



National Capital
Commission

Commission
de la capitale nationale

Canada

01 02

new partnerships,
new possibilities

For More Information

Corporate Information

NCC Info: (613) 239-5555

www.nationalcapitalcommission.gc.ca

Capital Infocentre

(613) 239-5000 Toll-free: 1 800 465-1867

Fax: (613) 952-8520

E-mail: info@ncc-ccn.ca

The Capital Website

www.canadacapital.gc.ca

Capital Group Reservations

(613) 239-5100 Toll-free: 1 800 461-8020

Tours and itineraries fax: (613) 239-5758

Volunteer Centre

General information: (613) 239-5373

Fax: (613) 239-5133

E-mail: volunteer_benevoles@ncc-ccn.ca

www.canadacapital.gc.ca/volunteers_benevoles

NCC Library

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The National Capital Commission

202-40 Elgin Street

Ottawa, Canada K1P 1C7

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202



Working Together:

Over the years, three functional sectors have worked in partnership at the National Capital Commission (NCC) to re-create LeBreton Flats. First *planning* laid the groundwork. Now, *real asset management* is working to prepare the ground, and soon the *programming* team will move in to bring this precious Capital asset to life as the site of national events and gatherings.

LeBreton Flats was the single most important NCC project in 2001–02. A large piece of empty land along the western edge of the downtown Capital, LeBreton Flats has lain virtually idle since it was cleared of housing and light industry in the 1960s. For several years now, the NCC has been working — with municipal partners — on a plan for redevelopment of LeBreton Flats. The result is a new home for the Canadian War Museum and a proposed area of houses and small businesses, bordered by festival parks and recreational pathways. When finished, LeBreton Flats will be exactly what the latest master plan for Canada’s Capital sets out as an objective for the downtown core: it will be a place to live, work and celebrate Canada.

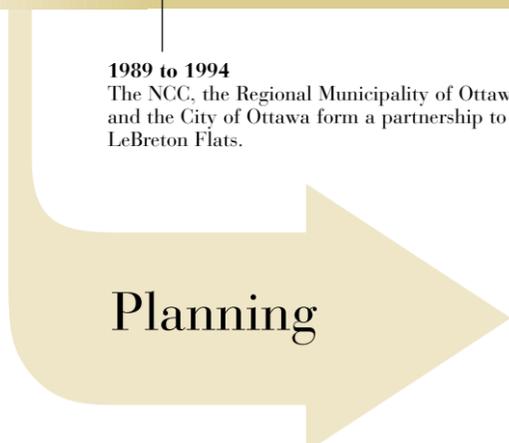
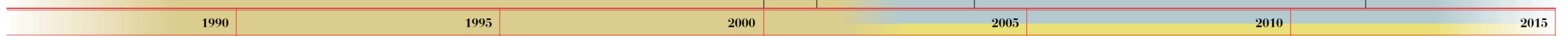
Administratively, the three sectors mentioned above — planning, real asset management and programming — relate to different branches and divisions of the NCC. But in practice, all three sectors work hand in hand. The redevelopment of LeBreton Flats provides a good illustration of how one sector builds on the work of another at the NCC, and of the horizontal integration of separate activities.

retail and services: 12,000 m²

housing units: 2,500 office space: 158,000 m²

The Redevelopment of LeBreton Flats

cultural and institutional space: 56,000 m²



1990

1989 to 1994
The NCC, the Regional Municipality of Ottawa-Carleton and the City of Ottawa form a partnership to plan for LeBreton Flats.

1995

1996
A land transfer agreement results in a three-way exchange of lands within LeBreton Flats.

2000

1994
A preliminary concept plan outlining a LeBreton Flats redevelopment proposal is released. The central principle is inter-connectedness, with the site being treated as a series of interlocking systems (housing, work and open spaces), each linked to the others and to cultural and natural systems throughout the National Capital Region.

1997
The city's official plan amendment, which is required for the legal transfer of lands, is approved and the necessary by-law passed.

1999
The Ontario Municipal Board approves the official plan amendment.

2005

2002 to 2004
Decontamination of the soil will begin, followed by utility installations. Parcels of land may be offered for sale in late 2003 or early 2004.

2002 to 2005
Construction of the new Canadian War Museum is slated to begin in 2002 on a riverside site south of the existing Ottawa River Parkway.

2003 to 2004
Sewers, water lines, bridges and roads (including LeBreton Boulevard, an avenue running through the heart of the area) will all be virtually completed.

2010

2005
The federal government has decided to relocate the Canadian War Museum to the northern edge of LeBreton Flats; the new museum plans to open its doors to the public late in 2005.

2007 to 2011
The second phase of the proposed subdivision will begin south of LeBreton Boulevard, between Booth and Broad streets, north of the aqueduct.

2015



2000
The City of Ottawa approves revised zoning for the area.

2001
Design of the Canadian War Museum begins toward year-end.

2001 to 2006
The first phase of the proposed subdivision (in the central-eastern area) will be developed.

2004
To maintain LeBreton Flats both as a green space and as a major festival site, planners have included "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.



2011 to 2016
The third (and final) phase will have begun by 2011, and the remaining parcels of land cleared for development by 2016.

building
pride and unity
through Canada's
Capital Region



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Chairman's Message

The NCC has a unique mandate — to create a great capital region on behalf of Canadians. Yet it does not work in isolation: functionally and physically, it shares its territory with elements of the federal government, with two provincial governments and with several municipal authorities. As the seat of Parliament and the home of over a million Canadians, the National Capital Region is one of the most complex jurisdictions in Canada. Because of this complexity, the character and quality of the NCC's many partnerships are vital to the NCC's ability to work effectively. Awareness of this underpinned the NCC's decision, two years ago, to undertake a governance study, which was, in essence, a study of relationships.

The study guided the NCC on a course towards change. It recommended areas where the corporation needed to change, to create new processes and to explore new partnerships. The NCC, said the report, needed to strengthen links with key federal players, to create new areas of municipal collaboration, to improve communications and to transform the processes of public consultation. The NCC took several firm steps forward in 2001–02. Notably, it convened an annual general meeting and opened it to the public for the first time ever. It also launched a corporate website as a mechanism for facilitating public access to information and as a channel for the two-way flow of information. The public response to both these initiatives has been extremely heartening.

The NCC celebrated its centennial in 1999 and, in the same year, completed a new master plan for the Capital. The centennial offered us an occasion to look backward, to mark the achievements of a hundred years of planning and development. The new plan, which sets the policy framework for the next 50 years, reminded us to look forward as well. The *Plan for Canada's Capital* gives us, in particular, the outline of what will become a revitalized central core of the Capital.

Last year, the NCC set to work, taking the vision of a living downtown and beginning to make it a reality. LeBreton Flats, lying empty at the edge of Ottawa's downtown, was the first focus of attention. With the cranes and bulldozers slated to move in very soon to take over from the planners, and with a major new national museum building on the drawing board, it will not be long before this empty field becomes a national showpiece — a place to live, work and celebrate Canada. The organization also maintained its focus on Sparks Street last year, continuing the research and consultations that will ultimately help to balance national and municipal interests at a site that is important in so many ways — for its heritage, for its potential as a residential-commercial neighbourhood and for its commanding position at the gateway to Parliament Hill.

It was a year of accomplishment; it was a year of challenge. Like the rest of the world, the NCC was affected by the horror of September 11, 2001. The world changed in an hour. Perhaps it was fitting that, last year in particular, the NCC opened the Canada and the World Pavilion, exhibiting the commitment that Canadians have to their membership in the world community.

A civilization depends on its ability to look back — to learn from history, to adapt and to change — but also to look forward. That is why the NCC strives to maintain its historical perspective, to remember that all planning is rooted in the work of earlier generations. Looking back over a century, we have reason to celebrate. Looking forward over the half century, we have a vision, a plan and a clearly defined road. Last year, we moved forward decisively along that road.



Marcel Beaudry, Chairman

Highlights of the Year

LeBreton Flats

Plans to restore LeBreton Flats have been in the works for decades. Now, with federal government funding in place, the NCC is ready to move. With public consultation revealing strong support for this high-priority project, the NCC finalized design and development guidelines for the site of the new Canadian War Museum, for green spaces along the Ottawa River and for a large festival park. The first step will be to clean up the soil that was contaminated during decades of industrial activity; the plan for this clean-up, called the “remediation plan,” is ready for implementation.

Sparks Street Revitalization

Sparks Street, an old commercial street on the doorstep of Parliament Hill, is key to revitalizing the downtown core and enhancing the dignity and grandeur of Canada’s legislative precinct. Work continued throughout the year to acquire the buildings needed to bring the area back to life. As well, studies and negotiations were undertaken to refine the plans for an area that is important not only for its location, but also as a vital downtown neighbourhood in the Capital of the 21st century.

Canada and the World Pavilion

There is a new star on Confederation Boulevard. The Canada and the World Pavilion opened its doors to great fanfare on May 10, 2001, with the Prime Minister of Canada in attendance. A permanent exhibition called “Spirit, Heart and Mind” at the Pavilion tells the stories of Canadians who have made a difference internationally. The Pavilion — which operates with the cooperation of an array of federal partners — is a new centre of international programming in Canada’s Capital Region. Attractions Canada named the Pavilion Best New Attraction in Canada.

Champlain Bridge

The rebuilding of the Champlain Bridge has been the NCC’s largest and most costly construction project for the past several years. In February 2002, work neared completion, and two lanes opened to traffic; the third lane is slated for completion early in the new fiscal year. It will be reserved for high-occupancy vehicles, with the flow of traffic reversing from morning to evening to serve commuters driving between Ontario and Quebec. The new Champlain Bridge is wider, stronger and better equipped than its predecessor to meet the demands of modern interprovincial travel.

Improving Communications

The NCC opened its doors in September 2001 and, for the first time, invited the public to its annual general meeting. Responding to recommendations in the governance study of 2000 (*Enhancing Relations*), the NCC offered the community an opportunity to listen, comment and ask questions. The meeting was broadcast on local television stations and was webcast on the corporation’s website (the launch of which, in 2001, was another effort to improve the two-way flow of information). Afterwards, the NCC conducted a telephone survey and found that more than two-thirds of respondents looked more favourably on the corporation after this public meeting.

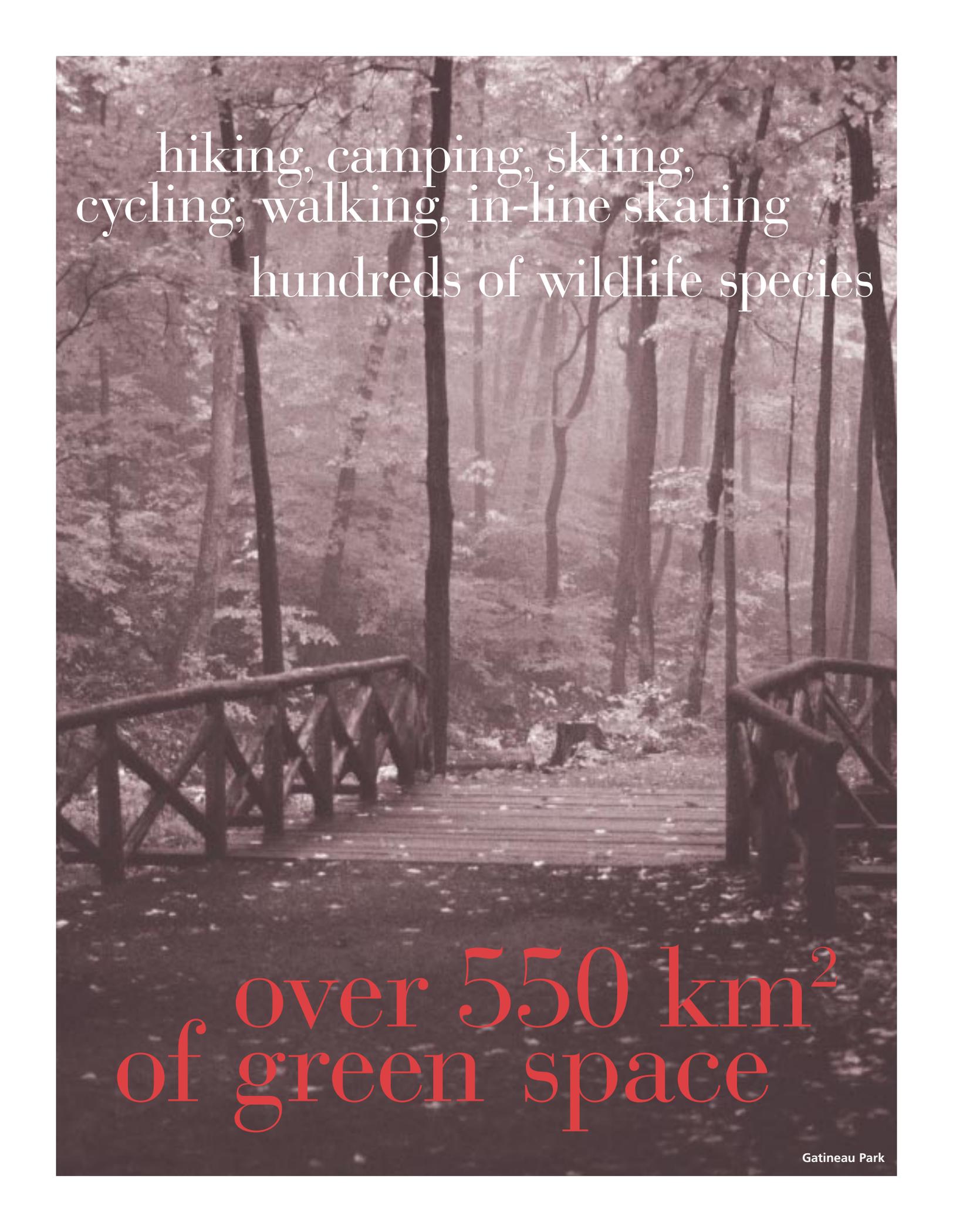
January 2002 Team of the Month: (back) Michel Dallaire, Denis Messier, François Leduc; (front) Charles Drouin and Pascale Laliberté; Ski-Fest 2002 organizers.



About the NCC

Creating a Capital for Canadians

0102

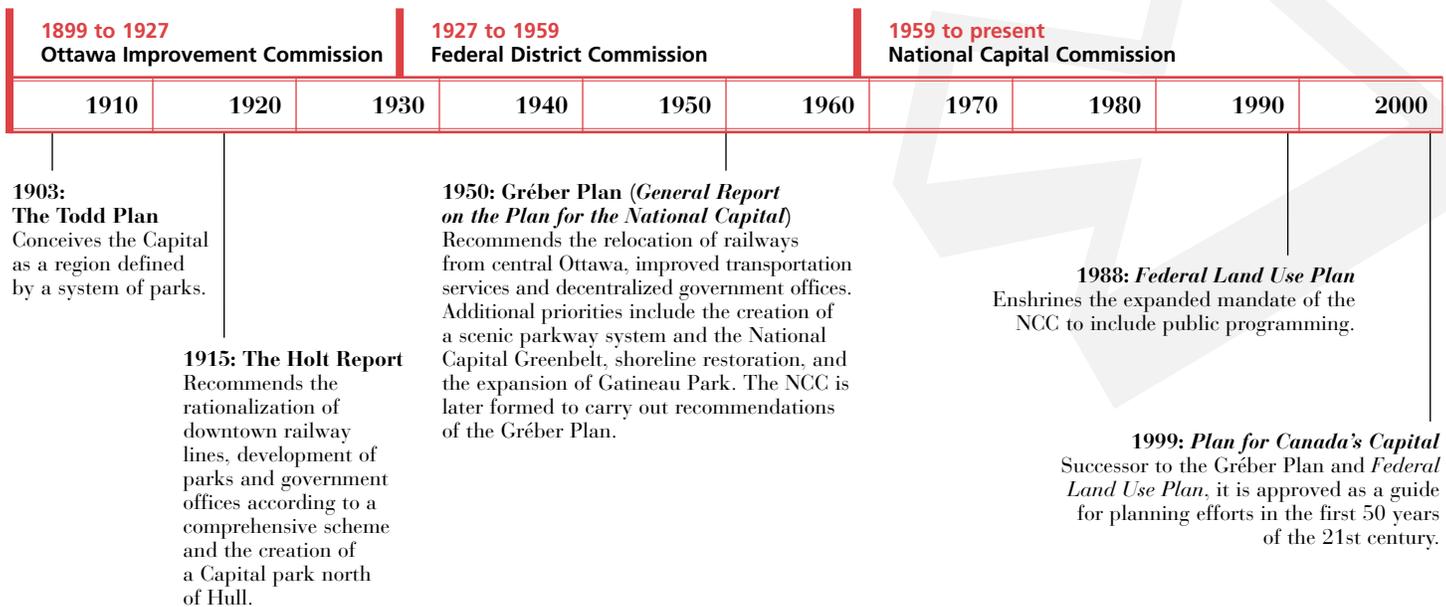
A sepia-toned photograph of a forest. In the foreground, a wooden boardwalk with railings made of logs leads into the woods. The trees are tall and thin, with some foliage visible. The overall atmosphere is quiet and natural.

hiking, camping, skiing,
cycling, walking, in-line skating
hundreds of wildlife species

over 550 km²
of green space

History

In 1999, the NCC celebrated 100 years of urban planning in Canada's Capital. During a century of evolution, the Capital has evolved from wilderness outpost to modern metropolis. In that process, the NCC and its predecessors have served as agents of change. The earliest of these organizations, the Ottawa Improvement Commission (founded in 1899), focused exclusively on Ottawa, with emphasis on beautification and the construction of parks and parkways. The creation of the Federal District Commission (FDC) in 1927 signalled a refinement in approach, as Parliament recognized the need to conceive of the Capital as a larger region encompassing parts of Quebec and Ontario. One of the last important acts of the FDC was to commission the 1950 Gréber Plan, which laid out a blueprint for future development of Capital infrastructure (notably a system of urban and outlying parks and parkways, along with the Greenbelt). In 1959, Parliament enlarged upon the idea of the Capital as a national treasure by creating the NCC. Its mandate was to develop a capital that would reflect the whole of Canada as it evolved into a great modern state. The work of the NCC today encompasses not just the planning and construction of infrastructure — parks, monuments, bridges and roads — but also the creative use of public spaces in ways that communicate the heritage and culture of Canada to a broad constituency of Canadians.



Legislation

The *National Capital Act* of 1958, amended in 1988, directs the NCC 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; and

organize, sponsor and promote such public activities and events in the National Capital Region as will enrich the cultural and social fabric of Canada, taking into account the federal character of Canada, the equality of status of the official languages of Canada and the heritage of the people of Canada.

The NCC's mandate also empowers it to coordinate the policies and programs of the Government of Canada respecting the organization, sponsorship or promotion by departments of public activities and events related to the National Capital Region; and to approve the design of buildings and land use, as well as any changes in use relating to federal lands in the National Capital Region.

Crown Corporation Status

As a Crown corporation, the NCC functions much like a private-sector business. What distinguishes it from other corporations, however, is its public-policy purpose — specifically, to create a capital that will represent Canadians and inspire them with pride in their country and heritage.

Crown corporation status means that the NCC is subject to the accountability regime set out in Part X of the federal *Financial Administration Act*. It gives the NCC the managerial independence it must have to guide the development of federal lands in the Capital over the long term, the flexibility to harmonize its plans with those of other levels of government in the region and the power to enter into productive partnerships that will further mutual objectives.

Canadian Heritage Portfolio

The NCC is a member of the Portfolio of the Minister of Canadian Heritage. The NCC draws strength from its Heritage partners (the national museums, the Canadian Broadcasting Corporation, the National Arts Centre and others) and works to ensure that its activities complement those of its sister institutions. Together with its Heritage partners, the NCC works to address common priorities and concerns, including marketing the Capital and its institutions, broadcasting Canada Day shows and reviewing accommodation issues of the Capital's cultural institutions.

Products and Services

The NCC, in addressing its mandate, has developed a wide range of products and services. These are united not only by a common purpose and philosophy, but also by very real, functional links between four sectors of activity. In delivering diverse products and services, the NCC strikes a balance between building and preserving infrastructure (the *business* of the NCC) and using that infrastructure for nationally significant purposes (the *mission* of the NCC). (For an illustration of how various sectors collaborate over time to fulfil the mandate through a single major project, see the discussion of the LeBreton Flats redevelopment project on page 2 of this report.)

Sector I: Promoting and Animating the National Capital Region

This sector animates and interprets the Capital so as to present it to visitors as a place to experience Canadian heritage, culture and achievements through varied services, events and programs. It also increases awareness of the Capital outside the National Capital Region, through national marketing campaigns, communications contacts (broadcasting) and outreach activities.

Products:

- Events and public programming (Canada Day, Parliament Hill sound and light show, Winterlude)
- Interpretive programs (the Capital Infocentre, Confederation Boulevard, the Canada and the World Pavilion, the Mackenzie King Estate and the outdoor educational program on Parliament Hill)
- Outreach and marketing (the Canadian Capital Cities Organization, the “canadascapital.gc.ca” website, cooperative marketing campaigns, guidebooks, etc.)

Sector II: Planning the National Capital Region

The NCC guides the physical development and use of federal lands, coordinates and achieves excellence in design and plans development that is appropriate to the role and significance of the capital of Canada.

Products:

- Long-term visionary plans for the National Capital Region to guide ownership, use and development of federal lands
- Area and site plans, concepts and guidelines to shape the development and management of federal lands
- Land use and design approvals for all federal lands in the National Capital Region

Sector III: Real Asset Management and Development

The NCC manages and protects physical assets of national significance on behalf of future generations of Canadians.

Products:

- A cohesive land base that contributes strongly to an expression of Canadian nationhood in the Capital Region
- A revenue stream from leases, disposals and development initiatives to fund NCC rehabilitation and maintenance costs
- Assets (including the official residences) that are maintained to appropriate standards

Sector IV: Corporate Services

The NCC promotes the efficient and productive use of resources through the centralized provision of corporate services to all business lines.

Products:

- Corporate and financial plans and reports
- Corporate technologies and geomatics
- Information management
- Financial and procurement services
- Accommodation
- Internal audits and evaluations
- Human resources
- Corporate research
- Corporate secretariat
- Corporate communications

Once again, the International Festivals and Events Association (IFEA) honoured the NCC with many Pinnacle awards in 2001–02.

Gold

Canada Day 2001 (Best Merchandising Program); The Canada and the World Pavilion (Best Promotional Brochure); and Winterlude 2001 and the Rideau Canal Skateway (Best Miscellaneous Clothing — merchandise).

Silver

Rideau Canal Skateway (Best Pin or Button).

Bronze

Winterlude 2001 (Best Full-Length TV Program, produced jointly with Global Television and CBC); the Canada and the World Pavilion (Best Education Program); and NCC winter guide 2001–02 (Best Promotional Brochure).

Operating Environment

Government

The government anticipated a large surplus in 2001–02, but security and defence spending were expected to absorb much of the surplus in the wake of September 11, 2001. New spending was approved to invest in technology to bolster Canada's response to disaster, to increase border and airport security and to enhance the work of immigration and customs.

Economy

The year began on a high note, with the gross domestic product surpassing the trillion-dollar mark and the economy expanding strongly. However, uncertainty ensued after the terrorist attack of September 11. Short-term interest rates dropped to 5.3 percent in 2001, and, after September, they plummeted. At the same time, there was a sharp decline in consumer confidence, which had an especially strong impact on tourism and the insurance industries. As the Canadian economy (which is strongly tied to that of the United States) slowed, the Department of Finance predicted a recovery in the early part of 2002–03. Progressive cuts in interest rates kept inflation under control, and the Canadian dollar reached its lowest value in January 2002 before recovering slightly.

Society

In 2001, the Canadian population passed the 31 million mark, with the sharp increase largely due to an influx of immigrants and non-permanent residents. With an aging population in Canada, health care is a growth industry. Employment strongly favours those who have post-secondary education, and there is an accompanying trend towards more adult education. In the area of volunteerism, a decreasing number of volunteers is delivering an increasing number of hours. Canadians are an active people, with two-thirds of them exercising three times a week. With two-income families becoming the norm, families are shrinking in size. Cartoon movies and interactive television are major trends in the media.

Environment

With regard to greenhouse gas emissions, Canada continued to debate the ratification of the Kyoto Protocol. As of 2001–02, Canada's emissions exceed the Kyoto requirements by 20 percent. The United States announced that it would not ratify the protocol.

Technology

The number of households connected to the Internet continues to increase, as does the use of e-mail. It is predicted that, by 2005, the number of users worldwide will increase to 300 million. By 2010, it is anticipated that 95 percent of all people in the industrialized world will be connected. The shift to e-business is well established, and Internet-based commerce was expected to achieve sales of \$1 trillion by 2002.

National Capital Region

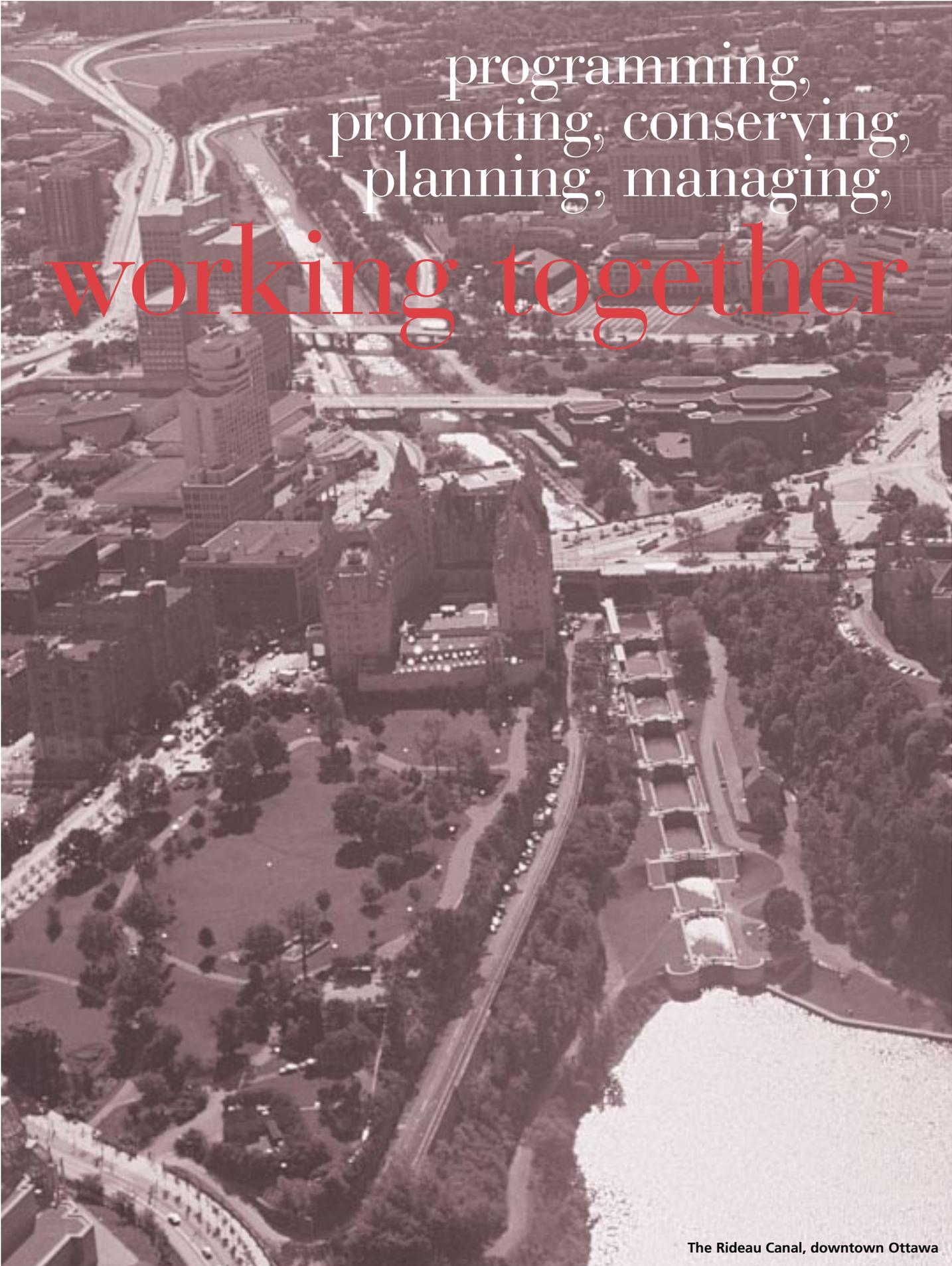
The City of Ottawa faced a budgetary shortfall in 2001–02. On the Quebec side of the Ottawa River, the communities of Hull, Aylmer, Buckingham, Masson-Angers and Gatineau amalgamated to form the new city of Gatineau. The decline of the high-tech industry in 2001 had a depressing effect on the regional economy, with several large firms cutting thousands of jobs locally. As a result, the housing market cooled, though prices continued to increase. Commercial vacancies in the core slipped close to zero while vacancies increased in outlying areas. The Province of Ontario announced new funding for transit, in addition to new investments in the highway system. In particular, it will support the expansion of transit in line with "Smart Growth" objectives and principles. In the National Capital Region, OC Transpo introduced the experimental O-Train on a line running from South Keys to Bayview.

September 2001 Employee of the Month: Sandra Pecek, community relations.



Governance

How the NCC Works

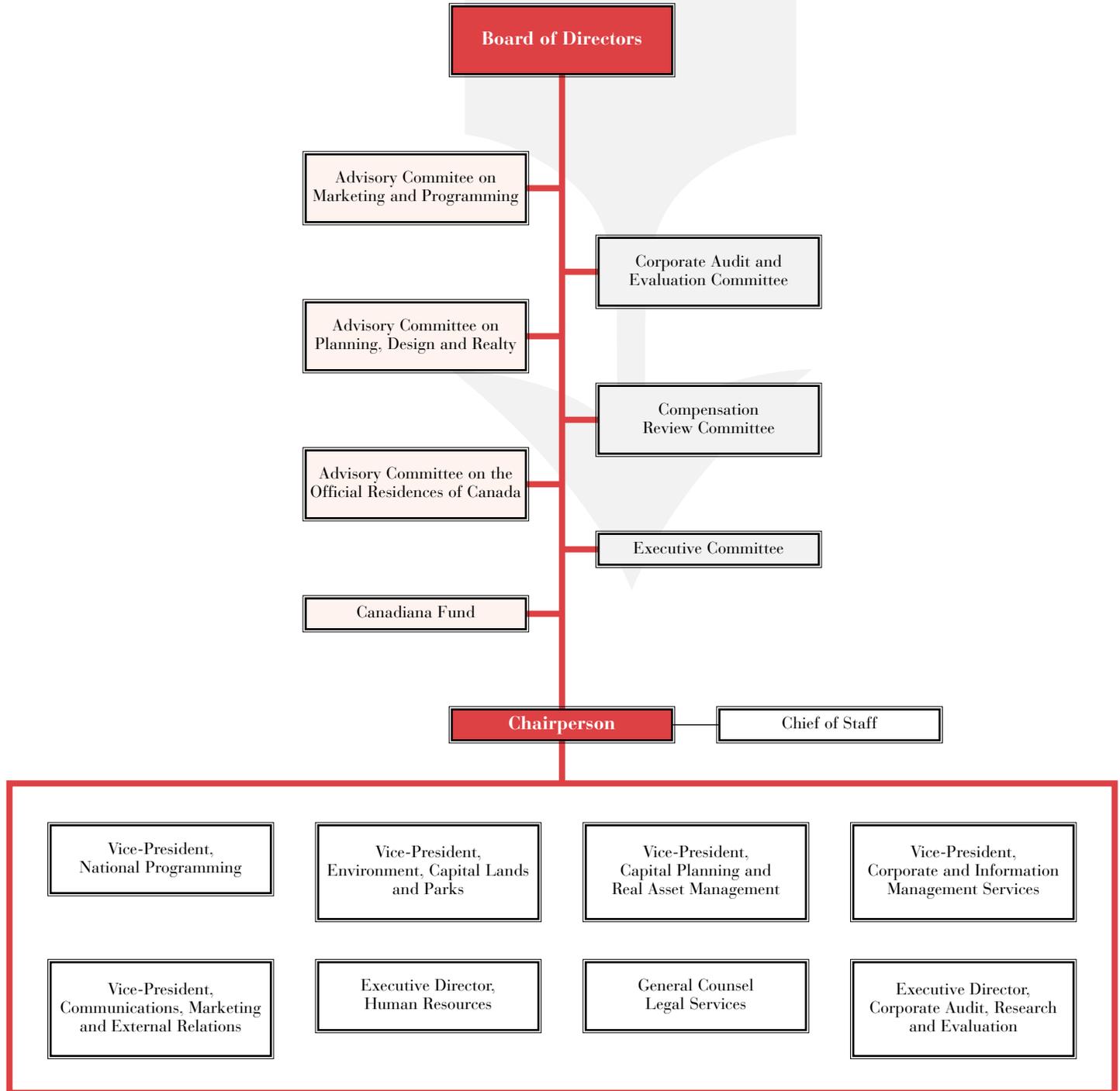


programming,
promoting, conserving,
planning, managing,

working together

The Rideau Canal, downtown Ottawa

Structure of the NCC



The Board of Directors

The NCC addresses its national mandate through a national board of directors, which brings together people from a wide range of professional backgrounds, both from the Capital Region and from across Canada. In accordance with the requirements of the *Financial Administration Act* and Treasury Board guidelines, the board contributes positively to the overall direction of the corporation, helping it to respond to risks and opportunities as they arise.



Board of directors (from left to right): Michael E. Kusner, Marc Letellier, Norma J. Lamont, Marc Denhez, Jacques Carrière, Marcel Beaudry, Roland des Groseilliers, Ruth Carol Feldman, Darlene Mandeville (term completed October 2001), Irving Schwartz, Dana B. Clendenning, Heather Chiasson, François Pichard, Nancy Power, Eric Charman (term completed January 2002). Not pictured: Eric A. Denhoff, Ruth A. Spence (new members).



The Executive Management Committee (from left to right): Guy LaFlamme, Diane Dupuis, Deborah Tudin, Gilles Lalonde, Marcel Beaudry, Richard Fujarczuk, Micheline Dubé, Michelle Comeau, Curry Wood, Suzanne Gustafsson.

Reporting and Responsibilities

The board of directors (also called “the Commission”) governs the NCC and reports to Parliament through the Minister of Canadian Heritage. The board of directors is composed of the Chairperson, Vice-Chairperson and 13 other members appointed by Order-in-Council. In order to ensure national representation, the board must include five representatives from the National Capital Region and eight from across the country. The board of directors, which meets quarterly, is responsible for planning, guiding and overseeing the overall direction of the organization; for managing and safeguarding the NCC’s resources; for monitoring, evaluating and reporting on performance; and for providing guidance on certain operational issues. Though the members of the board do not receive remuneration for regular board meetings, they are compensated for work on various committees. (For a list of board members, please see Appendix 1.)

Corporate Committees

The NCC manages the decision-making process, monitors performance and evaluates certain operational issues through the work of corporate committees. (For a list of members by committee, please see Appendix 1.)

Executive Committee Guides the board of directors on corporate issues and strategies and approves projects and transactions.

Corporate Audit and Evaluation Committee

Reviews internal audit and evaluation reports and the Auditor General’s annual financial audits and special examinations. Also takes responsibility for discussing and seeking ways to improve corporate governance and to respond to government priorities through the work of the board of directors.

Compensation Review Committee Reviews the performance, remuneration and benefits granted to full-time governor-in-council appointments, such as the Chairperson.

Executive Management Committee The Chairperson and senior managers meet weekly to review and approve staff submissions relating to new projects and the daily work of the NCC.

Advisory Committees

The NCC acquires national perspective and professional breadth through the operation of several advisory committees. Members of these committees are recruited from among recognized experts in Canada’s professional, academic and business communities. The committees make recommendations and provide technical guidance to the NCC and other federal agencies in the Capital. (For a list of committee members, see Appendix 1.)

Advisory Committee on Marketing and Programming Advises on cultural programming, marketing, sponsorships, partnerships and communications.

Advisory Committee on Planning, Design and Realty Advises on the use, development and management of public lands in the National Capital Region, including architecture, public works, banners, signs and statuary.

Advisory Committee on the Official Residences of Canada Advises on maintenance and operational issues related to the six official residences in the National Capital Region.

Canadiana Fund Solicits donations of heritage art, furniture and funds for the enhancement of the official residences in keeping with their public function.

Corporate Governance Guidelines

In 1996, Treasury Board and the Department of Finance published governance guidelines, entitled *Corporate Governance in Crown Corporations and Other Public Enterprises*. The NCC had already started to implement most of the provisions of those guidelines and has worked over the past few years to continue to strengthen and enhance its governance structures and practices. The NCC ensures, through regular briefings and through three corporate performance reviews annually, that the board has the information and analysis it needs to understand the issues facing the corporation so that it can provide advice and guidance. As well, the NCC follows a systematic reporting process for significant governance issues (for example, environmental management). The board has become more involved in the NCC's strategic planning process, providing guidance and direction related to strategic retreat results, in addition to reviewing the corporate plan and annual report before these documents are submitted to the Minister of Canadian Heritage.

The NCC has put in place an extensive process to orient new board members, presenting the accountability and reporting structures of the NCC and reviewing the corporation's by-laws. Board members are taken on a tour of operations and have the opportunity to meet with all members of the senior management team to discuss processes and products of the NCC and to review current issues. All members are provided with federal guidelines related to the role of Crown corporation directors, conflict of interest and governance.

Members of the board of directors act honestly, diligently, carefully and in good faith in accordance with the requirements of the *Financial Administration Act*. Board members are permitted to excuse themselves from discussions and decision-making related to potential areas of conflict of interest.

Recruitment

The NCC operates in a broad range of industry sectors, including real estate, design and construction, marketing and event planning. The Chairperson advises the Minister's office regarding the sector experience and skills that are needed to fill vacant positions on the board of directors. In 2001–02, the NCC improved this process through the development of a comprehensive competency profile for its board. This new tool will provide assistance to the board and the Minister when the time comes to choose new members: the choice of new members can be guided by gaps in skills and experience and, ultimately, the strength of the board will be assured.

Managing Risks

The board contributes directly to monitoring and providing guidance in key areas of risk. In particular, in 2000, with regional municipal reform slated for implementation, the board called for a review of the nature of the relationships between the NCC and other levels of government and the local public. The board has played an important role in monitoring the implementation of key change initiatives to address the review's recommendations, as well as being directly involved in developing the processes for the introduction of a public annual general meeting in September 2001

and regular meetings with local interest groups (the first planned for early 2002–03). In the area of environmental management, the board approved a contaminated sites management program in 1999, and it regularly monitors progress towards achieving stated goals. A regular reporting process has also been implemented related to water quality issues and response to environmental incidents. Major construction projects are monitored regularly to ensure that risks are being managed appropriately. Current projects include the official residences rehabilitation program, the reconstruction of the Champlain Bridge and the LeBreton Flats redevelopment.

Performance Evaluation

In 2001–02, the board undertook a self-evaluation of the NCC's governance practices relative to Treasury Board guidelines. After a full review, the board concluded that, in general, the corporation is well governed and managed, that the corporation has appropriate management processes in place and that a good working relationship exists between management and the board of directors. In addition, the board identified administrative improvements to facilitate its work, and made a commitment to repeat the self-evaluation process on a regular basis.

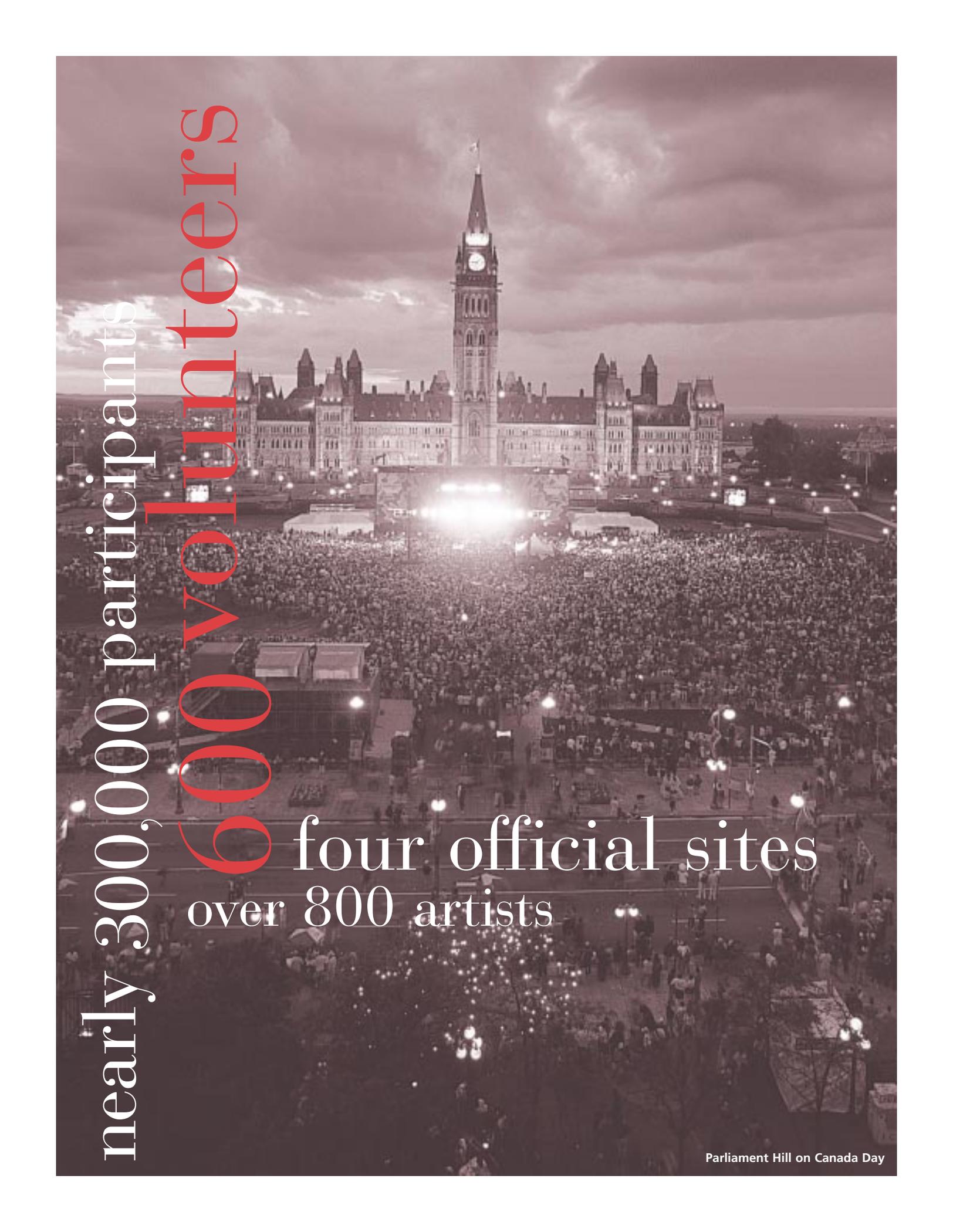
December 2001 Employee of the Month: Chantal Tremblay, volunteer coordinator.



The Year in Review

Renewing Relationships, Generating Support

2001

An aerial photograph of Parliament Hill in Ottawa, Canada, taken at night. The central clock tower is brightly lit, and the surrounding buildings are illuminated. A large crowd of people is gathered in the foreground, with several bright stage lights illuminating the area. The sky is dark with some clouds.

nearly 300,000 participants
6000 volunteers

four official sites
over 800 artists

Strategic Issues

New Ways of Working

The governance study of 2000 recommended changing not so much what the NCC does, but rather how it works in several key areas. It instructed the NCC to redefine its relationship with the new cities of Ottawa and Gatineau and to speak more strongly as the voice of federal government in the region. It stressed the importance of providing more opportunities for public involvement and of reaching out more effectively to partners and special interest groups.

Building a Capital for the 21st Century

Armed with a strong new master plan, the NCC embarked last year on the next major era of Capital building. It recognized, however, that success hinged on continuing support, both political and public. To be successful, the NCC had to reconfirm itself as the federal leader in planning the Capital; it had to build and maintain support through comprehensive public relations; and it had to inspire Canadians with the idea of a great Capital.

Into the New Millennium

After celebrating the turn of the millennium, the NCC was challenged to re-focus for the future. It had to decide which of several millennial programs could continue to serve the public interest and, if necessary, how to adapt and fund them in the coming years. In developing or re-orienting its programming, the NCC understood the necessity of reaching the most diverse range of Canadians possible.

The Meaning of "Stewardship"

As steward and manager of federal lands in the National Capital Region, the NCC is concerned with safeguarding the environment. In particular, with the *Plan for Canada's Capital* seeking to bring more people to the Capital shorelines, the corporation needed to grapple with the comprehensive meaning of "stewardship" and to develop an integrated environmental strategy for the future.



In Partnership With...

Partnership is key to achievement. Given the complexity of the Capital jurisdiction, the NCC has both an obligation and an opportunity to work with a range of partners to build the Capital. In doing so, it brings a unique, federal perspective to the issues and opportunities of Capital-building and blends them creatively — as these examples demonstrate — with the ideas and activities of other levels of government, non-governmental organizations, businesses, volunteers and members of the interested public.

Business Last year, corporations contributed \$60,000 to help maintain the world’s longest skating rink. Their generosity in supporting the Rideau Canal Skateway helped make Winterlude a success in 2002, despite the poor weather. In February, the NCC and RBC Financial Group — the NCC’s partner for the past seven years in developing corporate friendships in the Capital Region — welcomed representatives from 73 corporations as guests at a special luncheon in their honour.

Transport Canada In 1927, one of the first projects of the Federal District Commission — ancestor of the NCC — was to build the Champlain Bridge. Today, as the owner of two interprovincial bridges (the Champlain and Portage), the NCC is cooperating with Transport Canada and the Federal Bridge Corporation Limited to inspect the bridges and to evaluate their vulnerability to terrorism and, if necessary, to take steps to protect them.

Municipal Planners In 2001–02, the City of Ottawa hosted the Smart Growth Summit to explore with experts and the public such pressing issues as sustainable development, alternate transportation and housing shortages. At the same time, recognizing that Ottawa is not just any city, but a capital, the municipality prepared a background paper on the special issues that face a capital community and invited the NCC to represent the “capital” interest at the Summit.

Engineers The History and Archives Committee of the Engineering Institute of Canada collaborated with the NCC on the development of an unusual heritage exhibit. As the old Champlain Bridge — a monument to the era of parkway-building in the 1920s — was dismantled last year, a huge section of an original iron girder was cut away for placement on Bate Island. The girder will serve both as an artefact and as the backdrop for an exhibit on the historic bridge.

Heritage Experts The iron gates at Rideau Hall were fabricated in 1868, soon after Confederation. Now formally recognized as heritage treasures, the gates were showing their age by 2001–02. The NCC hired expert consultants to study how the fences were originally constructed and to map every inch of the old ironwork. The result was a series of drawings, photographs and field notes that restorers are using to bring the gates back to their original state.

The City of Ottawa From time to time, large animals — bears, for example, or deer — from outlying forests wander into urban areas with the potential for danger to the animal or humans. Drawing on its experience with wildlife management in Gatineau Park and the Greenbelt, the NCC has entered into an agreement with the City of Ottawa to provide emergency control measures for large wild mammals.

The Community The NCC worked with various communities last year to organize the spring clean-up of parks and shorelines. It also launched a new stewardship program — “Adopt a Riverbank” — for stretches of the Ottawa River shoreline. It coordinated tree-planting with the Scouts de l’Outaouais in Gatineau Park that resulted in the planting of 4,000 trees donated by the Ministry of Natural Resources in Quebec.

Sector I: Promoting and Animating Canada's Capital Region

Objective: To foster Canadian pride and contribute to awareness and understanding of, and participation in, Canada's Capital and its region.

Programming

Strategy: Deliver high-impact, four-season

programming that will give Canada's Capital a higher profile among Canadians and visitors, whether they visit the physical or the virtual Capital.

Winterlude Skaters who paused this year at Patterson Creek, an inlet of the Rideau Canal, found enchantment under the frosty boughs of illuminated willow trees, where a gallery of winter art had been assembled. They also found refreshment. The Alcatel Ice Café was Winterlude's newest attraction in 2002. Skaters bought hot drinks and pastries across a counter of solid ice and then went to warm their fingers at nearby bonfires. Though Winterlude 2002 suffered from unseasonably warm temperatures, good contingency planning and a last-minute plunge in temperatures allowed organizers to prepare the Rideau Canal Skateway just in time for the opening.

Canada Day Crowds once again thronged the downtown streets of Canada's Capital on July 1, transforming Confederation Boulevard into a river of people. The Governor General and Prime Minister welcomed some 35,000 celebrants to Parliament Hill at noon, while the Canadian Forces CF18 squadron roared overhead in an aerial salute to Canada, and the SkyHawks parachuted to the ground in a demonstration of precision and skill. Later that night, an estimated 100,000 gathered again for "Thrill on the Hill," a program that included some of the liveliest Canadian artists and personalities of 2001, with stars such as Alanis Morissette and Jean Leloup representing different parts of the country. The noon and evening broadcasts reached 1,654,000 people, a 24 percent increase over the year 2000.

Capital Infocentre Location, location, location. With its doors literally opening onto Parliament Hill, the Capital Infocentre has attracted substantial crowds since its establishment as a state-of-the-art visitor reception centre in 1996. With a target of 1 million clients for the first five years from 1996 to 2001, it managed to exceed the 1.3 million mark this year. To mark the centre's fifth anniversary, the first visitor to come through the doors as they opened on August 1 — a woman from Quebec City — received a "Capital" gift basket and a tremendous welcome.

Confederation Boulevard The challenge is to convey meaning. Confederation Boulevard is lined with national institutions. It offers sweeping views of historic landscapes. Only with appropriate interpretation, however, can that significance be captured and shared. *A Capital Adventure* does just that. The second edition of this colourful and award-winning guide was published in 2001, in collaboration with eight federal partners, and is now being promoted and sold across Canada. The NCC also completed the design and installation of 10 interpretive panels at Confederation Boulevard vantage points. Designed to orient, inform and entertain viewers as they wander the Boulevard, these handsome panels capture the attention with stories, images and artefacts cast in bronze. Planning has begun for the next phase of panels, featuring national sites and symbols.

Commemorations Monuments are designed for posterity. With a limited number of good potential sites in the central Capital, the NCC works very carefully with proponents to plan new installations and to ensure that every new commemoration is meaningful and important. The four monuments that were inaugurated in the central Capital in 2001 certainly met the criteria. The two that were placed in Rideau Falls Park honoured, respectively, the Mackenzie-Papineau Battalion (a brigade of Canadian volunteers who fought fascism in Spain in the 1930s) and Canada's contribution to global welfare. Other new monuments in the Capital Region honoured hockey hero Maurice Richard (who died in 2000) and the valour of Canadian Aboriginal war veterans. In addition, just prior to Malak Karsh's death in the fall of 2001, a tulip bed near the Canadian Museum of Civilization was named in his honour. It recognized his passion for photographing the beauty of Canada's Capital during more than half a century.

Targets	2001–02 Accomplishments
<p>Contact Centre Over the five-year planning period, the NCC will establish a new public contact centre and will measure baseline public satisfaction levels in order to set targets for future performance.</p>	<p>The Call Centre transformed into the Contact Centre, responding to both telephone and e-mail inquiries, on June 18, 2001. Subsequently, a baseline survey of the Contact Centre was completed. The results of the survey demonstrated that 87 percent of callers were very satisfied with the overall level of service. During the year, the Centre fielded 99,443 contacts.</p>
<p>Capital Infocentre Throughout 2001–02 to 2005–06, the number of visitors to the Capital Infocentre and its plaza will be sustained at 325,000 visitors annually, with an emphasis on reaching first-time visitors to the Capital, as well as resident hosts.</p>	<p>This target was exceeded. The Capital Infocentre welcomed 330,524 visitors, representing an increase of 11 percent over the last fiscal year.</p>
<p>Parliament Hill Programs In 2002–03, the NCC will conduct a visitor satisfaction survey for its Parliament Hill programs and will update the programs accordingly.</p>	<p>The tool to evaluate visitor satisfaction is under development.</p>
<p>Sound and Light Show Over the five-year planning period, the NCC will maintain the number of spectators at the sound and light show on Parliament Hill (which had a record-breaking attendance of 160,000 in the year 2000–01) and sustain the existing high satisfaction levels of 85 percent.</p>	<p>Due to construction on the Hill, the sound and light show was cancelled for the 2001–02 season.</p>
<p>Canada Day Throughout 2001–02 to 2005–06, the NCC will deliver Canada Day programming that celebrates Canadian diversity, values and achievements and that will sustain or expand Canada Day programming and marketing partnerships.</p>	<p>Survey results indicate that close to 300,000 people visited the four official 2001 Canada Day sites, where 831 Canadian artists from across the country performed. Ninety-five percent of all participants rated the overall event as excellent or good. The survey also demonstrated that over 90 percent of the participants agreed that the event was successful in positively impacting their pride in Canada and in being Canadian.</p>
<p>Winterlude In 2001–02, the NCC will develop and implement, in partnership with current or new local and national stakeholders, a shared action plan to revitalize Winterlude and to work for its recognition as an event with international status.</p>	<p>Four major sponsors, five federal partners and eight collaborators participated in the successful delivery of events and activities. Ice sculptors came from around the globe to participate in the event. Winterlude was chosen to join the ranks of the “Top 50 Ontario Festivals.”</p>
<p>Confederation Boulevard The NCC will take advantage of packaging and programming opportunities for Confederation Boulevard as “Canada’s Discovery Route” and, by 2004–05, will deliver a system of self-guiding interpretation tools for year-round audiences.</p>	<p>The NCC completed the first phase of the interpretation program on the Boulevard with the installation of 10 interpretive panels and the publication of the revised edition of the guide <i>A Capital Adventure</i>.</p>
<p>Commemorations In 2001–02, the NCC’s commemoration policies and processes will be reviewed and updated.</p>	<p>Work has begun on a thematic framework for the Core Area that will identify priority and secondary commemoration sites. The policy revision will be completed in 2002–03.</p>

Festival & Events Ontario awarded the Molson Canadian Achievement Award for Best Merchandise Idea to the Canada Day 2001 Merchandising Campaign.

The Canadian Tulip Festival inducted NCC Chairperson Marcel Beaudry and former Chairperson Jean Pigott into the Order of the Tulip in recognition of the role that they and their organization have played in creating and sustaining the festival.

International Programming

Strategy: Deliver new or renewed services, programs and events in order to enhance the international positioning of the Capital.

Canada and the World Pavilion The visitor book says it all, with hundreds of entries striking the same note. Two examples: “Exceptional! I came for a quick peek and stayed three hours” and “Excellent! We come out of here feeling more Canadian.” The Canada and the World Pavilion opened with the Prime Minister in attendance to speak on a subject near to his heart — Canada’s role in the world as trader and humanitarian and cultural leader. The Pavilion’s successful opening could not have happened without the presenting sponsor, Accenture, and the following programming partners: the departments of Foreign Affairs and International Trade and of National Defence, the Canadian International Development Agency, the Communications Research Centre and the Canadian Space Agency. The Pavilion, which henceforward will serve as a focus of international programming in Canada’s Capital, includes a permanent exhibit called “Spirit, Heart and Mind” (highlighting Canadian artists, humanitarians, scientists and technologists).

International Year of Volunteers Some 7.5 million people turn out as volunteers every year in Canada, donating more than a billion hours annually. Supporters of the NCC are part of that story. Last year, 1,400 people performed 19,000 hours of work, ranging from tree planting to environmental clean-up, on behalf of the Capital. As well as hosting several volunteer receptions, the NCC singled out particular volunteers for special recognition. Notably, it installed a plaque to honour the Friends of Maplelawn Garden, the garden-lovers who have helped to restore and maintain what is said to be one of “the best preserved of the few known surviving examples of early 19th-century walled gardens in Canada.” It also recognized individuals with outstanding records for volunteerism, for example, a ski patroller who has supported the NCC unremittingly for 15 years.

Targets	2001–02 Accomplishments
<p>Canada and the World Pavilion During 2001–02 to 2005–06, the NCC will work with new partners and sponsors to establish the Canada and the World Pavilion at Rideau Falls Park according to the following targets:</p> <ol style="list-style-type: none"> 1. Official opening ceremony in May 2001; 2. Visitation by 80,000 people in the opening year (April to October), increasing to 120,000 by the year 2003–04; 3. Establishment and implementation of a plan on joint programming and marketing initiatives, as well as a shared evaluation framework; and 4. Establishment of renewed and expanded partnerships for the Pavilion by 2004–05. 	<ol style="list-style-type: none"> 1. The NCC inaugurated the Pavilion on May 10, 2001. 2. During the first season, the Pavilion logged 62,000 visits, with another 23,000 people visiting the website; the target will be revised for coming years to reflect the counting method used. 3. In preparation for the second season, the NCC has prepared a new integrated marketing, communications and broadcast plan as well as a shared evaluation framework. 4. The NCC is working to solidify its relationships with current partners and sponsors.
<p>International Year of Volunteers In 2001–02, the NCC will join the world in celebrating the International Year of Volunteers and, through events and activities in the Capital, will raise awareness of Canada’s national values and identity with respect to this theme.</p>	<p>As well as helping the federal government to organize a recognition event for its volunteers on Parliament Hill in April 2001, the NCC honoured its own volunteers at a gala held in April and another at the end of the year. The summer 2001 version of the Future Trek program centred on the theme of volunteerism.</p>
<p>Games of La Francophonie In 2001–02, the NCC will provide programming and marketing support to The Games of La Francophonie.</p>	<p>The Capital Infocentre provided information and sold tickets for this major international sporting event. The NCC provided a range of special services to The Games including equipment loans, use of NCC sites and logistical advice.</p>
<p>Festivals Network In 2005, the NCC will host the annual meeting of the International Festivals and Events Association (IFEA) in cooperation with local and national partners.</p>	<p>The IFEA has decided to bring its annual meeting to Canada’s Capital in 2006 rather than in 2005.</p>
<p>International Positioning The NCC will establish, by 2002–03, a comprehensive strategy, multi-year action plan and performance measures for increasing the international profile of the Capital, capitalizing on the opportunities presented in 2001 by the new Canada and the World Pavilion, Winterlude’s international programming and marketing initiatives, the International Year of Volunteers and The Games of La Francophonie.</p>	<p>A decision was taken during the NCC strategic planning process to focus future international programming on the Canada and the World Pavilion and the Winterlude Gateway Program (which takes place every two years) due to resource constraints.</p>

Attractions Canada chose the Canada and the World Pavilion as the Best New Attraction in Canada.

Marketing, Outreach and Promotion

Strategies: Solicit the continued and increased buy-in of partners and large, high-profile sponsors for integrated Capital programming and marketing. Reach potential audiences through targeted marketing, outreach and promotional activities.

Marketing Campaigns The number of Canadian visitors to Canada's Capital Region rose last year by 1.7 percent (to 5.7 million people), making the region the fifth largest destination in Canada. NCC marketing campaigns played a part in bolstering that trend. In a move to create a more modern, upbeat image for the Capital, the NCC invested in an imaginative summer marketing campaign, called "Expand Your Horizons." Four weather balloons were launched as part of the campaign kick-off, each bearing a prize of four days in the Capital. Those who did not find a balloon could enter an online contest on the NCC's tourism website, and some 10,000 entrants responded. In winter, the NCC partnered with Bell Globemedia, the Canadian Tourism Commission and the Ontario Tourism Marketing Partnership to launch a three-year, \$3-million multimedia marketing campaign. The aim was to show off the winter Capital to readers, web surfers and television viewers across the country. The highlight was a 30-minute television show, hosted by travel reporter Jeff Hutcherson and Canadian figure-skating star Josée Chouinard.

The Canadian Capital Cities Organization The National Capital is only one of 14 Canadian capitals. In the mid-1990s, the NCC — aware that it needed a channel to extend its messages nationally — conceived and pushed for the creation of a new organization, the Canadian Capital Cities Organization (CCCO). Its purpose was to bring representatives from Canada's provincial and territorial capitals, as well as from the nation's capital, together to address the particular challenges of capital planning and programming. Since then, the CCCO and the NCC have successfully mounted a number of national projects. In February 2002, the NCC hosted the annual meeting, and the group explored the creation of a capital cities product club concept and looked at opportunities for expanding the national winter lights program (building on Christmas Lights Across Canada).

Future Trek The focus was on Canadian youth. Building on a successful millennial program, the NCC brought 200 young people, ages 18 to 24, to the Capital for an experience of communication and community-building on and around Canada Day 2001. Its importance lay in bringing young Canadians together, introducing them to their counterparts from other regions of the country and sending them home with a broader, more tolerant and more informed perspective.

Targets	2001–02 Accomplishments
<p>Canadian Capital Cities Organization The NCC, in collaboration with the Canadian Capital Cities Organization, will sustain and revamp existing outreach programs.</p>	<p>New programming and marketing initiatives have been identified and an action plan will be presented at the Canadian Capital Cities Organization’s national conference in Fredericton in September 2002.</p>
<p>Family Exchange Conditional upon financial support from federal partners, the NCC’s exchange program will re-focus its reach to a youth audience and, over the next three years, will include participation from all provincial and territorial capitals, as well as the National Capital.</p>	<p>The 2001–02 program was postponed and a decision was made to simplify the 2002–03 program by bringing the winning participants to one destination, Canada’s Capital. This decision was made with the Canadian Capital Cities Organization, based on funding constraints. The program is slated for discontinuation thereafter, unless a sponsor can be found, in order for the NCC to pursue broader-based programming opportunities with the Canadian Capital Cities Organization.</p>
<p>Youth Strategy The NCC will develop a youth marketing strategy and revamp its programming to reach a broader number of young Canadians and to create in them an awareness of, understanding of and appreciation for their Capital, Canada and other Canadians.</p>	<p>A research study polling teachers nationwide was completed, and the results are currently under analysis. This information will guide the strategy development.</p>
<p>Future Trek Throughout 2001–02 to 2005–06, the NCC will build on the success of the special millennial Future Trek project and, given financial support from partners and sponsors, it will continue to deliver an annual exchange and national participation program for 18- to 24-year-olds.</p>	<p>The 2001–02 presentation of this event was a success, involving 200 youth from across Canada. However, this national youth participation program will be discontinued in the future in favour of programs with broader reach.</p>

Sector II: Planning the National Capital Region

Objectives: To plan the orientation, use and development of federal lands in the National Capital Region in consultation with other planning jurisdictions, to ensure that their evolution is consistent with the image, character and quality of life in the Capital. To coordinate development and ensure that uses, plans and designs for federal lands in the National Capital Region are appropriate to their national significance, natural environment and heritage.

LeBreton Flats Plans to restore LeBreton Flats have been in the works for decades. In 2001–02, those plans moved closer to realization when the federal government approved funding for the redevelopment negotiated by the City of Ottawa and the NCC in the 1990s. The plans envisage an area divided between parkland (a festival park and green space along the Ottawa River), national public uses (the Canadian War Museum) and mixed-use, residential-commercial development (to be undertaken in partnership with the private sector). In 2001–02, the NCC finalized design and development guidelines for riverside lands, the festival park and the site of the Canadian War Museum. It also planned remediation of the soils, contaminated by many years of light industrial use before 1962. Moreover, it is possible that LeBreton Flats, a camping place from time immemorial, may have archeological potential. To investigate that potential, the NCC has provided for archeological research to precede construction on the Canadian War Museum site.

Core Area Sector Plan All eyes were on the core last year. The Core Area Sector Plan will take the general principles and policies expressed in the *Plan for Canada's Capital* and apply them to the downtown areas of Ottawa and Gatineau. The sector plan represents the third phase in a three-step planning process for the heart of Canada's Capital. The first step involved the preparation of a document entitled *Vision of the Future for Canada's Capital Core Region*, finalized in 1998. Thereafter, the NCC moved on to develop a more technical *Core Area Concept of Canada's Capital*, which was submitted to a process of public consultation in 2001–02. Generally, the concept, which addresses the containment of urban sprawl through mixed-use development, was well received. However, the public's concern for heritage and the environment and its interest in transportation alternatives emerged as principal themes throughout the consultation. With the results of the public consultation in hand, the NCC turned to the development of planning principles, concepts and specific initiatives for certain discrete areas within the core. These elements will eventually be incorporated into the Core Area Sector Plan.

Capital Planning

Strategies: Position the *Plan for Canada's Capital* as the overriding vision for the future development of Canada's Capital and as the framework for the completion of various supporting plans. Encourage the integration of a "Capital" perspective into the plans of other levels of government.

Targets	2001–02 Accomplishments
<p>LeBreton Flats By the end of 2002–03, the NCC will have obtained all necessary approvals for the redevelopment of LeBreton Flats from the aqueduct north to the Ottawa River.</p>	<p>Discussions are continuing with the City of Ottawa regarding certain consent and rezoning applications. The LeBreton North Urban Design Guidelines received federal design approval. Federal land use approval for the Canadian War Museum site is expected early in the next fiscal year, pending the finalization of site boundaries.</p>
<p>Core Area Sector Plan Through a consultative process, the Core Area Sector Plan will be completed in 2001–02.</p>	<p>The public consultation report for the Core Area Concept was distributed to the public in September 2001. Though completion of the Core Area Sector Plan has been deferred to 2003–04, the NCC moved forward in two priority areas within the core: LeBreton Flats (initiated) and Sparks Street (under study).</p>
<p>Urban Lands Master Plan In future years, other elements of the Urban Lands Master Plan will be completed (Eastern Area Sector Plan in 2003–04, Western Area Sector Plan in 2004–05, and Southern Area Sector Plan in 2005–06).</p>	<p>Other elements of the Urban Lands Master Plan will be postponed in order to focus efforts on the Core Area Sector Plan and the development initiatives of Sparks Street and LeBreton Flats.</p>
<p>Gatineau Park Master Plan By 2002–03, the NCC will complete the <i>Gatineau Park Master Plan</i> update.</p>	<p>Work is proceeding on target. In 2001–02, the NCC completed a re-assessment of Gatineau Park (issues, trends, visitor analysis) and will use these findings as the reference point for revisions to the plan.</p>

In 2001, the Canadian Institute of Planners awarded the Vision in Planning Award to the NCC for its implementation of the 1950 *General Report on the Plan for the National Capital* (the Gréber Plan). The Ontario Professional Planners Institute for Urban Planning presented the NCC with the Provincial Professional Merit Award and with a District Outstanding Planning Award for its *Core Area Concept of Canada's Capital*.

Federal Land Use, Design and Transaction Approvals

Strategy: Implement federal plans, legislation and policies to safeguard and enhance the built and natural environments of the National Capital Region through the federal land use, design and transaction approvals process.

Legislative Authority In a complex jurisdiction where many diverse federal and municipal agencies are active, the NCC plays a vital coordinating role. Thus, as well as managing, developing and using its own lands and buildings, the NCC has legislative authority to review and approve property transactions and land use and design proposals emanating from other federal owners in the National Capital Region. Last year, 136 land use/transaction submissions were considered, and 110 approvals were granted or files closed. Examples of these submissions include the Rideau Canal Pedestrian Bridge and the Bayview O-Train station. As well, 168 design submissions were initiated, and 75 approvals were granted or files closed. Examples of these submissions include the Ottawa International Airport, the Canadian Museum of Civilization garden and the Queensway-Carleton Hospital expansion.

Targets	2001–02 Accomplishments
<p>Cultural Landscapes By 2003–04, the NCC will prepare criteria for the identification and guidelines for the protection of key cultural landscapes in the National Capital Region.</p>	<p>The project scope has been identified and preliminary analysis for the definition of guidelines has been undertaken. In 2002–03, work will continue to define the criteria.</p>
<p>Artefact Collections During the five-year planning period, the NCC will ensure a suitable depository for each of its major artefact collections. Priorities within this timeframe will be the Colonel By House collection and the historic material from Leamy Lake Park.</p>	<p>The agreement to transfer the Colonel By House collection to Parks Canada is expected to be finalized by fall 2002. Major artefact assessments at Leamy Lake were completed and prehistoric materials have been transferred to the Canadian Museum of Civilization.</p>

Transportation Planning

Strategy: Participate in studies led by the City of Ottawa and the Communauté urbaine de l'Outaouais to deal with interprovincial transportation issues in the National Capital Region.

Interprovincial Transportation Today, there are five bridges spanning the Ottawa River in the National Capital Region. More will be needed in years to come. The NCC, as the only planner in the region with a legislated interest in interprovincial transportation, works with municipalities and provincial governments on both sides of the river to address overarching transportation issues. Responding to recommendations in its 2000 governance study, the NCC has scheduled six meetings a year with mayors from both sides of the Ottawa River and has planned the first such meeting for early 2002–03, with transportation — and, in particular, the location of new interprovincial bridges — a main topic of discussion.

Targets	2001–02 Accomplishments
<p>Interprovincial Bridges By 2001–02, the NCC will work with its partners to realize a joint environmental assessment study to determine the location and effects of future interprovincial bridges and the completion of the ring road system to service the National Capital Region, and it will work towards the establishment of an interprovincial transportation authority.</p>	<p>The joint environmental assessment study was delayed because of municipal transition in Ottawa and the Outaouais, but is expected to proceed in 2002–03.</p>
<p>Interprovincial Transit By 2001–02, the NCC will contribute to a joint planning study for an interprovincial rapid transit facility.</p>	<p>The final report was completed and made available to the public by the Société de Transport de l'Outaouais.</p>

Sector III: Real Asset Management and Development

Objectives: To provide opportunities to enhance the rich cultural heritage and natural environment of the National Capital Region. To optimize the contribution of lands and buildings in supporting the programs and mandate of the NCC.

Land and Asset Management

Strategy: Protect natural lands and built assets through cost-effective maintenance, management, development and rehabilitation programs and through the implementation of appropriate quality and service standards.

Champlain Bridge After some 70 years of life, the old Champlain Bridge was in a critical state of deterioration. Because of this and the increasing demand for interprovincial transportation, the decision was made to replace the old bridge with a larger, three-lane structure. The reconstruction began in 1998. Two lanes opened to traffic in February 2002 and, by the end of the fiscal year, 85 percent of the work was accomplished. The renewed bridge includes a sidewalk and bicycle lane that essentially “close the loop” for recreational pathways on opposite sides of the Ottawa River. The Champlain Bridge, which will open officially in July 2002, is now wider, stronger and better equipped to meet the demands of modern interprovincial travel.

Rideau Hall The official residences — there are six of them in the Capital Region — include some of the finest historic buildings in Canada. When the NCC took over responsibility for these important buildings in the mid-1980s, it found Rideau Hall — the oldest and most fragile of the official residences — in poor condition. The NCC immediately developed a multi-year rehabilitation plan, which it has been implementing since then. The past year was one of considerable achievement, with the completion of several major infrastructure projects. The work carried out at the official residences is part of a larger program of life-cycle management, called the Multi-Year Capital Construction Program (MYCCP), which applies to all real assets owned and managed by the NCC.

Targets	2001–02 Accomplishments
<p>Land Management Plans The NCC will prepare and implement land management plans in keeping with the completion dates of the master plans (Core Area Management Plan in 2002–03; Gatineau Park Management Plan in 2003–04; Eastern Area Management Plan in 2004–05; Western Area Management Plan in 2005–06).</p>	<p>The Core Area Management Plan has been deferred to 2004–05, pending completion of the Core Area Sector Plan (2003–04). It is anticipated that the Gatineau Park Management Plan will be completed on schedule. Timing of other land management plans will be dependent on the completion of the associated master plans.</p>
<p>Integrated Asset Management Information System By 2003–04 the NCC will implement the core components of the Integrated Asset Management Information System (IAMIS) in the following sequence:</p> <ol style="list-style-type: none"> 1. By 2001–02, the templates and the inventory components of the Agreement Module will be developed; 2. By 2002–03, the basic inventory will be expanded to support other applications including the Geographic Information System (GIS), Agreements, and Life Cycle Management; and 3. By 2002–03, the Life Cycle Management component will be completed, as well as the Environmental Module. 	<ol style="list-style-type: none"> 1. The target has been extended to 2002–03 to ensure all user requirements are met. 2. An asset information management tool has been developed to interface between the asset inventory and the GIS. 3. A prototype of the Life Cycle Management module has been developed and is being pilot tested to confirm user requirements and scope. The completion of the Environmental Module has been revised to 2004–05.
<p>Confederation Boulevard In 2001–02, the NCC will sign an agreement with the cities of Ottawa and Hull for the joint maintenance of Confederation Boulevard.</p>	<p>The process was delayed because of municipal amalgamations, but an agreement is expected in early 2002–03.</p>
<p>Construction Projects Throughout 2001–02 to 2005–06, the NCC will deliver the Multi-Year Capital Construction Program (MYCCP), which includes:</p> <ol style="list-style-type: none"> 1. Work on the official residences. <ol style="list-style-type: none"> a) In 2001–02, the NCC will replace the roof at 7 Rideau Gate; b) By the end of 2002–03, the NCC will rehabilitate the forecourt of Rideau Hall and install a grounds irrigation system using untreated river water; and c) By the end of 2005–06, the NCC will resolve office accommodation issues and shortages at Rideau Hall and install a higher capacity underground electrical power line to serve the site. 2. Rehabilitation of the Champlain Bridge (completion in 2001–02). 	<ol style="list-style-type: none"> 1. a) Completed. <ol style="list-style-type: none"> b) The design of the forecourt rehabilitation was completed in preparation for implementation in 2002–03. Piping for the grounds irrigation system has been installed. c) The NCC is beginning work to rehabilitate the stable building for use as office accommodation. The design of a higher capacity underground electrical power line was initiated. 2. The rehabilitation of the Champlain Bridge will be completed by July 2002. Delays were caused by labour shortages and winter weather conditions.
<p>Revenues The NCC will achieve the following revenue targets:</p> <ol style="list-style-type: none"> 1. \$11.9 million in leasing revenues in 2001–02; 2. A total of \$3,489,000 from easements and licenses of occupation during 2001–02 to 2005–06 (\$613,000 for 2001–02); 3. \$500,000 land-lease revenues per year, principally from the Sussex-MacKenzie site; and 4. Land disposal revenues of \$6 million per year. 	<ol style="list-style-type: none"> 1. A total of \$13,123,000 (excluding tax recoveries) was generated in leasing revenues due to low vacancy rates and additional property acquisitions. 2. A total of \$705,000 was received from easements and licenses of occupation. 3. The ground lease for the Sussex-MacKenzie site will be signed early in 2002–03 and will secure annual land-lease revenues of at least \$200,000 per year, with the first payment expected in 2005–06. No other development revenues were realized this year. 4. Total disposal revenues were \$5,159,000, representing 86 percent of target. One expected sale was delayed until 2002–03.

Park Services and Recreational Facilities

Strategy: Manage an appropriate range of park services and outdoor recreational facilities to enable visitors to enjoy a “green Capital” experience and to support the promotion and animation of the National Capital Region.

The Outaouais Tourism Association, at the 17th annual Grands Prix du tourisme ceremony, presented the NCC with top honours for the campgrounds of Gatineau Park.

Gatineau Park Visitor Centre The Visitor Centre, in its second year of operation, continued to fulfil its vocation as an interpreter of nature and heritage in Gatineau Park. The number of visitors grew in 2001–02, with people being drawn there not only in search of information but also to view the permanent exhibit (which tells the story of people, as well as flora, fauna and geology in the park). Visitors also came to celebrate the seasons with a changing array of temporary exhibits (such as, *Species at Risk*, *A Tulip Legacy* and *Mushrooms*).

Targets	2001–02 Accomplishments
Gatineau Park Contract By 2002–03, the NCC will implement a new contract for the provision of recreational and maintenance services in Gatineau Park.	An open competitive process was completed and a new contract awarded in March 2002.
User Fees In 2003–04, a user fee policy will be developed, and in 2004–05, a revised user fee program implementation strategy will be established based on the policy.	In 2001–02, the NCC initiated a review and background research.
Games of La Francophonie During 2001–02, the NCC will provide the venue and infrastructure support for the Games of La Francophonie.	The NCC successfully monitored and coordinated the infrastructure needs of the Games at several NCC sites.
Gatineau Park Visitor Centre In 2001–02, the NCC will increase the number of visitors to the Gatineau Park Visitor Centre and its seasonal kiosk to 60,000 (a 26 percent increase over 1999-2000 visitation rates). In addition, a visitor service card will be developed to measure client satisfaction, with the objective of reaching an 80-percent satisfaction rate.	A total of 79,500 people visited the Visitor Centre and kiosk, exceeding target levels by almost 30 percent. A visitor service card was developed for distribution in 2002–03.

LeBreton Flats When the federal government approved funding for the redevelopment of LeBreton Flats in May 2001, the NCC was ready to move. It prepared a draft environmental study and screening report, which it used as the basis for public consultation and for development of an environmental remediation plan. That plan will guide the process of remediation, which is slated to begin in early 2002–03. Last year, the NCC also completed the design of LeBreton Boulevard and the environmental assessment needed for realignment southward of the Ottawa River Parkway. In preparation for the site construction, some trees have already been moved to Tunney's Pasture.

Sparks Street Revitalization Sparks Street is key to the revitalization of the downtown core, not only because of its historic importance as a commercial street in 19th-century Ottawa, but also for its position on the threshold of Parliament Hill. The *Core Area Concept of Canada's Capital* foresees a major revitalization of Sparks Street in the next few years, including the development of a public space on the approach to Parliament Hill and the introduction of mixed residential-commercial uses. In 2001–02, the NCC continued to acquire the buildings needed to bring the area back to life as a centre for “living, working and celebrating Canada.” Though public and municipal debate of the Sparks Street plan continues, studies and negotiation were ongoing throughout the year, the objective being to refine the plan in a way that will balance national and municipal interests.

Canada and the World Pavilion Over the years, the NCC has collaborated on the development of many cultural facilities in the Capital — for example, the National Gallery of Canada (1988) and the Canadian Museum of Civilization (1989). Its contribution is typically through the provision of high-profile sites, design approvals and landscaping. In 2001–02, however, the NCC gave birth to a cultural institution of its own: the Canada and the World Pavilion is the first major development on Confederation Boulevard's “international” sector (Sussex Drive north). Construction was completed, and the small but elegant building opened for its first season of programming and exhibition on May 10, 2001.

Core Area Implementation

Strategy: Fulfil the role of “Capital builder”

by revitalizing the Core Area of the Capital.

Targets	2001–02 Accomplishments
<p>LeBreton Flats Pending partnerships and government funding, in 2001–02, the NCC will complete an environmental remediation plan for LeBreton Flats and will commence remediation by 2002–03.</p>	<p>The federal government has approved funding for the redevelopment, and the NCC is on target to begin remediation of the Canadian War Museum site.</p>
<p>Canada and the World Pavilion By April 2001, the NCC will complete construction of the Canada and the World Pavilion at Rideau Falls Park.</p>	<p>Construction of the Canada and the World Pavilion was completed on schedule.</p>
<p>Sparks Street Revitalization By 2001–02, pending funding, the NCC will obtain all the necessary approvals to proceed with the implementation of the Sparks Street revitalization.</p>	<p>The federal government approved funding for further study. The NCC participated in a mediation process regarding the Sparks Street Heritage District designation, and will continue to work towards a resolution to this issue.</p>
<p>Plan for Canada's Capital Over the five-year planning period, the NCC will initiate implementation of the <i>Plan for Canada's Capital</i>, with a focus on the Core Area Sector Plan.</p>	<p>The NCC began work to develop a commissioning and implementation plan for the <i>Plan for Canada's Capital</i>.</p>

Green Capital

Strategy: Develop the recreational pathway network and associated services as key components of the Green Capital Strategy.

Recreational Pathways From the 1970s onward, the NCC has been steadily building and developing an extraordinary system made up of recreational pathways that parallel the waterways and connect virtually every corner of the National Capital Region. Today, the system encompasses some 170 kilometres of pathway. As well as finalizing its five-year strategy for future development and promotion in 2001–02, the NCC strengthened the link with other Canadian networks by installing signage to show links to the Route verte (a system of paths and special lanes that stretches throughout Quebec). For the Greenbelt, plans, surveys and construction drawings are now in place in preparation for next year’s building of the section of the Greenbelt Pathway from Watts Creek to Shirleys Bay. The NCC also worked to maintain existing pathways, notably through the widening and resurfacing of sections that run along Leamy Creek and through Montcalm Park in Gatineau.

Targets	2001–02 Accomplishments
<p>Green Capital Strategy In 2001–02, the results of the Green Capital/Visitor Survey Module I and Module II will be integrated into the development and implementation of the Green Capital Strategy, which will include the development of a specific program plan for the recreational pathways as one of its main targets throughout 2001–02 to 2005–06.</p>	<p>The NCC used the survey results to assist in developing the terms of the maintenance and recreational services contract for Gatineau Park. A five-year strategic plan for the recreational pathways was developed and approved.</p>
<p>Recreational Pathways Together with partners, the NCC will complete the following initiatives for the recreational pathways:</p> <ol style="list-style-type: none"> 1. By 2004–05, an update of the “Strategic Development Plan for an Integrated Network of Recreational Pathways for the National Capital Region (1994)”; and 2. By 2005–06, a five-year plan for the upgrade of the recreational pathway network, including missing links, rehabilitation and the Greenbelt system. 	<ol style="list-style-type: none"> 1. The schedule for completion is unchanged. 2. Plans to complete certain key links in the recreational pathway network were developed, and will be implemented in 2002–03.

Public Regulations The issue is of one of public safety and enjoyment. To ensure that lands are used appropriately, the NCC regulates and controls public use of its lands — for example, through various regulations applying to cars, boats and dogs. In developing the revised Animal Control Regulations, the NCC consulted intensively with the public and, due to the concerns voiced, agreed to compromise in many respects. For example, certain parks that are heavily used by picnicking families will be closed to dogs. In other areas, off-leash privileges will be extended. The new regulations will go into effect in spring 2002, and a program of awareness-building and gradual enforcement will begin shortly thereafter.

Capital Stewardship

Strategy: Fulfil the role of Capital steward

by ensuring the preservation, protection and sustainable use of built and natural assets

in Gatineau Park, the Greenbelt and Capital Urban Lands.

Targets	2001–02 Accomplishments
<p>Regulations The NCC will prepare and implement the following regulations to ensure the protection and management of NCC lands:</p> <ol style="list-style-type: none"> 1. In 2001–02, the NCC will implement Animal Control Regulations; 2. In 2002–03, the NCC will initiate a review of its <i>National Capital Commission Traffic and Property Regulations</i>; and 3. By 2005–06, the NCC will implement revised <i>National Capital Commission Traffic and Property Regulations</i> as needed. 	<ol style="list-style-type: none"> 1. Final government approvals are expected in the spring 2002. 2. In 2001–02, the NCC initiated a review of existing documentation for analysis. 3. Implementation of the revised regulations will depend on the outcome of the 2002–03 review of the existing regulations.
<p>Environmental Management During the 2001–02 to 2005–06 planning period, the NCC will implement its renewed Environmental Management Strategy, which will include specific targets and milestones in the area of natural resource management, land use management and environmental stewardship.</p>	<p>The NCC approved the renewed Environmental Management Strategy and implemented internal and external communications. Improvements were made to the Environmental Action Plan.</p>
<p>Contaminated Sites Management Throughout 2001–02 to 2005–06, the NCC will complete Phase I Environmental Site Assessments (ESAs) on all its high- and medium-priority contaminated sites (over 600 property assets). It will also complete detailed Phase II ESAs, plus risk assessments, management, clean-up and monitoring as appropriate, on sites with a high risk of impact on human health and/or in non-environmental compliance. The NCC will also perform ESAs on all transaction properties.</p>	<p>Phase I ESAs were completed on 51 of the 52 high- and medium-priority sites planned for 2001–02, bringing the NCC to a 74 percent completion rate for these sites. In addition, 26 Phase II ESAs were completed, rehabilitation work was carried out on five sites, 16 sites were monitored and risk assessments were completed on two sites. For property transactions, a total of 23 Phase I ESAs, 17 Phase II ESAs and two risk assessments were completed.</p>
<p>Environmental Assessments From 2001 to 2006, the NCC will continue to undertake Environmental Impact Assessments for all NCC projects, developments and transactions under the <i>Canadian Environmental Assessment Act</i>, and strategic environmental assessments on all its plans in compliance with the 1990 Cabinet directive.</p>	<p>The NCC managed 21 Environmental Impact Assessments and completed 32 environmental screening reports and strategic environmental assessments for NCC projects.</p>
<p>Environmental Priority Maps During 2001–02 to 2005–06, the NCC will circulate copies of and promote its environmental priority maps to federal landholders in the NCR, and work with the new City of Ottawa and other municipalities to share environmental information and to update the maps.</p>	<p>The circulation of the environmental priority maps has been delayed to 2002–03 because of other project priorities.</p>

Sector IV: Corporate Services

Objective: To provide corporate-wide strategic, financial and human resource advice, as well as technological tools and expertise, to ensure the effective and efficient operation of the corporation.

Classification As a separate employer, the NCC has the flexibility to tailor its classification system to its own particular needs. A new classification system, the result of many months of hard work and consultation within the NCC, was launched in January 2002. The former plan, which dated back to 1994, had served the NCC well; however, evolution of the organization and the downsizing and commercialization that took place in the mid-1990s made the system obsolete. The new system is better suited to the NCC's size and professional workforce, with only 10 levels (rather than 16).

Renewal Continuous learning is essential for an organization to run smoothly from one generation of managers to another. The NCC has prepared a corporate training plan and set targets for investment to ensure that continuous learning takes place and that employees have the skills and knowledge they need. To prepare for the retirement of a large number of employees in coming years, the NCC has also implemented a succession planning program. Through a process of self-identification and comprehensive evaluation, potential successors can implement a tailored development plan that will ready them to step forward and shoulder more responsibility. Programs are being put in place for all management levels, as well as for key professional positions within the organization.

Values The NCC embarked on a values exercise, inviting all employees to participate in defining the ethics of the corporation. The result was the Statement of Values, officially unveiled in June 2001. Employees also had input into the development of a series of behaviour statements to guide how employees should deal with others. The emphasis thereafter was on incorporating those values and behaviours into the work of the NCC. Employees in each branch of the NCC worked together to develop a tailored action plan to focus on the areas of weakness identified, with specific targets for improvement.

Workforce Diversity The NCC recognizes the importance of a diverse workforce that mirrors the profile of Canadians. Not only does diversity ensure the best performance through a combination of perspectives and approaches, but it also enables the corporation to reach out more effectively to all Canadians. In order to ensure that all employees understand and support this type of work environment, a pilot employment equity and diversity awareness workshop was delivered last year and will be included as part of the NCC's general employee orientation program. The NCC also introduced measures to assist in recruiting students from employment equity designated groups.

Human Resources

Strategy: Take steps to rebuild the NCC's human resources foundation to promote a committed and motivated workforce and to develop and implement an action plan during the five-year planning period.

Targets	2001–02 Accomplishments
<p>Training and Development In 2001–02, the NCC will target resource expenditures on employee training and development of three percent of base salaries and an average of 37 hours per employee.</p>	<p>The target was revised to 2.7 percent of salaries, or 30 hours of training, to take into account the untracked time spent in corporate values workshops. Overall, the NCC realized 1.6 percent of salary base and an average of 26 hours of training per employee. The variance may be attributed, in part, to indirect impacts of September 11 (i.e., reluctance to travel, course cancellations).</p>
<p>Renewal In 2001–02, as part of its human resources renewal initiative, the NCC will:</p> <ol style="list-style-type: none"> 1. Implement its revised job evaluation system and update its classification system as indicated; 2. Implement Phase II (middle managers and directors) of the Succession Management Plan; 3. Evaluate the implementation of the results of the corporate values initiative. 	<ol style="list-style-type: none"> 1. The new classification system was implemented at the beginning of 2002. 2. Phase II was partially completed. The self-identification process for director positions was completed and the evaluations are virtually complete. The process for middle manager positions has been deferred to 2002–03. 3. The development of values action plans by each branch at the NCC was monitored. A system has been put in place to evaluate implementation of these plans on a periodic basis for the upcoming year.
<p>Health and Safety In 2001–02, the NCC will implement strategies to become compliant with the revised <i>Canada Labour Code</i>, part two.</p>	<p>A new occupational health and safety policy was prepared, policy work was undertaken related to prevention of harassment and violence and a hazard recognition process was launched. A formalized emergency response plan will be reviewed as part of a broader business continuity plan in 2002–03.</p>
<p>Collective Agreement In 2001–02, the NCC will complete the second round of collective bargaining.</p>	<p>A new collective agreement was signed on February 1, 2002.</p>

Statement of Values We, at the National Capital Commission, are proud to enrich Canadian society. We realize our national mandate with dignity, integrity and passion. We embrace a spirit of open communication, cooperation and teamwork to foster a common vision, while professing and putting into practice the values of respect, well-being and commitment.

Corporate Website The year 2001 marked the launch of the NCC's corporate website, an important element in the organization's response to the Government On Line initiative and the recommendations of the governance study. To date, the public response has been outstanding. The site received 166,000 visitors between June 2001 and the end of March 2002. Even more significantly, visitors took time to explore the site. Two to three minutes is the industry standard for an interested web browser. Visitors to the NCC's new corporate website stayed on site for an average of eight minutes! The new business-related site complements an award-winning tourism site that has been up and running since 1996. Now people wanting information on how the NCC works or seeking an update on current plans and projects have easy access to accurate information and, in particular, the timing and results of public consultations. They also have an easy way to communicate their views to the NCC.

State-of-the-Art Mapping A sustained effort over the past five years has put the NCC on the map in terms of orthophotographic mapping technology. Every three years, the NCC renews the information layer of its Geographic Information System (GIS). This layer consists of "orthophotos," which are extremely detailed and mathematically accurate maps based on digitized aerial photographs. Five years ago, the NCC began to pioneer a new way of obtaining information for these updates. In 2001-02, it completed its second orthophotographic mapping project, with coverage now extending to nearly half of the region (2,200 square kilometres).

Technology

Strategy: Exploit information technologies that provide a strategic advantage for the corporation and facilitate effective and efficient management.

The Association of Canadian Map Libraries and Archives presented a Certificate of Appreciation to the NCC, in recognition of its substantial and innovative contribution to public education and geographic knowledge of Canada.

Targets	2001-02 Accomplishments
<p>Government On Line From 2001-02 to 2003-04, the NCC will participate in and promote the objective of Government On Line (GOL), as follows:</p> <ol style="list-style-type: none"> 1. in 2001-02 and beyond, the NCC will continue to pursue and enhance its efforts to use the web as a key component of marketing and outreach programs; 2. in 2001-02, the NCC will begin to use the web as an integral part of its public consultation process; 3. in 2001-02, the NCC will introduce a web-based business component to begin the transformation into a web-based business and by December 31, 2004, the NCC will have transformed into a web-based business operation, subject to the availability of funding requested under the GOL initiative; 4. in 2001-02, the NCC will promote the development of a "virtual Capital" in concert with other members of the Heritage portfolio to provide increased access to the "experience of Canada's Capital" for Canadians and international audiences and by the year 2002-03, a concept and implementation strategy for this initiative will be completed, followed by implementation of Phase I in 2003-04, subject to the availability of funding requested via the GOL initiative. 	<ol style="list-style-type: none"> 1. New websites were successfully launched for Winterlude, for the Teachers' Resource Centre, for Gatineau Park, for the Canadian Capital Cities Organization and for the Volunteer Centre. 2. The corporate website is being increasingly used to provide information to the general public and stakeholders related to NCC projects and activities (e.g., LeBreton Flats redevelopment). Other potential web tools for public consultation are being studied. 3. As of 2001-02, the NCC is actively using the corporate website for communications, marketing, outreach and public consultations. Studies are planned for 2002-03 regarding e-commerce. 4. The NCC continues to pursue the potential to develop a "virtual Capital" concept together with Canadian Heritage Portfolio partners, but implementation will be dependent on the identification of a source of funding for the project.
<p>Electronic Document Management In 2001-02, the NCC will continue to support the current Electronic Document Management (EDM) pilot project, and it will present recommendations for subsequent phases.</p>	<p>Work continued to realign and expand the pilot group in support of major corporate projects and priorities. Plans have been approved to introduce EDM throughout the corporation over the next two years.</p>
<p>IT Security In 2003-04, the NCC will put in place the federal government's supported security encryption infrastructure.</p>	<p>The NCC is monitoring the federal government's pilot project to identify best practices for implementation. Currently, the NCC's requirements for security encryption are minimal.</p>

Communications and Corporate Positioning

Strategy: Implement measures to increase the public's awareness and appreciation of the NCC's achievements and activities.

Corporate Positioning Responding to recommendations in the governance study of 2000, the NCC held an annual general meeting in September 2001 and opened the meeting to the public. The intention, by allowing the community an opportunity to listen, comment and ask questions, was to enhance the public's understanding of the NCC's activities, past and present, and to build support. The meeting was broadcast on local television and webcast on the corporation's website. A local follow-up survey indicated that two-thirds of respondents felt that the annual general meeting had improved their perception of the NCC. Other aspects of local public perception were also polled, with an 85 percent recognition rate of the NCC, and 51 percent reporting a positive or very positive reaction to the NCC versus 17 percent with a negative reaction. However, the survey also pinpointed a perceived lack of communication and openness as a source of difficulty. These results will help the NCC plan measures to improve its visibility and perception in the region.

Targets	2001-02 Accomplishments
<p>Marketing and Communications In 2001-02, the NCC will develop a strategic plan for marketing and communications.</p>	<p>Drafting of the strategic plan for marketing is nearing completion. The communications component has been deferred until next fiscal year due to staffing delays.</p>
<p>Internal Communications As a follow-up to the completion of the corporate values exercise, the NCC will consult with its employees to develop a new internal communications strategy.</p>	<p>Several new measures were put in place to facilitate internal communications, including a periodic employee bulletin and e-mail communiqués. The resources have been put in place to implement a new internal communication strategy early in 2002-03.</p>
<p>Public Consultation In 2001-02, the NCC will develop a formal public consultation policy, which will include consultation to obtain public input to policy.</p>	<p>The draft policy is nearing completion and will undergo internal and external consultations in early 2002-03.</p>
<p>External Relations In 2001-02, the NCC will implement measures to enhance relations with various levels of government and the public.</p>	<p>A Speaker's Bureau was established and speaking occasions with local groups are being planned. The process for the tripartite committee (consisting of the NCC Chairman and the mayors of Ottawa and Gatineau) was established and the first meeting scheduled for early 2002-03. The first session with the NCC board of directors and local interest groups was planned for May 2002.</p>

Research Good information is key to good decision-making. In 2001–02, the NCC undertook several major research projects touching on a full range of themes, programs and events. Research helped the NCC to identify emerging trends in local tourism for use in benchmarking future tourism findings. It also helped the NCC to monitor the local public's perception of the NCC's mandate and activities. As the federal government planning agency, the NCC collaborated with Public Works and Government Services Canada to study federal employment. Once again in the area of research, the impact of September 11 affected corporate priorities, and a report was prepared on the potential effects of terrorism on the economy and tourism. Programming research focused on measuring satisfaction and impact related to Canada Day festivities, the Canada and the World Pavilion and the Contact Centre. By means of an annual summary report of all corporate research, the NCC shares the results of research studies with interested organizations.

Corporate Audit The function of Audit and Evaluation at the NCC is to apprise the Corporate Audit and Evaluation Committee and senior management of the effectiveness and the efficiency of the controls, processes and programs of the corporation. In 2001–02, the group focused on the important area of security, which proved to be timely in view of the events of September 11. The audit looked at several aspects of security, and, at year's end, continued to work on the overall assurance opinion. Other risk areas — for example, procurement practices — are examined annually.

Alternative Fuels The NCC fleet remains steady at 32 vehicles (unchanged from 2000–01), though the number fluctuates to 40 during the summer season. As part of its commitment under the *Alternative Fuels Act*, the corporation continues to rely on Q-Tool Analysis (developed by Natural Resources Canada) to support the NCC's fleet replacement plan. The plan mandates the replacement of vehicles every four to seven years. The purchasing policy supports a move to smaller vehicles (four to six cylinders), which are more than adequate for the NCC's purposes. The vehicles are fuelled, whenever possible, with environmentally friendly, low-level ethanol blended fuels. Electric cars are available on the market and will be considered when they become more affordable.

Research and Audit

Strategy: Conduct strategic and tactical research to inform decision-making for purposes of strategic planning and to support concept testing for new programs, services, products and the assessment of program effectiveness.

Targets	2001–02 Accomplishments
<p>Research The results of studies conducted according to the Corporate Research Plan will be accurate, timely and relevant.</p>	<p>This target was met. Research studies were conducted in the areas of communications, programming, tourism and employment trends, with results integrated in planning improvements to the quality and impact of NCC activities.</p>
<p>Public Opinion In the summer of 2002 and as a follow-up to the benchmark surveys of 2000–01, public opinion research will be conducted on the public's awareness and support of the NCC.</p>	<p>Selected questions from the governance study of 2000 were included in a local omnibus survey in 2001 and the results posted on the corporate website.</p>

diversity
environment
commitment
preserving
the legacy

Stewardship

The NCC, through its environmental activities, seeks to contribute to the development of a national capital region where the quality of the natural or biophysical environment is sustained or enhanced for the benefit of present and future generations. Also, as the agency with a mandate to create pride and communicate Canadian values through the Capital, it seizes every opportunity to build partnerships and use them to promote and demonstrate good environmental values.

Environmental Management Strategy

In 2001, the NCC reviewed the array of actions it takes regarding the environment as well as the results of previous environmental audits and concluded that it has a solid base of programs to manage environmental issues. However, the NCC felt it could better state and communicate the philosophy underlying its various actions. Therefore, it articulated a vision statement and six principles as a philosophical basis of action. At a planning level, it defined strategies and created a multi-year action plan that integrated the vision, principles and strategies into a program of concrete action.

Contaminated Sites Management Program

The NCC employs the Environmental Site Assessment (ESA) process to screen contaminated sites. The process uses a phased approach to categorize sites according to the Canadian Council of Ministers of the Environment National Classification System. The NCC's program for the management of its own contaminated sites extends over a period of eight years, from April 1, 1999 to March 31, 2007. During that time, the NCC plans to investigate 90 percent of its properties and to implement corrective measures as required. The program also deals with the management of fuel storage tanks on NCC lands, through the planned completion of an up-to-date inventory and the development of an inspection program and detailed procedures for storage tank management.

Environmental Impact Assessments

The NCC voluntarily follows the key provisions of the *Canadian Environmental Assessment Act*, conducting Environmental Impact Assessments on all projects and transactions. It also conducts Strategic Environmental Assessments on all its land use plans.

Federal Land Use Approvals

As federal land use authority, the NCC reviews all federal government proposals to change, build or demolish federal assets in the region, taking the environmental impact of proposed work into account. (See Targets and Accomplishments on page 32.)

Natural Resources Management

The NCC works to protect natural areas and ecosystems, to minimize the effect of recreational activities in Gatineau Park on the environment, to protect plant and animal species on NCC land and to monitor water quality. For example, in Gatineau Park, the NCC completed rehabilitation of Pink Lake and remediation of numerous sites affected by over-use, evaluated habitats that needed restoration and identified vulnerable species. In the National Capital Greenbelt, the NCC restored habitat, undertook rehabilitation and assisted in exercises to link areas of the Greenbelt to other natural areas.

Lease Management

The NCC incorporated environmental provisions into all new and renewed agricultural and residential leases and initiated an awareness program for agricultural tenants. Water quality was tested and monitored at all wells on leased properties. Remediation measures were undertaken as needed.

Pesticide Use

As per policy, the NCC applied no pesticides in Gatineau Park. In addition, the NCC is working on the creation and implementation of an Integrated Pest Management System.

Solid Waste Management

The NCC has instituted recycling programs at all its office sites, and in 2001 it audited the program. In addition, it evaluated the potential of introducing recycling programs at NCC parks, and decided to implement such programs in 2002–03.

Preserving the Legacy The NCC manages and protects lands and buildings of national significance. Over the past 13 years, the extent of the lands held by the NCC has increased, with the NCC acquiring approximately 2,330 hectares of new land, including portions of the Mer Bleue Bog and Meech Creek Valley. On the other hand, transfers and sales of surplus lands have totalled approximately 1,270 hectares, most of which were transferred to local municipalities for public infrastructure or development. Only about 173 hectares have been sold for private-sector development.

Looking Ahead

The *Plan for Canada's Capital*, the NCC's most recent policy plan for the Capital Region, sets the parameters for a Capital that will evolve over the next 50 years into a metropolis with a strong symbolic core surrounded by, and integrated into, a network of green lands and waterways. The NCC has a vision based on a sense of the natural world as the framework, a commitment to organic rather than monumental development and a realization that the Capital ought to express Canada's great social, physical and institutional diversity.

The Capital of the future, as expressed in the new plan, will centre around an urban heart with impressive views and public spaces where people can live, work and celebrate Canada. The wild and natural lands — notably Gatineau Park and the Greenbelt — that surround the core will be safeguarded in perpetuity. The Capital will be a place where city and nature meet, a place where natural landscapes and views are integrated into the built environment and act as a backdrop for national events and daily life.

The NCC has a wonderful opportunity to develop the Capital as a model of good environmental management and as a source of environmental pride for Canadians. Planners at the NCC are aware of the latest trends in sustainable development. With a plan in place to increase public access to and enjoyment of natural areas, they realize that NCC lands are likely to face increasing pressure in years to come. As the population grows, the NCC will work to ensure that the quality of the natural environment is sustained and enhanced for the benefit of present and future generations.

Perhaps the largest single challenge that will face the NCC in realizing its vision of the Capital is the need to strengthen public and municipal support, without which delivering the mandate will be difficult. Great steps were taken in 2001–02 to establish new systems for working with the amalgamated governments of Ottawa and Gatineau and to open the NCC's doors to the public. The onus will remain on the NCC to encourage a two-way flow of information and to build awareness and support.

Canada and its Capital do not exist in isolation. While the shock of September 11, 2001 is still very recent, its effects on how public events are conceived and organized promises to be with us for many years. Security has already achieved new prominence in the planning of events and programming. It is unlikely, given the nature of terrorism, that the threat will disappear or even lessen appreciably in the near future. On the other hand, it is exactly here that Canada (and its Capital) have something to show the world. We are living proof that a diverse, multicultural society can flourish in an environment of peace and mutual tolerance. It is the NCC's mission to find ways, in years to come, to convey that message through the environment, structures and programs of Canada's Capital Region.

May 2001 Team of the Month: Patrice Bastien and Marie-France Boulet, financial services.



Financial Performance

Highlights of 2001–2002

operating income: \$34.6 million
capital expenditures: \$36.8 million
cost of operations: \$105.2 million
total appropriations: \$101.9 million

analysis

Parliamentary Appropriations

Parliamentary appropriations for 2001–02 were \$101.9 million, representing an increase of \$4.6 million from last year's total of \$97.3 million (table 1).

In 2001–02, total operating appropriations increased by \$3.8 million from the previous year, to \$52.7 million. The increase is mainly attributable to additional ongoing allocations received through supplementary estimates for increased salaries and employee benefits (\$1.9 million) and an additional transfer of \$1.0 million of grants and contributions appropriations as a result of a realignment of payments in lieu of municipal taxes.

Capital appropriations increased by \$1.5 million to \$36.2 million in 2001–02. The increase is largely the result of special appropriations received for the LeBreton Flats redevelopment project (\$12.0 million) and the revitalization of Sparks Street (\$2.5 million), net of a \$6.0 million capital reprofiling and a \$5.0 million loan received in 2000–01 for asset rehabilitation.

Grants and contributions appropriations decreased by \$0.7 million to \$13.0 million, essentially as a result of the realignment of payments in lieu of municipal taxes mentioned previously.

Total appropriations will be \$119.0 million in 2002–03, an increase of \$17.1 million over 2001–02. The variance stems mainly from the increased allocation of \$46.7 million for the LeBreton Flats redevelopment project (from \$12.0 million in 2001–02), which is partly offset by a \$2.9 million repayment on the 2000–01 capital loan and an \$11.0 million reduction in appropriations for the rehabilitation of official residences (chart 1).

Table 1

Parliamentary Appropriations (in thousands of dollars)

	2001–2002	2000–2001	Variance
Operating	\$ 44,949	\$ 40,108	\$ 4,841
Supplementary operating	7,721	8,763	(1,042)
Sub-total	52,670	48,871	3,799
Capital	25,671	23,751	1,920
Supplementary capital	10,563	10,999	(436)
Sub-total	36,234	34,750	1,484
Grants and contributions	14,090	13,260	830
Supplementary grants and contributions	(1,107)	424	(1,531)
Sub-total	12,983	13,684	(701)
Total appropriations	\$101,887	\$ 97,305	\$ 4,582

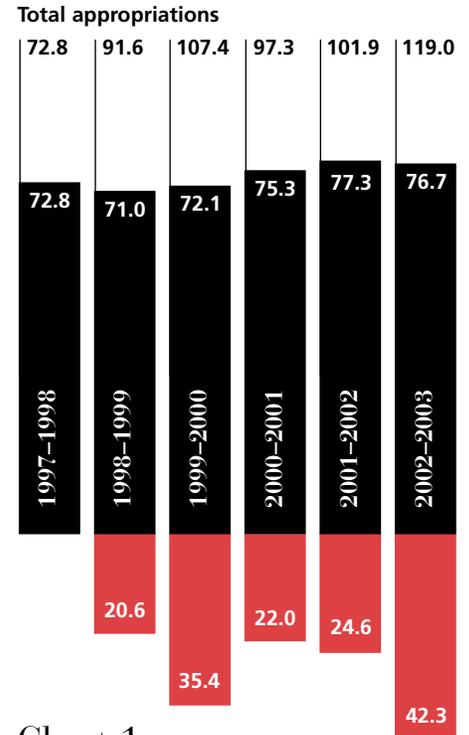


Chart 1

Parliamentary Appropriations 1997–1998 to 2002–2003 (in millions of dollars)

■ Parliamentary appropriations
■ One-time adjustments

Operating Income

As shown on the NCC's Statement of Operations, operating income totalled \$34.6 million in 2001–02, compared to \$43.0 million in 2000–01, which represents a decrease of \$8.4 million. This is mainly the result of a decrease in the net gain on disposal of capital assets (\$10.4 million), partly offset by an increase in rental operations revenues (\$2.1 million). The latter is directly related to revenue generating property acquisitions, particularly on Sparks, Queen and Metcalfe streets. Operating income generated from other sources in 2001–02 was at levels comparable to those of last year.

As shown in chart 2, rental operations and easements continue to represent the most significant source of operating income (51 percent this year).

As parliamentary appropriations have tended to stabilize over the years (apart from one-time adjustments), operating income continues to play an important role in helping to offset the NCC's increased cost of operations. In 1997–98, operating income (excluding net gain on disposal of capital assets) accounted for approximately 27 percent of the NCC's total operating funding and, in 2001–02, this level increased to 31 percent. Chart 3 illustrates the NCC's sustained efforts over the years to increase revenues.

The NCC also continues its efforts to maintain a high level of sponsorship income and to promote increased partnership contributions and volunteer support. In 2001–02, as shown in chart 4, sponsorship in cash for all NCC programs decreased slightly to \$1.2 million, compared to last year's all-time high of \$1.3 million dollars. Canada Day and Winterlude programs attracted fewer sponsors; strategic action has been initiated to refresh programs and enhance their marketability.

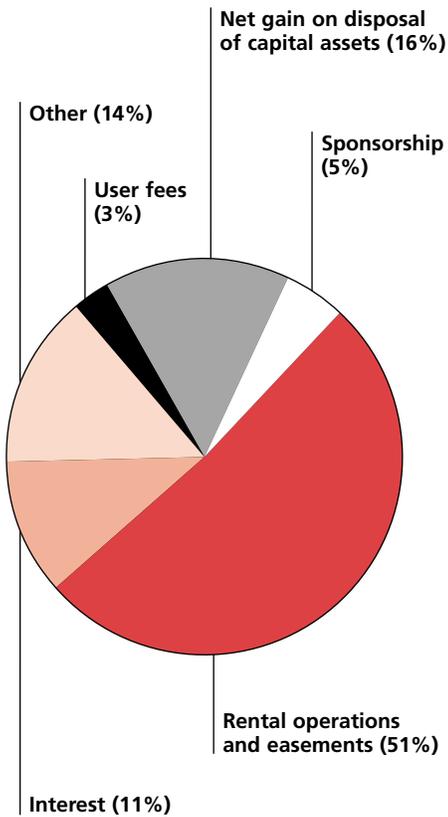


Chart 2
Source of Operating Income
2001–2002

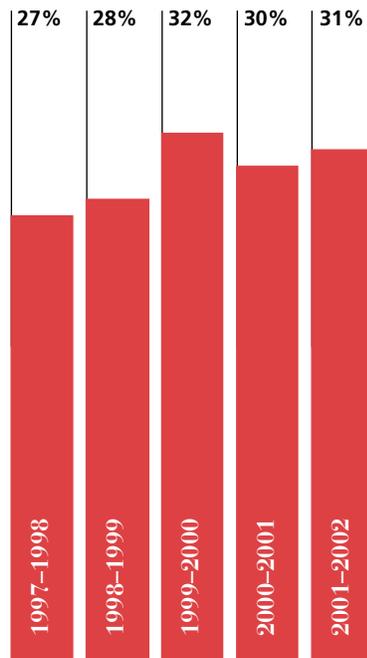


Chart 3
NCC Operating Revenues Relative
to Total Funding (excludes capital
appropriations and net gain on
disposal of capital assets)

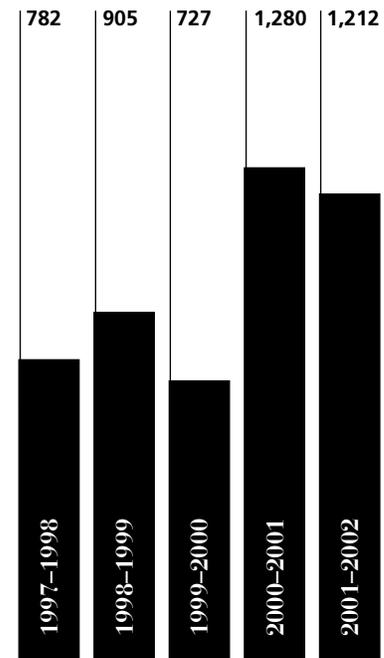


Chart 4
Sponsorship in Cash
(in thousands of dollars)

Cost of Operations

As shown on the NCC's Statement of Operations, the total cost of operations for 2001–02 amounted to \$105.2 million compared to \$97.9 million a year earlier. Goods and services expenditures increased by \$3.2 million, mainly as a result of a \$1.5-million increase in the costs of property management and maintenance contract renewals and costs associated with newly acquired properties. The variance of \$3.2 million in salaries and employee benefits is mainly attributable to the impact of the new collective agreement retroactive to January 1, 2001 (\$1.4 million) and increased employee benefits (\$1.0 million).

The NCC's 2001–02 expenses by major classification are shown in chart 5.

Goods and services represent the largest category of expenses (\$45.8 million), followed by salaries and employee benefits (\$31.1 million), amortization (\$15.5 million) and payments in lieu of municipal taxes (\$12.1 million). In the past, salaries and employee benefits was the largest category of expenses; however, this has changed as a result of the NCC's downsizing and commercialization strategies.

The NCC pays annual payments in lieu of municipal taxes to municipalities (and school boards in Quebec). Chart 6 shows the distribution of payments by municipality for 2001–02.

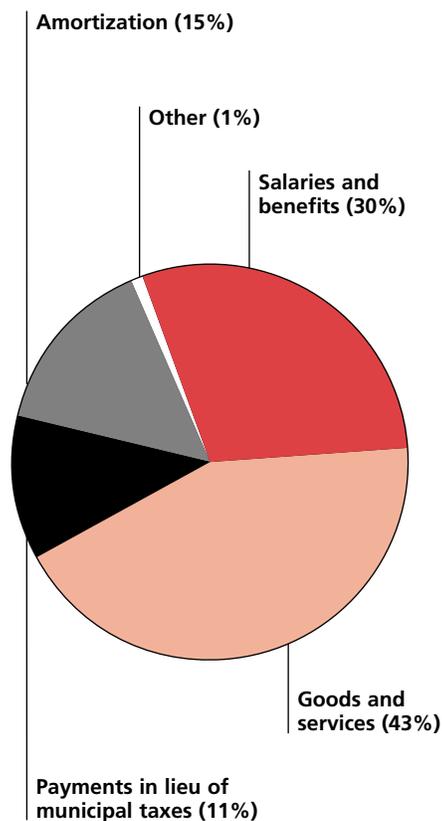


Chart 5
Summary of Expenses by Major Classification 2001–2002

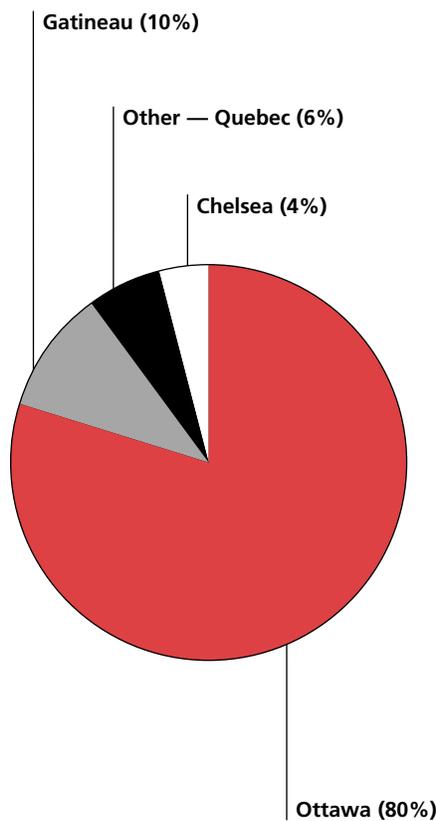


Chart 6
Payments in Lieu of Municipal Taxes 2001–2002

Capital Expenditures

In 2001–02, the NCC spent \$36.8 million on purchases and improvements to capital assets. Major projects included Sparks Street revitalization and acquisitions (\$10.8 million), Champlain Bridge reconstruction (\$9.5 million), the rehabilitation of official residences (\$5.7 million) and the redevelopment of LeBreton Flats (\$2.1 million).

Budgetary Analysis

The following tables compare operating and capital budgets to 2001–02 actual results and highlight resulting variances.

As shown in table 2, the actual excess of operating funding over expenditures totalled \$20.4 million at the end of 2001–02, an increase of \$10.5 million compared to budget. A significant portion of the variance is attributable to the conversion into non-operating income of the balance of insurance proceeds (\$4.4 million). Other elements explaining the variance include operating expenditure savings and future year commitments (\$2.9 million), increased interest revenues (\$1.4 million) and increased recoveries of payments in lieu of municipal taxes on leased properties (\$0.9 million).

Table 2

	Operating Budget 2001–2002 (in thousands of dollars)		
	Budget	Actual	Variance
Funding			
Operating appropriations	\$ 49,708	\$ 50,549	\$ (841)
Grants and contributions appropriations	12,983	12,983	0
Official residences program	2,021	2,021	0
Sparks Street — revitalizing Canada’s Capital	100	100	0
Carry-over	12,689	12,689	0
Revenues	24,968	31,688	(6,720)
Capitalization policy impact (to Capital)	(1,458)	(1,367)	(91)
Transfer from the Acquisition and Disposal Fund	699	639	60
	101,710	109,302	(7,592)
Expenditures			
Promoting and animating the National Capital Region	17,149	16,209	940
Planning the National Capital Region	1,858	2,114	(256)
Real asset management and development	50,222	48,808	1,414
Corporate services	22,535	21,767	768
	91,764	88,898	2,866
Excess of funding over expenditures	\$ 9,946	\$ 20,404	\$(10,458)

As reported in table 3, the year-end excess of capital funding over expenditures amounts to \$40.2 million for 2001–02, \$16.3 million more than budgeted. The variance stems mainly from planning and environmental impediments affecting the LeBreton Flats redevelopment project (\$9.8 million) as well as realignment of the Champlain Bridge reconstruction project work schedule, which deferred the project's completion to 2002–03 (\$2.9 million). In addition, market conditions dictated lower than budgeted real property acquisitions in relation to the Sparks Street revitalization project (\$2.7 million) and delays were encountered in the start-up of the project itself (\$2.1 million). A number of other projects, including some related to information technologies, were deferred to 2002–03 (\$10.5 million). Finally, anticipated funding from the Acquisition and Disposal Fund (\$11.7 million) was not required as a result of these project delays and deferrals.

Table 3

Capital Budget 2001–2002
(in thousands of dollars)

	Budget	Actual	Variance
Funding			
Capital appropriations	\$ 11,220	\$ 11,220	\$ 0
Official residences program	10,554	10,554	0
LeBreton Flats — revitalizing Canada's Capital	12,000	12,000	0
Sparks Street — revitalizing Canada's Capital	2,460	2,460	0
Carry-over	39,447	39,447	0
Capitalization policy impact (from Operating)	1,458	1,367	91
Transfer from the Acquisition and Disposal Fund	11,714	0	11,714
	88,853	77,048	11,805
Expenditures			
Real Asset Management and Development			
Confederation Boulevard	1,497	620	877
Champlain Bridge	12,434	9,515	2,919
LeBreton Flats — revitalizing Canada's Capital	11,914	2,143	9,771
Sparks Street — revitalizing Canada's Capital	2,372	228	2,144
Official residences	7,150	5,744	1,406
Real property acquisitions	13,516	10,833	2,683
Other projects*	13,578	6,497	7,081
	62,461	35,580	26,881
Corporate Services			
Equipment and information technologies	2,403	1,228	1,175
	64,864	36,808	28,056
Excess of funding over expenditures	\$ 23,989	\$ 40,240	\$(16,251)

* Includes capital projects from other sectors managed under the Multi-Year Capital Construction Program

March 2002 Employee of the Month: Thérèse St-Onge, Winterlude coordinator.



Financial Statements

2001–2002

10

20



Snowflake Kingdom
the world's longest skating rink

over 700,000
visitors

snow sculptures Crystal Garden
Fantasy on Ice

Management Responsibility for Financial Statements

The accompanying financial statements of the National Capital Commission (NCC) are the responsibility of management and have been approved by the members of the board of directors. These financial statements have been prepared by management in accordance with Canadian generally accepted accounting principles and, where appropriate, they include amounts that have been estimated according to management's best judgement. 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, records, financial and management controls and information systems. These 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 corporate objectives, and that transactions are in accordance with Part X of the *Financial Administration Act* and regulations, the *National Capital Act* and by-laws of the NCC. Internal audits are conducted to assess the performance of information systems and management controls and practices.

The NCC's external auditor, the Auditor General of Canada, has audited the financial statements and has reported on her audit to the members of the board of directors and to the Minister of Canadian Heritage.

The members of the NCC's board of directors carry out their responsibilities for the financial statements principally through the Corporate Audit and Evaluation 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 the audit examinations with respect to the adequacy of internal accounting controls and to review and discuss financial reporting matters. The external and internal auditors have full access to the Corporate Audit and Evaluation Committee, with or without the presence of management.



Marcel Beaudry
Chairperson

Micheline Dubé,
Vice-President, Corporate and Information
Management Services

May 31, 2002



Auditor's Report

To the Minister of Canadian Heritage

I have audited the balance sheet of the National Capital Commission (NCC) as at 31 March 2002 and the statements of operations, equity of Canada and cash flows for the year then ended. These financial statements are the responsibility of the NCC's management. My responsibility is to express an opinion on these financial statements based on my audit.

I conducted my audit in accordance with Canadian generally accepted auditing standards. Those standards require that I plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In my opinion, these financial statements present fairly, in all material respects, the financial position of the NCC as at 31 March 2002 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles. As required by the *Financial Administration Act*, I report that, in my opinion, these principles have been applied, after giving retroactive effect to the change in the method of accounting for the Workers' Compensation Obligation as explained in Note 3 to the financial statements, on a basis consistent with that of the preceding year.

Further, in my opinion, the transactions of the NCC that have come to my notice during my audit of the financial statements have, in all significant respects, been in accordance with Part X of the *Financial Administration Act* and regulations, the *National Capital Act* and the by-laws of the NCC.

Shahid Minto, CA
Assistant Auditor General for the Auditor General of Canada

Ottawa, Canada
May 31, 2002

National Capital Commission
Balance Sheet as at March 31

(thousands of dollars)
2002 **2001**

Assets

Current

Cash and cash equivalents (note 4)	\$ 29,377	\$ 36,577
Temporary investments (note 4)	70,595	34,404
Accounts receivable		
Federal government departments and agencies	3,490	15,912
Tenants and others	6,452	3,270
Prepaid expenses	2,774	3,268

112,688 **93,431**

Trust account (note 5)

– **4,393**

Long-term receivables (note 6)

5,787 –

Capital assets (note 7)

468,619 **447,137**

\$587,094 **\$544,961**

Liabilities

Current

Accounts payable and accrued liabilities		
Federal government departments and agencies	\$ 1,565	\$ 2,050
Others	19,162	15,015
Current portion of provision for environmental clean-up (note 13)	9,834	2,999

30,561 **20,064**

Provision for environmental clean-up (note 13)

24,551 **26,396**

Employee future benefits (note 8)

4,725 **3,279**

Deferred rent inducement

3,226 **3,408**

Unsettled expropriations of property

and land exchanges **3,180** **3,174**

Other long-term liabilities

1,948 –

Deferred insurance proceeds (note 5)

– **4,393**

68,191 **60,714**

Commitments and contingencies (notes 12 and 13)

Equity of Canada

518,903 **484,247**

\$587,094 **\$544,961**

The notes are an integral part of the financial statements.

Approved by the board of directors



Marcel Beaudry
 Chairperson



Irving Schwartz
 Chairperson,
 Corporate Audit and Evaluation Committee

National Capital Commission
Statement of Operations
for the Year Ended March 31

	(thousands of dollars)	
	2002	2001
Income		
Rental operations and easements	\$ 17,621	\$ 15,475
Net gain on disposal of capital assets	5,438	15,804
Interest	3,647	3,882
Sponsorship		
Cash	1,212	1,280
Goods and services	653	1,187
Sub-lease, headquarters	1,281	1,191
User access fees	1,126	1,081
Other fees and recoveries	3,629	3,124
	34,607	43,024
Cost of Operations (notes 9 and 10)		
Real asset management and development	62,319	57,796
Corporate services	22,632	21,007
Promoting and animating the National Capital Region	18,119	17,015
Planning the National Capital Region	2,114	2,079
	105,184	97,897
Cost of operations before parliamentary appropriations and non-operating income		
	(70,577)	(54,873)
Parliamentary appropriations (note 11)	65,653	62,555
	(4,924)	7,682
(Loss) Income before non-operating income		
Non-operating income		
Insurance proceeds (note 5)	4,438	-
	\$ (486)	\$ 7,682

The notes are an integral part of the financial statements.

National Capital Commission
Statement of Equity of Canada
for the Year Ended March 31

	(thousands of dollars)	
	2002	2001
Operations		
Balance at beginning of year	\$480,297	\$436,990
Adjustment to balance at beginning of year		
Change in accounting policy (note 3)	(1,451)	-
Balance at beginning of year restated	478,846	436,990
(Net loss) Net income	(486)	7,682
Transfer of capital assets from Government of Canada	-	875
Parliamentary appropriations to acquire and improve capital assets (note 11)	36,234	34,750
Balance at end of year	514,594	480,297
Canadiana Fund (note 1)		
Balance at beginning of year	3,950	3,648
Donations	359	302
Balance at end of year	4,309	3,950
Total balance at end of year	\$518,903	\$484,247

The notes are an integral part of the financial statements.

National Capital Commission

Statement of Cash Flows for the Year Ended March 31

(thousands of dollars)

2002 2001

Cash flows from operating activities

Cash receipts from parliamentary appropriations for operating activities	\$ 70,578	\$ 56,531
Cash receipts from rental operations and easements	16,685	15,194
Cash receipts from other operations	5,242	8,025
Cash paid to suppliers and employees	(84,709)	(84,342)
Interest received	3,547	3,937

Cash flows from (used in) operating activities **11,343** **(655)**

Cash flows from investing activities

Purchases and improvements to capital assets	(35,425)	(35,973)
Proceeds on disposal of capital assets	4,095	18,981
Disbursements for temporary investments	(66,079)	(34,404)
Cash receipts from temporary investments	34,404	-
Disbursements for environmental clean-up	(168)	(201)

Cash flows used in investing activities **(63,173)** **(51,597)**

Cash flows from financing activities

Cash receipts from parliamentary appropriations to acquire and improve capital assets	41,233	29,751
Cash receipts for pay equity	3,688	-
Disbursements for pay equity	(323)	(3,697)
Cash receipts for Canadiana Fund	32	18

Cash flows from financing activities **44,630** **26,072**

Decrease in cash and cash equivalents **(7,200)** **(26,180)**

Cash and cash equivalents at beginning of year **36,577** **62,757**

Cash and cash equivalents at end of year **\$ 29,377** **\$ 36,577**

The notes are an integral part of the financial statements.

Notes to Financial Statements

as at March 31, 2002

1. Authority and Objectives

The National Capital Commission (NCC) was established in 1959 under the terms of the *National Capital Act* (1958). The NCC is an agent Crown corporation without share capital named in Part I of Schedule III to 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 *National Capital Act* as amended in 1988, 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; and

organize, sponsor or promote such public activities and events in the National Capital Region as will enrich the cultural and social fabric of Canada, taking into account the federal character of Canada, the equality of status of the official languages of Canada and the heritage of the people of Canada.

As well as these objectives, in 1988, the *National Capital Act* gave the NCC an important additional power: to coordinate the policies and programs of the Government of Canada respecting the organization, sponsorship or promotion by departments of public activities and events related to the National Capital Region.

The NCC is also responsible for the management and maintenance of the assets of the official residences located in the National Capital Region. It created the Canadiana Fund to encourage Canadians to participate in the development of the official residences as shrines of Canadian history and achievement.

2. Significant Accounting Policies

These financial statements are prepared in accordance with Canadian generally accepted accounting principles and reflect the policies that follow.

Cash and Cash Equivalents

Cash and cash equivalents consist of cash and highly liquid investments which have a maturity of less than three months at the date of acquisition.

Capital Assets

Capital assets are generally recorded at historical cost. Property acquired for a nominal value or by donation is recorded, as transferred capital assets, at market value at time of acquisition or at the nominal value if the market value cannot reasonably be determined. Antiques or works of art donated to the Canadiana Fund and the NCC are recorded, as donated capital assets, at market value at time of the donation. If the market value cannot reasonably be determined, the transaction is recorded at nominal value. Improvements that extend the useful life of buildings and equipment are capitalized.

Amortization

Amortization of assets in use is charged to operations in equal annual amounts based on the cost of the assets and their estimated useful life as follows:

Buildings	3, 5 and 20 years
Parkways, roadways, and bridges	25 years
Park landscaping and improvement	20 and 25 years
Leasehold improvements	Term of lease
Machinery and equipment	10 years
Office furniture	10 years
Office equipment	5 years
Vehicles	5 years
Antiques and works of art	Nil
Computer and commu- nications equipment	3 years

Non-Monetary Transactions

When an exchange of assets takes place and there is a change in the purpose for which the asset is held, the transaction is recorded at the fair market value of the asset received. If there is no change in purpose for which the asset is held, the transaction is recorded at the carrying value of the asset given up. When there is an exchange of goods or services in kind, the transaction is recorded at the fair market value of the goods or services received. If the fair market value of the goods or services given up is more determinable, that fair market value is used to record the transaction.

Pension Plan

NCC employees are covered by the Public Service Superannuation Plan administered by the Government of Canada. The NCC's contributions to the plan are limited to 2.14 times the employees' contributions on account of current and certain past service. These contributions, which amounted to \$3.044 million (\$2.595 million in 2001), represent the total pension obligations of the NCC and are charged to operations on a current basis. The NCC is not required under present legislation to make contributions with respect to actuarial deficiencies of the Public Service Superannuation Account.

Employee Termination Benefits Obligation

Severance pay generally accrues to employees over their service period and is payable on their separation or retirement. The obligation is actuarially determined using the projected benefit method prorated on services and management's best estimate of salary projection, discount rate and average remaining service period of active employees expected to receive benefits. Management recognizes changes in the liability based on actuarial results and recognizes adjustments arising from actuarial gains or losses in the year in which they occur.

Workers' Compensation Obligation

The NCC assumes all risks for workers' compensation claims. The NCC recognizes the actuarial value of its workers' compensation obligation using management's best estimate and actuarial data obtained from the Workplace Safety and Insurance Board.

Deferred Rent Inducement

The NCC currently leases its headquarters office space. Moving expenses and major leasehold improvements incurred by the lessor to accommodate NCC needs have been recorded as of the effective date of the lease and are amortized over the term of the lease.

Parliamentary Appropriations

Parliamentary appropriations for operating expenditures and for grants and contributions to other levels of government and other authorities are included on the statement of operations in the year for which they were approved. Parliamentary appropriations to acquire and improve capital assets are credited to the equity of Canada as they represent the permanent investment of Canada in the NCC.

Provision for Environmental Clean-Up

The NCC records a provision for environmental clean-up in situations where it is obligated or is likely to be obligated to incur costs related to risk management and to the remediation and removal of contaminated material from environmentally contaminated sites, and the cost can be reasonably estimated following a detailed environmental assessment. The cost of remediation varies depending on the use of the soil.

Unsettled Expropriations of Property

Unsettled expropriations of property are recorded on the basis of real property appraisals performed by certified appraisers and other domain experts in addition to other expenses incurred during the expropriation process.

Measurement Uncertainty

The preparation of financial statements in accordance with Canadian generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements and the reported amounts of income and cost of operations during the reporting period. Provision for environmental clean-up, employee future benefits, unsettled expropriations of property and land exchanges, estimated useful lives of capital assets and contingent liabilities are the most significant items for which estimates are used. Actual results could differ from those estimates.

3. Change in Accounting Policy

Effective April 1, 2001, the NCC adopted the new accounting recommendation of the Canadian Institute of Chartered Accountants with respect to employee future benefits for the recognition of the workers' compensation obligation. Therefore, this obligation was accrued as at March 31, 2002. Prior to April 1, 2001, this obligation was not accrued by the NCC. The effect of this change of accounting policy has been recorded on a retroactive basis with a decrease to the opening equity and no restatement of prior financial statements. The opening balance in the statement of equity of Canada decreased by \$1.451 million and the liability for employee future benefits increased by the same amount.

4. Cash and Cash Equivalents and Temporary Investments

The NCC's policy is to invest temporary excess cash in short-term deposit certificates, Treasury bills and banker's acceptances with Canadian financial institutions. These are recorded at cost.

Cash and Cash Equivalents

As at March 31, 2002, cash and cash equivalents include deposit certificates and banker's acceptances which amounted to \$28.521 million (\$35.151 million in 2001) at a weighted average interest rate of 2.1 percent (5.3 percent in 2001) and have an average term-to-maturity of three months (three months in 2001). The fair value of cash and cash equivalents approximates the book value due to the short period to maturity of the investments.

Temporary Investments

As at March 31, 2002, temporary investments include deposit certificates and banker's acceptances which amounted to \$66.079 million (\$34.404 million in 2001) at a weighted average interest rate of 2.7 percent (5.7 percent in 2001) and have an average term-to-maturity of seven months (eight months in 2001). The fair value of temporary investments approximates the book value due to the short period to maturity of the investments. The temporary investments also include bonds which amounted to \$4.516 million at a weighted average interest rate of 4.6 percent and with a fair value of \$4.751 million.

Segregated Funds

Cash and cash equivalents and temporary investments amounted to \$99.972 million (\$70.981 million in 2001). The following funds, which amounted to \$76,355 million (\$61,231 million in 2001), are segregated:

- cash donations received for the Canadiana Fund in the amount of \$8,539 (\$11,748 in 2001);
- funds of \$17.609 million (\$24.326 in 2001) for the purpose of acquiring and trading lands along the Sparks Street Mall, in Ottawa, pursuant to governor-in-council authority;
- funds of \$2.145 million for the revitalization of Sparks Street, in Ottawa;
- funds of \$13.822 million (\$9.381 in 2001) for rehabilitation of the official residences;
- funds of \$9.771 million for the redevelopment of LeBreton Flats; and,
- funds of \$32.999 million (\$27.512 million in 2001) to acquire real property or to support other major programs, as may be authorized by Treasury Board and governor-in-council.

During the year, proceeds on disposal and interest revenues amounted to \$6.126 million (\$19.824 million in 2001) and disposal expenses were \$0.639 million (\$0.893 million in 2001).

5. Insurance Proceeds

The NCC has received funds from an insurance company in respect of a claim for damages arising from injuries sustained in an accident by an NCC employee. These funds, paid to the NCC to cover costs relating to a disability claim, were managed by an independent investment management firm. Revenues earned on the portfolio of investments have remained in the trust account and were deferred until expenses were incurred. In February 2002, the obligation of the NCC ceased following the death of the employee. Accordingly, the funds balance was transferred to the NCC and is included in the temporary investments on the balance sheet.

6. Long-Term Receivables

The long-term receivables include an amount of \$3.327 million representing the present value of services to be rendered to the NCC for the maintenance of parks and roadways until 2022. This account also includes \$2.460 million for services to be rendered as betterment to NCC properties.

7. Capital Assets

	(thousands of dollars) March 31, 2002				(thousands of dollars) March 31, 2001		
	Land	Buildings, Works and Infrastructure	Equipment	Total Cost	Accumulated Amortization	Net Book Value	Net Book Value
Land and buildings, works and infrastructure^{1,3}							
Greenbelt	\$ 28,737	\$ 35,810		\$ 64,547	\$ 25,025	\$ 39,522	\$ 40,724
Catineau Park	19,520	16,649		36,169	9,905	26,264	26,615
Parkways	33,555	108,249		141,804	56,283	85,521	88,007
Parks	26,457	52,903		79,360	26,495	52,865	58,093
Bridges and approaches	1,741	66,729		68,470	22,259	46,211	37,929
Historical properties	158	51,999		52,157	28,813	23,344	19,673
Recreational facilities	17,559	20,531		38,090	12,191	25,899	26,343
Rental properties	60,271	49,268		109,539	26,908	82,631	76,068
Development properties	49,458	7,234		56,692	3,435	53,257	46,607
Unsettled expropriations and land exchanges	3,181			3,181		3,181	3,174
Administrative and service buildings	4,477	15,410		19,887	10,215	9,672	9,822
	245,114	424,782		669,896	221,529	448,367	433,055
Less: provision for transfers ²	(1,838)			(1,838)		(1,838)	(1,838)
	243,276	424,782		668,058	221,529	446,529	431,217
Leasehold improvements		16,527		16,527	3,802	12,725	6,694
Equipment							
Machinery and equipment			8,819	8,819	7,984	835	689
Office furniture and equipment			4,187	4,187	3,406	781	1,077
Vehicles			1,092	1,092	516	576	439
Computer and communications equipment			10,767	10,767	8,840	1,927	1,959
Antiques and works of art							
Canadiana Fund			4,301	4,301		4,301	3,939
Other			945	945		945	1,123
			30,111	30,111	20,746	9,365	9,226
Total	\$243,276	\$441,309	\$ 30,111	\$714,696	\$246,077	\$468,619	\$447,137

1. The total cost of land and buildings, works and infrastructure includes \$41 million of construction in progress.

2. Provision for transfers pertains to property to be transferred in accordance with agreements with the Province of Quebec. This includes lands to be given for the approaches to the Macdonald-Cartier Bridge and to be used as a right-of-way for Highway 550, in exchange for other lands.

3. The NCC has identified surplus land and buildings planned for disposal. As at March 31, 2002, their net book value amounted to \$13 million.

8. Employee Future Benefits

The NCC provides to its employees termination and workers' compensation benefits. The obligations for these benefits represent an unfunded liability.

Employee Termination Benefits Obligation

Employee termination benefits are generally based on employees' length of service and rate of pay. The present values of employee termination benefits and current benefits expenses are determined by the NCC's actuary based on assumptions provided by management. The significant actuarial assumptions adopted in measuring the NCC's obligation are a discount rate of 5.68 percent (5.85 percent in 2001), salary projection of 3 percent (3.3 percent in 2001) and average remaining service period of active employees expected to receive benefits of 11.00 years (11.64 years in 2001). The actuarial liability of \$3.4 million (\$3.3 million in 2001) could be materially different if assumptions on which the valuation is based vary significantly in future years. The statement of operations includes a charge of \$567,464 (\$495,513 in 2001) for the cost of these benefits in the year. The benefits paid to employees during the year were \$316,701 (\$84,661 in 2001).

Workers' Compensation Obligation

The obligation excludes future administrative fees and the actuarial value presented was derived from actuarial data obtained from the Workplace Safety and Insurance Board. The obligation of \$1.3 million could be materially different if assumptions on which the valuation is based vary significantly in future years. The statement of operations includes a charge of \$190,010 (\$105,679 in 2001) for the cost of these benefits in the year.

9. Sector Definitions and Objectives

The NCC uses four sectors to structure its activities. Short-, medium- and long-term objectives linked to the mandate and mission have been developed for each one. The following are the long-term objectives established for each sector:

Real Asset Management and Development

To manage and protect physical assets of national significance on behalf of future generations of Canadians.

Corporate Services

To promote efficient and productive use of resources through the centralized provision of corporate services to all of the business lines.

Promoting and Animating the National Capital Region

To increase awareness of the Capital Region outside the National Capital Region through national marketing campaigns, communications contacts and outreach activities, and to present the Capital to visitors as a place to experience Canadian heritage, culture and achievements through varied services, events and programs.

Planning the National Capital Region

To guide the physical development and use of federal lands, to coordinate and achieve excellence in design and to plan development that is appropriate to the role and significance of the Capital of Canada.

10. Cost of Operations

Summary of Expenses by Major Classification	(thousands of dollars)	
	2002	2001
Salaries and employee benefits	\$ 31,143	\$ 27,988
Goods and services	45,776	42,572
Goods and services in kind	653	1,187
Payments in lieu of municipal taxes	12,133	11,506
Amortization	15,479	14,644
	\$105,184	\$ 97,897

11. Parliamentary Appropriations

	(thousands of dollars)	
	2002	2001
Parliamentary appropriations for operating expenditures received during the year	\$ 64,185	\$ 56,531
Parliamentary appropriations to acquire and improve capital assets received during the year	36,234	29,751
Parliamentary appropriations receivable at end of year	1,468	11,023
	\$101,887	\$ 97,305
Applied as follows:		
Parliamentary appropriations recorded on the Statement of Operations	\$ 65,653	\$ 62,555
Parliamentary appropriations recorded on the Statement of Equity	36,234	34,750
	\$101,887	\$ 97,305

12. Commitments

The NCC has entered into agreements for services, leases of equipment and operating leases for office accommodations. The agreements have different termination dates, with the latest ending in 2020, and total \$159 million (\$163.1 million in 2001). The NCC has also privatized the management and maintenance of a portion of its lands and properties as part of the federal government's Program Review. Contracts totalling \$27.3 million (\$24.2 million in 2001) have been awarded for these functions; these contracts will terminate in 2006–07.

Minimum annual payments under these agreements for the next five years are approximately as follows:

(thousands of dollars)	
2002–03	\$ 17,574
2003–04	\$ 12,823
2004–05	\$ 8,342
2005–06	\$ 7,726
2006–07	\$ 7,689

The NCC has entered into contracts for capital expenditures of approximately \$21 million (\$13.5 million in 2001). Payments under these contracts are expected to be made within the next five years.

13. Contingencies

Claims

Claims have been made against the NCC totalling approximately \$5.4 million (\$5.9 million in 2001), excluding interest and other costs, for alleged damages and other matters. The final outcome of these claims is not determinable and, accordingly, these items are not recorded in the accounts. In the opinion of management, the position of the NCC is defensible. Settlements, if any, resulting from the resolution of these claims will be accounted for in the year in which the liability is determined.

Environmental Protection

As part of the Environmental Management Framework and the Acquisition and Disposal Program, the NCC has prioritized 1,535 property assets that qualify for environmental assessment. Following a preliminary assessment of 717 of these property assets, more detailed studies were conducted on a number of these properties to determine the degree of remediation required. Based on the detailed studies conducted thus far, the NCC assesses the liability and the contingency for environmental clean-up at \$34.4 million (\$29.4 million in 2001) and at \$32.4 million (\$44.8 million in 2001) respectively. The contingency reflects the suspected costs or potential additional costs associated with situations where it is uncertain whether the NCC is obligated or it is unlikely that the NCC will incur full remediation costs.

14. Related Party Transactions

The NCC is related in terms of common ownership to all Government of Canada departments, agencies and Crown corporations and is mainly financed by the Parliament of Canada.

In addition to the related party transactions described below, and those disclosed elsewhere in these financial statements, the NCC also enters into transactions with Crown entities. In the normal course of business and on normal trade terms applicable to all individuals and enterprises, the NCC incurred expenses totalling \$10.7 million (\$10.7 million in 2001) for utilities, rental of space, asset and service purchases from other government departments and agencies, and earned revenues totalling \$4.9 million (\$3.2 million in 2001) from services rendered, rental operations and sales of assets to other government departments and agencies.

15. Fair Value of Financial Instruments

In addition to what has already been described in note 4 relating to this topic, the fair value of accounts receivable and accounts payable and accrued liabilities approximates the book value due to their impending maturity.

16. Comparative Figures

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

Appendix I: NCC Board of Directors and Committees

As at March 31, 2002

Board of Directors

Chairperson

Marcel Beaudry, Gatineau, Que.
September 2, 1999 to September 1, 2006

Vice-Chairperson

Heather Chiasson, Ottawa, Ont.
September 20, 1999 to September 19, 2002

Board Members

Jacques Carrière, Gatineau, Que.
December 7, 1999 to December 6, 2002

Dana B. Clendenning, Fredericton, N.B.
August 22, 2000 to August 21, 2003

Marc Denhez, Ottawa, Ont.
March 16, 1999 to March 15, 2002

Eric A. Denhoff, Victoria, B.C.
January 16, 2002 to January 15, 2005

Roland des Groseilliers, Ottawa, Ont.
January 12, 2001 to January 11, 2004

Ruth Carol Feldman, Winnipeg, Man.
March 10, 2001 to March 9, 2004

Michael E. Kusner, Gormley, Ont.
March 18, 2001 to March 17, 2004

Norma J. Lamont, Ottawa, Ont.
January 23, 1999 to January 22, 2002

Marc Letellier, Québec, Que.
December 12, 1998 to December 11, 2001

François Pichard, Gatineau, Que.
May 4, 1999 to May 3, 2002

Nancy Power, Edmonton, Alta.
November 28, 1998 to November 27, 2001

Irving Schwartz, Sydney, N.S.
October 29, 1999 to October 28, 2002

Ruth A. Spence, Yellowknife, N.W.T.
October 23, 2001 to October 22, 2004

Executive Committee

Chairperson

Marcel Beaudry

Vice-Chairperson

Heather Chiasson

Members

Marc Letellier

Nancy Power

Irving Schwartz

Corporate Audit and Evaluation Committee

Chairperson

Irving Schwartz

Members

Jacques Carrière

Dana B. Clendenning

Ruth Carol Feldman

Norma J. Lamont

François Pichard

Ex Officio Member

Marcel Beaudry

Compensation Review Committee

Chairperson

Norma J. Lamont

Members

Ruth Carol Feldman

Nancy Power

Irving Schwartz

Advisory Committee on Marketing and Programming

Chairperson

Virginia Greene, Marketing, Vancouver, B.C.

Vice-Chairperson

Raymond M. Hébert, Professor, Winnipeg, Man.

Members

Jean-Pierre Arvisais, Marketing, Blainville, Que.

Jules Duguay, Events, Québec, Que.

Chad Gaffield, Professor, Ottawa, Ont.

Heather MacLellan, Interpretation, St. John's, Nfld.

Duncan McKie, Media and Marketing,
Toronto, Ont.

Board Members

Roland des Groseilliers

Eric A. Denhoff

Ex Officio Member

Marcel Beaudry

Advisory Committee on Planning, Design and Realty

Chairperson

Carolyn Woodland, Landscape Architect,
Etobicoke, Ont.

Vice-Chairperson

Claude Provencher, Urban Designer, Montréal, Que.

Members

Larry Beasley, Urban Planner, Vancouver, B.C.

Peter Busby, Urban Designer, Vancouver, B.C.

William R. Green, Real Estate Developer,
Mont Tremblant, Que.

Gilles Larose, Architect, Montréal, Que.

Brian MacKay-Lyons, Architect, Halifax, N.S.

Lawrence R. Paterson, Landscape Architect,
Okotoks, Alta.

Donald Schmitt, Architect, Toronto, Ont.

David Witty, Planner, Winnipeg, Man.

Board Members

Michael E. Kusner

Marc Letellier

Ex Officio Member

Marcel Beaudry

Advisory Committee on the Official Residences of Canada

Chairperson

Julia Reitman, Montréal, Que.

Vice-Chairperson

Daniel Brisset, Montréal, Que.

Members

Carol Gault, Calgary, Alberta

J. André Perrier, Gatineau, Que.

Jean-François Sauvé, Montréal, Que.

Board Members

Marc Denhez

Ruth A. Spence

Ex Officio Member

Marcel Beaudry

The Canadiana Fund

Chairperson

Paul C. LaBarge

Vice-Chairperson

Agnes Benidickson, C.C.

Members

Marian Bradshaw

Joan Carlisle-Irving

Benoît Côté

Willie C. W. J. Eliot, C.M.

Maurice A. Forget, C.M.

Ruth Goldbloom, O.C.

Peggy McKercher, C.M.

John C. Perlin, C.V.O.

Gerald Pittman

Barbara Poole

Kathleen Richardson, C.C.

Ex Officio Member

Marcel Beaudry

Observer

Julia Reitman

Appendix II: NCC Partners and Sponsors

The success of the programming and activities of the National Capital Commission (NCC) depends on the support and contributions of many partners and sponsors. Over the past decade, the NCC has benefitted from a strong network of collaborators. The NCC would like to take this opportunity to acknowledge and thank the following organizations, which contributed to NCC programming and activities in 2000–2001.

NCC Partners

Association touristique de l'Outaouais (ATO)	Mines Action Canada	CFGO/CJMJ Chum (Ottawa) Inc.
Bank of Canada	National Archives of Canada	CFRA/KOOL/MAJIC FM Division
Bell Canada	National Arts Centre	Chicken Farmers of Canada
Blissymbolics Communication International	National Capital Balloon Club	CHUM Group Radio
ByWard Market BIA	National Film Board of Canada	Corangamite
Canada Council for the Arts	National Gallery of Canada	Cycle Power
Canada Science and Technology Museum	National Library of Canada	Cyclo-sportif G.M. Bertrand
Canadian Agriculture Museum — Central Experimental Farm	OC Transpo	Cyco's
Canadian Aviation Museum	Ottawa Emergency Services	EDS Canada
Canadian Broadcasting Corporation	Ottawa Fire Services	Em Promo-Marketing
Canadian International Development Agency	Ottawa Police Service	Enbridge Consumers Gas
Canadian Museum of Civilization	Ottawa Tourism and Convention Authority (OTCA)	Ford of Canada Ltd.
Canadian Museum of Contemporary Photography	Parks Canada	Foster's Sport Centre
Canadian Museum of Nature	Public Works and Government Services Canada	Fresh Air Experience
Canadian Olympic Association	Rotary Club of Ottawa	Full Cycle
Canadian Paralympic Association	Royal Canadian Legion	GE Canada
Canadian Ski Museum	Royal Canadian Mint	Gowlings
Canadian Space Agency	Royal Canadian Mounted Police	Honda Canada Ltd.
Canadian War Museum	Senate of Canada	Inventa Sales & Promotions Ltd.
Casino du Lac-Leamy	Société de transport de l'Outaouais	Kodak Canada Inc.
City of Gatineau	Sparks Street Mall	KPMG
City of Ottawa	Supreme Court of Canada	LGS Group
Communications Research Centre Canada	UNICEF Canada	Loeb Canada
Currency Museum of the Bank of Canada	World Exchange Plaza	MétéoMedia
Department of Canadian Heritage	Zone3sports	Molson Breweries
Department of Foreign Affairs and International Trade	NCC Corporate Sponsors	Montclair
Department of National Defence and Canadian Forces	Accenture Inc.	Mouton Cadet by Baron Philippe de Rothschild
Doctors Without Borders	Air Canada	NAV Canada
Easter Seal Society	Alcatel Canada Inc.	Nestlé Canada Inc.
Elections Canada	Award Cycle & Sports	Ottawa Dental Society
Embassy of Norway	Bauer Nike Hockey	Pecco's Velos
Free the Children	BeaverTails Canada Inc.	Pepsi Bottling Group (Canada) Co.
Gatineau Police Service	Bell Globemedia	Philippe Dandurand Wines
House of Commons	BGM Imaging Inc.	Pizza Pizza
Human Resources Development Canada	Bicyclinique	RBC Financial Group
IDRC Micronutrient Group	Business Development Bank of Canada	Rideau Centre
Kinsmen & Kinettes Clubs of Canada	Canada 3000	Rogers AT&T Wireless
Library of Parliament	Canada Post Corporation	Royal Canadian Air Force Officers' Mess
MBM Productions	Canadian Children's Museum	Royal Canadian Mint
Med-Eng Systems Inc.	Canadian Community Newspaper Association	Société de transport de l'Outaouais
	Canadian High Commission, Canberra	Southbank Dodge Chrysler Ltd.
	Casino du Lac-Leamy — Loto Québec	Sport Exchange Outaouais
		Sports Wrightville

Stoney Ridge Winery
Stuart Energy Systems Inc.
Teletoon Canada Inc.
Terrapro Corporation
The Weather Network
TMG Solutions
Tommy & Lefebvre
University of Ottawa — Executive MBA
VIA Rail Canada
ZIM Technologies International Inc.

NCC Sponsor Hotels and Restaurants

Albert at Bay Suite Hotel
ARC the.hotel
Best Western Hotel Jacques Cartier
Best Western Victoria Park Suites
Bistro 115
Blue Cactus Bar & Grill
Bravo Bravo Ristorante
Buffalo Charlie's II Bar & Grill
Buffalo Charlie's III Bar & Grill
Capital Hill Hotel & Suites
Cartier Place Suite Hotel
Coasters Seafood Grill
Coffee Revolution
Courtyard Restaurant
Crowne Plaza Ottawa
Dancing Mermaid
D'Arcy McGee's Irish Pub
Delta Ottawa Hotel & Suites
Double Decker's Pub Market Diner
Earl of Sussex Pub
Embassy Hotel & Suites
Embassy West Hotel Conference Centre
Excellent Eateries Group
Fairmont Château Laurier
Four Points by / par Sheraton
Hard Rock Café
Hilton Lac Leamy
Holiday Inn Plaza La Chaudière Hull/Ottawa
Hooker's BeaverTails
Howard Johnson Hotel Ottawa City Centre
Las Palmas Restaurant — Ottawa
Les Suites Hotel Ottawa
Lone Star Café
Lord Elgin Hotel
Mamma Grazzi's
Maxwell's Bistro & Club
Mayflower Restaurant & Pub
Mayflower II Restaurant & Pub

Minto Place Suite Hotel
Nickel's Restaurant
Noah's Restaurant & Catering
Novotel Hotel Ottawa
Oregano's Pasta Market
Quality Hotel
Ramada Hotel & Suites — Ottawa
Relais Château Cartier Resort
Sheraton Ottawa Hotel
The Courtyard Restaurant
The Fish Market Restaurant
The Keg Steakhouse & Bar
The Marble Works Steak House
The Royal Mile
The Westin Ottawa
Thirsty Dog
Travelodge by Parliament Hill
Tucker's Market Place
Vineyards Wine Bar Bistro
Vittoria Trattoria

NCC Friends of the Rideau Canal Skateway

Diamond

CAA Travel-Cruise Holidays
Domtar Inc.
EDS Canada
Minto Place Suite Hotel
Scott Paper Limited
Tannis 21 Foundation
The Westin Ottawa
Viking Rideau Corporation

Platinum

Canada Post Corporation
Four Points by / par Sheraton
Harris Computer Systems
Koyman Galleries
Loblaws Supermarkets Ltd.
McCay, Duff & Company
Taing Jewellers Ltd.

Gold

Accelio Corporation
Aqua Terre Solutions
Arnon Corporation
CGI Group
Coughlin & Associates
Figure 8 Skate Specialists
Ginsberg, Gingras & Associates
Gowling, Lafleur & Henderson LLP
MBNA Canada Bank
Nelligan, O'Brien & Payne Law Offices
University of Ottawa

Silver

Barry McLaughlin & Associates
Canadian Society of Customs Brokers
Cartier Place Suite Hotel
Cognos Incorporated
Finlayson & Singlehurst
J.L. Richard & Associates
Kearns Special Events
Richfield Services/Noah's Restaurant
Silver Skates
Telesat Canada
Union Engraving & Printing
Veri Aud

Bronze

Acc-Par Systems
Algonquin Travel Corporation
Androcom Interactive Media
Avestin
Bowmac Gunpar (1996) Inc.
Britanny Medical Pharmacy
Brookfield LePage Johnson Controls (BLJC)
C.L.A. Personnel
Central Canada Exhibition Association
City of Ottawa
Computing Devices Canada
D.C. Technologies
Deloitte & Touche
Delta Ottawa Hotel & Suites
Equity Management International
Farrow Architects
General Bearing Service
Ginsberg, Gluzman, Fage & Levitz LLP
Hooker Harbrecht/BeaverTails
Joan of Arc Academy
Johnsons Business Interiors
Lafleur de la Capitale
M. Davis Landscape Design
M. McGrath Canada Limited
McIntyre & McLarty LLP
Novatech Disaster Restoration
Novotel Hotel Ottawa
Perley-Robertson Hill & McDougall LLP
Royal LePage Commercial
Simmering & Associates
Spherion Workforce Architects
Sybase Canada
The Fish Market Restaurant
Tradewinds Scientific