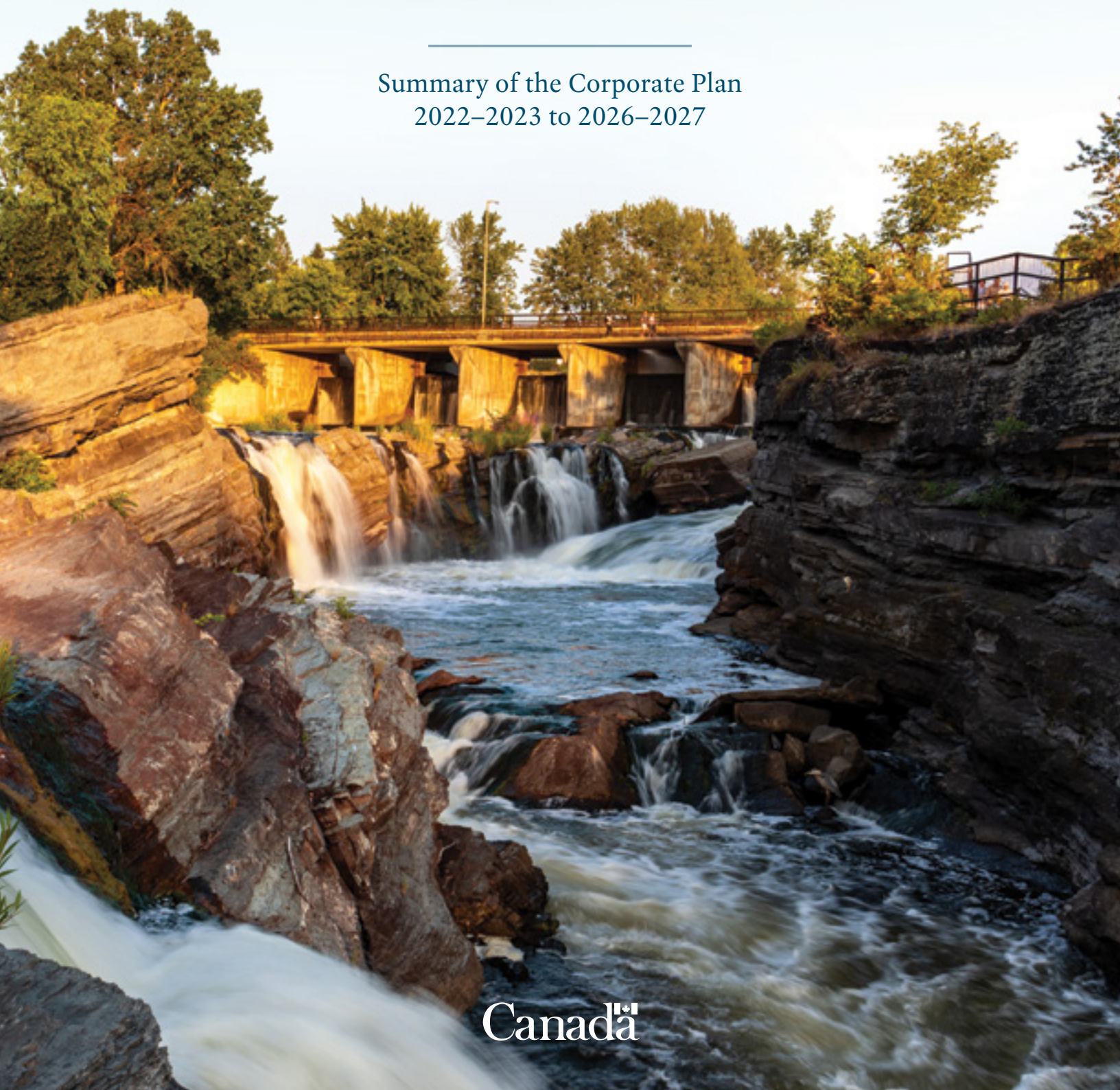


NATIONAL CAPITAL COMMISSION
COMMISSION DE LA CAPITALE NATIONALE

Summary of the Corporate Plan
2022–2023 to 2026–2027



Canada

www.ncc-ccn.gc.ca

202–40 Elgin Street, Ottawa, Canada K1P 1C7

Email: info@ncc-ccn.ca • Fax: 613-239-5063

Telephone: 613-239-5000 • Toll-free: 1-800-465-1867

TTY: 613-239-5090 • Toll-free TTY: 1-866-661-3530

Unless otherwise noted, all imagery is the property
of the National Capital Commission.

Cover: Alexandra Claveau

National Capital Commission

Summary of the Corporate Plan 2022–2023 to 2026–2027

Catalogue number: W91-2E-PDF

1926-0490

Table of Contents

Message From the Chair and Chief Executive Officer	2
Corporate Profile	5
Operating Context	15
Expected Results and Performance Indicators	27
Strategic Directions, Priorities, Key Outcomes and Initiatives	30
Financial Tables	41
Appendices	49



MESSAGE FROM THE CHAIR AND CHIEF EXECUTIVE OFFICER

The Capital is the symbolic heart of our nation, epitomizing the ideals and values that unite Canadians. As home to more than a million people and held in trust for more than 30 million citizens, it reflects Canada's shared history, and embodies our continued evolution as a vibrant and diverse nation.

At the National Capital Commission (NCC), we are honoured to work every day to create a capital that is a source of inspiration and pride for all Canadians. Building on the momentum of past years, we are leveraging our experience, ambition and unique perspective to chart the course toward a greener, more dynamic, connected and inclusive National Capital Region.

Transformative projects are under way that will reshape the Capital, including our incomparable shorelines and landmark destinations. Over the course of our planning period, Nepean Point will become a contemporary urban green space in the heart of Ottawa, telling the story of the Capital's enduring relationship with the Algonquin Nation and Ottawa River. And the ongoing redevelopment of LeBreton Flats will move from bold concept to reality, demonstrating the very best of sustainable development and integrated urban planning.

Regional transportation is, of course, a catalyst for economic growth in the region, and is closely linked with the corporation's goals of building a capital with a thriving urban core that efficiently moves people and goods. At this moment in time, we have the incredible opportunity to be aspirational in our planning and bold in our implementation. Our Long-Term Integrated Interprovincial Crossings Plan provides us with a blueprint to move forward. And, through our new interprovincial transit project office, the NCC will continue facilitating collaboration with government partners and stakeholders on projects like an interprovincial tramway proposed by the Société de transport de l'Outaouais and other future transportation initiatives that will help to reshape the Capital.

In parallel with these projects, the NCC will be developing a comprehensive public engagement strategy to refresh our Capital Core Area Sector Plan. The new plan will offer a modern blueprint for the future of federal lands that reside in the very heart of Canada's Capital, and set out how they will be developed to enhance the experiences of those living, working and visiting the Capital.

Thanks to the recent federal investment of \$173.6 million, the NCC has made meaningful progress on renewing our aging infrastructure, and is now nearing completion of the most urgent works addressed through this funding. This includes repairing assets damaged in the 2019 floods, rehabilitating the Portage and Champlain bridges and refurbishing pathways and lookouts. It will be essential to renew this type of investment, as further needs are identified at a moment when public demand for our services is growing and our regional infrastructure must become more resilient in the face of a changing climate.

Indeed, over the past several years, the unpredictable effects of climate change have had a profound impact on the National Capital Region. Extreme heat, floods, tornadoes and a powerful windstorm known as a derecho all significantly impacted the NCC's natural and built assets. In June 2022, we presented the Board of Directors with our climate change vulnerability and risk assessment report, which identifies climate-related risks to NCC assets. And we will continue to work on updating our Sustainable Development Strategy for the period of 2023 to 2027. This guiding document will outline further actions we will take to protect our assets and adapt our programs in the face of climate threats.

Of course, the changing nature of the COVID-19 pandemic remains an influence in our planning and decision making. As an organization, the NCC continues to think deeply about the lessons of the past two years and how they can help us reimagine a more resilient and adaptable capital. Our public and green spaces, for example, are widely seen in a new light, and appreciated for their essential role in contributing to public health, fostering a sense of belonging and serving as an effective tool to help the National Capital Region equitably reflect the full range of Canadian identities, experiences and aspirations.

Our ongoing parkway openings continue to create more opportunities for people to spend time outdoors safely walking, wheeling, biking or running, free from potential conflict with motor vehicles. The National Capital Region is also home to one of the country's most extensive pathway networks for active mobility. Everyone deserves access to nature that is closer to home, and we will continue reimagining our strategies to enhance equitable access to and enjoyment of NCC lands and assets.

The NCC continues to walk the path of Indigenous reconciliation, which involves listening and learning to strengthen our understanding of the Indigenous history and culture that are intrinsic elements of the Capital. Engagement with the people of the Algonquin Nation will remain a critical priority as we pursue transformative outcomes. We are grateful to the Indigenous people and leaders who work with us, share diverse perspectives and help us take meaningful action.

We also maintain a sense of urgency around building an equitable workplace and fostering a culture where respect, diversity and inclusion are woven into the fabric of our organization. In this context, the NCC will continue to build on efforts that deepen meaningful and inclusive employee and public engagement in our work, which includes advancing our Gender-based Analysis (GBA) Plus framework.

There are several essential contributions to the success of all the projects described in this summary. The most notable are the vision of our committed Board of Directors, the collaboration of our partners and stakeholders and the commitment and expertise of our employees. Together, we are building a thriving capital that both meaningfully represents Canada to the world and enriches the lives of residents and visitors.



Marc Seaman
Chair



Tobi Nussbaum
Chief Executive Officer



CORPORATE PROFILE

Mandate

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

The corporation fulfills this role through the following 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 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

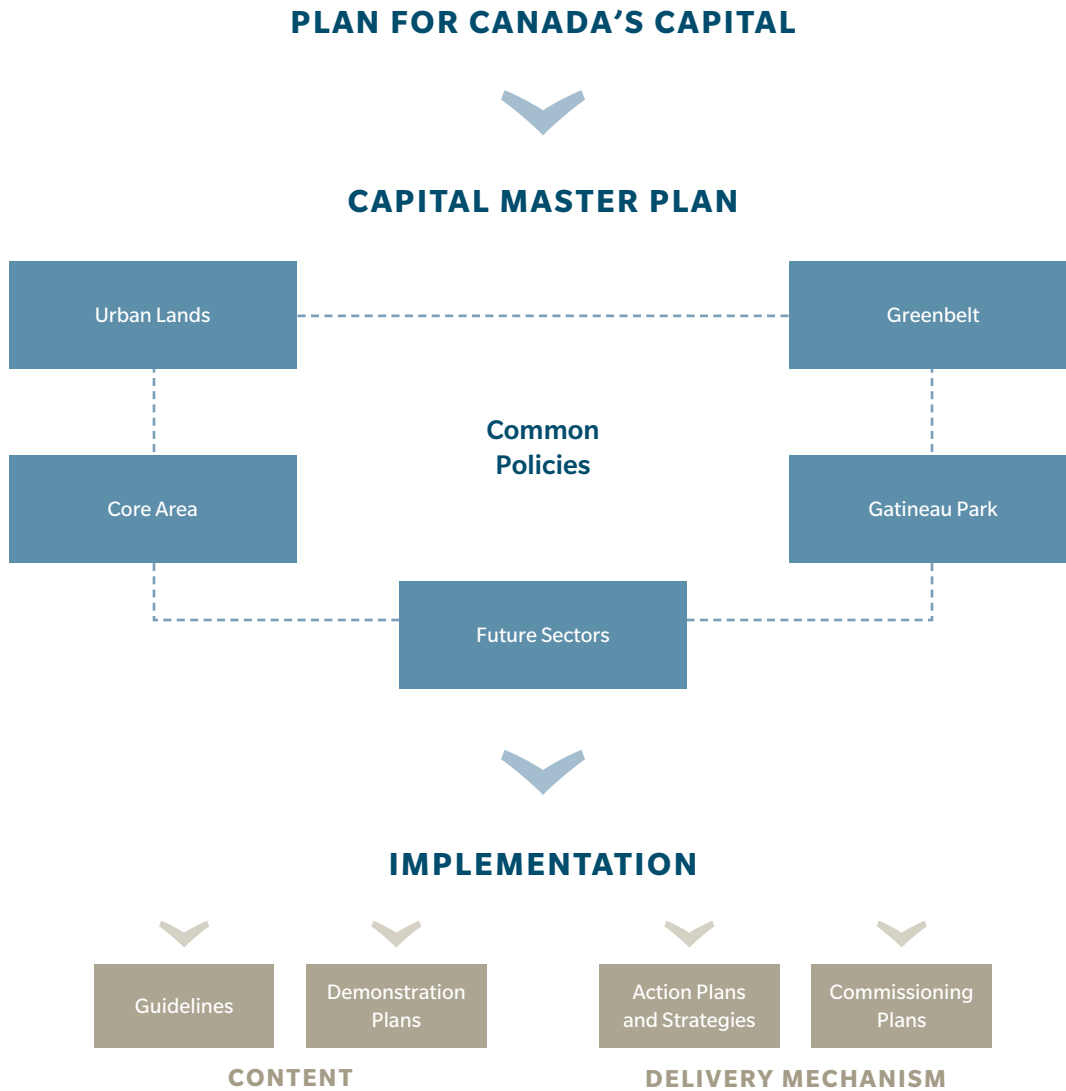
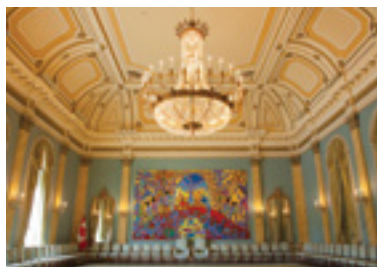


Figure 2: Overview of the NCC's Assets



6 official residences



1,700 properties,
1,000 buildings



145 bridges



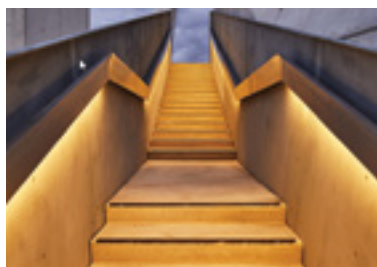
23 urban parks



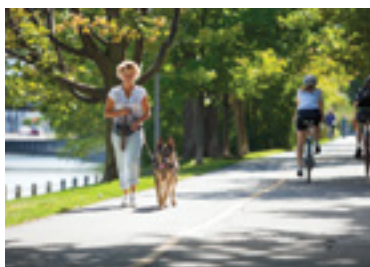
100+ km of parkways and roads



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, apart from some items to respect commercial confidentiality, cabinet confidences, solicitor-client privilege, human resource or privacy matters, or matters related to the official residences of Canada.

ACCOUNTABILITY AND OPERATIONS

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

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

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

In addition to an annual public meeting, and four regular meetings, the board will meet on an as-required basis throughout the year. Each regular meeting may consist 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.

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

The NCC, as a federal Crown corporation, is included under Schedule III of the *Financial Administration Act* (FAA) and is also subject to Part X of this act. Effective November 20, 2019, the NCC reports to Parliament through the Minister of Public Services and Procurement.

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 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

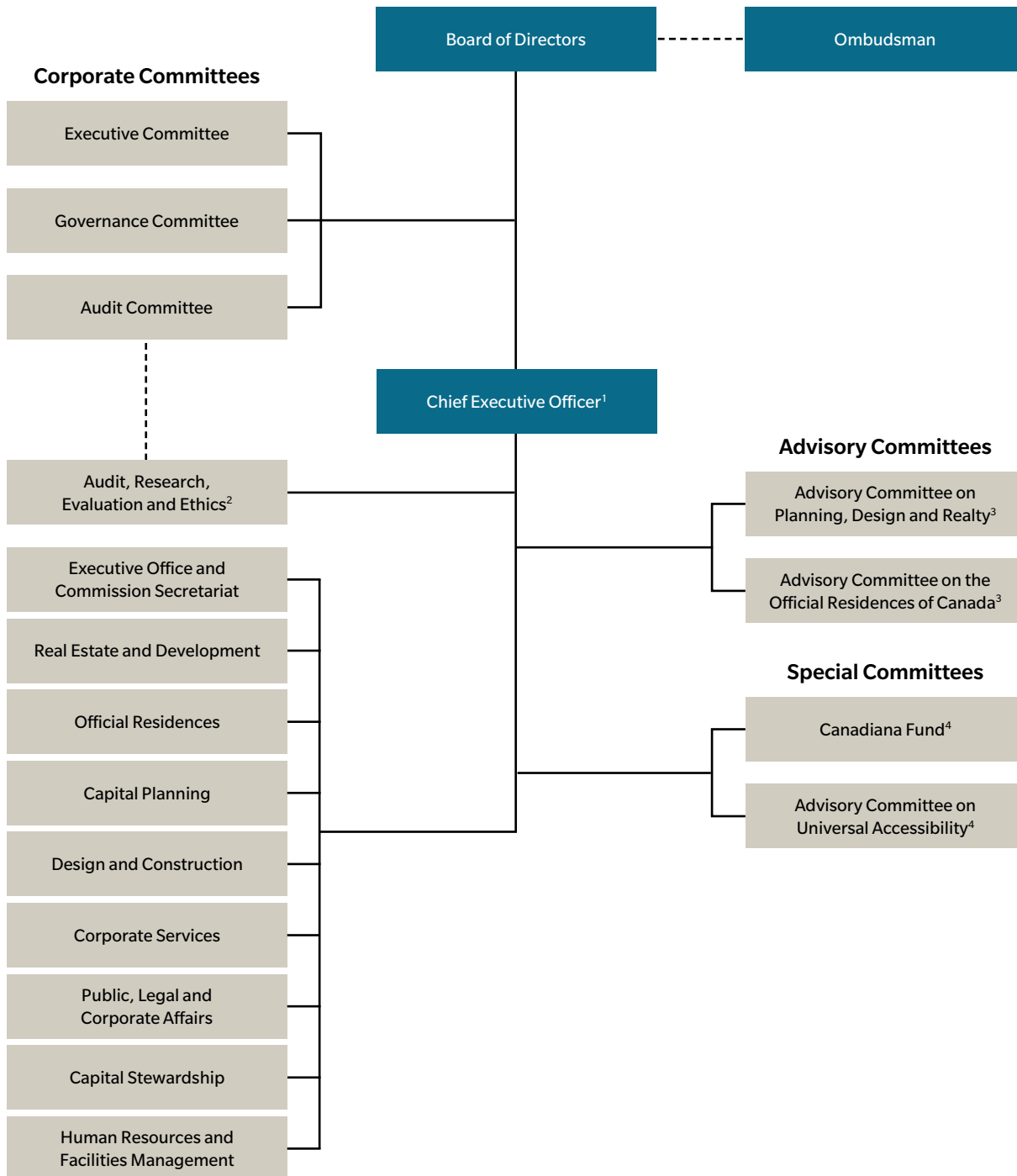
Appointed by the board of directors, the NCC ombudsman serves as an independent and confidential resource for the public to solve complaints when all other internal avenues of redress are exhausted. The ombudsman is required to submit an annual report on their activities to the board of directors. The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

ORGANIZATIONAL STRUCTURE

The organizational structure² 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 and is responsible for ensuring that the corporation's key sectors of activity are implemented and well managed.

2. Refer to Figure 3 for a diagram of the NCC's organizational structure.

Figure 3: The NCC's Organizational Structure



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



OPERATING CONTEXT

Analysis of the Environment

INTERNAL ENVIRONMENT

The NCC owns and manages over 11 percent of the lands in the National Capital Region (537 square kilometres) and has custodial responsibilities that extend to a large and diverse portfolio of built and natural assets worth an estimated \$2.2 billion. This includes some of the most significant heritage, natural and cultural assets in the country, many of which are destinations not only for residents but also for the region's more than 10 million visitors annually. The NCC's unique portfolio represents a key opportunity, enabling the corporation to make significant contributions to the dynamism, connectivity and character of the National Capital Region in a manner that reflects its national significance.

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 2021–2022 fiscal year, the NCC staff contingent comprised 521 full-time equivalents. The corporation was also among the 2021 winners of the National Capital Region's top employers competition.

With its employee engagement framework, the NCC has established a process through which employees at all levels can play a meaningful role in shaping a positive and rewarding work environment. Similarly, the NCC's workplace modernization initiative provides a unique opportunity for the corporation to address the needs and preferences of employees in a forward-thinking manner. Through the consolidation of its offices at 80 Elgin Street,

the corporation will be able to fully reimagine its workspace in a manner that best reflects its operational needs and mandate. Going forward, telework will also be integrated into the workplace modernization initiative's concept.

EXTERNAL ENVIRONMENT

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 work to be a value-added partner and to collaborate with all stakeholders in the region, including all levels of government.

Collaboration with local municipalities has been beneficial for the corporation and allowed for the development of strong relationships, as well as continuity in project planning and implementation. The November 2021 municipal elections in Quebec brought in new leadership in Gatineau and Chelsea, two key partners for the NCC. Moving forward, the corporation is committed to building strong relationships with these new municipal administrations.

Likewise, 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.

At the provincial level, commitments made by the governments of Ontario and Quebec have the potential to complement the NCC's plans and projects in areas such as transportation planning and infrastructure. The NCC also has opportunities to partner with governments and stakeholders to advance progress on climate change adaptation and environmental protection over the coming years.

As a federal Crown corporation, the NCC's business environment and activities are heavily influenced by the federal government's priorities. The 2019 federal budget provided direction for several interprovincial transportation initiatives in which the corporation has played a key role. This includes a refresh of existing technical studies on potential corridors for a sixth crossing between Ottawa and Gatineau and the development of a Long-Term Integrated Interprovincial Crossings Plan, led by the NCC in collaboration with municipal and provincial partners. Building on these efforts, Budget 2021 proposed to create an interprovincial transit project office within the NCC that will work to study and plan for potential interprovincial tramway connections between Ottawa and Gatineau. The corporation will continue to collaborate with its federal and regional partners on the advancement of key transportation initiatives.

Lastly, the COVID-19 pandemic continues to present challenges that the NCC must consider in its planning. Disruptions due to COVID-19 are ongoing and affect industries—such as construction and manufacturing—on which the NCC is heavily reliant, with significant implications for revenue generation and the delivery of capital projects.

The corporation's commercial leasing portfolio has been severely impacted by the pandemic. To mitigate the significant losses, the NCC worked with Public Services and Procurement Canada (PSPC) and other government stakeholders to secure additional funding. Approximately \$4.9 million was earmarked in the fiscal framework to offset losses in net revenues from commercial leasing, of which \$1.9 million has been accessed thus far. The NCC is seeking opportunities to access additional funding to offset further revenue losses that have impacted the state of its operations.

KEY STRATEGIC ISSUES

Legislative authorities

The NCC's legislative authorities have remained largely unchanged since the corporation's inception in 1959. Their modernization is a key strategic issue for the corporation, which would secure three major benefits. First, updating the NCC's regulatory and enforcement authorities would allow the NCC 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 are 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 fulfill its mandate more effectively.

Funding shortfall

The investment required to properly maintain the NCC's extensive asset base and meet the corporation's custodial responsibilities exceeds its \$24 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 and will continue to make important progress in addressing the rehabilitation requirements of most 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. The NCC's operating appropriations similarly fall short of organizational needs, including 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 numerous 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. The NCC also developed a Long-Term Integrated Interprovincial Crossings Plan, in collaboration with the cities of Ottawa and Gatineau and the provincial governments, which was approved by the Board of Directors in January 2022. 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 and climate change resilience, Gender-based Analysis Plus, safe workspaces, and accessibility 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. The corporation's Indigenous Procurement Policy uses procurement best practices to encourage the participation of Algonquin and other Indigenous-owned businesses in providing goods and services to the NCC. 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. In 2021–2022, the NCC initiated steps toward a comprehensive framework for Indigenous partnerships that will include a principles-based approach to naming and renaming NCC assets in the spirit of reconciliation. As part of this exercise, the NCC engaged with its Algonquin partners in a manner that fosters an honest understanding and interpretation of the history of the National Capital Region. Additionally, the NCC will continue working with its Indigenous partners on a range of shared interests and files, including the reinterpretation and renaming of Nepean Point, the Building LeBreton project, and the advancement of a co-designed master plan for Victoria Island.

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, 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 partners, 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.

As of December 1, 2020, the corporation is subject to the Federal Sustainable Development Act, including statutory requirements for corporate planning, actions and reporting. This necessitates the alignment of the NCC's future iteration of the 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 corporation 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 NCC is working to build long-term resilience into its assets, in collaboration with municipal and federal partners, in order to protect and preserve critical infrastructure in areas that are most vulnerable to flooding. Additional capital appropriations earmarked 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 National Capital Region is a place of national significance and a source of pride for all Canadians, GBA Plus provides an opportunity for the NCC to consider and respond to the multi-faceted needs of diverse residents and visitors. As a result, the corporation is committed to supporting this government priority and applying GBA Plus in the development and implementation of its policies, programs and operations.

The NCC has made significant progress in 2021–2022, as it continues to implement an internal GBA Plus strategic framework. The corporation's GBA Plus working committee conducted an organizational needs assessment to best inform the integration of GBA Plus across business lines. In alignment with the results of this assessment, the committee developed a suite of GBA Plus training and tools that aim to support staff in building basic skills that will enable the implementation of GBA Plus within their daily activities. Additionally, as part of a GBA Plus pilot project, the committee developed GBA Plus guidelines that will be integrated into the NCC's Capital Design Guidelines.

Over the planning period, the NCC's goal is to continue adapting GBA Plus to its own environment and activities, sustaining the ongoing practice of GBA Plus through capacity building and measuring success through a robust monitoring and evaluation program.

SAFE WORKSPACES

As a federal employer, the NCC is committed to ensuring that its workplaces are civil, respectful and free of harassment. In alignment with changes made to Part II of the *Canada Labour Code* through Bill C-65, the NCC implemented a Workplace Harassment and Violence Prevention Policy in January 2021. This policy includes new measures to prevent incidents involving harassment and/or violence, respond effectively when they occur, and assist victims and employers as incidents are addressed. It is also supported by a training program that all NCC staff are required to complete.

Additionally, in response to the COVID-19 pandemic, the NCC created an informal peer support network and organized information sessions on well-being offered by the Employee and Family Assistance Program service provider. Moving forward, the NCC will continue to support its employees; improve its response capacity; and seek to better understand, address and eliminate harassment in the workplace.

ACCESSIBILITY

In alignment with the objectives of the *Accessible Canada Act*, the NCC continues to lead by example as it builds an inclusive and barrier-free capital. The corporation has implemented several measures to ensure that an accessibility lens is integrated into its activities, such as policies and procedures on universal accessibility (UA) that establish a responsibility framework and consistent approach to governing UA matters at the NCC. Furthermore, NCC projects with

a significant UA component benefit from the advice of the corporation's Advisory Committee on Universal Accessibility (ACUA). ACUA's members have expertise and experience in matters related to UA, and help to ensure barrier-free access to NCC sites.

COVID-19

Many of the NCC's commercial tenants experienced significant losses in revenue as a result of COVID-19 restrictions and market uncertainty, thereby impacting their ability to pay rent. To assist these struggling businesses, the NCC implemented a rent relief program that significantly reduced payments for those eligible, in a manner that aligned with the Canada Emergency Commercial Rent Assistance (CECRA) program. Following the expiration of the CECRA program, the NCC has continued to support its tenants in managing the ongoing impacts of the pandemic by offering tools that will ensure a sustainable recovery.

In keeping with direction provided by the Government of Canada, the NCC implemented a Policy on COVID-19 Vaccination on November 5, 2021, which required all NCC employees to be fully vaccinated unless accommodated on the basis of a certified medical contraindication, religion or another prohibited ground for discrimination, as defined under the *Canadian Human Rights Act*.³

3. Following the announcement on June 14, 2022, that the federal government would suspend COVID-19 vaccination requirements for federally regulated employees, the NCC suspended its COVID-19 vaccination requirements for its employees on June 27, 2022.

**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 to the OAG’s recommendation, the NCC completed an asset and funding review and, in working with other government entities, secured a funding allocation of \$228.6 million over five years (2018–2019 to 2022–2023) to undertake work on high-impact and high-value assets that are in need of critical repairs, and restore them to “good” condition. This rehabilitation work is ongoing. 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; initiating asset condition reports on a priority basis to inform the corporation’s resource allocation decisions; and providing the required empirical evidence for the NCC to determine the operations and maintenance needs to support its vast portfolio of assets. For more information about these initiatives, please see Priority 2.

Financial Outlook

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

The NCC's 2022–2023 to 2026–2027 financial plan proposes to utilize \$26.7 million in operating reserves (\$8.8 million in the first year), in addition to increased revenues, internal budget reallocations, including projected savings from future headquarters relocation, additional parliamentary appropriations and expanded use of the Acquisition and Disposal Fund, to balance its operating budget over the five-year planning period. These funds will be used to address the following requirements: \$9.2 million for inflationary increases for property management and maintenance costs, as well as payments in lieu of municipal taxes; \$4.7 million to support the implementation of the interprovincial transit project office, funded from additional appropriations earmarked in the fiscal framework through the 2020 Economic and Fiscal Snapshot; \$4.0 million to secure the NCC's revenue base by extending its leasing portfolio maintenance and management program to 2023–2024; \$2.0 million for the implementation of the NCC's Sustainable Development Strategy, funded from additional parliamentary appropriations earmarked in May 2020; \$1.9 million in Gatineau Park programming by extending the Fall Rhapsody program and the introduction of a shuttle service; \$1.8 million to strengthen the Human Resources Branch capacity and support the advancement of diversity and inclusion as a corporate priority, which will help ensure that these values are embedded in organizational processes and reflected in tangible goals and measurable outcomes; \$1.4 million for the modernization of software and technological innovations to improve overall efficiency, information

technology security and training, as well as enhance employee performance; \$1.3 million for the management of interprovincial bridges and related studies, funded from increased recoveries; and \$1.0 million for the management of the Building LeBreton project, funded from the Acquisition and Disposal fund.

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, as a temporary mitigation measure, 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, as well as in required payments in lieu of municipal taxes. Through its ongoing Corporate Financial Sustainability Strategy, the NCC will continue to identify new business partnerships mainly to deliver specific projects, implement the revised real property strategy (subject to further flexibility on additional authority), enhance business processes, and seek cost reductions by exploiting new technologies and equipment. It is important to note that, up to this point, the NCC has been able to mitigate increased operating funding pressures by drawing down its reserves, and by generating increased revenues (primarily through commercial leasing). However, going forward, these are no longer viable means to mitigate the impact of the financial pressures as described in this Summary of the Corporate Plan. The NCC's operating reserves

will be depleted by the end of the second year of the plan. Furthermore, the NCC's ability to generate additional revenues is reaching a plateau due to limitations in its legislative authorities. As a result, while the NCC will return to a balanced budget by year three of the current plan, the corporation will work with the government to increase permanent parliamentary appropriations to ensure that its mandate will continue to be met in alignment with expectations of the public and stakeholders. In the absence of a long-term funding solution, it will be challenging for the NCC to continue to deliver on its legislative mandate while operating within its ongoing funding envelope.

Revenues earned from property rentals are expected to increase by \$3.3 million or 13 percent over the next five years, from \$24.4 million to \$27.7 million annually at the end of the planning period, including property tax recoveries. The increase is attributable to general rent increases, net of revenue losses attributable to COVID-19 impacts, as well as new sources of revenue from lease renewals, 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 development, as well as the installation of concessions, including cafés. The NCC also included a one-time inflow related to the transfer of a property to the NCC. The net increase takes into consideration a \$1.0-million decrease in leasing revenue as a result of the disposal of the properties at 30 Metcalfe Street and 100 Sparks Street, as well as a reduction of about \$1.1 million in leasing revenue due to the expiration of a major lease by the end the planning period.

Easement and licence revenue projections are expected to increase by \$0.7 million over the next two years on average, in addition to the base revenues of \$0.9 million per year, primarily due to City of Ottawa projects, including the light rail transit system. Easement revenues will return to the base revenue level of \$0.9 million by the end of the planning period.

User access fee revenues include increased camping activities and rate increases planned over the next five years, as well as a decrease in the third 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 was fully spent at the end of 2020–2021.

The NCC worked closely with PSPC and other government stakeholders on funding solutions and, in May 2020, the government earmarked an additional investment of \$173.6 million for the rehabilitation of some of the NCC's assets. This financial investment is being 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. The NCC will have spent 32 percent or \$55.5 million of this envelope by the end of 2021–2022, and is planning to spend the entire funding by 2023–2024.

Risks and Mitigation Strategies

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

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 2022–2023 to 2026–2027 planning period, the NCC has identified three major corporate risks: capacity, safety and security, and modernization of authorities.

CAPACITY

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

To mitigate this risk, the NCC continues to collaborate with government partners to identify long-term, sustainable funding solutions to ensure that its assets remain safe, resilient and enjoyable for current and future generations of visitors to the National Capital Region. In addition, the NCC continues to identify efficiencies and cost containment measures, including the systemic review of resource allocation and the reallocation of available funds to corporate priorities in response to operating appropriation challenges.

In terms of human resource capacity, the NCC focuses its efforts on improving talent attraction and retention by continuing to promote an engaging, diverse and inclusive workplace.

SAFETY AND SECURITY

Safety and security risks relate to the deterioration of the condition of the NCC's assets due to deferred maintenance or insufficient funding to support the prioritization of maintenance and renewal activities, which could cause health and safety issues. This risk was also identified in the OAG's Special Examination Report—2017. Risk response measures over the course of 2021–2022 included the completion of work on assets in need of critical repair to restore them to good condition, in accordance with May 2020 appropriations. Through the first two years of implementation, the NCC has funded projects on over 100 assets, restoring them to good condition. It should be mentioned, however, that the additional appropriations did not fund any restoration projects on the assets included in the official residences portfolio and, therefore, these assets continue to deteriorate at an unacceptable rate.

Additional mitigation measures to address this risk category include the continued implementation of a phased multi-year asset condition inspection program, as well as efforts to improve the collection and management of data on asset condition. The NCC also began efforts to consider the impacts of climate change on NCC assets and the timely identification of future requirements and interventions to address these impacts.

These measures further support the consistent integration of portfolio planning, resource allocation and project delivery, which will allow the NCC to effectively manage risks tied to asset deterioration, ensuring that federal lands and assets meet the needs of Canadians, and reflect and respect the significance, natural environment and heritage of the national capital.

MODERNIZATION OF AUTHORITIES

Modernization of authorities risks refer to those that restrict the NCC's ability to deliver its mandate in modern times. The NCC's legislative authorities have remained unchanged since its inception in 1959, which can inhibit the delivery of the NCC's mandate and its ability to respond to modern challenges. To mitigate this risk, the NCC has been working with government partners in bringing forward solutions to increase the NCC's legislative and regulatory authorities. Additionally, the NCC continued to be assertive in the delivery of its mandate within the current legislative framework and scope of authorities.



EXPECTED RESULTS AND PERFORMANCE INDICATORS

2020–2021 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 2020–2021 performance measurement results.

MEASURES	TARGET	RESULTS		
REAL PROPERTY LEASING	VACANCY RATE	2018–2019	2019–2020	2020–2021
Residential	4%	2.8%	0.8%	1%
Commercial	4%	3.9%	2.7%	4.3%
Agricultural	4%	1.8%	2.7%	3.6%
REAL PROPERTY LEASING	REVENUE	2018–2019	2019–2020	2020–2021
Residential	\$3.3 million*	\$3.2 million*	\$3.3 million	\$3.4 million
Commercial	\$18.7 million*	\$17.3 million*	\$18.7 million	\$16.5 million
Agricultural	\$1.4 million*	\$1.6 million*	\$1.9 million	\$1.5 million
PROJECT MANAGEMENT**				
Projects on time	58% of planned projects completed on time			
Projects within scope	80% of planned projects completed within scope			
Projects on budget	71% of projects completed on budget			
FEDERAL APPROVALS	TIME FRAME	2018–2019	2019–2020	2020–2021
Levels 1, 2 and 3	75% of service level agreement timing met	73%	59%	80%
ENGAGEMENT AND OUTREACH	ENGAGEMENT	2018–2019	2019–2020	2020–2021
Social media engagement	Year-over-year increase in total social media engagement	-0.4%	23%	29%
Social media followership	Year-over-year increase in total social media followership	11.5%	11%	10%
Number of NCC public engagement activities	N/A	47	30	30
EMPLOYMENT EQUITY	LABOUR MARKET AVAILABILITY (AS OF END OF 2018–2019)	2018–2019	2019–2020	2020–2021
Women	47.8%	51.2%	50.4%	51.9%
Aboriginal persons	2.5%	22%	1.9%	2.8%
Persons with disabilities	4.3%	3.3%	3.4%	3.0%
Members of a visible minority	15.8%	11.8%	11.8%	13.6%

* Values include realty tax recoveries, whereas the data collected in subsequent fiscal years exclude realty tax recoveries.

** Values include consideration for adjustments made to the sensitivity threshold for measuring project delivery in 2020–2021.

2022–2023 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 2022–2023. 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 2022–2023 annual report.

CORE RESPONSIBILITIES	INDICATOR	2022–2023 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, including additional appropriations received in May 2020* <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 <i>Official Residences Act</i> 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• \$21.1 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	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	2022–2023 Labour Market Availability <ul style="list-style-type: none">• 47.6%• 2.8%• 8.5%• 18.4%	

Strategic Directions, Priorities, Key Outcomes and Initiatives

STRATEGIC DIRECTIONS

For the 2022–2023 to 2026–2027 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, the NCC will concentrate its efforts on four priorities over the planning period.

1. Secure a solution for the rehabilitation of the official residence of the prime minister, and improve the condition of assets in the official residences portfolio.
2. Plan, rehabilitate and revitalize key assets and transportation networks in the National Capital Region.
3. Ensure that inclusiveness and the richness of Canada's diversity are reflected the stewardship of NCC assets and the development of its workforce.
4. Demonstrate national leadership in achieving an environmentally sustainable and climate-resilient National Capital Region.

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: Secure a solution for the rehabilitation of the official residence of the prime minister, and improve the condition of assets in the official residences portfolio.

Under the *Official Residences Act*, the NCC is responsible for the long-term planning, capital works and ongoing maintenance of Canada's six official residences. These historic properties have important roles to play in support of Canada's constitutional monarchy, and as homes for Canada's official leaders and their families, where they also perform official duties. The official residences also symbolize the country's system of parliamentary democracy, and respect for our leaders and institutions.

Decades of underfunding have limited the NCC's ability to invest in the timely maintenance, preservation, and renewal of these historic properties. Of the NCC's annual capital appropriations from Parliament—\$24 million to support an asset base worth an estimated \$2.2 billion—only \$3 million is earmarked for the official residences portfolio.

Furthermore, the official residences portfolio has not benefitted from the additional appropriations received from the Government of Canada in 2018 and 2020. This lack of timely investment in the portfolio has resulted in an estimated deferred maintenance deficit of \$89.1 million, which continues to grow. The 2021 Official Residences of Canada Asset Portfolio Condition Report confirmed that, despite capital investments of more than \$26 million since 2017, 61 percent of the assets in the official residences portfolio, including secondary buildings, remain in “poor” or “critical” condition.

The challenge of deferred maintenance is no more apparent than in the current condition of the official residence of the prime minister at 24 Sussex Drive, which remains in “critical” condition, posing significant health and safety risks. Not only is this property, in its current state, unable to serve as the prime minister's official residence, but also failure to take immediate action could result in the permanent loss of this historic and federally classified heritage asset.

The NCC will continue its efforts to secure a solution for the rehabilitation of the official residence of the prime minister. Furthermore, the corporation will work with key government partners on a long-term funding solution for the broader official residences portfolio of 55 buildings. Together, these efforts will help ensure that the historic properties in this portfolio are preserved in alignment with their significant heritage and cultural value, and meet the needs of residents, staff and guests.

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.

Priority 2: Rehabilitate and revitalize key assets and transportation networks in the National Capital Region.

The NCC is committed to revitalizing and animating its assets; improving the flow of people and goods across the Ottawa River; and making the National Capital Region more vibrant, connected and distinctive.

The NCC completed the rehabilitation of priority assets with \$55 million earmarked through Budget 2018, and it will continue to prioritize the maintenance and capital needs of assets that are in the greatest need of repair. Leveraging the most recent investment by the Government of Canada, which totals \$173.6 million, will enable the corporation to significantly improve the condition of assets that pose health and safety risks to the public.

The revitalization and transformation of lands in the National Capital Region are also a priority for the NCC. Due to the positive impact of government investments, the corporation has been able to turn the need for rehabilitation into opportunities for Capital building. The revitalization of Nepean Point is a prime example of this. Through support from the federal government, within the next two years, the NCC will achieve its ambitious vision for the creation of a contemporary urban green space at Nepean Point that provides opportunity for engagement and interpretation, while creating physical links for a pedestrian-friendly environment.

The NCC is also working to advance initiatives that celebrate the shorelines as a distinct geographical feature of the National Capital Region and promote a vibrant river culture. The second phase of the remediation of Victoria Island will be led by a contractor from the Algonquin First Nation, and will continue alongside the corporation's efforts to advance and complete its long-term vision and plan for the site. Furthermore, the corporation will work to bring its riverfront park plans to life by implementing projects that will revitalize and animate key hubs along the shorelines, such as Westboro Beach, the Rockcliffe Pavilion and Jacques-Cartier Park.

Over the past two years, the NCC has made important strides in the redevelopment of LeBreton Flats. The next phases of the Building LeBreton transaction strategy will move forward in partnership with regional stakeholders and the Algonquin First Nation. In parallel, the corporation will pursue a process to identify destination attractions, as well as further the development of public realm and infrastructure elements outlined in the recently approved Master Concept Plan for LeBreton Flats.

Engagement with Indigenous peoples will remain important when pursuing transformative outcomes at LeBreton Flats, Nepean Point, Victoria Island and other key sites. The NCC meets regularly with the chiefs representing the Algonquin First Nation to discuss significant issues and ensure that Algonquin interests are reflected in the numerous projects and initiatives being undertaken across the region.

Finally, the NCC will continue to facilitate initiatives that enhance connectivity and advance sustainable transportation in the National Capital Region. As announced in Budget 2021, the NCC has established an interprovincial transit project office and continues to collaborate with the Société de

transport de l'Outaouais (STO) on the functional plan for a proposed tramway connection between west Gatineau and downtown Ottawa. The corporation will also focus on supporting projects that are aligned with its Long-Term Integrated Interprovincial Crossings Plan, as well as continue to work closely with PSPC in pursuing the implementation of the Alexandra Bridge replacement project.

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

INITIATIVES AND MILESTONES OVER THE PLANNING PERIOD

ASSET REHABILITATION

Short-Term (1–2 years)

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

Medium-Term (3–5 years)

- Complete critical repairs and maintenance on a priority basis, as supported by parliamentary appropriations.

Long-Term (5+ years)

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

REDEVELOPMENT OF LEBRETON FLATS AND THE ISLAND SITES

Short-Term (1–2 years)

- Implement the next phase(s) of the Building LeBreton phased transaction strategy.
- Pursue public realm and infrastructure implementation.
- Pursue a process to identify destination attractions within the LeBreton Flats Master Concept Plan area.
- Pursue a partnership with the Algonquin Nation.

Medium-Term (3–5 years)

- Pursue agreements for various parcels.
- Pursue public realm and infrastructure development.

Long-Term (5+ years)

- Continue the redevelopment of LeBreton Flats.

SHORELINES AND WATERWAYS

Short-Term (1–2 years)

- Begin implementation of the plans for the north and south shore (Gatineau and Ottawa) riverfront parks.
- Complete implementation of the NCC's vision and plan for Nepean Point.
- Complete the second phase of remediation at Victoria Island, and initiate the third phase.
- Pursue discussions with the Algonquin First Nation to advance a master plan for Victoria Island.

Medium-Term (3–5 years)

- Continue implementation of the plans for the north and south shore (Gatineau and Ottawa) riverfront parks.
- Complete the third phase of remediation at Victoria Island.
- 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.
- Develop options to augment funding to support the establishment of a place of special significance on Victoria Island for the Algonquin First Nation.

REGIONAL TRANSPORTATION IN THE CAPITAL

Planning

Short-Term (1–2 years)

- Continue collaborating with the STO on the functional plan for a proposed tramway between west Gatineau and downtown Ottawa.
- Establish a transit office at the NCC, and initiate transportation studies.
- In collaboration with stakeholders, initiate the establishment of a multi-jurisdictional governance structure to facilitate the implementation of the STO's proposed tramway project.

Medium-Term (3–5 years)

- In collaboration with stakeholders, complete a governance review for an interprovincial rapid transit network.
- In collaboration with stakeholders, initiate the implementation of the Long-Term Integrated Interprovincial Crossings Plan.

Long-Term (5+ years)

- In collaboration with stakeholders, advance the implementation of the Long-Term Integrated Interprovincial Crossings Plan.

Infrastructure

Short-Term (1–2 years)

- Support PSPC in the implementation of the Alexandra Bridge replacement project.

Medium-Term (3–5 years)

- Support PSPC in the implementation of the Alexandra Bridge replacement project.

Long-Term (5+ years)

- Support PSPC in completing the implementation of the Alexandra Bridge replacement project.

REGIONAL TRANSPORTATION IN THE CAPITAL

Short-Term (1–2 years)

- Implement recommendations outlined in the NCC's investment planning framework, and report on progress in the NCC's investment plan.
- Pursue a multi-year asset condition inspection program, and initiate asset condition reports on a priority basis.
- Develop options to augment funding required 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.

REAL PROPERTY OPTIMIZATION

Short-Term (1–2 years)

- Develop, maintain and implement a rolling, long-term strategy to optimize land use and mitigate the financial impacts of real property ownership.
- Implement a Regional Interest Land Mass (RILM) strategy.
- Engage with government to explore options to modernize real property transaction authority limits.

Medium-Term (3–5 years)

- Continue to implement strategies for optimizing real property, including RILM assets.

Long-Term (5+ years)

- Reinvest revenues to improve the condition of the NCC's asset portfolio.

Priority 3: Ensure that inclusiveness and the richness of Canada's diversity are reflected in the stewardship of NCC assets and the development of its workforce.

The importance of diversity and inclusion is reflected in the NCC's guiding principles and core values as an organization. As a result, in building a capital of which Canadians can be proud, the NCC is committed to considering the full range of identities, experiences and aspirations of those it serves.

In recent years, the NCC has made significant progress in operationalizing these values as part of its activities as an employer, and as a planner and steward of federal lands. However, the corporation recognizes that much work remains to be done to ensure that these values are consciously and systematically applied in every aspect of the delivery of its mandate.

To advance diversity and inclusion as a corporate priority, the NCC is committed to ensuring that these values are firmly embedded in organizational processes and reflected in tangible goals and measurable outcomes. The ongoing implementation of the corporation's GBA Plus framework is in alignment with the government's priorities and will best assist these efforts. Over the planning period, the NCC will continue to build capacity through an internal GBA Plus training program and provide staff at all levels with access to best practice resources to ensure that they are equipped to apply a GBA Plus lens to their work.

The NCC will also pursue the development and implementation of programs that enhance equitable access to its lands and assets. This includes a transit feasibility study for Gatineau Park, and the creation of low-cost opportunities for visitors and residents in the National Capital Region to participate in outdoor recreation and learn about the region's natural environment. Furthermore, building on the success of NCC Weekend Bikedays and the parkway pilot project undertaken during the COVID-19 pandemic, the corporation will pursue opportunities to increase space for safe outdoor activity free from potential conflict with motor vehicles. Ongoing public engagement is a key component to planning and delivering inclusive NCC initiatives, and the corporation will continue to seek feedback on the impact of its programming and on opportunities for improvement.

As an employer, the NCC is committed to nurturing and reinforcing a culture of diversity and inclusion within its workforce. The corporation will apply targeted measures to support these principles throughout the life cycle of employment. In its recruitment, selection and retention processes, the NCC will focus on developing strategies to ensure that its workforce more closely reflects the diversity of the labour market in the National Capital Region. Additionally, as part of onboarding and ongoing professional development, the corporation will expand programs and training to empower staff to advance the principles of diversity and inclusion and to create a workplace where all employees feel a sense of belonging and can realize their full potential.

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

INITIATIVES AND MILESTONES OVER THE PLANNING PERIOD

GBA PLUS

Short-Term (1–2 years)

- Pursue the implementation of the GBA Plus training program and toolkit, as well as the GBA Plus work plan.
- Implement a monitoring and evaluation plan to report on measures being taken across the organization to ensure the sustainability of GBA Plus.
- Operationalize GBA Plus guidelines as part of the NCC's Capital Design Guidelines, according to corporate practices and policies.

Medium-Term (3–5 years)

- Continue to advance the NCC's GBA Plus framework.
- Continue to report on measures being taken across the organization to ensure the sustainability of GBA Plus.

ENHANCE ACCESS TO NCC LANDS AND ASSETS

Short-Term (1–2 years)

- Complete the Gatineau Park Transit Feasibility Study, including the implementation of a pilot project for the operation of transit shuttle services in Gatineau Park.
- Pursue the development and implementation of programs that open NCC parkways for active use only.
- Offer discovery programs that create opportunities for residents and visitors to participate in outdoor recreation and learn about the natural environment in the National Capital Region.
- Advance the gender-neutral washrooms pilot project.

Medium-Term (3–5 years)

- Implement a sustainable and accessible transportation initiative for Gatineau Park.
- Expand discovery programs that create opportunities for residents and visitors to participate in outdoor recreation and learn about the natural environment in the National Capital Region.
- Advance the implementation of gender-neutral washrooms across all asset portfolios.

DIVERSE AND INCLUSIVE WORKFORCE

Short-Term (1–2 years)

- Develop and implement strategies to address the under-representation of designated groups under the *Employment Equity Act*.
- Develop and implement an internal engagement plan to ensure that the workplace modernization project is as inclusive as possible and reflects employees' diverse needs.
- Develop and implement programs and training to advance diversity and inclusion in the workplace.
- Advance strategies to support increased diversity and inclusion throughout the life cycle of employment at the NCC (including the recruitment, hiring, onboarding and exit processes).

Medium-Term (3–5 years)

- Continue adjusting and implementing strategies to address the under-representation of designated groups under the *Employment Equity Act*.
- Pursue the implementation of an internal engagement plan to ensure that the workplace modernization project is as inclusive as possible and reflects employees' diverse needs.
- Expand programs and training to advance diversity and inclusion throughout the life cycle of employment at the NCC.

Long-Term (5+ years)

- Develop and implement strategies to address the under-representation of designated groups under the *Employment Equity Act*.
- Continue advancing initiatives that strengthen a culture of diversity and inclusion at the NCC.

Priority 4: Demonstrate national leadership in achieving an environmentally sustainable and climate-resilient National Capital Region.

The NCC is committed to directly facing the challenges posed by climate change in each of its spheres of activity—from land use planning to public programming to asset stewardship—and to equipping itself to lead the charge on sustainable development and climate adaptation in the National Capital Region.

In the short term, the NCC will complete the implementation of its 2018–2023 Sustainable Development Strategy. Key actions will include launching a green procurement policy, reducing the amount of waste sent to landfills from program operations, assessing the renewable energy potential of NCC lands and buildings, and achieving the NCC's tree planting targets. The NCC will also pursue the renewal of its Sustainable Development Strategy in alignment with the Federal Sustainable Development Strategy (FSDS), 2022–2025.

Furthermore, the corporation is taking actions to bolster its capacity for climate action. Building on its major study on climate change projections for the National Capital Region, commissioned in partnership with the City of Ottawa, the NCC is developing a 10-year climate adaptation plan. In parallel, the NCC is also developing a climate mitigation plan that will serve as a road map toward carbon-neutral operations by 2050. Together, these initiatives will enable the NCC to integrate

and optimize sustainable development across its business lines so that it meets its commitments and leads by example in building a green capital.

Additionally, the NCC will continue to play an important role in the region's natural resource management. In particular, it will maintain natural assets through the re-establishment of the urban tree canopy, and the restoration of degraded shorelines along the waterways. The NCC will also work to conserve the ecological integrity of Gatineau Park and the Greenbelt, while allowing users to continue enjoying recreational experiences in these treasured green spaces. This will include enhanced protection for ecological corridors that surround Gatineau Park, through acquisitions and partnerships enabled by the Green Fund announced in Budget 2021.

Finally, the corporation will expand its promotion of active mobility in the National Capital Region. This includes providing access to sustainable, efficient and integrated pathway and winter trail networks for visitors and residents.

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

INITIATIVES AND MILESTONES OVER THE PLANNING PERIOD

INTEGRATION OF SUSTAINABLE DEVELOPMENT ACROSS NCC BUSINESS LINES

Short-Term (1–2 years)

- Complete the implementation of the NCC's Sustainable Development Strategy, 2018–2023.
- Retrofit 80 Elgin as part of the workplace modernization project to be fully compliant with targets established in the FSDS.
- Draft and approve the NCC's Sustainable Development Strategy, 2023–2027.
- Optimize corporate processes, and develop a management framework and implementation plan for the integration of sustainable development across NCC business lines.

Medium-Term (3–5 years)

- Develop options to augment funding required to advance sustainable development and climate actions.
- Draft and adopt the NCC's Sustainable Development Strategy, 2027–2030.

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.
- 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)

- Improve the health of valued ecosystems.
- Pursue scientific research activities in Gatineau Park.
- Implement a strategy for the protection of ecological corridors adjacent to Gatineau Park, including acquisitions and partnerships enabled by the NCC's Green Fund.

Medium-Term (3–5 years)

- Restore degraded shorelines along Meech Creek.
- Complete the Responsible Trail Management initiative, and close extant unofficial trails.
- Pursue the implementation of a strategy for the protection of ecological corridors adjacent to Gatineau Park, including acquisitions and partnerships enabled by the NCC's Green Fund.



FINANCIAL TABLES

OPERATING BUDGET
FOR THE YEARS ENDING MARCH 31, 2021 TO 2023

(IN THOUSANDS OF DOLLARS)

FUNDING	2022-2023	2021-2022			2020-2021		
	Budget	Budget	Forecast	Variance	Budget	Actual	Variance
Operating appropriations	83,720	74,000	77,814	3,814	73,810	79,066	5,256
Revenues	58,826	59,224	42,311	(16,913)	38,894	37,798	(1,096)
Funding from the Acquisition and Disposal Fund	2,386	2,987	3,349	362	889	620	(269)
	144,932	136,211	123,474	(12,737)	113,593	117,484	3,891
EXPENDITURES							
Long-Term Planning ⁴	9,258	8,370	6,642	1,728	6,157	5,452	705
Stewardship and Protection ⁵	85,631	83,206	90,928	(7,722)	79,490	80,364	(874)
Internal Services	35,749	32,613	32,066	547	33,894	30,855	3,039
	130,638	124,189	129,636	(5,447)	119,541	116,671	2,870
EXCESS OF EXPENDITURES OVER FUNDING	14,294	12,022	(6,162)	(18,184)	(5,948)	813	6,761
CARRY-OVER AT BEGINNING OF YEAR	38,961	33,551	46,032	12,481	26,898	46,098	19,200
Realignment – capital and operating carry-over	(23,089)	(18,616)	(909)	17,707	410	(879)	(1,289)
CARRY-OVER AT END OF YEAR	30,166	26,957	38,961	12,004	21,360	46,032	24,672

4. Reflects the program, not the organizational structure.

5. Ibid.

CAPITAL BUDGET
FOR THE YEARS ENDING MARCH 31, 2021 TO 2023

(IN THOUSANDS OF DOLLARS)

FUNDING	2022-2023	2021-2022			2020-2021		
	Budget	Budget	Forecast	Variance	Budget	Actual	Variance
Capital appropriations	111,341	84,946	116,946	32,000	70,319	70,319	-
Funding from the Acquisition and Disposal Fund	5,066	23,900	35,705	11,805	3,900	786	(3,114)
	116,407	108,846	152,651	43,805	74,219	71,105	(3,114)
EXPENDITURES							
Stewardship and Protection							
Roads and bridges	25,879	13,184	7,297	5,887	13,711	12,748	963
Historical properties	11,889	15,421	15,501	(81)	11,540	20,751	(9,211)
Rental properties	7,544	5,568	5,832	(263)	1,900	382	1,518
Development properties	2,505	5,175	4,820	355	655	972	(317)
Green assets	71,303	56,750	33,832	22,918	47,559	10,684	36,875
Recreational facilities	1,100	1,000	487	513	-	-	-
Other	31,461	24,085	10,625	13,461	11,052	5,114	5,938
	151,680	121,183	78,393	42,790	86,417	50,651	35,766
Real property acquisitions	32,885	20,200	28,238	(8,038)	3,000	11	2,989
	184,565	141,383	106,631	34,752	89,417	50,662	38,755
ALL PROGRAMS							
Equipment	816	2,167	2,972	(805)	1,335	900	435
TOTAL CAPITAL EXPENDITURES	185,381	143,550	109,603	33,947	90,752	51,562	39,190
EXCESS OF EXPENDITURES OVER FUNDING	(68,974)	(34,704)	43,048	77,752	(16,533)	19,543	36,076
CARRY-OVER AT BEGINNING OF YEAR	100,725	46,437	56,768	10,331	17,123	36,346	19,223
Realignment between capital and operating carry-over	23,089	18,616	909	(17,707)	2,215	879	(1,336)
CARRY-OVER AT END OF YEAR	54,839	30,349	100,725	70,376	2,805	56,768	53,963

STATEMENT OF FINANCIAL POSITION
AS AT MARCH 31, 2021 TO 2027

(IN THOUSANDS OF DOLLARS)

	Actual	Forecast	Budget	Projections			
	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
FINANCIAL ASSETS							
Cash and cash equivalents	187,284	225,619	188,165	105,941	62,476	51,415	41,688
Restricted cash and cash equivalents	4,859	6,638	7,831	9,049	10,291	11,558	12,850
Accounts receivable	14,684	11,158	11,408	11,648	11,878	12,098	12,318
Investments	9,968	7,873	5,988	4,815	3,619	2,399	1,154
	216,795	251,288	213,392	131,453	88,264	77,470	68,010
LIABILITIES							
Accounts payable and accrued liabilities	23,933	24,532	24,532	24,532	24,532	24,532	24,532
Light rail transit	2,344	2,356	2,367	2,379	2,391	2,403	2,415
Provision for environmental cleanup	64,049	58,834	52,261	43,584	40,519	40,519	40,519
Deferred revenue	61,481	70,518	64,663	46,736	30,913	30,230	29,547
Employee future benefits	10,495	10,210	10,146	10,087	10,033	9,983	9,938
Other liabilities	12,551	12,128	11,705	11,282	10,859	10,437	10,014
	174,853	178,578	165,674	138,600	119,247	118,104	116,965
NET FINANCIAL ASSETS (LIABILITIES)	41,942	72,710	47,718	(7,147)	(30,983)	(40,634)	(48,955)
NON-FINANCIAL ASSETS							
Tangible capital assets	722,435	794,652	951,725	995,379	1,021,526	1,023,955	1,024,945
Prepaid expenses	2,422	1,890	1,890	1,890	1,890	1,890	1,890
Other non-financial assets	4,353	4,176	4,041	4,041	4,041	4,041	4,041
	729,210	800,718	957,656	1,001,310	1,027,457	1,029,886	1,030,876
ACCUMULATED SURPLUS	771,152	873,428	1,005,374	994,163	996,474	989,252	981,921

STATEMENT OF OPERATIONS AND ACCUMULATED SURPLUS
FOR THE YEARS ENDING MARCH 31, 2021 TO 2027

(IN THOUSANDS OF DOLLARS)

	Actual	Forecast	Budget	Projections			
	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
REVENUES							
Rental operations and easements	26,647	26,692	30,720	27,870	28,309	29,444	28,541
Interest	1,880	1,777	1,668	1,329	1,292	1,254	1,217
User access fees	3,726	3,492	3,755	3,115	3,883	4,143	4,243
Recoveries	4,142	7,230	3,633	8,332	2,636	1,604	1,104
Other revenues	2,020	3,230	19,249	10,997	8,699	2,896	2,896
Gain on disposal of tangible capital assets	67	15,372	28,700	-	-	-	-
	38,482	57,793	87,725	51,643	44,819	39,341	38,001
EXPENSES							
Long-Term Planning	5,543	6,642	9,258	7,124	6,188	5,059	4,263
Stewardship and Protection	100,728	110,316	104,431	117,121	101,067	105,467	104,027
Internal Services	31,534	33,319	37,151	34,565	31,699	29,509	30,014
	137,805	150,277	150,840	158,811	138,954	140,035	138,304
DEFICIT BEFORE FUNDING FROM THE GOVERNMENT OF CANADA	(99,323)	(92,484)	(63,115)	(107,168)	(94,135)	(100,694)	(100,303)
FUNDING FROM THE GOVERNMENT OF CANADA							
Parliamentary appropriations for operating expenditures	79,066	77,814	83,720	70,917	71,133	68,942	68,442
Parliamentary appropriations for tangible capital assets	70,319	116,946	111,341	25,040	25,313	24,530	24,530
	149,385	194,760	195,061	95,957	96,446	93,472	92,972
SURPLUS (DEFICIT) FOR THE YEAR	50,062	102,276	131,946	(11,211)	2,311	(7,222)	(7,331)
ACCUMULATED SURPLUS AT BEGINNING OF THE YEAR	721,090	771,152	873,428	1,005,374	994,163	996,474	989,252
ACCUMULATED SURPLUS AT END OF THE YEAR	771,152	873,428	1,005,374	994,163	996,474	989,252	981,921

STATEMENT OF CHANGE IN NET FINANCIAL ASSETS
FOR THE YEARS ENDING MARCH 31, 2021 TO 2027

(IN THOUSANDS OF DOLLARS)

	Actual	Forecast	Budget	Projections			
	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
SURPLUS (DEFICIT) FOR THE YEAR	50,062	102,276	131,946	(11,211)	2,311	(7,222)	(7,331)
Acquisition and improvement of tangible capital assets	(52,620)	(104,803)	(181,791)	(71,701)	(55,481)	(32,533)	(31,166)
Amortization of tangible capital assets	20,692	21,290	23,418	28,047	29,334	30,104	30,176
Gain on disposal of tangible capital assets	(67)	(15,372)	(28,700)	-	-	-	-
Loss on disposal of tangible capital assets	239	-	-	-	-	-	-
Unrealized loss from sale-leaseback transaction	(183)	-	-	-	-	-	-
Proceeds from disposal of tangible capital assets	67	26,668	30,000	-	-	-	-
Writedowns of tangible capital assets	270	-	-	-	-	-	-
	(31,602)	(72,217)	(157,073)	(43,654)	(26,147)	(2,429)	(990)
Change in prepaid expenses	(1,125)	532	-	-	-	-	-
Change in other non-financial assets	178	177	135	-	-	-	-
	(947)	709	135	-	-	-	-
INCREASE (DECREASE) IN NET FINANCIAL ASSETS	17,513	30,768	(24,992)	(54,865)	(23,836)	(9,651)	(8,321)
NET FINANCIAL ASSETS (LIABILITIES) AT BEGINNING OF YEAR	24,429	41,942	72,710	47,718	(7,147)	(30,983)	(40,634)
NET FINANCIAL ASSETS (LIABILITIES) AT END OF YEAR	41,942	72,710	47,718	(7,147)	(30,983)	(40,634)	(48,955)

STATEMENT OF CASH FLOWS
FOR THE YEARS ENDING MARCH 31, 2021 TO 2027

(IN THOUSANDS OF DOLLARS)

	Actual	Forecast	Budget	Projections			
	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
Cash flows provided (used) by operating activities	15,119	4,008	5,895	(29,626)	(12,049)	(3,014)	(3,047)
Cash flows provided (used) by capital activities	11,131	34,011	(44,040)	(52,553)	(31,370)	(8,000)	(6,633)
Cash flows provided (used) by investing activities	(949)	2,095	1,885	1,173	1,196	1,220	1,245
INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS	25,301	40,114	(36,260)	(81,006)	(42,223)	(9,794)	(8,435)
CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR	166,842	192,143	232,257	195,996	114,990	72,767	62,973
CASH AND CASH EQUIVALENTS AT END OF YEAR	192,143	232,257	195,996	114,990	72,767	62,973	54,538



APPENDICES

APPENDIX A: MULTI-YEAR CAPITAL PROGRAM
FOR THE YEARS ENDING MARCH 31, 2022 TO 2024

(IN THOUSANDS OF DOLLARS)

	2021-2022		2022-2023		2023-2024
	Forecast		Budget		Projection
ROADS AND BRIDGES					
Confederation Boulevard program	773		4,250		1,850
Sir John A. Macdonald Parkway LeBreton Exit Bridge reconstruction	1,291		-		-
Portage Bridge rehabilitation	3,061		6,608		3,113
Champlain Bridge rehabilitation	384		12,240		-
Gatineau Parkway rehabilitation	-		2,700		-
Rehabilitation, other roads and bridges	1,787		81		680
	7,297	7%	25,879	14%	5,642 7%
HISTORICAL PROPERTIES					
Official Residences Program	7,308		807		3,000
Property rehabilitation, Sussex Drive	1,489		1,515		-
Property rehabilitation, Sussex Courtyards	1,750		1,750		-
Property rehabilitation, NCC River House	1,569		-		-
Property rehabilitation, 1701 Robertson Road	60		1,596		-
Property rehabilitation, 670 Cedarview Road	285		1,615		-
Property rehabilitation, 28 Alexandre Taché Boulevard	925		925		-
Property rehabilitation, 1220 Chemin de la Montagne	-		1,656		-
Rehabilitation, other historical properties	2,115		2,025		-
	15,501	14%	11,889	6%	3,000 4%
RENTAL PROPERTIES					
Rehabilitation program, rental properties	5,832	5%	7,544	4%	1,585 2%
DEVELOPMENT PROPERTIES					
Building LeBreton	7,320	7%	2,719	1%	4,329 6%

APPENDIX A: MULTI-YEAR CAPITAL PROGRAM
FOR THE YEARS ENDING MARCH 31, 2022 TO 2024

	2021-2022		2022-2023		2023-2024	
	Forecast		Budget		Projection	
GREEN ASSETS						
Nepean Point rehabilitation	10,234		25,215		-	
South Shore Riverfront Park development	1,100		10,209		5,607	
Britannia Pathway Wall Rehabilitation	1,113		1,800		-	
Colonel By Pathway Wall Rehabilitation	1,853		900		-	
Parliament Hill Escarpment Rehabilitation	1,000		6,608		-	
Gatineau River and Lake Leamy Shorelines Rehabilitation	250		3,227		-	
NCC River House Shoreline Animation	4,206		615		-	
NCC Barge Bistro	1,150		-		-	
Rockcliffe Pavilion Rehabilitation	25		225		1,019	
Rideau Canal Lighting Rehabilitation	400		6,901		7,599	
Lady Grey Drive Wall	554		2,000		8,404	
Gatineau Park Shuttle Infrastructure	-		992		3,008	
Confederation Park Improvements	-		-		2,992	
Mud Lake Rehabilitation	276		2,200		-	
Maplelawn Wall Rehabilitation	300		1,700		-	
Gatineau Park Rehabilitation Program	2,289		4,479		275	
Pathway and Trail Rehabilitation Program	2,685		2,386		1,751	
Other green asset projects and programs	3,897		1,846		725	
	31,332	28%	71,303	39%	31,380	41%
RECREATIONAL FACILITIES						
Philippe Lake Campground Rehabilitation	487	0%	1,110	1%	10,968	14%
REAL PROPERTY ACQUISITIONS	28,238	26%	32,885	18%	3,500	5%
ALL PROGRAMS – EQUIPMENT	2,972	3%	816	0%	740	1%

APPENDIX A: MULTI-YEAR CAPITAL PROGRAM
FOR THE YEARS ENDING MARCH 31, 2022 TO 2024

(IN THOUSANDS OF DOLLARS)

	2021–2022		2022–2023		2023–2024	
OTHER	Forecast		Budget		Projection	
80 Elgin fit-up	2,000		4,000		13,000	
Conservation officer facility	-		5,000		-	
Other critical health and safety projects	-		6,400		-	
Other projects and programs	8,625		15,847		3,449	
	10,625	10%	31,247	17%	16,449	20%
	109,603	100%	185,381	100%	77,593	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, including new expectations regarding companion travel and the purchase of private club memberships.

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)

	2020–2021 Actual	2021–2022 Forecast	2022–2023 Budget
TRAVEL	22,416	40,100	335,100
HOSPITALITY	4,848	16,600	112,100
TRAINING AND CONFERENCES	367,188	335,600	440,500

Additional Parliamentary Appropriations: 2021–2024 Plan Summary

The investment required to properly maintain the NCC’s extensive asset base and meet the corporation’s custodial responsibilities on an ongoing basis exceeds its regular parliamentary appropriations. This long-term shortfall in resources has resulted in widespread asset deterioration that presents significant health and safety risks.

To help address the deteriorating condition of the NCC’s assets, the Government of Canada has provided the NCC with significant capital appropriations over five years (2018–2019 to 2022–2023). This welcome investment has allowed the corporation to begin the long process of revitalizing assets in need of critical repair. 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 flood of 2019. Major work is required to reinforce and secure the Portage Bridge and to repair and improve shoreline infrastructure before it can be safely reopened to the public.

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 resilience of its Capital Pathway network to flooding events.

ROADS, PARKWAYS AND PATHWAYS

Investments in this category will address the maintenance needs of heavily trafficked 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

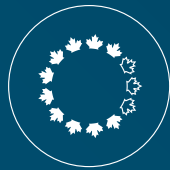
Many properties within the NCC's residential, agricultural and commercial portfolios require work to address deferred maintenance issues. Planned works will correct structural deficiencies, support interior and exterior rehabilitation requirements, protect character-defining heritage features, update electrical systems, improve energy efficiency, replace aging elevators, and enhance accessibility. These interventions 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 necessary conservation treatments and life cycle interventions 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, 2022–2025, 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 its assets to extreme weather events. These initiatives will allow the NCC to build a greener and healthier Capital Region that will thrive for generations to come.



NATIONAL CAPITAL COMMISSION
COMMISSION DE LA CAPITALE NATIONALE