



## OUR MISSION, YOUR CAPITAL

NATIONAL CAPITAL COMMISSION  
ANNUAL REPORT 2003-2004



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# A Record of Achievement

## Chairperson's Message

Some 50 years ago, when the National Capital Commission (NCC) inherited its role as federal planner from the Federal District Commission, Parliament gave it a new mandate — to create a Capital that would inspire Canadians with pride. That mission transcends any mere preoccupation with roads or bridges or landscaping. The NCC's role is to create a "meaningful" Capital, which means capturing the attention of Canadians and showing them the Capital as a reflection of their country.



Of course, that reflection has its roots in a physically impressive Capital — in the parkways and recreational pathways, in the ceremonial boulevard and preserved heritage buildings. What is truly notable about these assets, however, is their symbolic significance: the pathways lead to magnificent, historic waterways; celebratory banners and interpretive panels line Confederation Boulevard; heritage art and furniture turn every official residence into a visual textbook of Canadian history and culture. Even the flowers have meaning, with tulips that hark back to the part that Canada played in liberating the Netherlands in 1945.

The past year saw the NCC adding another page to its record of accomplishment with the LeBreton Flats project. As the Canadian War Museum nears completion, lands in the southern sector are being prepared for sale and development, and LeBreton Flats is on the verge of returning to life as a place to live, work and celebrate Canada.

LeBreton Flats is just one piece — though an impressive one — in the NCC's master plan for Canada's Capital Region. With a hundred years of history behind it, the NCC is the pioneer of long-term planning in the Capital. With a federal region that encompasses parts of Ontario and Quebec, the NCC is also the only planning agency with interests that transcend provincial and municipal boundaries. So broad a scope in time and space has huge implications, with the NCC working, for example, to ensure that federal interests are met in the planning of future regional transportation.

The NCC is proud of its achievements — proud of the way Canadians crowd into the Capital on July 1, and of programs such as the Canada and the World Pavilion that encourage Canadians to see their country in a new way. And we have not finished. Planning is well advanced for a broad, landscaped boulevard in downtown Gatineau to create a scenic link from the core area to Gatineau Park. Also being considered are plans that, when they come to fruition, will restore the Chaudière Falls to public use and bring life and vigour back to Sparks Street at the gateway to Parliament Hill.

In recent years, the NCC has found new, more open ways of working with the public. In 2003, we held our third annual general meeting and our second meeting with local interest groups, where we listened to the public, later incorporating their views into the strategic planning process. We have set up a committee that allows us to liaise at high levels with the mayors of Ottawa and Gatineau. This year, we created a new position — that of Ombudsman — so that the NCC will henceforward benefit from someone with a specific responsibility for ethics, complaints and requests for information. The consultation process is also working well. Consider the Sparks Street initiative. The NCC took its ideas to the public, listened attentively and has modified its plans. This is a Capital that we are building together.

Yes, we have accomplished a great deal since 1959, and we are poised to accomplish even more.

A handwritten signature in cursive script that reads "Marcel Beaudry". The ink is dark and the signature is fluid and legible.

Marcel Beaudry, Chairperson

# Highlights of the Year

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## Capital Agenda 21

One of the year's great achievements was Capital Agenda 21, a nuts-and-bolts implementation plan that builds on the broad, general policies expressed in the *Plan for Canada's Capital*. This implementation plan spells out how the policies of the Capital's latest master plan will be realized over the next several years in the form of parks, roads and buildings.

## Canada Day 2003

July 1 — it was, as always, an important day in the life of the Capital. Last summer, record-breaking crowds surged into the downtown core — more than 300,000 people — eager to enjoy the performances by Canadian artists at four official sites. It was a boom year for volunteers as well, with over 500 enthusiastic helpers turning out to express their love of country.

## Communicating Effectively

The NCC is working hard to improve the flow of information to and from the public. The principle mechanism for this effort — the *Five-Year Marketing, Communications and External Relations Plan* — was approved last year and went forward for implementation. In addition, a new corporate identity was launched on new signs, products and presentations made to the public.

## All About JUNO

In the broadcasting coup of the decade, the NCC succeeded in bringing the 2003 JUNO Awards ceremony to the Capital. The event brought the brightest and best of Canada's musical talent together — nationally and internationally renowned stars such as Shania Twain, Alanis Morissette and Avril Lavigne. For a moment, all eyes in Canada were turned on the Capital.

## LeBreton Flats

The trucks and bulldozers have been busy on LeBreton Flats, where the walls of the Canadian War Museum rose rapidly during the year, and significant progress was made in cleaning contaminated soil, installing services and consolidating roadways. LeBreton Flats is one huge step closer to renewed life.

## The World Wide Web

The Internet has proven itself a major conduit between the NCC and its public, and the NCC's two websites continued to grow in richness and detail with new advertising and merchandising features, online competitions, audio-visual cam-casts, and online public consultations.

## A New Role at the NCC

Responding to the challenge of finding "a new way of working," the NCC has created a new position and a new branch — Ombudsman and the Corporate Secretariat. The branch will draft a new code of ethics for the NCC, deal with privacy issues and respond to requests for information from the public.

# Key Financial and Operating Highlights

## FIVE-YEAR FINANCIAL AND OPERATING HIGHLIGHTS FOR THE YEARS ENDED MARCH 31

	2004	2003	2002	2001	2000
<b>KEY FINANCIAL HIGHLIGHTS (IN THOUSANDS OF DOLLARS)</b>					
<b>Income</b>					
Parliamentary appropriations for operating expenditures	\$67,936	\$66,374	\$65,653	\$62,555	\$53,302
Operating income	32,580	35,044	34,067	43,024	27,350
<b>Cost of Operations</b>					
Salaries and employee benefits	\$35,887	\$33,445	\$31,143	\$27,988	\$25,420
Goods and services	51,749	51,683	46,429	43,759	40,250
Payments-in-lieu-of-taxes	10,955	11,680	12,133	11,506	12,069
Amortization	17,826	17,208	15,479	14,644	14,035
	<b>\$116,417</b>	<b>\$114,016</b>	<b>\$105,184</b>	<b>\$97,897</b>	<b>\$91,774</b>
<b>Capital Assets</b>					
Land	\$305,964	\$276,885	\$243,276	\$227,640	\$199,691
Buildings, works and infrastructure (net of amortization)	248,346	219,480	215,978	210,271	196,952
Purchases and improvements to capital assets	64,023	26,916	35,425	35,973	31,675
<b>Acquisition and Disposal Fund</b>					
	\$21,308	\$33,170	\$32,999	\$27,512	\$13,548
<b>Equity of Canada</b>					
	\$596,256	\$564,963	\$518,903	\$484,247	\$439,040
<b>KEY OPERATING HIGHLIGHTS</b>					
<b>Number of employees</b>					
	452	458	431	418	421
<b>Number of visitors to NCC flagship events</b>					
Winterlude	616,000	—	—	—	656,000
Canada Day	303,000	—	291,000	—	—
Christmas Lights illumination ceremony	10,000	6,000	7,000	8,000	8,000
Sound and Light Show on Parliament Hill	133,000	146,000	N/A	165,000	N/A

— = no survey data available

N/A = not available: no Sound and Light Show





## ABOUT THE NCC

OUR MISSION, YOUR CAPITAL  
THE NATIONAL CAPITAL COMMISSION



# 105 Years of Accomplishment

## A Capital Like No Other

The NCC has a mission — to create a Capital for Canadians that is beautiful, alive and symbolically meaningful. That is the vision that has shaped more than a century of careful, persistent planning, building and programming in Canada’s Capital Region (National Capital Region). Though the work continues, Canadians can take real pride in what has been achieved.

Try to imagine Canada’s Capital if the NCC had not existed. Its accomplishments have changed the face of Canada’s Capital Region over the past century. In 1999, the American Society of Landscape Architects honoured the NCC with a prestigious professional award in recognition of 100 years of unbroken excellence. In doing so, it drew international attention to just some of what has been accomplished in Canada’s Capital over the past century. That award — just one among many that the NCC has received over the years — reminds us that Canadians can be proud, not only of their country, but of their distinctive Capital as well.

## Canada’s Capital Today

Some of the reasons why Canada’s Capital is the envy of the world are the following:

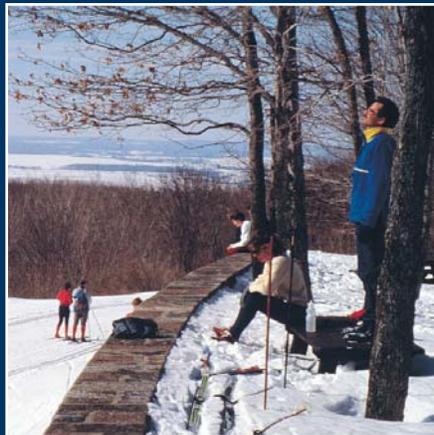
- miles of unspoiled shorelines lined with some 40 kilometres of scenic parkways and more than 170 kilometres of recreational pathways
- over 36,000 hectares of protected natural land in Gatineau Park and 200 square kilometres and growing in the Greenbelt
- 2,100 hectares of urban parkland and green spaces, offering beauty and refreshment in the city
- hundreds of symbolic, commemorative and interpretive elements — for example, the Peacekeeping Monument — that tell Canada’s story and honour its diverse peoples
- 63 heritage buildings — including an entire 19th-century streetscape on Sussex Drive — managed and protected in perpetuity
- a hierarchy of plans that range from visionary to nuts-and-bolts implementation: these continue to guide the Capital’s evolution in the 21st century

# Mission and Purpose

## Creating pride and unity through Canada’s Capital

The NCC is hard at work, building a Capital that is:

- a meeting place for Canadians
- a living textbook for communicating Canada to Canadians
- a place where Canada’s treasures, natural and cultural, are safeguarded in perpetuity



## PRESERVING NATURE

*Land for Gatineau Park — a conservation and recreational enclave that today measures more than 30,000 hectares — was assembled in the 1930s. The Greenbelt, somewhat smaller in extent, was a vision of the 1960s, when a young NCC bought a wide, protective belt of forest and farmland south of the city.*

# Looking Back

## **A Capital in Evolution, 1899 to 2004**

Arriving in Ottawa in 1896, Prime Minister Sir Wilfrid Laurier found it a small, undistinguished city. But Laurier was a visionary. He saw Canada at the threshold of a period of unprecedented growth and knew that it needed a great modern Capital. To that end, he urged Parliament to found the Ottawa Improvement Commission (1899), later enlarged as the Federal District Commission (1927). The NCC (1959) inherited its mission from these predecessors, along with a daring new blueprint for a modern Capital — the Gréber Plan of 1950.

## **Over a Century of Planning**

Since the dawn of planning in Canada's Capital Region, the NCC and its predecessors have given the Capital generation after generation of plans, each building on the one before it.

### **1903 THE TODD PLAN**

Conceiving the Capital as an interprovincial region defined by a system of parks.

### **1915 HOLT COMMISSION REPORT**

Recommending rationalization of downtown railway lines and development of new parks and government offices according to a comprehensive plan.

### **1950 THE GRÉBER PLAN**

Providing a comprehensive plan for modernization, including development of new transportation infrastructure, federal office campuses and conservation lands.

### **1988 FEDERAL LAND USE PLAN**

Responding to the expanded mandate of the NCC, with authority over public programming in the Capital.

### **1999 PLAN FOR CANADA'S CAPITAL**

Providing broad policy guidelines for ongoing development and renewal of the Capital in the first 50 years of the 21st century.

## *The National Capital Act, 1958*

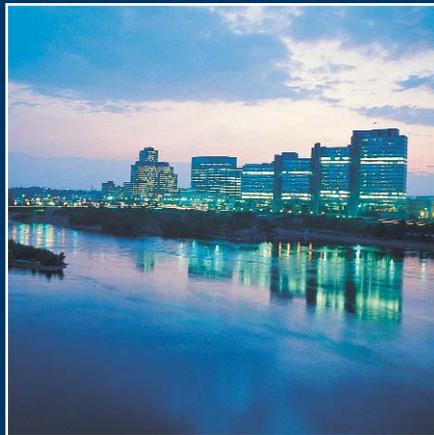
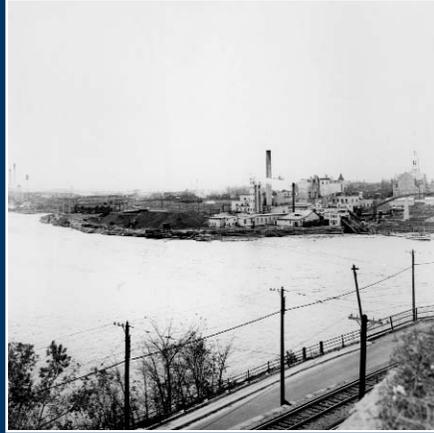
**Amended in 1988**

The Parliament of Canada 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

To 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.



## INTEGRATING THE CAPITAL

*There was a time when the Hull shoreline (today's Gatineau) presented an unbroken line of smokestacks along the Ottawa River. In the 1970s, the NCC pushed for integration of Hull into the federal Capital and federal office towers were built on the Quebec shoreline. In 1989, the NCC made land available for the new Canadian Museum of Civilization.*

# The Challenge of Modernization

## A New World, 1959

When the NCC was created as the federal planning agency for the Capital in 1959, the Capital stood on the brink of modernization. The NCC was created with a specific purpose — to realize the sweeping recommendations of the 1950 Gréber Plan (the *General Report on the Plan for the National Capital*) and to make sure that growth took place in a controlled and focused way. Jacques Gréber, a French pioneer in the field of urban planning, had come to Canada to work with a Canadian committee to define the kind of Capital that Canadians needed and deserved. He was the first to insist that a Capital must symbolize and represent the country at large.

## The Gréber Plan, 1950

Working with a plan spearheaded by one of the world's greatest and most visionary urban planners, the NCC set out to transform the Capital in the 1960s. The plan included:

- removal of unsightly rail lines from the central Capital and, in particular, from along the Rideau Canal
- extension of the Capital's waterside parkway system
- expansion of Gatineau Park
- creation of the extraordinary Greenbelt
- centralization of government offices in outlying campuses

## A Chance Encounter

In 1936, Canada's Prime Minister William Lyon Mackenzie King went to Paris to review Canada's pavilion for the upcoming World Exhibition. There, he happened to run across an urban planner, Jacques Gréber. King urged Gréber to come to Ottawa the following year and again, after the long interruption of war, to collaborate on planning the Canadian Capital. Their partnership led, in 1950, to the Gréber Plan and ultimately to the transformation of the Canadian Capital.



## BEAUTIFYING THE CAPITAL

*Until the 1960s, railway tracks leading to Union Station defaced the eastern bank of the Rideau Canal. An NCC priority in the 1960s was the removal of those tracks and their replacement with a scenic parkway. In the winter, Colonel By Drive gives a wonderful view of another NCC innovation — the Rideau Canal Skateway (1971).*

# Creating a Symbolic Capital

## The Advent of Programming, 1988

Many of the NCC's early accomplishments are rooted in construction and the installation of basic infrastructure needed for the functioning of any large modern city and region. The NCC had a higher mission, however: to create a great and representative Canadian Capital. It began to address that mission in the 1970s, with the rehabilitation of Sussex Drive as the Capital's Mile of History. However, with the provisions of the Gréber Plan virtually fulfilled in the 1980s, the NCC took the next step, which was finding innovative ways to use the marvellous public spaces that it had helped to create. The result was the *Federal Land Use Plan* of 1988 and the launching of an era of national programming.

## Bringing Life to the Capital

In recent decades the NCC has conceived programs to bring life and meaning to the Capital's splendid public spaces. Achievements include the following:

- the Rideau Canal Skateway, the world's longest skating rink
- Winterlude, Canada's premier winter festival
- Canada Day, bringing many thousands of Canadians together in the Capital on July 1
- recreational pathways — 170 kilometres of them — reaching into every corner of the region
- Confederation Boulevard, a ceremonial route lined with major public institutions and national symbols, most notably Canada's Parliament
- the Canada and the World Pavilion, celebrating Canada's international achievements

# The World's Longest Skating Rink

The engineers were doubtful and previous attempts to use the natural ice of the Rideau Canal for skating had failed. But Douglas Fullerton (Chairman of the NCC, 1969–1973) was determined to try. In the winter of 1971, he sent a crew, armed with shovels, down to the Canal to clear a narrow track of ice. It worked. Pushing back the area of open ice every year, experimenting with equipment and techniques, the NCC gradually arrived at the glorious 7.8-kilometre expanse of ice that is now known as the Rideau Canal Skateway. Experts from Canada's Capital now routinely consult with managers from other northern capitals to show them how it is done.



## CELEBRATING CANADA

*Parliament Hill has been the seat of Canadian government since the mid-19th century. Since the 1980s, it has also been the centre of an NCC-led celebration of Canada that brings over 300,000 Canadians into the heart of their Capital annually.*

# An Evolving Mission

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## The Work Continues: The 21st Century

In the special examination of 2002, the Auditor General of Canada stated that the NCC is “an organization that is continually evolving.” The NCC takes pride in the adaptability that has allowed it to reshape itself repeatedly to the demands of Canadian society. As Canada realizes its destiny of being a truly global nation, the NCC is creating a Capital that welcomes Canadians, introduces them to their country and inspires them with pride in their shared nationhood. As the Canadian population becomes more diverse and pressures on urban communities multiply, Canadians can connect, communicate and come to understand each other in a Capital that acts as a national meeting place and a model of cultural diversity, environmental health and urban functionality.

## Confronting the Future

The NCC brought out a new plan in 1999 — the *Plan for Canada’s Capital* — and, in 2003, a matching implementation plan called Capital Agenda 21. These plans are a blueprint for continuing growth and development of Canada’s Capital Region over the next 50 years.

**BUILDING THE CAPITAL** Undertaking projects that include restoration of the Ottawa River islands and reclamation of the last industrial lands on the Gatineau shoreline.

**DEALING WITH GROWTH** Working with municipalities to plan for the future, in particular, new interprovincial bridges, ring roads and a rapid transit system.

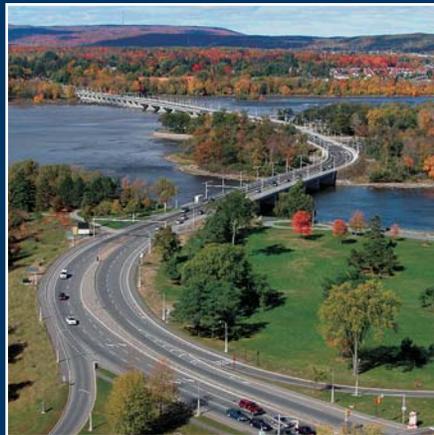
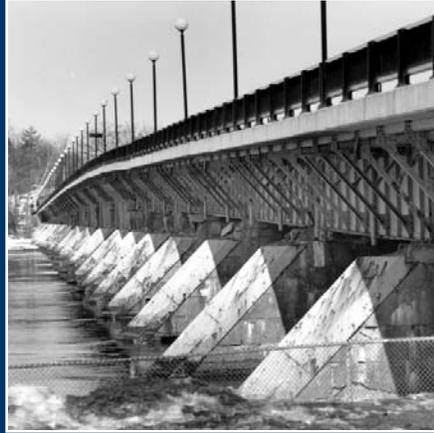
**PROTECTING THE PUBLIC** Addressing new issues of security to protect the people and property in the NCC’s care, while at the same time using the Capital to express Canadian values and to promote Canadian unity.

## What’s Next?

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The *Plan for Canada’s Capital* focuses on the downtown core and includes such breathtaking projects as:

- revitalization of LeBreton Flats with parkland, public institutions and housing
- restoration of the Ottawa River islands for public enjoyment
- recognition of regional and cultural diversity in the Capital through, for example, a new provincial showplace on LeBreton Flats and an Aboriginal Centre on Victoria Island
- linking Gatineau Park to the core via a beautifully landscaped boulevard
- extension of Bank Street as a scenic gateway to the Ottawa River shoreline



## BRIDGING THE CAPITAL REGION

*In the 1920s, the Ottawa Improvement Commission — predecessor of the NCC — pushed the parkway system westward beyond the edge of Ottawa. It connected the newest parkway (Island Park Drive) to the Quebec shoreline via the new Champlain Bridge. Originally opened in 1929, the bridge was rebuilt at the beginning of the 21st century.*



## GOVERNANCE

ACCOUNTABILITY AND  
GOOD RELATIONSHIPS



# Context

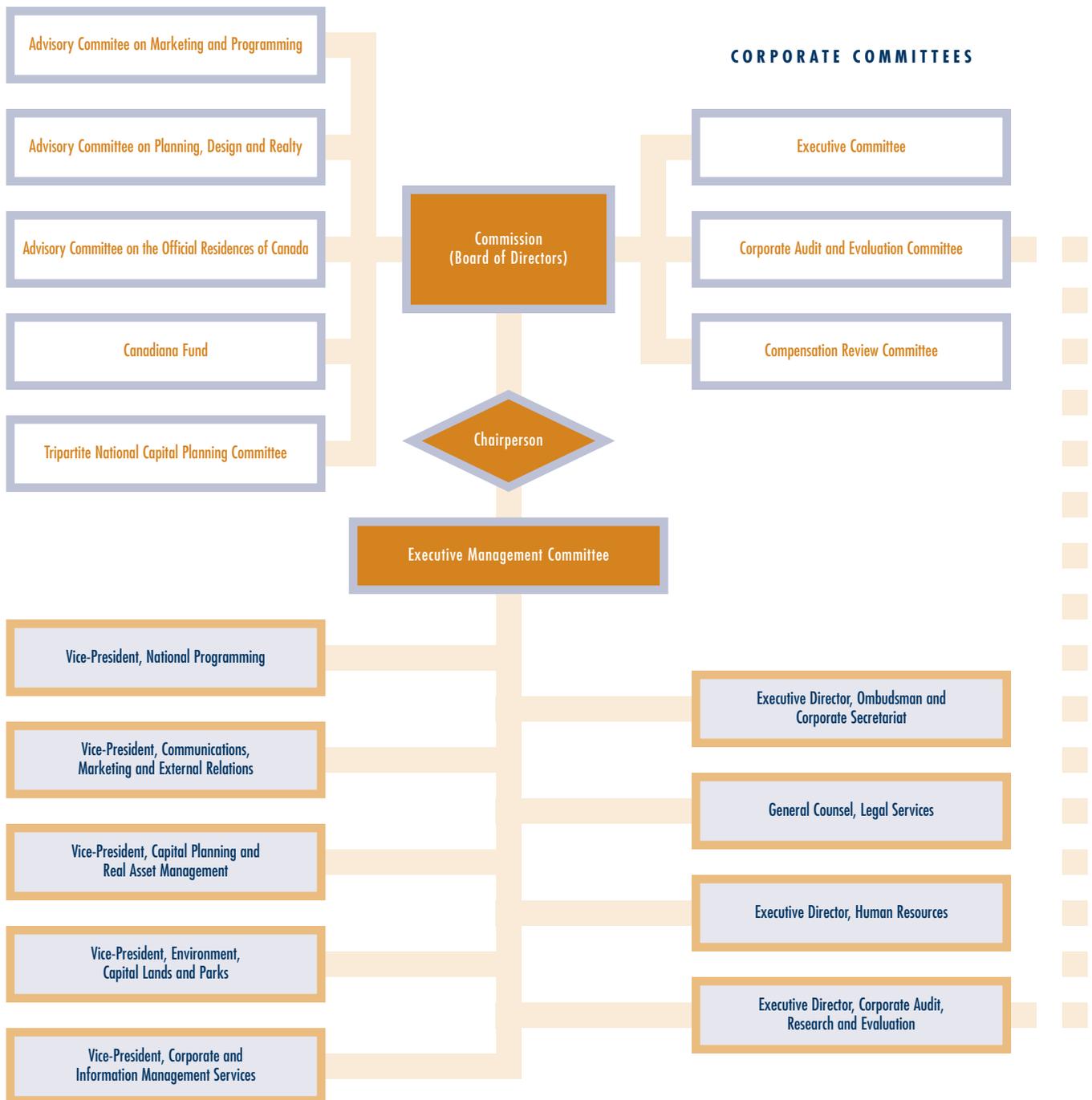
## On Behalf of Canadians

As a Crown corporation, the NCC works in a commercial environment. What distinguishes it from other corporations, however, is its public-policy purpose — specifically, the mandate to create a Capital that will represent Canadians and inspire them with pride. Crown corporation status also means that the NCC is subject to the accountability regime set out in Part X of the federal *Financial Administration Act*,

which makes it responsible to Parliament but also gives it the independence needed to guide the development of federal lands in the Capital over the long term, the flexibility to harmonize plans with those of other levels of government in the region and the power to enter into productive partnerships. The NCC is subject to the *Access to Information Act* and *Privacy Act* and is the only Crown corporation subject to the *Government Contracts Regulations*. Through its membership in the Canadian Heritage portfolio, the NCC enters into creative association with other cultural organizations in Canada's Capital Region.

### ADVISORY COMMITTEES

### CORPORATE COMMITTEES





**BOARD OF DIRECTORS** (from left to right): Michael Kusner, Eric A. Denhoff, Robert D. Guibord, Ruth Carol Feldman, Marcel Legault, Anne Elizabeth Fry, Harry T. Doyle, Ruth A. Spence, Jacques Carrière, Marcel Beaudry, Roland des Groseilliers, Heather Chiasson, François Pichard, Irving Schwartz, Claudia Chowaniec.

## Leadership

### Providing Oversight, Guidance and Challenge

The NCC is headed by a Commission (board of directors) that oversees and provides strategic direction in serving the best interests of the corporation and of the Government of Canada. It also strives continuously to improve corporate governance and to foster good relations with other governments and the public. The Commission is made up of the Chair and Vice-Chair as well as 13 members appointed by Order in Council from across Canada to serve a maximum of two three-year terms consecutively (see Appendix I). The Commission meets at least four times a year to ensure NCC resources are safeguarded and used effectively and efficiently. It also monitors, evaluates and reports on performance. Each year, the Commission submits a Summary of the Corporate Plan, including operating and capital budgets, and an Annual Report to Parliament.

### Accomplishments

During 2003–2004, the Commission:

- guided key planning initiatives, notably the *Gatineau Park Master Plan Review*, and finalized Capital Agenda 21
- oversaw progress on the largest single project ever undertaken by the NCC — the redevelopment of LeBreton Flats, including remediation, infrastructure construction and development
- monitored environmental practices through annual plans and reports and by reviewing updates on water quality and environmental incidents
- guided and challenged the Integrated Asset Management Information Systems development project
- reviewed a number of governance issues to ensure compliance with federal government guidelines and/or directives
- oversaw the work of the Corporate Audit and Evaluation Committee
- advised and approved a number of marketing and communications initiatives including the *Five-Year Marketing, Communications and External Relations Plan*
- approved land acquisitions, including Mer Bleue and Quebec lands
- reviewed and approved the NCC's Integrated Human Resources Management Framework
- reviewed and approved the direction of the new corporate plan

# Committees of the Board of Directors

The **EXECUTIVE COMMITTEE** approves and recommends key land-use, development, leasing and procurement transactions, reviews appointments to NCC advisory committees and advises the Commission on certain corporate issues and strategies.

The **CORPORATE AUDIT AND EVALUATION COMMITTEE** reviews internal audits and evaluations and the Auditor General's annual financial audits and special examinations. It also seeks to improve corporate governance and respond to government priorities. Last year, it monitored the implementation of the Management Action Plan resulting from the 2002 Special Examination of the Auditor General. It also ensured that the appropriate approaches to remediation contracts on LeBreton Flats and land-maintenance activities were in place and that "lessons learned" would be applied to future contracting. It oversaw the NCC's participation in the government-wide Audit of Sponsorship and Advertising, which resulted in no significant observations to report to Parliament.

The **COMPENSATION REVIEW COMMITTEE** reviews the performance, remuneration and benefits granted to full-time Governor-in-Council appointments such as the Chairperson and makes recommendations directly to the Privy Council Office.

**ADVISORY COMMITTEES** The NCC recruits advisors who are recognized experts in Canada's professional, academic and business communities to provide technical guidance to the NCC and to other federal and private-sector organizations in Canada's Capital Region. Four committees provide national perspective and professional breadth as follows:

- Advisory Committee on Marketing and Programming
- Advisory Committee on Planning, Design and Realty
- Advisory Committee on the Official Residences of Canada
- The Canadiana Fund

# Relationships

## Working Together

The NCC, as a national organization operating in a regional context, must constantly balance national interests and local needs. In achieving the right balance, it recognizes the importance of openness in maintaining good relationships with local authorities and residents. To that end, in addition to a busy schedule of public consultations on specific projects, it continued its efforts last year to engage with the public and to work with municipalities at the highest levels. In 2004, the NCC reported to the House of Commons Standing Committee on Government Operations and Estimates regarding expenditures made on behalf of the Governor General.

**WITH THE PUBLIC** In 2003, dozens of interested people took advantage of the NCC's invitation to attend the third annual general meeting. Many more watched the event on television as the NCC presented key initiatives — including progress on the Urban Lands Master Plan and the results of the Vocation Study for the Sparks Street revitalization project. Board members then fielded comments and questions. The Commission also held its second annual meeting with local interest groups for an exchange of information and ideas, and it hosted 15 public consultations on key projects in the National Capital Region (notably, LeBreton Flats). The results of these exchanges are routinely fed into the strategic planning process, as well as the plans for specific projects.

**WITH MUNICIPALITIES** Jurisdiction for planning and developing Canada's Capital Region is shared by the federal government (represented by the NCC) and two major municipalities (Ottawa and Gatineau). The Tripartite National Capital Planning Committee brings the Chair of the NCC together with the two city mayors, encouraging ongoing dialogue between the two levels of government. The committee met once last year to discuss plans and issues of common interest, notably federal accommodation, rapid transit, projected interprovincial bridges, ring roads and an integrated interprovincial transit study.

## THE CANADIANA FUND

*Works of art by Canada's greatest artists, furniture from centuries past, design and decoration based on Canadian themes — that is what the Canadiana Fund is all about. There are six official residences in Canada's Capital Region, including some of the oldest and most historic buildings in Canada. Not only are these private residences but they are stages for the enactment of public life, and they must be appropriately furnished and maintained as shrines to Canadian culture. The Canadiana Fund accepts donations of Canadian art and heritage furniture to decorate these residences.*

# In Partnership

## With the Broader Community

Some 23 groups and organizations took advantage of the NCC Speakers' Bureau last year. Through these presentations, the NCC was able, for example, to describe its heritage program, to explain its new *Five-Year Marketing, Communications and External Relations Plan*, to put its voice on record at a forum of the National Round Table on the Environment and the Economy and to detail many other aspects of its work.

## With Business

In 2003–2004, businesses contributed over \$2.1 million (cash and in-kind services) to NCC programs such as Winterlude, the Rideau Canal Skateway, Fall Rhapsody, Sunday Bikedays and Canada Day. For Winterlude alone, corporations contributed over \$900,000.

## With Municipal Planners

Federal and municipal governments share responsibility for planning in different parts of Canada's Capital Region, and collaboration is key to progress. Over the last year, the NCC continued working with the cities of Ottawa and Gatineau as long-range plans for land use and development were completed. Many joint initiatives were completed, such as planning for the protection and development of the Ottawa River, with participation as well by the Société de développement économique de l'Outaouais and the Regional Development Council. Planning concepts were discussed with the cities for both urban centres, covering integrated transportation between the two provinces and a vision for programs, events, commemorations and cultural activities to provide a memorable visitor experience. All of these initiatives feed into the Core Area Sector Plan that the NCC is developing.

## IN GOOD FAITH

*The Governor General of Canada, in opening the third session of the 37th Parliament of Canada in 2003, stressed the determination of the Government "to restore the public's faith and trust in the integrity and good management of government."*

*The NCC responded by establishing a new position — that of Ombudsman.*

*It has thus provided an improved mechanism to allow NCC employees to resolve issues relating to the federal*

*Values and Ethics Code.*

## With the Canadian Capital Cities Organization

Last year, the NCC helped the Canadian Capital Cities Organization to develop a new five-year strategic plan and worked with it to deliver another edition of a nation-wide Christmas Lights Across Canada program. On December 4, 2003, the NCC welcomed some 8,000 people to Parliament Hill for a lighting ceremony, while similar lighting ceremonies took place in provincial and territorial capitals across the country.

## Capitals of the World Unite!

The world's capitals have a lot in common and a lot to share. In 2001, the NCC became one of four founding members of the Capitals Alliance, an international association that brings planners from world capitals together to exchange information, ideas and ideals for national capitals in the 21st century. Indeed, it was the NCC that sparked the initiative three years ago, during the annual conference of

the Canadian Institute of Planners in Ottawa, when it hosted a series of exploratory meetings. Those discussions culminated in the creation of the Capitals Alliance and an invitation to meet again in Canberra in 2002. In 2003, the National Capital Planning Commission — the NCC's American counterpart — hosted the second annual meeting of the group in Washington, D.C., where planners from ten world capitals (Baku, Berlin, Brasilia, Canberra, Moscow, Nicosia, Ottawa, Seoul, Tokyo and Washington) gathered to discuss planning, urban design and programming for those very special cities that we call "capitals."

# Accountability

## Probity, Wisdom and Forethought

**CORPORATE GOVERNANCE** The Commission gives great importance to maintaining an effective working relationship with management and a strong accountability structure. Through regular briefings and three annual performance reviews, NCC management gives the Commission the information it needs to provide sound strategic guidance to the corporation. The board of directors is deeply

involved in the corporation's strategic planning process and puts its stamp of approval on the corporate plan and annual report. New members are briefed on governance requirements — such as the provision for recusing oneself in case of conflict of interest — and other corporate aspects. Board members are not compensated for Commission meetings, but they are paid for committee and other work.

## Board of Directors Remuneration

For the performance of their duties, Commission members are paid an annual retainer and per diem amounts, which are set by the Governor-in-Council pursuant to the *Financial Administration Act* on the recommendation of the Minister of Canadian Heritage.

The Vice-Chairperson receives an annual retainer of \$7,500 and \$375 per day for meetings attended. Chairpersons and all other members receive an annual retainer of \$4,000 and \$375 per day for meetings attended. The Chairperson of the Corporate Audit and Evaluation Committee receives an additional retainer of \$2,000 per year. Per diems are paid for time spent performing NCC business in accordance with corporate policies. Members are reimbursed for all reasonable out-of-pocket expenses including travel, accommodation and meals while performing their duties on behalf of the NCC. These expenses vary from member to member, according to committee responsibilities and distance travelled to participate in Commission meetings.

### REMUNERATION EARNED FROM APRIL 1, 2003 TO MARCH 31, 2004 (SEE NOTE 1)

COMMISSION MEMBERS	RETAINER <sup>1</sup>	PER DIEMS <sup>1</sup>	TRAVEL <sup>2</sup>	TOTAL REMUNERATION (A + B + C)	BOARD MEETINGS ATTENDED (11 DAYS)	COMMITTEE MEETINGS ATTENDED <sup>3</sup>					
	(A) \$	(B) \$	(C) \$			EC (4 DAYS)	CAEC (1.5 DAYS)	CRC (1 DAY)	ACPRD (9.5 DAYS)	ACMAP (3.5 DAYS)	ACORC (1 DAY)
Jacques Carrière	8,000	2,438 <sup>4</sup>	—	10,438	11	—	1.5	1	—	—	—
Heather Chiasson	7,500	3,000 <sup>4</sup>	—	10,500	10.5	4	—	—	—	—	—
Claudia Chowaniec	4,000	1,313 <sup>4</sup>	—	5,313	8	—	0.5	—	—	—	—
Dana Clendenning	1,571	188	375	2,134	1.5/4.5	—	1/1	—	—	—	—
Eric Denhoff	4,000	375	375	4,750	6	—	—	—	—	0	—
Roland des Groseilliers	8,000	2,813 <sup>4</sup>	—	10,068	10	—	—	1	—	2.5	—
Harry Doyle	—	1,125 <sup>4</sup>	625	1,750	6.5/6.5	—	—	—	—	—	—
Ruth Carol Feldman	12,000	3,938 <sup>4</sup>	2,250	18,188	10.5	4	1.5	1	—	—	—
Anne Fry	4,000	1,875 <sup>4</sup>	1,375	7,250	11	—	—	—	—	—	1
Robert Guibord	4,000	2,063 <sup>4</sup>	—	6,063	11	—	1.5	—	—	—	—
Michael Kusner	4,000	3,938 <sup>4</sup>	938	8,876	7.5	—	—	—	7	—	—
Marcel Legault	4,000	4,875 <sup>4</sup>	1,250	9,780	10.5	—	—	—	9	—	—
François Pichard	8,000	3,188 <sup>4</sup>	—	11,188	10	3	1.5	—	—	—	—
Irving Schwartz	14,000	4,313 <sup>4</sup>	2,000	20,313	11	4	1.5	1	—	—	—
Ruth Spence	4,000	—	—	4,000	4	—	—	—	—	—	0
<b>TOTAL</b>	<b>85,981</b>	<b>35,442</b>	<b>9,188</b>	<b>130,611</b>							

1. Rates per Privy Council Order 2002-368, effective October 1, 2000.

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

3. EC: Executive Committee; CAEC: Corporate Audit and Evaluation Committee; CRC: Compensation Review Committee; ACPDR: Advisory Committee on Planning, Design and Realty; ACPMAP: Advisory Committee on Marketing and Programming; ACORC: Advisory Committee on the Official Residences of Canada.

4. Per diem includes professional development per Corporate Governance for Federal Crown corporations.

**MANAGING RISK** Risk management is integral to NCC operations, and that means planning, organizing, directing and controlling resources so that risks are recognized and mitigated in a timely and appropriate way. The NCC manages risk through a comprehensive strategic planning process, including assessment of the operating environment. For environmental management, it monitors progress toward goals stated in a 1999 contaminated sites management program and has implemented a reporting process for water quality.

Construction projects are thoroughly monitored for risk management, and the NCC's Project Management System is being reviewed to ensure it is applied to all projects, and not only capital ones. In the area of security, a Business Continuity Plan, based on a Business Impact Analysis and Threat and Risk Assessment that measured the likelihood and impact of certain catastrophic events on the NCC's ability to continue working, was prepared in 2003. Also, the Internal Audit group identified and prioritized risks in preparation for developing

and delivering its audit and evaluation plan and activities. The audit risk assessment focuses on the robustness of the control environment and the mitigation strategies, systems and practices that are in place to manage existing risk. This assessment gave assurance to the Corporate Audit and Evaluation Committee that risks are being well managed.

**RECRUITMENT** The NCC operates in a broad range of industry sectors, including community and media relations; events planning; environmental, cultural, urban and regional planning; urban design and development; architecture; real estate and development; asset management; and retail sales. To provide sound strategic direction in all these areas, the corporation needs a broad range of expertise among its directors. In 2003–2004, the NCC updated the competency profile for the existing board of directors, based on their skills, knowledge and experience, and confirmed that the board has the core attributes to provide sound advice in all relevant industry sectors. This information will play a key role in identifying the set of skills that will be needed when any board member is replaced. On March 15, 2004, the Government of Canada announced a new merit-based appointment process for directors and top executives of Crown corporations. The NCC has since established a permanent nominating committee.

**PERFORMANCE EVALUATION** In 2003, the Commission undertook the second in a series of self-evaluations to review its governance practices relative to Treasury Board guidelines. The process included examination of information flow, succession planning and the board's role in responding to stakeholder communication opportunities. The Commission concluded that, by and large, the NCC is well governed. They did suggest that improvements could be made in the way that information is delivered to the board (notably by doing earlier and partial mailings of available documents, by submitting progress reports on succession planning and by holding informal annual meetings of the board).

## SECTORS AND PRODUCTS

*The NCC is divided into four business lines that operate together to manage, protect and interpret federally owned land in Canada's Capital Region.*

*These sectors and related products are:*

### **I. Promoting and Animating**

*Events, celebrations, interpretation, national outreach, communications, external relations and marketing*

### **II. Planning**

*Long-term visionary, area and site plans; a land-use and design approvals process for projects and transaction on federal lands in the National Capital Region*

### **III. Real Asset Management and Development**

*Management and maintenance of a cohesive land base that expresses aspects of Canadian heritage, along with related revenue generation*

### **IV. Corporate Services**

*Centralized services for all business lines*



**EXECUTIVE MANAGEMENT COMMITTEE** (from left to right): Deborah Tudin, Diane Dupuis, Suzanne Gustafsson, Richard Fularczuk, Micheline Dubé, Marcel Beaudry, Gilles Lalonde, Curry Wood, Michelle Comeau, Guy LaFlamme.

## Operations

### Ideas into Action

The NCC is divided into eight branches, each headed by a senior executive who is responsible for ensuring that the policies and values of the NCC are fully implemented and well managed. The branches carry out work defined in a one-year memorandum of understanding with the Chairperson, based on agreed-upon objectives and performance measures outlined in the corporate plan. Results against these objectives are monitored and reported on three times a year to verify progress or to implement timely corrective action.

**EXECUTIVE MANAGEMENT COMMITTEE (EMC)** translates the strategic decisions of the Commission into action at the operational level through weekly reviews of new projects and ongoing work. This Committee consists of the Chairperson and all branch senior executives.

### Succession Management Planning

In 1999, the NCC developed a succession management program to ensure continuity for senior executives. Strategies were developed for three groups: the Executive Management Committee, directors and other key positions. Managers and directors interested in promotion to senior management levels were asked to self-identify, after which their skills were evaluated and training programs were developed to address skill deficiencies. Since the launch of this initiative, two directors from a pool of 21 executives have been promoted to senior management while four out of 40 participants to date in the succession management program have moved into directorial positions. Work continues to identify key positions and to ensure the existence of qualified successors.



## THE YEAR IN REVIEW

BUILDING ON ACCOMPLISHMENT



# Operating Environment

## In Response to the Larger World

The NCC does not operate in a vacuum. It is affected by and responds to changes in society and the economy as well as priorities identified by the federal government. In 2003–2004, those influences included:

**GENERAL TRENDS** Canada now registers a population of 31.1 million people, with growth largely owing to immigration. According to a study conducted by Ekos in 2002, two-thirds of Canadians surveyed identified the environment, tolerance, multi-culturalism and freedom of speech and action as most important to them. The economy, after a global slump in 2002, strengthened, despite fears of deepening economic troubles in the United States, in global equity markets and in the Middle East. Technology has become increasingly central to business competition and, in 2002, 9.4 million Canadian homes had access to high-speed Internet.

**FEDERAL GOVERNMENT** The Government committed itself to balanced budgets, disciplined spending, a declining ratio of debt to gross

domestic product, fair and competitive taxation, public service reform and increased security. It announced plans to work with municipalities to develop municipal infrastructure and to support the civic engagement of ethnic minorities. It undertook to connect Canadians culturally, to foster cultural participation, to promote Aboriginal culture and to protect significant heritage sites and buildings. The Kyoto Protocol and the revision of the *Canadian Environmental Assessment Act* committed Canada to new projects, standards and processes.

**CANADA'S CAPITAL REGION** Ottawa–Gatineau was deeply affected last year by a downturn in the high-technology industry, though projections for recovery and rapid growth continued to underscore the need for integrated planning. The office vacancy rate in the central Capital was 3.9 percent in 2002 but was expected to decrease as the public service expands. In tourism, numbers dropped 11 percent in the wake of September 11, 2001, and though American tourism in the Capital began to recover, overseas tourism continued to decline.

# Strategic Issues

**LEADERSHIP AND INSPIRATION** In its role as federal leader in planning the Capital, the NCC needs to communicate, involve and inspire its federal partners and members of the local community to join in the task of creating a great Capital.

**PROGRAMMING FOR THE FUTURE** Just as Canada is changing socially and culturally, so the Capital is evolving. The NCC must ensure that its programming keeps pace with change and continues to reflect the Canada of today.

**SECURITY** In times of increasing danger, the NCC is responsible for ensuring public safety at events and sites and, at the corporate level, for protecting its assets, information and ability to function.

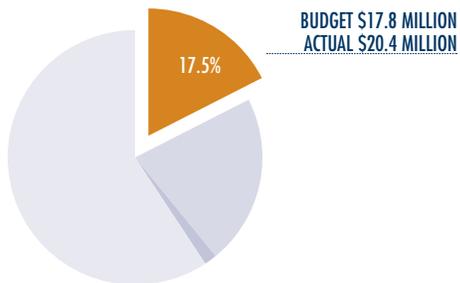
**SUSTAINABLE FUNDING** With rising costs and no new, permanent source of funding yet identified, the NCC must continue to apply the principles of fiscal prudence, explore innovative solutions and pursue revenue-generation opportunities.

**HUMAN RESOURCES** As competition for skilled employees continues to increase, the NCC must foster a competitive working environment so that it can attract and retain a new generation of workers.

# PROMOTING AND ANIMATING THE NATIONAL CAPITAL REGION

## Objectives :

1. To foster Canadian pride and contribute to awareness and understanding of, and participation in, Canada's Capital and its region.
2. To increase awareness of, and support for, the NCC in Canada's Capital.



SECTOR I  
ACTIVITIES AS A PROPORTION OF TOTAL NCC EXPENSES

*It is all about people. Canada is a young country, a place of many regions and diverse peoples. The mission of the NCC is to use the Capital to inspire Canadians with a sense of shared nationhood. Through programming in Canada's Capital Region, through broadcasts and marketing efforts that reach out across the country and through visitor services delivered to millions of visitors every year, the NCC seeks to communicate Canada to Canadians and to inspire them with pride in the natural and cultural treasures that are safeguarded in this extraordinary place.*

## Interpretation

### Strategy

Ensure that the Capital's main assets, its sites and symbols, are communicated to Canadians and others via an effective interpretation program.

### Creating a Meaningful Capital

The NCC's mission is not just to build a great Capital but also to use it to communicate Canada to Canadians. Thus, as the corporation works to revitalize the Capital core in the early years of the 21st century, it is also developing a systematic plan — the Core Area Public Programming Plan — to bring life and meaning to public spaces, such as LeBreton Flats and the Ottawa islands, as they emerge.

### Honouring Canadian Achievement

The NCC works with Canadians to erect monuments in the Capital that will celebrate the achievements of Canadians today and in the past. To that end, it allocates sites and works with individuals and groups to create memorials. In 2003–2004, the NCC carried out consultations with stakeholders on a new commemorations plan it drafted and completed the Korean War Memorial. It also continued working to deliver two new projects — the Monument to Canadian Workers and The Valliants Memorial. The latter will be unveiled in 2005 on Confederation Square, and will honour all Canadians who have gone to war. In the area of public art, a new edition of *StreetsmART*, a guide to public art in the Capital, was published last year and the Tin House façade in the ByWard Market was rehabilitated.

### Celebrating Capital Institutions

With the installation of interpretive panels at key points along Confederation Boulevard, Canada's Discovery Route is becoming even more meaningful. The first phase of the Streetscape Interpretation Plan, involving 10 large bronze panels in the central Capital, told visitors about the significance of major views in the history and life of the region. A visitor survey confirmed that the panels and bronze maps of Confederation Boulevard at key points enhanced the visit of 88 percent of respondents, and 91 percent agreed that there should be more panels in the Capital. The NCC has now developed a concept, assembled images and drafted the text for a second series of 15 panels, focusing on Capital buildings and institutions.

### On Parliament Hill

For most visitors to the Capital, Parliament Hill is the heart of their Capital experience. The NCC works on the grounds of the Parliament Buildings throughout the summer to ensure that visitors, when they leave, take with them not only new information but also new pride in being Canadian. The NCC is responsible for visitor programs outside the Parliament Buildings and the Library of Parliament delivers services inside. These partners conducted a baseline visitor survey in 2003–2004 with a view to improving visitor services.

## Educational Programs

Last year's educational program focused heavily on the online Teachers' Resource Centre, a guide to school-related attractions, which the NCC produces annually in collaboration with 16 federal institutional partners.

### INTERPRETATION

TARGETS	ACCOMPLISHMENTS
In 2003–2004, the Core Area Public Programming Plan will be finalized through public consultation. By the end of 2005–2006, the NCC will have finalized action plans for interpretation, programming, animation and visitor services.	The Core Area Public Programming Plan was drafted and final revisions are being made following strong support from external consultations with partners, stakeholders and special interest groups.
In 2003–2004, the NCC will complete a comprehensive plan for commemorations in the core area of the Capital for the next 20 years.	A draft plan was presented to the advisory committee and municipal and federal partners. The approach was well supported and it will be finalized in 2004–2005.
By 2004–2005, the NCC will have completed a system of interpretive tools to improve appreciation of Canada's Discovery Route, Confederation Boulevard.	Streetscape Phase II was developed in 2003–2004 with 15 panels to be installed in 2004. Cost-sharing agreements were secured with seven partner institutions. Also, a second edition of the <i>Confederation Boulevard Self-Guided Tour Map</i> was produced and distributed. Work began with the City of Ottawa on the LeBreton Flats Interpretation Plan.
By the end of 2003–2004, baseline visitor satisfaction measures will be established for Parliament Hill programs and visitor infrastructure.	The survey established that very high levels of satisfaction existed: 87% of visitors were satisfied with their visit and felt that programs had helped them enjoy the site; 94%–96% were pleased with the Infotext services, the outdoor tours and site interpreters, the introduction to the Changing the Guard ceremony and the self-guiding booklet; and 95% of teachers rated the school program as good to exceptional.
Over the planning period, the <i>Discover the Hill</i> program will reach at least 700,000 visitors per year.	Visitor contacts for the <i>Discover the Hill</i> program were 580,000 in 2003, a 19% decrease from 2002 owing to a downturn in the tourism industry and restricted visitor access to Parliament Hill.
The reach of NCC educational programs for students visiting the Capital will increase by 15% over the planning period (from the 2001 baseline).	With a 4% increase in bookings to almost 26,000 students during 2003–2004, and a 21% overall increase since 2001, this target has been exceeded.

## “ONLY THE BEST” INTERNATIONAL FESTIVALS AND EVENTS ASSOCIATION PINNACLE AWARDS 2003–2004

### GOLD

- Most Creative/Effective News Stunt *for stunts performed in the lead-up to the JUNO Awards*
- Best Promotional Brochure *for the 2003 Summer Guide, Experience the Beauty in Canada's Capital Region*
- Best Event Photograph, *taken by Pierre St-Jacques of one of the winning ice carvings at Winterlude 2003*

### SILVER

- Best Full-Length Television Program (National) *for the Winterlude special, “E-Talk presents Winterlude 2003,” aired on the CTV national network*
- Best Volunteer Program, *for Canada Day 2003*
- Best Community Outreach Program, *for Christmas Lights Across Canada*
- Best Miscellaneous Printed Materials, *for StreetsmART, a guide to public art in Canada's Capital Region*
- Best Single New Sponsorship Program, *for the partnership between the NCC and Amazon.ca to promote Canada Day nationally*

### BRONZE

- Best Full-length Television Program, *for the Winterlude program, “Bal de Neige 25” on Radio-Canada's national network and the Réseau des Sports*
- Best New Promotion, *for the partnership between the NCC and Zellers for Canada Day contest and merchandising efforts in 317 stores across Canada*

# Programming

## Strategy

Offer NCC flagship events and programs that attract visitors, offer an effective means of communicating Canada to Canadians and continue to instill pride in being Canadian.

## Flagship Programs

Life in the Capital is punctuated by two flagship programs of the NCC, mounted in summer and winter respectively, and each casting a different light on the Canadian experience. The first is **CANADA DAY** on July 1. Once again in 2003, huge crowds — more than 300,000 people — flooded into the downtown core to celebrate their shared nationhood. No other event in the Capital draws as many people. In winter, the cultural equivalent in terms of programming strength and public interest is **WINTERLUDE**. This annual winter festival gives us an opportunity to celebrate Canada's distinctive northern culture. Over 600,000 people attended the event in 2004, with a regional economic impact of some \$82.5 million. More importantly, the festival highlights Canadian traditions. In 2004, for example, hockey came back to the Rideau Canal, with 110 minor hockey

teams playing shinny and NHL Alumni from the Ottawa Senators and Montreal Canadiens reviving memories with an exhibition game.

## Say it With Lights

All summer long, crowds assembled on Parliament Hill to see the walls and towers of the Centre Block turned into a massive screen for the **SOUND AND LIGHT SHOW** on Parliament Hill. Improvements were made to last year's lighting and imagery, bringing larger crowds than ever to each show (an average of 1,400 at each show, compared to 1,200 last year), with very high levels of satisfaction. In winter, the display of lights is no less impressive. Since 1985, Canada's Capital — and provincial and territorial capitals across the country — have blazed with light in the darkest season of the year during **CHRISTMAS LIGHTS ACROSS CANADA**, a program shaped as a national expression of unity and good fellowship.

## Canada and the World

The Canada and the World Pavilion continues to open the eyes of Canadians to the achievements of Canadians on the world stage. Last year, the Pavilion turned that theme on its head, planning a new temporary exhibition for 2005: the *World Within Canada* will describe the talent and creativity that the world has brought to Canada through immigration.

## PROGRAMMING

TARGETS	ACCOMPLISHMENTS
The NCC will ensure that its programming, especially for Canada Day, is representative of all Canadian regions, both official languages, Canadian values and Canadian diversity.	Canada Day 2003 was successfully delivered, with a national representation of artists giving a good mix of both official languages and support for linguistic minorities: 8 from the Atlantic provinces (1%); 575 from the central provinces (81%); 205 from the Western provinces (18%); and 2 from the territories (0.3%). This broad range of artists, plus the multi-cultural mosaic of food, music and workshops in Confederation Park, promotes Canadian diversity and the Canadian values of regional participation and tolerance for other cultures.
By the end of 2005–2006, the NCC will improve the Christmas Lights Across Canada program by repositioning the national component, enhancing the profile of the illumination ceremony on Parliament Hill and increasing the number of lights in the core area by 15%.	A new concept for the illumination ceremony on Parliament Hill in 2003 increased national media coverage and gave the event a better national profile. The number of lights in the Capital core was increased in 2003–2004 by 9% to 300,000.
The NCC will continue to present the Sound and Light show for the next two years, while maintaining an audience of at least 150,000 visitors per season and sustaining a satisfaction level of at least 85%.	As a result of the major power failure in August, the show was cancelled for 1.5 weeks. Attendance levels decreased by 9% to 133,000 in 2003, versus 146,000 in 2002, since only 34 performances were held compared to 58 in 2002. The visitor satisfaction target was surpassed, achieving a satisfaction level of 90%.
The NCC will update and determine the best site location for the Sound and Light show by the end of 2004–2005 and will implement the updated show for the 2005 season.	A decision was made to maintain the show at the highly symbolic site of Parliament Hill. A call for proposals was issued to produce a new version for the 2005 sound and light show.
By the end of 2003–2004, the NCC will reinforce the Winterlude activities that support the mandate of the NCC, enhance partnership contributions to the program and develop a medium- and long-term vision for its sustainability.	Winterlude 2004 activities were revamped to focus on core programming, improved marketing and increased partnerships, with a survey indicating 97% of participants were satisfied with the results. During 2004–2005, a five-year strategic programming plan will be developed for Winterlude 2006 to 2010. It will emphasize high-value sites, regional representation and partner/sponsor participation.
The number of visits to the Canada and the World Pavilion will increase to 120,000 annually by the end of 2005–2006 and will then be maintained over the planning period. Measures of satisfaction will be sustained at over 85%.	The number of visits declined by 12.6% — 84,840 visits in 2003 compared to 98,241 visits in 2002 — owing to a slowdown in the tourism industry and major road construction on Sussex Drive directly in front of the Pavilion. The 2004 target has been established at 85,000 visits, the same as 2003, because of continuing construction on Sussex Drive. Nonetheless, visitation levels are expected to increase once the construction is complete. Targets were surpassed with visitor satisfaction levels at 97%, and 95% of visitors agreeing that they gained knowledge about Canada's international contribution.

# Visitor Services

## Strategy

Ensure that the Capital Infocentre and the Capital Contact Centre remain the primary sources of information about the NCC and the Capital.

## Capital Information

The Capital Infocentre — the NCC's first point of contact with visitors in the downtown core — found a new vocation in 2003–2004 as a venue for various events, including a celebration in honour of Canadian Olympian Becky Scott. An intercept study at the centre found that 99 percent of visitors were satisfied overall; 40 percent of those surveyed were return visitors.

# Visibility and Promotion

## Strategy

Encourage partners and major sponsors to participate more actively in integrated Capital programming, marketing and communications with an emphasis on “Green Capital” programs.

## Broadcasting

Broadcasting partnerships are key to making sure that Canadians know their Capital, and the past year saw several new relationships set in place. Arrangements for broadcasting the Capital out-of-doors in particular were established with: TVA “Salut-Bonjour Week-End”; the New RO (Canada Day); Rogers Ottawa (Christmas Lights Across Canada illumination ceremony); and CBC/SRC for their children's programs “The X” and “Kids CBC” (Winterlude).

## Visible and Valued

If the NCC is going to gain local support in its mission, it has to make sure that its name and image are strongly associated with products and events that people value. Last year, an updated corporate identity for NCC products and presentations was “soft” launched at the annual general meeting.

## VISITOR SERVICES

### TARGETS

The Capital Infocentre will sustain visitation levels of 325,000 visits annually.

The Capital Contact Centre will maintain its established quality standards at 80% or more.

### ACCOMPLISHMENTS

This target was not met as overall visitation declined by 6.6% in 2003–2004 to 301,000, attributable to a general slowdown in the region's tourism industry, increased use of the NCC's website and the closing of the Capital Infocentre during the August power outage.

All quality standards were confirmed at or above the 80% target through ongoing quality monitoring during 2003–2004.

## VISIBILITY AND PROMOTION

### TARGETS

Over the planning period, the NCC will establish new broadcast agreements based on outdoor activities and/or environmental protection programs.

Over the planning period, the NCC will increase the local level of visibility of the organization through increased acknowledgements in events and increased NCC visibility on signage in the Capital.

### ACCOMPLISHMENTS

This target was met with eight new agreements creating a full range of new broadcasting relationships established during 2003–2004.

The updated corporate identity was launched for NCC signs, products and presentations. NCC visibility was increased for Canada Day, Parliament Hill programs, Canada and the World Pavilion, newspaper ads and the winter campaign, using 15 advertising campaigns featuring the new corporate logo. New uniforms planned for the spring/summer tourist season were also designed to prominently sport the new corporate identity.

# External Relations

## Strategy

Use proactive communications and consultations to reach local and national media, local groups and the public in order to improve awareness and appreciation of the NCC and its accomplishments and obtain meaningful input into its planning and activities.

## Getting in Touch

The NCC is working hard to improve the flow of information to and from the public. The principle mechanism for this effort — the *Five-Year Marketing, Communications and External Relations Plan* — was approved last year and went forward for implementation. The public has already responded — for example, commenting favourably on the annual general meeting and on the consultation process adopted for the LeBreton Flats project and the Urban Lands Master Plan. Fifteen public consultations were hosted during the year on major projects such as the *Gatineau Park Master Plan* update, LeBreton Flats, Sparks Street and the Sussex Heritage Courtyards — of special interest to the business community in the ByWard Market. A forum on pathway safety was particularly well received by interest groups. Online consultations were held for a number of projects and there was a 19-percent increase in unique visitor sessions on the NCC websites (21,000 visits to the corporate website and 56,000 to the Capital website). The Speakers' Bureau sent NCC spokespersons into the community to address local associations and interest groups on topics that included heritage programs (for the Ontario Archeological Society), dynamic government marketing (for Francophone marketing students) and Capital attractions (for the Ottawa Newcomers Club). In addition, the Chairman spoke to planners from world capitals at a gathering called "Capitals Alliance" in Washington, D.C.

## EXTERNAL RELATIONS

### TARGETS

Over the planning period, the NCC will increase the number of people reached in consultations or information sessions and achieve increasingly positive feedback from the public on opportunities for meaningful input into NCC consultations and satisfaction with the processes employed.

An overall positive tone of coverage by local media reports will be maintained and the reach will be improved to include new media outlets and expand upon national media coverage.

The public's awareness of NCC business/activities and perceptions of corporate image will show improvement over the planning period (measured via annual surveys).

### ACCOMPLISHMENTS

Progress is being made; 31% of local residents surveyed consider the NCC effective in consulting the public (a 5% increase over the benchmark of 26% in 2000). A positive tone was noted at the 23 Speakers' Bureau engagements and 15 public consultations held during the year.

The overall positive tone improved during the year with 75% of major media (and 89% of local media) attending important NCC press conferences.

Progress is being made. The unaided awareness of the NCC in Canada's Capital Region increased by 3% and approval ratings increased by 2%.

## ALL ABOUT JUNO

*The NCC organized the 2003 JUNO Awards in Ottawa, with country and western star Shania Twain hosting. Some of the very best from Canada's music industry gathered here to be recognized for the quality, originality and energy of their contribution to Canadian music. The economic benefits to the Capital were estimated at \$15 million. More significant to the NCC was the turning of all Canadian eyes toward the Capital and an increase in recognition and appreciation for what it offers as a centre of Canadian cultural life.*

# Revenue Generation

## Strategy

Maintain and develop sustainable sponsorship and merchandising opportunities.

## Merchandising

The NCC works hard to lessen its dependency on parliamentary appropriations, with the program-related sale of merchandise representing one promising avenue for revenue generation. In this context, 2003–2004 was a landmark year. A merchandising business plan was in development and will be finalized in 2004–2005. Wholesale/licensing agreements — most importantly a three-year partnership with 450 Hudson’s Bay companies nationwide — were put in place, and sales stand to increase substantially in the coming year.

## ALL BANNERS FLYING

*With a colourful display of banners along Confederation Boulevard, the NCC paid tribute to the National Library of Canada, which celebrated its 50th birthday in 2003, and which has been preserving and making available to Canadians the published heritage of their country for half a century. The banner program, initiated in 1992, gives the NCC a chance to use the broad esplanade of Confederation Boulevard for the display of national symbols. Last year’s banners showed the Library’s distinctive logo along with a stylized face that resembles a book.*

## REVENUE GENERATION

### TARGETS

Over the planning period, the NCC will establish new partnerships with marketing organizations, national retailers and sponsors.

By the end of 2004–2005, the NCC will increase cash revenues by 15% (over 2002–2003 levels), through sponsorship, merchandising and marketing partnerships.

Over the planning period, the NCC will increase the number of outlets that distribute NCC merchandise through wholesale/licensing agreements by 10%.

### ACCOMPLISHMENTS

Although no new partnerships were implemented in 2003–2004, an agreement was reached with the Hudson’s Bay Company to include The Bay and Home Outfitters outlets along with those of Zellers in 2004–2005.

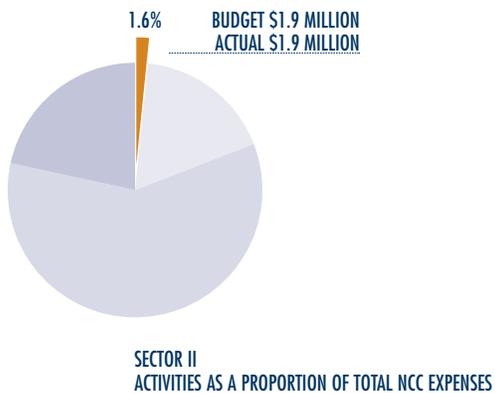
Cash revenues in 2003–2004 matched the \$2.2-million total for 2002–2003. Progress was not achieved in increasing marketing partnership revenues owing to more restrictive contribution practices for many organizations in 2003–2004.

The number of outlets distributing NCC merchandise was reduced in 2003–2004 as the NCC pulled out of some low-volume stores. However, by securing a new, three-year partnership with the Hudson’s Bay Company, the number of outlets will increase to 410 in 2004–2005, a 22% increase over the benchmark.

# PLANNING THE NATIONAL CAPITAL REGION

## Objectives:

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



*The plans form the foundation. The NCC, as a planning agency of the federal government, is responsible for the evolution of all federal properties in Canada's Capital Region. It works carefully, painstakingly and persistently — as it and its predecessors have done since 1899 — to lay out a planning framework that will create a worthy Capital for future generations of Canadians. The Plan for Canada's Capital, with its broad general policies, sits at the apex of the planning framework, with three more detailed master plans below it for the Greenbelt, Gatineau Park and Urban Lands, respectively.*

## Planning

### Strategy: Planning

Position the *Plan for Canada's Capital* as the overriding vision for the future development of Canada's Capital Region and as the framework for the completion of various supporting plans and implementation strategies.

### Capital Agenda 21 — The Next Step

This bricks and mortar plan — nothing less than a blueprint for the Capital of the future — represents the next step in the planning process. The *Plan for Canada's Capital* (1999) is a general policy plan with principles sketched out against a high-level vision of the 21st-century Capital. Capital Agenda 21 is a parallel implementation plan that shows how that vision will be turned into reality over the next 50 years.

### Urban Lands Master Plan

A map of Canada's Capital Region is dominated by two great green masses to the north and south, respectively, that together represent more than 50,000 hectares of conservation land owned and managed by the NCC. By comparison, the NCC's scattered holdings within the city itself are small indeed. However, these urban lands (parklands, parkways, recreational trails, heritage buildings, bridges and roads) are both highly visible and extremely valuable in symbolic terms. In 2003–2004, local politicians and the staff from 13 federal organizations and the cities of Ottawa and Gatineau were briefed on the evolving Urban Lands Master Plan. Further consultations are planned for the coming year.

### Core Area Sector Plan

The NCC continued the process of elaborating a Core Area Sector Plan, a detailed plan for the central Capital that falls under the still emerging Urban Lands Master Plan. Consultation is a fundamental part of planning, but it sometimes takes longer than anticipated. Findings from consultations and partner meetings were presented to the Tripartite National Capital Planning Committee (which brings the Chair of the NCC together with the mayors of Ottawa and Gatineau), along with the completed *Ottawa River Integrated Plan*. The NCC also completed its *Downtown Ottawa Urban Design Strategy* and presented it to the City of Ottawa.

### Gatineau Park Master Plan Update

Gatineau Park, a 36,131-hectare conservation area on the very doorstep of the urban Capital, is a priceless natural resource. As public demand for outdoor recreation rises, however, planners are challenged to balance public use with conservation. The mechanism for striking the right balance is the *Gatineau Park Master Plan*, last revised in 1990. A great deal has changed since then, including the transfer of maintenance responsibility for the park to a contractor and release of the *Plan for Canada's Capital* (1999). In 2003–2004, the NCC reviewed the *Gatineau Park Master Plan* in light of new policies and events in the past decade. Though considerable progress was made, especially in terms of internal workshops and meetings with interest groups and stakeholders, the emphasis on thorough public consultation continues and has delayed completion of the review to next year.

## Sparks Street Revitalization

Sparks Street is not only the oldest and most significant shopping street in Canada's Capital, it is also the gateway to Parliament Hill. In 2003–2004, the NCC studied opportunities for public programming on Sparks Street in light of the facilities and changes required to transform this historic street into a public stage. In particular, two preliminary proposals were examined: one, opening up the street to create a plaza; and two, facilitating the arrival of more people by adding underground parking. The conclusion was that the benefits of the plaza and garage would not justify the disruption caused to this historic precinct. These elements of the revitalization project were therefore dropped.

## GOLD MEDAL DESIGN

*The first exhibition of Mosaïcultures Internationales was held in Montreal in 2000, when the world's foremost garden and floral designers gathered to talk, exchange wisdom and award prizes for the most innovative and striking floral design work in the world today. At the second such contest of the world's best in 2003, the NCC was honoured with a gold medal for "Overall Harmony and Integration with the Site" for its floral design of Chaudière Falls.*

## Ottawa River Islands

There was a time when the waters fell freely around the islands at the Chaudière Falls and Aboriginal peoples camped and held religious ceremonies within reach of the cataract. For nearly 200 years, however, industry has claimed the islands, and a dam has chained the falls since early in the 20th century. It is the NCC's intention to return these beautiful islands to public use, to restore access to the falls and, mindful of its mission to represent Canadian diversity in the Capital, to support a centre for Aboriginal peoples on Victoria Island.

## PLANNING

TARGETS	ACCOMPLISHMENTS
Early in 2003–2004, the NCC will have developed and received board of director approval of Capital Agenda 21 to implement the <i>Plan for Canada's Capital</i> .	The Capital Agenda 21 plan received board approval in April 2003 and the final document will be published in 2004–2005, after municipal governments provide comments.
By the end of 2006–2007, the NCC will have completed all elements of the Urban Lands Master Plan, thus completing the last of three master plans contained in the NCC's Capital Planning Framework.	Development of the Urban Lands Master Plan was initiated with drafts of a vision statement, roles and an issues/options paper.
By the end of 2003–2004, the NCC will complete the Core Area Sector Plan, through a consultative process.	This target was rescheduled for completion in 2004–2005. A draft of the Core Area Sector Plan was developed following a series of partner interviews and a workshop.
By the end of 2003–2004, the NCC will complete the <i>Gatineau Park Master Plan</i> update.	Completion of this target was rescheduled to 2004–2005. Workshops were held and a draft report was completed and distributed to the participants. Further public consultations were delayed to the fall of 2004 to allow the working group more time to analyze the key issues.
Early in 2003–2004, the NCC will have completed the due diligence and design feasibility studies for the Metcalfe/O'Connor block of Sparks Street, analyzing the plaza/garage options and finalizing proposals for the block as a whole.	A decision was made not to proceed with the public plaza and garage option, based on due diligence and design feasibility studies, and per recommendations of the Sparks Street Vocation Study that was completed during 2003–2004. NCC staff will continue to work with external partners in developing alternate proposals for the block.
Early in 2004–2005, the NCC, in collaboration with the relevant stakeholders and building on the planning work for the Metcalfe-to-O'Connor block, will have completed a comprehensive planning concept for the revitalization of the Sparks Street Mall, from Elgin Street to Bank Street.	The Phase I draft report of the Vocation Study and the Phase II Vision Report were completed. A Commissioning Memorandum will be developed with key stakeholders later in 2004–2005.
By the end of 2004–2005, the NCC, in cooperation with the cities of Ottawa and Gatineau and key stakeholders in the islands area, will have completed a strategic plan document outlining the planning, programming and development proposals for the islands, as well as a realization implementation strategy.	The focus in 2003–2004 was on design and programming concepts, project casting and supporting studies for a proposed Aboriginal centre, and exploratory work on the vision and development of the islands with stakeholders. However, discussions regarding development of the islands are now on hold pending direction from government.

# Legislated Authority

## Strategy

Implement federal plans, legislation and policies to safeguard and enhance the NCR's built and natural environment through the Federal Land Use, Transaction and Design Approvals process.

## Federal Land Use, Transaction and Design Approvals

The NCC has the authority to review all federal government proposals to change, build or demolish federal assets in Canada's Capital Region. In 2003–2004, 91 land-use and land-transaction submissions were made, and 64 approvals were granted or files closed for projects. In addition, 49 major designs files were reviewed, including those for the Portrait Gallery of Canada, the Federal Justice Building and the Central Experimental Farm National Historic Site Management Plan. Minor design approvals totalled 64, including Confederation Boulevard Streetscape Interpretation and new access road gates at Mackenzie King Estate.

## Archaeological Collections

Buried within the soil of the Capital are the relics of our history, and some of these come to light every time a shovel is put to the earth. In the course of building or landscaping, the NCC searches out and protects archaeological treasures. LeBreton Flats, which was razed by fire in 1900, was especially fruitful in this regard. Artifacts from that site have been added to earlier findings from Major's Hill Park and Leamy Lake. The NCC plan is to transfer these holdings to appropriate custodians as soon as sufficient funding is secured and arrangements are negotiated.

## Cultural Landscapes

Canadians are familiar with the concept of "heritage buildings" and "historic sites." A more recent concept that the NCC is developing in Canada's Capital Region is the "cultural landscape," where a whole area is so strongly associated with certain events that it becomes a cultural treasure in itself. For example, the McKay Estate (Rideau Hall, New Edinburgh and the former industrial area around Rideau Falls) is a cultural landscape associated with early industrialization in Canada.

## LEGISLATED AUTHORITY

### TARGETS

During the planning period, the NCC will ensure a suitable depository for each of its major heritage artifact collections. Priorities will be the Colonel By House collection, the historical material from Leamy Lake Park and the LeBreton Flats collection.

By the end of 2003–2004, the NCC will prepare criteria and guidelines for the identification of key cultural landscapes in the NCR.

During the planning period, the NCC will identify key cultural landscapes in the NCR and develop a strategy for the management of those cultural resources within the custodianship of the NCC.

### ACCOMPLISHMENTS

Progress was made toward this long-term target, and the Leamy Lake collection was transferred to the Canadian Museum of Civilization. Negotiations with Parks Canada and the City of Ottawa continued for other collections.

Draft guidelines for the identification and assessment of key cultural landscapes in the Capital region are under review and will be completed in 2004–2005.

This target should be met within five years.

## AMONG CANADA'S BEST

*They are a tribute to their separate professions and long-time pillars of the NCC. The Ordre des Urbanistes du Québec recognized the NCC's François Lapointe, Director of Planning, with the Hans Blumenfeld Award for his significant contribution to urban planning in Quebec. The Ontario Association of Landscape Architects honoured Gérald Lajeunesse, Director of Landscape Architecture and Design at the NCC, with the 2004 Public Practice Award. Both of these high-level professionals have given many years to Canada's Capital Region and have helped to transform it into the pride of Canada.*

# Transportation Planning

## Strategies

Facilitate and orchestrate federal strategies and programs that have an impact on urban transportation and public transit in the NCR while ensuring that broader federal goals and objectives are met. Participate in joint studies with provincial and municipal partners to deal with interprovincial and municipal transportation issues in the NCR.

## In the National Interest

The NCC is the only planning authority in Canada's Capital Region that has jurisdiction in both Ontario and Quebec and a mandated interest in uniting the area in a single region. Moreover, as the key federal representative, it is taking the lead in developing a document — the Strategic Transportation Initiative — that will identify federal interests and, in particular, the NCC's role in planning transportation for Canada's Capital Region. In 2003–2004, the NCC continued to meet with municipal and provincial partners to address future transportation needs, specifically, the building of two new interprovincial bridges; the construction of a ring road in Ontario to take heavy traffic out of the core; and the introduction of light-rail transit to bring commuters into the central Capital.

## TRANSPORTATION PLANNING

TARGETS	ACCOMPLISHMENTS
Early in 2003–2004, the NCC will complete the Strategic Transportation Initiative, which will define the NCC roles in transportation and provide strategies to help resolve transportation issues and problems in the NCR.	This target was deferred to 2004–2005 to allow further stakeholder consultations on urban transport issues in the NCR.
By early 2004–2005, the NCC, in collaboration with the cities of Ottawa and Gatineau, OC Transpo and the Société de transport de l'Outaouais, will have completed a joint study of interprovincial transit in the NCR core area to determine the most feasible technology, location and urban integration opportunities.	Draft terms of reference for the joint study were completed and presented to the Tripartite National Capital Planning Committee. The completion of a draft cost-sharing agreement for the joint study was rescheduled to 2004–2005 pending confirmation of funding by municipal and provincial partners.
By the end of 2007–2008, the NCC, in collaboration with the cities of Ottawa and Gatineau and the provinces of Ontario and Quebec, as well as with other stakeholders, will have completed the environmental assessment studies for two new bridges east and west in the NCR, including their detailed design.	The final terms of reference for the environmental assessments were presented to the Tripartite National Capital Planning Committee. The completion of the draft cost-sharing agreement was rescheduled to 2004–2005 pending confirmation of funding. This will delay completion beyond 2007–2008.

## FOR EXCELLENCE IN LANDSCAPE DESIGN

*It was a bumper year for awards, with the Canadian Society of Landscape Architects recognizing the NCC with three prestigious honours:*

*National Merit Award for the Mackenzie King Estate Cultural Landscape Conservation Management Strategy*

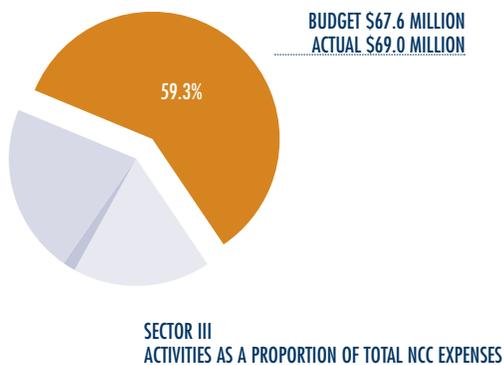
*National Citation Award for the Rideau Hall Landscape Design and Management Guidelines*

*Regional Merit Award for the work done on Confederation Boulevard (Sussex Gateway and Rideau Hall Forecourt)*

# REAL ASSET MANAGEMENT AND DEVELOPMENT

## Objectives :

1. To provide opportunities to enhance the rich cultural heritage and natural environment of the NCR.
2. To optimize the contribution of lands and buildings in support of the programs and mandate of the NCC.
3. To manage environmental assets and liabilities in a sustainable and responsible manner.



*It begins with the land. The NCC is the single-largest property-owner in Canada's Capital Region, with direct control of some 10 percent of all land in the area and holdings that include bridges, roads, buildings, parks and much, much more. As such, it has a large "project manager" role. To do its work — to create fine public spaces, protect public safety and promote access — the NCC applies the best principles of life-cycle management.*

## Revitalizing Canada's Capital Core

### Strategy

Fulfill the role as "Capital builder" through the revitalization of the core area of the Capital.

### LeBreton Flats

Cleared for redevelopment in the 1960s, LeBreton Flats lay virtually deserted for over 40 years until an NCC-led initiative brought the three land-owners (federal, regional and municipal) together to agree on an imaginative plan for restoring life and vigour to this valuable site. The plan lays out a mixture of public parkland (some 40 percent of the site) with public uses and residential-commercial development. Since the ground was broken for the new Canadian War Museum in 2002, progress at LeBreton Flats has been rapid. Today, drivers cutting southward on the Ottawa River Parkway detour can see the walls of the new Canadian War Museum rising, as well as equipment that is cleaning or removing soil contaminated by decades of industrial use. Remediation was completed last year for the northern part of the site (around the parkway and the new museum building) and is continuing. The next step is to bring in a qualified developer who will transform the area just south of Wellington Street and east of Booth Street into a prime Capital neighbourhood. The NCC put out a call for Expressions of Interest and Qualifications for the first phase of development, and it prepared a short list of qualified developers in early 2004–2005.

## RECORD SEASON ON THE RIDEAU CANAL

*The Rideau Canal Skateway, 7.8 kilometres in length, offers about 166,000 square metres of natural ice surface to skaters, of whom it attracted 1.7 million last season (nearly a third of them visitors to the Capital). With cold temperatures prevailing during the winter of 2003–2004, in its 34th season, the Skateway established a new record of 46 consecutive skating days and with superb ice conditions, beating the previous 43-day record established in 2000–2001.*

## Sparks Street Revitalization

To bring commercial and residential life back to Sparks Street and to preserve its heritage, the federal government allocated funding to the NCC, which responded by consolidating ownership of most properties along the south side of the street between Metcalfe and O'Connor streets. The focus now will be to carry out the mixed-use development, while preserving certain heritage characteristics.

## St-Laurent and Maisonneuve Boulevards Redevelopment

The *Plan for Canada's Capital* set out, as one of its key projects, the creation of a landscaped avenue that would connect Gatineau Park to the core of the Capital. The NCC met frequently with the City of Gatineau during the year to plan this project and a cost-sharing agreement was entered into in March 2004 for the first phase of work (on St-Laurent from Laurier to Maisonneuve and on Maisonneuve from Sacré-Coeur to Élisabeth-Bruyère).

### REVITALIZING CANADA'S CAPITAL CORE

TARGETS	ACCOMPLISHMENTS
<p>LeBreton Flats redevelopment:</p> <ul style="list-style-type: none"> <li>a. By the summer of 2003, the NCC will have constructed the Ottawa River Parkway detour road.</li> <li>b. During 2003–2004, the NCC will sell blocks O, U and/or T, south of LeBreton Boulevard, for office accommodations.</li> <li>c. Private-sector development south of LeBreton Boulevard, east of Booth Street, will be initiated by early 2004–2005.</li> <li>d. By the end of 2004–2005, the NCC will have completed LeBreton Boulevard.</li> <li>e. By the end of 2004–2005, all infrastructure services to the Canadian War Museum site will be completed.</li> <li>f. The Common, a 3.4-hectare park, will be completed and ready for use by early 2005–2006.</li> </ul>	<ul style="list-style-type: none"> <li>a. The construction of the detour road was completed.</li> <li>b. A buyer has yet to be confirmed for parcels O, U and T.</li> <li>c. Phase I of the tender process was launched. Design guidelines were issued to ensure consistency in the overall development that is compatible with the Master Plan concept for the LeBreton Flats community. The sale should be completed in 2004–2005.</li> <li>d. Remediation of the roadway (renamed Wellington Street) commenced and is on schedule.</li> <li>e. The infrastructure services on the site were virtually completed and will be finished in 2004–2005.</li> <li>f. The design requirements were drafted and are being refined.</li> </ul>
<p>Sparks Street Revitalization:</p> <p>By the end of 2003–2004, the NCC will have completed all consultations and activities that are required to satisfy the approval process, including those required by the City of Ottawa for the revitalization of Sparks Street.</p>	<p>A lease was issued for private development of a mixed-use complex at 131 Queen Street and the developer is seeking the necessary city building permits.</p> <p>The NCC is preparing for private-sector development of a retail/residential complex at Canlands "A" (south side of Sparks Street near Metcalfe Street).</p>

## FIGHTING DISEASE

*Though only a few of the 27 species of mosquito in Canada are carriers of the West Nile virus, this is a potentially deadly disease and the NCC is taking it seriously. During the year, it coordinated with the City of Ottawa twice to treat stormwater catch basins — a prime breeding site for mosquitoes — with larvicide to prevent mosquito larvae from developing into adults. The larvicide is methoprene, a synthetic insect hormone that has low toxicity and does not persist in the environment.*

*The NCC also assessed breeding grounds, posted information at trailheads and educated its own staff and contractors on how to avoid exposure to the virus. The program will continue.*

# Land and Real 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 standards and service.

## Managing and Protecting Assets

As the owner and manager of hundreds of square kilometres of land, as well as numerous roads, buildings and bridges in Canada's Capital Region, the NCC is responsible for a long list of annual repairs and rehabilitation costs. Last year, as always, the NCC managed and protected its assets to acceptable standards of quality through the rigorous application of policies and regulations and by means of a life-cycle maintenance plan and rehabilitation program (the Multi-Year Capital Construction Program). Since the commercialization of services in 1995, the NCC has delivered much of this program not through internal employees but rather through service contracts that are periodically renewed.

## Public Safety

The NCC ensures public safety on its lands through a number of regulations, which are subject to periodic review, and agreements with law-enforcement agencies. The Traffic and Property Regulations, for example, control how vehicles are used on NCC lands and the response to issues of vandalism and violence. In 2003–2004, the NCC reviewed these regulations to see if revisions were required in light of recent events and changing conditions; a decision was made to move forward to a full revision.

## Official Residences

There are six official residences in Canada's Capital Region, including some of the most important heritage buildings in the area. They serve as homes to Canada's senior officials, including the Governor General and the Prime Minister, but also as stages where the ceremonies of public life are enacted. In 1986, the NCC took over from Public Works Canada as the agency responsible for property management, curatorial and interior design services, long-term planning for capital works and grounds and greenhouse operations for the official residences. In 2003–2004, the NCC continued with temporary capital funding to apply a life-cycle management plan to restore and maintain these buildings in keeping with their cultural importance; at the same time, it continued to press the federal government for permanent, long-term funding to fulfill its commitments.

## AWARDS

*Professional associations help to keep standards high by recognizing excellence when they see it. NCC staff in the real asset management portfolio have earned an impressive 13 awards from professional associations since 1995. The most recent, in 2003–2004, was a Grand prix du tourisme québécois, which honoured Gatineau Park's network of winter trails with a Silver award in the category of Outdoors and Adventure Tourism.*

## Integrated Asset Management Information System (IAMIS)

As owner of various kinds of assets (roads, bridges, buildings, etc.), the NCC is responsible for a complex array of management tasks. In order to ensure that managers have access to accurate and up-to-date information to support asset management, the NCC has turned to technology. IAMIS provides current information on the NCC's inventory of moveable and real property assets, life-cycle requirements of these assets, its property and other agreements and environmental assessments/issues. It has been working for several years now to fully develop IAMIS. By the end of the year, the NCC had virtually completed the modules for agreements and life-cycle management. Work will continue in 2004–2005 to complete the final system module for environmental management.

## Revenue Generation

The NCC is a major landowner with assets that annually incur substantial fixed costs, including municipal payments-in-lieu-of-taxes. With costs increasing because of inflation and federal appropriations being lower than they were ten years ago, the NCC has had to deal with increasing shortfalls in funding. It has compensated for shortfalls in capital funding in recent years by disposing of surplus assets, those that do not contribute to the national mandate; however, these holdings are finite. The NCC has also generated more revenues of its own through rental agreements for more than 700 properties, sponsorships, merchandising and user fees to help cover operating shortfalls. Last year, the NCC worked on a plan to increase the revenue-generating potential of its holdings by developing merchandising programs for events such as Canada Day and Winterlude.

TARGETS	ACCOMPLISHMENTS
<p>The NCC will prepare and implement the following regulations and agreements to ensure the protection and management of NCC lands:</p> <ul style="list-style-type: none"> <li>a. In 2003–2004, the NCC will seek to sign an agreement with the Royal Canadian Mounted Police (RCMP) regarding the level of services on NCC lands.</li> <li>b. In 2003–2004, the NCC will complete its review of the <i>National Capital Commission Traffic and Property Regulations</i> and will confirm if a full revision is needed.</li> <li>c. By the end of 2005–2006, the NCC will have implemented the revised <i>National Capital Commission Traffic and Property Regulations</i>, as needed.</li> </ul>	<ul style="list-style-type: none"> <li>a. The RCMP has agreed to maintain existing levels of service and will discuss the possibility of local forces providing services to the NCC.</li> <li>b. This target was met. A full revision of the regulations will be undertaken.</li> <li>c. The project to review, consult, publish and adopt revised regulations will commence in January 2005 and will extend over five years to 2009.</li> </ul>
<p>By the end of 2003–2004, the NCC will have completed the commissioning and management plan for the Champlain Bridge.</p>	<p>A plan was put in place to ensure that the newly rehabilitated bridge is properly maintained and managed over the long term.</p>
<p>During 2003–2004, the NCC will seek to secure additional capital funding for the official residences to continue the implementation of its <i>Ten-Year Life Cycle Plan for Official Residences</i> (1999–2009).</p>	<p>Additional capital funding for the program was secured for 2003–2004 only. The issue of long-term capital funding was not resolved, pending consideration of the government's Capital Asset Review. Plans are to develop options in the fall seeking a resolution to the long-term funding issue.</p>
<p>During the planning period and contingent on capital funding approval, the NCC will deliver priority health and safety and life-cycle management improvements on official residences, including:</p> <ul style="list-style-type: none"> <li>a. Resolution of office accommodation issues at Rideau Hall by the end of 2005–2006, including the completion of the Stable Building rehabilitation during 2003–2004 and health and safety upgrades to the main residence by the end of 2005–2006.</li> <li>b. Upgrading of fire-detection systems, installation of fire-suppression systems and resolution of universal accessibility issues at the residences.</li> <li>c. Design and implementation of infrastructure and asset life-cycle projects (e.g., windows, doors, roofs, foundations, heating, ventilation and air conditioning systems, landscape works and interior life-cycle renewals).</li> </ul>	<ul style="list-style-type: none"> <li>a. The Stable Building, the Minto Wing Basement and the Gate Lodge Interior rehabilitation projects were completed with excellent results. Office staff of the Governor General have now been relocated from their temporary accommodations to Rideau Hall. Some accommodation issues remain.</li> <li>b. Designs for a fire-detection and fire-suppression system at Harrington Lake and 7 Rideau Gate were completed, as well as the design for fire compartmentalization at 24 Sussex.</li> <li>c. Design work was completed for infrastructure work at Harrington Lake and 7 Rideau Gate. Also, some life-cycle renewal was completed at Rideau Hall.</li> </ul>
<p>By the end of 2005–2006, the NCC will implement core components of the Integrated Asset Management Information System in the following sequence:</p> <ul style="list-style-type: none"> <li>a. During 2003–2004, the templates and inventory components of the Agreements Module will be implemented.</li> <li>b. During 2003–2004, the Life Cycle Management Module will be implemented and, by the end of 2005–2006, the Asset Inspection Program for major buildings and structures (bridges, dams, lift stations, retaining walls) will be implemented and evaluated.</li> <li>c. During 2003–2004, the commissioning phase for all Multi-year Capital Construction Program (MYCCP) projects will be formalized and the process implemented.</li> <li>d. During 2003–2004, the project scope for the Environmental Module will be identified and it will be implemented in 2004–2005.</li> </ul>	<ul style="list-style-type: none"> <li>a. This target was virtually met. All English and French templates were completed. The first phase of the agreement inventory sub-model was implemented and the second phase was tested.</li> <li>b. The Life Cycle Management module was implemented and user training completed. The geographical data supporting the application have been integrated into the Geographical Information System database. Planned inspections for 2003–2004 were virtually completed.</li> <li>c. This target was met. The guidelines on the commissioning of all MYCCP projects were completed and information sessions provided.</li> <li>d. The high-level scope and user requirements were completed.</li> </ul>
<p>In 2003–2004, the NCC will conclude an agreement with the City of Ottawa for the joint maintenance of Confederation Boulevard.</p>	<p>The NCC continues to await official agreement by the City of Ottawa, but cost-sharing has begun.</p>
<p>In 2003–2004, a user-fee policy will be developed, and a revised user-fee program implementation strategy will be established in 2004–2005, based on the policy.</p>	<p>The first part of this target was met, and the NCC is on schedule to meet the second target. A policy on user fees was adopted and an evaluation grid for potential projects was developed. A user-fee model was developed for Gatineau Park and public consultations are planned for 2004–2005.</p>
<p>The NCC will achieve the following revenue targets over the planning period:</p> <ul style="list-style-type: none"> <li>a. Leasing revenues from its rental portfolio: \$13.0 million for 2003–2004 \$13.0 million for 2004–2005 \$10.8 million for 2005–2006 \$10.7 million for 2006–2007 \$10.7 million for 2007–2008</li> <li>b. Development lease revenues totalling \$715,000 during the three-year period from 2005–2006 to 2007–2008.</li> <li>c. Land-disposal revenues of \$6 million per year.</li> <li>d. Easements and licences of occupation revenues of \$713,000 for 2003–2004 and \$750,000 for 2004–2005 to 2007–2008 annually.</li> </ul>	<ul style="list-style-type: none"> <li>a. This leasing revenue target was surpassed by 14% for 2003–2004, with revenues of \$14.8 million.</li> <li>b. No target was set for 2003–2004.</li> <li>c. Disposal revenues totalled \$2.3 million in 2003–2004, representing 38% of the target. It is anticipated that the target will be met in 2004–2005.</li> <li>d. This target was surpassed by 13%, with \$808,000 in revenues from easements and licences during 2003–2004.</li> </ul>

# The Green Capital

## 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 NCR.

## Recreational Pathways

Throughout its history, the NCC has worked to preserve the Capital shorelines and, since the 1970s, to make them accessible through an extensive system of recreational pathways (totalling 170 kilometres). Last year, the NCC began the process of updating its strategic plan for those pathways, at the same time consolidating and improving them to meet multi-use design standards (e.g., pathway width and universal accessibility) and to take better advantage of scenic vistas. Certain pathways were rehabilitated (in the Arboretum, in Rockcliffe Park and along the Ottawa and Rideau rivers). The record of safety on these pathways is historically good. However, the NCC responded to the tragic attack on a cyclist in 2003 by developing a Safety Action Plan, which, after its discussion at a public safety forum, is being implemented. The plan includes setting up police liaison committees and provisions for increased safety communications and signage.

## Rideau Canal Skateway

The Rideau Canal combines heritage status with an international reputation as a superb outdoor experience and, since the NCC began experimenting with the clearing of ice in 1971, it has won renown as the world’s longest skating rink. Tourists come to Canada’s Capital in winter largely to experience the joy of skating outdoors on natural ice and while here, thanks to Winterlude (launched by the NCC in 1979), they also learn about Canada and its northern culture. Winterlude 2004 featured new historic interpretation at the National Arts Centre (NAC) (where the railway yards once stood) and at Dows Lake (Dow’s Great Swamp before the canal-builders arrived).

## Gatineau Park

Gatineau Park — 36,131 hectares of mountain, forest and lake on the doorstep of the urban Capital — is the largest single holding of the NCC. Because of its important symbolic role in the Capital, where it represents an important Canadian landscape (the Canadian Shield), this is the only federal park in Canada managed outside the Parks Canada network. Last year, the Gatineau Park Visitor Centre served 48,000 visitors, with some 12,000 people flooding into the centre in only a few days during Fall Rhapsody. User satisfaction surveys reported that 91 percent of visitors were satisfied or very satisfied with services.

## THE GREEN CAPITAL

### TARGETS

The NCC will enhance the Capital’s recreational pathway system (the Capital Pathway) by:

- Rehabilitating 40 kilometres of existing pathway by the end of 2007–2008.
- Completing new links (Jacques-Cartier Park, Laurier Street in the Hull area, National Arts Centre [NAC], Sussex Drive, MacKenzie Avenue) by the end of 2005–2006.
- Developing 40% of the Greenbelt Pathway by the end of 2007–2008.
- Enhancing the users’ experience by the end of 2005–2006 with rest areas, circuits, attraction signage, interpretation, and through a focused marketing plan.

By the end of 2005–2006, the NCC, together with partners, will complete an update of the *Strategic Development Plan for an Integrated Network of Recreational Pathways for the National Capital Region* (1994).

By the end of 2005–2006, the NCC will enhance the Rideau Canal Skateway by:

- Improving health and safety (increase safety patrol, relocate infrastructure to mitigate site capacity).
- Positioning the Skateway (product improvement, a new enhanced-quality chalet, more and improved rest areas, focused marketing of the “longest skating rink,” enhanced opportunities for revenue generation, etc.).
- Developing Dows Lake as a major gateway to the Skateway (product development, Ice Café, programming) and increasing partnership with local stakeholders.

### ACCOMPLISHMENTS

The NCC is on target with regard to all pathway improvements and new construction in 2003–2004. Ten kilometres of pathways were rehabilitated — Arboretum, Rideau River, Smyth to Bank, Ottawa River, Island Park Drive to New Orchard, Rockcliffe, and Princess to Lisgar. The north-south link of Jacques-Cartier Park was completed. Work continued on the links for Laurier Street (Gatineau), the NAC, Sussex Drive and a link along Green’s Creek through the Hornet’s Nest soccer facility in Blackburn Hamlet.

A new cycling website was developed for launch in early 2004–2005. A Safety Action Plan is being implemented.

Progress has been made toward this long-term target. A research survey was completed to obtain pathway user profiles for use in establishing benchmarks for performance measurement and to update the 1994 strategic plan.

The NCC is on target in terms of physical improvements to the Skateway. As well as numerous upgrades to stormwater and sewage systems, the NCC increased the number of patrollers during peak periods.

The new NCC logo was integrated into all new signage. The Winterlude experience was enhanced by interpretive elements describing the roots of the Rideau Canal.

The creation of two nodes (the Ice Café and the Nordic Experience) at Dows Lake during the Skateway season was hugely successful and sponsors provided programming of their own.

# Environmental Management

## Strategy

Fulfill 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.

## Environmental Action Plan

During the past year, the NCC integrated environmental protection into the workplans of each branch and carried out work according to each of the priorities identified in the Environmental Action Plan (EAP). It conducted tests at sites as required by the laws of Quebec and found that all samples taken at Leamy Lake and Gatineau Park beaches complied with the provincial standards. Potable water samples were compliant, with the exception of a few isolated cases in Gatineau Park, where corrective measures were taken. The NCC also performed a threat and risk assessment for the Lac Philippe Water Treatment Plant and, though it found the plant and its processes “very satisfactory,” it took action on various recommendations. Work continued to implement the NCC’s Contaminated Sites Program. Environmental site and risk assessments were also completed as scheduled throughout the LeBreton Flats redevelopment project. Environmental Screening Reports on the construction of Fleet Street (with associated services and utilities) and the new Canadian War Museum were approved internally. The Department of Fisheries and Oceans approved the Environmental Screening Report on the construction of Wellington Street.

## ENVIRONMENTAL MANAGEMENT

TARGETS	ACCOMPLISHMENTS
During the planning period, the NCC will continue to implement its Environmental Action Plan.	This target was met, with the NCC taking action in each of its four priority areas: contaminated sites, water quality, fuel storage tanks and environmental assessment.
Over the planning period, within the context of its Contaminated Sites Management Program, the NCC will complete the process of performing Phase I (preliminary) Environmental Site Assessments (ESAs) on 100% of its high- and medium-priority sites (749 sites). By the end of 2005–2006, it will also have assessed 60% of its low-priority sites.	This target was met with 100% of high- and medium-priority sites being assessed as of 2003–2004. Also, 24% of low-priority sites were assessed with a target of 40% to be completed by the end of 2004–2005.
By the end of 2006–2007, the NCC will have completed audits of all known fuel storage tanks located on NCC lands.	This target is on schedule. Fifteen storage-tank audits were completed during 2003–2004. Environmental sensitivity screenings were completed on residential properties to identify heating oil tanks in sensitive areas for Tier II inspections to be conducted during 2004–2005.

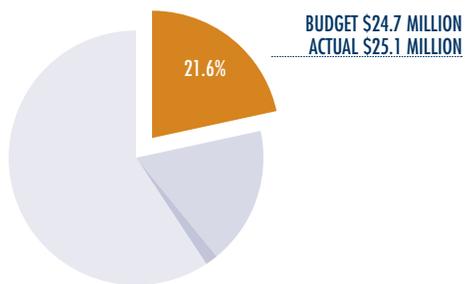
## THE RETURN OF THE ELM

*The NCC has been planting and keeping elm trees alive over the years despite Dutch elm disease, but it has not been easy. Last year, the campaign against the disease showed very positive results, with a 40-percent reduction in tree removal and evidence of the disease. At the same time, research in the United States has finally developed a disease-resistant elm. Though it is not yet commercially available, the NCC has already begun to import and plant the new breed — called the Liberty Elm. Soon the graceful elm tree may flourish in Canada’s Capital Region.*

## CORPORATE SERVICES

### Objectives :

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



SECTOR IV  
ACTIVITIES AS A PROPORTION OF TOTAL NCC EXPENSES

*Support is needed. The NCC provides a full range of corporate-wide strategic business support — legal, financial, human resources, research and more — all of which help the NCC operate effectively and respond to the daily challenge of doing business on behalf of Canadians.*

## Central Services

### Strategy

Deliver central services that provide strategic advantage to the corporation and facilitate effective and efficient management (in keeping with best practices).

### Safeguarding and Controlling Assets

In 2002, the Office of the Auditor General conducted a Special Examination — a thorough review of safeguards and controls conducted every five years — and reported that no significant deficiencies had been found. However, minor improvements were suggested in governance, land planning, communications and external relations, project management and procurement. The NCC responded by developing and implementing a Management Action Plan. In 2003, the NCC's Internal Audit group identified and prioritized risks and associated mitigation strategies in the process of developing a three-year Audit and Evaluation Plan.

### Research

The NCC depends on a steady flow of accurate, timely and relevant information through its research program to shape its programs and evaluate progress over time. The emphasis in the past year was on perceptions and reactions. Specifically, the NCC looked at how people in Canada's Capital Region perceive the corporation. It studied awareness and visitor satisfaction at a number of sites and facilities (for example, Parliament Hill, the Canada and the World Pavilion, the Recreational Pathway Network and the Rideau Canal Skateway). It measured reaction to initiatives such as the Streetscape interpretive panels and response to the NCC's new corporate look. It measured the economic impact of festivals such as Canada Day 2003 and compared results to those of past years. It also summarized the year's research in a publication called *CAPITALizing on Research 2003*, which it shared with internal and external partners.

## LISTEN TO THIS!

*Over 700,000 people came to Canada's Capital Region last winter to experience first-hand the joys of skating on the world's longest skating rink. Others enjoyed it without ever leaving home by tagging along for the Rideau Canal Virtual Tour. This year, for the first time, the tour included a sound track — the first of its kind at the NCC — featuring the crisp, harsh sound of skates on ice as the computer traveller flashed down the long ice surface from the NAC to Dows Lake. The web is more than fulfilling its promise by offering Canadians new ways to experience not only the sights, but also the sounds of Canada's Capital in winter.*

## CENTRAL SERVICES

TARGETS	ACCOMPLISHMENTS
<p>The NCC will ensure that it respects all applicable legislative requirements, in particular:</p> <ul style="list-style-type: none"> <li>a. The <i>Financial Administration Act</i>: All legislated reports submitted by the due date and financial statements produced according to Generally Accepted Accounting Principles (GAAP).</li> <li>b. The <i>Government Contracts Regulations</i>: Contracts awarded competitively except for regulated exceptions.</li> <li>c. The <i>Access to Information Act</i>: 95% of access-to-information requests completed within the legislated time frame.</li> </ul>	<ul style="list-style-type: none"> <li>a. This target was achieved.</li> <li>b. This target was achieved. Monthly reviews of contracting were performed and reports on all contracts over \$5,000 were lodged in the NCC Library to make them available for public reference.</li> <li>c. Eighty-seven access-to-information requests were received in 2003–2004 (a decline of 10%). All completed requests were answered within the legislated time frame.</li> </ul>
<p>The NCC will ensure timely implementation of all key recommendations resulting from the annual attestation audit of the Office of the Auditor General and, by the end of 2003–2004, will implement its Management Action Plan resulting from the Office of the Auditor General’s special examination in 2002.</p>	<p>There were no recommendations to implement from the 2002–2003 financial attestation audit. Progress was made on implementing the Management Action Plan resulting from the special examination in 2002. Three of the ten elements of the plan were completed (skills profile developed for the board; revisions were made to the project management system; and a media relations plan was included in the <i>Five-Year Marketing, Communications and External Relations Plan</i>); three are close to completion; and the remaining four actions will be completed over the next two years.</p>
<p>The NCC will ensure that the results of studies conducted according to the Corporate Research Plan 2003–2004 are accurate, timely and relevant.</p>	<p>This target was achieved.</p>
<p>The NCC will undertake continual updates to web technologies to support programming and operational requirements (e.g., consultations, sponsorship and revenue generation) over the planning period.</p>	<p>Several new sub-sites were developed including the Canada Day Boutique, Fall Rhapsody, LeBreton Flats project updates, online public consultations, a unique “look and feel” for the Greenbelt, a Recreational Pathway interactive capability and an interactive Winterlude Contest. Implementation started on universal accessibility and combining the two websites into one.</p>
<p>The NCC will implement electronic document management throughout the NCC by the end of 2003–2004. Baseline measures will be established in 2004–2005 as a basis to monitor effectiveness.</p>	<p>Electronic document management was implemented for approximately half of the NCC. Full implementation will be completed in 2004–2005.</p>

## Technology

The NCC made progress in the long-term task of delivering state-of-the-art technology and electronic tools for the safekeeping of information. During the past year, the NCC developed e-poster functionality so that managers can now create online job posters. It also successfully implemented electronic employee payment features within the Oracle Financials System and began working to expand this service to external suppliers. The Internet has proven itself a major connector between the NCC and its constituency, and the NCC’s two websites continued to grow in richness and detail.

## AWARDS

*The successful management of the Government of Canada Workplace Charitable Campaign led to the NCC receiving the “Special Performance Award” and the “Open Net Goal” Award.*

# Human Resources Management

## Strategy

Deliver human resources management services that ensure that the NCC is positioned as an employer of choice.

## Employees

The NCC continued to develop the processes and to seek the equipment and funding it needs to support employees. In particular, it developed a Human Resources Management Framework for approval in 2004–2005 and adopted certain new technologies. To facilitate staffing, for example, it implemented a new electronic screening tool and a staffing template for managers. Also, it trained employees in a new and more efficient process for updating personnel information: the “human resources self-service initiative” allows staff to view and modify personal information from their own computer. To promote diversity in the workplace, the NCC created a Diversity Committee and began updating its three-year Employment Equity Plan (2004–2007).

## Succession Management Planning

With an eye on the leadership needs of the future, the NCC continued to train and develop new senior managers under the Succession Management Program initiated in 1999. Strategies have been developed for three groups — members of the Executive Management Committee, directors and incumbents of other key positions. During the past year, 17 middle managers expressed interest in being assessed for development to senior levels. Work continues to identify key positions and to ensure the existence of qualified successors.

## Security

The NCC worked throughout the year to manage security risks by confirming the appropriateness of existing security standards and supplementing them where necessary. The NCC prepared a Business Continuity Plan in 2003, basing its work on a Business Impact Analysis and Threat and Risk Assessment. These exercises measure the likelihood of some catastrophic events and their effect on the organization’s ability to carry on its business.

## Health and Safety

The NCC takes its responsibility for creating a safe and healthy workplace very seriously, and it made progress during the past year in complying with new federal standards. Specifically, it completed a health and safety risk analysis of the work environment, developed an action plan and put in place a structure for internal consultations. In addition, the NCC completed 94 ergonomic assessments on employee workstations and implemented corrective action as necessary.

## HUMAN RESOURCES MANAGEMENT

### TARGETS

The NCC will monitor the progress of the values-based approach with employee feedback on the initiative in 2003–2004 and 2005–2006 via surveys.

Over the planning period, the NCC will ensure competitive compensation packages for all employees (including students).

The NCC will maintain the level of resources invested in training at an average of 3% of the salary envelope or 37.5 hours per employee per year.

By the end of 2003–2004, the NCC will develop a business continuity plan for NCC physical assets, information and personnel that ensures essential business operations can continue in case of disruption by an external event.

By the end of 2003–2004, the NCC will have implemented the remaining 20% of the health and safety measures required to comply with the revisions to Part II of the *Canada Labour Code*.

### ACCOMPLISHMENTS

This target was achieved. The survey of employees showed 72% reporting good to excellent progress on integrating corporate values into the daily work of the NCC.

The collective agreement expired in December 2003. Negotiations are ongoing. There was a salary scale adjustment of 2.5% for student rates as of January 1, 2004.

During 2003–2004, training activities averaged 33.6 hours per employee and cost 2.4% of the salary expense. Existing training targets will be maintained for 2004–2005.

A draft business continuity plan is being reviewed and will be finalized in 2004–2005.

Some progress was made but completion of this target was extended to 2004–2005.

## HONOURING DEDICATION

*The NCC pays great attention to issues of privacy and access to information, and it is fortunate to have Gilles Gagnery, its Access to Information and Privacy (ATIP) Coordinator, leading its effort in that area. Last year, Mr. Gagnery was honoured by the Treasury Board of Canada with the Award of Excellence from the ATIP Community, marking his exceptional dedication, leadership and community spirit.*

# Environmental Stewardship

*Through its environmental program, the NCC works to sustain or enhance the quality of the natural environment in Canada's Capital Region. To achieve environmental goals, it seizes every opportunity to build partnerships and to promote and demonstrate good environmental practices.*

## Environmental Management Strategy

In 2001, the NCC developed the Environmental Management Strategy to guide the corporation in delivering programs and managing natural and built assets. In the strategy, it articulated its vision for environmental management and defined six principles of sustainable development as a philosophic basis for action. It also elaborated a multi-year action plan that integrates vision, principles and strategies into a program of practical work.

## Contaminated Sites Management Program

The NCC employs the Environmental Site Assessment process to screen its contaminated sites. The process uses a phased approach (first implemented in 1999) to categorize sites based on the Canadian Council of Ministers of the Environment National Classification System. The past five years of the program have provided the NCC with valuable information on the type and sources of contaminants typically found on NCC land and the corporation has gained experience in managing contamination. The NCC has now investigated 100 percent of its medium- and high-priority sites. The program also deals with the management of fuel storage tanks located on NCC lands, including leased properties.

## CLEANING UP THEIR ACT

*For many years now, the NCC has partnered with the local community to do some much-needed spring cleaning in the Capital. In collaboration with the City of Ottawa, the NCC held its "Spring Cleaning the Capital" program on May 3. Several hundred volunteers turned out to clear a 15-kilometre stretch of federal land on the Ottawa River from Rockcliffe to the Deschênes Rapids on one side and from Leamy Lake to Aylmer on the other.*

## Environmental Impact Assessments

The NCC voluntarily follows the key provisions of the Canadian Environmental Assessment Act (this will become a legal requirement starting in 2006), conducting Environmental Impact Assessments on all projects and transactions. It also conducts Strategic Environmental Assessments on all its land-use plans.

## Natural Resources Management

The NCC works to protect natural areas, ecosystems and animal species on its lands, and it monitors water quality. Test results during the swimming season showed that water quality at all NCC public beaches conformed to provincial standards, and none had to be closed for health reasons. A few isolated examples of minor contamination of potable water were corrected. An update to the list of flora and fauna at risk identified

76 plant and 40 animal species at risk and requiring protection in Gatineau Park (a decrease from 77 and 44, respectively, last year).

## Pesticides

Per its policy, the NCC applied no pesticides in Gatineau Park. Working with other federal government departments, it completed a draft for Integrated Pest Management Guidelines in 2003–2004.

## Solid Waste Management

The NCC has instituted recycling programs at all its office sites and continued to monitor, review and update its recycling program.

# Looking Ahead

## Evolving Toward the Future

In speculating about the future, there is some advantage to being able to look back as well. The NCC has worked for more than a century to build a Capital that represents and expresses the idea of “Canada.” Much has been achieved. Thanks to a hundred years of planning and development, today’s Capital is an extraordinary urban environment, where a modern city merges with expansive waterside parks and parkways, and where people can enjoy a natural experience almost in the heart of the city. As we move into the 21st century, however, Canada is changing, and the NCC — and the Capital — must change as well.

What remains constant is the NCC’s commitment to help shape and express the Capital as a model of Canadian society. In tomorrow’s world, that means a Capital that serves as a model of cultural diversity. The NCC of the future is committed to creating a Capital that speaks to all Canadians through, for example, supporting an Aboriginal centre on Victoria Island and a new provincial showplace developing on LeBreton Flats, where regional populations can introduce themselves to other Canadians. Other plans will arise, the point being that, as Canadians become more diverse, it will be ever more vital for them to meet, communicate and understand each other. The Capital will be their meeting place. To ensure that these Canadians engage in the Capital, the NCC will constantly renew its programming. Like all public organizations in the world post-September 11, 2001, the NCC must address new issues of security to protect the people and property in its care. It will not lose sight, however, of its mission to use the Capital to express the Canadian values of tolerance and peace and to promote Canadian unity.

In terms of planning and asset development, the NCC’s central responsibility remains the building of a great Capital. In the early years of the 21st century, the most important task in that context will be translating the broad terms of the 1999 *Plan for Canada’s Capital* into reality on the ground. Work is already underway. The corporation has made considerable progress in revitalizing the downtown core of the Capital, especially LeBreton Flats and Sparks Street, and it has laid the groundwork for major public projects on the Quebec shoreline and the Ottawa River islands. With the realization of those projects in years to come, the reclamation of the Capital’s shorelines from industry will be complete. Of course, a transformation on this scale cannot be accomplished without strong public support. Through open consultation and two-way communication, the NCC will continue its efforts to turn local residents into active supporters.

As economic prosperity returns to Canada’s Capital Region, the community must prepare to deal anew with the pressures and turmoil of rapid growth. The NCC will work with municipalities to plan two new interprovincial bridges and a modern transit system. Again, accomplishments of this kind will hinge on strong and productive partnerships, in this case with the NCC’s municipal counterparts.

In its special examination of 2002, the Auditor General of Canada stated that the NCC is “an organization that is continually evolving.” In a world that is itself caught up in accelerating change, the NCC takes pride in the flexibility, adaptability and sensitivity that has allowed it to constantly reshape itself to the demands of Canadian society. As Canada realizes its destiny as one of the world’s truly global nations, it is the NCC’s intention to deliver a Capital that welcomes all Canadians, introduces them to their country — its landscapes, its history, its many diverse peoples — and inspires them with pride in their shared nationhood.



# FINANCIAL PERFORMANCE HIGHLIGHTS

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# Parliamentary Appropriations

Total parliamentary appropriations for 2003–2004 amounted to \$114.4 million, a decrease of \$10.3 million from last year's total of \$124.7 million (see Table 1).

In 2003–2004, total operating appropriations increased by \$1.6 million from the previous year, to \$67.9 million. The increase is mainly attributable to additional appropriations received for increased salaries and employee benefits.

Capital appropriations decreased by \$11.9 million to \$46.4 million in 2003–2004. The decrease is largely the result of fluctuations in special project funding. The one-time appropriations of \$10.9 million received for the LeBreton Flats redevelopment project and \$31.1 million for the purchase of industrial lands in Gatineau, Quebec, were \$4.7 million

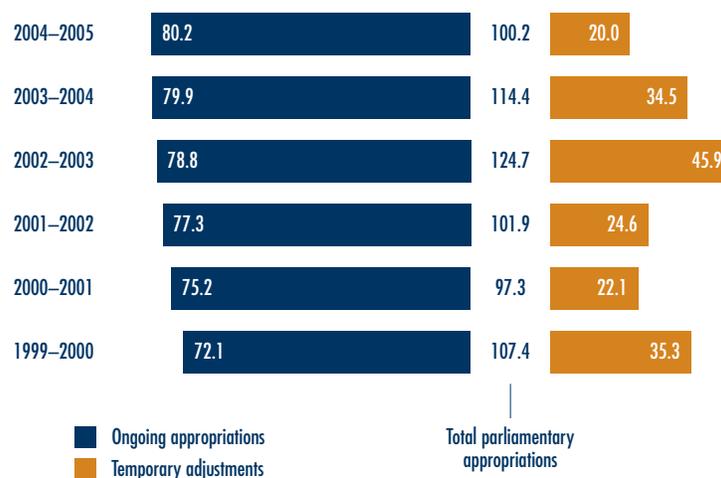
less than the \$46.7 million received in 2002–2003 for LeBreton Flats. As well, in 2003–2004, the NCC refunded the \$6.0 million extra it had received in 2000–2001 to offset a shortfall in land sales and to cover costs related to the Champlain Bridge reconstruction.

Total operating and capital appropriations were set at \$100.2 million for 2004–2005, net of frozen allotments of \$31.4 million to reflect the cancellation of the special funding originally approved for the Sparks Street revitalization. This is \$14.2 million less than 2003–2004 appropriations, when the NCC received a special \$31.1 million for the purchase of industrial lands, partly offset by 2003–2004 repayments of \$9.0 million for capital reprofiling and a loan, as well as \$8.9 million less in funding for the LeBreton Flats project (\$19.8 million in 2004–2005). See Chart 1.

**TABLE 1** PARLIAMENTARY APPROPRIATIONS 2002–2003 AND 2003–2004  
(IN THOUSANDS OF DOLLARS)

	2003–2004	2002–2003	VARIANCE
Operating	\$66,533	\$62,583	\$3,950
Supplementary operating	1,403	3,791	(2,388)
<b>Sub-total</b>	<b>67,936</b>	<b>66,374</b>	<b>1,562</b>
Capital	32,268	56,376	(24,108)
Supplementary capital	14,173	1,919	12,254
<b>Sub-total</b>	<b>46,441</b>	<b>58,295</b>	<b>(11,854)</b>
<b>Total appropriations</b>	<b>\$114,377</b>	<b>\$124,669</b>	<b>\$(10,292)</b>

**CHART 1** PARLIAMENTARY APPROPRIATIONS 1999–2000 TO 2004–2005  
(IN MILLIONS OF DOLLARS)

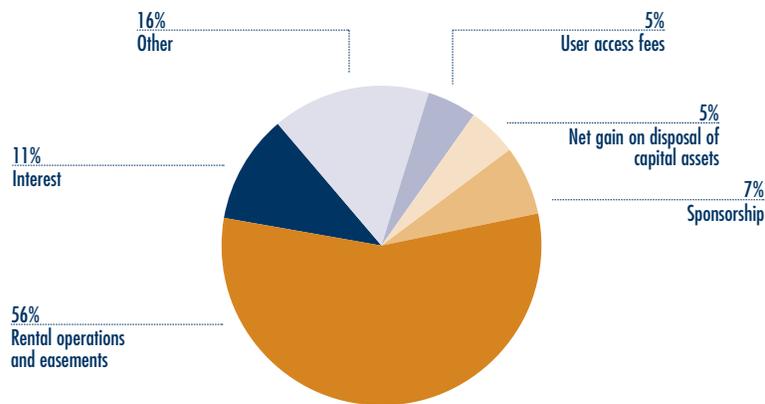


# Operating Income

As shown on the NCC's Statement of Operations, operating income totalled \$32.6 million in 2003–2004, compared to \$35.0 million in 2002–2003. The \$2.4 million revenue variance is mainly attributable to a lower net gain on disposal of capital assets.

As illustrated in Chart 2, rental operations and easements continue to represent the most significant source of operating income at 56 percent (50 percent in 2002–2003).

**CHART 2 SOURCES OF OPERATING INCOME 2003–2004**



Ongoing operating parliamentary appropriations and operating revenues have been relatively stable in recent years (see Chart 3). This represents a challenge for the NCC as it strives to maintain high-quality products and services while facing constant inflationary pressures. Existing revenue streams provide limited growth potential driven by the nature of operations as well as the uncertainty and competitiveness in the current sponsorship market. The NCC is continuing efforts to improve the efficiency of its operations and to develop new revenue streams.

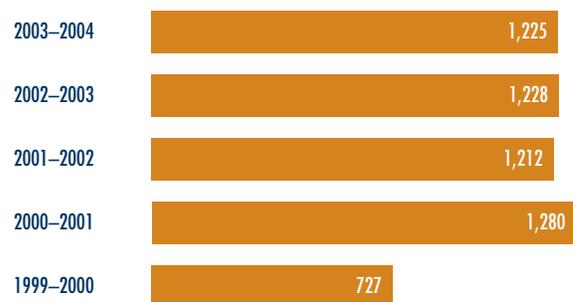
As a result of the NCC's sustained efforts to maintain a high level of sponsorships and to promote increased partnership contributions and volunteer support for its events, sponsorship in cash for all NCC programs remained relatively stable at \$1.2 million despite the unfavourable market conditions (see Chart 4).

**CHART 3 NCC ONGOING OPERATING APPROPRIATIONS AND OPERATING REVENUES 1999–2000 TO 2003–2004**  
(EXCLUDES TEMPORARY AND CAPITAL APPROPRIATIONS, AND NET GAIN ON DISPOSAL OF CAPITAL ASSETS — IN MILLIONS OF DOLLARS)



■ Ongoing Appropriations  
■ Operating Revenues

**CHART 4 SPONSORSHIP IN CASH 1999–2000 TO 2003–2004**  
(IN THOUSANDS OF DOLLARS)



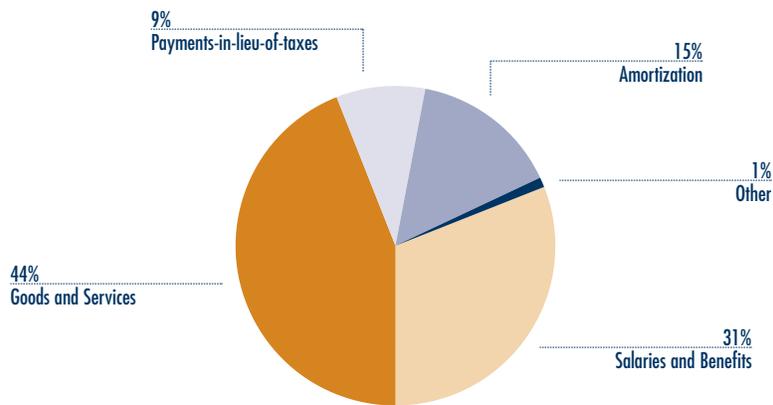
# Cost of Operations

As displayed in the Statement of Operations, the total cost of operations for 2003–2004 increased by 2 percent to \$116.4 million, from \$114.0 million a year earlier. Expenditure increases were largely attributable to increases of personnel and employee benefit costs (\$1.4 million and \$1.0 million, respectively).

The NCC’s 2003–2004 expenses are classified by major category in Chart 5. In addition, the actual expenses for 2002–2003 and 2003–2004 are provided in Note 10 to the Financial Statements.

Goods and services represent the largest expenses (\$50.8 million), followed by salaries and employee benefits (\$35.9 million), amortization (\$17.8 million), payments-in-lieu-of-municipal-taxes (\$11.0 million) and other expenses (\$0.9 million).

**CHART 5 EXPENSES BY MAJOR CATEGORY 2003–2004**



# Capital Expenditures

In 2003–2004, the NCC spent \$83.7 million on purchases and improvements to capital assets. Major projects included the acquisition of industrial lands in Gatineau, Quebec (\$34.1 million), the

LeBreton Flats redevelopment (\$25.8 million) and the rehabilitation of the official residences (\$5.4 million).

# Budgetary Analysis

The following table compares the forecast operating results per the 2003–2004 to 2007–2008 Corporate Plan with the actual results from 2003–2004 and highlights the resulting variances.

**TABLE 2**

**STATEMENT OF OPERATIONS 2003–2004**  
(IN THOUSANDS OF DOLLARS)

	BUDGET	ACTUAL	VARIANCE
<b>Income</b>			
Rental operations and easements	\$16,773	\$18,311	\$(1,538)
Net gain on disposal of capital assets	4,200	1,661	2,539
Interest	2,017	3,660	(1,643)
Sponsorship			
Cash	1,321	1,225	96
Goods and services	500	878	(378)
Sublease, headquarters	1,308	1,384	(76)
User access fees	250	1,561	(1,311)
Other fees and recoveries	1,499	3,900	(2,401)
	<b>27,868</b>	<b>32,580</b>	<b>(4,712)</b>
<b>Cost of Operations</b>			
Promoting and animating the National Capital Region	17,794	20,361	(2,567)
Planning the National Capital Region	1,852	1,887	(35)
Real asset management and development	67,580	69,031	(1,451)
Corporate services	24,659	25,138	(479)
	<b>111,885</b>	<b>116,417</b>	<b>(4,532)</b>
<b>Net cost of operations before parliamentary appropriations</b>	<b>(84,017)</b>	<b>(83,837)</b>	<b>(180)</b>
Parliamentary appropriations	66,533	67,936	(1,403)
<b>Net Loss</b>	<b>\$(17,484)</b>	<b>\$(15,901)</b>	<b>\$(1,583)</b>

Higher-than-budgeted rental operation and easement revenues stem mainly from new leases and rental of newly acquired properties. The increase in interest revenue compared to budget results essentially from start-up delays in capital projects, namely the LeBreton Flats redevelopment initiative. Fewer property sales were completed than anticipated, resulting in an unfavourable variance in the net gain on disposal of capital assets.

The increase in user access fees primarily relates to the different method used to determine budgeted and actual results (\$0.8 million), as well as higher-than-planned revenues in Gatineau Park (\$0.3 million). For budget purposes, revenues and related management and maintenance expenses are offset, while actual results in the financial statements reflect gross revenues and related expenses separately (as required by generally accepted accounting principles). The \$2.4-million favourable variance in other fees and recoveries is mainly attributable to unbudgeted partnership contributions, advertising and concession sales (\$1.0 million), merchandising revenues (\$0.7 million) — as a result of the expanded distribution of Canada Day merchandise national-wide, and other unplanned income (\$0.6 million).

The \$2.6-million variance in the cost of operations of the promoting and animating the National Capital Region sector essentially relates to expenditures originally planned as capital but charged to operations for programs and activities (\$1.4 million), increased personnel costs (\$0.2 million) and unbudgeted expenditures in support of merchandising activities (\$0.5 million) and programs funded from partners (\$0.6 million).

The actual cost of operations of the real asset management and development sector was \$1.5 million higher than budgeted. This is primarily the result of the expenditures planned as capital but charged to operations for the official residences and other projects (\$4.4 million), mostly offset by lower-than-budgeted payments-in-lieu-of-municipal-taxes (\$3.0 million).

The increase in actual parliamentary appropriations compared to budget is owing to supplementary appropriations received for salary and employee benefit increases (\$1.4 million).





# FINANCIAL STATEMENTS

2003 - 2004



# Management Responsibility for Financial Statements

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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 the 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 reports 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

June 4, 2004



# Auditor's Report

To the Minister of Canadian Heritage

I have audited the balance sheet of the National Capital Commission (NCC) as at March 31, 2004 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 March 31, 2004 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 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 by-laws of the NCC.

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

Ottawa, Canada  
June 4, 2004, except as to note 16, which is as of June 17, 2004



NATIONAL CAPITAL COMMISSION  
**STATEMENT OF OPERATIONS** FOR THE YEAR ENDED MARCH 31

	(THOUSANDS OF DOLLARS)	
	2004	2003
<b>Income</b>		
Rental operations and easements	\$18,311	\$17,457
Net gain on disposal of capital assets	1,661	4,513
Interest	3,660	3,630
Sponsorship		
Cash	1,225	1,228
Goods and services	878	1,290
Sub-lease, headquarters	1,384	1,350
User access fees	1,561	1,431
Other fees and recoveries	3,900	4,145
	<b>32,580</b>	<b>35,044</b>
<b>Cost of Operations (notes 9 and 10)</b>		
Promoting and animating the National Capital Region	20,361	21,391
Planning the National Capital Region	1,887	1,785
Real asset management and development	69,031	67,360
Corporate services	25,138	23,480
	<b>116,417</b>	<b>114,016</b>
<b>Net cost of operations before parliamentary appropriations</b>	<b>(83,837)</b>	<b>(78,972)</b>
Parliamentary appropriations (note 11)	67,936	66,374
<b>Net Loss</b>	<b>\$(15,901)</b>	<b>\$(12,598)</b>

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)	
	2004	2003
<b>Operations</b>		
Balance at beginning of year	\$560,291	\$514,594
Net loss	(15,901)	(12,598)
Parliamentary appropriations to acquire and improve capital assets (note 11)	46,441	58,295
Donation of works of art	168	
Transfer of capital assets from Government of Canada	51	
<b>Balance at end of year</b>	<b>591,050</b>	<b>560,291</b>
<b>Canadiana Fund (note 1)</b>		
Balance at beginning of year	4,672	4,309
Donations	534	363
<b>Balance at end of year</b>	<b>5,206</b>	<b>4,672</b>
<b>Total balance at end of year</b>	<b>\$596,256</b>	<b>\$564,963</b>

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)

2004

2003

<b>Cash flows from operating activities</b>		
Cash receipts from parliamentary appropriations for operating activities	\$68,070	\$66,828
Cash receipts from rental operations and easements	23,240	18,452
Cash receipts from other operations	9,018	8,238
Cash paid to suppliers and employees	(96,056)	(97,698)
Interest received	3,788	3,960
<b>Cash flows (used in) from operating activities</b>	<b>8,060</b>	<b>(220)</b>
<b>Cash flows from investing activities</b>		
Purchases and improvements to capital assets	(64,023)	(26,916)
Proceeds on disposal of capital assets	2,206	5,701
Disbursements for short-term investments	(433,384)	(338,503)
Cash receipts from short-term investments	469,023	331,028
Disbursements for long-term investments	(4,420)	(2,580)
Cash receipts from long-term investments	1,107	2,249
Disbursements for environmental clean-up	(13,065)	(19,506)
Disbursements for settlement of expropriations of property	(39)	
<b>Cash flows used in investing activities</b>	<b>(42,595)</b>	<b>(48,527)</b>
<b>Cash flows from financing activities</b>		
Cash receipts from parliamentary appropriations to acquire and improve capital assets	46,441	58,295
Cash receipts for pay equity	323	
Disbursements for pay equity		(17)
Cash receipts for Canadiana Fund	4	7
<b>Cash flows from financing activities</b>	<b>46,768</b>	<b>58,285</b>
<b>Increase in cash and cash equivalents</b>	<b>12,233</b>	<b>9,538</b>
<b>Cash and cash equivalents at beginning of year</b>	<b>38,915</b>	<b>29,377</b>
<b>Cash and cash equivalents at end of year</b>	<b>\$51,148</b>	<b>\$38,915</b>

The notes are an integral part of the financial statements.

# NOTES TO FINANCIAL STATEMENTS

AS AT MARCH 31, 2004

# 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:

- (A) 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
- (B) 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 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 following policies:

## (A) 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.

## (B) INVESTMENTS

Short-term investments are recorded at the lower of cost and market value. Long-term investments are recorded at unamortized cost and are written down to market value when the loss in value is considered to be other than a temporary decline. The unamortized cost corresponds to the acquisition cost and is restated in order to take into account amortization of the premium or the discount. Interest income includes amortization of the premium or the discount.

## (C) CAPITAL ASSETS

Capital assets are generally recorded at historical cost. An impairment loss is recognized when the carrying amount of a capital asset is not recoverable and exceeds its fair value. 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. Improvements and development costs relating to lands are also capitalized.

## (D) 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	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
Computer and communications equipment	3 years
Antiques and works of art	Not amortized

## (E) CAPITAL ASSETS HELD FOR SALE

The NCC records a capital asset held for sale for which certain criteria are met, such as there is an approved plan to sell and there is a probability of sale within one year. The capital asset held for sale is measured at the lower of its carrying amount or fair value less cost to sell, and is not amortized while classified as held for sale. A capital asset to be disposed of other than by sale is classified as held and used until it is disposed of. Amortization estimates are revised to reflect the use of the capital asset over its shortened useful life.

## (F) 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.

**(G) 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 currently based on a multiple of the employee's required contributions and may change over time depending on the experience of the Plan. These contributions 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.

**(H) SEVERANCE 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 years of service 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.

**(I) 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.

**(J) 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.

**(K) 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.

**(L) 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 land use.

**(M) UNSETTLED EXPROPRIATIONS OF PROPERTY**

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

**(N) 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. New Accounting Policies

**(A) Impairment of Capital Assets**

Effective April 1, 2003, the NCC prospectively applied the new accounting standards, Section 3063 "Impairment of Long-Live Assets". The section establishes standards for the recognition, measurement and disclosure of the impairment of capital assets. It requires recognition of an impairment loss when the carrying value of a capital asset is not recoverable and exceeds its fair value. The impairment loss is measured as the amount by which the asset's carrying value exceeds its fair value. The adoption of these standards resulted in an impairment write-down of capital assets totalling \$663,871. The impairment loss is included in the amortization expense in note 10.

**(B) Capital Assets Held for Sale**

Effective April 1, 2003, the NCC prospectively applied the new accounting standards, Section 3475 "Disposal of Long-Live Assets and Discontinued Operations". The new section establishes standards for the recognition, measurement, presentation and disclosure of capital assets. It also establishes criteria for classifying capital assets as held for sale. This section requires a capital asset held for sale to be measured at its carrying value or fair value less cost to sell. As of March 31, 2004, the NCC has identified surplus capital assets having a net carrying value of \$26.862 million. However, only a portion of these capital assets, having a carrying value of \$654,380, meets the criteria of this new section and is disclosed separately in the balance sheet.

## 4. Cash and Cash Equivalents, Short-Term Investments and Long-Term Investments

The NCC's policy is to invest excess cash in guaranteed investment certificates, banker's acceptances, guaranteed notes, commercial papers, term deposits and securities of the Government of Canada or of a provincial government. These types of investments shall be purchased from a member of the Canadian Payments Association and are redeemable on short notice.

### (A) Cash and Cash Equivalents

As at March 31, 2004, cash and cash equivalents include banker's acceptances and bearer deposit notes which amounts to \$49.839 million (\$33.228 million in 2003) at a weighted average interest rate of 2.3 percent (2.9 percent in 2003). The fair value of cash and cash equivalents approximates the book value due to the short period to maturity of the investments.

### (B) Short-Term Investments

As at March 31, 2004, short-term investments include banker's acceptances, bearer deposit notes and Treasury bills which amounted to \$37.916 million (\$73.554 million in 2003) at a weighted average interest rate of 2.6 percent (2.9 percent in 2003) and have an average term-to-maturity of six months (four months in 2003). The fair value of short-term investments approximates the book value due to the short period to maturity of the investments.

### (C) Long-Term Investments

As at March 31, 2004, long-term investments include banker's acceptances and bonds of the Government of Canada and of provincial governments which amounted to \$8.003 million (\$4.786 million in 2003) at a weighted average interest rate of

4.6 percent (9.3 percent in 2003). The fair value of these investments is \$8.706 million (\$5.194 million in 2003).

### (D) Segregated Funds

Cash and cash equivalents, short-term investments and long-term investments amounted to \$97.067 million (\$117.255 million in 2003). The following funds, which amounted to \$54.967 million (\$93.497 million in 2003), are segregated:

- (A) cash donations received for the Canadiana Fund in the amount of \$21,615 (\$5,233 in 2003);
- (B) funds of \$1.807 million (\$14.359 million in 2003) for the purpose of acquiring and trading lands along the Sparks Street Mall, in Ottawa, pursuant to governor-in-council authority;
- (C) funds of \$4.395 million (\$4.829 million in 2003) for the revitalization of Sparks Street, in Ottawa;
- (D) funds of \$4.593 million (\$5.430 million in 2003) for rehabilitation of the official residences;
- (E) funds of \$20.817 million (\$35.704 million in 2003) for the redevelopment of LeBreton Flats;
- (F) funds of \$2.025 million for the redevelopment of industrial lands on the north shore of the Ottawa River; and,
- (G) funds of \$21.308 million (\$33.170 million in 2003) 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 \$3.166 million (\$7.095 million in 2003) whereas acquisitions and disposal expenses were \$15.028 million (\$6.923 million in 2003).

## 5. Long-Term Receivables

The long-term receivables include an amount of \$2.972 million (\$3.150 million in 2003) 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 \$1.800 million (\$1.800 million

in 2003) for services to be rendered as betterment to NCC properties. An impairment loss is recognized when the carrying amount of the long-term receivables is not recoverable and exceeds their fair value.

## 6. Capital Assets

	(THOUSANDS OF DOLLARS) MARCH 31, 2004				(THOUSANDS OF DOLLARS) MARCH 31, 2003		
	LAND	BUILDINGS, WORKS AND INFRASTRUCTURE	EQUIPMENT	TOTAL COST	ACCUMULATED AMORTIZATION	NET BOOK VALUE	NET BOOK VALUE
<b>LAND AND BUILDINGS, WORKS AND INFRASTRUCTURE <sup>1</sup></b>							
Greenbelt	\$28,839	\$34,454		\$63,293	\$25,605	\$37,688	\$39,175
Gatineau Park	19,555	17,685		37,240	10,964	26,276	26,118
Parkways	39,834	109,894		149,728	60,048	89,680	86,747
Parks	33,148	61,504		94,652	29,961	64,691	55,216
Bridges and approaches	1,741	72,417		74,158	25,899	48,259	47,941
Historical properties	158	64,405		64,563	33,325	31,238	28,361
Recreational facilities	17,626	22,685		40,311	13,668	26,643	26,547
Rental properties	44,633	62,072		106,705	30,633	76,072	77,368
Development properties	114,799	19,289		134,088	3,792	130,296	85,461
Unsettled expropriations and land exchanges	2,991			2,991		2,991	3,187
Administrative and service buildings	4,478	17,322		21,800	11,058	10,742	9,770
	<b>307,802</b>	<b>481,727</b>		<b>789,529</b>	<b>244,953</b>	<b>544,576</b>	<b>485,891</b>
Less: provision for transfers <sup>2</sup>	(1,838)			(1,838)		(1,838)	(1,838)
	<b>305,964</b>	<b>481,727</b>		<b>787,691</b>	<b>244,953</b>	<b>542,738</b>	<b>484,053</b>
<b>LEASEHOLD IMPROVEMENTS</b>		<b>17,084</b>		<b>17,084</b>	<b>5,512</b>	<b>11,572</b>	<b>12,312</b>
<b>EQUIPMENT</b>							
Machinery and equipment			8,788	8,788	8,122	666	623
Office furniture and equipment			4,183	4,183	3,938	245	576
Vehicles			1,303	1,303	798	505	556
Computer and communications equipment			9,822	9,822	7,908	1,914	2,058
Antiques and works of art							
Canadiana Fund			5,184	5,184		5,184	4,667
Other			1,143	1,143		1,143	975
			<b>30,423</b>	<b>30,423</b>	<b>20,766</b>	<b>9,657</b>	<b>9,455</b>
<b>Total</b>	<b>\$305,964</b>	<b>\$498,811</b>	<b>\$30,423</b>	<b>\$835,198</b>	<b>\$271,231</b>	<b>\$563,967</b>	<b>\$505,820</b>

1. The total cost of land and buildings, works and infrastructure includes \$30 million of construction in progress. When completed, the cost of these projects will be amortized based on their estimated useful life.
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-Carter Bridge and to be used as a right-of-way for Highway 550, in exchange for other lands.

## 7. Employee Future Benefits

In addition to the pension plan, the NCC provides to its employees severance and workers' compensation benefits. The severance and workers' compensation benefits are not pre-funded and thus have no assets, resulting in a plan deficit equal to the accrued benefit obligation.

### (A) Pension Plan

The NCC's contributions to the Public Service Superannuation Plan represent 2.38 times (2.33 times in 2003) the employee's contributions. The NCC's contributions amounted to \$3.843 million (\$3.429 million in 2003) during the year.

### (B) Severance Benefits Obligation

Severance benefits are generally based on employees' length of service and rate of pay. The present values of the accrued severance 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 5.95% (5.95% in 2003), salary projection of 3% (3% in 2003) and

average remaining service period of active employees expected to receive benefits of 11 years (11 years in 2003). The actuarial liability of \$4.3 million (\$3.9 million in 2003) 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 \$638,754 (\$612,494 in 2003) for the cost of these benefits in the year. The benefits paid to employees during the year were \$194,256 (\$131,295 in 2003).

### (C) 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 (\$1.3 million in 2003) 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 \$248,814 (\$357,642 in 2003) for the cost of these benefits in the year.

## 8. Deferred Rental Revenue

The deferred rental revenue represents the present value of the minimum future lease payments the NCC has collected under lands lease agreements. These deferred rental revenue will be recognized on the statement of operations over the term of the lease agreements

which have different termination dates, with the latest ending in 2068. During the year, \$259,256 of deferred rental revenue were recognized in the statement of operations.

## 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:

### 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.

### 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.

## 10. Cost of Operations

### SUMMARY OF EXPENSES BY MAJOR CLASSIFICATION

	(THOUSANDS OF DOLLARS)	
	2004	2003
Salaries and employee benefits	\$35,887	\$33,445
Goods and services	50,871	50,393
Goods and services in kind	878	1,290
Payments in lieu of municipal taxes	10,955	11,680
Amortization	17,826	17,208
	<b>\$116,417</b>	<b>\$114,016</b>

## 11. Parliamentary Appropriations

	(THOUSANDS OF DOLLARS)	
	2004	2003
Parliamentary appropriations for operating expenditures received during the year	\$67,056	\$65,360
Parliamentary appropriations to acquire and improve capital assets received during the year	46,441	58,295
Parliamentary appropriations receivable at end of year	880	1,014
	<b>\$114,377</b>	<b>\$124,669</b>
<b>Applied as follows:</b>		
Parliamentary appropriations recorded on the Statement of Operations	\$67,936	\$66,374
Parliamentary appropriations recorded on the Statement of Equity	46,441	58,295
	<b>\$114,377</b>	<b>\$124,669</b>

## 12. Commitments

(A) The NCC has entered into agreements for services, equipment leases and operating leases for office accommodations. The agreements have different termination dates, with the latest ending in 2020, and total \$165.6 million (\$156 million in 2003). 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 \$26.9 million (\$27.5 million in 2003) have been awarded for these functions; these contracts will terminate in 2006-07. Furthermore, the NCC is committed to contribute an amount of \$7 million for the redevelopment of Maisonneuve and St. Laurent boulevards in the Hull sector of the City of Gatineau . The remaining commitment of \$6.2 million will be paid over the next three fiscal years.

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

	(thousands of dollars)
2004-05	\$ 22,581
2005-06	\$ 19,025
2006-07	\$ 9,479
2007-08	\$ 6,197
2008-09	\$ 6,266

(B) The NCC has entered into contracts for capital expenditures of approximately \$20.8 million (\$9 million in 2003). Payments under these contracts are expected to be made within the next five years.

## 13. Contingencies

### (A) CLAIMS

Claims have been made against the NCC totalling approximately \$10.9 million (\$10.3 million in 2003), 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.

### (B) ENVIRONMENTAL PROTECTION

As part of the Environmental Management Framework and the Acquisition and Disposal Program, the NCC has prioritized

1,530 property assets that qualify for environmental assessment. Following a preliminary assessment of 930 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 \$41.0 million (\$46.6 million in 2003) and at \$96.4 million (\$19.2 million in 2003) 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 \$11.6 million (\$8.6 million in 2003) for utilities, rental of space, asset and service purchases from other government departments and agencies, and earned revenues totalling \$7.5 million (\$7.8 million in 2003) from services rendered, rental operations and sales of assets to other government departments and agencies. Furthermore, the prepaid expenses include \$107,044 (\$189,531 in 2003) associated with related parties.

## 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. Subsequent Event

In the context of the project for the revitalization of Sparks Street, the NCC committed, on August 22, 2001, to compensate one of its tenants by providing an allowance for relocation of \$1.366 million in return for the right to terminate the tenant's lease. On June 9, 2004, the NCC and the tenant signed an amendment to the agreement in which the NCC renounced its right to terminate the tenant's lease while the tenant renounced its right to an allowance for relocation.

Consequently, during the next fiscal year, the accounts payable and accrued liabilities as well as the capital assets will be reduced by \$1.366 million and \$1.157 million respectively while other fees and recoveries, presented in the statement of operations, will be increased by \$149,000.

## 17. 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

From April 1, 2003, to March 31, 2004

## BOARD OF DIRECTORS

### Chairperson

Marcel Beaudry, Gatineau, Quebec  
Re-appointed September 2, 1999, to September 1, 2006  
Chairman of the NCC since 1992; elected Mayor of the City of Hull in 1991; previously a lawyer in Gatineau, Quebec, combining law practice with undertakings in construction and real estate development.

### Vice-Chairperson

Heather Chiasson, Ottawa, Ontario  
Re-appointed October 22, 2002, to October 21, 2005  
Health-care professional and board member for several arts organizations; active in various national fundraising activities.

### Board Members

Jacques Carrière, Gatineau, Quebec  
Re-appointed November 26, 2002, to November 25, 2005  
Chartered Accountant, retired from Raymond Chabot Grant Thornton.

Claudia Chowaniec, Ottawa, Ontario  
Appointed August 7, 2002, to August 6, 2005  
President of Precept, a human resources management/consulting company; Campaign Co-Chair, Canadian Museum of Nature.

Dana B. Clendenning, Fredericton, New Brunswick  
Appointed August 22, 2000, to August 21, 2003  
Business Consultant.

Eric A. Denhoff, Victoria, British Columbia  
Appointed January 16, 2002, to January 15, 2005  
Chair, Western Executive Selection Inc.; held senior management positions including past Chairman of SNC-Lavalin B.C. Development Board, B.C. Transit and B.C. Deputy Minister of Aboriginal Affairs.

\*Roland des Grosseilliers, Ottawa, Ontario  
Re-appointed January 12, 2001, to January 11, 2004  
Optometrist; President of the Ottawa Society of Optometrists, the Ontario Association of Optometrists, the Canadian Association of Optometrists and the World Council of Optometry.

Harry T. Doyle, Lower Coverdale, New Brunswick  
Appointed August 22, 2003, to August 21, 2006  
Public relations and communications consultant and President, H.T. Doyle and Associates; former MLA and Cabinet Minister in New Brunswick.

\*Ruth Carol Feldman, Winnipeg, Manitoba  
Re-appointed March 10, 2001, to March 9, 2004  
Real Estate Sales Associate with Royal LePage and member of the Winnipeg Real Estate Board.

Anne Fry, Edmonton, Alberta  
Appointed May 30, 2002, to May 29, 2005  
Realtor and member of the Edmonton Medallion Club for top 5% realtors, Edmonton Real Estate Board; formerly first woman Branch Manager, Toronto Dominion Bank in Alberta.

Robert Guibord, TP, ATG, Ottawa, Ontario  
Appointed January 25, 2003, to January 24, 2006  
President, Projek Design and Development Inc.; extensive project management experience as an architectural technologist; founding President of the Cumberland/Orleans Chamber of Commerce.

\*Michael E. Kusner, Gormley, Ontario  
Re-appointed March 18, 2001, to March 17, 2004  
Architect, urban and regional planner, Kusner Consultants Ltd.; formerly a lecturer, London Polytechnic in London, England and professor, Ryerson Polytechnic University, Toronto.

Marcel Legault, Vaudreuil-Dorion, Quebec  
Appointed November 26, 2002, to November 25, 2005  
President, Marcel D. Legault Consultants Inc.; engineer with vast experience in construction, energy, transportation and urban services.

François Pichard, Gatineau, Quebec  
Re-appointed November 26, 2002, to November 25, 2005  
Partner, Raymond Chabot Grant Thornton; member of various boards including the Ottawa International Airport and Hull Olympiques Hockey Club.

\*Irving Schwartz, Sydney, Nova Scotia  
Re-appointed November 30, 1999, to November 29, 2002  
Founder and President of Schwartz and Company Ltd. (retail furniture); founder and Chairman, Canadian International Demining Centre (operating in Africa and Europe); 1998 recipient of the Order of Canada.

\*Ruth A. Spence, Yellowknife, Northwest Territories  
Re-appointed November 26, 2002, to November 25, 2003  
Chair, Yellowknife Health and Social Services and its advisory committee; past Executive Director, Yellowknife YWCA; past Yellowknife City Alderman.

*\*Although their terms are completed, these members are still actively participating on the board pending the appointment of their successors.*

## EXECUTIVE COMMITTEE

### Chairperson

Marcel Beaudry

### Vice-Chairperson

Heather Chiasson

### Members

Ruth Carol Feldman

François Pichard

Irving Schwartz

## CORPORATE AUDIT AND EVALUATION COMMITTEE

### Chairperson

Irving Schwartz

### Members

Jacques Carrière

Claudia Chowaniec

Ruth Carol Feldman

Robert Guibord

François Pichard

### Ex-Officio Member

Marcel Beaudry

## COMPENSATION REVIEW COMMITTEE

### Chairperson

Jacques Carrière

### Members

Roland des Grosseilliers

Ruth Carol Feldman

Irving Schwartz

## ADVISORY COMMITTEE ON MARKETING AND PROGRAMMING

### Chairperson

Raymond M. Hébert, Winnipeg, Manitoba  
Professor of Political and Canadian Studies, Collège universitaire de Saint-Boniface; Deputy Chairperson, Federal Electoral Boundaries Commission — Manitoba; Past President, Association for Canadian Studies.

### Vice-Chairperson

Chad Gaffield, Ottawa, Ontario  
Professor of History and founding Director, Institute of Canadian Studies, University of Ottawa; 1995 Researcher of the Year and 2002 Professor of the Year; past President, Humanities and Social Sciences Federation of Canada and the Canadian Historical Association.

### Members

Jean-Pierre Arvisais, Blainville, Quebec  
Past Chairman and President, PNMD Communications (BBDO Montreal); former board member, BBDO North America; Vice-Chair, Canadian Advertising Congress; President, Association des agences de publicité du Québec.

Jules Duguay, Quebec City, Quebec  
President, Protocole Internationale Inc.; formerly organized Canada Day celebrations east of Quebec.

Heather MacLellan, St. John's, Newfoundland and Labrador  
Assistant Deputy Minister of Cultural Heritage with the Newfoundland and Labrador Department of Tourism, Culture and Recreation; past Director of Marketing and Chief of Visitor Services, Parks Canada.

Duncan McKie, Toronto, Ontario  
President of POLLARA Inc., a marketing and public opinion research company; formerly with CBC and TV Ontario.

Pauline Rafferty, Victoria, British Columbia  
CEO, Royal British Columbia Museum; archaeology graduate and board member of the Oak Bay Board of Variance, the Heritage Society, and the University of Victoria Faculty of Business Advisory Board.

### Board Members

Roland des Grosseilliers

Eric A. Denhoff

### Ex-Officio Member

Marcel Beaudry

## ADVISORY COMMITTEE ON PLANNING, DESIGN AND REALTY

### Chairperson

Larry Beasley (since June 7, 2003), Vancouver, British Columbia  
Director of Planning, City of Vancouver; professor, University of  
British Columbia with degrees in geography, political science and  
planning; recognized for his work by the United Nations in 1996.

### Vice-Chairperson

Claude Provencher, Montreal, Quebec  
Founding partner, Provencher, Roy et Associés architectes in Montreal;  
recently recognized with an Award of Excellence by Canadian  
Architect; a Fellow of the Royal Architectural Institute of Canada.

### Members

Peter Busby, Vancouver, British Columbia  
Principal, Busby and Associates Architects, a firm acknowledged for  
design excellence and leadership in sustainable building design.

Lise Cormier, Montreal, Quebec  
Executive Vice-President and Director, Mosaiculture International  
Montreal; Director of New Parks, Gardens and Green Spaces, City  
of Montreal; President of the Board, Société du parc des îles in  
Montreal; degree in landscape architecture; gold medal recipient  
from the Massachusetts Horticultural Society.

William R. Green, Montreal, Quebec  
Senior Vice-President, Canada of Intrust; past President for the  
Ste. Agathe Hospital Foundation, the Arundel School Board of  
Governors and the Ottawa Harvard Business School Association.

Marc Letellier, Quebec City, Quebec  
Partner, Gagnon Letellier Cyr Architects, a prize-winning firm for  
excellence from the Association of Landscape Architects of Canada  
and the Order of Architects of Quebec; an organizer of Canada Day  
festivities in Quebec.

Brian MacKay-Lyons, Halifax, Nova Scotia  
Owner of his own design firm, Brian MacKay-Lyons Architecture  
Urban Design, recognized by some 60 awards, including five  
Governor General Medals; a Fellow of the Royal Architectural  
Institute of Canada; professor, Dalhousie University; the Max  
Fischer Professor of Architecture, University of Michigan.

Lawrence R. Paterson, Okotoks, Alberta  
President, Paterson Design Group Inc.; past President of the Alberta  
Association of Landscape Architects and the Canadian Society of  
Landscape Architects.

Donald Schmitt, Toronto, Ontario  
Principal, Diamond and Schmitt Architects Inc., winner of over  
90 awards, including five Governor General Awards; professor,  
Dalhousie University; a Fellow of the Royal Architectural Institute of  
Canada; board member, Canadian Art Foundation.

David Witty, Winnipeg, Manitoba  
Dean of the Faculty of Architecture, University of Manitoba; a  
Fellow of the Canadian Institute of Planners; member of the Royal  
Architectural Institute of Canada.

### Board Members

Michael E. Kusner

Marcel Legault

### Ex-Officio Member

Marcel Beaudry

## ADVISORY COMMITTEE ON THE OFFICIAL RESIDENCES OF CANADA

### Chairperson

Julia Reitman, Montreal, Quebec  
Chairperson of several charitable organizations over the past 16 years.

### Vice-Chairperson

Daniel Brisset, Montreal, Quebec  
Interior designer with more than 25 years of experience in residential  
and corporate design.

### Members

J. André Perrier, Gatineau, Quebec  
Advisor to the Speaker of the Senate; former Assistant Deputy  
Minister of Public Works Canada.

Jean-François Sauv , Montreal, Quebec  
Executive Vice-President, Pictet Canada L.P.; President, Jeanne  
Sauv  Foundation; past Director, Investment Banking Department  
of Scotia Capital Markets.

### Board Members

Anne Fry

Ruth A. Spence

### Ex-Officio Member

Marcel Beaudry

## CANADIANA FUND

### Chairperson

Paul LaBarge, Ottawa, Ontario  
Appointed as Chairman of the Canadiana Fund in 2001; a founding  
partner of the law firm LaBarge Weinstein; and a volunteer on a  
number of national initiatives in the technology sector.

### Vice-Chairperson

Agnes Benidickson, Vice-Chair, Ottawa, Ontario  
Appointed Vice-Chair of the Canadiana Fund in 1995; elected  
Queen's University's first woman Chancellor; a Director of James  
Richardson and Sons Limited; member of the Order of Canada as  
well as the Order of Ontario.

### Members

Marian Bradshaw, Toronto, Ontario  
A member of the Canadiana Fund's Executive Committee and  
Co-Chair of its Acquisition Committee; a distinguished authority on  
antiques, fine arts and related fields.

Diane Campbell, Halifax, Nova Scotia  
Currently President and CEO of Berkeley Holdings Limited, President  
of Dicam Management Limited and Director of Maritime Digital  
Colour Inc.

Judith Dunn,  le d'Orl ans, Quebec  
A former teacher and current member on numerous executive  
committees in the academic field.

Dr. Willie (C.W.J.) Eliot, Charlottetown, Prince Edward Island  
A distinguished university academic with degrees from the  
University of Toronto and the University of King's College; member  
of the Order of Canada; the author of many books, articles, and  
reviews in the field of Classical Studies.

Claire Gohier, Montreal, Quebec  
A lawyer and a community volunteer; currently involved in various  
non-profit and charitable organizations.

Catherine Graham, Toronto, Ontario  
Serves in volunteer positions in Toronto and was educated at McGill  
University and the University of Toronto.

Joan Carlisle-Irving, St. Andrews-by-the-Sea, New Brunswick  
Board member of several national organizations; owner/manager  
of an antique dealership specializing in Canadian furniture,  
decorative arts and Georgian silver.

John Perlin, St. John's, Newfoundland and Labrador  
An accomplished writer and publishing executive and member of  
many provincial and national organizations; member of the Order  
of Canada and a Companion of the Victoria Order.

Gerald Pittman, Calgary, Alberta  
A lawyer holding voluntary membership in several historical and  
artistic organizations.

Raymond Protti, Toronto, Ontario  
President and Chief Executive Officer of the Canadian Bankers  
Association, and Chief Executive Officer of the Institute of Canadian  
Bankers; a career of more than 25 years of public service with an  
M.A. in Economics from the University of Alberta.

Douglas Richardson, Saskatoon, Saskatchewan  
A partner and chairman of one of Saskatchewan's largest and  
oldest law firms, as well a director of several companies; and has  
extensive fundraising experience for charitable organizations.

Joan Richardson, Winnipeg, Manitoba  
A community volunteer with a degree from the University of  
Manitoba, and held board positions for several organizations.

Dr. Milton Wong, Vancouver, British Columbia  
Chancellor of Simon Fraser University; founded an investment  
counselling organization, and served as chairman of an asset  
management company, winning many awards including the Order  
of Canada and the Order of British Columbia; also founder and  
chair of The Laurier Institution.

# Appendix II: NCC Partners and Sponsors

The success of the programming and activities of the NCC depends on the support and contributions of many partners and sponsors. Over the past decade, the NCC has benefited 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 2003–2004.

## NCC PARTNERS

Association des stations de ski du Québec  
Bank of Canada  
ByWard Market BIA  
Canada Aviation Museum  
Canada Council for the Arts  
Canada Science and Technology Museum  
Canadian Agriculture Museum — Central Experimental Farm  
Canadian Broadcasting Corporation  
Canadian Fallen Firefighters Foundation  
Canadian International Development Agency  
Canadian Korean War Commemoration Committee  
Canadian Labour Congress  
Canadian Museum of Civilization  
Canadian Museum of Contemporary Photography  
Canadian Museum of Nature  
Canadian Olympic Association  
Canadian Paralympic Association  
Canadian Red Cross  
Canadian Space Agency  
Canadian War Museum  
Casino du Lac-Leamy  
City of Gatineau  
City of Ottawa  
Communications Research Centre Canada  
Currency Museum of the Bank of Canada  
Department of Canadian Heritage  
Department of Foreign Affairs and International Trade  
Department of National Defence and Canadian Forces  
Embassy of the Dominican Republic  
Embassy of Egypt  
Embassy of Mexico  
Embassy of Norway  
Embassy of the Republic of Korea  
Gatineau Police Service  
Girl Guides of Canada  
House of Commons  
Kiwanis Club of Canada

Keskinada Loppet  
Kinsmen & Kinette Clubs of Canada  
Library and Archives of Canada  
Library of Parliament  
Ministry of Tourism and Recreation of Ontario  
Ministry of Transportation of Ontario  
National Arts Centre  
National Capital Balloon Club  
National Film Board of Canada  
National Gallery of Canada  
National Research Council Canada  
New Edinburgh Community Alliance  
OC Transpo  
Office of the Secretary of the Governor General  
Ottawa Emergency Services  
Ottawa Fire Services  
Ottawa–Hull Ice Carvers Society (OHICS)  
Ottawa Police Service  
Ottawa Tourism and Convention Authority (OTCA)  
Parks Canada  
Public Works and Government Services Canada  
Rideau Hall  
Rotary Club of Ottawa  
Royal Canadian Legion  
Royal Canadian Mint  
Royal Canadian Mounted Police  
Senate of Canada  
Scouts Canada  
Secondaire en spectacle  
Société de transport de l'Outaouais  
St. John Ambulance  
Supreme Court of Canada  
Tourisme Outaouais  
Turtle Island Tourism Company  
Valiants Foundation  
Veteran Affairs Canada  
World Exchange Plaza  
Zone3sports

## NCC CORPORATE SPONSORS

1091876 Ontario Inc. "BLB Enterprises" (Montclair)  
1091876 Ontario Inc. "BLB Enterprises" (Nestlé Canada Inc.)  
Accenture Inc.  
Alcatel Canada Inc.  
Amazon.com.ca, Inc.  
Business Development Bank of Canada  
Canada Post Corporation  
Canadian Forces Personnel Support Program  
Casino du Lac-Leamy — Loto-Québec  
Celcius Communications (Danone)  
Chicken Farmers of Canada  
EDS Canada  
Enbridge Gas Distribution  
Go Travel Direct  
Honda Canada Ltd.  
Iceculture Inc.  
Kodak Canada Inc.  
Kraft Foods Inc.  
Molson Breweries of Canada Ltd.  
Pepsi Bottling Group (Canada) Co.  
Pfizer Inc. (Listerine)  
Pfizer Inc. (Roloids)  
Philippe Dandurand Wines Ltd.  
Pizza Pizza Ltd.  
RBC Financial Group  
Reddex Industries Ltd.  
Rideau Centre  
Rogers AT&T Wireless  
Southbank Dodge Chrysler Jeep  
Stoney Ridge Cellars  
Sun Life Financial Canada (Clarica)  
Teleton Canada Inc.  
The Family Channel Inc.  
The Ottawa Renegades Football Club  
The Ottawa Senators Hockey Club  
VIA Rail Canada  
ZIM Technologies International Inc.

## NCC SPONSOR HOTELS AND RESTAURANTS

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Albert at Bay Suite Hotel  
ARC the.hotel  
Aristocrat Suite Hotel  
BeaverTails Canada Ltd.  
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  
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  
Fat Tuesdays  
Four Points by / par Sheraton  
Hard Rock Café  
Hilton Lac-Leamy  
Highlander Pub  
Holiday Inn Plaza La Chaudière Hull/Ottawa  
Hooker's Beavertails  
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  
Noah's Restaurant & Catering  
Novotel Hotel Ottawa

Oregano's Pasta Market  
Quality Hotel  
Radisson Ottawa  
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 Westin Ottawa  
Tucker's Market Place  
Vineyards Wine Bar Bistro  
Vittoria Trattoria

## NCC FRIENDS OF THE RIDEAU CANAL SKATEWAY

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### Diamond

CAA Travel-Cruise Holidays  
EDS Canada  
Minto Place Suite Hotel  
Public Service Alliance of Canada  
Scott Paper Limited  
Sheraton Ottawa Hotel  
The Westin Ottawa  
RBC Financial Group  
University of Ottawa  
Viking Rideau Corporation

### Platinum

Figure 8 Skate Specialist

### Gold

Alcatel Canada Inc.  
Aqua Terre Solutions Inc.  
Arnon Corporation  
Cognos Incorporated  
Diplomat's Choice Interior Design  
Ottawa Citizen  
**Silver**  
Acc-Par Systems Ltd.  
Algonquin Travel and MKI Conference Management  
BayCADD Solutions Inc.  
BeaverTails Canada Ltd.  
Blackline Systems Corporation  
Bowmac Gunpar (1996) Inc.  
C.L.A. Personnel

Canadian Society of Customs Brokers  
Canal Ritz  
Cartier Place Suite Hotel  
DC Technologies Ltd.  
Deloitte & Touche  
Fidus Systems Inc.  
Finlayson & Singlehurst  
GH Johnsons Furniture Inc.  
General Dynamics Canada Ltd.  
Ginsberg Gluzman Fage & Levitz LLP  
Hooker/Harbrecht Ltd.  
Kearns Special Events  
KPMG  
Lafleur de la Capitale Inc.  
M. Davis Landscape & Design Inc.  
Malone's Lakeside Bar & Grill  
McIntyre & McLarty LLP  
McLoughlin Media  
MyTravel Algonquin  
Novatech Disaster Restoration Inc.  
Novotel Hotel Ottawa  
Perley-Robertson, Hill & McDougall LLP  
Quality Hotel Ottawa  
Richfield Services Inc. / Noah's Restaurant  
Silver Skates Ltd.  
Telesat Canada  
The Fish Market Restaurant  
The Southway Inn  
Union Engraving & Printing Ltd  
Williams McEnery, Barristers & Solicitors

