



NATIONAL CAPITAL COMMISSION COMMISSION DE LA CAPITALE NATIONALE

Summary of the Corporate Plan
2021–2022 to 2025–2026

Canada

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National Capital Commission

Summary of the Corporate Plan 2021-2022 to 2025-2026

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MESSAGE FROM THE CHAIR AND CHIEF EXECUTIVE OFFICER

As we finalize our corporate plan, COVID-19 continues to be a major focus for the National Capital Commission (NCC) in terms of adjusting our operations to encourage outdoor activities and facilitate public use of our assets in a safe and responsible manner. We are also making plans for an eventual, safe and informed return to the workplace.

Our ongoing parkway openings continue to be met with overwhelming support, as residents by the thousands continue to walk, run, roll and cycle along car-free roads—with additional opportunities on weekends which continue to see even higher numbers of users. In addition, public feedback has allowed us to adjust our offerings to ensure more equitable and safer access for all.

Sustained investment by the federal government has also enabled us to take promising steps toward the renewal of our infrastructure. In 2018, the NCC secured \$55 million in funding over two years to support the restoration of 23 critical assets to “good” condition. Building on this, in May 2020, the government allocated an additional \$173.6 million over three years to further address the NCC’s most critical health and safety requirements, targeting assets that were damaged in the spring 2019 flooding, as well as the NCC’s two interprovincial bridges. It will also address other priority assets that pose health and safety risks to the Canadian public and to visitors in the National Capital Region.

To assist with making evidence-based, long-term investment choices, planning for these additional capital appropriations has been supported by the NCC’s investment planning exercise initiated in 2018. The NCC will continue to strengthen its governance structure, streamline systems and processes, and conduct evidence-based asset condition reports to support decisions with respect to resource allocation.

As part of this initiative, the NCC recently tabled its 2021 asset condition report for Canada’s official residences with the Board of Directors. The NCC will continue to seek the required funding to deliver viable solutions to the deteriorating state of these historically and culturally important buildings. The ongoing absence of dedicated resources for the official residences portfolio will continue to prevent the NCC from providing modern, safe, secure, accessible and sustainable accommodation for public officials, their families, staff and visitors over the long term.

We have also been focused over the past number of years on working closely with our Algonquin Nation partners on a range of shared interests and files, including the renewal of LeBreton Flats, meaningful plans for Victoria Island, and a variety of opportunities for placemaking and place naming on Algonquin territory, in Canada’s Capital Region.

The recent discoveries of human remains relating to former residential school sites, and the reality that there may be others yet to be discovered, are stark reminders of the important work still to be accomplished. The NCC is committed to playing its role in the spirit of truth and reconciliation, and will continue to engage with the Algonquin Nation and other Indigenous partners.

In the same spirit, the NCC continues to maintain its commitment to the promotion of diversity, anti-racism initiatives and employment equity as part of a broader effort to enhance the employee experience, modernize recruitment and selection, and facilitate organizational learning.

The NCC prioritizes collaboration, openness and transparency, and its public consultations and communication have remained robust despite limitations imposed by the pandemic and public health directives.

As steward of federal lands and assets in the National Capital Region, the NCC is responsible for protecting and preserving the Capital's heritage, both natural and built. Guided by our own Sustainable Development Strategy and our decision to commit to the Federal Sustainable Development Strategy, we continue to work to augment the resilience of our assets in the face of climate change and extreme weather, while pursuing projects and initiatives that advance climate change mitigation, and benefit the health and well-being of the region's inhabitants.

The NCC continues to exercise a leadership role with regard to regional transportation, including the future of crossings over the Ottawa River between Quebec and Ontario. As part of its mandate, the NCC will complete the development of a Long-Term Integrated Interprovincial Crossings Plan to support sustainable transportation in the National Capital Region, in collaboration and consultation with Public Services and Procurement Canada, the City of Ottawa, Ville de Gatineau and other stakeholders in the region. As directed by the Government of Canada, we are also undertaking work to explore the viability of better public transit connections between both sides of the Ottawa River.

Other priorities include the ongoing revival of the Capital's shorelines and the islands of the Ottawa River, and the rapid advancement of our Building LeBreton project; the renewal of Nepean Point and the National Capital River Pavilion; updating key planning documents such as the Core Area Sector Plan and the Rideau Hall Master Plan; and pursuing increased financial sustainability and revenues. The NCC's plans, projects and initiatives continue to be guided by the Plan for Canada's Capital, 2017–2067. Additional details are available in the pages that follow.

Despite the challenges of the past year, we remain encouraged by our progress to build a dynamic, sustainable and inspiring capital that is a source of pride for all Canadians and a legacy for generations to come.

To that effect, we are grateful for the efforts and dedication of all NCC employees and the important contributions of the members of our Board of Directors.



Marc Seaman
Chair



Tobi Nussbaum
Chief Executive Officer



CORPORATE PROFILE

Mandate

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

- setting the long-term planning direction for federal lands in Canada's Capital Region;
- regulating the use and development of federal lands in Canada's Capital Region;
- managing, conserving and protecting NCC assets (including Gatineau Park, the Greenbelt, urban parks, real property, and other assets such as bridges, pathways and parkways); and
- maintaining heritage sites in the National Capital Region, such as the official residences and commemorative sites.

Mission

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

Guiding Principles

Guiding principles identify the behaviours that the NCC will implement in delivering on its priorities and mandate. The NCC's guiding principles are reviewed annually to ensure that they remain relevant to the organization. They are outlined below.

LEADERSHIP AND INNOVATION

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

ACCOUNTABILITY AND TRANSPARENCY

Ensure the integrity of and accountability for our activities through open and transparent engagement with the public and stakeholders in the National Capital Region and across Canada.

RECONCILIATION

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

COLLABORATION

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

PRIDE

Build an inclusive, accessible and environmentally sustainable National Capital Region that celebrates Canada's diversity and inspires all Canadians.

ORGANIZATIONAL EXCELLENCE

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

Core Responsibilities

With a mandate reaching back over a century, the NCC has been serving as both the National Capital Region's primary long-term planner and the principal steward of federal lands to build a dynamic, inspiring and sustainable capital. In accordance with the requirements of the new Treasury Board policy on results, which came into effect in 2016, in addition to internal services, two core responsibilities were derived from the NCC's mandate and previous program alignment architecture. These reflect the NCC's key obligations to the public as a government organization.

LONG-TERM PLANNING

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

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

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

STEWARDSHIP AND PROTECTION

The NCC manages, maintains, protects, develops and rehabilitates federal lands and assets in the National Capital Region.

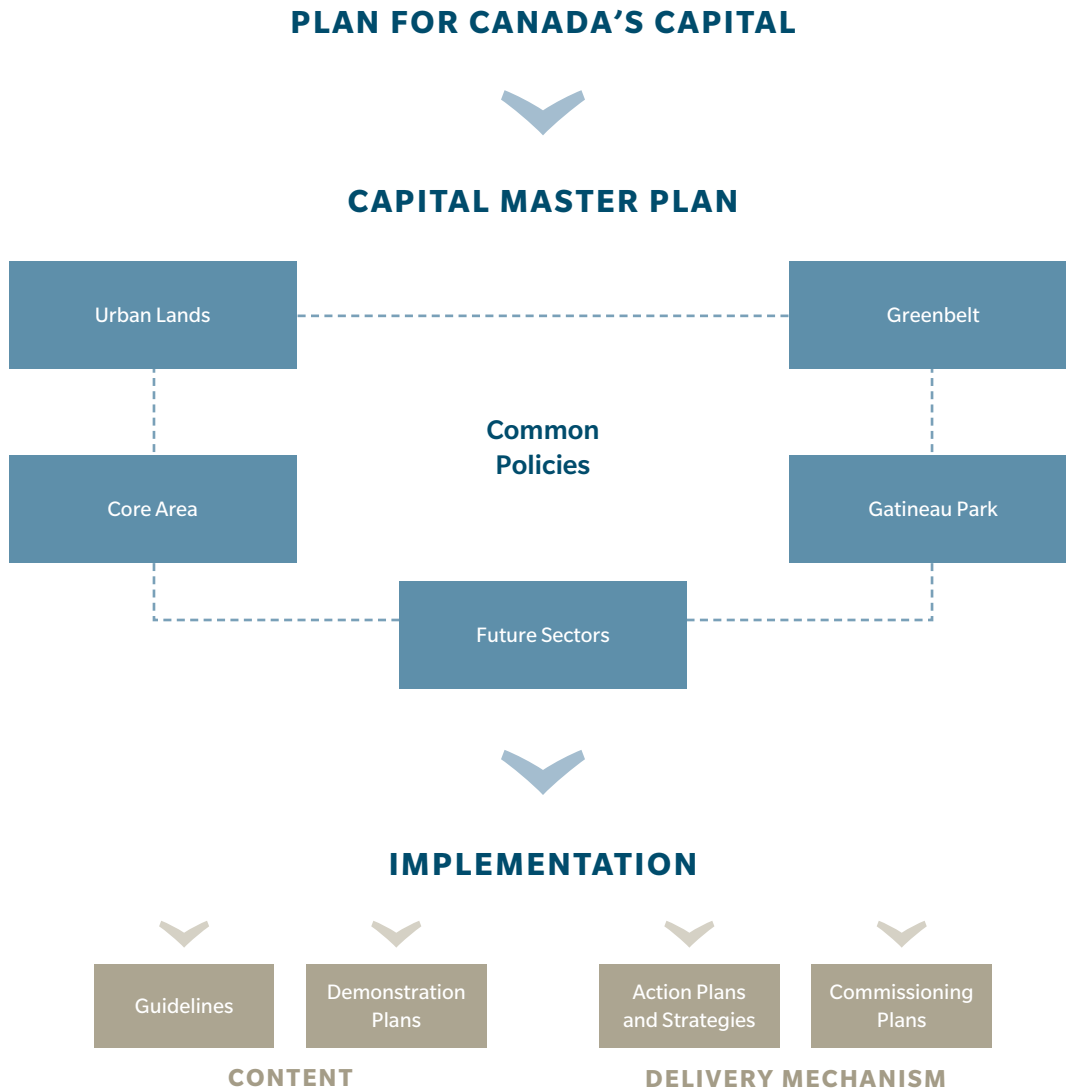
The NCC also ensures that Canadians have safe, appropriate and sustainable access to experience these federal lands and assets.

Through its stewardship activities with the official residences, the NCC ensures that accommodations for Canada's official leaders are appropriate, and serve as inspiring settings for state events and ceremonies.

INTERNAL SERVICES

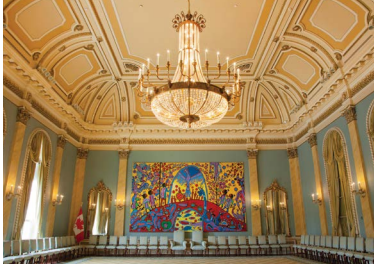
To fulfill its ongoing planning and stewardship responsibilities, the NCC also has a series of organization-wide internal services that support the delivery of its activities, and management of resources. These functions support the NCC's management of financial and human resources; governance structures,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

Figure 1: The NCC's Planning Framework



CORPORATE PROFILE

Figure 2: Overview of the NCC's Assets



6 official residences



1,700 properties,
1,000 buildings



145 bridges



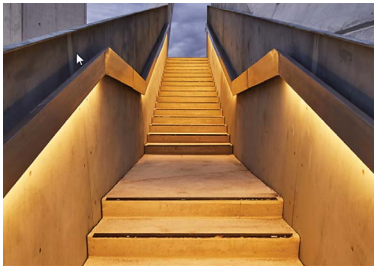
23 urban parks



100+ km of parkways and roads



75 km of waterfront,
50 lakes



194 monuments, public art,
interpretive panels and plaques



300 km of pathways



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



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



5,600 ha of farmlands



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

Approximate replacement value (built assets): \$2.2 billion

Governance

COMPOSITION, ROLES AND RESPONSIBILITIES OF THE BOARD OF DIRECTORS

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

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

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

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

BOARD APPOINTMENTS

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

MUNICIPAL PARTICIPATION AT BOARD OF DIRECTORS MEETINGS

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

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

ACCOUNTABILITY AND OPERATIONS

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

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

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

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

REMUNERATION

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

COMMITTEES

The three corporate committees—the Executive Committee, the Audit Committee and the Governance Committee—support the board of directors. In addition to these committees, four advisory or special committees provide advice to the CEO and the executive management team. These committees are the Advisory Committee on Planning, Design and Realty; the Advisory Committee on the Official Residences of Canada; the Advisory Committee on Universal Accessibility; and the Canadiana Fund.¹

REPORTING TO PARLIAMENT AND CANADIANS

Effective November 20, 2019, the NCC reports to Parliament through the Minister of Public Services and Procurement, and is subject to Part X of the *Financial Administration Act*.

1. Descriptions of the committees can be found on the NCC website.

INDEPENDENT AUDIT

The Office of the Auditor General of Canada (OAG) serves as the auditor for the NCC. The OAG performs an annual audit of the NCC's year-end financial statements to provide an opinion on whether or not the financial statements present fairly, in all material respects, the corporation's financial position and operating results, changes in net financial assets and cash flow, and if the transactions that have come to the auditor's notice in the course of the examination are carried out according to Part X of the *Financial Administration Act* (FAA) and regulations, the *National Capital Act*, the by-laws of the corporation, and the directive issued pursuant to section 89 of the FAA. In addition, Part X of the FAA stipulates that the OAG conduct a special examination of the NCC every 10 years. The last special examination was completed in 2017.

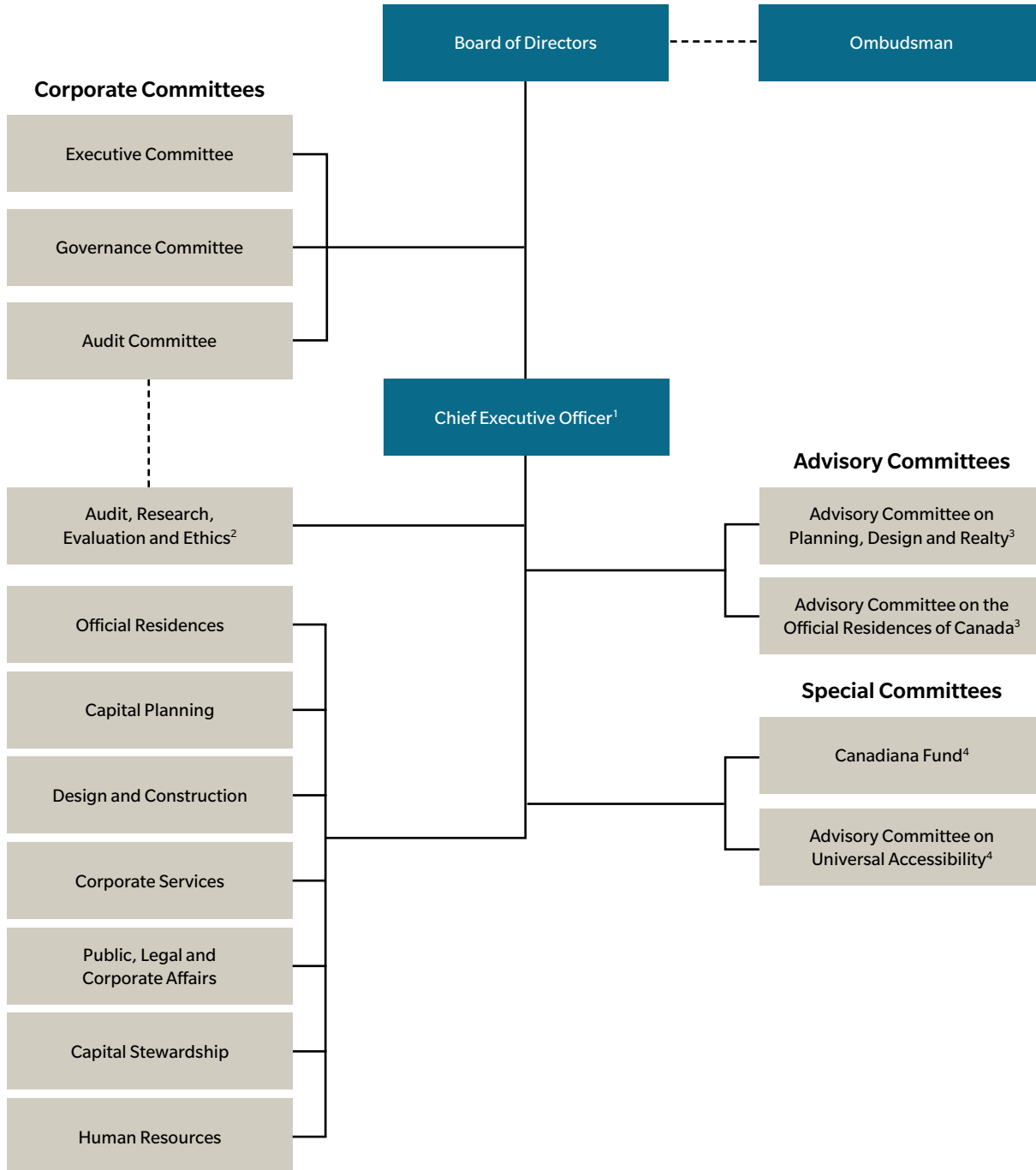
OMBUDSMAN

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

ORGANIZATIONAL STRUCTURE

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

Figure 3: The NCC's Organizational Structure



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



OPERATING CONTEXT

Analysis of the Environment

The NCC begins its annual strategic planning process with an analysis of the environment in which it operates. This analysis informs and confirms key corporate priorities and initiatives in light of internal and external environmental factors, challenges, and opportunities. The following outlines the most significant factors affecting the NCC over the five-year planning period, 2021–2022 to 2025–2026.

INTERNAL ENVIRONMENT

The NCC's diverse and extensive portfolio represents a key opportunity, enabling the corporation to contribute to the dynamism, connectivity and character of the National Capital Region in a way that aligns with its national significance. This portfolio includes 125 kilometres of parkways, 300 kilometres of pathways, 1,700 real estate properties, 1,000 buildings, 145 bridges (including two interprovincial bridges), as well as commemorative and interpretive panels, along with the six official residences and an additional 49 ancillary buildings. Additionally, the NCC boasts an impressive portfolio of natural assets under its stewardship, which include 23 urban parks, 75 kilometres of waterfront, 50 lakes, 39,600 hectares of forested lands, 2,500 hectares of wetlands and 5,600 hectares of farmlands. With such a vast asset base, the NCC will continue to take ambitious steps toward achieving excellence in planning, conservation and stewardship.

To help prioritize asset maintenance, the NCC is continuing to review asset condition reports, and advance the development of asset management plans to ensure that maintenance requirements

are addressed on a priority basis across the National Capital Region. The NCC is also undertaking an investment planning initiative to highlight priority investments that reflect the greatest risks for the corporation and best support its mandate.

The NCC's expertise in long-term planning, stewardship and protection derives from the corporation's committed and dedicated contingent of staff members who are passionate about the National Capital Region, and proudly contribute to the corporation's mandate. In the 2020–2021 fiscal year, the NCC staff contingent comprised 494 full-time equivalents. This workforce has consistently adapted to the NCC's evolving environment to meet the corporation's objectives, and collaboration with this workforce has been an essential component in the NCC's success.

EXTERNAL ENVIRONMENT

The NCC plays an important role in land management and the long-term planning of the region. The NCC's lands are interconnected with other public lands, such as those owned by the region's municipalities and the provinces of Ontario and Quebec. Because of this, it is essential for the NCC to be a value-added partner, and collaborate with all landowners in the region.

Collaboration with local municipalities in addition to continuity in municipal leadership has been beneficial for the corporation, as it has allowed the development of strong relationships, and continuity in terms of projects. The NCC has also benefited from a period of relative continuity in government at the provincial level. Planned commitments for Ontario and Quebec in areas such as transportation planning and infrastructure have the potential to complement the NCC's plans and projects.

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

The outbreak of the COVID-19 pandemic presented new operational realities which the NCC has had to consider in its planning, including its planned investments and planned delivery of its mandate. Public health measures required to slow the spread of COVID-19 had a marked impact on the construction industry. Existing and anticipated disruptions to supply chains caused slower delivery and increased the cost of construction materials. These price increases could have major implications on the NCC's project budgets and timelines, at least in the short term.

The corporation's commercial leasing portfolio has been severely impacted by the pandemic. The NCC provided rent relief for its tenants in a manner that aligned with the Canada Emergency Commercial Rent Assistance (CECRA) program. Market uncertainty as a result of COVID-19 continues to impact businesses' ability to pay rent. As a result, rental revenue losses have added to existing pressures on the NCC's operating budget. With support from Public Services and Procurement Canada (PSPC) and other government stakeholders, approximately \$5 million was earmarked in the fiscal framework² as a means for the NCC to offset losses in net revenues from commercial leasing. This funding, of which \$1.9 million has been accessed thus far, will allow

the corporation to sustain its program delivery and operations on priority assets in order for them to remain safe, sustainable and resilient for generations to come. The NCC is continuing to monitor the evolving situation, ensuring that the corporation is prepared to implement initiatives included in this five-year plan, as well as any other initiatives that might arise from further possible government stimulus and recovery measures.

KEY STRATEGIC ISSUES

Legislative authorities

The NCC's legislative authorities have remained largely unchanged since the corporation's inception in 1959. A key strategic issue for the NCC is thus to modernize its legislative authorities. This would secure three major benefits for the corporation. First, updating the NCC's regulatory and enforcement authorities would allow the corporation to better protect the environment and the ecological integrity of its natural assets, including Gatineau Park and the Greenbelt. Second, clarifying the NCC's authority over planning, design and land use in the National Capital Region would strengthen its federal land use, design and transaction approval regime, and ensure that land use and development in the National Capital Region is aligned with Capital-building objectives. Third, enhanced real estate transaction authorities would allow the NCC to remain competitive in the modern real estate market, and to optimize the corporation's real estate portfolio in a manner that alleviates financial pressures and supports the NCC's long-term financial sustainability. Together, these changes would allow the NCC to more effectively fulfill its mandate.

2. Access to this earmarked funding is subject to further government approval.

Funding shortfall

The investment required to properly maintain the NCC's extensive asset base and meet the corporation's custodial responsibilities exceeds its \$23 million in parliamentary capital appropriations. As a result, over the years, the NCC has had to direct its limited funding toward health and safety issues and dealing with emergencies, which has left fewer funds to invest in assets and infrastructure that support the Capital's visitor experience.

A special examination conducted by the OAG in 2017 concluded that the shortfall in the resources required to restore, manage and maintain NCC assets puts the corporation at risk of not meeting its mandate. The OAG also noted that, should the NCC's assets continue to deteriorate, the assets could cause health and safety issues.

To help address the NCC's deferred maintenance deficit, the Government of Canada has made significant investments over five years (2018–2019 to 2022–2023). This sizable injection of funds has allowed the corporation to begin the long process of revitalizing assets in need of critical repair, including those with urgent health and safety requirements, its two interprovincial bridges, and those assets affected by the spring 2019 flooding. With this welcome investment, the NCC has made and will continue to make important progress in addressing the rehabilitation requirements of the majority of its assets in "poor" and "critical" condition.

However, it should be noted that these additional capital appropriations do not address the rehabilitation requirements of assets in the official residences portfolio and, for this reason, these important heritage assets will continue to deteriorate at an accelerated rate. The NCC's operating appropriations similarly

fall short of organizational needs. A permanent increase in the NCC's ongoing appropriations would support the corporation in pursuing regular maintenance and repair work to protect and preserve the Government's recent investments.

Regional transportation

The NCC's planning mandate for the National Capital Region includes interprovincial transportation planning and the facilitation of transportation projects.

The 2019 federal budget provided direction for a number of interprovincial transportation initiatives in which the NCC has played a key role. In 2020, the NCC completed a refresh of existing technical studies on potential corridors for a sixth crossing between Ottawa and Gatineau. It is also in the process of developing a Long-Term Integrated Interprovincial Crossings Plan, in collaboration with the cities of Ottawa and Gatineau and the provincial governments. This plan aims to establish a shared long-term vision and strategies for the interprovincial transport of people and goods in the region to 2050.

In support of its regional transportation planning mandate, the NCC is working with key partners to explore options for potential interprovincial transit connections between the central areas of Ottawa and Gatineau. The NCC and PSPC are also working together on the replacement of the aging Alexandra Bridge.

Over the planning horizon, the NCC will continue to work with local transportation agencies and its municipal, provincial and federal partners to coordinate transportation projects and ensure integration in the region.

Alignment With Government Priorities: An Overview

In delivering its mandate, the NCC must ensure alignment with government priorities. Over the planning horizon, the relationship with Indigenous peoples; collaboration and transparency; environmental sustainability; climate change reduction and resilience; and gender-based analysis plus, diversity and inclusion will constitute important areas of focus for the corporation.

INDIGENOUS RELATIONS

The NCC has worked with the Algonquin Nation in a spirit of friendship and collaboration for many years. To assist in the development of Indigenous business in the National Capital Region and across Canada, the NCC developed the Indigenous Procurement Policy, which uses procurement best practices to encourage the participation of Algonquin and other Indigenous-owned businesses in providing goods and services to the corporation. Although the NCC is not subject to the federal government's Procurement Strategy for Aboriginal Business, it voluntarily applies the strategy where operational requirements, best value, prudence, probity and sound contracting management can be assured. To this end, management is encouraged to consider Indigenous businesses as sources of supply where Indigenous capacity exists, to enhance positive socio-economic outcomes regionally and nationwide. The NCC will continue to create opportunities to work with Indigenous peoples on shared priorities in a spirit of reconciliation and respect.

COLLABORATION AND TRANSPARENCY

The NCC has implemented several measures to demonstrate greater collaboration and transparency over the years. The addition of public board of directors meetings, as well as enhanced accessibility to live proceedings and meeting documentation, either in person or online, demonstrates that there is commitment to these principles at all levels within the corporation. Through its citizen-focused approach, the NCC provides opportunities for public input and collaboration, recognizing the role that all Canadians have in building a thriving and sustainable National Capital Region.

The corporation ensures effective communication and stakeholder engagement by building strong relationships with people and organizations throughout the region and across the country. To this end, the NCC will pursue its public and stakeholder consultation efforts, and will continue to collaborate with partners to move toward developing smart cities, and encouraging the adoption of innovative approaches and bold ideas in urban planning, to improve every aspect of community life.

In the areas of urban planning, transportation, tourism and regional development, the NCC will pursue collaborative efforts with the cities of Ottawa and Gatineau, and other regional partners, to ensure the ongoing coordination of planning and stewardship efforts within the region. The NCC will also continue to collaborate with federal stakeholders, in particular, the minister responsible for the NCC and the senior departmental leadership team at PSPC, to advance key initiatives in the National Capital Region.

SUSTAINABLE DEVELOPMENT AND BUILDING RESILIENCE IN RESPONSE TO CLIMATE CHANGE

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

On December 1, 2020, the corporation became subject to the *Federal Sustainable Development Act*. This will require the NCC to align its Sustainable Development Strategy with the Federal Sustainable Development Strategy, 2022–2025, thus ensuring that the corporation's environmental objectives and programs will remain relevant and timely. Key actions under way as part of the NCC's existing Sustainable Development Strategy, 2018–2023, include promoting sustainable transportation, integrating greenhouse gas emissions analyses into Capital project plans, and reducing the amount of waste sent to landfill from program operations.

The NCC is also taking steps to adapt to climate change and extreme weather events that have an impact on its natural and built assets. To this end, the corporation is working to build long-term resilience into its assets, in collaboration with municipal and federal stakeholders, in order to protect and preserve critical infrastructure in areas that are most vulnerable to flooding. Additional capital appropriations allocated in May 2020 have allowed the NCC to complete repair work on assets damaged during the spring 2019 flooding, while also building resilience to mitigate the potential impacts of future extreme weather events.

Moving forward, the NCC's infrastructure projects will continue to help combat the effects of climate change in a way that offers sustainable solutions for the community and advances the Federal Sustainable Development Strategy.

GENDER-BASED ANALYSIS PLUS, DIVERSITY AND INCLUSION

Given the NCC's mandate to ensure that Canada's Capital Region is a place of national significance and a source of pride for all Canadians, Gender-based Analysis Plus (GBA+) provides an opportunity for the corporation to consider and respond to the multifaceted needs of diverse residents and visitors. As a result, the corporation is committed to supporting this government priority and applying GBA+ in the development and implementation of its policies, programs and operations.

The NCC has made significant progress in 2020–2021, as it continues to implement an internal GBA+ strategic framework. This framework was developed in accordance with best practices, as defined by Women and Gender Equality Canada. As part of the implementation of this framework, the NCC's GBA+ working committee conducted an organizational needs assessment to best inform the integration of GBA+ across business lines. Over the planning period, the NCC's goal is to continue building organizational capacity, in alignment with results from the organizational needs assessment. This includes adapting GBA+ to its own environment and activities, sustaining the ongoing practice of GBA+, and measuring success. The NCC is currently developing a suite of GBA+ training and tools, which aim to support staff in building basic skills that will enable the implementation of GBA+ within their daily activities.

Special Examination by the Office of the Auditor General

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

In addition, the OAG recommended that the NCC develop a full range of options to address its strategic risk related to asset maintenance. In response, the NCC completed an asset and funding review and, in working with other government entities, secured a funding allocation of \$55 million through Budget 2018 for two years to undertake work on high-impact and high-value assets that are in need of critical repairs, and restore them to “good” condition. The NCC is

also undertaking an investment planning initiative to highlight priority investments that reflect the greatest risks for the corporation and best support its mandate. This includes assessing the NCC’s current governance structure and planning regime, streamlining systems and processes to ensure the effective collection, analysis and dissemination of information on the condition of NCC assets, and initiating asset condition reports on a priority basis in order to inform the corporation’s resource allocation decisions.

Financial Outlook

This section provides key highlights of the detailed information contained in the financial tables.

In 2021–2022, operating appropriations are expected to reach \$74.0 million, while revenues from leasing, easements and other sources are expected to reach \$59.2 million.

The NCC’s 2021–2022 to 2025–2026 financial plan proposes to utilize \$9.6 million in operating reserves, in addition to increased revenues, internal budget reallocations, additional parliamentary appropriations and the Acquisition and Disposal Fund, to balance its operating budgets over the five-year planning period. These funds will be used to deliver key projects and offset pressures in the following manner: \$17.2 million for inflationary increases for property management and maintenance costs, payments in lieu of municipal taxes and headquarters rent increase; \$4.7 million for the implementation of the NCC’s Sustainable Development Strategy, funded from additional parliamentary appropriations allocated in May 2020; \$3.3 million for critical deferred maintenance of commemorations and public art, funded from additional parliamentary appropriations allocated in May 2020; \$2.3 million for the management of interprovincial bridges and related studies, funded from increased recoveries; \$2.2 million for the modernization of software and technological innovations to improve overall efficiency and enhance employee performance; \$2.2 million for the management of the Building LeBreton project, funded from the Acquisition and Disposal Fund; \$1.5 million to secure the NCC’s

revenue base by extending its leasing portfolio maintenance program to 2021–2022, funded from the Acquisition and Disposal Fund; \$0.7 million for the NCC’s share of the operating projects funded from the Federal Contaminated Sites Action Plan (FCSAP, Phase IV); and \$0.5 million for Gatineau Park programs, including the Fall Rhapsody shuttle.

In response to increasing financial pressures, the NCC adopted several measures and strategies to contain or reduce its costs, and it continues to closely monitor its financial situation. For example, in the current plan, the NCC was able to reallocate funds related to certain vacant positions to other priorities. Nonetheless, the challenge remains to balance ongoing and often increasing operational requirements while parliamentary appropriations remain static. This challenge is further complicated by inflationary pressures and ongoing long term obligations, such as increases in property management and maintenance contracts. Through its ongoing Corporate Financial Sustainability Strategy, the NCC continues to identify new business partnerships, review the management of its real property asset portfolio, streamline business processes, and seek cost reductions by exploiting new technologies and equipment.

Revenues earned from property rentals are expected to increase by \$3.0 million or 12 percent over the next five years, to \$27.1 million annually, including property tax recoveries. The increase is attributable to general rent increases, net of revenue losses attributable to COVID-19 impacts in the first year of the plan, as well as new sources of revenues from lease renewals; the continued phased implementation of paid parking on NCC property; new land leases, including a long-term lease agreement with a private developer for a new multi-tenant industrial site; as well as the installation of concessions, including cafés. This increase takes into consideration a reduction of about \$1.1 million in leasing revenue, due primarily to the expiration of a major lease at the end of year three of the planning period.

Easement and licence revenue projections are expected to increase by \$0.8 million on average over the next three years, in addition to the base revenues of \$0.9 million per year, due primarily to City of Ottawa projects, including the light rail transit system. Easement revenues will return to the base revenue level of \$0.9 million by the end of the planning period. In 2021–2022, the NCC will record a one-time revenue of \$2.0 million to fund a commemorative project and a \$2.3-million recovery to fund interprovincial bridge management and studies. User access fee revenues include increased camping activities and rate increases planned over the next five years, as well as a decrease in the second year of the plan due to the planned impact of the Philippe Lake campground rehabilitation project.

As announced in Budget 2018, the NCC received additional appropriations of \$55.0 million over two years (2018–2019 and 2019–2020) to undertake work to improve assets requiring critical repairs and maintenance to ensure that they are in good condition. The Budget 2018 funding is expected to be fully spent by the end of 2020–2021.

The NCC worked closely with PSPC and other government stakeholders on funding solutions and, in May 2020, the government allocated an additional investment of \$173.6 million over three years for the rehabilitation of some of the NCC's assets. This financial investment will be used to address the NCC's most critical health and safety requirements, and will be targeted toward those assets damaged in the spring 2019 flooding, including the NCC's two interprovincial bridges, as well as to address priority assets that pose health and safety risks to the Canadian public and visitors in the National Capital Region.

Risks and Mitigation Strategies

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

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

For the 2021–2022 to 2025–2026 planning period, the NCC has identified four major corporate risk categories: COVID-19, capacity, safety and security, and reputation and influence.

COVID-19

The pandemic continues to have an impact on the daily operations of the NCC. The corporation is pursuing its efforts to safely provide services and programming while complying with provincial and regional health and safety requirements. This includes increasing user access to NCC lands, such as Gatineau Park, the Greenbelt, urban parks, pathways and parkways, to facilitate active mobility and support the health and well-being of residents. Additionally, efforts are ongoing to shift certain recurring activities online, such as public consultations and the Urbanism Lab lecture series.

The pandemic's effects on construction activity across the National Capital Region continue to cause delays in the delivery of projects, and have increased overall costs. Public health measures required to slow the spread of COVID-19 have also significantly impacted the revenue of the NCC's commercial tenants, many of whom remain unable to pay rent. The NCC will continue to support its tenants during the challenging months ahead by working closely with those who require federal support measures, to ensure a robust and resilient recovery. To offset revenue losses incurred as a result of the pandemic, the corporation is also working with PSPC and other government stakeholders to access additional funding earmarked in the fiscal framework.

Finally, COVID-19 continues to impact the corporation's work environment. The NCC is working to implement health and safety measures in all its workplaces, reviewing and adapting measures in response to evolving public health directives. This includes encouraging staff who are able to work remotely to do so, as well as implementing a return-to-work framework that reflects current operational realities and responds to the needs of NCC staff.

CAPACITY

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

As the steward of federal lands and assets in the National Capital Region, the NCC is mandated to ensure that they are safe, appropriate and sustainable for Canadians to experience. The NCC has worked diligently alongside federal partners and central agencies on funding solutions to protect its public infrastructure. In 2018, the Government of Canada provided \$55 million in funding over two years to support the restoration of 23 critical assets to "good" condition. Projects enabled by this investment included the repair of pathways affected by the 2017 flooding, and the restoration of bridges, buildings, walls, roads, parkways and commemorative monuments.

This was an important first step for the organization in its efforts to reduce its deferred maintenance deficit of \$600 million. Building on this, in May 2020, the government allocated additional funding to the NCC over three years to immediately assist in addressing the most critical health and safety issues, largely targeting assets that were damaged in the spring 2019 flooding. These funds will also contribute to making the NCC's two interprovincial bridges more resilient to the effects of climate change. For more details, see Appendix C.

These additional capital appropriations over five years (2018–2019 to 2022–2023) from the Government of Canada have provided the necessary resources for the NCC to significantly improve the condition of priority assets. It should be noted that these investments did not fund projects required to address the condition of assets within the official residences portfolio.

Moving forward, the NCC will continue to collaborate with the government to identify long-term sustainable funding solutions that address all assets in its portfolio, most importantly, the official residences, to ensure that NCC assets remain safe, resilient and enjoyable for current and future generations of residents and visitors in the National Capital Region. These solutions could include a permanent increase in the corporation's operating appropriations to protect the government's recent investments. As part of its long-term financial sustainability strategy, the NCC is also in the process of exploring strategies to augment revenue generation and optimize the use of real property, while also identifying efficiencies and cost containment measures in response to challenges related to operating appropriations.

To enhance accountability and improve the prioritization of critical initiatives, the NCC will continue to review and clarify the roles and responsibilities of corporate committees, as well as increase transparency and communication regarding its decision-making process and resource allocation.

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

REPUTATION AND INFLUENCE

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

To protect its reputation and influence, the NCC engages with stakeholders, partners and the public, and builds awareness of the benefit that the organization provides to the Capital Region. The NCC will pursue the implementation of its Communications Strategy, which uses a proactive approach to engage partners and the general public, as well as communicate policies and processes related to the corporation's regulatory roles. Similarly, the NCC will review and implement its external relations plan, and will pursue efforts to raise awareness among stakeholders regarding its key corporate challenges, including those related to limited resources and limited legislative authorities.

The NCC utilizes the diverse backgrounds and the expertise of the members of its board of directors to strengthen its capacity and influence. The corporation is also actively involved in many highly visible projects in the National Capital Region in which it engages with municipalities and consults with other major stakeholders on planning initiatives.

SAFETY AND SECURITY

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

Risk response measures consist of leveraging the additional parliamentary appropriations of \$173.6 million allocated in May 2020 over the next three years to continue to address critical public health and safety risks, which include consideration and planning for climate change resilience. They also consist of developing and implementing long-term asset management plans that integrate a phased, multi-year asset condition inspection program and a centralized information management system that supports life cycle management requirements. These measures are necessary to ensure effective planning and resource allocation processes, as well as to establish clear project outcomes that support the NCC's mandate and program delivery. Overall, these activities will assist the corporation in continuing its work on assets in need of critical repairs in the long term, as supported by parliamentary appropriations.



EXPECTED RESULTS AND PERFORMANCE INDICATORS

2019–2020 Performance Measurement Results

The NCC’s performance objectives align with its two core responsibilities of long-term planning, and stewardship and protection, as well as its internal services objectives. These performance indicators were divided into five categories: real property leasing, project management, federal approvals, engagement and outreach, and employment equity. As included in the NCC’s most recent annual report, the table below represents the 2019–2020 performance measurement results.

MEASURES	TARGET	RESULTS		
REAL PROPERTY LEASING	VACANCY RATE	2017–2018	2018–2019	2019–2020
Residential	4%	2.6%	2.8%	97.4%
Commercial	4%	3%	3.9%	97%
Agricultural	4%	1.4%	1.8%	98.6%
REAL PROPERTY LEASING	REVENUE	2017–2018	2018–2019	2019–2020
Residential	\$3.3 million*	\$3.2 million*	\$3.2 million	\$3.3 million
Commercial	\$18.7 million*	\$17.7 million*	\$17.8 million	\$18.7 million
Agricultural	\$1.4 million*	\$1.4 million*	\$1.6 million	\$1.9 million
PROJECT MANAGEMENT				
Projects on time	57% of planned projects completed on time			
Projects within scope	75% of planned projects completed within scope			
Projects on budget	71% of projects completed on budget			
FEDERAL APPROVALS	TIME FRAME	2017–2018	2018–2019	2019–2020
Levels 1, 2 and 3	75% of service level agreement timing met	80%	73%	59%
ENGAGEMENT AND OUTREACH	ENGAGEMENT	2017–2018	2018–2019	2019–2020
Social media engagement	Year-over-year increase in total social media engagement	190%	-0.4%	23%
Social media followership	Year-over-year increase in total social media followership	14%	11.5%	11%
Number of NCC public engagement activities	N/A	55	47	30
EMPLOYMENT EQUITY	LABOUR MARKET AVAILABILITY (AS OF END OF 2018–2019)	2017–2018	2018–2019	2019–2020
Women	47.8%	51.5%	51.2%	50.4%
Aboriginal persons	2.5%	2.9%	2.2%	1.9%
Persons with disabilities	4.3%	4.5%	3.3%	3.4%
Members of a visible minority	15.8%	9.3%	11.8%	11.8%

* These values include property taxes, which were excluded in the 2018–2019 to 2022–2023 and 2019–2020 to 2023–2024 Corporate Plan Summary results.

2021–2022 Performance Objectives

Building upon these results, the table below lists some of the NCC's key performance indicators and targets from the performance measurement framework (PMF) for 2021–2022. These performance measures are divided into seven categories: project management, federal approvals, asset condition, official residences condition, real property leasing, engagement and outreach, and employment equity. Performance against these objectives, along with other measures in the corporate PMF, will be assessed in the NCC's quarterly performance reports and its 2021–2022 annual report.

CORE RESPONSIBILITIES	INDICATOR	2019–2020 TARGET	
Long-Term Planning	Project Management <ul style="list-style-type: none">• Projects on time• Projects within scope• Projects on budget	Project Status <ul style="list-style-type: none">• 75% of planned projects completed on time• 75% of planned projects completed within scope• 75% of projects completed on budget	
	Federal Approvals <ul style="list-style-type: none">• Level 1• Level 2• Level 3	Approved Service Level Agreement Target <ul style="list-style-type: none">• 75% of service level agreement timing met• 75% of service level agreement timing met• 75% of service level agreement timing met	
Stewardship and Protection	Asset Condition (excluding official residences) <ul style="list-style-type: none">• Condition of assets	<ul style="list-style-type: none">• Condition of assets reflective of parliamentary appropriations* <p>* The NCC’s long-term goal for the condition of its asset portfolio is “good.” However, current ongoing parliamentary appropriations are insufficient to support this goal, and recent investments will not address the NCC’s total deferred maintenance deficit.</p>	
	Official Residences Condition <ul style="list-style-type: none">• Condition of assets in official residences portfolio	<ul style="list-style-type: none">• Official residences asset portfolio maintained in accordance with the Official Residences Act and in a manner reflective of parliamentary funding* <p>* The NCC’s long-term goal for the condition of its asset portfolio is “good.” However, current parliamentary appropriations are insufficient to support this goal.</p>	
	Real Property Leasing <ul style="list-style-type: none">• Residential• Commercial• Agricultural	Vacancy Rate Target <ul style="list-style-type: none">• 5%• 5%• 4%	Revenue Target* <ul style="list-style-type: none">• \$3.4 million• \$15.9 million• \$1.4 million <p>* Excluding realty tax recoveries.</p>
Internal Services	Engagement and Outreach <ul style="list-style-type: none">• Social media engagement• Social media followership• NCC public engagement activities<ul style="list-style-type: none">- Number of consultations- Number of consultation participants- Number of consultations that met general consultation objectives- Number of Urbanism Lab lecture series events- Satisfaction survey response	Level of Engagement <ul style="list-style-type: none">• Increase in total social media engagement by 12%• Increase in total social media followership by 10%	
	Employment Equity <ul style="list-style-type: none">• Women• Aboriginal persons• Persons with disabilities• Members of a visible minority	2021–2022 Labour Market Availability <ul style="list-style-type: none">• 47.4%• 2.8%• 8.5%• 18.4%	

Strategic Directions, Priorities, Key Outcomes and Initiatives

STRATEGIC DIRECTIONS

For the 2021–2022 to 2025–2026 planning period, three strategic directions will guide the NCC as it delivers its mandate over the next five years.

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

PRIORITIES

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

1. Address the condition of Canada's official residences, and other critical NCC infrastructure and assets.
2. Facilitate the redevelopment of LeBreton Flats, and revitalize the islands and shorelines to become destinations of national significance.
3. Pursue strategies to achieve financial sustainability.
4. Develop and communicate land use plans, and provide timely and effective coordination of federal land use and design in the National Capital Region.
5. Provide leadership in achieving an environmentally sustainable and resilient National Capital Region and exemplary stewardship of federal lands and assets.
6. Demonstrate corporate excellence as a federal Crown corporation, such that the NCC promotes diversity and inclusion, and is recognized as an employer of choice in the National Capital Region.

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

Key Initiatives

The following section provides details on the initiatives that will be undertaken by the NCC to advance its mandate over the course of the planning period.

Priority 1: Address the condition of Canada's official residences, and other critical NCC infrastructure and assets.

Expected Outcomes

Medium-term (3–5 years)

Projects supported through additional capital appropriations are completed on time, on budget and within scope.

Long-term (5+ years)

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

The NCC strives to improve the condition of its assets and infrastructure, to ensure their safety and resilience, as well as to ensure that they meet the expectations and needs of Canadians. This includes the buildings and grounds of Canada's six official residences.

The maintenance of heritage sites in the National Capital Region is an important part of the NCC's mandate, and the long-term preservation of this portfolio is essential. While the NCC has received additional capital appropriations to address

the condition of assets in need of urgent care, these investments have not been allocated to support the maintenance requirements for Canada's official residences. As a result, the NCC remains unable to fund the much-needed restoration and preservation of these historic, high-profile assets.

The 2017 asset condition report confirmed the overall state of the 55 buildings in the official residences portfolio as being in "poor" condition. An update to this report in 2020 confirmed that, despite investments of approximately \$26 million from the NCC's ongoing appropriations since 2017, the portfolio's deferred maintenance deficit has grown, and that 61 percent of the assets are now categorized as being in "poor" or "critical" condition.

A total of \$3 million of the NCC's annual capital appropriations has been earmarked for the official residences portfolio. At this level of funding, the continued operation and maintenance of the portfolio is unsustainable, placing the NCC at risk of failing to meet its legislative mandate.

Over the planning period, the NCC will continue to work with key government stakeholders on a long-term funding solution for these unique, historic properties, to ensure that they are maintained and preserved in alignment with their significant heritage and cultural value.

Beyond the official residences, additional capital appropriations provided by the Government of Canada in May 2020 will also influence the corporation's priorities in the immediate term. This sizable three-year investment (2020–2021 to 2022–2023) will allow the NCC to address the maintenance and capital needs of critical assets. This includes the NCC's two interprovincial crossings, the Portage and Champlain bridges, as well as numerous other iconic and high-priority assets. Furthermore, this funding will allow

the NCC to complete urgent repair work on assets damaged during the spring 2019 flooding, while also building resilience to mitigate the potential impacts of future extreme weather events.

In order to protect this government investment, the NCC will continue to work with PSPC and central agencies on measures to address its long-term financial needs. Despite recent capital investments, adequate operating funding is urgently needed to maintain the NCC's existing operations and programming, which includes the undertaking of regular inspections, as well as operating life cycle and preventive maintenance.

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

INITIATIVES AND MILESTONES OVER THE PLANNING PERIOD

OFFICIAL RESIDENCES

Short-Term (1–2 years)

- Complete approved projects under the Multi-Year Capital Program (MYCP) at all six official residences, as required.

INVESTMENT PLANNING

Short-Term (1–2 years)

- Implement recommendations outlined in the NCC's investment planning framework, and report on progress in an investment plan.
- Implement a multi-year asset condition inspection program, and initiate asset condition reports on a priority basis.
- Submit funding options to the government to improve the condition of assets.

Medium-Term (3–5 years)

- On a priority basis, develop and implement asset management plans.
- Initiate the review of the NCC's investment plan according to the NCC's investment planning framework, as required.

Long-Term (5+ years)

- Implement asset management plans to progressively improve NCC assets.
- Review and update the NCC's investment plan(s) according to the NCC's investment planning framework, as required.

ASSET REHABILITATION

Short-Term (1–2 years)

- Complete critical repairs and maintenance on a priority basis in accordance with funding allocated in May 2020.

Medium-Term (3–5 years)

- Complete critical repairs and maintenance on a priority basis in accordance with funding allocated in May 2020.

Long-Term (5+ years)

- NCC assets are in an appropriate condition, as supported by parliamentary appropriations, meeting the expectations and needs of Canadians.

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

Expected Outcomes

Medium-term (3–5 years)

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

Long-term (5+ years)

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

To enhance the public experience of a vibrant and distinctive National Capital Region, the NCC is facilitating and supporting the transformation and redevelopment of LeBreton Flats and the surrounding Chaudières, Albert and Victoria islands.

In January 2020, the NCC's Board of Directors adopted the Preliminary Master Concept Plan for LeBreton Flats, a cohesive vision for a new Capital destination and complete urban community. Built on public feedback, the concept plan envisions a place that is pedestrian-friendly and surrounded by lively and active parks and plazas, including public spaces along the aqueducts and the Ottawa River waterfront. This diverse, mixed-use community will include a variety of housing options, supported by retail and employment opportunities.

To advance redevelopment, in the short term, the NCC will implement the LeBreton Flats phased transaction strategy, in partnership with regional stakeholders and the Algonquin First Nation. Over the course of the planning period, the NCC will pursue the launch of a request for proposals for the Library Parcel, followed by other land parcels.

The NCC meets regularly with the chiefs representing the Algonquin First Nation to discuss a number of significant issues, including the redevelopment of LeBreton Flats, the future of Victoria Island and other relevant projects. Within the context of the Building LeBreton project, the NCC and the Algonquin Nation have collaborated on the development of an Indigenous engagement strategy and a contribution agreement. Discussions regarding the long-term vision and plan for Victoria Island continue in parallel with the remediation of the site.

Pursuant to the NCC's Ottawa River North Shore Parklands Plan and the Ottawa River South Shore Riverfront Park Plan, the corporation will work toward increasing animation along the parkways and riverfronts of Canada's Capital, with the aim of highlighting some of the region's most distinguishing features. This includes advancing projects that enhance public access to key hubs along the shorelines, such as the National Capital River Pavilion, Westboro Beach and the Rockcliffe Pavilion.

In keeping with this vision, the NCC will also continue to advance its plans to revitalize Nepean Point. Having completed the green demolition of the site, the NCC will begin to implement its vision and plan, with the aim of completing the project over the planning period. New features will include a boardwalk with uninterrupted views of major points of interest, such as Parliament Hill, the Canadian Museum of History and Victoria Island. This contemporary urban green space will also boast new landscaping and site furnishings, as well as the Whispering Point architectural feature, which will introduce a series of deep-seated nooks framing spectacular views of the Ottawa River.

The project also enhances an existing cultural node and creates new opportunities for collaboration with various partners, including public institutions and Indigenous communities. The NCC is currently engaging with the Algonquin First Nation for the reintegration of the Anishinabe Scout statue and, more broadly, on the interpretation of the site.

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

INITIATIVES AND MILESTONES OVER THE PLANNING PERIOD

REDEVELOPMENT OF LEBRETON FLATS AND THE ISLAND SITES

Short-Term (1–2 years)

- Implement the LeBreton Flats phased transaction strategy, including the Library Parcel transaction and transactions involving other parcels.
- Work with the City of Ottawa to secure a final municipal secondary plan amendment.
- Launch a process to initiate public realm and infrastructure implementation.

Medium-Term (3–5 years)

- Pursue agreements for various parcels.
- Initiate public realm development.

Long-Term (5+ years)

- Continue the redevelopment of LeBreton Flats.

VICTORIA ISLAND REVITALIZATION

Short-Term (1–2 years)

- Initiate the second phase of the Victoria Island remediation.
- Pursue discussions with the Algonquin First Nation to advance a master plan for Victoria Island.

Medium-Term (3–5 years)

- Complete the second phase of remediation.
- Advance the *Kabeshinân Minitig* Plan in partnership with the Algonquin First Nation.

Long-Term (5+ years)

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

ACTIVATION POINTS AND WATERWAYS

Short-Term (1–2 years)

- Begin implementation of the plans for the north and south shore (Gatineau and Ottawa) riverfront parks.
- Increase activation points and activity along the shorelines and waterways of the National Capital Region.

Medium-Term (3–5 years)

- Continue implementation of the plans for the north and south shore (Gatineau and Ottawa) riverfront parks.
- Maintain accessible, animated and sustainable shorelines and waterways for the public.

NEPEAN POINT REVITALIZATION

Short-Term (1–2 years)

- Begin implementation of the NCC's vision and plan for Nepean Point.

Medium-Term (3–5 years)

- Continue implementation of the NCC's vision and plan for Nepean Point.

Long-Term (5+ years)

- Complete implementation of the NCC's vision and plan for Nepean Point.

Priority 3: Pursue strategies to achieve financial sustainability.

Expected Outcomes

Medium-term (3–5 years)

Augment revenue generation, and optimize the use of lands and other real estate assets for future reinvestment.

Long-term (5+ years)

Revenues generated through corporate optimization strategies are reinvested to improve the long-term value of the NCC's asset portfolio.

In 2021 and 2022, the NCC will continue to pursue strategies that aim to augment revenue generation. In particular, the NCC will identify assets that are not achieving their full potential to determine methods to maximize their value. Possible strategies for real property optimization (which include, for example, long-term land leases, the disposal of lands, and the granting of licences and easements) will be pursued with transparency, integrity and competence, ensuring the effective stewardship and management of NCC lands and other assets.

Revenue generated by these activities will be reinvested in the creation of public realm and animation spaces, and the repair or replacement and enhancement of Capital infrastructure and Capital assets. This includes heritage and ecological corridor enhancement and the acquisition of other lands of Capital interest.

To support these optimization strategies, the NCC will continue to work with the government to explore opportunities to modernize its legislative authorities, particularly those associated with real

property transactions. These have not been amended since their inception in 1959, and do not allow the corporation to adapt to current market realities. The modernization of real property authority limits would allow the NCC to better pursue optimization strategies and conduct business in modern terms, thereby supporting the protection of its assets and role as federal custodian.

In 2020–2021, the NCC updated the list of NILM lands to reflect changes in the corporation's federal land use planning documents. Each of the NCC's long-range plans speak to land designations that will promote, protect and otherwise enable the management of lands considered to be in the national interest. Moving forward, alignment will be sought between land optimization strategies and the NILM update, as well as other key planning documents.

Over the planning period, the NCC will continue to implement its partnership framework in order to enhance sponsorship opportunities. In doing so, the corporation will explore other potential sources of funding to contribute to its financial health and sustainability. This includes advancing philanthropic initiatives, such as the NCC's Park Bench Dedication Program.

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

INITIATIVES AND MILESTONES OVER THE PLANNING PERIOD

REAL PROPERTY OPTIMIZATION

Short-Term (1–2 years)

- Implement strategies to optimize real property.
- Develop a Regional Interest Land Mass (RILM) strategy, in alignment with the NILM update.

Medium-Term (3–5 years)

- Continue to implement strategies for optimizing real property.
- Implement the RILM strategy.

Long-Term (5+ years)

- Reinvest revenues and cost savings to improve the long-term value of the NCC's asset portfolio.

FLEXIBILITY IN AUTHORITIES

Short-Term (1–2 years)

- Collaborate with the government to identify long-term funding solutions needed to close the gap in the NCC's annual appropriations.
- Engage with the government to explore options to modernize the real property authority limits.

Medium-Term (3–5 years)

- Implement real property strategies based on the framework established with Treasury Board of Canada Secretariat (TBS) and PSPC to undertake real estate transactions on modern terms.

PARTNERSHIPS AND PHILANTHROPY

Short-Term (1–2 years)

- Implement the partnership framework.
- Promote the NCC's Park Bench Dedication Program.
- Research the creation of an NCC foundation.

Medium-Term (3–5 years)

- Continue to implement the partnership framework.
- Continue to promote the NCC's Park Bench Dedication Program.

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

Expected Outcomes

Medium-term (3–5 years)

Long range plans for NCC assets are updated.

Long-term (5+ years)

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

The NCC is committed to developing and implementing innovative planning tools that support the long-term direction of a lively, distinctive and sustainable National Capital Region.

In the short term, the NCC will work to complete the development of a planning framework for the official residences and the NCC's Rideau Hall Master Plan. This plan will set out a unified, long-term vision for Rideau Hall, and guide future decisions on capital projects relating to buildings, grounds and infrastructure on the site.

Additional plans to be renewed over the planning period include the Capital Core Area Sector Plan, which sets out how federal lands in the downtown cores of Ottawa and Gatineau will be developed, and the Sir George-Étienne Cartier Parkway Riverfront Park Plan.

With partners in the region, the NCC also conducts interprovincial transportation planning, and facilitates transportation projects. To this end, in 2021–2022, the NCC will complete the development of the Long-Term Integrated Interprovincial Crossings Plan to support sustainable transportation in the National Capital Region, in collaboration with the City of Ottawa, Ville de Gatineau and other stakeholders in the region.

In support of effective management practices that allow for sustainability in the delivery of the NCC's mandate, the NCC will continue its assessment of the value added by the federal land use, design and transaction approval process. This ongoing assessment informed the development of a new fee structure aligned with the levels of complexity of this process, and recommended process enhancements. Over the planning period, the NCC will implement the new sustainable fee structure, and optimize the federal land use, design and transaction approval process. To ensure the effective delivery of the NCC's responsibility in awarding federal land use, design and transaction approvals, the corporation will pursue discussions with the government with the goal of enhancing the regulatory and enforcement authorities related to these approvals.

Through its responsibility for granting federal land use, design and transaction approvals, the NCC will continue to support major projects undertaken in the National Capital Region, including the rehabilitation of the Parliamentary Precinct, the replacement of the Alexandra Bridge and the Energy Services Acquisition Program.

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

INITIATIVES AND MILESTONES OVER THE PLANNING PERIOD

LONG-RANGE PLAN AND OTHER POLICY RENEWALS AND REVIEWS

Short-Term (1–2 years)

- Advance the Capital Core Area Plan.
- Complete the development of the NCC's official residences planning framework, including the Rideau Hall Master Plan.
- Initiate the development of the Sir George-Étienne Cartier Parkway Riverfront Park Plan.
- Complete the development of the NCC's Long-Term Integrated Interprovincial Crossings Plan.
- Update other plans, as required, in accordance with the NCC's planning framework.

Medium-Term (3–5 years)

- Complete the Capital Core Area Plan.
- Complete the development of the Sir George-Étienne Cartier Parkway Riverfront Park Plan.
- Initiate the review of the Greenbelt Master Plan.

Long-Term (5+ years)

- Review and update long-range plans according to the NCC's planning framework, as required.

FEDERAL LAND USE, DESIGN AND TRANSACTION APPROVAL PROCESS

Short-Term (1–2 years)

- Implement the sustainable fee structure.
- Develop and implement a comprehensive evaluation system for the federal land use, design and transaction approval process.
- Develop efficient and timely processes and concise federal land use, design and transaction approval policies.

Medium-Term (3–5 years)

- Continue to implement a comprehensive evaluation system for the federal land use, design and transaction approval process.

Long-Term (5+ years)

- Work with the government to update federal land use, design and transaction approval authorities.

Priority 5: Provide leadership in achieving an environmentally sustainable and resilient National Capital Region and exemplary stewardship of federal lands and assets.

Expected Outcomes

Medium-term (3–5 years)

The NCC's Sustainable Development Strategy, 2023–2026, is aligned with the Federal Sustainable Development Strategy, 2022–2025.

Long-term (5+ years)

The National Capital Region is resilient and environmentally sustainable.

At the heart of the NCC's business is the stewardship of federal lands and assets. As the largest landowner in the National Capital Region, the NCC cares for and protects vital public places that are unique to the nation's symbolic, natural and cultural heritage.

The NCC will continue to provide exemplary natural resource management, as well as conserve the ecological integrity of Gatineau Park and the Greenbelt, while allowing users to experience these natural jewels of the National Capital Region.

Building on the NCC's successful efforts to increase public access to its assets during the pandemic, the corporation will continue to promote active mobility and enhance the recreational experience in the National Capital Region. This includes providing access to sustainable and integrated pathway and

winter trail networks for visitors and residents.

The NCC will also continue efforts to maintain natural assets through the re-establishment of the urban tree canopy, and the restoration of degraded shorelines along the region's waterways.

The NCC set ambitious targets for environmental action in its Board-approved 2018–2023 Sustainable Development Strategy. To demonstrate its commitment to the achievement of a sustainable and resilient National Capital Region, the NCC is one of two federal Crown corporations—out of a total of more than 40—to have volunteered to be subject to the *Federal Sustainable Development Act* (FSDA). On December 1, 2020, the NCC became subject to the FSDA and, as such, the organization's commitments over the planning period reflect this new legislative requirement.

In the short term, the NCC will continue to implement its 2018–2023 Sustainable Development Strategy, while also working to initiate the renewal of its Sustainable Development Strategy in alignment with the Federal Sustainable Development Strategy (FSDS), 2022–2025. This will ensure that the corporation's environmental objectives and programs remain relevant and timely, and support ongoing efforts to build a greener and healthier National Capital Region.

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

INITIATIVES AND MILESTONES OVER THE PLANNING PERIOD

SUSTAINABLE DEVELOPMENT

Short-Term (1–2 years)

- Continue the implementation of the NCC's Sustainable Development Strategy, 2018–2023, in line with the current FSDS, 2019–2022.
- Initiate the renewal of the NCC's Sustainable Development Strategy in alignment with the FSDS, 2022–2025, for tabling in Parliament

Medium-Term (3–5 years)

- Implement the NCC's Sustainable Development Strategy, 2023–2026, with new and existing partners.

Long-Term (5+ years)

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

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

Greenbelt and Ontario Urban Lands

Short-Term (1–2 years)

- Improve the health of valued ecosystems.
- Expand and enhance the Urban Winter Trail Program, and continue to implement the Greenbelt recreational pathways program.
- Develop a branding concept that is focused on enhanced NCC visibility in the Greenbelt.

Medium-Term (3–5 years)

- Re-establish the urban tree canopy through the prioritization of tree planting efforts to achieve specific objectives.
- Develop life cycle strategies to ensure that assets are managed and maintained to be more resilient and durable.
- Further enhance the NCC's branding across all portfolios.

Gatineau Park and Quebec Urban Lands

Short-Term (1–2 years)

- Pursue ongoing efforts to control the impact of invasive species (annual).
- Explore funding and operational options for sustainable transportation in Gatineau Park.
- Seek authorities to allow the NCC to support the protection of ecological corridors around Gatineau Park, in accordance with the NILM update and revised Gatineau Park Master Plan.

Medium-Term (3–5 years)

- Restore degraded shorelines along Meech Creek.
- Complete the responsible trail management initiative, and close extant unofficial trails.
- Protect ecological corridors around Gatineau Park, in accordance with authorities and in collaboration with partners.

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

Expected Outcomes

Medium-term (3–5 years)

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

Long-term (5+ years)

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

The NCC recognizes that its workforce is its strongest asset. The corporation's staff directly contributes to its success. To that end, the NCC will continue to build on the momentum of its employee engagement efforts to enhance the employee experience, modernize recruitment and selection, and facilitate organizational learning.

In 2021 and 2022, the NCC will continue to apply the initiatives identified in the renewed employee engagement framework. The corporation will also direct its focus toward enhancing employee well-being and fostering diversity and inclusion.

As part of the implementation of the modernized recruitment and selection framework, the NCC will continue to pursue the revitalization of its human resource processes and policies to gain efficiencies and build on organizational capacity. The corporation will look toward strengthening its human resource planning function through the creation of career paths and development programs for students and new recruits. It will also support professional development through leadership and skills training, thereby enhancing the management cadre and facilitating succession planning.

Over the planning period, the NCC will continue to develop and implement workplace modernization initiatives that effectively promote collaboration, flexibility and productivity. This will include the implementation of new and refurbished office spaces that meet modern workplace standards, and respond to the specific needs of NCC branches and teams. Building on existing systems, the NCC will also leverage emerging technologies to optimize business processes.

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

INITIATIVES AND MILESTONES OVER THE PLANNING PERIOD

EMPLOYEE ENGAGEMENT

Short-Term (1–2 years)

- Apply the initiatives of the NCC's employee engagement framework.

Medium-Term (3–5 years)

- Continue the implementation of employee engagement framework initiatives.
- Identify and implement new initiatives relevant to the NCC and the human resource priorities in alignment with government priorities.

Long-Term (5+ years)

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

RECRUITMENT AND SELECTION

Short-Term (1–2 years)

- Review business processes to gain efficiency and effectiveness.
- Review job evaluation tools and processes.

Medium-Term (3–5 years)

- Create career paths and development programs.

Long-Term (5+ years)

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

ORGANIZATIONAL LEARNING

Short-Term (1–2 years)

- Develop an organizational learning strategy to build capacity, and facilitate learning and development.
- Develop policies and procedures in support of the NCC's organizational learning strategy.

Medium-Term (3–5 years)

- Continue leadership and management development activities and initiatives.

Long-Term (5+ years)

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

WORKPLACE MODERNIZATION

Short-Term (1–2 years)

- Develop and implement workplace modernization initiatives.
- Update and implement a change management strategy.

Medium-Term (3–5 years)

- Complete workplace modernization initiatives.
- Implement a change management strategy.

NATIONAL OUTREACH

Short-Term (1–2 years)

- Conduct national opinion research to identify tactics and opportunities for enhancing national awareness of the NCC.

Medium-Term (3–5 years)

- Evaluate regional and national awareness of Canada's Capital, and the NCC's contribution to building a dynamic and sustainable National Capital Region.

DIGITAL TRANSFORMATION

Business Process Efficiency

Short-Term (1–2 years)

- Replace the Agreements application and the Capital Replacement Asset Management System (CRAMS) application.
- Fully implement a digital signature platform.
- Enhance the NCC document management system, and integrate this system with project management and collaboration tools.

Medium-Term (3–5 years)

- Fully implement a digital forms platform.

NCC Transformation for Canadian Citizens

Short-Term (1–2 years)

- Ensure that NCC open data are easily accessible to the public and partners.
- Begin implementing a low-code platform to rapidly develop mobile apps.

Medium-Term (3–5 years)

- Develop 3-D modelling and augmented reality products to represent the NCC's current and future assets.

NCC BRAND PROMISE

Short-Term (1–2 years)

- Implement the NCC's brand promise plan.

Medium-Term (3–5 years)

- Continue to implement the NCC's brand promise plan.



FINANCIAL TABLES

OPERATING BUDGET
FOR THE YEARS ENDING MARCH 31, 2020 TO 2022

(IN THOUSANDS OF DOLLARS)

FUNDING	2021-2022	2020-2021			2019-2020		
	Budget	Budget	Forecast	Variance	Budget	Actual	Variance
Operating appropriations	74,000	73,810	79,166	5,356	68,117	75,206	7,089
Revenues	59,224	38,894	46,080	7,186	36,043	46,989	10,946
Funding from the Acquisition and Disposal Fund	2,987	889	687	(202)	879	740	(139)
Total funding	136,211	113,593	125,933	12,340	105,039	122,935	17,896
EXPENDITURES							
Long-Term Planning ³	8,370	6,157	6,307	(150)	5,794	4,523	1,271
Stewardship and Protection ⁴	83,207	79,490	96,780	(17,290)	74,316	79,161	(4,845)
Internal Services	32,613	33,894	31,587	2,307	33,421	31,919	1,502
	124,190	119,541	134,674	(15,133)	113,531	115,604	(2,073)
EXCESS OF EXPENDITURES OVER FUNDING	12,022	(5,948)	(8,741)	(2,793)	(8,492)	7,331	15,823
CARRY-OVER AT BEGINNING OF YEAR	33,551	26,898	46,098	19,200	25,469	37,813	12,344
Realignment – capital and operating carry-over	(18,616)	410	(3,806)	(4,216)	(381)	954	1,335
CARRY-OVER AT END OF YEAR	26,957	21,360	33,551	12,191	16,596	46,098	29,502

3. Reflects the program, not the organizational structure.

4. Ibid.

CAPITAL BUDGET
FOR THE YEARS ENDING MARCH 31, 2020 TO 2022

(IN THOUSANDS OF DOLLARS)

FUNDING	2021-2022	2020-2021			2019-2020		
	Budget	Budget	Forecast	Variance	Budget	Actual	Variance
Capital appropriations	84,946	70,319	70,319	-	62,453	62,453	-
Funding from the Acquisition and Disposal Fund	23,900	3,900	1,310	(2,590)	3,000	527	(2,473)
Total funding	108,846	74,219	71,629	(2,590)	65,453	62,980	(2,473)
EXPENDITURES							
Stewardship and Protection							
Roads and bridges	13,184	13,711	15,411	(1,700)	30,768	23,839	6,929
Historical properties	15,421	11,540	26,233	(14,693)	16,114	13,297	2,817
Rental properties	5,568	1,900	531	1,369	2,650	1,958	692
Development properties	5,175	655	1,649	(994)	4,485	2,938	1,547
Green assets	56,750	47,559	13,303	34,256	11,112	8,388	2,724
Recreational facilities	1,000	-	14	(14)	275	313	(38)
Other	24,085	11,052	6,367	4,685	8,864	3,707	5,157
	121,183	86,417	63,508	22,909	74,268	54,440	19,828
Real property acquisitions	20,200	3,000	-	3,000	3,000	267	2,733
	141,383	89,417	63,508	25,909	77,268	54,707	22,561
ALL PROGRAMS							
Equipment	2,167	1,335	1,537	(202)	1,555	1,476	79
TOTAL CAPITAL EXPENDITURES	143,550	90,752	65,045	25,707	78,823	56,183	22,640
EXCESS OF EXPENDITURES OVER FUNDING	(34,704)	(16,533)	6,584	23,117	(13,370)	6,797	20,167
CARRY-OVER AT BEGINNING OF YEAR	46,737	17,123	36,347	19,224	18,702	30,504	11,802
Realignment between capital and operating carry-over	18,616	2,215	3,806	1,591	(410)	(954)	(544)
CARRY-OVER AT END OF YEAR	30,649	2,805	46,737	43,932	4,922	36,347	31,425

STATEMENT OF FINANCIAL POSITION
AS AT MARCH 31, 2020 TO 2026

(IN THOUSANDS OF DOLLARS)

	Actual	Forecast	Budget	Projections			
	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
FINANCIAL ASSETS							
Cash and cash equivalents	162,158	168,860	123,228	75,677	64,777	61,917	59,488
Restricted cash and cash equivalents	4,684	6,638	7,831	9,049	10,291	11,558	12,850
Accounts receivable	7,066	9,539	9,539	9,539	9,539	9,539	9,539
Investments	9,183	7,088	5,203	4,030	2,834	1,614	369
	183,091	192,125	145,801	98,295	87,441	84,628	82,246
LIABILITIES							
Accounts payable and accrued liabilities	27,961	20,914	20,914	20,914	20,914	20,914	20,914
Light rail transit	2,332	2,344	2,355	2,367	2,379	2,391	2,403
Provision for environmental cleanup	63,901	61,186	54,019	45,002	41,916	38,977	38,977
Deferred revenue	41,640	62,516	49,890	29,266	28,642	28,018	27,394
Employee future benefits	9,992	9,714	9,731	9,668	9,610	9,557	9,508
Other liabilities	12,836	13,548	14,282	15,040	15,822	16,629	17,461
	158,662	170,222	151,191	122,257	119,283	116,486	116,657
NET FINANCIAL ASSETS (LIABILITIES)	24,429	21,903	(5,390)	(23,962)	(31,842)	(31,858)	(34,411)
NON-FINANCIAL ASSETS							
Tangible capital assets	690,833	733,201	841,124	965,979	981,179	979,327	977,499
Prepaid expenses	1,297	2,387	2,387	2,387	2,387	2,387	2,387
Other non-financial assets	4,531	4,354	4,219	4,219	4,219	4,219	4,219
	696,661	739,942	847,730	972,585	987,785	985,933	984,105
ACCUMULATED SURPLUS	721,090	761,845	842,340	948,623	955,943	954,075	949,694

STATEMENT OF OPERATIONS AND ACCUMULATED SURPLUS
FOR THE YEARS ENDING MARCH 31, 2020 TO 2026

(IN THOUSANDS OF DOLLARS)

	Actual	Forecast	Budget	Projections			
	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
REVENUES							
Rental operations and easements	26,125	25,952	26,693	28,588	28,890	27,697	27,973
Interest	5,873	2,145	1,943	1,900	2,528	2,462	2,394
Headquarters sublease	1,713	-	-	-	-	-	-
User access fees	3,713	3,275	3,492	2,590	3,549	3,678	3,678
Recoveries	3,239	8,531	6,267	1,944	1,944	1,744	1,744
Other revenues	8,245	6,489	21,103	24,247	12,838	2,611	2,811
Gain on disposal of tangible capital assets	7,368	42	6,633	28,700	-	-	-
	56,276	46,434	66,131	87,969	49,749	38,192	38,600
EXPENSES							
Long-Term Planning	4,534	6,307	8,370	5,823	5,686	5,316	5,316
Stewardship and Protection	102,963	115,505	102,540	95,249	96,494	95,151	96,176
Internal Services	34,401	33,353	33,672	32,381	31,631	31,489	31,511
	141,898	155,165	144,582	133,453	133,811	131,956	133,003
DEFICIT BEFORE FUNDING FROM THE GOVERNMENT OF CANADA	(85,622)	(108,731)	(78,451)	(45,484)	(84,062)	(93,764)	(94,403)
FUNDING FROM THE GOVERNMENT OF CANADA							
Parliamentary appropriations for operating expenditures	75,206	79,166	74,000	73,425	66,842	67,083	65,992
Parliamentary appropriations for tangible capital assets	62,453	70,319	84,946	78,341	24,540	24,813	24,030
	137,659	149,485	158,946	151,766	91,382	91,896	90,022
SURPLUS (DEFICIT) FOR THE YEAR	52,037	40,754	80,495	106,282	7,320	(1,868)	(4,381)
ACCUMULATED SURPLUS AT BEGINNING OF YEAR	669,053	721,090	761,844	842,339	948,622	955,942	954,073
ACCUMULATED SURPLUS AT END OF YEAR	721,090	761,844	842,339	948,622	955,942	954,073	949,692

STATEMENT OF CHANGE IN NET FINANCIAL ASSETS
FOR THE YEARS ENDING MARCH 31, 2020 TO 2026

(IN THOUSANDS OF DOLLARS)

	Actual	Forecast	Budget	Projections			
	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
SURPLUS (DEFICIT) FOR THE YEAR	52,037	40,754	80,495	106,282	7,320	(1,868)	(4,381)
Acquisition and improvement of tangible capital assets	(54,900)	(62,745)	(137,364)	(120,943)	(43,667)	(27,063)	(27,033)
Amortization of tangible capital assets	19,768	20,359	21,607	24,788	28,467	28,915	28,861
Gain on disposal of tangible capital assets	(7,368)	(42)	(6,633)	(28,700)	-	-	-
Loss on disposal of tangible capital assets	183	-	-	-	-	-	-
Unrealized loss from sale-leaseback transaction	(183)	-	-	-	-	-	-
Proceeds from disposal of tangible capital assets	9,160	60	14,467	-	-	-	-
Writedowns of tangible capital assets	3,071	-	-	-	-	-	-
	(30,269)	(42,368)	(107,923)	(124,855)	(15,200)	1,852	1,828
Change in prepaid expenses	2,197	(1,090)	-	-	-	-	-
Change in other non-financial assets	658	177	135	-	-	-	-
	2,855	(913)	135	-	-	-	-
INCREASE (DECREASE) IN NET FINANCIAL ASSETS	24,623	(2,527)	(27,293)	(18,573)	(7,880)	(16)	(2,553)
NET FINANCIAL ASSETS (LIABILITIES) AT BEGINNING OF YEAR	(194)	24,429	21,902	(5,391)	(23,963)	(31,843)	(31,860)
NET FINANCIAL ASSETS (LIABILITIES) AT END OF YEAR	24,429	21,902	(5,391)	(23,963)	(31,843)	(31,860)	(34,413)

STATEMENT OF CASH FLOWS
FOR THE YEARS ENDING MARCH 31, 2020 TO 2026

(IN THOUSANDS OF DOLLARS)

	Actual	Forecast	Budget	Projections			
	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
Cash flows provided (used) by operating activities	18,214	1,226	(2,186)	(474)	10,744	748	618
Cash flows used by capital activities	(24,931)	5,334	(44,137)	(47,032)	(21,598)	(3,561)	(3,000)
Cash flows provided (used) by investing activities	18,316	2,095	1,885	1,173	1,196	1,220	1,245
DECREASE IN CASH AND CASH EQUIVALENTS	11,599	8,656	(44,439)	(46,333)	(9,658)	(1,593)	(1,137)
CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR	155,243	166,842	175,498	131,059	84,726	75,068	73,475
CASH AND CASH EQUIVALENTS AT END OF YEAR	166,842	175,498	131,059	84,726	75,068	73,475	72,338



APPENDICES

APPENDIX A: MULTI-YEAR CAPITAL PROGRAM
FOR THE YEARS ENDING MARCH 31, 2021 TO 2023

(IN THOUSANDS OF DOLLARS)

	2020-2021		2021-2022		2022-2023
	Forecast		Budget		Projection
ROADS AND BRIDGES					
Confederation Boulevard program	539		3,375		2,900
Hog's Back swing bridge reconstruction	5,928		-		-
Philippe Lake Parkway rehabilitation	1,239		-		-
Sir John A. Macdonald Parkway LeBreton exit bridge reconstruction	5,592		-		-
Portage Bridge rehabilitation	548		5,500		8,067
Champlain Bridge rehabilitation	-		3,054		1,500
Gatineau Parkway rehabilitation	-		405		2,295
Rehabilitation, other roads and bridges	1,565		850		50
	15,411	24%	13,184	9%	14,812 12%
HISTORICAL PROPERTIES					
Official Residences Program	13,121		7,196		3,000
Property rehabilitation, Sussex Drive	1,266		1,538		1,263
Property rehabilitation, Sussex Courtyards	-		1,750		1,750
Property rehabilitation, National Capital River Pavilion	10,694		-		-
Property rehabilitation, 1701 Robertson Road	-		331		1,325
Property rehabilitation, 670 Cedarview Road	-		690		1,210
Property rehabilitation, 28 Alexandre Taché Boulevard	97		925		925
Property rehabilitation, 1220 Chemin de la Montagne	-		248		1,408
Rehabilitation, other historical properties	1,055		2,743		748
	26,233	40%	15,421	10%	11,627 9%
RENTAL PROPERTIES					
Property rehabilitation, 1740 Woodroffe Avenue	-		180		1,020
Return on investment projects	-		-		-
Rehabilitation program, rental properties	531		5,388		7,028
	531	1%	5,568	4%	8,048 6%
DEVELOPMENT PROPERTIES					
LeBreton Flats redevelopment	1,649	3%	5,175	4%	2,678 2%

APPENDIX A: MULTI-YEAR CAPITAL PROGRAM
FOR THE YEARS ENDING MARCH 31, 2021 TO 2023

	2020-2021		2021-2022		2022-2023	
GREEN ASSETS	Forecast		Budget		Projection	
Nepean Point rehabilitation	609		17,651		14,850	
Site development, Richmond Landing	464		500		-	
South Shore Riverfront Park development	2,558		7,881		2,433	
Britannia pathway wall rehabilitation	1,569		1,500		-	
Colonel By pathway wall rehabilitation	133		800		1,967	
Champlain Lookout rehabilitation	1,055		-		1,110	
Parliament Hill escarpment rehabilitation	300		3,800		-	
Stillwater Creek wetland enhancement	1,169		500		-	
Gatineau River and Leamy Lake shoreline rehabilitation	250		3,250		-	
LeBreton Flats pathway construction	100		2,200		-	
National Capital River Pavilion shoreline animation	-		4,000		-	
NCC barge bistro	-		1,150		-	
Gatineau Park rehabilitation program	711		2,898		1,962	
Pathway and trail rehabilitation program	2,004		4,433		574	
Other green asset projects and programs	2,382		6,187		6,400	
	13,303	20%	56,750	40%	29,295	24%
RECREATIONAL FACILITIES						
Philippe Lake campground rehabilitation	14	0%	1,000	1%	5,398	4%
REAL PROPERTY ACQUISITIONS	-	0%	20,200	14%	3,000	2%
ALL PROGRAMS – EQUIPMENT	1,537	2%	2,167	2%	660	1%
OTHER						
Workplace modernization	-		1,464		7,200	
80 Elgin fit-up	-		12,000		20,000	
Conservation officer facility	-		750		4,250	
Chelsea garage and water systems	-		69		1,035	
Other projects and programs	6,367		9,802		17,369	
	6,367	10%	24,085	16%	49,854	40%
	65,045	100%	143,550	100%	125,373	100%

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

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

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

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

	2019–2020 Actual	2020–2021 Forecast	2021–2022 Budget*
TRAVEL	258,779	288,600	291,500
HOSPITALITY	119,464	111,200	112,300
TRAINING AND CONFERENCES	504,286	498,700	503,700

* Assumes 1.0 percent inflation over the planning period.

Additional Parliamentary Appropriations: 2021–2024 Plan Summary

Prior to 2018, the investment required to properly maintain the NCC’s extensive asset base and meet the corporation’s custodial responsibilities exceeded its parliamentary appropriations. The NCC has worked diligently alongside federal partners and central agencies on funding solutions to protect its public infrastructure and to address deferred asset maintenance. As a result of these efforts, the Government of Canada has provided the NCC with significant additional capital appropriations over five years (2018–2019 to 2022–2023). To ensure that the government’s investments bring about the best possible benefits, the NCC has developed a holistic implementation plan to address the maintenance requirements of assets in need of critical repairs across the National Capital Region. The plan’s major investment categories and initiatives are provided below.

INTERPROVINCIAL CROSSINGS

Planned work will address required capital rehabilitation on both the Portage and Champlain bridges. This includes major work to reinforce structural elements and repair shorelines following the spring flooding in 2019. The work will also address rehabilitation requirements recommended by industry best practices to support the interprovincial bridges over their entire lifespan and ensure continuous public access and safety.

FLOODING

The NCC will undertake immediate and urgent rehabilitation and repair work on lands and priority assets, including shorelines, escarpments and riverfront structures, to address public health and safety risks caused by extreme weather events. The NCC will also invest in enhancing the Capital Pathway network’s resilience to flooding events.

ROADS, PARKWAYS AND PATHWAYS

Investments in this category will address the maintenance needs of heavily used assets that require rehabilitation to enhance their durability, and ensure a high level of operation and safety for users. This includes major thoroughfares, as well as boardwalks, footbridges and multi-use pathways.

PARKS

The NCC will complete overdue rehabilitation work and necessary life cycle maintenance of infrastructure located on its extensive parklands. This includes the green demolition of built assets that are at the end of their life cycle and that pose a risk to public health and safety, the rehabilitation of heritage structures, soil remediation, water system repairs, and various enhancements that will improve the overall visitor experience of these sites.

STRUCTURES

Many structures within the NCC’s asset portfolio, including various types of walls, underpasses, escarpments, lookout platforms and rail systems, are in poor condition and require urgent rehabilitation. The NCC will implement a program to address the maintenance requirements of these assets to ensure public safety, asset protection and heritage preservation.

RENTAL PROPERTIES

Many properties within the NCC's residential, agricultural and commercial portfolios require work to address deferred maintenance issues. Planned works will correct structural deficiencies, support interior and exterior rehabilitation requirements, protect character-defining heritage features, update electrical systems, improve energy efficiency, replace aging elevators, and enhance accessibility. This work will extend the longevity of these assets, and ensure that they remain safe, functional spaces.

COMMEMORATIONS

To enable the commemoration program to continue to fulfill its mandate of celebrating and enhancing the Capital, the NCC will invest in the necessary life cycle maintenance to conserve the monuments and public art under its stewardship.

SUSTAINABLE DEVELOPMENT

As part of the NCC's efforts to align its Sustainable Development Strategy with the Federal Sustainable Development Strategy, the corporation will initiate projects that enhance access to nature, improve the quality of the built environment, increase water and energy efficiencies within the real estate portfolio, protect the public from toxic substances, and enhance the resilience of the corporation's assets to extreme weather events. These initiatives will allow the NCC to build a greener and healthier Capital Region.



NATIONAL CAPITAL COMMISSION
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