I would not want to live anywhere else!”

**Lyna Russel-Evans**

Access to Information and Privacy (ATIP) Analyst, Public, Legal and Corporate Affairs, 21 years

“In everything I do, whether it’s working on pathways or bridges, it’s always about working in a team to build a better capital. As an avid cyclist and runner, I enjoy improving our pathways during the week so I and others can enjoy them during the weekends. I am also excited to continue upholding connections between Ottawa and Gatineau through the replacement and maintenance of older bridges.”

**Greg Kehoe**

Project Leader, Transition, Capital Planning, 9 years

## Updating existing long-term plans

As part of its ongoing planning responsibility, the NCC reviews its master plans every 5 to 10 years, on a 50-year horizon. The following plans are currently undergoing a review process with extensive consultation with the public and will be made available on the NCC website once completed.

### Reviewing the Gatineau Park Master Plan

In the early 1900s, the Todd and Holt reports, released under the Ottawa Improvement Commission, Canada's first capital planning commission, recommended that the Canadian government create a park in the Gatineau Hills. Gatineau Park was created in 1938, and several measures have been implemented to transform it from a place of resource exploitation, during the Great Depression, to a conservation area that is also used for recreation. Several plans have been established to guide decision making surrounding the long-term planning, use and management of the area. The latest Gatineau Park Master Plan, released in 2005, emphasizes the conservation of the Park's natural and cultural heritage, as set out in the 1999 Plan for Canada's Capital. Given the plan's progressive nature and that the 2005 master plan had been in place for 12 years, a review was initiated. An updated plan will bring the objectives in line with the more recent Plan for Canada's Capital, 2017–2067, as well as the numerous supporting plans and studies that have been completed for Gatineau Park since the last review. The new plan will provide high-level, strategic direction for conserving, managing, and enhancing the natural and recreational resources within the Park. The updated plan will take the Park forward in the 21st century.



After two phases of review of the master plan in 2017 and 2018, a third phase of public consultations was held in 2019, in which more than 1,000 people participated. The focus was on developing concepts of the plan and land zoning. A draft of the revised plan was presented to the Advisory Committee on Planning, Design and Realty in February 2019, and is expected to be presented to the public for consultation once again in summer 2020.

Ultimately, the review of the Gatineau Park Master Plan provides an opportunity for policy makers to showcase Canada's leadership in the field of environmental protection. It also supports the NCC's forward-looking focus on building an environmentally sensitive Capital Region while committing to more robust protection of its natural areas.

### Updating the Capital Pathway Strategic Plan

The green spaces of Canada's Capital Region are connected by more than 600 kilometres of multi-use pathways, which are used for recreation and commuting. The NCC manages 236 kilometres of these pathways, which extend from Gatineau Park, through Ottawa and into the Greenbelt. The first section of the pathway, the Ottawa River Pathway, was completed in the early 1970s and has since been expanded to cover most of the National Capital Region. It connects symbolic points of interest within the region, linking many of the Capital's parks, gardens, museums and attractions, and provides opportunities for the public to enjoy the region's magnificent waterways. The strategic plan for the management of the pathways, Pathway Network for Canada's Capital Region (2006), is currently being updated and will take several relevant considerations into account, such as use of the pathways in winter, the impacts of climate change, and the growing use of scooters and other electric mobility devices, as well as advancements in signage and wayfinding. Following a research phase in 2017, and public consultation in 2018, a revised pathways plan was drafted in 2019, and the review of the Capital Pathway Strategic Plan

is nearly complete. This new vision for the management and operations of the Capital Pathway network includes updating the objectives and guiding principles; harmonizing federal and municipal planning, where possible; setting strategic directions and priorities for the next 10 years; and providing management tools and design guidelines. The revised planning document will be presented to the Board for approval following a final round of online public consultation.

### Refreshing the 2005 Core Area Sector Plan

The Capital Core Area Sector Plan, first published in 2005 and updated every five years, represents the lead policy document governing the planning and development of federal lands in the downtown areas of Ottawa and Gatineau. Shaped by numerous studies, visions and other plans, this plan aims to preserve the symbolic and functional role of the core area. A comprehensive assessment of the current Capital Core Area Sector Plan will engage internal and external users of the plan to gather their feedback and consolidate information about how the current long-range plan is performing. The results of the assessment will help determine the scope of the upcoming full review of the Core Area Sector Plan.

## *The Ottawa River Pathway*



The NCC will continue working to maintain the Capital's shorelines and pathways, bringing people closer to sites of historical significance and Capital relevance. The first section of the Capital Pathway to be built was the Ottawa River Pathway, part of which had been the site of a steam-powered lumber mill. Today, pathway users can see stone ruins dating back to the 1870s.



# Advancing new long-term plans

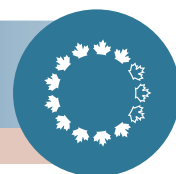
As the Capital Region continues to evolve, the NCC is eager to bring forth new plans and projects to contribute to its continued development and improvement.

## ESTABLISHING THE LEBRETON FLATS REDEVELOPMENT PLAN

	<i>A preliminary concept plan outlining a LeBreton Flats redevelopment proposal is released.</i>		<i>The city's official plan amendment, which is required for the legal transfer of lands, is approved and the necessary by-law passed.</i>		<i>The City of Ottawa approves revised zoning for the area.</i>	
1989–1994	1994	1996	1997	1999	2000	2001
PLANNING						
<i>The NCC, Regional Municipality of Ottawa-Carleton and City of Ottawa form a partnership to plan for LeBreton Flats.</i>		<i>A land transfer agreement results in a three-way exchange of lands within LeBreton Flats.</i>		<i>The Ontario Municipal Board approves the official plan amendment.</i>		<i>The design of the Canadian War Museum begins toward year-end.</i>  <i>The first phase of the proposed subdivision (in the central-eastern area) is to be developed.</i>



<p><i>Decontamination of the soil begins, followed by utility installations. Parcels of land are to be offered for sale in late 2003 or early 2004.</i></p> <p><i>Construction of the new Canadian War Museum is slated to begin in 2002 on a riverside site south of the existing Ottawa River Parkway.</i></p>		<p><i>To maintain LeBreton Flats both as a green space and as a major festival site, planners include “The Common” — a 3.2-hectare (8-acre) triangle of open space, with a design load of 20,000 people — in the heart of the development.</i></p>		<p><i>The second phase of the proposed subdivision is to begin south of LeBreton Boulevard, between Booth and Broad streets, north of the aqueduct.</i></p>	<p><i>The development of a preliminary Master Concept Plan, The Building LeBreton Project, is designed as a guide for a new development.</i></p>	
2002–2004	2003–2004	2004	2005	2007–2011	2011–2016	2019–2020
BUILDING				PROGRAMMING		
<p><i>Sewers, water lines, bridges and roads (including LeBreton Boulevard, an avenue running through the heart of the area) are all to be virtually completed.</i></p>				<p><i>The third (and final) phase is planned to begin by 2011, and the remaining parcels of land cleared for development by 2016.</i></p>		





The LeBreton Flats site predates Confederation. It was first used as an encampment by local Indigenous peoples and travellers on the Ottawa River. The land's industrial history began in the early 1800s and, following the Hull–Ottawa fire of 1900, LeBreton Flats entered an extensive period of redevelopment planning. Today, the NCC has the opportunity to help shepherd a new path forward for this historic site, and develop a dynamic waterfront activation point.

A preliminary Master Concept Plan for the Building LeBreton project was recently produced to guide the new development. The plan expands on past experiences and global best practices, and creates a vision for the site, which will remain a legacy for generations to come. The NCC's commitment to openness was a key component in the plan's development, as input from over 5,000 Canadians was gathered through public engagement and consultations. The first public consultation, held June 2019, enabled the drafting of a preliminary Master Concept Plan. A second public consultation, held November 2019, allowed for public input on this draft.

On January 23, 2020, the NCC Board of Directors approved the preliminary Master Concept Plan for LeBreton Flats. This plan envisions a place that is pedestrian-friendly, surrounded by lively and active parks and plazas, and a large destination park. A future diverse residential community will be supported by retail and employment opportunities, capitalizing on direct access to two light rail transit (LRT) stations. In addition, the Master Concept Plan also supports the animation of NCC shorelines by integrating a central component: the community's historic aqueducts and connections to the Ottawa River.



The NCC will launch a call for proposals, to develop a section of LeBreton Flats adjacent to the future Ottawa Public Library–Library and Archives Canada joint facility. The NCC foresees redeveloping this area as the Library District. The call for proposals was set to launch mid-2020. However, the process is on hold until the impacts of the COVID-19 pandemic can be better understood. Looking forward, a final Master Concept Plan will be submitted to the NCC Board for approval in fall 2020. Continuous outreach to stakeholders is ongoing throughout this planning process.

LeBreton Flats will be built out in a way that supports the NCC's pledge to building a more accessible and environmentally sensitive capital. This project is both equitable and sustainable, setting precedents in affordability, carbon neutrality, and recognition of Indigenous cultural and heritage elements. The NCC will continue to pursue this redevelopment project with excellence, mirroring its primary use as a place of gathering, to build a modern community that places priority on connection and innovation, while serving as a key waterfront activation point in the Capital.





### **Beginning the development of a long-term integrated interprovincial crossing plan**

In 1945, an area of 2,330 square kilometres almost equally distributed on both sides of the Ottawa River, and covering parts of both Ontario and Quebec, was declared as the National Capital District. There are currently five major interprovincial crossings which facilitate the free flow of people between the two provinces, carrying close to 150,000 vehicles and 9,000 pedestrians and cyclists each day. As announced in Budget 2019, the NCC and Public Services and Procurement Canada (PSPC) are working together on several initiatives to facilitate interprovincial transportation, and ensure that these crossings remain safe and open for residents and visitors. In its role as interprovincial transportation planner, the NCC is developing a long-term integrated interprovincial crossing plan in partnership with the City of Ottawa and Ville de Gatineau, and the provinces of Ontario and Quebec. Through its holistic approach, this plan will look at the region's future interprovincial transportation needs, including the potential need for future crossings, over a 30-year planning horizon.

### **Initiating the development of the Rideau Hall Master Plan**

Rideau Hall has played a prominent historical and constitutional role in Canada since Confederation. For more than 150 years, this heritage site has been the official residence of Canada's governors general. The NCC is the official steward of this National Historic Site of Canada. In collaboration with the Official Residences Branch, the Capital Planning Branch has initiated a master planning exercise for Rideau Hall. The master plan will set out a unified, long-term vision for Rideau Hall, and guide future decisions on capital projects relating to the buildings, grounds and infrastructure on the site. The plan will be a guiding document to facilitate the appropriate, timely and cost-effective rehabilitation, as well as project planning activities that respect the site's outstanding heritage value while supporting the ongoing functions of Rideau Hall. Work on the master plan is being undertaken in phases, and is expected to be completed in 2020.







# CAPITAL STEWARDSHIP

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*As the largest landowner in the Capital Region, the NCC is the principal steward entrusted with caring for and protecting the prominent public places that are essential to Canada's symbolic, natural and cultural heritage.*

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“I had a teacher in Grade 3 who told our class ‘the NCC is what makes Ottawa look pretty.’ I’ve always remembered that. When I came to work for the NCC, as an assistant interior designer, that memory came back to me. I enjoy being a part of the furnishing, maintaining and rehabilitating of Canada’s six official residences and contributing to the sense of home that our leaders can have in our houses.”

**Heather Williamson**

Interior Services Support Officer, Official Residences, 8 years

“After having worked in project management, I can attest that working as a conservation officer with the NCC is truly my dream job! The National Capital Region is lucky to have such a closeness to nature. Often cities can lose their natural biodiversity, but the NCC is doing a great job at conserving natural areas for future generations to come, and I’m proud to be a part of this meaningful work!”

**Jean-Cédric Plourde**

Junior Conservation Officer, Capital Stewardship, 1 year





## Budget 2018

Over 120 years, the federal planning commissions gained increasing stewardship responsibilities in the Capital. The NCC now owns and manages 11 percent of the land in Canada's Capital Region. As the largest landowner in the region, the NCC cares for and protects vital public places that are unique to our nation's symbolic, natural and cultural heritage.

The NCC aims to ensure that its assets are safe, appropriate and sustainable for Canadians to experience, and that they remain a legacy for future generations. However, chronic funding challenges have resulted in decades' worth of deferred maintenance, and widespread critical asset deterioration. The Government of Canada's 2018 federal budget announced a \$55-million investment over two years, to support the critical repair and maintenance of properties and lands that enhance the Capital's signature character. Through the support of the Budget 2018 investment, the NCC was able to take an important first step in addressing this deferred maintenance deficit by funding projects that helped restore some of the NCC's most critical assets to good condition. Projects included the restoration of pathways affected by the 2017 flooding, and the restoration of bridges, buildings, walls, roads, parkways and commemorative monuments within the region. Five of the 23 projects were completed in 2018–2019, and 12 additional projects were completed by the end of 2019–2020. The remaining six projects are to be completed in early 2020–2021.

## A few iconic infrastructure projects supported by Budget 2018

### **Portage Bridge rehabilitation: Maintaining connections across the Capital Region**

The Portage Bridge was built by the NCC, and opened in 1973. It is named after the historic 5,000-year-old portage trail, one end of which was near the location of the current bridge. The trail was a key passage for Indigenous peoples and European explorers until the mid-19th century. It was used as a link in the water highway connecting land on both sides of the river, and the area around the portage was often used as a campsite. Similarly, the Portage Bridge also serves as a link in the Capital Region, as it connects the communities of Gatineau (in Quebec) and Ottawa (in Ontario), and is used daily by commuters who live in one province and work in the other. Each year, over 300,000 cyclists also use this bridge, and this number is increasing by 4 percent a year. To improve user safety and comfort, and to extend the service life of the bridge for 10 to 25 years, the NCC undertook rehabilitation work. The bidirectional cycle track was widened, and a vertical barrier between the cycle track and motor vehicle lane was added. The asphalt on the northbound motor vehicle lane to Gatineau was also rehabilitated.



### **Emerald ash borer tree removal program**

In the National Capital Region, ash trees are a prolific native species that grows in naturalized environments, as well as in more managed parks. In 2008, the emerald ash borer, a highly destructive beetle, was detected for the first time in the Capital Region. Despite the NCC's quick intervention efforts, the majority of ash trees on its lands were affected, resulting in a high rate of tree mortality. To combat this issue, the corporation dedicated more than \$8 million over the past decade to finding a balance between conservation and health and safety. This includes removing or maintaining affected trees, or replanting.

Since 2014, yearly tree cutting has been carried out on NCC lands, as a result of the emerald ash borer. This trend is expected to continue, affecting thousands of trees on NCC lands. Nevertheless, over the long term, the NCC will continue its re-greening strategy by replanting a variety of tree species. In fall 2019, the NCC planted over 5,000 trees in various locations. Additionally, in locations where ash trees have high economic and environmental value, such as core urban parks, the NCC is using a plant-based bioinsecticide to preserve mature ash trees. To help ensure that citizens get as much information as possible, and to encourage openness and transparency, the NCC launched an interactive online map highlighting areas of tree removal and replanting.

### **Revitalization of the National Capital River Pavilion**

The National Capital River Pavilion, previously known as the Ottawa River Boathouse, has been the site of canoeing, boating and recreational activities for nearly a century. It is a remarkable structure, designed by architect C.P. Meredith, and constructed between 1914 and 1925 for the Ottawa New Edinburgh Club. In 2010, the boathouse was designated a recognized federal heritage building, because of its links to the history of canoeing in Canada, its architectural value as a rare example of early boathouse design, and its remarkable setting on the river. The National Capital River Pavilion revitalization project will undertake the required repairs and upgrades to this heritage property and provide new opportunities for public access and shoreline animation. The work, which began in the summer of 2019, is aimed at rehabilitating the main building for adaptive reuse in all four seasons. Additionally, several improvements will be made to maintain the essence of the building's use and function, while also ensuring that it is universally accessible.

### **Hog's Back swing bridge**

Hog's Back Falls is a key place in the Capital where the Rideau Canal splits away from the Rideau River, as it flows north toward the Ottawa River. It is also the only spot on the entire canal where a guard lock was built, in the mid 1800s, to prevent damage to the lift lock. This unique spot features a one-of-a-kind swing bridge, built in 1976. The swing arm operates from mid-May to mid-October, opening up to 20 times a day during peak navigation season. Components of the bridge have reached the end of their life cycle, and several key structural and electrical components need to be replaced to extend the bridge's service life another 20 to 30 years. The bridge was closed on August 12, 2019, and rehabilitation work is continuing toward the full reopening of this relevant historical site.



## Official residences: Caring for Canada's official leaders

Since 1986, the NCC has been entrusted with ownership and stewardship responsibilities for the buildings and grounds of Canada's official residences. The entire portfolio includes not only the six official residences, but also an additional 50 ancillary buildings, with a total gross area of approximately 25,000 square metres. As mandated under the *Official Residences Act* (1985), it is the NCC's duty to ensure that the official residences are furnished, maintained and rehabilitated to safeguard their national heritage, provide safe and appropriate accommodations for Canada's official leaders, and serve as inspiring properties and grounds for the conduct of state events and ceremonies.

In order to gain a more thorough understanding of the condition of the portfolio, the Official Residences Branch at the NCC commissioned in-depth building condition reports for the largest and most complex buildings in the portfolio, consistent with a PSPC level II building condition report. In 2018, the NCC publicly released its finalized report, entitled *Official Residences of Canada: Asset Portfolio Condition Report*, which provides directions for policy development, strategic planning, and maintenance costs and investments. This report made the public aware of the chronic underfunding of the official residences portfolio and its need for immediate investment.

## *Challenges to upholding and maintaining the official residences*

The six principal residences are designated "classified" or "recognized" heritage buildings by the Federal Heritage Buildings Review Office (FHBRO), reflecting the national significance of the portfolio. The buildings, though culturally and historically significant, were not designed to meet today's needs and standards. There are several challenges involved in maintaining the official residences and extending their physical life for the benefit of future generations. Some notable examples include protecting the buildings' heritage fabric, complying with today's standards and building codes, and supporting evolving official needs. Additionally, due to the heritage nature of the properties, coupled with a lack of stable investment and budget constraints, large-scale rehabilitation projects on the properties face the risk of increased scope or project delays as a result of not knowing certain building conditions until the rehabilitation is under way.





### Harrington Lake rehabilitation

The Harrington Lake property, which includes 5.4 hectares of land, is used extensively by the Prime Minister and his family, throughout the year, for both official and private purposes and is not open to the public. The property includes one main cottage (the official country house of the prime minister of Canada), and 11 ancillary buildings, including the farmhouse (formerly known as the caretaker's house), storage barns and other outbuildings. While the main cottage is 95 years old, most of the other buildings were built between 1850 and 1980. In the NCC publicly released *Official Residences of Canada: Asset Portfolio Condition Report* (2018), it was estimated that the Harrington Lake property required an investment of \$17.8 million. Some of this work is under way, with \$8.6 million committed toward the rehabilitation of two main buildings.

The Harrington Lake main cottage, which was built in the 1920s, was in critical condition and required immediate intervention to stabilize the building. Other than critical repairs to the roofing, eavestroughs, piping, electrical, mechanical and structural systems of the property in 2005, it had not seen major capital investments since the 1950s. The Official Residences Branch launched a project to rehabilitate the building envelope, reducing energy consumption and greenhouse gas emissions, improving indoor functionality and thermal comfort, simplifying ongoing maintenance, and reducing insect infiltration. This \$6.1-million rehabilitation project is addressing important maintenance and life cycle renewal requirements, while promoting environmental sustainability.

The Harrington Lake caretaker's house, constructed in the 1850s, was the most distressed building in the official residences portfolio. It had been closed since 2008 due to health and safety concerns. The building was in need of complete rehabilitation, estimated at \$1.9 million to stabilize the building, prevent its collapse and restore its usability. It was dismantled, relocated and rebuilt on a larger footprint closer to the main cottage, making it a much more practical building and providing a number of potential uses. This \$2.5-million rehabilitation project, completed in June 2019, includes universal accessibility on the main floor, increased floor space, energy-efficient building components, increased functionality appropriate for official 21st century government business, while retaining the heritage character elements from the original 1850s building.

As part of the NCC's public disclosure and reporting processes, the capital expenditures relating to official residences projects are documented in the corporation's annual reports, which are made available on the NCC website. The corporation will continue to work closely with government stakeholders, and remain open and transparent about its stewardship responsibilities relating to the security, heritage preservation, sustainability and accessibility of its official residences.

## Environmental sustainability in the official residences

The Official Residences Branch is excited to promote environmental sustainability by pursuing the net zero and Passive House standards for its new buildings. The operations zone building, being constructed on the Rideau Hall grounds, is the first net zero building on a National Historic Site of Canada. The net zero standard ensures that a building uses only as much energy as it can produce from on-site renewable energy sources or, that it compensates for the CO<sub>2</sub> emissions generated using other sources of power. The Official Residences Branch is also in the process of designing the first building to follow the Passive House (Passivhaus) standards in the National Capital Region—also at Rideau Hall. By using the Passive House high-performance building standard, which is internationally recognized, science-based and proven, it is possible to design and construct a building that will consume as much as 90 percent less energy than a conventional building consumes.

## Transitions

In the winter of 2019–2020, the Official Residences Branch completed a smooth and comfortable transition at the Farm, the official residence of the speaker of the House of Commons, for the Honourable Anthony Rota, who was newly elected to this role. Preparations for a new resident at Stornoway, the official residence for the leader of the Official Opposition, are under way. The transition is planned to take place in fall 2020, following the Conservative Party of Canada's leadership convention and implementation of minor life cycle maintenance work needed at the residence.

## Pursuing asset management

### Investment planning

After 120 years of work to build the nation's capital, undertaken by federal planning commissions and today's NCC, the NCC is now the largest landowner in the region and the steward of many nationally significant lands and assets. Given the size of the corporation's diverse property portfolio, coupled with low financial resources, many assets have experienced deferred maintenance, as the NCC has prioritized work on other assets that have health and safety issues, which are a primary concern for the Crown corporation.

To support work to address the condition of its assets, the NCC initiated an investment planning exercise which aims to highlight priority investments that reflect the greatest risks for the corporation and best support its mandate. This initiative will include a systematic review and continuous improvement exercise, with the goal of improving the current governance structure and planning regime, while streamlining systems and processes to ensure the effective collection, analysis and dissemination of information on the condition of NCC assets. Additionally, it supports the initiation of asset condition reports on a priority basis to inform the corporation's resource allocation decisions.

As a first step, the Investment Planning Working Group was formed in September 2019, and was tasked with a primary objective of developing a report that documents and maps out existing planning and resource allocation processes within each NCC branch. A current priority remains to close the gap in data about the condition of NCC assets through increased inspections. The Investment Planning Working Group will continue to address any gaps identified, to inform the creation of the NCC's first five-year investment plan. This investment planning work will help support the NCC in its efforts to continue working on assets in need of critical repairs in the long term, as supported by parliamentary appropriations and funding.



# GATINEAU PARK TIMELINE

<i>First contact between Europeans and the Anishinabe who occupy the region</i>		<i>Beginning of cottage communities in the Gatineau Hills</i>		<i>The Federal Woodlands Preservation League presents a proposal to the government for a park in the Gatineau Hills.</i>		<i>Death of William Lyon Mackenzie King, who bequeaths his estate to Canadians</i>	
1600	1800	1800	1900	1938	1938	1950	1960
<i>Settlers from various places of origin establish homes in the Gatineau Hills.</i>		<i>The number of trails and cabins in the hills multiply, as thousands of members of the Ottawa Ski Club flock to the hills.</i>		<i>Creation of Gatineau Park: On July 1, the Parliament of Canada passes legislation for the purchase of land to create the Park.</i>		<i>Construction of the parkway network</i>	

## 1800–1900

The Gatineau Valley is the largest lumber producer in North America.

## 1903

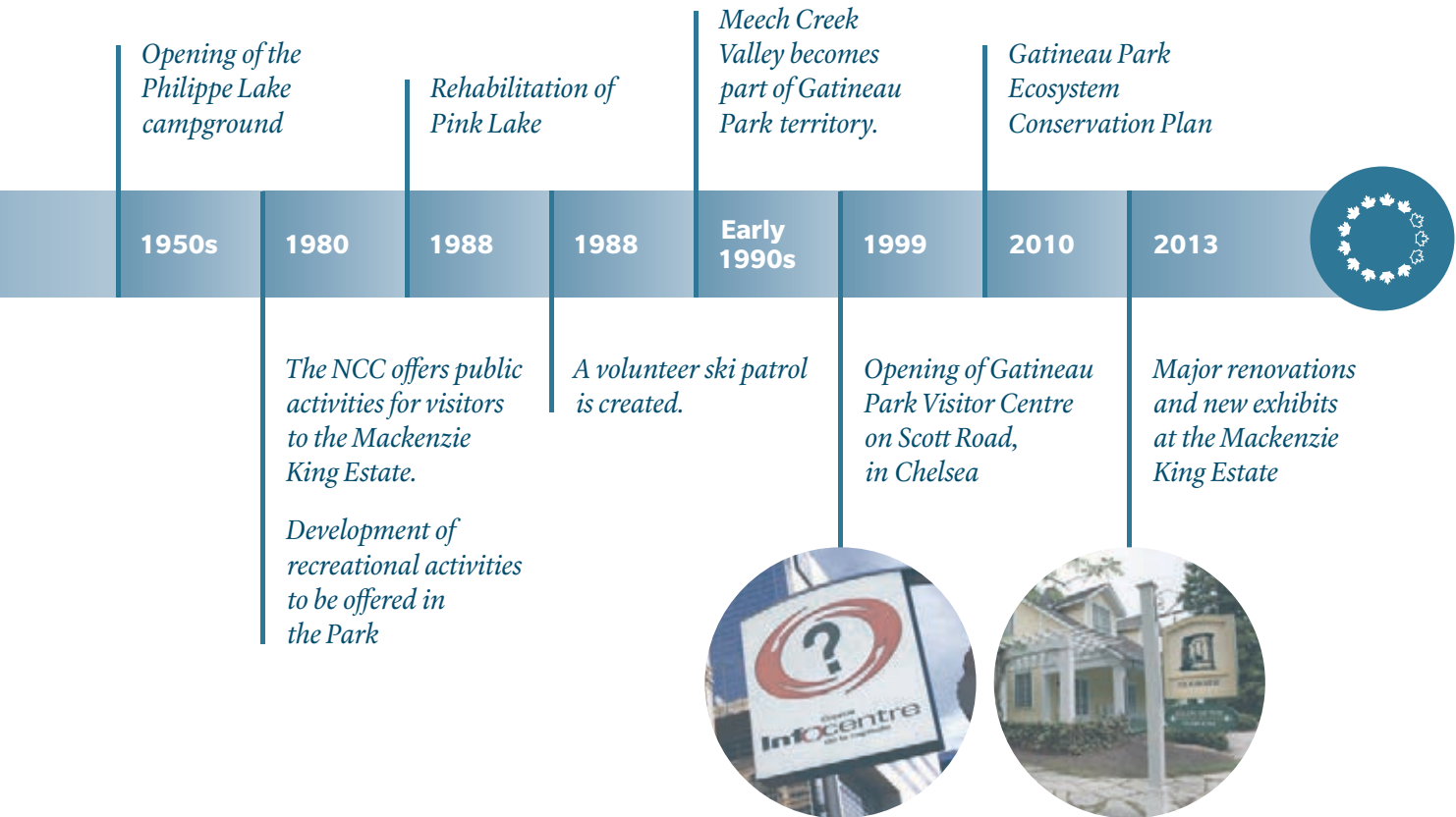
## 1915

The Todd Report and Holt Commission Report recommend that the Canadian government create a park in the Gatineau Hills.

# Gatineau Park: Responsible for nature

Gatineau Park, the Capital Region’s conservation park, is a spectacular example of environmental well-being, and a unique feature of the region. The NCC is a proud steward of this green space totalling 36,131 hectares. The conservation and preservation of Gatineau Park have remained a focus for the NCC and will continue to be at the forefront of the corporation’s efforts for years to come. The corporation will continue to pursue its work in protecting ecosystems and species at risk, controlling invasive species and conducting scientific assessments.

Over eight days, almost 15,000 visitors were bused into the Park using the free shuttle service, and more than 20,000 were ferried between popular locations within the Park.





### Responsible Trail Management project

An extensive network of user-created unofficial trails can be found within the boundaries of Gatineau Park. This unofficial network negatively impacts the Park's environment, and poses a public safety risk. The Responsible Trail Management project aims to manage these trails and reduce the further creation of unofficial trails. The NCC is currently working with regional volunteer organizations to integrate some unofficial trails into the official trail network, as well as to renaturalize other unofficial trails in order to restore and protect sensitive habitats. Over the summer months of 2019, dedicated volunteers worked with the NCC to map unofficial trails. This work has enabled the NCC to introduce more than seven kilometres of unofficial trails into the official network, expected to open in fall 2020, as well as to close 1.3 kilometres of old trails that were putting habitats at risk.

### Gatineau Park: Closing the Park to traffic at night

Gatineau Park piloted a project in summer 2019 to close three of its parkways to motor vehicle traffic at night. The initiative was part of an overall approach to reduce traffic accidents, minimize disturbance to people and wildlife at night, address vandalism and parties, and provide a safer experience for all users on the parkways. It involved the close collaboration of conservation officers, the NCC's Communications team and law enforcement agencies. To support the closure, signage aimed at encouraging slower vehicle speeds was installed, and more cycling activities for Park users were added during the day.

Closing the Park to traffic at night proved highly successful, and resulted in improved safety and enhanced user experience, as well as quieter nights in the Park. The second phase of this project will be implemented this summer 2020, and will aim to further improve coexistence between Park users and wildlife.

The NCC will continue to hold its green spaces in trust for present and future generations, and will work with local partners and Park users to conserve and improve Gatineau Park.

## Rockcliffe Park



Until Gatineau Park was created in the 1940s, Rockcliffe Park was the largest park in the Capital Region. In 1915, it represented over 70 percent of the total park lands managed by the Ottawa Improvement Commission.

### *What are the annual benefits received from the NCC's natural capital?*

**Green spaces:** \$332 million

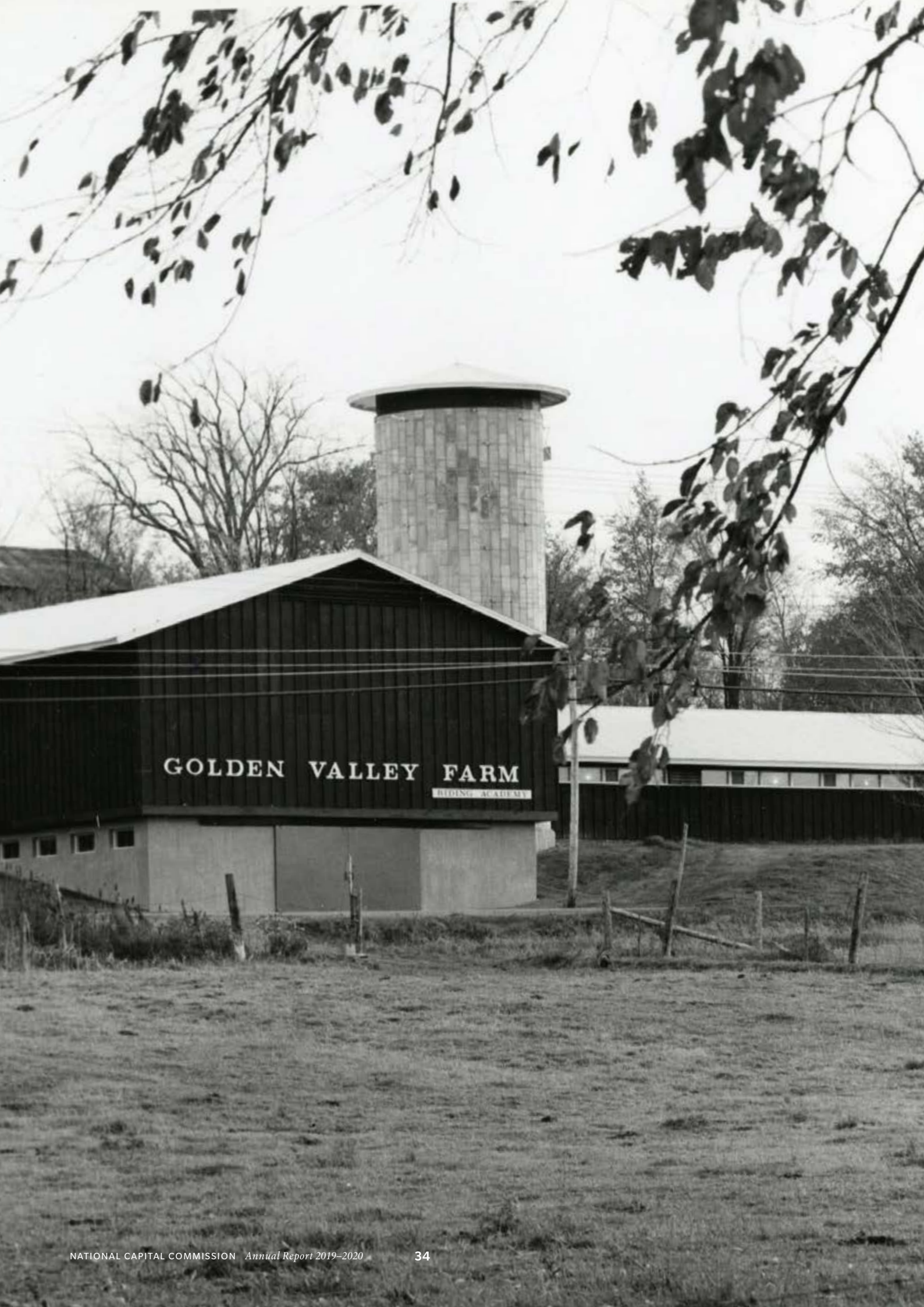
**Wetlands:** \$59,394 per hectare (Climate regulation from NCC wetlands alone is valued at \$2.86 million per year.)

**Urban forests:** \$9,352 per hectare

**Rural forests:** \$4,183 per hectare

**Prairies and grasslands:** \$3,338 per hectare

**Croplands:** \$1,363 per hectare



GOLDEN VALLEY FARM  
RIDING ACADEMY



## CREATIVE PARTNERSHIPS

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*As a creative partner, the NCC meaningfully engages and collaborates with a wide range of stakeholders and citizens to help build a strong and distinctive Capital Region that represents all Canadians. A capital is a shared place and a shared responsibility. In 2019–2020, the NCC supported many of its partners in delivering their unique initiatives.*

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“My role as information officer is to provide excellent customer service and a welcoming positive experience for our visitors. For me, I want to go beyond just giving the visitors a map. Whether they are locals, Canadians from other parts of the country or international visitors, I want them to leave with an unforgettable experience.”

**Lorraine Chartrand**

Information Officer, Capital Stewardship, 10 months

“I work with partners on a daily basis, and I find it extremely helpful to be promoting an institution with a long history and solid reputation. We always strive to improve over time, which makes it easy for me to maintain and create relationships with our partners and sponsors. They trust our work and know that our heart is in the right place; we will always keep Canadians at the centre of our decisions.”

**Frédérique Veillette**

Coordinator, Partnership Programs, Public, Legal and Corporate Affairs, 2.5 years

## Building relationships with Indigenous people

The National Capital Region is home to many Indigenous people, particularly those of the Algonquin Anishinabe Nation. The NCC continues to encourage and seek ways to build strong relations with local Indigenous leaders and peoples, with a focus on ensuring that their interests are truly reflected in the numerous projects and proactive initiatives being undertaken across the region.

This year, the NCC's Indigenous Affairs team worked alongside partners to train 40 youth ages 20 to 30, including First Nations and Inuit youth, in wilderness conservation and stewardship, with the help of the NCC's Algonquin cultural resource person. This training included experiences in Gatineau Park and along the Ottawa River watershed, the traditional home of the Algonquin peoples. The Indigenous Affairs team also worked on Indigenous consultation for the Purge Fund in building the new LGBTQ2+ National Monument on NCC-managed and traditional Algonquin land, here in Ottawa. Consultations and social justice dialogue between two very different worlds of people—traditional Indigenous community elders and council members, and queer Purge Fund project leaders—were facilitated through traditional dance, mutual respect and patience. Coming together with the goal of using common language to talk about rising above discrimination and oppression is truly what the LGBTQ2+ National Monument commemorates, and the NCC is proud to showcase this on Algonquin land. Significant consultation, discussion and collaboration with the Algonquin communities of Kitigan Zibi Anishinabeg and Pikwakanagan First Nation are also continuing on several files, such as LeBreton Flats, Nepean Point and the National Monument to Canada's Mission in Afghanistan. Additionally, discussions surrounding the continuous sharing of and respect for natural resources on Algonquin territory are taking place. Two notable examples include consultations for the NCC Forest Strategy and for the Gatineau Park Master Plan.



### Victoria Island

Victoria Island, a 5.6-hectare island located immediately north of Ottawa's downtown core, holds a special significance for the Algonquin Anishinabe Nation as a current and historical meeting place for trade, as well as spiritual and cultural exchange. The NCC acquired most of the property in the 1960s, and the remainder in April 2018 from PSPC. The Plan for Canada's Capital, 2017–2067, includes the development of a Victoria Island master plan, also known as the *Kabeshinân Minitig* Plan, under the guidance of elders and representatives from the Algonquin Anishinabe Nation. The *Kabeshinân Minitig* Plan will establish a place of special significance in the Capital for Indigenous peoples, and will conserve and animate the natural and cultural heritage of the site as part of the national reconciliation project.



As the site historically supported mixed industrial, commercial and residential land uses, dating back to the late 1800s, its soil, groundwater, surface water and sediment are contaminated from these former activities. Soil samples taken on the island reveal an elevated level of contaminants, requiring immediate remediation work to ensure the long-term safety of human health and the environment. The island was closed to the public in late 2018 to allow for site remediation work. The first phase of remedial activities began in fall 2019, and substantial completion was achieved by March 2020. Approximately 13,000 metric tonnes of contaminated soil, debris, garbage and compressed gas cylinders were removed from the ravine on the south side of the island. Remediation work, including replanting and renaturalization, is expected to continue until 2025. Additionally, the NCC spent the fall of 2019 stabilizing and anchoring the northern Victoria Island shoreline, which endured extensive erosion from the spring 2017 and 2019 floods. Design is currently under way, and will continue through 2020, for shoreline repairs under and west of the Portage Bridge. Efforts are in place to work with the Algonquin Nation on procurement and the hiring of Algonquin companies to help with the different projects on the island. As a corporation that prioritizes sustainability, the NCC looks forward to reopening an island that ensures a healthy ecosystem that is safe and sustainable for public use. This project is part of the NCC's major infrastructure projects made possible with the Government of Canada's \$55-million investment from the 2018 federal budget.

### **Patriating Crown Collection masks**

In 2018, the NCC and the Haudenosaunee leadership initiated a discussion which would eventually lead to the patriation of four masks that were in the care of the Crown Collection. A process was negotiated in 2019 to transfer permanent custodianship of the masks to their rightful owner, the Mohawk Nation Council of Chiefs and the Haudenosaunee Confederacy. A ceremony that included representatives from the Haudenosaunee, the Hatowi Society and NCC staff respectfully returned this cultural patrimony to the Mohawk Nation.

### **Indigenous Procurement Strategy and Policy for Aboriginal Business**

The Government of Canada is committed to increasing federal contracting opportunities and access to the overall federal procurement process for Indigenous businesses. Mirroring this initiative, the NCC decided to find a way to incorporate this into its own processes. Consequently, in October 2019, the NCC celebrated the implementation of the Indigenous Procurement Strategy and Policy for Aboriginal Business. Both the strategy and policy will provide context and assistance to operations managers in making decisions to set aside procurement for Indigenous businesses.

### **Màwandòseg Bridge signage**

The Màwandòseg Bridge, the bridge over Leamy Creek on the Voyageurs Pathway, which follows the route taken many decades ago by First Nations people and explorers, was inaugurated and named in 2017. More recently, the NCC Design and Construction team reached out to consult with the Kitigan Zibi Anishinabeg First Nation community to engage with secondary students for suggestions on future signage: materials, symbols, shapes, colours and feelings. Together, they settled on a projectile-shaped landmark, representing the multiple projectile points found in the area. The face of the landmark symbolizes the importance of the river as the means by which people came together and gathered for trade, negotiations and celebrations. The material and colour were carefully chosen for their quality and durability, based on their northeastern Canadian origins as they relate to historical Anishinabe trade routes and integration into the environment.

## The NCC's Urbanism Lab

Designed as an innovative forum for dialogue and participation, the Urbanism Lab is where community and thought leaders, experts and interested citizens gather for focused discussions on key topics facing the Capital Region. In 2016, the NCC began broadcasting on YouTube, in addition to Periscope. In May 2019, the NCC celebrated the Urbanism Lab's five-year anniversary. During this time, nearly 20,800 people have participated in 60 Urbanism Lab events, either in person or via webcast. To celebrate this milestone, the NCC published a book to capture the Urbanism Lab's first five lively seasons of programming.

In 2019–2020, the Urbanism Lab offered sessions on several important and emerging topics, including the following notable examples.

### **September 2019: From Point A to B, intelligently**

This Urbanism Lab event revealed behind-the-scenes stories of public transit expansion and modernization to demonstrate exclusive pitfalls and triumphs that one might not read about otherwise.

### **November 2019: Inclusive urbanism**

This Urbanism Lab event explored the role that urban planning can have in reducing social inequities and creating more inclusive neighbourhoods.

### **February 2020: The legacy of planning for Parliament Hill**

This special Urbanism Lab event reviewed the Capital's rich planning history for Parliament Hill, and examined the complex planning that led to the projects recently completed in the Parliamentary Precinct.

### **March 2020: Nature as neighbour**

This Urbanism Lab event explored why and how some cities are trying to make themselves more livable for humans and animals alike through urban coexistence with wildlife.

## *Collaborating to develop the Capital Region*



Planner Jacques Gréber was invited to develop a plan for the Capital, which was published in 1950 as *General Report on the Plan for the National Capital*. Questions that were discussed decades ago by federal planners continue to be at the core of discussions today: How do we make our capital more livable? How do we develop our surroundings to promote social connection, environmental sustainability and economic vitality?



## Artist workshop

In 1903, the Ottawa Improvement Commission released a beautification plan for the city. Improving the region and creating attractive and meaningful sites has always been a priority for planning commissions. Today, the NCC continues this mission in collaboration with partners. In late June, the NCC with the Ville de Gatineau showcased one such opportunity as they inaugurated L'Entre-Deux artist workshop, an NCC-owned property at 101 Montcalm Street. The project is an effort to provide visual artists with a creative hub in the heart of downtown Gatineau.

“The National Capital Commission is very proud to partner with Ville de Gatineau, Culture Outaouais, and AXENÉO7 to host the new L'Entre-Deux ephemeral artist workshop on Gatineau's Culture Trail, a new place where the public will be able to discover activities uniting history, the arts and the lively cultural community of Canada's Capital Region,” said NCC Chief Executive Officer Tobi Nussbaum.

## TriBro Studios film production facility

The NCC is now taking on a fresh and modern initiative in collaboration with TriBro Studios, which has proposed the construction of a new film production facility at the NCC's Greenbelt Research Farm. The farm was officially closed in 1998, and most buildings remain vacant. The project vision is to create the most sustainable film studio in Canada, with dynamic and creative co-working spaces, where film professionals and students can develop and exchange ideas. To create harmony with its surroundings, through its architecture, the proposed studio seeks to evoke the agricultural vernacular of neighbouring structures by employing barn-like structures for the sound stages and low-pitched roof structures for the production offices. In continuing to build strong relationships with organizations in the region and across Canada, the NCC aims to sublease a portion of the production offices to the Ottawa Film Office and Algonquin College. The corporation is excited to partner in creating a state-of-the-art example of sustainable and modern architecture in Canada's Capital Greenbelt.

## *Acquiring the Greenbelt*



The Greenbelt was set out in the 1950s by the Federal District Commission, and land was acquired through purchase and expropriation in the '60s and '70s. It has since become the largest publicly owned greenbelt in the world.



## Youth engagement at the NCC

The NCC reflects Canadian values in all aspects of the work that it does, ensuring that the Capital is relevant to Canadians and that it responds to the diversity of the population. For this reason, the NCC offers several engagement initiatives to involve young people in concrete actions to create positive change, as well as to experience and help define the Capital. Looking forward, the NCC has renewed several long-standing partnerships with educational institutions, and will go on to nurture these partnerships that are beneficial for NCC staff and participating students alike.

The NCC has expanded and strengthened its relationship with Algonquin College by entering into a multi-year collaborative agreement. This collaboration is a joint investment opportunity to further develop student tradecraft skills through assistance in inspecting, determining the condition of buildings and rehabilitating NCC assets.

The NCC is also proud to continue its partnership with Carleton University in providing opportunities for students to practise the skills required to investigate and address the conservation and sustainability issues of historical and modern buildings and structures. For example, this year, a group of students dedicated their time and efforts toward assessing Patterson Creek Bridge and preparing reports on the condition of the materials and structure, reviewing the background of the asset, and creating recommendations for future interventions and associated estimates.

In addition to partnering with educational institutions, the NCC creates meaningful employment opportunities for youth who want to take an active role in building Canada's Capital. Examples include interpretation services at Rideau Hall, customer services at the Gatineau Park Visitor Centre, NCC social media support, and student biologist work in the Greenbelt. The NCC values the innovation and creativity that students bring to building an inclusive and sustainable Capital Region. The corporation hires more than 100 students to meet specific operational needs throughout the year.



## Research partnership

In 2017, the Public Health Agency of Canada (PHAC) reported over 2,000 cases of Lyme disease in Ontario. PHAC also noted that the southwestern Outaouais region, including Gatineau Park, is also a risk area for this disease. In attempts to increase public outreach and education and raise awareness about human exposure to ticks and Lyme disease, the NCC has established a two-year research partnership with Dr. Manisha Kulkarni, from the University of Ottawa. The project will also pilot a new method intended to reduce potential exposure to ticks for people and their pets by treating a one-kilometre trail with a wood chip border along both sides at the forest edge in the Greenbelt.

## Partnering on national commemorations

The NCC provides support to the government and other partners on monuments, memorials and works of public art in the Capital Region. The focus of this collaboration is to enable residents and visitors to take pride in acknowledging the trials and triumphs that have come before us.

### **The National Monument to Canada's Mission in Afghanistan**

The National Monument to Canada's Mission in Afghanistan, will serve as a testament to the commitment and sacrifice of members of the Canadian Armed Forces, police officers, public servants and civilians who served in Canada's mission in Afghanistan. It will also recognize the strong support offered by Canadians at home to those who served during the mission. The site for this monument was approved by the NCC Board of Directors in June 2019 and will be aptly located at LeBreton Flats across from the Canadian War Museum. Veterans Affairs Canada and Canadian Heritage have partnered with the NCC on the development of this monument.

## *The Capital's first national monument*



Constructed in 1938, the National War Memorial, is one of the Capital's first national memorial monuments. It serves as an eternal tribute to Canadians who have served in times of war and sacrificed their lives. The NCC works in collaboration with Canadian Heritage to maintain the National War Memorial.

### **The Memorial to the Victims of Communism: Canada, a Land of Refuge**

The NCC is partnering with Canadian Heritage and Tribute to Liberty, a Canadian charity, to develop the Memorial to the Victims of Communism. It will serve to recognize Canada's international role as a place of refuge for people fleeing injustice and persecution, and will honour the millions who suffered under Communist regimes. The foundation for the monument was laid in fall 2019, and construction is moving forward.







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## LOOKING FORWARD

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For over a century, the NCC and its predecessors have been mandated to serve as both the Capital Region's primary long-term planner and the principal steward of federal lands. These responsibilities are what drive the NCC toward creating a dynamic, inspiring and sustainable capital that is a place of national significance and a source of pride for all Canadians. As the NCC celebrates another important milestone, 120 years of Capital building, the corporation's strategic priorities reflect its commitment to introducing bold, innovative projects to the public realm. As we look forward, the NCC will proceed with three focus areas: to revitalize the Capital's magnificent waterways, and provide opportunities for the public to enjoy them; to take leadership in the area of sustainability and meet the challenge of climate change; and to strive to be a more open and transparent partner in the nation's capital, focused on corporate excellence.

"I am proud to support the development of the National Capital Region and, more specifically, to assist the employees who build it by enabling information technology, here at the NCC. As the world evolves technologically, I look forward to assisting my team and the NCC in achieving its digital mission to modernize and digitize business processes for the benefit of employees, citizens and visitors to the National Capital Region."

**Bruno Michel**

Chief, Business Services, Information Technologies and Geomatics Services, 6 months

"For me, working at the NCC is a lot more than just a job! Whether it be through the implementation of large-scale projects or working with smaller communities, I love being with the public and feeling like I'm part of the action. I also feel that it's very important to contribute to projects that promote the environment and healthy lifestyles, and I think that, at the NCC, we can make a real difference in this area."

**Benoit Gélinas**

Officer, Public and Community Relations, Public, Legal and Corporate Affairs, 2.5 years

"I enjoy exploring nature and the Capital Region with my family. Now that I work for the NCC, I am happy to see the efforts, and I can witness first-hand how diligently the team works to integrate sustainable development and community feedback into the projects we work on. This makes me proud, and I think we should continue to communicate this even more as we are being responsible corporate citizens!"

**Nadya Roy-Forget**

Manager, Workplace Well-Being, Human Resources, 3 months



## A special note: The COVID-19 global pandemic

In early 2020, the world encountered an unprecedented pandemic, with the spread of COVID-19. The Government of Canada put emergency measures in place and PHAC released guidelines to reduce and delay transmission of the virus in Canada. Physical distancing, restrictions on public and group gatherings, and the closures of non-essential services and workplaces were introduced. The NCC proactively made efforts to reinforce these measures as its employees were encouraged to work from home, and social events such as the Urbanism Lab series were cancelled for April and May. Additionally, as a result of COVID-19, the NCC encouraged people to enjoy the tulips virtually, through the Canadian Tulip Festival's online platforms. Considering the Government of Ontario's order to close all outdoor recreational amenities, the NCC closed several of its own parks to reduce non-essential travel. To provide residents living in the part of the National Capital Region with the highest population density an opportunity to get outdoors and enjoy their neighbourhoods while practising safe physical distancing, the NCC undertook a successful initiative to close the Queen Elizabeth Driveway daily from 8 am to 8 pm, and parts of the Sir John A. Macdonald Parkway

and Sir George-Étienne Cartier Parkway on weekends, to motor vehicle traffic. In total, 54 percent of parkways were open exclusively for pedestrians, cyclists and other active users every weekend, as a measure to encourage active transportation and safe physical distancing.

While the NCC is attempting to push forward on all of its projects, it remains of utmost importance to ensure that the health and safety of NCC employees and the general public are maintained. As a result, timelines for certain projects have been altered to comply with public health directives. The NCC has implemented additional health and safety measures at all operational sites to further ensure the health and safety of workers. Additionally, to support local efforts, the NCC family donated more than \$12,000 to the Ottawa Food Bank and Moisson Outaouais Food Bank. The NCC is grateful to its partners and the public for their cooperation in helping to limit the spread of COVID-19.

As the governments of Ontario and Quebec outlined plans to gradually reopen elements of social and economic life, the NCC used these plans to guide the creation of its own framework. Through coordinated efforts with the relevant provincial authorities, the implementation of the NCC's three-phased framework to reopen its parks, green spaces and other properties facilitated greater public access to its assets while following physical distancing and other public health guidelines.

### *The NCC Framework for Public Use of Its Assets*

**Phase 1:** Local use of parks and pathways only, with the introduction of partial closure to motor vehicles on NCC parkways to facilitate greater physical distancing. All parking lots and amenities remain closed.

**Phase 2:** Broader public access to assets for both local and other users, with closure to motor vehicles on NCC parkways to facilitate greater physical distancing on weekends only. Parking lots are open.

**Phase 3:** Regular access to the general public and full use of amenities permitted. NOKIA Sunday Bikedays reinstituted.





## Budget 2020 update

The NCC owns and manages 11 percent of the National Capital Region, including 145 bridges, more than 1,000 buildings and 1,700 properties, as well as numerous ecologically valuable areas that the corporation also conserves and maintains. The planning, conservation and stewardship of these assets is upheld with an annual capital budget of less than \$24 million and just over 400 dedicated NCC staff. Unfortunately, due to chronic underfunding, many of the NCC's assets have deteriorated and are in critical condition. Though much work remains to restore these national capital assets to a safe, accessible and noteworthy state, with the help of Budget 2018, the NCC was able to take an important first step in restoring several critical assets to good condition. As Budget 2018 funding was coming to an end, the NCC worked closely with PSPC and other government stakeholders on funding solutions. In May 2020, the government allocated an additional \$52.4 million for 2020–2021, to the NCC for the rehabilitation of its assets. This financial investment will be used to address the NCC's most critical health and safety requirements, and will be targeted toward assets damaged in the spring 2019 flooding, interprovincial bridges, and other priority assets posing health and safety risks to the Canadian public and visitors to the National Capital Region.

This investment will allow the NCC to address urgent health and safety requirements, while laying the foundation for what has been lacking for decades, to implement its vision for Capital building. It will also enable the corporation to make strategic investments to improve long-term resiliency and sustainability. In addition to implementing this funding, the NCC will continue to work with PSPC and central agencies to address its long-term financial needs, to ensure that operating and maintenance requirements are addressed across the Capital Region, including long-term funding to support the stewardship of the official residences. As the NCC looks forward, it will uphold the highest standards of excellence, while advancing its legacy as the main federal urban planner in Canada's Capital Region. The Budget 2020 investment will assist the NCC in continuing to implement efforts toward building a capital of which all Canadians can be proud.

## North shore and south shore plans

The Ottawa River North Shore Parklands Plan is designed to guide a long-term vision for Gatineau's riverfront. The plan was approved by the Board of Directors in April 2018. It features proposals that include 39.6 hectares of natural park, 27.7 hectares of which is urban forest, an activity hub at the Alexandra Bridge exit and six sites for hosting events.

In summer 2019, the NCC launched Phase 1 of the Champlain node of the South Shore Riverfront Park, which involved moving the existing Champlain Bridge parking area away from the shoreline. A separate initiative was also begun which will make the Richmond Landing universally accessible via a pathway from the Portage Bridge to the shoreline.



## Embracing the Capital's magnificent waterways, and providing opportunities for the public to enjoy them

The region's shorelines and waterways have played a significant role in the culture and heritage of the Capital—from serving as gathering and encampment sites for local Indigenous peoples, to being important travel routes for the fur trade and lumber industry. The NCC has worked to preserve and beautify the Capital's shorelines for many decades, and is continuing to prioritize their redevelopment and activation to maintain accessible, animated and sustainable shorelines and waterways for the public, and allow residents and visitors alike to enjoy scenic views of the Capital Region.

### Pangishimo Park: A new shoreline experience on Chaudières Island

Scheduled to open in spring 2021, the Pangishimo Park project is part of a larger collaborative agreement between the NCC and Zibi, which aims to build infrastructure to increase the shoreline experience, develop pathways to improve connectivity and build two other adjacent parks. Once this infrastructure is built by Zibi, it will be owned and maintained by the NCC in perpetuity. Pangishimo, which means *sunset* in Algonquin, will incorporate art and interpretive installations designed in collaboration with Algonquin partners. The final design for Pangishimo Park, which was approved by the Board of Directors in April 2020, will boast a universally accessible pathway network connecting the Ottawa River shoreline behind the Canadian War Museum to the nearby Chaudières Falls Park, as well as a feature boardwalk and multiple lookouts to enjoy the sunset from the shoreline of the island. Its design also includes a grassy area for informal recreation, and naturalized play elements for children.





### Westboro Beach plan

The objective of this redevelopment project is to build a new pavilion offering space for beach activities, community engagement and commercial operations such as office space, retail space and food services. The first public consultation was held on April 29, 2019, at the Hintonburg Community Centre, with a second session on May 28, 2019, at the Churchill Seniors Centre. About 100 people attended and offered many constructive comments, while more than 1,000 people completed online surveys. A preferred draft concept for a Westboro Beach Pavilion has been identified, and a site plan and zoning application are being prepared for submission to the City of Ottawa.

### Nepean Point

Nepean Point, covering 1.27 hectares, was developed for Canada's centennial in 1967. It features a majestic statue of Samuel de Champlain, who explored the Ottawa River in 1613. As the NCC strives to build a capital that is inspiring and relevant, it is proud to continue developing Nepean Point, one of the most picturesque vantage points in the Capital Region. The first phase of the demolition work of the

Astrolabe Theatre and its associated infrastructure, as well as the removal of contaminated soil, began in November 2019 and will continue into summer 2020. The structures had reached the end of their life cycle and no longer met universal accessibility standards. The next steps in the rehabilitation of this site include the temporary relocation of four monuments and completion of approved demolition work. The site will remain closed to ensure public safety. Addressing core safety risks at this site paves the way to defining a long-term vision that could allow this signature park to become a key waterfront activation point. Nepean Point has the potential to become an example of design excellence and to be transformed into a lively 21st century green space where Canadians and visitors can gather and celebrate the Capital's heritage. The potential to create a continuous promenade from the Rideau Canal to Rideau Falls Park, through Nepean Point, will be explored. This feature would provide unparalleled views of Parliament Hill and the Ottawa River. The NCC will continue to address immediate concerns at the site and looks forward to bringing another noteworthy landmark to life within in the Capital Region.

### NCC Bistros

The NCC has partnered with local restaurant entrepreneurs to enhance the experience of the Capital's urban parks and shorelines in an innovative way. Each NCC Bistro features a modern design and offers an exciting assortment of food and beverages. The sites provide an opportunity for passersby and outdoor enthusiasts to stop, refuel and enjoy the scenic views of the Ottawa River. The NCC Bistro at Confederation Park and at Remic Rapids Park were overwhelming successes. Installation of a third NCC Bistro at Patterson Creek Park is being considered. The NCC looks forward to a second successful season of the Bistro initiative, affording residents and visitors an opportunity to visit these unique spots in the Capital and enjoy local food and drink, in collaboration with surrounding communities, partners and stakeholders.

## Taking leadership in sustainability

The NCC prides itself on the maintenance and protection of its green spaces. It is taking leadership in sustainability, meeting the challenge of climate change and inspiring change for the future. The NCC will provide a visible and transparent reporting mechanism for tracking progress toward its sustainability goals.

### **Sustainable Development Strategy, 2018–2023**

The NCC has boldly adopted a sustainable development strategy. It reflects the NCC's commitment to working with its partners, stakeholders and the public to continue building a greener and more sustainable Capital Region together. Not only does this strategy aim to protect our natural and cultural heritage, but it will also contribute to improving the health and well-being of all residents and visitors in the National Capital Region. As a corporation, the NCC has committed to completing 36 actions by 2023; 31 out of 36 actions have been initiated or completed for this fiscal year. The NCC has also partnered with several stakeholders to move forward on the agenda to build a more sustainable capital.

### **Tree canopy assessment**

In the fall of 2019, the tree canopy assessment report for Canada's Capital Region was released in collaboration with the City of Ottawa and Ville de Gatineau. The results of this exciting report indicate that trees cover almost half of the land in the Ottawa–Gatineau region, including NCC assets. When integrated with other data, such as property land use or demographic variables, tree canopy maps can provide vital information about where to encourage more tree growth, which will help governments and their citizens chart a greener future.



### ***Notable achievements for 2019–2020***

- A 57 percent decrease in greenhouse gas emissions compared with a 2005 baseline was achieved so far (and already surpasses the 2030 goal of a 40 percent decrease in greenhouse gas emissions).
- A total of 138 hectares of existing Greenbelt farmland was transformed for regional food production.
- All demolitions this year had a 90 percent diversion rate (i.e. waste diverted from landfills).
- Eleven percent of the NCC's residential and commercial portfolio has been audited for energy consumption.



### Climate projections for the National Capital Region

The NCC has partnered with the City of Ottawa to commission a comprehensive suite of climate change projections for the National Capital Region. This is the first step toward evaluating the risk of climate change impacts on the NCC and developing a climate change adaptation and resiliency plan. The project used a collaborative approach: it relied on data and expert advice from Environment and Climate Change Canada's Canadian Centre for Climate Services and complements work being done by the Ville de Gatineau and PSPC. This project will help the NCC integrate adaptation measures into asset maintenance and management, design, construction and renovation of green and grey infrastructure, long-term planning, natural resource management, recreational activities, and so on, thereby increasing the regional resilience to the impacts of climate change.

### Federal Sustainable Development Act

The NCC is one of only two Crown corporations to voluntarily sign on to the *Federal Sustainable Development Act*. Beginning December 1, 2020, the corporation will be subject to requirements of the *Federal Sustainable Development Act*, which will necessitate aligning the NCC's Sustainable Development Strategy with the next cycle of the Federal Sustainable Development Strategy, 2019–2022, and will make the NCC subject to statutory timelines and parliamentary requirements for corporate planning, action and reporting related to sustainability.

### Environmental Assessments

In 2019–2020, the NCC made 72 project decisions under Section 67 of the *Canadian Environmental Assessment Act*, 2012. This compares with 99 project decisions made in 2018–2019 and 71 project decisions made in 2017–2018. In all years (2017–2018, 2018–2019 and 2019–2020), no projects required a determination from the Governor-in-Council.

## Continuing to be an open and transparent partner in the nation's capital, focused on corporate excellence

The NCC is deeply rooted in a tradition of corporate excellence and has continued to uphold the mandate as primary long-term planner and principal steward of federal lands for over 120 years. The NCC is dedicated to promoting the principles of corporate social responsibility in all that it does. This means engaging in environmentally sound practices, protecting the heritage of the Capital, planning a universally accessible capital, and fostering a diverse, healthy workforce.

The NCC's cultural shift to openness and transparency, as exemplified in its various consultation processes, public board meetings and increased methods of communication, has contributed to increased public collaboration and participation. This has in turn improved the overall reputation of the NCC.

### Connecting with Canadians

In the area of consultation and engagement, this was a very successful year: more than 10,000 Canadians provided their input and ideas on various topics, through outreach activities such as online public consultations, Urbanism Lab events, and stakeholder and community meetings. The NCC's social media presence has also grown substantially over the past few years, with over 180,000 people engaged online with the NCC on Facebook, Twitter, Instagram, LinkedIn, YouTube and NCC blog views in 2019–2020. In 2019–2020, the NCC engaged in over 1.3 million interactions on social media.

### Mini-surveys

The NCC's Human Resources Branch continued a new initiative to post quarterly mini-surveys for employees, as a supplement to the Public Service Employment Survey (PSES), with the aim of allowing the corporation to respond quickly to staff concerns and suggestions, and make the NCC an even better workplace. Topics of recent surveys include engagement, values, organizational learning, and diversity and inclusion. The responses to these surveys are showing significant improvement in employee satisfaction and a steady increase in the NCC's key indicators. The PSES survey results coupled with the mini-survey results contribute to the implementation of the NCC's engagement framework.

The NCC's engagement framework consists of five main elements: themes and initiatives; well-being, including mental health; diversity and inclusion; community building; and continuous improvement. The continuous improvement element of the framework ensures that there is a proper means of monitoring (e.g. PSES, mini-survey, Standing Committee on Engagement, engagement mailbox), as well as maintaining an evergreen approach to ensure that activities and initiatives of the engagement framework remain relevant. The mini-surveys, coupled with the engagement framework, will contribute to maintaining and promoting a healthy and thriving work culture.

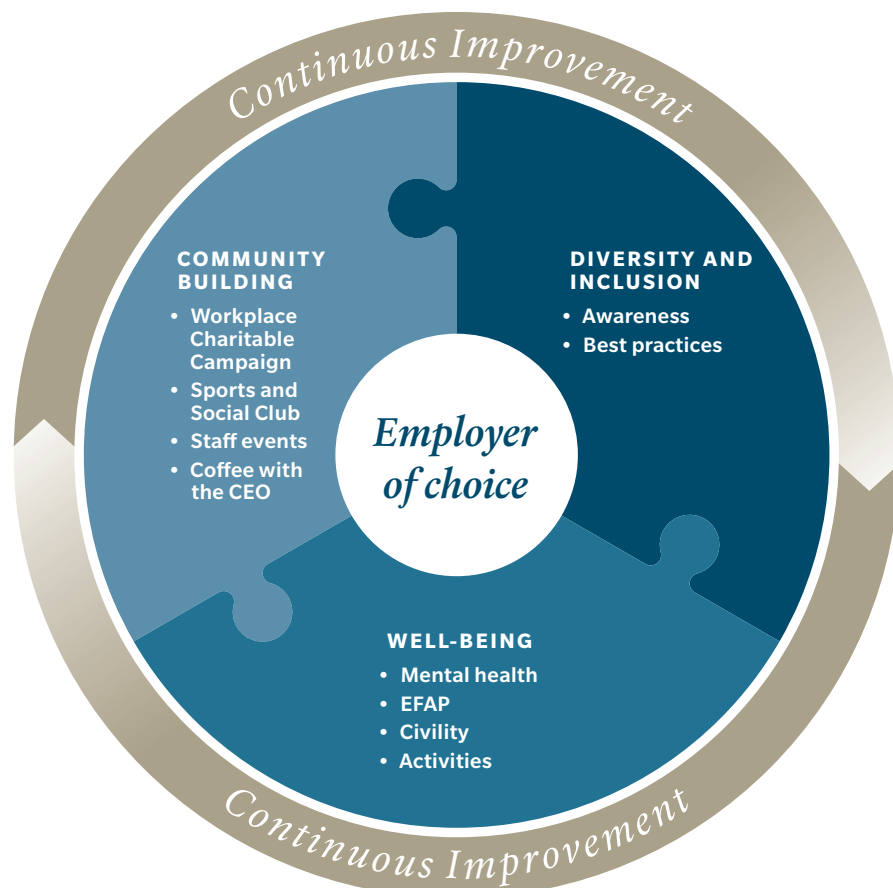
## FRAMEWORK FOR ENGAGEMENT

### THEMES >

- Work environment and business model
- Training
- Communication
- Leadership
- Collaboration

### CONTINUOUS IMPROVEMENT >

- Monitoring
- Surveys
- Committees





## Gender-based Analysis Plus

As a federal Crown corporation, the NCC is mandated to ensure that Canada's Capital Region is a place of national significance and a source of pride for all Canadians. This strategic vision inherently requires the organization to consider and respond to the needs of diverse residents and visitors. Gender-based analysis plus (GBA+) can support this work by assisting the NCC with identifying and addressing the impacts of its initiatives on diverse groups of women, men and non-binary people.

During 2019–2020, the NCC conducted an internal GBA+ needs assessment to capture existing competencies for GBA+ within the organization, as well as gaps in capacity or resources, in order to inform the creation of a work plan. It also provides an opportunity to scan for external resources or best practices related to the sector of work. Importantly, the NCC's organizational needs assessment was conducted with input from every branch in order to provide a 360-degree analysis of current NCC policies, programs and processes. This holistic approach helped to better situate the GBA+ lens in the corporation's operational context, and will provide a baseline for monitoring and

measuring progress across the organization. Results from the needs assessment, as well as recommendations, will be presented to NCC senior management in spring 2020, and will be used to inform the future implementation of GBA+ across all business lines.

## Universal accessibility

The NCC continued its leadership in promoting and enhancing universal accessibility. The Advisory Committee on Universal Accessibility, which includes representatives from the community and the NCC, continues to play an active role in ongoing projects. Universal accessibility upgrades to historical landmarks have also begun in the ByWard Market area of the downtown core. The new Plan for Canada's Capital stresses the importance of universal accessibility throughout the entire region. In addition, the proposal calls for Nepean Point included evaluation criteria stressing the requirement to include universal accessibility. The NCC's Design and Construction team integrates universal accessibility best practices into the scope of all architecture or landscape projects, to meet or even exceed the building code requirements.

## *An example of GBA+ within the NCC: Immersion program for new Canadians in Gatineau Park*



The “plus” in GBA+ considers many other identity factors, beyond gender and biological sex, such as race, ethnicity, religion, age, and mental or physical disability. The NCC currently has several programs that consider identity factors within its initiatives. One example is the Gatineau Park immersion program for new immigrants who can often feel marginalized. For new Canadians, who may not know too much about what to expect, winter can be a big challenge. For several years, the NCC has had the pleasure of introducing new Canadians to the joys of winter in Gatineau Park through experiential learning and workshops. In the spirit of fun and friendship, newcomers are embracing Canadian traditions and connecting with a natural environment that is typical of their new country. The immersion program welcomed 705 new Canadians to snowshoe, and 375 new Canadians for the winter carnival.



## ITGS Strategic Plan

In this era of digital transformation, the Information Technology and Geomatic Services (ITGS) Division is working to evolve its technology in order to reliably support the NCC's corporate priorities and business process efficiency. ITGS aims to deliver value for the enterprise, securely manage business data and systems as assets, and maintain consistency in technology architecture.

In 2017, an IT governance committee was established to provide a corporate perspective when establishing IT initiatives and to monitor significant, active and priority projects. To enhance the committee's work in determining ITGS investment priorities and balancing the ITGS portfolio, an ITGS Strategic Plan, 2020–2023, was developed and tabled to the Executive Management Committee (EMC) for approval. The plan seeks to direct the ITGS Division to deliver goods and services that enable the achievement of the organization's goals and mandate. The plan will deliver initiatives that enhance key projects and undertakings. Some notable examples include improving enterprise asset management, business process optimization and automation, establishing technology architecture practices and strengthening data and open data management. The ITGS Strategic Plan encourages the maintenance of essential operations, while implementing incremental improvements and promoting responsible innovation within the NCC.

## A top employer in the National Capital Region

The NCC remains committed to its employees, who are essential for delivering on the organization's goals, and has developed several programs to help engage them, improve their workload and provide a healthy work environment.

The National Capital Commission was recognized by Mediacorp Canada Inc. as a top employer in the National Capital Region. This special designation recognizes the employers in the Ottawa–Gatineau metropolitan area that lead their industries in offering exceptional places to work. Employers are evaluated on eight criteria (physical workplace; work atmosphere and social; health, financial and family benefits; vacation and time off; employee communications; performance management; training and skills development; and community involvement), and are compared with other organizations in their field to determine which ones offer the most progressive and forward-thinking programs.

### *A few reasons why the NCC is recognized as a top employer*

- Peer-nominated merit awards
- Parental leave top-up with the option to extend leave to an unpaid leave of absence
- Flexible work options



### NCC engagement initiatives

The NCC values its employees, and encourages a connected and joyful work culture with annual events such as the Government of Canada Workplace Charitable Campaign fundraising Christmas talent show, the summer employee volleyball tournament and picnic, and monthly coffee with the CEO sessions. This year, in an effort to continue to promote fun and creativity, employees were encouraged to form teams and pitch their best revenue-generating or cost-saving ideas to NCC executive members, and compete for a coveted spot to bring forth their business suggestions to EMC. It presented a lighthearted medium for employees to think more deeply about financial responsibility within their own groups, integrating it more closely with their passions and projects.

This initiative encouraged collaboration and innovation within the organization, and was well received by employees and management alike. From over 45 innovative submissions, the top three business ideas were selected and brought to EMC. This year's winning pitch explored the feasibility of and opportunities for implementing commemorative plaques on NCC benches and trees as a means of generating funds to cover NCC urban park maintenance. The proposed program, which enables Canadians, through monetary donations, to recognize the memory of a loved one in a manner that also enhances the visitor experience in NCC parks in Canada's Capital Region, was approved by EMC in the spring of 2020. To complement the plaques, the NCC will create and maintain an interactive map on its website to highlight the benches and accompanying messages that are part of the program. The NCC is excited to see how these projects continue to develop, and is ready for another round of innovation and team building.

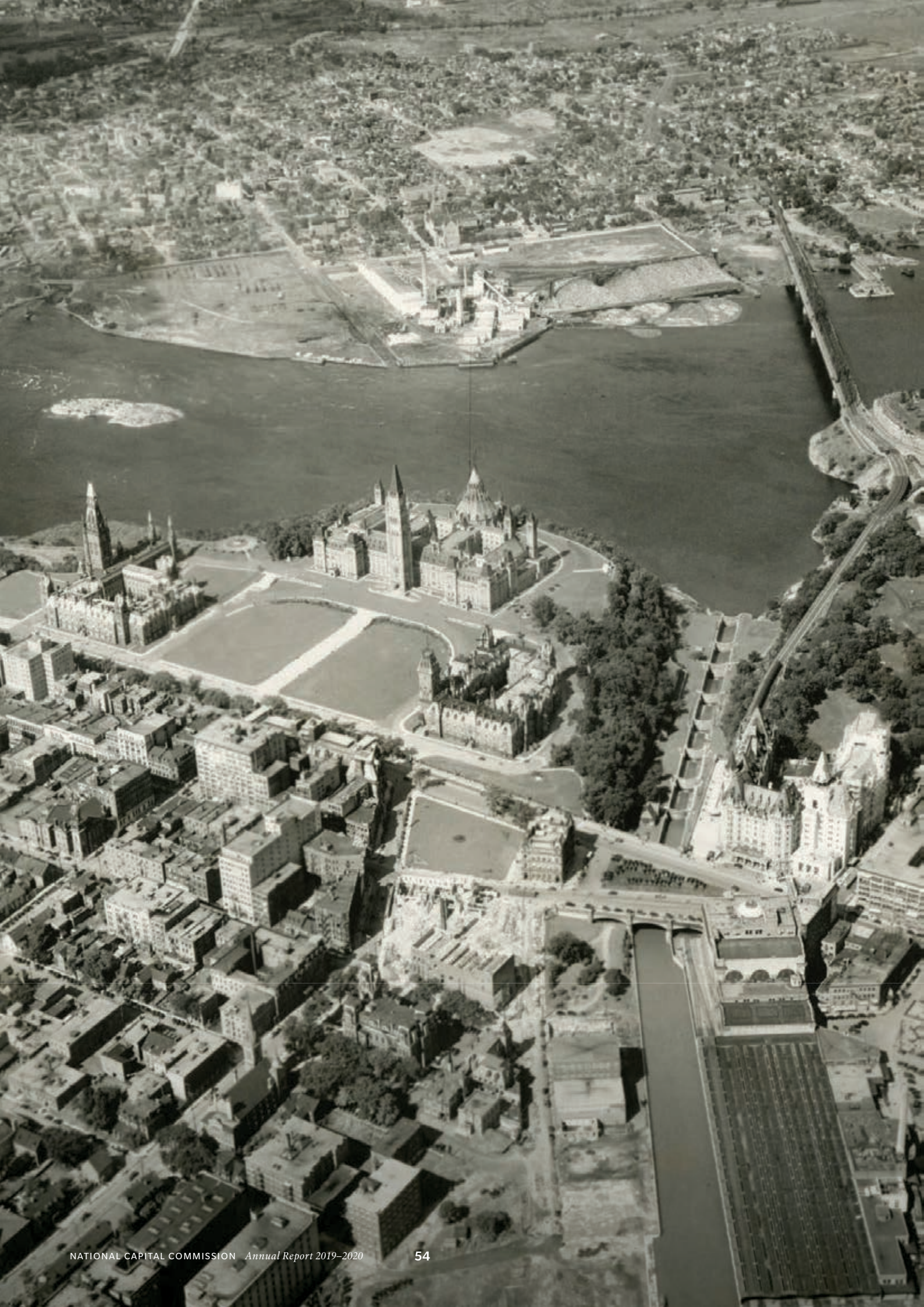
## *History in the NCC's urban parks*



The NCC's urban parks hold many historical gems. One such example includes the Colonel By Fountain in Confederation Park. It was constructed from Aberdeenshire red granite over 150 years ago, and stood in Trafalgar Square, in London, England, from 1845 to 1948. The chips in the rim are thought to be from flying shrapnel during the bombing of London in the Second World War. It was gifted to Canada after the war and, in 1955, the fountain was dedicated to Lieutenant Colonel John By.

The NCC acknowledges the planners, architects, builders, workers and employees over many past decades who have contributed to building a meaningful capital that instills pride in Canadians. The corporation will continue to remain open and transparent, and will strengthen its commitment to public consultation and maintaining broad communication channels. The corporation is also committed to upholding a high standard of corporate excellence in long-term planning, Capital stewardship and creative partnerships, with the understanding that the Capital Region is an important reflection of Canada's heritage and serves as a significant landmark on an international level.







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# CORPORATE GOVERNANCE

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## 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 in 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 areas of activity:

- setting the long-term planning direction 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 assets (including Gatineau Park, the Greenbelt, urban parks, real property, and other assets such as bridges, pathways and parkways); and
- maintaining heritage sites in Canada's Capital Region, such as the official residences and commemorative sites.

As a federal Crown corporation, the NCC is subject to Part X of the *Financial Administration Act*. The NCC reports to Parliament through the minister of Public Services and Procurement, who is designated as the minister for the purposes of the *National Capital Act*.

## 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 will implement in delivering on its priorities and mandate. The NCC's guiding principles are reviewed annually to ensure that they remain 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.

### Accountability and Transparency

Ensure the integrity of and accountability for our activities through open and transparent engagement with 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 levels 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.



## 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 that 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 corporation 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; legal services; reporting to Parliament and Canadians; as well as information technology and geomatics services.



## Board of Directors

### Composition, Roles and Responsibilities

The NCC's national board of directors brings together people of relevant professional backgrounds, from the Capital Region and across Canada. As defined in the *National Capital Act*, the board consists of a chair, a chief executive officer (CEO) and 13 other members, from the Capital Region and other parts of the country. At this time, seven members of the Board are from Canada's Capital Region (including the Chair and CEO), while the remaining eight members are from across Canada. 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 and 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 is 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 a non-voting, ex-officio 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 non-voting, ex-officio 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 present for all board business, with the exception of 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.

# National Capital Commission Board of Directors<sup>1</sup>



**Marc Seaman**  
Chair  
Ottawa, Ontario  
June 7, 2017 to  
June 6, 2022  
**A, B, C, 1, 2**



**Tobias (Tobi) Nussbaum**  
Chief Executive Officer  
Ottawa, Ontario  
February 4, 2019 to  
February 3, 2024  
**A, B, C, 1, 2**



**Mireille Apollon**  
Gatineau, Quebec  
December 14, 2017 to  
December 13, 2021  
**A**



**Larry Beasley**  
Vancouver,  
British Columbia  
January 30, 2018 to  
January 29, 2022  
**A, 2**



**Lise Bernier**  
Québec City, Quebec  
June 22, 2019 to  
June 21, 2023  
**C**



**Victor Brunette**  
Gatineau, Quebec  
June 18, 2015 to  
June 17, 2019  
**B**



**Michael Foderick**  
Toronto, Ontario  
December 17, 2017 to  
December 16, 2020  
**B**



**Tanya Gracie**  
Ottawa, Ontario  
December 14, 2017 to  
December 13, 2020  
**B, C**



**Caroline Lajoie**  
Québec City, Quebec  
July 1, 2019 to  
June 30, 2023  
**1**



**Lisa M. MacDonald**  
New Glasgow,  
Nova Scotia  
July 1, 2015 to  
June 30, 2019, extended  
to June 30, 2022  
**C, 2**



**Deborah Morrison**  
Ottawa, Ontario  
June 25, 2018 to  
June 24, 2022  
**C**



**Norm Odjick**  
Maniwaki, Quebec  
December 17, 2017 to  
December 16, 2020  
**A, C, 2**



**Sara Jane O'Neill**  
Ottawa, Ontario  
December 14, 2017 to  
December 13, 2021  
**B**



**Lou Ragagnin**  
Vaughan, Ontario  
June 22, 2019 to  
June 21, 2023  
**B**



**Denis Vaillancourt**  
Rockland, Ontario  
May 14, 2018 to  
May 13, 2022  
**C, 1**

## Corporate Committees

**A** = Executive Committee  
**B** = Audit Committee  
**C** = Governance Committee

## Advisory Committees

**1** = Advisory Committee on Planning, Design and Realty  
**2** = Advisory Committee on the Official Residences of Canada



**Maxime  
Pedneaud-Jobin**  
Mayor of the  
Ville de Gatineau



**Jim Watson**  
Mayor of the  
City of Ottawa

## Non-voting Ex-officio Participants

1. Membership as of March 31, 2020.



## 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.

The corporation's governance framework and by-laws are reviewed by the Governance Committee once every three years to ensure that they continue to reflect best corporate governance practices and meet the requirements of the corporation. The last review was completed in 2017–2018, with all recommended amendments approved by the Board in January 2018.

Board members are required to act honestly, diligently, carefully, in good faith and in the best interests of the NCC. They 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.

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. The public is invited to attend the public session in person or to view proceedings online, via live webcast on the NCC's website and YouTube. 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.

The NCC also holds an annual public meeting. At the annual public meeting, members of the public are able to express their ideas and ask questions directly to the board. The scope of the annual public meeting includes direct public input in a workshop to discuss the NCC's strategic priorities for the coming year.

## Committees

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

### 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.

## Board of Directors Remuneration

Earned from April 1, 2019 to March 31, 2020

Board Members	Retainer <sup>1</sup>	Per Diems <sup>1,2,4,5,6</sup>	For Travel <sup>2,3</sup>	Total	Attendance					
	\$ (A)	\$ (B)	\$ (C)	\$ (A+B+C)	Board Meetings 8 days	Committee Meetings (Corporate and Advisory)				
						EC 1.5 days	AC 3.0 days	GC 1.5 days	ACPDR 6.5 days	ACORC 1.0 day
<b>Mireille Apollon</b>	4,000	5,688	-	9,688	8.0	1.5	-	-	-	-
<b>Larry Beasley</b>	4,000	6,844	2,672	13,516	5.5	1.0	-	-	4.0	-
<b>Lise Bernier</b> (term started on June 22, 2019)	783	2,625	1,078	4,486	5.0	-	-	1.0	-	-
<b>Victor Brunette</b>	4,000	4,500	-	8,500	8.0	-	1.5	-	4.5	-
<b>Michael Foderick</b>	7,000	3,750	422	11,172	8.0	-	2.5	-	-	-
<b>Tanya Gracie</b>	6,000	3,563	-	9,563	8.0	-	3.0	1.5	-	-
<b>Aditya Jha</b> (until June 21, 2019)	1,901	188	-	2,089	1.0	-	-	0.0	-	-
<b>Caroline Lajoie</b> (term started on July 1, 2019)	783	3,000	414	4,197	4.5	-	-	-	1.5	-
<b>Carol Loughrey</b> (until June 30, 2019)	2,000	937	547	3,484	3.0	-	1.0	-	-	0.5
<b>Lisa M. Macdonald</b>	4,000	2,437	797	7,234	8.0	-	-	1.5	-	0.0
<b>Deborah Morrison</b>	4,000	3,188	-	7,188	7.5	-	-	1.5	-	-
<b>Norm Odjick</b>	4,000	5,313	-	9,313	5.5	1.5	1.0	1.0	-	0.5
<b>Sara Jane O'Neill</b>	4,000	2,250	-	6,250	7.0	-	2.0	0.5	-	-
<b>Lou Ragagnin</b> (term started on June 22, 2019)	783	1,875	78	2,736	4.0	-	1.5	-	-	-
<b>Marc Seaman</b>	9,400	17,125	-	26,525	8.0	1.5	2.5	1.5	1.5	1.0
<b>Basil L. Stewart</b> (until June 22, 2019)	1,901	938	500	3,339	3.0	-	1.0	0.5	-	-
<b>Denis Vaillancourt</b>	4,000	4,313	-	8,313	8.0			1.5	1.5	
<b>Total</b>	62,551	68,534	6,508	137,593						

1. Rates per Privy Council Order 2002-368, effective October 1, 2000, rounded to nearest whole dollar.

2. Includes attendance at briefing sessions, strategic planning sessions, corporate and advisory committee meetings, annual public meeting and, for the Chair, includes per diems for executive duties approved by the Board.

3. Remuneration for travel is based on the geographical location of the residence of Commission members and does not cover travel expenses, which are reimbursed to members based on reasonable out-of-pocket expenses.

4. Includes attendance at in-camera Board and committee teleconference meetings, special duties and electronic votes.

5. Marc Seaman, as the chair, was an ex-officio member on the advisory committees, and received a per diem for attending meetings or meeting lunches.

6. At certain times during the year, all board members are requested to attend the Governance Committee.

EC: Executive Committee; AC: Audit Committee; GC: Governance Committee; ACPDR: Advisory Committee on Planning, Design and Realty;  
ACORC: Advisory Committee on the Official Residences of Canada



## 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.

**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.

**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 are chosen that reflect Canada's heritage, artistic traditions and historical associations, or that complement the architectural style of a particular residence.

## Remuneration

Remuneration for the board of directors is set by the Governor-in-Council and 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 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 for all reasonable out-of-pocket expenses, including travel, accommodation and meals, while performing their duties. 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 do not receive remuneration.

## 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 debt and 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 *Financial Administration Act* and regulations, the *National Capital Act*, the by-laws of the corporation, and the directive issued pursuant to section 89 of the *Financial Administration Act*.

As a federal Crown corporation, the NCC is subject to a special examination by the OAG every 10 years. The special examination is performed to obtain assurance that, based on the criteria established for the examination, there are no significant deficiencies in the corporation's systems and practices. The last special examination was completed in 2017.

## National Capital Commission 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. When appropriate, the ombudsman will intervene or investigate with a view to settling a complaint in a fair way, using the simplest, least adversarial process possible. 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 structure of the NCC illustrates relationships between the board of directors and the executive management group, 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. Vice-presidents are responsible for ensuring that the corporation's key sectors of activity are implemented and well managed.

## Executive Management Committee

### **Tobi Nussbaum**

Chief Executive Officer

### **Véronique de Passillé**

Chief of Staff to the Chief Executive Officer, and Commission Secretary<sup>1</sup>

### **Anne Ménard**

Vice-President, Capital Stewardship

### **Céline Larabie**

Vice-President, Human Resources

### **Greg Kenney**

Vice-President, Official Residences of Canada

### **Michel Houle**

Vice-President, Corporate Services, and Chief Financial Officer

### **Nicolas Ruszkowski**

Vice-President, Public, Legal and Corporate Affairs<sup>2</sup>

### **Pierre Vaillancourt**

Vice-President, Design and Construction, and Acting Vice-President, Capital Planning<sup>3</sup>

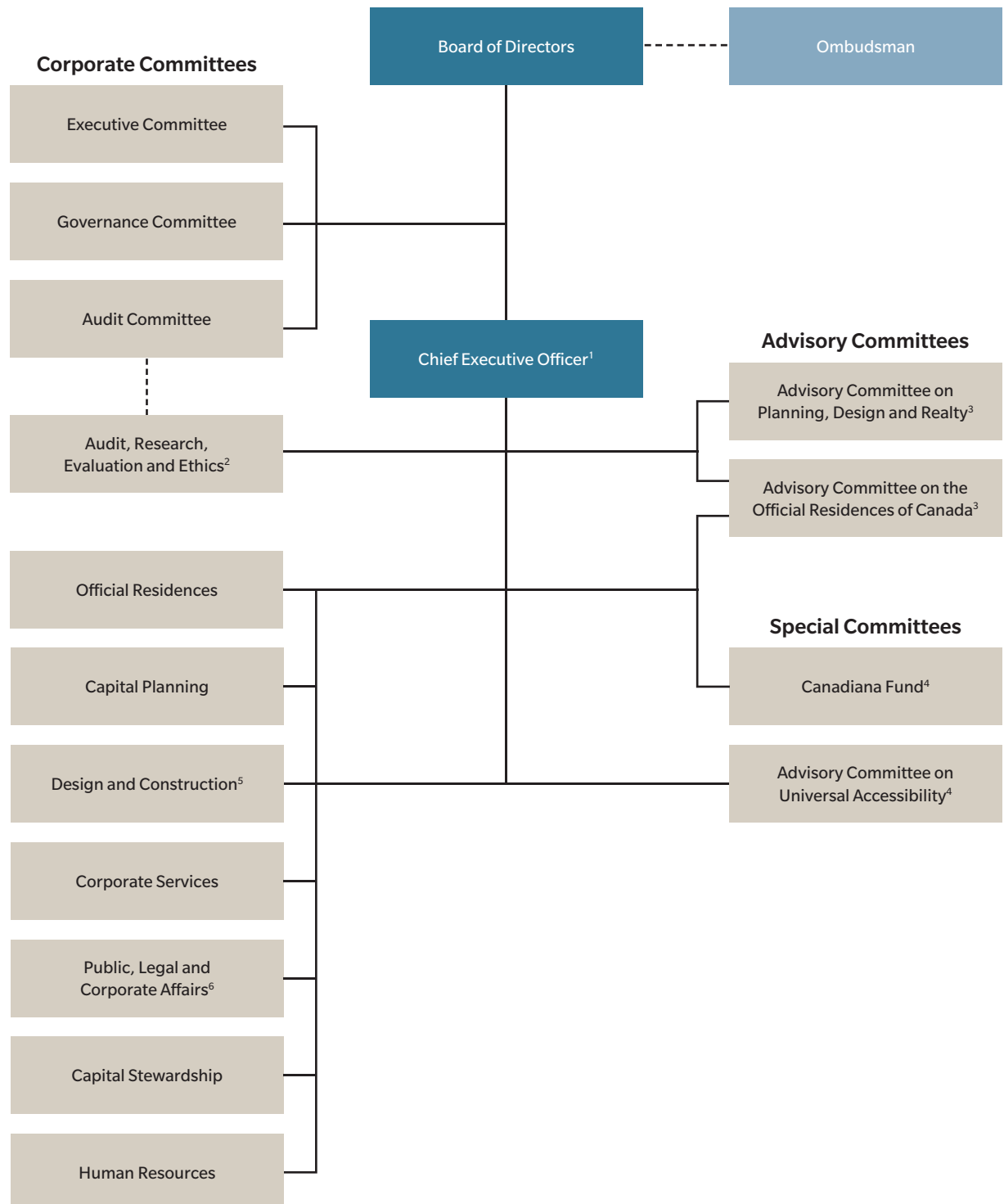
1. Mark Dehler was the general counsel and commission secretary of the NCC until January 2020.

2. Natalie Page was the vice-president of Public and Corporate Affairs of the NCC until January 2020.

3. Pierre Vaillancourt began acting as the vice-president, Capital Planning, in January 2020. He was appointed as the vice-president, Design and Construction, in May 2020, and continues to act in the vice-president, Capital Planning, role while the NCC completes a staffing process for this position. Daniel Champagne was the vice-president of Capital Planning until January 2020.



# Structure of the National Capital Commission



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.
5. A new Design and Construction Branch was created.
6. The Public and Corporate Affairs branch and the Legal Services and Commission Secretariat branch were merged in April 2020.

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# MANAGEMENT DISCUSSION AND ANALYSIS

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## Five-Year Key Highlights

For the years ended March 31 (thousands of dollars)	2019– 2020	2018– 2019	2017– 2018	2016– 2017	2015– 2016
<b>Operating Funding</b>					
Parliamentary appropriations for operating expenditures	75,206	72,014	66,130	68,467	67,712
Operating revenues	56,276	46,417	48,858	38,746	33,200
	131,482	118,431	114,988	107,213	100,912
<b>Cost of Operations</b>	141,898	134,573	132,638	136,058	121,250
<b>Capital Funding</b>					
Parliamentary appropriations for capital expenditures	62,453	37,295	23,500	22,789	22,665
<b>Major Capital Projects</b>					
LeBreton Flats redevelopment	2,903	30	627	1,091	653
Official residences	5,732	3,247	6,451	9,804	6,102
Real property acquisitions	835	6,277	7,940	8,375	2,526
<b>Capital Assets</b>					
Land	328,127	326,605	310,348	305,896	299,736
Buildings and infrastructure and leasehold improvements (net of amortization)	356,880	328,724	324,463	314,835	303,297
Investments in capital assets	56,230	26,194	31,939	37,565	26,794
<b>Acquisition and Disposal Fund</b>	29,328	20,745	21,280	25,476	33,775

\* Variations in year-over-year cost of operations are primarily attributable to one-time expenditures, which are further described in the Financial Performance section on page 79 of the present 2019–2020 annual report.

\* Investments in capital assets excludes non-monetary expenditures

## Five-Year Key Operating Highlights

For the years ended March 31	2019– 2020	2018– 2019	2017– 2018	2016– 2017	2015– 2016
<b>Number of employees</b>	476	460	441	444	402

## 2019–2020 Operating Environment

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As part of its annual strategic planning process, the NCC prepares a horizon scan, which surveys the most significant trends, opportunities and challenges influencing its operations over the coming years.

### *Fulfilling the Mandate*

The NCC's diverse and extensive portfolio represents a key opportunity for the corporation. As the NCC is the largest landowner in the National Capital Region, its assets form part of the foundation of the region, and contribute to the quality of life of local residents and to the draw of the area, making it a destination of choice for many visitors. Through this portfolio, the NCC is able to both fulfill its mandate and generate revenue. In order to prioritize the maintenance of its assets, the NCC is developing and strengthening an asset management plan for all assets in its portfolio, including the official residences.

Environmental factors and the modernization of health and safety requirements, along with changing social standards, are putting pressure on the NCC's already stretched budgets, as the corporation attempts to maintain and modernize its assets, while also preserving heritage. Another factor affecting the NCC's financial health is the possibility of inflation costs in the National Capital Region's booming construction industry. This could further strain NCC budgets, as much of the corporation's mandated work includes construction and maintenance projects.

Funding received in Budget 2018 allowed the NCC to take the essential first step to address priority deferred maintenance work, and funding received through Budget 2020 will allow the NCC to address its most critical health and safety needs. While this investment will help the NCC address the condition of its assets in the short term, there remains a deficit in operating funds that will need to be addressed, in the long term. With this in mind, to address its long-term financial sustainability, the corporation developed the Real Property Optimization Strategy in the 2019–2020 fiscal year. This strategy aims to optimize the use of NCC lands and other assets to maximize their potential and realize their best possible value.

Lastly, the outbreak of the COVID-19 pandemic presented new operational realities which the NCC had not anticipated and which may impact the delivery of its mandate. The NCC is continuing to monitor the evolving situation, and is preparing to implement initiatives to support the continuation of projects in compliance with government and public health directives.

### *Working With Government*

#### **Federal level**

As a Crown corporation, the NCC is a member of the federal family, and federal priorities have an impact on its operations. It is therefore imperative that the corporation maintain relationships with central agencies and the office of the minister responsible for the NCC. Following the election on November 20, 2019, the Government of Canada announced that ministerial responsibility for the NCC would be moved from Canadian Heritage to reside with PSPC, led by the Honourable Anita Anand. The corporation is working effectively with PSPC to advance key initiatives in the National Capital Region.

Over the 2019–2020 fiscal year, the relationship with Indigenous peoples, openness and transparency, diversity and employment equity, sustainable development and environmental protection, gender-based analysis plus, and regional transportation continued to be important areas of focus for the corporation.



### **Provincial level**

Since the 2018 elections, which brought new governments to the provinces of Ontario and Quebec, the NCC has worked with its provincial partners on various issues. The provincial governments remain important stakeholders, as their programs and activities overlap with the NCC's work in various areas (e.g. environmental protection, natural resource management, tourism, recreation, transportation, infrastructure and land use planning). The NCC looks forward to continuing to work with provincial authorities.

### **Municipal level**

Continuity in municipal leadership has been beneficial for the corporation, allowing the development of strong relationships, and cooperation on projects that include urban planning, safe and active transportation, and property and land stewardship. The NCC is committed to maintaining strong relations with municipal partners.

## *Legislative Authorities*

The NCC's legislative authorities have remained largely unchanged since the corporation's inception in 1959. The lack of change in this area limits the NCC's ability to conduct business in modern terms. Modernization of the NCC's legislative authorities could abate this challenge by allowing the corporation to better protect its properties and their environment, as well as overcoming the constraints related to the implementation of its mandate in terms of real estate transactions.

## *The NCC Workforce*

The retention and preservation of institutional knowledge is fundamental for the NCC to continue its success as a leader in Capital stewardship and long-term planning. An additional essential component to the corporation's success is collaboration within its workforce to facilitate the sharing of expertise, knowledge and best practices. Workforce trends have an impact on the NCC, as baby boomers continue to leave the workforce, and the number of entrants to the workforce continues to decrease. For this reason, the employee experience, including recruitment, retention, engagement and organizational learning, is an area of focus for the corporation during the planning period.

# Capability to Deliver Results

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## *Employees*

Employees of the NCC undertake the role of shaping, preserving and promoting the Capital Region with a strong commitment to excellence and a high degree of professionalism and expertise. NCC employees possess a breadth of knowledge and experience in a wide range of professions. They include architects, engineers, real estate professionals, urban planners, horticulturists, biologists, grounds technicians and gardeners. Together, they work as the caretakers, thinkers and advocates of the National Capital Region.

## *Partners and Sponsors*

The NCC relies on the support of partners and sponsors for the successful delivery of many of its programs, events and activities. The NCC also benefits from sponsors and partners in terms of access to their capabilities and expertise.

## *Volunteers*

Volunteers are an important asset for the NCC, not only to support the successful delivery of its programs and services, but also to contribute to making Canada's Capital Region a source of national pride and significance. Volunteers donate their time to make it possible for residents and visitors to ski and hike in Gatineau Park, discover the Mackenzie King Estate, cycle on car-free parkways during NOKIA Sunday Bikedays, skate on the Rideau Canal Skateway, and admire the historic Maplelawn Garden.

## *Stakeholder Engagement*

To build a signature capital, renowned for both its green spaces and its heritage properties, the NCC remains committed to its role as a value-added partner. This requires consistent and comprehensive engagement with Canadians—local municipalities, elected officials, partners, sponsors, residents, stakeholders, academics and the general public—in order to facilitate a constructive dialogue around building a capital for all Canadians.

## *Integrated Risk Management*

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The NCC uses a comprehensive and 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 key corporate risks and corresponding risk response measures for the planning period. These corporate risks are monitored throughout the year, and their trends and the effectiveness of mitigation measures are reported to the board of directors each quarter.

The key corporate risks identified for 2019–2020 were 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 continued pursuing opportunities to leverage assets to generate revenue through long-term leases and other land transactions. The NCC also continued 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 to influence partners, stakeholders, the public and elected officials. To protect its reputation and influence, the NCC engaged with stakeholders, partners and the public, and built 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—was enhanced by updating the corporation's public engagement strategy. The NCC continues to be actively involved in many highly visible projects in the National Capital Region in which it continues to engage with municipalities and to consult 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 funding to support the 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 consisted 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. In particular, this involved regular inspections of lands and assets, and ensuring that security plans, policies and procedures were in place and part of the NCC's day-to-day activities. This important work will continue into the next year, as the NCC continues to pursue asset management plans for all of its assets. Additionally, the NCC will initiate the implementation of strategies to optimize real property and continue to develop options for non-NILM land to generate revenue.

## Performance Against Priorities

The following pages summarize the NCC's performance against its planned objectives included in the Summary of the 2019–2020 to 2023–2024 Corporate Plan.

The NCC met or partially met 92 percent of its 2019–2020 key expected outputs and commitments, along with a multitude of other complex and emerging priorities.

## Performance Rating Guide

The NCC's performance rating guide is used to measure the achievement or progress against targets set out in the Summary of the 2019–2020 to 2023–2024 Corporate Plan. Performance evaluation at year-end is based on the four categories described below.

Rating	Definition
On target	The commitment is on track or has been achieved on time, on budget and within the committed scope.
Target variance	There are some uncertainties about the NCC's ability to deliver the commitment, or the commitment has been fulfilled with some minor delays, changes in scope, budget increases or overruns.
Not on target	The commitment has been delivered or likely will be delivered with significant delays, changes in scope, budget increases or overruns.
Not applicable	The commitment falls outside the current fiscal year, and the commitment's status cannot be determined at this time. / The commitment has been abandoned following an expressed decision by the government, Board of Directors or Executive Management Committee.

## 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.

Initiative	Corporate milestones over planning period	Target date	Status
Asset Condition and Funding Review*	Restore specific assets to good condition, in accordance with Budget 2018.	2019–2021	On target
	Improve the current governance structure, and initiate asset condition reports on a priority basis.	2019–2021	Target variance

\*This excludes the official residences.

**Asset Condition and Funding Review:** The 2019–2020 fiscal year was the second year of implementation for projects funded through Budget 2018. The Government’s \$55-million investment enabled the corporation to begin addressing the maintenance requirements for assets in need of critical repairs. An analysis of the NCC’s project management data, prior to the implementation of public health measures to prevent the spread of COVID-19, concluded that 17 of 23 projects were completed by March 31, 2020, six projects are expected to continue into 2020–2021. Timelines for completing the ongoing projects will be re-established and monitored through reporting activities in 2020–2021.

The NCC’s Investment Planning Working Group continues consulting branches to map existing processes as it works to complete an initial investment planning framework.

## Priority 2:

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

Expected outcomes	
<b>Medium-term</b>	Improved connectivity, accessibility, sustainability, wayfinding and public access to LeBreton Flats, the islands and the shorelines.
<b>Long-term</b>	An enhanced experience 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.

Initiative	Corporate milestones over planning period	Target date	Status
<b>Redevelopment of LeBreton Flats and the Islands Sites</b>	Complete and seek board approval for the renewed LeBreton Flats concept plan.	2019–2021	On target
	Launch the request for proposals for the mixed-use Library District site.	2019–2021	Target variance
	Seek City of Ottawa approval for a municipal secondary plan and zoning amendments.	2019–2021	Target variance
	Launch of request for proposals process for one or more parcels.	2019–2021	Not applicable
	Subject to an agreement, seek board approval for the Library District transaction.	2019–2021	Not applicable
<b>Algonquin-Led Long-Term Vision for Victoria Island as Kabeshinân Minitig</b>	Advance the <i>Kabeshinân Minitig</i> Plan, a master plan for Victoria Island, in partnership with the Algonquin First Nation.	2019–2021	Target variance
	Complete the first phase of remediation (fall 2018 to March 2020).	2019–2021	On target
	Begin the second phase of remediation (March 2020).	2019–2021	On target
<b>Shoreline Infrastructure, Activation Points and Waterways</b>	Conduct public and stakeholder consultations on the implementation of the Ottawa River north shore and south shore plans.	2019–2021	On target
<b>Nepean Point Revitalization</b>	Develop a vision and plan to revitalize Nepean Point, based on the winning proposal.	2019–2021	Target variance



**Redevelopment of LeBreton Flats and the Island Sites:** The preliminary Master Concept Plan was approved by the Board of Directors in January 2020, providing a renewed vision for LeBreton Flats. The report incorporated numerous consultations with the public and ongoing engagement with stakeholder groups. This plan envisions a place that is pedestrian-friendly, surrounded by lively and active parks and plazas. It includes the dynamic Aqueduct District, the Ottawa riverfront, a large destination park and a residential community. The NCC, in collaboration with the City of Ottawa, will launch a request for proposals for the mixed-use Library District site. The NCC continues to monitor COVID-19-related market conditions to seek development proposals for the first phase of the project—the Library Parcel. Consultations with Algonquin stakeholders and other stakeholders will continue.

**Algonquin-Led Long-Term Vision for Victoria Island as *Kabeshinân Minitig*:** Phase one of environmental remediation work has been achieved; phase two of remediation began in March 2020.

**Shoreline Infrastructure, Activation Points and Waterways:** The NCC is continuing to advance public consultations on several of its shoreline reactivation projects, as it continues to implement the Ottawa River north shore and south shore plans, and further initiatives on the Champlain node project and the Westboro Beach node.

**Nepean Point Revitalization:** The NCC is developing a vision and plan to revitalize Nepean Point, based on the winning proposal. The design process for the revitalization is ongoing, and demolition of the Astrolabe amphitheatre and removal of monuments and artwork will be completed by the end of 2020. This project was put on hold, as construction sites were closed by the federal and provincial governments to reduce the spread of COVID-19.

## Priority 3:

*Pursue an asset management and financial sustainability strategy.*

Expected outcomes			
<b>Medium-term</b>	New revenue streams and cost savings for reinvestment in the NCC's real estate portfolio are pursued.		
<b>Long-term</b>	The NCC's financial sustainability is enhanced through increased revenue and cost savings.		

Initiative	Corporate milestones over planning period	Target date	Status
<b>10-Year Development Plan</b>	Continue the ongoing implementation of the 10-year development plan on a priority basis.	2019–2021	On target
<b>Flexibility in Authorities</b>	Seek necessary approvals to modernize the NCC's real property authority limits.	2019–2021	On target

**10-Year Development Plan:** The NCC's Board of Directors approved a Real Property Optimization Strategy in 2019–2020. Through the Real Property Optimization Strategy, the NCC will continue to refine its approach to disposals, and work to optimize the use of its real property.

**Flexibility in Authorities:** The NCC continues to seek necessary approvals to modernize its real property authority limits.

## 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.

Initiative	Corporate milestones over planning period	Target date	Status
Master Plan and Other Policy Renewals and Reviews	Complete the Gatineau Park Master Plan renewal.	2019–2021	Target variance
	Complete the NILM review.	2019–2021	Target variance
	Initiate the 3-D model of the Capital Region to support the renewal of the views protection policy.	2019–2021	Target variance
	Advance the implementation with partners of priority projects under the Capital Illumination Plan.	2019–2021	Target variance
Federal Land Use, Design and Transaction Approval Process	Assess value added through the federal land use, design and transaction approval process.	2019–2021	On target
	Foster better understanding of requirements among proponents seeking federal approvals.	2019–2021	On target

**Master Plan and Other Policy Renewals and Reviews:** As a result of public health restrictions on in-person gatherings to prevent the spread of COVID-19, public consultations have been postponed. Therefore, to allow for draft revision, the Gatineau Park Master Plan renewal has been delayed.

The NILM review is being drafted, and the NCC is planning to conduct public consultations on some of its proposed changes. Completion of the review has therefore been delayed.

As a result of competing priorities and limited personnel with the required expertise, development of the 3-D model has not progressed at the anticipated pace. Work will continue into 2020–2021.

The NCC continues to work on projects advancing the implementation of the Capital Illumination Plan. Work has begun on integrating lighting elements within the Great Lakes Fountain at the Garden of the Provinces and Territories and the Colonel By Fountain in Confederation Park. Both projects have been put on hold due to restrictions on construction to prevent the spread of COVID-19.

**Federal Land Use, Design and Transaction Approval Process:** Among its efforts to review and streamline the federal land use, design and transaction approval process, the NCC developed a survey about the approval process, to be launched by the NCC's team, and completed by proponents seeking these approvals. The NCC has selected projects to conduct a pilot assessment of the federal land use, design and transaction approval indicators. It has also continued to improve proponents' understanding of the federal land use, design and transaction approval process and heritage processes through outreach activities, including meetings with PSPC, National Defence, the Ville de Gatineau, the City of Ottawa, The Ottawa Hospital and private sector applicants.

## 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	
<b>Medium-term</b>	In collaboration with the City of Ottawa and Ville de Gatineau, the best practices of the greenest capitals are adopted.
<b>Long-term</b>	Through its practices and policies, the NCC contributes to a sustainable National Capital Region.

Initiative	Corporate milestones over planning period	Target date	Status
<b>Sustainable Development Strategy</b>	Initiate the implementation of the Sustainable Development Strategy, and seek new partners for greater collaboration.	2019–2021	On target
<b>Foster Stronger Connections With Capital Cities Organizations and Urban Networks</b>	Contribute to strengthening the Canadian Capital Cities Organization.	2019–2021	On target
	Maintain relations with members of the Capitals Alliance, focusing on G7 capitals.	2019–2021	On target
<b>Enhancement and Conservation of Gatineau Park, the Greenbelt and NCC Urban Lands</b>	<b>Greenbelt and Ontario Urban Lands</b> Develop partnerships to enhance portfolio objectives in programs, natural resource management and the improvement of valued ecosystems.	2019–2021	On target
	Re-establish the urban tree canopy through the prioritization of tree planting efforts to achieve specific objectives.	2019–2021	On target
	Promote significant program anniversaries through project enhancements.	2019–2021	Target variance
	<b>Gatineau Park and Quebec Urban Lands</b> Implement the responsible trail management initiative to reduce the number and impact of unofficial trails.	2019–2021	On target
	Restore habitat in the Lac des Fées sector.	2019–2021	On target
	Restore degraded shorelines along the Gatineau River.	2019–2021	Not on target



**Sustainable Development Strategy:** The NCC has initiated the implementation of the Sustainable Development Strategy, and drafted the Sustainable Development Strategy 2019–2020 Annual Report.

**Foster Stronger Connections With Capital Cities Organizations and Urban Networks:** The NCC hosted the Canadian Capital Cities Organization Annual General Meeting in the Urbanism Lab in January 2020. Members of the organization met with various NCC staff to discuss common issues and challenges.

NCC staff and representatives of the National Capital Authority for Canberra, Australia, were invited by the National Capital Planning Commission (NCPC) in Washington, D.C., to a one-day workshop in support of the refresh of the NCPC's Memorials and Museums Master Plan.

#### **Enhancement and Conservation of Gatineau Park, the Greenbelt and NCC Urban Lands**

**Greenbelt and Ontario Urban Lands:** The Greenbelt team has established a multi-year pollinator project targeting butterflies and bees, which aims to increase plant diversity. Two sites have been seeded with a meadow seed mix, and a collaborative research agreement has been established with the University of Ottawa to undertake monitoring and research for two field seasons. A wetland restoration plan for Kizell Drain and Watts Creek has been prepared by wetland ecologists and geotechnical engineers from Ducks Unlimited Canada. In relation to creating an educational program at the former Capital Golf Course, until the condition of NCC buildings is improved at P16, near the intersection of Bank Street and Conroy Road, discussions with the Canadian Parks and Wilderness Society are on hold.

**Gatineau Park and Quebec Urban Lands:** The NCC implemented the responsible trail management initiative to reduce the number and impact of unofficial trails. An environmental assessment for Phase 3 of the responsible trail management initiative has begun. A volunteer supervisor course has been established.

Work to restore habitat in the Lac des Fées sector has been completed, including the demolition of an amphitheatre and naturalization of a section of trail.

Work to restore degraded shorelines along the Gatineau River was initiated in early 2019. However, spring flooding in 2019 resulted in additional damage, which affected the area from the Lady Aberdeen Bridge to the Rapibus Bridge, as well as the Leamy Lake shoreline.

## 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	
<b>Medium-term</b>	Operations and processes support sound decision making, and human resource processes are renewed.
<b>Long-term</b>	Operations are exemplary, and the NCC is recognized as an employer of choice.

Initiative	Corporate milestones over planning period	Target date	Status
<b>Employee Engagement</b>	Renew the employee engagement strategy.	2019–2021	On target
	Continue implementation of the Accommodation Strategy (phases I and II).	2019–2021	Target variance
<b>Recruitment and Retention</b>	Modernize the recruitment framework.	2019–2021	On target
<b>Organizational Learning Strategy</b>	Develop an organizational learning strategy.	2019–2021	On target
	Develop policies and procedures.	2019–2021	On target
	Conduct a 360-degree learning needs analysis.	2019–2021	On target
	Design activities to support professional development, strengthen the management cadre, facilitate succession planning and support talent management.	2019–2021	On target
<b>Digital Transformation</b> Business Process Efficiency	Enhance the NCC document management system, and integrate this system in the mobile/cloud strategy.	2019–2021	On target
	Automate administrative business processes.	2019–2021	On target
	Enhance the enterprise resource planning system (finance and asset management) based on customer needs, and introduce Power BI reporting capabilities.	2019–2021	On target
<b>Digital Transformation</b> Transformation for Canadian Citizens	Evolve the way the NCC provides information to end-users who are accessing NCC properties.	2019–2021	Not on target
	Enhance the client relationship management system to get a comprehensive view of all interactions with the public and provide the highest level of service.	2019–2021	On target
	Use 3-D models for public presentations and design planning.	2019–2021	Target variance
<b>Integrated Marketing, Communications and Public Affairs Plan</b>	Communicate and promote conservation, responsible behaviours, park activities and programs.	2019–2020	On target
	Seek, develop and participate in value-added partnerships.	2019–2020	On target

**Employee Engagement:** The employee engagement framework was updated in 2018–2019, and well-being and mental health components were integrated into the framework in 2019–2020; implementation of the framework has begun.

The NCC is continuing the implementation of the Accommodation Strategy (phases I and II). The project scope has been realigned. The concept, project structure and a change management strategy have been developed. For this activity, the NCC is evaluating the implications of COVID-19 and related restrictions on access to NCC workplaces.

**Recruitment and Retention:** The NCC identified a vendor to modernize the recruitment framework, the system was successfully launched on April 1, 2020. The NCC's Learning and Development Strategy, and its official languages and employment equity action plans, will further support modernization of the recruitment framework and employee engagement and retention, and create a diverse and skilled workforce within the NCC.

**Organizational Learning Strategy:** The NCC's Executive Management Committee has approved the Learning and Development Strategy, Official Languages Plan, and Employment Equity Plan supporting professional development at all levels of the NCC. A learning and development policy was approved by the NCC's Executive Management Committee in December 2019.

The NCC continues to monitor the learning needs of its workforce using various sources, such as internal mini-surveys circulated to employees, the Public Service Employee Survey, consultations with middle management and directors, as well as an organizational learning needs assessment.

The NCC is pursuing the design of activities to support professional development, talent management, the management cadre and succession planning, through its efforts to modernize retention and recruitment and by implementing its organizational learning strategy.

**Digital Transformation—Business Process Efficiency:** The NCC has defined the scope of enhancing its document management system and integrating this system in the mobile/cloud strategy.

The NCC developed an automated job applicant tracking system, for administrative business processes, which launched at the beginning of the first quarter of 2020–2021. It features employee performance tracking as well.

The DAXEAM enterprise asset management system is being examined and leveraged further to support a computerized maintenance management system, and will be implemented in the near future.

**Digital Transformation—Transformation for Canadian Citizens:** Due to a combination of technical challenges, refinement of requirements and competing priorities, the evolution in providing information to end-users accessing NCC properties has been delayed.

Various enhancements were made to the client relationship management system used by the NCC's Contact Centre. A marketing automation system was purchased and configured; training has been provided to NCC personnel who will potentially be using the system.

Phase 1 of the 3-D model is in progress. A digital flyby option is being created for future presentations about the Nepean Point revitalization.

**Integrated Marketing, Communications and Public Affairs:** Public communications activities continued to increase public awareness, particularly among users of NCC lands and assets.

In relation to seeking and developing value-added partnerships, the remarkable trees book was completed, and printing is to be initiated. The timeline for the archaeology at LeBreton book has been reviewed, and it is to be published.



## 2019–2020 Performance Measurement Framework

The table below presents performance results in 2019–2020 against targets derived from the NCC’s corporate performance measurement framework (PMF), along with historical data from 2018–2019 and 2017–2018. Within the PMF, performance objectives are included in five categories: real property leasing, project management, federal approvals, engagement and outreach, and employment equity.

Measures	Target	Results		
Real Property Leasing	Vacancy Rate	2017–2018	2018–2019	2019–2020
Residential	4%	2.6%	2.8%	0.8%
Commercial	4%	3%	3.9%	2.7%
Agricultural	4%	1.4%	1.8%	2.7%
Real Property Leasing	Revenue	2017–2018	2018–2019	2019–2020
Residential*	\$3.3 million	\$3.2 million	\$3.2 million	\$3.3 million
Commercial*	\$18.7 million	\$17.7 million	\$17.8 million	\$18.7 million
Agricultural*	\$1.4 million	\$1.4 million	\$1.6 million	\$1.9 million
Project Management**				
Projects on time	57% of planned projects on time			
Projects within scope	75% of planned projects within scope			
Projects on budget	71% of projects on budget			
Federal Approvals	Approval Service Level Agreement	2017–2018	2018–2019	2019–2020
Levels 1, 2 and 3	75% of service level agreement timing met	80%	73%	59%
Engagement and Outreach	Engagement	2017–2018	2018–2019	2019–2020
Social media engagement	Year-over-year increase in total social media engagement	190%	-0.4%	23%
Social media followership	Year-over-year increase in total social media followership	14%	11.5%	11%
NCC public engagement activities	N/A	55	47	30
Employment Equity	NCC Aspired Representation***	2017–2018	2018–2019	2019–2020
Women	47.8%	51.5%	51.2%	50.4%
Aboriginal persons	2.5%	2.9%	2.2%	1.9%
Persons with disabilities	4.3%	4.5%	3.3%	3.4%
Members of a visible minority	15.8%	8.2%	11.8%	11.8%

\* These values include realty tax recoveries.

\*\* Figures shown include consideration for adjustments made to the sensitivity threshold for measuring project delivery in 2019–2020.

\*\*\*Values for the aspired representation at the NCC align with regional labour market availability.

# Financial Review

## Parliamentary Appropriations

In 2019–2020, the NCC was granted a total of \$137.7 million in parliamentary appropriations for operating and capital expenditures. This represented a net increase of \$28.4 million or 26 percent from \$109.3 million in 2018–2019, due primarily to the following.

Non-recurring and project-specific appropriations for operating and capital expenditures:

- \$28.5 million in funding from Budget 2018 for the revitalization of the NCC’s portfolio of tangible capital assets; and
- \$3.5 million under the Federal Contaminated Sites Action Plan, in accordance with the funding schedule.

The following permanent increase in appropriations for operating expenditures:

- \$0.2 million for students’ economic increase.

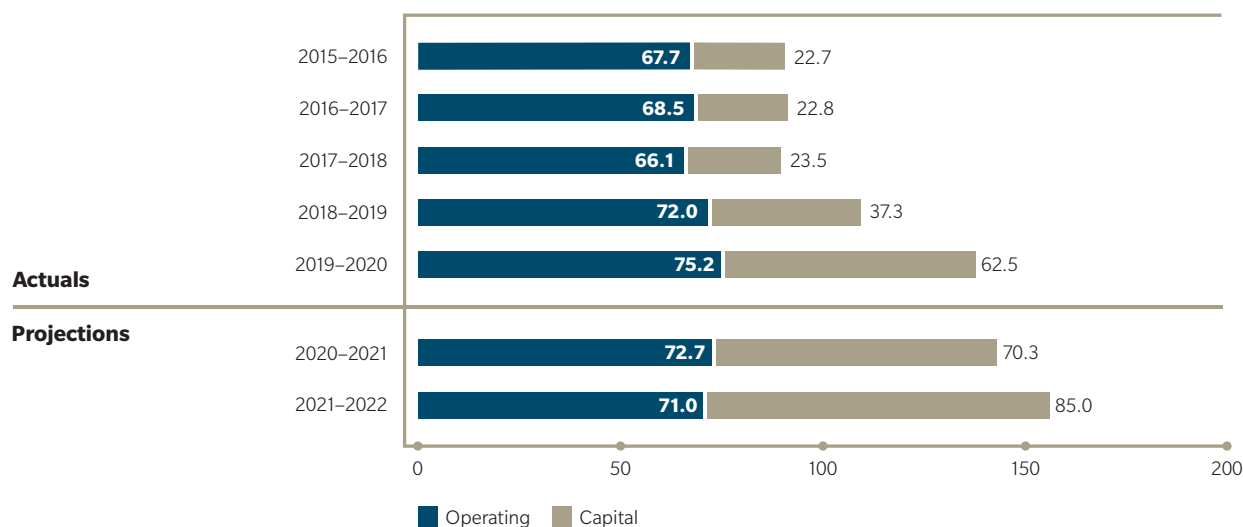
These increases were offset in part by the following expenditures:

- \$1.8 million for the retroactive impact of the collective agreement received in 2018–2019;
- \$1.5 million for the Harrington Lake rehabilitation project; and
- \$0.5 million for the Memorial to the Victims of Communism.

**Table 1: Parliamentary Appropriations, 2018–2019 to 2021–2022** (in thousands of dollars)

	Actuals			Projections	
	2018–2019	2019–2020	Variance	2020–2021	2021–2022
Operating	66,146	73,989	7,843	72,666	71,036
Supplementary – Operating	5,868	1,217	(4,651)	–	–
<b>Subtotal</b>	<b>72,014</b>	<b>75,206</b>	<b>3,192</b>	<b>72,666</b>	<b>71,036</b>
Capital	29,042	62,453	33,411	70,319	84,946
Supplementary – Capital	8,253	–	(8,253)	–	–
<b>Subtotal</b>	<b>37,295</b>	<b>62,453</b>	<b>25,158</b>	<b>70,319</b>	<b>84,946</b>
<b>Total appropriations</b>	<b>109,309</b>	<b>137,659</b>	<b>28,350</b>	<b>142,985</b>	<b>155,982</b>

**Chart 1: Parliamentary Appropriations, 2015–2016 to 2021–2022** (in millions of dollars)



## Revenues

The NCC generated \$56.3 million in operating revenues in 2019–2020, an increase of \$9.9 million or 21 percent from \$46.4 million in 2018–2019, which is mainly attributable to the following.

Increases as a result of the following non-recurring revenues in the current year:

- \$6.4 million in gain on disposal of tangible capital assets, primarily as a result of the light rail transit (LRT) stage 1 land disposals;
- \$3.0 million in interest income related primarily to the recognition of interest revenues as a result of the LRT stage 1 transfer, as well as higher bank balances during 2019–2020;
- \$1.6 million in rental operations and easements, which is attributable primarily to increases in the commercial portfolio, as well as higher easement and licensing revenues; and
- \$0.1 million in user access fees.

These increases were offset in part by the following:

- a \$0.8-million decrease in recoveries primarily due to the Harrington Lake rehabilitation project in the previous year; and
- a \$0.4-million decrease in headquarters sublease revenues, as a result of the expiration of the agreement.

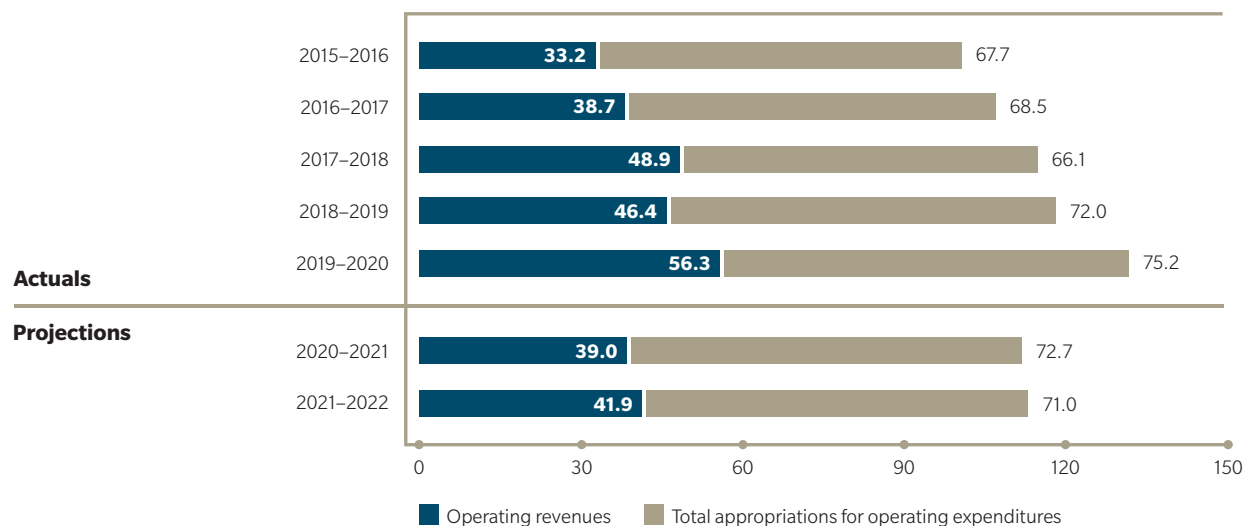


Rental operations and easements provided the most significant source of operating revenues in 2019–2020, representing 46 percent (53 percent in 2018–2019) of total operating revenues. The COVID-19 pandemic has taken a phased toll on the overall economy and certain industries, thus having impacts, to a certain extent, on the NCC’s future operations and financial position, including mostly from leasing operations and construction projects. An estimate of the financial effect is not practicable at this time.

**Chart 2: Main Source of Operating Revenues, 2015–2016 to 2021–2022** (in millions of dollars)



**Chart 3: Total Operating Funding, 2015–2016 to 2021–2022** (in millions of dollars)

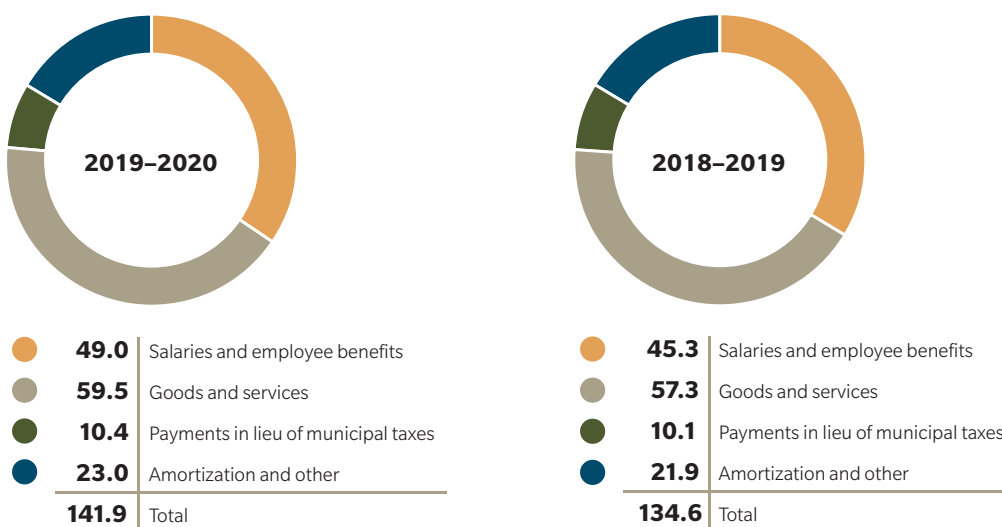


## Expenses

Total operating expenses, detailed by object in note 14 of the financial statements, increased by 5 percent to \$141.9 million, compared with \$134.6 million in 2018–2019. The \$7.3-million year-over-year increase is attributable primarily to the following increases: \$3.7 million in salary and employee benefits, \$2.2 million in goods and services, \$1.6 million in various write-downs of tangible capital assets, \$0.4 million in amortization expense and \$0.3 million in payments in lieu of municipal taxes, offset in part by a reduction of \$0.9 million of loss on disposal of tangible capital assets.

The year-over-year increase of \$3.7 million in salary and employee benefits and \$2.2 million in goods and services were partly funded by the increase in additional parliamentary appropriations from budget 2018.

**Chart 4: Expenses by Object** (in millions of dollars)



## Surplus

The 2019–2020 surplus of \$52.0 million is mainly attributable to the following:

- \$42.7-million surplus due mostly to a timing difference between capital funding which is recognized when received, and the amortization expense;
- \$7.4 million in gain on disposal of tangible capital assets, primarily as a result of the LRT stage 1 land disposals; and
- \$6.4 million for other revenues for a compensation received in exchange for the right to develop a property with additional density.

These items were partially offset by the following:

- \$3.1 million in various write-downs of tangible capital assets;
- \$0.3 million in increased payments in lieu of municipal taxes; and
- \$0.2-million loss on disposal of tangible capital assets.

## Capital Expenditures

In 2019–2020, the NCC undertook \$54.9 million in capital expenditures, a total increase of \$8.5 million from \$46.4 million in 2018–2019.

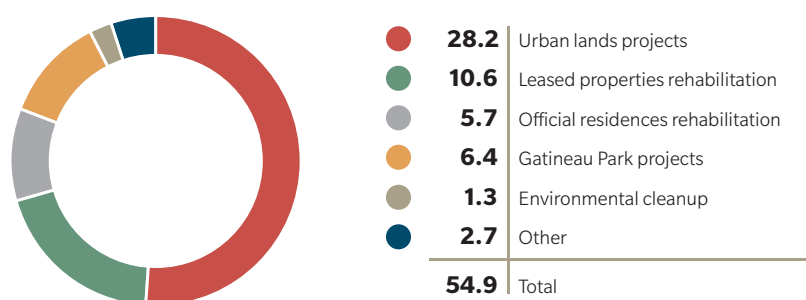
Major capital investments during 2019–2020 were as follows:

- \$28.2 million in the urban lands portfolio for projects such as the Hog’s Back swing bridge rehabilitation, the Sir John A. Macdonald Parkway LeBreton exit bridge replacement, the resurfacing of the Portage Bridge and widening of the cycle track, shoreline stabilization at Victoria Island, the relocation of the Champlain Bridge parking lot, land access improvements to Richmond Landing, Nepean Point site development, and the De l’Île Pathway rehabilitation;
- \$10.6 million for leased properties, including the rehabilitation of the National Capital River Pavilion, the rehabilitation of 25 George Street, the implementation of pop-up bistros in NCC parks and the rehabilitation of 541 Sussex Drive;
- \$6.4 million for Gatineau Park projects, including the Philippe Lake Parkway rehabilitation;
- \$5.7 million for the official residences, including the Harrington Lake farmhouse building and the main cottage building rehabilitation projects;
- \$1.3 million in environmental projects for the remediation of Kingsview Park and other contaminated sites; there was also 3.0 million for Victoria Island decontamination in 2019–2020, but with no budget impact, as it has already been recorded in the provision; and
- \$2.7 million for other capital expenditures, including equipment, Greenbelt projects and property acquisitions.

The most notable variance in capital expenditures, compared with the previous year, is related primarily to the increase in the urban lands portfolio due to the investments made to address the deferred maintenance with projects funded from Budget 2018, offset by a decrease in the provision for future environmental remediation as a result of the Victoria Island and Hurdman West sites recorded in the previous year.

The NCC has initiated all projects funded through Budget 2018 appropriations, and the majority are on track or were completed at the end of the 2019–2020 fiscal year. The most significant of these projects include the replacement of the LeBreton Bridge on the Sir John A. Macdonald Parkway, rehabilitation of the Hog’s Back swing bridge and rehabilitation of the Portage Bridge.

**Chart 5: NCC Capital Expenditures, 2019–2020** (in millions of dollars)





## Budgetary Analysis

Table 2 provides a detailed analysis of the 2019–2020 to 2023–2024 Corporate Plan Summary and 2018–2019 actual results. The table also provides operational budgets for 2020–2021, as presented in the 2020–2021 to 2024–2025 Corporate Plan Summary.

The revenue surplus compared with budget in 2019–2020 was due primarily to higher-than-planned other revenues related to compensation received in exchange for the right to develop a property with additional density and additional interest income related primarily to the recognition of revenues as a result of the LRT stage 1 transfer, as well as higher bank balances during 2019–2020.

The actual cost of operations was \$5.7 million higher than budget, primarily as a result of unbudgeted write-downs of tangible capital assets, as well as higher than budget salary and employee benefits and payments in lieu of municipal taxes.

**Table 2: Statement of operations and accumulated surplus for the year ending March 31** (in thousands of dollars)

	2020–2021	2019–2020			2018–2019		
	Budget	Budget	Actual	Variance	Budget	Actual	Variance
<b>Revenues</b>							
Rental operations and easements	25,723	24,761	26,125	1,364	24,075	24,508	433
Recoveries	2,824	3,214	3,239	25	3,390	4,034	644
User access fees	3,487	3,445	3,713	268	3,531	3,614	83
Interest	2,694	4,701	5,873	1,172	1,312	2,875	1,563
Headquarters sublease	–	1,729	1,713	(16)	2,277	2,164	(113)
Gain on disposal of tangible capital assets	–	8,812	7,368	(1,444)	–	933	933
Other revenues	4,242	1,521	8,245	6,724	1,815	8,289	6,474
	<b>38,970</b>	<b>48,183</b>	<b>56,276</b>	<b>8,093</b>	<b>36,400</b>	<b>46,417</b>	<b>10,017</b>
<b>Expenses</b>							
Long-term planning	5,929	6,606	4,534	2,072	5,794	4,243	1,551
Stewardship and protection	102,100	93,964	102,963	(8,999)	89,612	95,111	(5,499)
Internal Services	32,462	35,622	34,401	1,221	36,214	35,219	995
	<b>140,491</b>	<b>136,192</b>	<b>141,898</b>	<b>(5,706)</b>	<b>131,620</b>	<b>134,573</b>	<b>(2,953)</b>
<b>Deficit before funding from the Government of Canada</b>	<b>(101,521)</b>	<b>(88,009)</b>	<b>(85,622)</b>	<b>2,387</b>	<b>(95,220)</b>	<b>(88,156)</b>	<b>7,064</b>
<b>Funding from the Government of Canada</b>							
Parliamentary appropriations for operating expenditures	72,666	73,810	75,206	1,396	68,117	72,014	3,897
Parliamentary appropriations for tangible capital assets	70,319	62,453	62,453	–	40,312	37,295	(3,017)
	<b>142,985</b>	<b>136,263</b>	<b>137,659</b>	<b>1,396</b>	<b>108,429</b>	<b>109,309</b>	<b>880</b>
<b>Surplus for the year</b>	<b>41,464</b>	<b>48,254</b>	<b>52,037</b>	<b>3,783</b>	<b>13,209</b>	<b>21,153</b>	<b>7,944</b>
<b>Accumulated surplus at beginning of the year</b>	<b>721,090</b>		<b>669,053</b>			<b>647,900</b>	
<b>Accumulated surplus at end of the year</b>	<b>762,554</b>		<b>721,090</b>			<b>669,053</b>	

## *Revenue Generation, Cost Containment and Asset Life Cycle Management*

The investment that would be required to properly maintain the NCC's extensive asset base has substantially exceeded the corporation's parliamentary appropriations and budget allocations for several years. To deal with funding shortfalls, the NCC implements strategies on an ongoing basis to generate revenues and contain costs. While these efforts have been effective, the NCC has also had to defer maintenance on certain assets in order to prioritize other work, primarily to address health and safety issues.

In 2016 and 2017, the NCC completed a detailed analysis of the condition of its assets and infrastructure, and the results of this study have informed and continue to inform the development of medium- and long-term portfolio strategies and asset management plans. In Budget 2018, the Government approved an investment of \$55 million over two years (2018–2019 to 2019–2020) in support of critical revitalization work on the NCC's portfolio of tangible capital assets. This funding allocation has enabled the corporation to begin addressing the maintenance requirements of priority assets, thereby ensuring that these specific assets do not cause health and safety concerns.

In the short term, by implementing the investment announced in Budget 2018 for revitalizing NCC assets, the corporation is undertaking work to improve assets that require critical revitalization to ensure that they are in good condition. To ensure that the condition of NCC infrastructure and assets meets the expectations and needs of Canadians, the NCC will continue to work with the government to address its long-term financial needs and to seek solutions to the financial pressures resulting, in part, from various Government of Canada initiatives implemented over the past number of years in the Capital Region.

Concurrently, as part of its Financial Sustainability Strategy, the NCC will continue to implement strategies to generate additional revenues and contain costs. The NCC will also continue to undertake priority-setting and process-streamlining exercises and leverage appropriate partnership opportunities.

## *Statement of Financial Position Summary*

Financial assets totalled \$183.1 million as at March 31, 2020, a decrease of \$12.8 million or 7 percent from \$195.9 million as at March 31, 2019, attributable primarily to the security and performance deposit plus accrued interest returned to the City of Ottawa related to the LRT project, offset by cash received and kept in designated funds for the delivery of future projects.

Liabilities totalled \$158.7 million as at March 31, 2020, a decrease of \$37.4 million or 19 percent from \$196.1 million as at March 31, 2019, primarily attributable to a \$71.1-million decrease in the LRT stage 1 and 2 liability, representing the amounts that were either returned or transferred, offset by an increase of \$23.0 million in deferred revenue mainly due to cash receipt for the South Shore Riverfront Park development, for future development of commemorative sites and for easements that will be amortized over time, as well as an increase of \$9.3 million in accounts payable.

Non-financial assets totalled \$696.7 million as at March 31, 2020, an increase of \$27.5 million or 4 percent from \$669.2 million as at March 31, 2019, reflecting mostly increases in tangible capital assets, including the delivery of capital projects funded from Budget 2018, net of amortization and property disposals for the LRT system, offset by lower prepaid expenses.



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# FINANCIAL STATEMENTS

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for the year ended March 31, 2020





## Statement of Management Responsibility

The accompanying financial statements of the National Capital Commission (NCC) are the responsibility of management and have been approved by the Board of Directors. These financial statements have been prepared by management in accordance with Canadian public sector accounting standards established by the Public Sector Accounting Board and, where appropriate, include amounts that have been estimated according to management's best judgment. Financial information presented elsewhere in the annual report is consistent with that shown in the financial statements.

Management has developed and maintains books of accounts, financial and management controls and information systems that are designed to provide reasonable assurance that the NCC's assets are safeguarded and controlled, that resources are managed economically and efficiently in the attainment of the NCC's objectives, and that transactions are in accordance with Part X of the *Financial Administration Act* and regulations, the *National Capital Act*, the by-laws of the NCC, and the directive issued pursuant to Section 89 of the *Financial Administration Act*. Internal audits are conducted regularly to assess the performance of information systems and management controls and practices.

The NCC's external auditor, the Auditor General of Canada, audits the financial statements, and reports to the minister of Public Services and Procurement Canada (PSPC).

The members of the NCC's board of directors carry out their responsibilities with regards to the financial statements principally through the Audit Committee, which consists of members of the board of directors only. This committee meets periodically with management, as well as with the internal and external auditors, to discuss the results of audits conducted to determine the effectiveness of internal accounting controls and to review and discuss financial reporting matters. The external and internal auditors have full access to the Audit Committee, with or without the presence of management.



**Tobi Nussbaum**  
Chief Executive Officer



**Michel Houle, CPA, CMA**  
Vice-President, Corporate Services  
and Chief Financial Officer

Ottawa, Canada  
October 6, 2020



## INDEPENDENT AUDITOR'S REPORT

To the Minister of Public Services and Procurement

### Report on the Audit of the Financial Statements

#### *Opinion*

We have audited the financial statements of the National Capital Commission, which comprise the statement of financial position as at 31 March 2020, and the statement of operations and accumulated surplus, statement of change in net financial assets (net debt) and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the National Capital Commission as at 31 March 2020, and the results of its operations, changes in its net debt, and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

#### *Basis for Opinion*

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the National Capital Commission in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### *Other Information*

Management is responsible for the other information. The other information comprises the information included in the annual report, but does not include the financial statements and our auditor's report thereon.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be

materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

*Responsibilities of Management and Those Charged with Governance for the Financial Statements*

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the National Capital Commission's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the National Capital Commission or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the National Capital Commission's financial reporting process.

*Auditor's Responsibilities for the Audit of the Financial Statements*

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.



- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the National Capital Commission's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the National Capital Commission's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the National Capital Commission to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the National Capital Commission to express an opinion on the financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

### **Report on Compliance with Specified Authorities**

#### *Opinion*

In conjunction with the audit of the financial statements, we have audited transactions of the National Capital Commission coming to our notice for compliance with specified authorities. The specified authorities against which compliance was audited are Part X of the *Financial Administration Act* and regulations, the *National Capital Act*, the by-laws of the National Capital Commission, and the directive issued pursuant to section 89 of the *Financial Administration Act*.

In our opinion, the transactions of the National Capital Commission that came to our notice during the audit of the financial statements have complied, in all material respects, with the specified authorities referred to above. Further, as required by the *Financial Administration Act*,

we report that, in our opinion, the accounting principles in Canadian public sector accounting standards have been applied on a basis consistent with that of the preceding year.

*Responsibilities of Management for Compliance with Specified Authorities*

Management is responsible for the National Capital Commission's compliance with the specified authorities named above, and for such internal control as management determines is necessary to enable the National Capital Commission to comply with the specified authorities.

*Auditor's Responsibilities for the Audit of Compliance with Specified Authorities*

Our audit responsibilities include planning and performing procedures to provide an audit opinion and reporting on whether the transactions coming to our notice during the audit of the financial statements are in compliance with the specified authorities referred to above.



Mathieu Le Sage, CPA, CGA  
Principal  
for the Auditor General of Canada

Ottawa, Canada  
6 October 2020

## Statement of Financial Position

As at March 31 (in thousands of dollars)	2020	2019
<b>Financial Assets</b>		
Cash and cash equivalents (Note 3)	162,158	75,336
Restricted cash and cash equivalents (Note 4)	4,684	79,907
Accounts receivable (Note 5)	7,066	11,301
Investments (Note 3)	9,183	29,357
	<b>183,091</b>	<b>195,901</b>
<b>Liabilities</b>		
Accounts payable and accrued liabilities (Note 6)	27,961	18,633
Light rail transit (Note 4)	2,332	73,437
Provision for environmental remediation (Note 7)	63,901	65,354
Deferred revenues (Note 8)	41,640	18,610
Employee future benefits (Note 9)	9,992	9,598
Other liabilities (Note 10)	12,836	10,463
	<b>158,662</b>	<b>196,095</b>
<b>Net Financial Assets (Net Debt)</b>	<b>24,429</b>	<b>(194)</b>
<b>Non-Financial Assets</b>		
Tangible capital assets (Note 11)	690,833	660,564
Prepaid expenses	1,297	3,494
Other non-financial assets (Note 12)	4,531	5,189
	<b>696,661</b>	<b>669,247</b>
<b>Accumulated Surplus</b>	<b>721,090</b>	<b>669,053</b>

Contractual rights, contractual obligations and contingent liabilities (Notes 16, 17 and 18)

The notes are an integral part of the financial statements.

Approved by the Board of Directors



**Marc Seaman**

Chair, Board of Directors



**Tanya Gracie**

Chair, Audit Committee



## Statement of Operations and Accumulated Surplus

For the year ended March 31 (in thousands of dollars)	2020 Budget	2020 Actual	2019 Actual
(Note 2)			
<b>Revenues</b>			
Rental operations and easements (Note 13)	24,761	26,125	24,508
Recoveries	3,214	3,239	4,034
User access fees	3,445	3,713	3,614
Interest	4,701	5,873	2,875
Headquarters sublease	1,729	1,713	2,164
Gain on disposal of tangible capital assets	8,812	7,368	933
Other revenues (Note 13)	1,521	8,245	8,289
	<b>48,183</b>	<b>56,276</b>	<b>46,417</b>
<b>Expenses (Notes 1 and 14)</b>			
Long-term planning	6,606	4,534	4,243
Stewardship and protection	93,964	102,963	95,111
Internal services	35,622	34,401	35,219
	<b>136,192</b>	<b>141,898</b>	<b>134,573</b>
<b>Deficit before funding from the Government of Canada</b>	<b>(88,009)</b>	<b>(85,622)</b>	<b>(88,156)</b>
<b>Funding from the Government of Canada</b>			
Parliamentary appropriations for operating expenditures (Note 15)	73,810	75,206	72,014
Parliamentary appropriations for tangible capital assets (Note 15)	62,453	62,453	37,295
	<b>136,263</b>	<b>137,659</b>	<b>109,309</b>
<b>Surplus for the year</b>	<b>48,254</b>	<b>52,037</b>	<b>21,153</b>
<b>Accumulated surplus at beginning of the year</b>	<b>657,574</b>	<b>669,053</b>	<b>647,900</b>
<b>Accumulated surplus at end of the year</b>	<b>705,828</b>	<b>721,090</b>	<b>669,053</b>

The notes are an integral part of the financial statements.

## Statement of Change in Net Financial Assets (Net Debt)

For the year ended March 31 (in thousands of dollars)	2020 Budget	2020 Actual	2019 Actual
(Note 2)			
<b>Surplus for the year</b>	<b>48,254</b>	<b>52,037</b>	<b>21,153</b>
Acquisition and improvements of tangible capital assets (Note 11)	(73,898)	<b>(54,900)</b>	(46,399)
Amortization of tangible capital assets (Note 11)	19,740	<b>19,768</b>	19,364
Gain on disposal of tangible capital assets	(8,812)	<b>(7,368)</b>	(933)
Loss on disposal of tangible capital assets	1,072	<b>183</b>	1,085
Realized loss from sale-leaseback transaction	–	<b>(183)</b>	(183)
Proceeds from disposal of tangible capital assets	9,469	<b>9,160</b>	5,643
Write-down of tangible capital assets	–	<b>3,071</b>	1,434
	<b>(52,429)</b>	<b>(30,269)</b>	<b>(19,989)</b>
Change in prepaid expenses	–	<b>2,197</b>	129
Change in other non-financial assets	177	<b>658</b>	(3,972)
	<b>177</b>	<b>2,855</b>	<b>(3,843)</b>
<b>Increase (decrease) in net financial assets</b>	<b>(3,998)</b>	<b>24,623</b>	<b>(2,679)</b>
<b>Net financial assets (net debt) at beginning of the year</b>	<b>(16,708)</b>	<b>(194)</b>	<b>2,485</b>
<b>Net financial assets (net debt) at end of the year</b>	<b>(20,706)</b>	<b>24,429</b>	<b>(194)</b>

The notes are an integral part of the financial statements.

## NATIONAL CAPITAL COMMISSION

# Statement of Cash Flows

For the year ended March 31 (in thousands of dollars)	2020	2019
<b>Operating Activities</b>		
Cash receipts from parliamentary appropriations for operating expenditures	74,847	71,932
Cash receipts from rental operations and easements	29,615	23,458
Cash receipts from other operations	27,708	16,064
Cash paid to suppliers	(71,498)	(63,748)
Cash paid to employees	(46,635)	(47,915)
Interest received	4,549	3,006
Disbursements related to the management and remediation of sites	(372)	(558)
<b>Cash flows provided by operating activities</b>	<b>18,214</b>	<b>2,239</b>
<b>Capital Activities</b>		
Cash disbursements for the light rail transit project	(40,735)	–
Cash receipts from parliamentary appropriations for tangible capital assets	62,453	37,295
Acquisition and improvements of tangible capital assets	(42,949)	(24,981)
Proceeds from disposal of tangible capital assets	198	980
Disbursements for environmental remediation	(3,898)	(562)
<b>Cash flows provided (used) by capital activities</b>	<b>(24,931)</b>	<b>12,732</b>
<b>Investing Activities</b>		
Cash receipts for the light rail transit project	1,251	14,388
Cash disbursements for the light rail transit project	(4,325)	–
Cash receipts for Chambers Building Fund	1,591	1,544
Disbursements for investments purchased	(1,368)	(11,298)
Cash receipts from investments sold	21,167	15,722
<b>Cash flows provided by investing activities</b>	<b>18,316</b>	<b>20,356</b>
<b>Increase in cash and cash equivalents</b>	<b>11,599</b>	<b>35,327</b>
<b>Cash and cash equivalents at beginning of the year</b>	<b>155,243</b>	<b>119,916</b>
<b>Cash and cash equivalents at end of the year</b>	<b>166,842</b>	<b>155,243</b>
<b>Represented by:</b>		
<b>Cash and cash equivalents</b>	<b>162,158</b>	<b>75,336</b>
<b>Restricted cash and cash equivalents</b>	<b>4,684</b>	<b>79,907</b>
	<b>166,842</b>	<b>155,243</b>

The notes are an integral part of the financial statements.



## 1. Authority and Objectives

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The National Capital Commission (NCC) was established in 1959 by the *National Capital Act* (1958) as an agent Crown corporation without share capital, named in Part I of Schedule III of the *Financial Administration Act*, and is not subject to the requirements of the *Income Tax Act*. The objects and purposes of the NCC, as stated in the amended *National Capital Act* (2013) are 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 NCC is also responsible for the management and maintenance of the tangible capital assets of the official residences located in the National Capital Region. The corporation created the Canadiana Fund to encourage Canadians to participate in the enhancement of the state areas of the official residences through public donations of furnishings, paintings and works of art, or the funds to purchase them. Pieces are selected to reflect Canada's heritage, artistic traditions and historical associations, or to complement the architectural style of a particular residence.

In July 2015, the corporation was issued a directive (P.C. 2015-1106) pursuant to Section 89 of the *Financial Administration Act* to align its travel, hospitality, conference and event expenditure policies, guidelines and practices with Treasury Board policies, directives and related instruments on travel, hospitality, conference and event expenditures in a manner consistent with its legal obligations, and to report on the implementation of this directive in the next corporate plan. The NCC has met the requirements of the directive since 2015-2016.

### Program Definitions and Objectives

The NCC delivers its mandate through its Core Responsibilities, based on which the NCC reports to Parliament and Canadians. The following are the descriptions of NCC's Core Responsibilities:

#### **Long-term Planning**

The NCC ensures that 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, conducts the identification of 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 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 also 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; legal services and information technology and geomatics services.

## 2. Significant Accounting Policies

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### A. Basis of Accounting

These financial statements have been prepared in accordance with the Canadian public sector accounting standards (PSAS) established by the Public Sector Accounting Board (PSAB), and reflect the policies below.

Financial assets and non-financial assets, as well as liabilities are reported on the Statement of Financial Position. Non-financial assets are normally utilized to provide future services, and are expensed through amortization or upon utilization. Non-financial assets are not included in the determination of net financial assets, but are added to the net financial assets in determining the accumulated surplus.

Intangibles assets are not recognized in the financial statements.

**Measurement Uncertainty**

The preparation of financial statements in accordance with PSAS requires management to make estimates and assumptions that affect the reported values of financial assets, liabilities and non-financial assets at the date of the financial statements, and the reported amounts of revenues and expenses for the reporting period. Estimated useful lives of tangible capital assets, provision for environmental remediation, employee future benefits, write-downs of tangible capital assets and the recognition of contingent liabilities are the most significant items for which estimates are used. Actual results could differ materially from those management's best estimates.

**Budget Figures**

The 2019–2020 budget figures, as presented in the *2019–2020 to 2023–2024 Corporate Plan*, are included, as appropriate, in the Statement of Operations and Accumulated Surplus and the Statement of Change in Net Financial Assets (Net Debt).

### B. Cash and Cash Equivalents and Restricted Cash and Cash Equivalents

Cash and cash equivalents include cash and highly liquid investments. These investments with a maturity of three months or less from the date of acquisition, are recorded at cost.

Restricted cash and cash equivalents are subject to external restrictions that specify the purpose for which they are to be used.

## C. Investments

Investments include short-term portfolio investments with a term to maturity of 365 days or less, as well as long-term portfolio investments maturing in greater than 365 days. Short-term investments could include money market instruments, such as bankers' acceptances, guaranteed investment certificates and bearer deposit notes, whereas long-term investments could include bonds issued by the Government of Canada, as well as provincial and municipal governments. These types of investments are purchased from a member of the Canadian Payments Association and are redeemable on short notice. Investments are recorded at amortized cost using the effective interest rate method. Transaction costs are added to the carrying value of investments at initial recognition. At each date of the financial statements, the NCC assesses investments to determine if there is any objective evidence of impairment. Where one exists and is deemed to be due to factors other than a temporary decline, the impairment loss would be reported in the Statement of Operations and Accumulated Surplus.

## D. Assets Held for Sale

The NCC recognizes an asset held for sale when all of the following criteria are met prior to the date of the financial statements:

- i. the sale of the asset is approved;
- ii. the asset is in a condition to be sold;
- iii. the asset is publicly seen to be for sale;
- iv. there is an active market for the asset;
- v. there is a plan in place for selling the asset; and
- vi. it is reasonably anticipated that the sale to a purchaser external to the NCC reporting entity will be completed within one year of the financial statement date.

The asset held for sale is measured at the lower of its carrying amount or fair value, less cost to sell.

## E. Provision for Environmental Remediation

The NCC recognizes a provision for environmental remediation and an expense for the costs associated with the remediation of contaminated sites when all of the following conditions are prevalent: an environmental standard exists; the level of contamination has been determined to exceed the environmental standard; the NCC is directly responsible or accepts responsibility; it is expected that future economic benefits will be given up; and a reasonable estimate of the amount can be made at that time. However, where the criteria for recognizing a liability are met and the contamination occurred prior to the NCC's acquisition of the land, the costs associated with the remediation necessary to prepare the land for its intended use form an integral part of the capital costs, and are capitalized to "Land" (Note 11). When ongoing operation, maintenance and monitoring are an integral part of the remediation strategy for a contaminated site, the estimate of the liability would include the costs for such activities.

The NCC expects that future economic benefits will be given up when there is a risk to public safety and security, planned development or disposal of the land, or where public documents and Treasury Board decisions indicate that the NCC has a responsibility to the public that leaves it little or no discretion in relieving itself of the obligation.



The costs related to the management and remediation of sites may vary depending on the land use as determined during the urban planning process and the development of the Plan for Canada's Capital. These costs are adjusted annually to reflect the time value of money, new obligations with respect to environmental evaluations, changes in management estimates and actual costs incurred.

## F. Employee Future Benefits

### i. Pension Benefits

Substantially all employees of the NCC are covered by the Public Service Pension Plan (the "Plan"), a defined benefit plan established through legislation and sponsored by the Government of Canada. Contributions are required by both the employees and the NCC to cover current service cost. In accordance with current legislation, the NCC has no legal or constructive obligation to pay further contributions with respect to any past service or funding deficiencies of the Plan. Consequently, contributions are recognized as an expense in the year when employees have rendered service, representing the total of NCC's pension obligation for the year.

### ii. Other Benefit Plans

The NCC's most significant other benefit plan is the sick leave benefits. Most employees of the NCC are entitled to accumulating sick leave benefits as provided for under their conditions of employment. The NCC recognizes a liability and an expense for the cost of future sick leave benefits in the period in which employees render services that qualify for benefits. The obligation related to sick leave benefits earned by employees is actuarially determined using the projected benefit method, prorated on service and management's best estimate of discount rate, employee demographics, and sick leave usage of active employees. Actuarial gains (losses) are amortized on a systematic basis over the remaining active service life of employees covered by these sick leave benefits. Severance benefits, workers' compensation benefits, maternity or parental leave benefits are the NCC's other benefit plans, which are not material.

## G. Deferred Rent Inducement

The NCC currently leases its headquarters office space. Deferred rent inducements related to leasehold improvements are presented under "Other Liabilities" in the Statement of Financial Position as at the effective date of the lease and are amortized as a reduction of expenses on a straight-line basis over the related term of the lease. The amortization of the rent inducements is recognized under the "Goods and services" expense in Note 14.

Moving expenses and major leasehold improvements incurred by the lessor under the original lease to accommodate NCC needs, have been recorded as deferred rent inducement as at the effective date of the lease, and have been fully amortized as of December 15, 2019.

On June 1, 2016, the NCC signed an extension of the existing lease for a term of 25 years. This resulted in a new deferred rent inducement to allow the NCC to redevelop its space in accordance with its current and future operational requirements. This incentive was recorded on the effective date of the renegotiated lease and is being amortized from the end of the original lease over the new term of the lease.

The NCC also recorded an amount in the deferred rent inducement which represents the difference between the rate paid under the original lease and the new rate paid under the renegotiated lease. This amount is being amortized from December 15, 2019 until the end of the lease on April 30, 2041.

## Notes to the Financial Statements

For the year ended March 31, 2020 (in thousands of dollars, unless otherwise specified)

### H. Tangible Capital Assets

Tangible capital assets are recorded at cost. When conditions indicate that a tangible capital asset no longer contributes to the NCC's ability to provide goods and services, or that the value of future economic benefits associated with the tangible capital asset is less than its net book value, the cost of the tangible capital asset is reduced to reflect the decline in the asset's value. The net write-down is recognized as an expense in the Statement of Operations and Accumulated Surplus.

Improvements that extend the useful life of buildings, infrastructure and equipment are capitalized and amortized according to their respective asset class. Land improvements and other development costs are capitalized once they meet the definition of an asset and there are expected future economic benefits associated with those costs. Construction in progress represents assets that are not yet available for use, and therefore are not subject to amortization.

The cost of tangible capital assets in use is amortized on a straight-line basis over the estimated useful life, as follows:

Tangible Capital Assets	
Parkways, bridges and roadways	25 to 45 years
Historical properties	20 to 40 years
Rental properties	20 to 40 years
Parks	20 to 40 years
Administrative and service buildings	20 to 40 years
Recreational properties	20 to 40 years
Development properties	20 years
Leasehold improvements	The lesser of the term of the lease or the estimated useful life
Office equipment, machinery and equipment	5 to 10 years
Computers and software	3 to 7 years
Vehicles	5 years

Non-financial assets include Crown lands and natural resources. Certain non-financial assets are, however, not given accounting recognition as assets in government financial statements including all natural resources and Crown lands that have not been purchased by the NCC and are not recognized in the financial statements.

## I. Inter-entity Transactions

Inter-entity transactions are transactions between commonly controlled entities. In the normal course of business, the NCC regularly enters into transactions with public sector entities that are part of the government's reporting entity. The NCC performs various types of transactions, such as exchanges of assets, goods or services that are recorded at the carrying amount, except for the following:

- i) When undertaken on similar terms and conditions to those adopted if the entities were dealing at arm's length, or where costs provided are recovered, transactions are measured at the exchange amount, which is the amount of consideration established and agreed to by the related parties, or
- ii) Transfer of assets or liabilities for nominal value or no consideration is measured at the carrying amount or fair value if the NCC is the recipient, or
- iii) Goods or services received without charge from other public sector entities are not recorded in the Statement of Operations and Accumulated Surplus.

## J. Non-monetary Transactions

In the normal course of business, the NCC regularly signs non-monetary agreements. The NCC carries out exchanges of non-monetary assets, goods or services for other non-monetary assets, goods or services with little or no monetary consideration involved. It also carries out or receives non-monetary non-reciprocal transfers, which are transfers of non-monetary assets, goods or services without consideration. When a non-monetary transaction has a commercial substance for the NCC, the transaction is recorded at the fair value of the asset, good or service given up, unless the fair value of the asset, good or service received is more reliable. If the transaction lacks commercial substance, it is recorded at the carrying amount of the asset, good or service given up. Gains or losses resulting from non-monetary, non-reciprocal transfers are recognized in the Statement of Operations and Accumulated Surplus.

A non-monetary transaction is deemed to have commercial substance for the NCC when its future cash flows are expected to be impacted significantly as a result of the transaction. It is significant when the configuration of the future cash flows resulting from the asset, good or service received differs significantly from the configuration of the cash flows anticipated from the asset, good or service given up. It is also significant when the NCC's specific value of the asset, the good or service received differs from the NCC's specific value of the asset, good or service given up, and the difference is significant relative to the fair value of the assets, goods or services exchanged.

## K. Revenue Recognition

Revenues result primarily from rental operations and easements, gains on disposal of tangible capital assets, interest, headquarters sublease, user access fees, recoveries and other revenues (e.g. contributions for various projects, federal land use approval and concession revenues).

The NCC enters into agreements with third parties, generally public sector entities that are included in the government reporting entity, through which the NCC accounts for exchange value recoveries for projects for which it is responsible. These projects represent, among other things, construction or improvements of tangible capital assets for which either the third party or the NCC will have control.



## Notes to the Financial Statements

For the year ended March 31, 2020 (in thousands of dollars, unless otherwise specified)

Revenues are recognized in the year in which services are rendered or products have been delivered. Funds received in advance for future services are deferred, recorded as deferred revenue and amortized over the term of the agreement. Deferred revenues result primarily from rental operations, easements and licence of occupation revenues collected in advance as well as other deferred revenues as detailed in Note 8.

### L. Parliamentary Appropriations

The NCC obtains an important part of its funding through parliamentary appropriations for operating expenditures and tangible capital asset acquisition or betterment. These parliamentary appropriations are free of any stipulations limiting their use, and are recognized as funding from the Government of Canada in the Statement of Operations and Accumulated Surplus, up to the authorized amount.

### M. Contingent Liabilities

Contingent liabilities are potential liabilities which may become actual liabilities when one or more future events occur or fail to occur. To the extent that a future event is likely to confirm that a liability has been incurred at the date of the financial statements and a reasonable estimate of the liability can be made by the NCC, a contingent liability is recognized in the Statement of Financial Position and the related expense is recorded in the Statement of Operations and Accumulated Surplus in accordance with its nature. If the likelihood of the occurrence of the confirming future event is not determinable or it is likely but either, the amount of the liability cannot be reasonably estimated, or an accrual has been made, but there exists an exposure to liability in excess of the amount accrued, the contingency is disclosed in Note 18.

### N. Financial Instruments

The NCC identifies, assesses and manages financial risks in order to minimize their impact on the NCC's results and financial position. The NCC manages its financial risks in accordance with specific criteria, as disclosed in Note 19, and does not engage in speculative transactions or use derivative financial instruments.

Financial assets and financial liabilities are measured at amortized cost. Financial assets consist of cash and cash equivalents, restricted cash and cash equivalents, accounts receivable, and investments. Financial liabilities consist of accounts payable and accrued liabilities, light rail transit liability, and unsettled expropriation of property included in other liabilities.

## 3. Cash and Cash Equivalents and Investments

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### A. Cash and Cash Equivalents

As at March 31, 2020, cash and cash equivalents include \$162.2 million (\$75.3 million in 2019) in cash, invested at a weighted average interest rate of 2.3 percent (2.1 percent in 2019).

## Notes to the Financial Statements

For the year ended March 31, 2020 (in thousands of dollars, unless otherwise specified)

### B. Investments

As at March 31, 2020, there are no short-term investments (\$10.0 million at a weighted average effective interest rate of 2.9 percent and a term of 12 months in 2019).

As at March 31, 2020, the long-term investment portfolio includes bonds of provincial governments, totalling \$9.2 million (\$19.4 million as at March 31, 2019) invested at a weighted average interest rate of 3.0 percent (3.7 percent in 2019).

	2020		2019	
	Amortized Cost	Quoted Market Value	Amortized Cost	Quoted Market Value
Provincial governments	9,183	9,635	19,357	19,812
Guaranteed investment certificate	–	–	10,000	10,000
	9,183	9,635	29,357	29,812

### C. Designated Funds

As at March 31, 2020, cash and cash equivalents included \$71.1 million (\$44.7 million in 2019) in designated funds whose use is internally designated and limited for the sole purpose for which they have been segregated. The following funds are segregated:

	2020	2019
Official residences	2,213	2,710
Redevelopment of LeBreton Flats	4,035	6,111
The Revitalization of NCC assets (Budget 2018)	19,906	6,542
SJAM Linear Park	5,037	1,009
Commemoration Fallen Foreign Service Officer	3,543	–
Commemoration Victim of Communism	1,747	2,313
Federal Contaminated Sites Action Plan (FCSAP)	2,353	2,403
Redevelopment of industrial lands on the north shore of the Ottawa River	2,719	2,672
Revitalization of Sparks Street in Ottawa	205	205
Acquisition of real property <sup>1</sup>	29,328	20,745
	71,086	44,710

1. These funds are used to acquire and dispose of real properties. During the period, proceeds on disposal and interest revenues amounted to \$9.9 million (\$1.3 million in 2019), with associated expenditures totalling \$0.9 million (\$1.8 million in 2019). Transfer of \$0.4 million to fund a few priority health and safety projects.

## Notes to the Financial Statements

For the year ended March 31, 2020 (in thousands of dollars, unless otherwise specified)

### 4. Restricted cash and cash equivalents

	Amount received	Interest	Amount returned/ transferred*	2020 Total	2019 Total
LRT Stage 1 – Security deposit	49,026	5,312	(54,156)	182	53,304
LRT Stage 1 – Performance deposit	24,500	1,545	(24,678)	1,367	11,987
LRT Stage 2 – Confederation line deposit	13,028	65	(13,093)	–	13,072
	<b>86,554</b>	<b>6,922</b>	<b>(91,927)</b>	<b>1,549</b>	<b>78,363</b>
Chambers Building Fund	3,086	49	–	3,135	1,544
<b>Total</b>	<b>89,640</b>	<b>6,971</b>	<b>(91,927)</b>	<b>4,684</b>	<b>79,907</b>

\* Amount transferred represents funds transferred internally from restricted to unrestricted status.

#### A. Light Rail Transit (LRT)

The City of Ottawa (the City) has undertaken a significant project to convert the existing bus rapid transit system to a light rail transit system. This system continues to affect several NCC properties, which are subject to change until such time as the actual land requirements are finalized.

The above table includes amounts that have been either received, returned or transferred, as well as the net interest earned to date. During the year, interest of \$1.3 million (\$1.4 million in 2019) has been recorded and included in the financial assets under “Restricted cash and cash equivalents” and under the “Light rail transit” liability as at March 31, 2020. The accumulated interest recorded as at March 31, 2020, was \$6.9 million (\$5.3 million in 2019), of which \$4.3 million was returned to the City and \$2.1 million recorded as interest revenue by the NCC during 2019–2020.

The Light rail transit liability, which represents Stage 1 and 2 of the LRT project, totals \$2.3 million (\$73.4 million in 2019).

##### Stage 1 of the LRT project

The NCC and the City signed a memorandum of understanding (MOU) on October 9, 2012, by which the NCC granted the City a temporary construction easement over the affected NCC properties in order to provide access. Further to this, the NCC and the City entered into a transfer agreement, on June 30, 2015, outlining the rights and obligations for each party regarding property rights in perpetuity, necessary to the completion of the project which has been extended beyond December 31, 2019 and is now expected to be completed in 2020–2021.

As per the MOU, the City delivered to the NCC a security deposit of \$49.0 million on January 30, 2013, which is held in a separate interest-bearing account, and represents the estimated market value of all NCC properties required by the City, subject to further adjustment. The NCC also received a performance deposit of \$24.5 million in support of the City’s obligations, which is also held in a separate interest-bearing account. All of these amounts and accumulated interest are segregated in the Statement of Financial Position, reflective of the external restrictions imposed.



## Notes to the Financial Statements

For the year ended March 31, 2020 (in thousands of dollars, unless otherwise specified)

The transfer agreement between the NCC and the City entered into on June 30, 2015, confirmed the final market value for each land site required by the City in terms of the properties required for the light rail transit system. The properties in the areas of Hurdman, Tremblay Road and downtown (Tunnel Chambers and Shaw Centre) were negotiated at fair market value, whereas the properties in the LeBreton Flats area were transacted mostly at nominal value.

On January 17, 2017, some lands were transferred to the City in accordance with article 14.1.3 of the transfer agreement, following the execution by the City of the agreed works required for the said transfer of the lands. These lands that are part of LeBreton Flats were therefore transferred at nominal value, and a loss of \$0.5 million, equal to its book value, was recorded in 2016–2017.

As at December 31, 2019, all rights and obligations related to land disposals of NCC properties were transferred to the City as per the Transfer agreement. The total book value of the lands affected by this project totaled \$1.8 million and a net gain on disposal of \$7.2 million was recorded in 2019–2020.

Consequently, \$30.5 million plus interest of the security deposit was returned to the City and a further \$18.4 million plus interest was transferred from “Restricted cash and cash equivalent” to “Cash and cash equivalents”. Related revenues from disposal were recorded in “Gain on disposal of tangible capital assets” in the Statement of Operations and Accumulated Surplus and easements are recognized in “Deferred revenues” in the Statement of Financial Position to be amortized over the term of the agreement.

As of March 31, 2020, the NCC has returned to the City a total of \$23.3 million of the performance deposit plus accrued interest, as most requirements under the MOU have been met. The remaining balance of the performance deposit of \$1.2 million plus accrued interest is due to some requirements that are expected to be fulfilled in 2020–2021.

### Stage 2 of the LRT project

On May 10, 2016, the NCC and the City signed an agreement in principle, whereby a light rail transit western extension will be constructed on the western side of the City, largely on NCC-owned land and, more specifically, in the corridor of the Sir John A. Macdonald Parkway. This agreement outlines the future project and improvements to the lands along the parkway that will be carried out during and after the construction of the western extension of the light rail transit project. This project has a total value of \$30.0 million which is financed by the City with \$6.1 million received as of March 31, 2020 (\$1.6 million in 2019).

In addition, Stage 2 of the LRT project also includes 2 other extensions. The NCC and the City entered into two new transfer agreements, on June 22, 2018, the Confederation line (western and eastern extensions) and the Trillium line (southern extension). These agreements are mainly composed of 99-years easement, temporary construction easement and real property rights transfer necessary to the completion of the project by June 30, 2025.

In 2019–2020, the NCC and the City confirmed the temporary easements required over the various construction periods for the Trillium line and the Confederation line and returned to the City an amount of \$0.4 million. Upon the contract award by the City to a third party for the construction of the LRT Stage 2, the NCC transferred an amount of \$13.0 million held in escrow from “Restricted cash and cash equivalents” to “Cash and cash equivalents” the majority of which is included in “Deferred easements and licence of occupation revenues” as further detailed in Note 8.

## Notes to the Financial Statements

For the year ended March 31, 2020 (in thousands of dollars, unless otherwise specified)

### B. Chambers Building Fund

As set out in the ground lease for 40 Elgin Street (Chambers Building), the tenant must remit an annual amount to the NCC strictly for the purpose to fund future capital improvements for this building. The funding requirement began October 31, 2018 and will continue annually until the end of the lease in 2056. These funds are being administered by the NCC. A related liability is recorded on the Statement of Financial Position and is disclosed in Note 10.

## 5. Accounts Receivable

	2020	2019
Rental operations*	3,843	4,345
Trades receivable – Government Departments and Crowns Corporations	2,699	4,408
Trades receivable – Other	1,493	2,756
	8,035	11,509
Allowance for doubtful accounts	(969)	(208)
	7,066	11,301

\* Rental operations include leases with Government Departments and Crowns Corporations.

## 6. Accounts Payable and Accrued Liabilities

	2020	2019
Trades payable and accrued liability – Other	20,360	13,305
Salaries and employee benefits	5,338	3,405
Trades payable and accrued liability – Government Departments and Crowns Corporations	2,263	1,923
	27,961	18,633

## 7. Provision for Environmental Remediation

As part of the Environmental Management Framework, the NCC developed a risk-based approach for the management of contaminated sites. This approach is a proactive management tool to ensure that the necessary steps are taken to identify, assess, classify and prioritize contaminated sites, and thus ensure public safety and security. To classify the sites in order of priority, all 1604 sites owned by the NCC were the object of preliminary environmental assessments which involved researching the historical use of the land and its current use and, for those sites posing the greatest risk, an initial or detailed assessment was performed to confirm the degree of contamination.

As at March 31, 2020, the following table presents the classification of sites owned by the NCC.

	2020	2019
<b>Contaminated sites exceeding environmental standards</b>		
Sites included in the provision for environmental remediation or contingent liabilities	53	51
Other contaminated sites	205	201
<b>Total contaminated sites exceeding environmental standards</b>	<b>258</b>	<b>252</b>
Low risk sites or not exceeding environmental standards	1,346	1,344
<b>Total sites owned by the NCC</b>	<b>1,604</b>	<b>1,596</b>

### Contaminated sites exceeding environmental standards

The NCC has identified 258 sites (252 in 2019) that contain levels of contaminants above acceptable environmental standards. The NCC land portfolio was contaminated primarily by former commercial and industrial operations. Multiple sources of contamination are associated with the former industrial and commercial sites, with the principal contaminants being metals, polycyclic aromatic hydrocarbons (PAHs), petroleum hydrocarbons, volatiles (e.g. methane) and organic compounds (e.g. trichloroethene).

### Sites included in the provision for environmental remediation or contingent liabilities

A total of 53 contaminated sites (51 in 2019) are included in the provision for environmental remediation or contingent liabilities.

A liability of \$63.9 million (\$65.4 million in 2019) has been recorded in the provision for environmental remediation in the Statement of Financial Position. This liability represents management's best estimate of the funds required to complete the environmental remediation and is based on information available as at the date of the financial statements. Of the liability, \$43.9 million (\$46.5 million in 2019) has been capitalized to the cost of the land and the balance was expensed in the year the liability was recorded. The valuation of the liability is based on the estimated value of the remediation activities required. This figure is indexed for the time value of money, every year, using the Bank of Canada rate. The indexation rate used in 2020 is 1.1 percent (1.8 percent in 2019).



## Notes to the Financial Statements

For the year ended March 31, 2020 (in thousands of dollars, unless otherwise specified)

Further, the NCC estimates the unrecorded contingent liabilities at \$513.9 million (\$496.0 million in 2019), also disclosed in Note 18. This amount is based on remediation activities where an environmental assessment was sufficient to reasonably estimate the liability, however, the occurrence of the confirming future event is not determinable and is dependent for example on intended land use, obtaining financing, consultation with or approval by third parties and/or regulatory bodies.

### Other contaminated sites

The 205 remaining sites (201 in 2019) have levels of contaminants above the environmental standards. However, no liability was recorded because these sites have been assessed by management as low corporate priority for the following reasons: they pose no public health or safety issues, they are not slated for development or disposal, and it is unlikely that the NCC will give up future economic benefits; they are secured sites or the NCC does not have sufficient information to assess a liability. Secured sites are those where the necessary studies, remediation and other risk management actions have been taken, consistent with the designated use of the site.

### Low risk sites or not exceeding environmental standards

For the majority of low risk sites or those not exceeding environmental standards, preliminary environmental assessments found the sites to be either not contaminated or to be within the acceptable environmental standards. Less than 15% of these sites lack environmental information for classification, however, based on the preliminary assessment regarding the historical use, these sites are not a priority as they do not pose a public health or safety risk.

## 8. Deferred Revenues

Deferred revenues are composed of the following.

	2020	2019
Deferred rental revenues	10,436	7,121
Deferred easement and licence of occupation revenues	17,608	5,863
Other deferred revenues	13,596	5,626
	41,640	18,610

The deferred rental revenues are primarily the present value of the minimum future lease payments that the NCC has collected under four different land lease agreements. The present value for the current agreements was determined using discount rates of 4.0 percent, 4.27 percent, 6.01 percent and 6.5 percent. These deferred rental revenues will be recognized as income over the term of the lease agreements, which have different termination dates extending to 2075. During the year, \$0.4 million (\$0.4 million in 2019) of deferred rental revenue was recognized as income.

Deferred easement and licence of occupation revenues are primarily comprised of \$9.1 million of easement revenue and \$2.8 million of licences of occupation for LRT Phase 1 and 2. Deferred licence of occupation revenues will be recognized as income over a period of approximately 5 years, while easement revenues will be recognized over a period of 99 years.

## Notes to the Financial Statements

For the year ended March 31, 2020 (in thousands of dollars, unless otherwise specified)

Other deferred revenues consist mainly of a City of Ottawa contribution of \$5.0 million for the Sir John A. Macdonald Parkway improvement which is recognized as work is performed and is expected to be completed by 2025, as well as a contribution by Global Affairs Canada of \$3.5 million for the construction of a commemoration which is expected to be completed by 2022.

## 9. Employee Future Benefits

### A. Pension Benefits

Substantially all of the employees of the NCC are covered by the Public Service Pension Plan (the "Plan"), a defined benefit plan established through legislation and sponsored by the Government of Canada. Contributions are required by both the employees and the NCC. The President of the Treasury Board of Canada sets the required employer contributions, based on a multiple of the employee's required contribution. The required employer contribution rate for 2019 and 2020 was dependent on the employee plan contribution start dates. For plan participation prior to 2013, the NCC's contribution rate effective at year-end was 1.01 times (1.01 in 2019) the employee contribution. For plan participation beginning on January 1, 2013, or later, the NCC's contribution rate effective at year-end was 1.00 times (1.00 in 2019) the employee's contribution. NCC and employee contributions to the Plan for the year were as follows:

	2020	2019
NCC's contributions	3,956	4,277
Employee contributions	3,944	4,570

The Government of Canada holds a statutory obligation for the payment of benefits relating to the Plan. Pension benefits generally accrue up to a maximum period of 35 years, at an annual rate of 2 percent per year of pensionable service, times the average of the best five consecutive years of earnings. The benefits are coordinated with Canada Pension Plan and Quebec Pension Plan benefits and are indexed to inflation.

### B. Other Benefit Plans

As at the Statement of Financial Position date, information relating to NCC benefit plans other than the pension plan is as follows:

	Sick leave benefits	Severance benefits	Worker's compensation benefits	Maternity or Parental leave benefits	2020	2019
Accrued benefit obligation at beginning of the year	6,835	1,272	1,374	117	9,598	9,596
Cost for the year	940	12	99	82	1,133	743
Benefits paid during the year	(282)	(358)	(99)	–	(739)	(741)
Accrued benefit obligation at end of the year	7,493	926	1,374	199	9,992	9,598

## Notes to the Financial Statements

For the year ended March 31, 2020 (in thousands of dollars, unless otherwise specified)

These other benefit plans are not pre-funded, and thus have no assets, resulting in a plan deficit equal to the accrued benefit obligation. Benefits will be paid from the NCC's future appropriations and other sources of revenue.

### Sick Leave Obligation

The NCC has an obligation related to sick leave benefits for its employees. The most recent actuarial valuation for sick leave obligation was completed by an independent actuary as at March 31, 2020. The estimated average remaining service period for employees is 12 years (12 years in 2019).

The key assumptions used in the actuarial valuation of the sick leave obligation include a discount rate of 1.13 percent (1.81 percent in 2019), as well as an economic wage increase rate of 2.0 percent (2.0 percent in 2019). An unamortized actuarial gain of \$1.8 million (\$1.2 million in 2019) is included in the sick leave obligation.

The information on sick leave is as follows:

	2020	2019
Sick leave obligation at beginning of the year	5,683	5,949
Current service cost	927	726
Interest cost on benefit obligation	109	127
Actuarial gain on obligation	(787)	(837)
Sick leave used during the year	(282)	(282)
<b>Sick leave obligation at end of the year</b>	<b>5,650</b>	<b>5,683</b>
Unamortized actuarial gain	1,843	1,152
<b>Sick leave liability at end of the year</b>	<b>7,493</b>	<b>6,835</b>

## 10. Other Liabilities

Other liabilities are composed of the following.

	2020	2019
Deferred rent inducement <sup>1</sup>	9,504	8,724
Chambers Building Fund <sup>2</sup>	3,135	1,544
Unsettled expropriation <sup>3</sup>	198	195
	<b>12,837</b>	<b>10,463</b>

1. The deferred rent inducement represents rent inducement received for the new lease of \$4.5 million (\$4.6 million in 2019). In addition, \$5.0 million (\$4.1 million in 2019) represents the difference in rates paid on the two leases. See Note 2G for more detail.

2. The amount represents a fund for future capital improvements. See Note 4B for more detail.

3. The unsettled expropriation is payable on demand.



For the year ended March 31, 2019 (in thousands of dollars, unless otherwise specified)

	Cost				Accumulated Amortization			Net Book Value	
	Opening Balance	Acquisitions <sup>4</sup>	Disposals/ Adjustments <sup>3</sup>	Closing Balance	Opening Balance	Amortization Expense	Disposals/ Adjustments	March 31, 2020	March 31, 2019
<b>Land<sup>1</sup></b>	326,605	3,318	1,796	328,127	–	–	–	328,127	326,605
<b>Buildings and infrastructure<sup>2,3</sup></b>									
Parkways, bridges and roadways	271,086	22,230	19	293,297	174,879	5,579	19	112,858	96,207
Historical properties	137,535	5,588	2,214	140,909	70,089	2,958	–	67,862	67,446
Rental properties	177,127	10,320	344	187,103	94,319	3,593	100	89,291	82,808
Parks	137,384	4,500	5	141,879	91,216	3,220	–	47,443	46,168
Administrative and service buildings	29,458	3,782	99	33,141	17,869	898	99	14,473	11,589
Recreational properties	32,466	1,404	–	33,870	22,947	634	–	10,289	9,519
Development properties	23,267	1,665	604	24,328	12,735	888	17	10,722	10,532
<b>Leasehold improvements</b>	15,120	–	–	15,120	10,665	513	–	3,942	4,455
<b>Equipment<sup>2</sup></b>									
Office equipment, machinery and equipment	7,637	878	16	8,499	6,456	291	–	1,752	1,181
Computers and software	10,761	1,025	–	11,786	7,052	1,027	–	3,707	3,709
Vehicles	1,731	190	56	1,865	1,386	167	55	367	345
	<b>1,170,177</b>	<b>54,900</b>	<b>5,153</b>	<b>1,219,924</b>	<b>509,613</b>	<b>19,768</b>	<b>290</b>	<b>690,833</b>	<b>660,564</b>

1. The land cost includes \$0.2 million (\$0.2 million in 2019) of unsettled expropriation.
2. The total cost of buildings and infrastructure and equipment include \$37.4 million (\$20.9 million in 2019) of construction in progress. When completed, the cost of these projects will be amortized on the basis of their estimated useful life.
3. The disposals and adjustments include write-downs of \$3.1 million in buildings and infrastructure (\$1.4 million in 2019).
4. The acquisition and improvements of tangible capital assets and the disbursements for environmental remediation presented in the Statement of Cash Flows exclude an amount of \$13.4 million (\$4.0 million in 2019) in relation to the acquisition and improvements of tangible capital assets that remain unpaid as at March 31, 2020 as well as an amount of \$1.3 million (\$20.2 million in 2019) for non-monetary transactions incurred during the year.

## 12. Other Non-Financial Assets

Other non-financial assets are mostly the result of a 2018–2019 agreement between the NCC and a third party. In exchange for land transferred by the NCC, the third party has the obligation to provide public green spaces, parks and pathways for a value of \$4.1 million which are expected to be completed by April 2024. The value of the infrastructures to be received is guaranteed via letters of credit held by the NCC. A related contractual right is disclosed in Note 16.

## 13. Revenues

### Rental operations and easements

The following provides further details of revenues from rental operations and easements:

	2020	2019
<b>Rental operations</b>		
Commercial	16,603	15,667
Residential	3,346	3,215
Agricultural	1,531	1,362
	<b>21,480</b>	<b>20,244</b>
Payment in lieu of municipal taxes recoveries	2,350	2,382
Easements and licence of occupation	2,295	1,882
	<b>26,125</b>	<b>24,508</b>

### Other revenues

Other revenues of \$8.2 million consist mostly of a \$6.4 million compensation received in exchange for the right to develop a property with additional density.

## 14. Expenses by Object

The following provides a summary of expenses by object.

	2020 Budget	2020 Actual	2019 Actual
Goods and services	57,880	59,454	57,283
Salaries and employee benefits	47,846	48,992	45,312
Amortization	19,740	19,768	19,364
Payments in lieu of municipal taxes	9,654	10,430	10,095
Loss on disposal of tangible capital assets	1,072	183	1,085
Write-down of tangible capital assets	–	3,071	1,434
	<b>136,192</b>	<b>141,898</b>	<b>134,573</b>

Antiques and works of art, consisting primarily of monuments, paintings, furniture and sculptures acquired or built by the NCC and those donated to the NCC, including to the Canadiana Fund, are not recorded as tangible capital assets but are recorded as expenses in “Goods and services”. Donated assets are measured at fair market value where as assets acquired or built by the NCC are measured at cost.

For the year ended March 31, 2020, the value of antiques, works of art and monuments, acquired or built by the NCC totalled \$1.2 million (\$0.9 million in 2019) and of the in-kind goods donated to the NCC represented \$0.2 million (\$0.6 million in 2019).

## 15. Parliamentary Appropriations

	2020	2019
<b>Parliamentary appropriations for operating expenditures</b>		
Amount received during the year	73,809	71,156
Amount receivable at end of the year	1,217	1,038
Amount received from previous year	180	–
Amount deferred to next year	–	(180)
	<b>75,206</b>	<b>72,014</b>
<b>Parliamentary appropriations for tangible capital assets</b>		
Amount received during the year	62,453	37,295
	<b>62,453</b>	<b>37,295</b>
<b>Parliamentary appropriations approved and recorded during the year</b>	<b>137,659</b>	<b>109,309</b>



## 16. Contractual Rights

Contractual rights are rights to economic resources arising from contracts or agreements that will give rise to assets and income in the future. Since its inception, the NCC has acquired properties, many of which were deemed to be part of the National Interest Land Mass (NILM). In order to ensure that their development is consistent with the NCC's mandate as steward of the National Capital Region, a number of the properties were added to the NCC's real estate portfolio to provide opportunities for appropriate and sustainable development, including the offering of long-term ground leases.

### i. Ground leases

In some cases, ground leases were granted to permit the lease of the land for a period of time during which tenants could construct infrastructure for their use over the course of the lease term. At the end of the lease term, the infrastructure would be surrendered to the NCC at no cost, in accordance with the agreement, unless the lease is renewed.

Infrastructure built under these ground leases, defined as leasehold interests, is not recorded in the NCC's financial statements. The leasehold interests will be recognized as tangible capital assets once the infrastructure has been surrendered to the NCC at the end of the lease term.

The NCC currently has nine ground leases for which it has a contractual right to future economic benefits. A reliable estimate of the financial impact to the financial statements when these infrastructures are obtained at the end of their respective lease terms cannot yet be made, however it is expected to be material.

End of Lease Term	Type of building
2049	Hotel facility
2056	Office building with commercial space
2061	Residential condominiums with commercial space
2063	Residential apartments with commercial space
2065	Residential apartments with commercial space
2068	Residential condominiums with commercial space
2068	Office building with commercial space
2069	Office building with commercial space
2075	Residential condominiums with commercial space

## Notes to the Financial Statements

For the year ended March 31, 2020 (in thousands of dollars, unless otherwise specified)

### ii. Other contractual rights

Other contractual rights of the NCC stem mainly from the right to receive rental operations as well as other revenues related to Stage 2 of the LRT project as described in Note 4. The following table summarizes the NCC's other contractual rights for the next five years and thereafter.

	Leases <sup>A</sup>	Others <sup>B</sup>	Total
2020–2021	12,566	19,251	31,817
2021–2022	11,045	787	11,832
2022–2023	9,678	700	10,378
2023–2024	7,704	6,176	13,880
2024–2025	4,015	700	4,715
2025 and thereafter	130,757	175	130,932

A. Some commercial leases, having differing termination dates, with the latest ending in 2063, include future revenue clauses based on tenants' operating income. Since these are uncertain, and a reliable value cannot be established, they do not appear in the contractual rights above.

B. In addition to the other contractual rights included in the above table, a third party is responsible for the future construction of two additional parks on NCC land as described in note 12. The value of these improvements is not determinable and the timing of construction is yet to be determined as it is tied to the timing of real estate development and is dependent on the NCC's review and approval of the designs which are currently being developed by the third party and have yet to be finalized.

## 17. Contractual Obligations

The NCC has entered into contracts for operating expenditures: services that amount to \$73.6 million (\$84.4 million in 2019) and office accommodation leases that amount to \$111.7 million (\$119.6 million in 2019). These contracts, which total \$185.3 million (\$204.0 million in 2019), have differing termination dates, with the latest ending in 2044. These contracts relate primarily to information technology services and the management and maintenance of the NCC's lands and properties.

The NCC has also entered into contracts for capital expenditures of approximately \$35.6 million (\$22.0 million in 2019).

The approximate minimum annual payments under these contracts for the next five years and thereafter are as follows:

	Operating			Capital	Total
	Leases	Services	Subtotal		
2020–2021	4,610	26,323	30,933	35,568	66,501
2021–2022	5,008	16,752	21,760	–	21,760
2022–2023	5,083	9,966	15,049	–	15,049
2023–2024	5,127	8,090	13,217	–	13,217
2024–2025	5,151	5,954	11,105	–	11,105
2025 and thereafter	86,699	6,511	93,210	–	93,210

## 18. Contingent Liabilities

### A. Claims

In the normal course of business, and due to the NCC's ownership of lands in the National Capital Region, claims have been made against the NCC for which the outcome is not determinable and for which an amount has not been accrued, totalling an amount of \$10.5 million (\$6.8 million in 2019), excluding interest and other costs. These claims result primarily from alleged personal injuries sustained on NCC lands, which often leads to the NCC's being named as one of several parties in litigation. To mitigate this legal risk, the NCC will file counterclaims, cross-claims and third-party claims, as appropriate. Due to the complex and lengthy legal process, outcomes are often not determinable until the claim is finally settled. Nevertheless, it is the opinion of management that certain of these claims will result in settlements approximating \$1.1 million (\$1.0 million in 2019), which has been recorded as a liability during the year. Future payments resulting from claims where final settlements, if any, are currently unpredictable with any degree of accuracy will be accounted for in the year in which the liability becomes likely.

### B. Contingent Liabilities for Environmental Remediation

The NCC also has a contingent liability of \$513.9 million (\$496.0 million in 2019) with respect to environmental remediation, which is disclosed in more detail in Note 7.

## 19. Financial Instruments

### A. Credit Risk

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation. The NCC is exposed to credit risk resulting from the possibility that parties may default on their financial obligations, if there is a concentration of transactions carried out with the same party, or if there is a concentration of third-party financial obligations that have similar economic characteristics such that they could be similarly affected by changes in economic conditions. Financial instruments that potentially expose the NCC to credit risk consist of cash and cash equivalents, restricted cash and cash equivalents, accounts receivable (excluding taxes receivables), and investments.

The maximum exposure of the NCC to credit risk at March 31, 2020, is as follows:

	2020	2019
Cash and cash equivalents	162,158	75,336
Restricted cash and cash equivalents	4,684	79,907
Accounts receivable	6,143	10,277
Investments	9,183	29,357
	182,168	194,877



## Notes to the Financial Statements

For the year ended March 31, 2020 (in thousands of dollars, unless otherwise specified)

The credit risk associated with cash and cash equivalents and restricted cash and cash equivalents is minimized substantially by ensuring that cash surpluses are invested in high-quality investments. The NCC's policy is to invest cash surpluses with well-established financial institutions in the following types of investments: guaranteed investment certificates, bankers' acceptances, guaranteed notes, term deposits, and securities of federal, provincial and municipal governments. Management believes that the risk of loss is minimal.

The credit risk associated with long-term investments is substantially minimized by ensuring that assets are invested in bonds of federal and provincial governments (Note 3).

The credit risk associated with accounts receivable is minimized, as substantial amounts are from federal, provincial or municipal entities. Furthermore, before entering into lease agreements, the NCC performs a financial review of all new tenants. The NCC records allowances for potential credit losses, and any such losses to date have been within management's expectations.

There has been no change in the level of risk compared with the previous fiscal year, and there has been no change in the practice used for managing credit risk.

Management believes that concentrations of credit risk with respect to accounts receivable are limited due to the credit quality of the parties extended credit, as well a substantial amount are federal, provincial or municipal customers. At March 31, 2020, accounts receivable from federal, provincial or municipal entities comprised 39 percent (43 percent in 2019) of the total amounts due.

The following table presents an analysis of the age of accounts receivable, net of allowance for doubtful accounts, as at March 31, 2020.

	2020	2019
<b>Accounts receivable net of allowance for doubtful accounts:</b>		
Less than 30 days past billing date	5,090	8,082
30–60 days past billing date	160	236
61–90 days past billing date	240	307
Greater than 90 days past billing date	2,545	2,884
	<b>8,035</b>	<b>11,509</b>
Allowance for doubtful accounts	(969)	(208)
	<b>7,066</b>	<b>11,301</b>

The NCC must make estimates in respect of the allowance for doubtful accounts. The type of clients, historical payment trend, economic conditions, reasons for the accounts being past due and line of business from which the receivable arose are all considered quarterly in the determination of when to include provisions for past due accounts. These same factors are considered when determining whether to write off amounts against accounts receivable. Accounts receivable overdue by greater than 90 days are mostly comprised of commercial lease related long-term repayment agreements which totalled \$1.7 million as at March 31, 2020 (\$1.8 million at March 31, 2019). Amounts subsequently recovered from accounts previously provisioned are recorded in the allowance account in the period of recovery.

## Notes to the Financial Statements

For the year ended March 31, 2020 (in thousands of dollars, unless otherwise specified)

The following table presents a summary of the activity related to the NCC's allowance for doubtful accounts.

	2020	2019
<b>Allowance for doubtful accounts</b>		
Balance at beginning of year	208	493
Bad debt expense	909	280
Amounts written off and recoveries	(148)	(565)
<b>Balance at end of year</b>	<b>969</b>	<b>208</b>

The NCC reviews and adjusts as required the allowance for doubtful accounts on a quarterly basis and believes that it is sufficient to cover the risk of default. Due to the increased risk of recovery resulting from the COVID-19 pandemic, an additional allowance for doubtful accounts was recorded as at March 31, 2020, further details are included in Note 21. There are no other financial assets past due or impaired as at March 31, 2020 (none in 2019).

## B. Liquidity Risk

Liquidity risk is the risk that the NCC will not be able to meet a demand for cash or fund its obligations associated with its financial liabilities as they come due. The NCC finances its operating expenditures, and the acquisitions and improvements of tangible capital assets, through a combination of cash flows from operations, parliamentary appropriations and proceeds from the disposal of surplus tangible capital assets. The NCC meets its liquidity requirements by preparing and monitoring detailed funding and expenditure plans and holding financial assets that can be readily converted into cash. Finally, management believes that there is no liquidity risk for the light rail transit liability, since the related financial asset is in the form of cash held in a separate bank account.

There has been no change in the level of risk compared with the previous fiscal year, and there has been no change in the practice used for managing liquidity risk.

The following table presents an analysis of the estimated maturities of the financial liabilities as at March 31, 2020.

	2020	2019
<b>Accounts payable and accrued liabilities</b>		
Less than 90 days	16,145	12,211
90–365 days	11,816	6,191
More than 365 days	–	231
	<b>27,961</b>	<b>18,633</b>
<b>Other liabilities – Unsettled expropriation (Note 10)</b>		
More than 365 days	198	195
	<b>28,159</b>	<b>18,828</b>

## Notes to the Financial Statements

For the year ended March 31, 2020 (in thousands of dollars, unless otherwise specified)

### C. Market Risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk includes three types of risk: currency risk, interest rate risk and other price risk. The NCC is exposed only to interest rate risk.

Interest rate risk refers to the risk that the fair value of financial instruments or future cash flows associated with the instruments will fluctuate due to changes in market interest rates.

Here is an overview of the NCC's interest rate exposure as at March 31, 2020.

	2020	2019
<b>Cash and Cash Equivalents and Investments</b>		
Cash and cash equivalents	162,158	75,336
Restricted cash and cash equivalents	4,684	79,907
Investments of 365 days or less	–	10,000
Investments more than 365 days	9,183	19,357
	176,025	184,600

The interest rate exposure of the NCC arises from its interest-bearing financial assets. Cash and cash equivalents earn interest at market rate. The NCC's objective is to manage its exposure to the interest rate risk of its cash and cash equivalents and short-term investments by maximizing the interest income earned on excess of funds, while maintaining the minimum liquidity necessary to conduct operations on a day-to-day basis. Fluctuations in market interest rate could have an effect on the NCC's interest revenue derived from cash and cash equivalents and short-term investments. If interest rates for the year ended March 31, 2020, had been 50 basis points lower or higher, with all other variables held constant, interest revenue for the same period would have been impacted by \$0.7 million (\$0.5 million in 2019) lower or higher, respectively.

The approach to the "Restricted cash and cash equivalents" is identical to that of the NCC's cash and cash equivalents management. Bearing this in mind, had interest rates for the year ended March 31, 2020, been 50 basis points lower or higher, with all other variables held constant, interest earned and allocated to the restricted cash and cash equivalents for the same period would have been \$0.3 million (\$0.3 million in 2019) lower or higher, respectively.

Investments also include bonds of the provincial governments at a fixed interest rate with a weighted average term to maturity of 4.8 years (2.5 years in 2019). These investments are indirectly affected by fluctuations of fair value, due to fluctuations of the market interest rate.

Interest rate risk has increased as a result of the COVID-19 pandemic with rates falling by approximately 1 percent by March 31, 2020. To mitigate increased market risk, the NCC is closely monitoring movements in interest rates and adjusting its investments accordingly. There has been no other change in the practice used for managing market risk.



## 20. Related Party Transactions

The NCC is related by virtue of ownership to all Government of Canada departments, agencies and Crown corporations, and is financed primarily by the Parliament of Canada. Related parties also include key management personnel and their close family members with the authority and responsibility to plan, direct and control the activities of the NCC. This includes all voting members of the Board of Directors and the executive management team, as well as their close family members.

In addition to the related party transactions described below, and those disclosed elsewhere in these financial statements, the NCC also enters into transactions with related parties. In the normal course of business, and on normal trade terms applicable to all individuals and enterprises, the NCC incurred expenses totalling \$8.1 million (\$8.1 million in 2019) for utilities, rental of space, tangible capital assets, and services purchased from other government departments and agencies; and earned revenues totalling \$5.6 million (\$11.0 million in 2019) from recoveries, services rendered and rental operations.

The following balances were outstanding at the end of the year:

	2020	2019
Due from related parties	2,788	4,723
Due to related parties	2,263	1,923

The NCC holds 2 commercial leases with PSPC and 1 with Canadian Heritage at a nominal value of \$1, which are detailed as a land lease and 2 commercial buildings.

During the year, the NCC received audit services from the Office of the Auditor General of Canada. These services received without charge, which are non-significant, were not recorded in the Statements of Operations and Accumulated Surplus.

## 21. Subsequent Event

On March 11, 2020, the World Health Organization declared the Coronavirus COVID-19 (COVID-19) outbreak a pandemic. The outbreak has resulted in significant financial, market and societal impacts in Canada and around the world and has taken a phased toll on the overall economy and certain industries, thus having impacts, to a certain extent, on the NCC's operations and financial position including mostly our leasing operations and construction projects. The magnitude of the COVID-19 impact depends on the progress of prevention and containment of the epidemic, its duration, the implementation of related control policies, the capacity of the economy to recover, the accessibility of users to NCC's premises, as well as government assistance with financial measures.

## Notes to the Financial Statements

For the year ended March 31, 2020 (in thousands of dollars, unless otherwise specified)

From the declaration of the pandemic to the date of approval of these financial statements, the NCC implemented the following actions in relation to the COVID-19 pandemic for its leasing portfolio:

- Allowed any business or individual tenant whose income has been affected by the COVID-19 pandemic to defer their rent payments from April to September 2020 until a later date; and
- Increased the monitoring of accounts receivable and financial positions of tenants to assess the collectability of accounts based on new available information.

As a result of these actions, the leasing portfolio experienced delays in the collection of rent payments from tenants.

### **a) Impact on current year transactions**

For the year ended March 31, 2020, there is uncertainty regarding the collection of accounts receivable due to temporary closures of tenants' businesses and uncertainty about reopening. The NCC and its portfolios managers are closely monitoring the accounts receivable for tenants' ability to pay their balances owing and have setup an additional provision for allowance for doubtful accounts as described in Note 19.

### **b) Impact on transactions subsequent to March 31, 2020**

The repayment terms of the deferred rent are currently under negotiations. These factors present uncertainty over future cash flows, may cause changes to the assets or liabilities, and may impact future operations. An estimate of the net financial effect is not practicable at this time.

Additional construction costs are also expected as a result of the pandemic: both in direct costs associated with health and safety measures and increases in material costs, as well as indirect costs associated with COVID-19 related schedule extensions and workplace rules imposed by health authorities. These increases in construction costs will reduce the impact that the NCC's capital funding will have on its asset base. An estimate of the financial effect is not practicable at this time.

As the full impact and the duration of the outbreak cannot be estimated at this point in time, the NCC will closely monitor the situation and continue to assess the impact of the epidemic on its operations and financial performance and take necessary action to mitigate the resulting business risk.

## 22. Comparative Figures

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Certain comparative figures have been reclassified to conform to the presentation adopted in the current year.

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# APPENDICES

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# Appendix I

## Committees of the Board, Advisory Committees and Special Committees as of March 31, 2020

### Executive Committee

#### Chair

Marc Seaman

#### Members

Tobi Nussbaum  
Mireille Apollon  
Larry Beasley  
Norm Odjick

### Audit Committee

#### Chair

Tanya Gracie

#### Members

Victor Brunette  
Michael Foderick  
Sara Jane O'Neill  
Lou Ragagnin

#### Ex-Officio Members

Marc Seaman  
Tobi Nussbaum

### Governance Committee

#### Chair

Lisa M. MacDonald

#### Members

Tanya Gracie  
Lise Bernier  
Deborah Morrison  
Norm Odjick  
Denis Vaillancourt

#### Ex-Officio Members

Marc Seaman  
Tobi Nussbaum

### Advisory Committee on Planning, Design and Realty

#### Chair

Clément Demers, Montréal, Que.

#### Vice-Chair

Anne McIlroy, Toronto, Ont.

#### Members

Sarah Bonnemaison, Halifax, N.S.  
Scott Burns, Toronto, Ont.  
Anne Cormier, Montréal, Que.  
Vivian Manasc, Edmonton, Alta.  
Cecelia Paine, Guelph, Ont.  
Julian Smith, Queenston, Ont.  
Pamela Sweet, Ottawa, Ont.

#### Ex-Officio Members

Marc Seaman  
Tobi Nussbaum

#### Board Observers

Caroline Lajoie  
Denis Vaillancourt

#### Vice-Chairperson of the Advisory Committee on Universal Accessibility as Observer

Bob Brown

### Advisory Committee on the Official Residences of Canada

#### Chair

Christina Cameron, Montréal, Que.

#### Vice-Chair

Richard Alway, Toronto, Ont.

#### Members

Marta Farevaag, Vancouver, B.C.  
Bernard Serge Gagné, Québec City, Que.  
Gerry McGeough, Vancouver, B.C.  
Dorothy Stern, Ottawa, Ont.  
Cynthia Street, Halifax, N.S.

#### Ex-Officio Members

Marc Seaman  
Tobi Nussbaum

#### Board Observers

Larry Beasley  
Lisa MacDonald  
Norm Odjick

### Canadiana Fund

#### Chair

Grant Jameson, Ottawa, Ont. (Co-chair)  
Cynthia Price Verrault, Montréal, Que. (Co-chair)

#### Members

Anne Fotheringham, Toronto, Ont.  
Kathy Hays, Calgary, Alta.  
Douglas B. Richardson, Saskatoon, Sask.  
Deborah Riley, Winnipeg, Man.  
Harvey Slack, Ottawa, Ont.  
Candace Stevenson, Halifax, N.S.  
Clyde Wells, St. John's, N.L.  
Fei Wong, Vancouver, B.C.

### Advisory Committee on Universal Accessibility

#### Chair

Anne Ménard, National Capital Commission

#### Vice-Chair

Bob Brown, Ottawa, Ont.

#### Members

Barry McMahon, Ottawa, Ont.  
Catherine Gardner, Ottawa, Ont.  
Collinda Joseph, Ottawa, Ont.  
Yoland Charette, National Capital Commission  
Rita Tadi, National Capital Commission



# Appendix II

## Partners and Sponsors

The success of the National Capital Commission's programming and activities depends on the support and contributions of many partners and corporate sponsors. The NCC has benefited from a strong network of collaborators, and would like to take this opportunity to acknowledge and thank the following organizations, which contributed to NCC programming and activities in 2019–2020.

### NCC Partners

Arbraska Lafèche	Canadian Wildlife Federation	Embassy of the Kingdom of the Netherlands
Action vélo Outaouais	Cape Farewell	Environment and Climate Change Canada
Agence de bassin versant des 7	Capital Cruises	Esprit Rafting
Agriculture and Agri-Food Canada	Captiva Farms	Fédération des clubs de motoneigistes du Québec (FCMQ)
Algonquin College	Carleton Regional Snowmobile Club	Festival Country de Val-des-Monts
Algonquins of Pikwakanagan	Carleton University	FloraQuebeca
Algonquin to Adirondacks Collaborative	Casino Lac-Leamy Sound of Light	Forêt Québec
Alpine Club of Canada – Ottawa Section	Cégep de l'Outaouais	Fresh Air Experience
Alta Vista Animal Hospital	Centrepointhe Theatres (City of Ottawa)	Friends of Gatineau Park
Animals in War Dedication Committee	Centre de recherche en enseignement et en foresterie de Sainte-Foy inc.	Friends of Maplelawn Garden
Association des auteurs et auteures de l'Outaouais	Chelsea Nordiq	Friends of the Mer Bleue
Auberge Old Chelsea B&B	Chelsea Pub	Garden Promenade
Avant-Garde Bar & Gift Shop	Chelsea Trails	Gatineau Loppet
Bell Media (Astral: Rouge 94.9 FM and Energie NRJ 104.1 FM)	Child and Youth Friendly Ottawa	Gatineau Valley Historical Society
Biodiversity Conservancy International	Citizens for Safe Cycling	George Weston Limited
Bird Studies Canada	City of Ottawa	Girl Guides of Canada
Biscotti & cie	Club alpin du Canada – section Outaouais	Global Centre for Pluralism
Bougie Doozy Candle	Club équestre Ramsayville Equestrian Club	Government of Ontario
Bushtukah	Club optimiste de Hammond	Governor General of Canada
ByWard Market BIA	Club Skinouk	Great Canadian Bungee
Café Les Saisons	Commerce Chelsea	Greenbelt Coalition of Canada's Capital Region
Camp Fortune	Commonwealth Games Canada	Greg Christie's ski et vélo
Canada Science and Technology Museum	Communities in Bloom Foundation	Groupe Poliquin-Wakefield Group Inc.
Canadensis	Conseil régional de l'environnement et du développement durable de l'Outaouais	Guid'Amies franco-canadiennes
Canadian Building Trades	Coopérative des paramédics de l'Outaouais	Hardwood Ski and Bike
Canadian Capital Cities Organization	Craftsbury Outdoor Center	Haunted Walks of Ottawa
Canadian Fallen Firefighters Foundation	Cross Country Canada	House of Commons
Canadian Food Inspection Agency	Domaine Bellevue	Hydro One Inc.
Canadian Football League	Domaine de l'Ange-Gardien	Hydro Ottawa
Canadian Garden Council	Domaine Saint-Bernard	Indigenous and Northern Affairs Canada
Canadian Heritage	Dovercourt Recreation Centre	Institut des Sciences de la Forêt tempérée
Canadian Museum of Nature	Ducks Unlimited	Just Food
Canadian Parks and Wilderness Society (CPAWS)	Dunn-D's Mini Golf	Kanata Nordic Ski Club
Canadian Red Cross	Eastern Chapter of the Society of Ontario Nut Growers	Khewa
Canadian Ski Marathon	École secondaire Mont-Bleu	Kitigan Zibi Anishinabeg
Canadian Tulip Festival	Éco-Odyssée	Kiwanis Club of Ottawa
Canadian War Museum		KPMG LLP

La Cigale	Orléans Nordic Ski Club	South Nation Conservation Authority
La Confiserie Wakefield	Orr family	Sparks Street BIA
La Gourmandise	Ottawa Citizen	Special Events Advisory Team (SEAT)
LaRocca XC Mountain Bike School	Ottawa Film Office	Strutt Foundation
La Vallée des Rosiers	Ottawa–Gatineau Geoheritage Project	Supreme Court of Canada
Laurier House	Ottawa Macdonald-Cartier International Airport	T&CO
Leave No Trace Canada	Ottawa Mountain Bike Association	Telefilm Canada
LeDroit	Ottawa Public Health	The Algonquin Way Cultural Centre
Les Fougères	Ottawa Skateboard Association	The Royal Canadian Geographical Society
Library and Archives Canada	Ottawa Tourism	Tonique Restaurant
Library of Parliament	Ottawa Valley Kite Club	Tourisme Outaouais
Loisir sport Outaouais	Ottawa Volunteer Patrol	Trailhead Paddle Shack
Macoun Field Club	Ottawa Volunteer Search and Rescue	Trans Canada Trail Foundation
Mamma Teresa Ristorante	Outaouais Birding Club	Transcollines
MEC	Oxygène	Tribute to Liberty
Meyogalune	Para Transpo	Université de Montréal
Ministère de l'Énergie et des Ressources naturelles du Québec	Parks Canada	Université du Québec en Outaouais
Ministère des Forêts, de la Faune et des Parcs du Québec	Pat Café	University of Ottawa
Ministère du Développement durable, de l'Environnement et de la Lutte contre les changements climatiques du Québec	PhysioSport Chelsea	University of Toronto
Ministère des Transports du Québec	Pizza de Luigi	Vélo-Services
Mississippi Valley Conservation Authority	Pontiac Equestrian Association	Vignoble du Domaine Pontiac Village
Montréal Biodôme	Premiers Soins Medtrakevac	Ville de Gatineau
Mont Cascades Water Park	Provincial Trails Ontario	Veterans Affairs Canada
Mont-Sainte-Anne	Public Services and Procurement Canada	Volleyball Canada
Mosaïcultures Internationales de Montréal	Queen's University	Vraie Nature Yoga + Énergie
MRC des Collines-de-l'Outaouais	Rafting Momentum	Wakefield–La Pêche Chamber
Municipality of Chelsea	Rebec & Kroes	Wakefield Trails
Municipality of La Pêche	Regina Street Alternative School	XC Chelsea Masters
Municipality of Pontiac	Relais plein air du parc de la Gatineau	
Mt. Van Hovenberg	Réseau d'étude et de surveillance des écosystèmes forestiers québécois	
Nakkertok Nordic	Réseau Sépaq	
National Arts Centre	Responsible Dog Owners of Canada	
National Capital District of Cross Country Ontario	Rideau Trail Association	
National Gallery of Canada	Rideau Valley Conservation Authority	
Natural Fitness Lab	Rogers Media (Y101.1 FM and 105.3 KISS FM)	
Natural Resources Canada	Rotary Club of Ottawa	
Nature Conservancy of Canada	Royal Canadian Mounted Police	
Nordik Spa-Nature	Senate of Canada	
OC Transpo	Service Action Communautaire Outaouais Inc.	
Office of the Secretary to the Governor General	Service Canada	
Ontario Ministry of Natural Resources and Forestry	Services récréatifs DEMSIS inc.	
Ontario Ministry of Transportation	Shepherds of Good Hope Foundation	
Orchid Specialist Group (North America Regional Group)	Sheraton Ottawa Hotel	
Orienteering Ottawa	Ski de fond Mont-Tremblant	
	Société de transport de l'Outaouais	
	Société des établissements de plein air du Québec	
	Sommet Edelweiss	
		<b>NCC Sponsors</b>
		Access Storage
		Aquahaulics
		BeaverTails
		Canal Ritz
		CEECAM Corporation
		Chartwell Retirement Residences
		Claridge
		Cubeit
		NOKIA
		Ontario Lottery and Gaming Corporation (OLG)
		PepsiCo Canada
		Professional Institute of the Public Service of Canada (PIPSC)
		Telus
		Uniform Urban Developments

# Appendix III

## Employees of the National Capital Commission

The National Capital Commission would like to thank all its employees for their commitment, dedication and hard work in making 2019–2020 a successful year.<sup>1</sup>

Abildayeva, Iris	Benoit, Karen	Champagne, Daniel	Dods, Douglas Edward
Abraham, Thara	Bergeron, Stéphane	Charette, Yoland	Dombowsky, Paul
Adisso, Ange	Bergeron, Stéphanie	Charlebois, France	Dorego, Pierre-Olivier
Adisso, Christelle	Bernadin, Wanito	Charron, Hugues	Dorner, Kathleen
Adoté, Angèle	Bertrand, Cédric	Chartrand, Lorraine	Dostie-Ménard, Samuel
Aldrich, Rachelle	Beslic, Branka	Châtigny, Guylain	Drouin, Alexis
Al-Jasim, Souhib	Bezada Tapia, Carmen Milagros	Check, Stuart	Dubé, René
Al-Koutsi, Micheline	Bied, Caroline	Chen, Li-Wei Philip	Dubuc-Giroux, Guillaume
Allin, Chloe	Bisson, François	Cloutier, Sylvain	Dubuisson, Sylvio
Altman, Ariella	Bisson, Line	Collette, Marie-Violaine	Durepos, Carmen
Alves, Fatima	Bisson-Hockley, Sabrina	Collette, Michel	Durocher, Chadwick
Amyot, Anne Marie	Blais, Nathalie	Collins, Julie	Dzeko, Marinko
Andayo-Michalowski, Irene	Blias Cabezas, John	Comtois, Jean-Gilles	Eagen, Allison
Araujo, Kayla	Boileau, Ève	Conté, Mamadou	El-Hajjar, Sylvie
Aspirot, Sylvie	Bois, Gilles	Cook, Sandra	Elson, Donald
Ayachi, Seifallah	Boisvert, Thomas	Copelli, Ivana	El-Zammar, Amer
Badgley, Ian	Booth, Michael	Corriveau, Maurice	English, Philip
Bailey, Richard	Borges Suarez, Camila	Cova, Stéphane	Enright, Colin-James
Barakengera, Martin	Borsboom, Marlene	Cranmer, Colleen	Esposito, Frank
Barbarie, Diane	Bouchard, Catherine	Currie, Johanna	Evans, Véronique
Barker, William	Bouchard, Yannick	Dabrowski, Alan	Fabien, Bruno
Barrie, Rachel	Boudreault, Anne	Dabrowski, Mark	Fares, Tony
Barrios Pereira, Isabel	Bourdeau, Dominique	Daigneault, Richard	Faucher, Louis
Beaudoin, Gabrielle	Bousbia, Kheir-Eddine	Danes, Octavian	Feeny, Daniel
Beaudoin-Roy, Isabelle	Brennan, Colin Patrick	David, Alain	Felix, Hollie
Beauregard, Anne Carole	Brisson, Mathieu	Davis, Stefan	Fisher, Susan
Beausoleil, Luc T	Brown, James	Dawson, Janice	Foster, Jacob
Bédard, Chantal	Brown, James W	de Gannes, Adam	Fournier, Luc
Bédard, Eric	Brunal, Jude	de Passillé, Véronique	Fournier, Mario
Bedjou, Bachir	Bullock, Amy	Delfing, Wolfgang	Fournier, Philippe
Beggs, Carole	Bunch, Rebecca	Delisle, Stephanie	Francin, Kate-Issima
Bélair, Stéphane	Bunting, Patrick	Demers, Cassandra	Friedman, Elaine
Bélanger, Émilie	Bureau, Lucie	Demers, Madeleine	Fung, Adrien
Bélanger, Natalie	Cadieux, Nancy	d'Entremont, Alain	Gagnon, Nelson
Bélanger, Nicolas	Cantin, Claude	Désilets, Caroline	Gale, Marion
Belleville, Alain	Carrière, Mariline	Desormeaux, Céline	Galindez, Juan
Belzile, Marie	Cedeno, Pedro	Devine, Bruce	Gamache, Émilie
Beniey, Fabrice	Chakraborty, Binitha	Di Rinaldo, Pietro	Gaston, Katherine
Benjelloun, Sofia	Chalhoub, Nancy	Dinelle, Patrick	Gauvreau, Sacha Frédérique

1. Employees as of March 31, 2020.

Gélinas, Benoît	Hutchison, Jason	Landry, Natacha	Marchand-Smith, David
Gendron, Paul	Jackson, Morgan	Langevin, Pascale	Marcotte, Arthur
Gervais, Marc-André	Janes, Aaron	Langlois, Carl	Marion, Eric
Ghafelehbash, Azadeh	Jeaurond, Pierre	Langlois, Philippe	Martel, Mathieu
Giancaterino, Rosanna	Jenner, Zachary	Lanthier, Céline	Martin, Catherine
Gingras, Philippe	Jérôme, Cédric	Lapensée, Allan	Martin, Heather
Girard-Ruel, Emilie	John, Ashbina Kartik	Lapointe, Amanda	Marton, Andrew
Giroux, Janie	Johnston-Main, Derek	Lapointe, Annie	Masaeli, Saadeh
Giroux, Martin	Joiner, Gregory	Larabie, Céline	Massalkhi, Rim
Giugovaz, Catherine	Jolicoeur, Dominique	Larocque, Corey	Masse, Alain
Glancy, Natalie	Jubea, Esenia	LaRose Keyes, Hélène	Massé, Christian
Glitho, Sabine	Karimi, Toran	Latreille, Patrick	Mayer, Ginette
Gobeil, Jean-François	Katic, Eva	Laurin, Christian	Mbuluku, Laurianne
Godbout, Catherine	Kebbel, Amelia	Laurin, Roland	McCann-MacMillan, Patricia
Gonzales, Rod Kevin	Kehoe, Gregory	Lauzon, Isabelle	McCreary, Scott
Gooding, Jimmy	Keklikian, Arto	Lavallée, Jean-Philippe	McDougall, Jeffrey Mark
Goulet, Julie	Kelly, Jennifer	Le Quéré, Alain	McEnroe, Tammy
Grabina, Ian	Kelly, Vicki	Leahy, Marc	McGowan, Janet
Grangien, Gaëlle	Kenney, Greg	LeBrun, Josée	McIntyre, Matthew
Gruder, Julian David	Kerr, Gregory	Leclerc, François	McKenzie, Andrea
Grudniewicz, Dorota	Khou, Tamara	Leclerc-Morin, Isabelle	McKeown, Cynthia
Guest, Jasmine	Kibsey, Philip	Leduc, Mario	McNamara, Jennifer
Hagen, Andrew	King, Jonathan	Lefebvre, Marc	McRae, James
Hall, Courtney	Kingsberry, Tania	Lefebvre, Roseline	McRae, Kelly
Hall, Geoffrey	Kloepfer, Matthew	Leinwand, Stanley	Meek, Christopher
Hall, John	Labelle, Richard	Lemieux Lecavalier, Chanelle	Melo, Elizabeth
Halsall, Jennifer	Lacelle, France	Leonard, William	Ménard, Anne
Heaney, Anne	Lacoste, Stephanie	Levesque, Anik	Mendonca, Oreen
Henry, Michel	Ladouceur, Claude	Lévesque, Chantal	Mercier, Geneviève
Hetherington, Christopher	LaFleur, Catherine	Levesque, Louis	Meus, Garry
Hiard, Benjamin	LaFleur, Marie-Josée	Liu, Tien-En	Meyers, Betty-Ann
Hine, Kim	Lafontaine, Mathieu	Lortie, Maxime	Michel, Bruno
Hon, Ronald	Lagueux, Sylvie	Lu, Feiying	Miller, Manon
Houle, Michel	Lalande, Sabrina	MacIntosh, Kayla	Millette, Roxanne
Hubert-Legault, Francis	LaLiberté, Patrick	MacPhee, Lisa	Milotte, Michèle
Huff, Brian	Lalonde, Anne Julie	Madularu, Iuliana	Miner, Chantal
Hughes, Isabelle	Lalonde, Sylvie	Maher, Nina	Mohamed Ahmed, Araksan
Huras, Dominique	Lambert, Josée	Malépart, Philippe	Monaghan, Kimberly
Hurdal, Aynslee	Lambert, Martin	Malette, Nathalie	Monette, Manon
Hutchinson, Julia	Landry, Chantal	Malone-Bianconi, Ann	Monette, Nancy



Monette, Sylvie	Poirier, Marie	Sdraulig, Steven	Turpin, Guillaume
Montreuil, Julie	Poirier, Marie	Séguin, Benoît	Turpin, Luc
Morin, Brigitte	Poitras, Marc-Antoine	Serra, Suzanne	Tyler, Eric
Morin, Nathalie	Porter, Veronica	Sewgoolam, Krisendat	Underhill, Craig
Moroz, Marek	Poulin, Suzie	Shaw, Gregory	Vaillancourt, Guy
Moroz, Michael	Pritchard, Tracy	Shelly, Derek	Vaillancourt, Pierre
Moser, Maya	Pronovost, Alain	Shi, Yin	Veillette, Frédérique
Mrad, Rabi	Proulx, Alexandre	Simard, Valérie C.	Verreault, Catherine
Mueller, Laura	Proulx-Desbrée, Vanessa	Simpson, Colin	Verret, Joanie
Muir, Michael	Provost, Linda	Skrzek, Sarah	Villeneuve, Marie-Paule
Mullin Zukerman, Tiera	Pucci, Pierino	Smyth, Alexander	Villeneuve, Mathieu
Murray, Daniel	Pullen, Lynne	Sonier, Katherine	Villeneuve, Stéphanie
Mwamba, Sandra	Quesnel, Geneviève	Sonier, Matthew	Vost, Ewan
Myatt, Allison	Renaud, Camille	Soplet, Lydia	Vukovic, Stjepan
Myles, Christopher	Rheault, Nathalie	Soulard, Eric	Vydykhan, Sophie N
Nadeau, Justin	Richardson, Cory	Spence, Christine	Waddell, Ryan
Naegelkraemer, Jennifer	Rideout, Emily	Spooner, Elizabeth	Ward, David
Napiorkowski, Michael	Roche, Bryan	St-Amour, Jean-François	Watson, Andrew
Naud, Patrick	Rollin, Tina	Stansel, Kirsten	Welch, Christine
Nehme, Katarina	Rouette, Valérie	St-Denis, France	Westwood, Nicholas
Nguyen, Hieu	Rouire, Patrick	St-Hilaire, Vicky	Whissell, Vincent
Noël, Émilie	Roy Choudhury, Someshwar	Stone, Alexander	White, Robert J.
Noureddine, Hassan	Roy-Forget, Nadya	Tadi, Rita	Williams, Cédric
Nussbaum, Tobias	Royo, David	Talbot, Patricia	Williamson, Heather
Oates, Michael	Rozon, Julie T	Tam, Karen	Wilson, Lana
O'Higgins, Caitlin	Ruel, Catherine	Tenasco, Rene	Wisking, John
Olivares, Christian	Russell-Evans, Lyna	Théoret, Jacqueline	Wojciechowski, Stéphane
Ostapuk, Solomiya	Ruszkowski, Nicolas	Thibault, Lucie	Wojnarski, Kelly
Ouattara, Mahamadou	Sabourin, Marise	Thomson, Heather	Wolff, Jean
Page, Gary	Sacret, Andrew	Tiedemann, Kenneth	Wood, Johnathon
Pageot, Hélène	Saint-Denis, Michel	Torreblanca Alarie, Marina	Yang, James
Papineau, Marc	Saint-Martin, Elise	Trabelsi, Faouzi	Yang, Qing
Paquette, Isabel	Salama, Rafik	Traoré, Blaise Tongacé	Yeung, Jasmine
Paquette, Rachel	Sanscartier, Amélie	Tremblay, Camille	Zanetti, Marco
Paris, Catherine	Sanscartier, Karina	Tremblay, Mario	Zanth, Jennifer
Pelletier, Cédric	Sargeant, Anne	Tremblay, Thierry	Zayed, Mohamed
Penna, Maurizio	Sarrazin, Lina	Tremblay-Dextras, Caroline	Zoukou, Stéphan
Permiakova, Ekaterina	Sauvé, Kathleen	Trudeau, Stéphane	
Pérusse, Marie-Sylvie	Scheckman, Emilie	Turcotte, Dominique	
Pink, Jason	Schwalm, Patrick	Turgeon, Eric	
Plourde, Jean-Cédric	Scott MacLennan, Leslie	Turner, Robin	

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Annual Report 2019–2020

