

NATIONAL CAPITAL COMMISSION
COMMISSION DE LA CAPITALE NATIONALE

Annual Report

2017–2018



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2017–2018 Performance Highlights

822,000

Over 822,000 visitors participated in the National Capital Commission's (NCC) Canada 150 activities and programs.

300,000

A total of 300,000 Canada 150 tulips were planted in the Capital. Over 4.5 million anniversary tulips were planted across Canada.

986,983

The Rideau Canal Skateway welcomed 986,983 visitors in the 2017–2018 season—374,072 more than last year.

117,566

More than 117,500 visitors passed through the Gatineau Park Visitor Centre at 33 Scott Road.

1,091,916

The NCC recorded over 1 million social media interactions across all platforms, an increase of 190% compared with the past fiscal year.

\$20.4M

The NCC's rental portfolio generated \$20.4 million in revenues.

Cover: Unveiled in September 2017, the National Holocaust Monument, entitled *Landscape of Loss, Memory and Survival*, ensures that the lessons of the Holocaust, as well as the contribution that Holocaust survivors have made to Canada, remain within the national consciousness for generations to come.

MESSAGE FROM THE CHAIR

When I look back over the past year, my first as chair of the National Capital Commission (NCC), I am happy to report that I see an impressive organization, staffed by innovative and inspired Canadians, pursuing an ambitious agenda to build a world-class capital.



The Canada 150 celebrations—and the years of work that went into them—are behind us now, but the legacies of that work remain. From the Confederation Pavilions to the Plan for Canada’s Capital, and so many other projects and initiatives, the NCC’s contributions to Canada 150 will have a positive impact on the Capital for years to come.

As we look now to the future, the Capital continues to undergo dramatic changes, and I am proud to see the NCC taking a leadership role in this evolution.

Still, the NCC shares its ambitions and its successes with many partners. Indeed, one of the characteristics of the modern NCC is the spirit of collaboration that touches almost everything it does. Besides its traditional role as planner and steward of the Capital, the NCC puts great emphasis on being a creative partner in Capital building—and, in my first year, the extent of the engagement with stakeholders has been remarkable.

I would like to thank everyone—members of the public, the private sector and those in government (in particular the mayors of Ottawa, Gatineau, and other municipalities in the region; the members of the National Capital Region parliamentary caucus; and our colleagues at Canadian Heritage)—for sharing our vision of a capital that aspires to greatness.

I would also like to once again salute the staff of the NCC, as well as my colleagues on the Board of Directors which, over the past year, has undergone great change as well. When I look around our meetings, I see a board that reflects an increasing level of diversity: diverse in geography and gender, in age and experiences, in talents and passions, and in fresh perspective and insights. For the first time, one of our new members is a member of the Capital Region's Algonquin First Nation. In this diversity, the Board is also a strong reflection of the Capital, and of Canada.

Like the country and the Capital it serves, the modern NCC continues to evolve—and my goals for the organization in the years ahead are threefold.

Building on the legacy of openness and transparency that was championed so passionately by my predecessor, I would like to see the NCC continue to foster its already-powerful culture of collaboration and engagement with its partners and the public, including the Indigenous people of the region.

Closely related to this is my hope that those of us within the NCC, who are so proud of our capital, and so inspired by it, will find new ways to share that pride and inspiration with all Canadians, because—from our pathways and parkways to Gatineau Park and the

Greenbelt; from Confederation Boulevard, which links so many of our great national landmarks and institutions, through the stately beauty of the Parliamentary Precinct; from the lively Tavern on the Hill to the moving National Holocaust Monument—there is much to be proud of, and inspired by.

And finally, engagement, consultation and collaboration are indispensable elements of the process of Capital building—but it is vital for the NCC to continue to focus on achieving real and meaningful results for Canadians. Legacy projects build lasting pride.

From a personal perspective, I feel strongly that the NCC is on the right track in its pursuit of all three of these goals, as evinced by the successes of the past year. This is a solid foundation for a continued and evolving quest for even greater organizational excellence.

I am proud of the NCC's direction and of the dynamic professionals who carry out its mandate every day, and I am proud to be associated with the NCC. I look forward to seeing it continue to evolve, modernize and improve, becoming an even stronger source of leadership in the National Capital Region.

At the same time, I invite every Canadian to join us in the year to come in making our capital even greater—because I am confident that the best is still to come.



Marc Seaman *Chair*

MESSAGE FROM THE CEO

During a panel discussion last year on “heritage and sustainability” at the National Capital Commission’s (NCC) Urbanism Lab, an elder from Kitigan Zibi Anishinabeg remarked perceptively that these words have no equivalents in the Algonquin language. “These concepts are intrinsic to our world view,” she said.



As the steward of a public “commons” comprising much of the 535 square kilometres of federal capital lands under its control, the NCC takes inspiration from this Algonquin tradition wherein nature and culture are not disassociated. Indeed, during the NCC’s public consultations, one occasionally detects ancient echoes of how our ancestors once governed the common spaces. For example, the ongoing engagement over the non-official trails that fragment and stress Gatineau Park’s ecosystems is primarily a case of citizens working out among ourselves how to manage this trail network sustainably as a commonly held resource.

If you explore the picturesque pathway at Leamy Creek on the north shore of the Ottawa River, you will find the NCC’s new footbridge now called *Mâwandòseg*, meaning “land where we once gathered for celebration.” Aptly named by a group of young Algonquins, the bridge serves as a metaphor for themes that underscore the following report on this milestone year for the NCC: celebration, collaboration, reconciliation, resilience and legacy.

The 2017 celebrations were at the centre of the NCC’s efforts this year. With more than 1.3 million visits to MosaiCanada150, the splendid exhibition of giant horticultural sculptures, Jacques-Cartier Park was the place to be in the summer of ’17. Working in collaboration with dedicated partners, the NCC brought back to life 10 underused but magnificent properties as 2017 Confederation Pavilions, including the Moore Farm, 50 Sussex Drive and 7 Clarence Street. Other highlights

included the reopening of 330 Sussex as the Centre for Global Pluralism, the lovely restoration of the O'Brien House at Meech Lake, and the new forecourt, fountain and ceremonial entry at Rideau Hall.

The NCC's spirit of collaboration honours the commitment in the Plan for Canada's Capital, 2017–2067, to foster an “inclusive and meaningful” capital. The application of universal design principles at Rideau Hall and Richmond Landing, as well as on Sussex Drive's “Mile of History” was supported by the NCC's Advisory Committee on Universal Accessibility.

The master plan's call for a “picturesque and natural capital” connects us with a broad support group of environmental partners in developing the NCC's sustainability strategy. The year was marked by the completion of the Plan for Canada's Capital, 2017–2067, the product of a national conversation with 20,000 citizens, and the innovative and award-winning Capital Illumination Plan.

Canadians want a “thriving and connected” capital, and this encourages the NCC to collaborate with municipalities and a wide range of partners to achieve sustainable economic development and the adoption of “smart city” best practices. A key example is the agreement reached with the RendezVous LeBreton Group on a term sheet for its visionary redevelopment plan for LeBreton Flats.

The theme of reconciliation gathered momentum through the year, with productive meetings with the delegation of Algonquin chiefs representing communities from the entire Ottawa River watershed. Meaningful Algonquin participation in the Capital, through innovative placemaking, programming initiatives, and ongoing involvement in redeveloping LeBreton Flats and the islands attests to the leadership of this group. Norman Odjick's nomination to the NCC's Board of Directors marks the first time an Algonquin has served in this role. His advice has been a welcome addition to the NCC's engagement with the Algonquin First Nation.

The resiliency of the NCC's assets was tested this year by floods, fires, windstorms and invasive species. While working to combat climate change through reducing the Capital's carbon footprint, the NCC also

advanced mitigation measures to address the impacts of climate change: rebuilding shoreline pathways to higher standards, increasing fire preparedness, strengthening the forest canopy with more robust species and removing tens of thousands of infected ash trees.

Looking beyond Canada 150, I am proud of the NCC's staff for creating outstanding legacies that will benefit Canadians for generations to come. The Rideau Hall forecourt is now handsomely renovated as a superb gathering place, and the successful design competition for renewing Nepean Point will lead in due course to its long-term revitalization as an iconic public space. The completion of the award-winning National Holocaust Monument, designed by Daniel Libeskind, Edward Burtynsky and Claude Cormier, is an enduring achievement in commemorative excellence. The cover image for this year's report captures the austere beauty of this new Capital landmark.

It is a credit to the diligence and professionalism of NCC staff that these substantive contributions to Canada's sesquicentennial were completed in parallel with the replacement of the NCC's business systems. The Corporate Services team is to be commended for implementing this complex project while also supporting the Auditor General of Canada's special examination. These efforts were critical to the inclusion of an additional \$55 million over the next two years in the 2018 federal budget, bringing much-needed resources to complete essential infrastructure renewal projects.

The production of this report also marks the first anniversary of the arrival of Marc Seaman as the chair of the Board. His unflagging commitment and constant advocacy have added momentum to the modernization of this institution as a leading federal Crown corporation. I will take this opportunity to warmly thank him and all of the Board members for their support and their contribution to Canada's Capital on behalf of all Canadians.



Dr. Mark Kristmanson *Chief Executive Officer*



BEYOND CANADA 150: BUILDING LEGACIES IN THE CAPITAL

The year 2017 was very busy in Canada's Capital, as millions of visitors from across the country and around the world came together to celebrate 150 years of the True North, strong and free. In honour of this sesquicentennial anniversary, the National Capital Commission (NCC) focused its efforts on building a legacy that would endure for the next 50 years of Confederation. As the long-term planner and steward of Canada's Capital Region, the NCC successfully developed and implemented many legacy projects designed to offer Canadians a unique experience and instill a sense of pride in their capital. These initiatives showcase the history of the region, its natural beauty and, more broadly, the strengths of our nation—highlighting the crossroads of cultures that have shaped what it means to be Canadian. In addition, the success of each legacy project highlights the NCC's collaboration with its partners and the public, all of whom are dedicated to building a strong foundation for the future of Canada's Capital.

◀ The rehabilitated Rideau Hall forecourt and Fountain of Hope at night. The forecourt now accommodates more than 1,000 people for ceremonies, official functions and various public activities.

The Confederation Pavilions

The sesquicentennial anniversary offered the NCC a momentous opportunity to reflect upon the Capital's road toward 2017. As a tribute to this journey, a legacy project was designed to encourage the exploration of some of the region's most distinctive, but lesser-known, architectural gems. The Confederation Pavilions initiative was a realization of this goal, taking 10 underused, but architecturally significant, buildings and bringing them back to life with the support of creative partners. Each pavilion was designed to offer visitors a unique experience, rooted in history, where stories of the past found new light in the present. The revitalization of these historic properties reflects a commitment by the NCC and its partners to preserve the heritage of the National Capital Region for future generations. The Confederation Pavilions are sure to be a lasting legacy for all to enjoy, well beyond Canada 150.

Geography and Exploration Pavilion

In a year when Canadians came together to celebrate our nation's past, the NCC partnered with The Royal Canadian Geographical Society to highlight the evolution of Canada's Capital Region. As part of the series of Confederation Pavilions, two dynamic exhibits were hosted during the summer months at 50 Sussex Drive: "Plan for Canada's Capital—A Place for Canadians" and "Thirteen Moons by Alex Janvier."

The first exhibit sought to interactively familiarize visitors with the NCC, and explain its role in the planning, stewardship, conservation and creative development of Canada's Capital Region. "Plan for Canada's Capital—A Place for Canadians" highlighted key historical phases of development in Canada's National Capital Region over the past 150 years. It also provided the perfect opportunity to introduce the NCC's long-term vision for the next 50 years, including 17 milestone projects designed to build on the legacy of past Capital planners.



"The Geography and Exploration Pavilion that we are opening today will offer all Canadians—and all those interested in Canada—an opportunity to engage with our unparalleled Canadian landscapes—the physical, the human and the cultural landscapes that define this country and make it the envy of countless other countries around the world."

John Geiger
CEO, The Royal Canadian Geographical Society

- The Confederation Pavilions were hugely successful, with an estimated public attendance of 192,000+ visits.
- Some 93% of pavilion visitors said that they felt increased pride in Canada's Capital Region; 94% of visitors were satisfied.

The second exhibit featured the brilliant work of Alex Janvier, a pioneer of contemporary Indigenous art. In his piece *Thirteen Moons*, Janvier explored the concept of time in a 13-panel mural, arranged in a circle to represent the 13 moon cycles of a traditional Indigenous calendar year. Upon entering the circle of panels, which formed an almost ceremonial space, the viewer was surrounded on all sides by Janvier's artistic vision. The mural's symbolic representation of change, renewal and healing reflects a way forward: the recognition of deep historical roots that Indigenous peoples have within Canada, the influence of these roots on the shaping of Canada's Capital, and our national commitment to reconciliation.

Kabeshinân Minitig Pavilion

The Algonquins of Pikwakanagan First Nation and the Omàmiwinini Pimàdjowin (The Algonquin Way Cultural Centre), in partnership with the NCC, officially opened the *Kabeshinân Minitig* (Victoria Island) Pavilion in June 2017.

Hosted in the restored stone warehouse at 150 Mill Street, the pavilion offered Canadians the chance to explore a unique heritage site on Victoria Island. It also provided the NCC and Algonquin leaders of the region an opportunity to showcase the restoration of a building with an industrial past that is historically significant to the National Capital Region. As the previous headquarters of the Bronson Company, which pioneered sawmilling and later converted to pulp and hydroelectric power production, 150 Mill Street was acquired by the NCC in 1966.

The exhibit featured Indigenous visual arts and fine crafts representing today's vibrant cultures. Various activities were offered on-site, including beading, drumming and drum making, basket making, and birchbark crafts.

Capital Illumination Plan

The NCC's Capital Illumination Plan, 2017–2027, is the first of its kind, and establishes a compelling and cohesive illumination vision to enhance the Capital's nighttime beauty, as well as the experience of residents and visitors. It is identified as one of the milestone projects in the Plan for Canada's Capital, and will make the nighttime Capital more attractive, safe and environmentally sustainable.

As a planning and design tool, the Capital Illumination Plan was created to guide future lighting projects. Focused on strengthening the central Capital landscape in the nighttime context, it covers the Capital's core area, and includes the lighting of significant sites, buildings, monuments and public art. It aims to provide visual coherence of national symbols into the night, protect the silhouette of the Capital core area and showcase important cultural landscapes.

The NCC held several public consultations, as well as worked with federal and municipal partners and stakeholders in developing the plan. These partners include Parks Canada, Public Services and Procurement Canada, the cities of Ottawa and Gatineau, key stakeholder groups such as Safe Wings Ottawa, business improvement areas, and Hydro Ottawa—all of whom play a key role in lighting the core of the Capital. The plan was approved by the NCC Board of Directors in September 2017, and the development of a lighting charter, in collaboration with key partners, is ongoing.



“Our design seeks to give a voice to various actors and histories, each one connected to Nepean Point in a meaningful way: the land, the river, First Nations, the parliamentary and federal landscape of the capital, artists, visitors experiencing the site, and all Canadians.”

Big River Landscape

Nepean Point Redevelopment

In January 2017, the NCC launched an international design competition to redevelop Nepean Point. Identified as one of the 17 milestone projects in the Plan for Canada’s Capital, Nepean Point is considered one of the most spectacular lookouts in the Capital, offering panoramic views of the Ottawa River.

The NCC invited landscape architects, bridge designers, architects, urban designers and other related design professionals to form design teams for the renewal project. Each team was encouraged to envision a lively 21st century green space in the heart of Canada’s Capital.

The competition was a resounding success, with the NCC receiving 26 proposals. In May 2017, four finalist teams were announced. Ultimately, team Big River Landscape, led by Janet Rosenberg & Studio Inc., won the bid for redevelopment. The design concept seeks to create a contemporary urban green space that provides opportunity for engagement, interpretation and conversation about our intertwined histories and identities. The design phase is set to begin in May 2018, with the start of construction anticipated for 2019.

Pindigen Park

In many ways, Canada represents a global crossroads—a country whose strength is found within the diversity of its people. The Capital, then, finds itself as a symbol of national crossroads, embracing the cultures and contributions of all Canadians from coast to coast. Pindigen Park is perhaps a perfect realization of this inclusivity—as the name literally means, “Come on in! All are welcome here!”

Designed in collaboration with the local Anishinabe communities of Kitigan Zibi Anishinabeg and the Algonquins of Pikwakanagan, the park is a reflection of what it means to be Canadian. It highlights Indigenous culture and heritage, and its name evokes the spirit of harmony among people.

Located at LeBreton Flats, Pindigen Park is situated at a unique intersection where past development excitedly awaits new. It features a romantic gardenesque-style public green space, with bold and dynamic landforms, symbolizing movement through the landscape. For its design concept, the park won an Award of Merit at the City of Ottawa’s 2017 Urban Design Awards.

Fleck Fountain Plaza

In June 2017, the NCC officially opened a new plaza at LeBreton Flats, featuring the Lilius W. Fleck Fountain. The lost fountain was unearthed in 2013, and now stands close to where it originally stood in 1892. It is associated with the histories of the Fleck and Ahearn families, both of whom played prominent roles in building and transforming the Capital.

The fountain is the point of departure for the plaza's outdoor exhibit, developed with the support of Canadian Heritage, which explores life at LeBreton Flats in the early 20th century. It also highlights different innovations that improved the quality of life in Canada's Capital Region which are linked to Thomas Ahearn and LeBreton Flats.

This new public space, a symbol of the regeneration of LeBreton Flats, is located at the southwest intersection of Wellington and Booth streets. It brings the Capital's rich industrial heritage to life, contributes to beautifying the Capital and creates a lasting legacy of Canada's 150th anniversary.



O'Brien House

The rehabilitation of the O'Brien House, located in the heart of Gatineau Park, serves as an example of the NCC's dedication to Canada's cultural heritage. Built in 1930, the property was acquired by the NCC in 1964, and remains an important part of the organization's portfolio of heritage buildings. This legacy project, supported by various NCC partners, reopened its doors to the public as a hotel in spring 2018.

One of the unique elements of this renovated property is the Canadiana Room, a dedicated space for showcasing treasures from the Crown Collection. Visitors are encouraged to explore this exhibition, discovering various works of art and pieces of furniture, and to learn more about the mandate of the Canadiana Fund, which continues to make acquisitions for the Crown Collection.

With its deep connection to Gatineau Park and the greater Canadian wilderness, as well as the Capital's industrial past, the O'Brien House is now a destination that can be enjoyed by Canadians for generations to come.

Official Residences

The NCC acts as the principal steward for many vital public places that are unique to Canada's symbolic and cultural heritage. Part of this responsibility includes the custodianship of the Capital's six official residences.

As 2017 marked the transition of power for Canada's governor general, the NCC prepared Rideau Hall for Her Excellency, the Right Honourable Julie Payette. The NCC would like to recognize the contribution of The Right Honourable David Johnston for his years of service to our country.

In addition, the NCC welcomed Andrew Scheer, Leader of Her Majesty's Loyal Opposition, and his family to Stornoway in the fall of 2017.

THE YEAR IN REVIEW

In 1903, renowned landscape architect Frederick G. Todd was asked by the Ottawa Improvement Commission, a predecessor to the National Capital Commission, to examine the potential for urban design within Canada's Capital and to outline a comprehensive plan. In his preliminary report, Todd wrote:

You may ask, Is it reasonable to look so far ahead as one hundred years or more, and to make plans for generations in the distant future? We have only to study the history of older cities, and note at what enormous cost they have overcome the lack of provision for their growth, to realize that the future prosperity and beauty of the city depends in great measure upon the ability to look ahead, and the power to grasp the needs and requirements of the great population it is destined to have.

More than a century later, these sentiments continue to drive the NCC toward building a dynamic and inspiring Capital Region that is a source of pride for all Canadians. The many achievements of 2017–2018 remain grounded in this strong desire to realize the Capital's great potential through concerted efforts of long-term planning, Capital stewardship and creative partnerships.

Canada's sesquicentennial offered a historic opportunity to survey the past and envision the future. The projects and programs implemented throughout the year aimed to capture the enduring spirit of the Capital—a place that is equally energized by its symbolic role as the seat of government and by its characteristic role as the heart of our nation.

Of course, imagining a modern capital, a place that is truly representative of Canada in the 21st century, means understanding and making room for the uniquely contemporary role that technology now plays in urban design. It also means developing plans that are sustainable and maintaining infrastructure that is resilient. Perhaps most importantly, it means honouring the history of the land and restoring the Algonquin presence within the National Capital Region.

To design and build a capital that embraces its multi-dimensional roots—historical, natural and cultural—remains a core tenet of the NCC and is illustrative of an enduring, ambitious legacy of ideas that have long inspired planners. Today, this legacy can be seen through a more transformative lens, as current projects and plans for the future reflect where we have come from and where we are going—150 years of growth—in an effort to create a place that is distinctly Canadian.



^ The Canada 150 tulip, or maple leaf tulip, in bloom. Across Canada, more than 4.5 million tulips, 300,000 in the Capital, were planted in 2017–2018.



LONG-TERM PLANNING

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

“The Plan for Canada’s Capital forms the foundation of my team’s review role. We work with clients to ensure that every project is compatible with this shared 50-year vision for the Capital. Our goal has always been to deliver value—not only ensuring that proposed construction is appropriate to its location and symbolic role, but that it also achieves excellence in design and sustainability.”

Christopher Meek
Senior Land Use Planner,
Federal Approvals and Heritage, 9 years

“The riverfront lands along the south shore of the Ottawa River have always been a desired recreational destination for residents and visitors, though access was becoming more challenging. Our team is proud to present a plan that outlines the design for a meaningful and special public space for future generations. It offers improved and safer public access to the river, and allows users to capture the natural and cultural assets of the waterfront, including the story of the river.”

Sylvie Lalonde
Senior Planner, 11 years

◀ A rendering of the proposed on-water boardwalk linking Mud Lake and Deschênes. Mud Lake is home to a wide diversity of animal species, making it one of the most ecologically important natural habitats in the urban part of Canada’s Capital Region.



Before each forum session, the NCC's CEO presented a gift of tobacco to local Indigenous leaders. Tobacco is a sacred plant to the Algonquin people, and is presented as an offering in acknowledgement of being welcomed on traditional territory. The tobacco was prepared by NCC Aboriginal liaison officer Elder Rene Tenasco of the Kitigan Zibi community.

Plan for Canada's Capital

The Plan for Canada's Capital, 2017–2067, is the pre-eminent planning document that serves as a blueprint for the evolution of federal lands, buildings, parks, infrastructure and symbolic spaces within the region over a 50-year horizon, from now through to Canada's bicentennial. It outlines a long-term vision that is practical, buildable and flexible, while highlighting three goals and 17 milestone projects to guide the development of the Capital.

Formally approved by the Board in April 2017, this "people's plan" represents the NCC's commitment to protecting and carrying forward the legacy of past plans and Capital-building projects for future generations of Canadians. The Plan for Canada's Capital was successfully launched in spring 2017, with events hosted for the public in both Ottawa and Gatineau.

Building on this momentum, the NCC took its blueprint for Canada's Capital on a national outreach tour. Dr. Mark Kristmanson, Chief Executive Officer of the NCC, travelled across the country to report back to Canadians on how their contributions defined the vision of the Plan for Canada's Capital for the next 50 years.

As part of this engagement, the NCC hosted Plan for Canada's Capital forums, held in partnership with The Royal Canadian Geographical Society, to facilitate a conversation about the future of our capital and the role all Canadians have to play in shaping it. Community leaders in Charlottetown, Québec City, Toronto and Victoria were invited to speak to what it truly means to build a great 21st century capital—one that thrives at the intersection of inclusivity, sustainability and connectivity.

Bringing this conversation outside of the National Capital Region simply reinforces the notion that the successful development of Canada's Capital is a collective and shared responsibility. As a result, the adoption of the Plan for Canada's Capital in 2017 can be understood as the culmination of a national, inclusive dialogue undertaken over several years. It also serves to emphasize the importance of alignment and partnerships with federal, provincial and municipal governments, Indigenous peoples, the private sector, and community-based organizations.



Preliminary vision for 2067: As the treasured natural haven at the doorstep of Canada's Capital, Gatineau Park will inspire people to help ensure its lasting protection so that all may continue to discover and enjoy the rich nature and culture that it offers.

Gatineau Park Master Plan

Covering a total of 36,131 hectares, Gatineau Park is a pristine natural conservation area located minutes from the urban core of the Capital. The Park's vast splendour—including its trails, forests, lakes and lookout points—was noted in early regional plans as a central feature that is intrinsically unique to the Capital Region.

In the fall of 2017, the NCC began a comprehensive review of the 2005 Gatineau Park Master Plan. The revised plan will build on lessons learned for conserving, managing and enhancing the natural and recreational resources and infrastructure, as well as help guide investments in Gatineau Park. Furthermore, in conjunction with the Plan for Canada's Capital, it will also serve to outline the long-term policy direction for Gatineau Park.

Phase one of the review project involved a diverse consultation process with the public, stakeholders and Indigenous groups. The feedback received from participants has helped to inform phase two, which includes establishing a vision and strategic objectives. As a result, several meetings across the National Capital Region are scheduled for spring 2018 to validate the preliminary vision and engage the public in the development of strategic goals for the Park's management plans. Phases three and four will take place over the coming fiscal year, with a draft plan scheduled to be completed in spring 2019.

Ultimately, the review of the Gatineau Park Master Plan provides policy-makers with the opportunity to showcase Canada's leadership in the field of environmental protection. It also illustrates the dedication of the NCC to preserving the natural and cultural heritage of the "Capital's conservation park" for future generations.

Shorelines

The Ottawa River is a symbol of Canadian unity. It is a celebrated piece of the Capital's natural heritage and provides spectacular view corridors to monuments, Parliament Hill, the Gatineau Hills and other national symbols. As a result, the NCC has been working to draft plans that build on the understanding that waterways hold a special place within the Canadian imagination.

One of the key milestones outlined in the Plan for Canada's Capital, 2017–2067, is the transformation of the Capital's historic riverfronts into vibrant public parklands. This desire to restore the region's shorelines, recognized for thousands of years as the foundation of regional trade and industry, has been promoted in modern Capital planning documents since 1950. Today, the plans for the north and south shores set the future vision and program elements for the riverfront, and acknowledge the collective expectation of reclaiming the shorelines of the National Capital Region for public enjoyment.

Ottawa River North Shore Parklands Plan

The Ottawa River North Shore Parklands Plan aims to create a 21st century waterfront destination in the heart of a green capital. Approved by the Board of Directors in April 2018, the plan is designed to guide future development along Gatineau's riverfront by presenting a comprehensive long-term vision. This includes ensuring that proposed land use offers a wide range of experiences to visitors, provides access to the river, showcases the symbolism of the Capital, and enhances the natural environment. Moreover, the Ottawa River North Shore Parklands Plan seeks to advance a vision recognizing that these areas remain places of living memory which tell the story of the land and the Algonquin presence in the National Capital Region.



Given the scope of the plan, which encompasses 68.8 hectares of mixed-use land and 7.4 kilometres of waterfront around Hull Island, the NCC extensively engaged with many stakeholders in the public and private sectors, as well as shoreline property owners and the Indigenous community, to identify these core planning principles. All feedback received from these consultations will continue to inform the development process, and strengthen the Capital's green and blue networks.

Ottawa River South Shore Riverfront Park Plan

The value of the south shoreline has long been recognized as a defining feature of the National Capital Region. Covering approximately 220 hectares of publicly owned lands, the park stretches nine kilometres along the southwest shores of the Ottawa River. The parkway, completed in 1967, was designed to offer visitors a beautiful scenic drive and pathways along the waterfront. Its enduring presence provides an example of design excellence in scenic road building, and is a legacy from Canada's centennial year. Fifty years later, the desire to respect the corridor's ecological integrity and reimagine the potential of the Capital corridor remains closely aligned with the NCC's planning objectives.

The development of the Ottawa River South Shore Riverfront Park Plan has greatly benefitted from extensive public engagement through multiple consultation sessions with the public, Algonquin Anishinabe and stakeholders. This input played an integral role in drafting development priorities that will guide the park's gradual, staged transformation. Key strategic goals include improving access and connectivity to the waterfront, facilitating year-round use, increasing sustainable-design elements, protecting natural assets, preserving cultural heritage, and offering safer cycling and pedestrian mobility.

Following this extensive public consultation, the draft plan was presented to the Advisory Committee on Planning, Design and Realty in March 2018. A final version of the plan was approved by the Board of Directors in June 2018.

LeBreton Flats Redevelopment

Planning the future of LeBreton Flats remains a top priority for the NCC. From the Quebec shoreline of the Ottawa River, through the islands, and along the light rail corridor, this transformative project will see one of the largest urban sites in the core of Canada's Capital reimagined as a world-class destination. Featuring upwards of 92,000 square metres (one million square feet) of mixed-use space, the redevelopment of LeBreton Flats promises to restore a dynamic, inclusive and environmentally sustainable neighbourhood in the core of Canada's Capital.

In 2014, the NCC reached out to the private sector to assist in the revitalization of LeBreton Flats. Following an extensive evaluation process, actively supported by numerous public consultations, RendezVous LeBreton Group was selected as the highest-ranked proponent in April 2016. The NCC then granted RendezVous LeBreton Group preferred proponent status in November 2016, initiating formal negotiations to govern this major redevelopment project.

The proposal envisions the 21-hectare (53-acre) site as a nexus point through which all visitors can celebrate the past and future of Canada—who we are and where we are going. Indeed, LeBreton Flats has the potential to become a beacon of economic and cultural activity, where thousands of people will live and work, and millions more will visit to enjoy social and recreational amenities. Featuring exceptionally designed spaces within the public realm, the redevelopment of these currently vacant federal lands presents a key development opportunity in this important central location.

A Milestone Announcement

In January 2018, the NCC announced that it had reached an agreement in principle with RendezVous LeBreton Group for the redevelopment of LeBreton Flats. This agreement, which was subsequently approved by the NCC's Board of Directors, defines the main terms and conditions that will form part of a master development agreement governing the site's redevelopment. At the current stage of the process, the announcement represents a significant achievement, and clearly indicates that both parties are committed to working together to build this signature destination. It also reflects a commitment to define and support a vision that achieves the best value for Canadians.

The project is proposed to be executed over two phases. Phase one will include all major public realm elements. Phase two, expected to begin in 2032, will then proceed with the remaining components of mixed-use residential, commercial and public spaces.

Moving forward toward 2019, the NCC and RendezVous LeBreton Group will work to develop detailed terms for the master development agreement, which will be presented to the NCC Board and, when approved, submitted to the federal government. The NCC will also continue to fulfill its duty to consult with the Algonquin Nation, present status updates to the Board, and engage the public throughout this next stage of the solicitation process.



CAPITAL STEWARDSHIP

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

“I am proud to work for Gatineau Park, the National Capital Region's conservation park. Every day, I am responsible for ensuring the protection of natural resources—including species at risk and sensitive ecosystems—so that the natural environment can be enjoyed by future generations. The importance of sustainable development will continue to influence my work so that residents, and all Canadians, can continue to explore the landscape while taking part in their favourite activities.”

Jocelyne Jacob
Senior Biologist, 28 years

“I feel very proud to be a Canadian designer working in these historic residences under the ownership of the NCC. We are keeping our history alive. We are responsible for safeguarding and protecting national treasures that are not only important for the region but for all Canadians, as well. As a result, we are preserving history and keeping these pieces for future generations to enjoy and appreciate.”

Anne Malone Bianconi
Manager, Interior Design and Crown Collection, 25 years

◀ A view of the O'Brien House from Meech Lake. The O'Brien House, originally built in 1909, which opened as a boutique hotel in spring 2018, features the Canadiana Room, an exhibition space displaying treasures from the NCC's Crown Collection of the official residences.



Asset Management

As the largest landowner in Canada's Capital Region, the NCC is the guardian of many nationally significant lands and public assets. These lands, totalling 535 square kilometres and including many natural and built assets, serve citizens and visitors every day and help to define the symbolic, natural and cultural heritage of Canada's Capital Region.

Given the size of the corporation's diverse property portfolio, the NCC has been actively working to address the ongoing challenge of maintaining and preserving its assets. Limited resources have led to deferred maintenance on certain assets in order to prioritize work on others, primarily to address health and safety issues.

Recognizing the importance of this matter, the NCC worked with its federal partners to address deferred asset maintenance. A detailed internal analysis of current asset and infrastructure conditions was completed, and Budget 2018 announced the Government of Canada's commitment toward reducing the funding shortfall. An investment of \$55 million over two years will enable the corporation to begin revitalizing its assets in the short term, by working on those requiring critical repairs and restoring them to good condition.

Moving forward, the NCC will continue to work with the government to address its long-term financial needs to ensure that maintenance requirements are addressed across the Capital Region.

Built Assets Under the NCC's Stewardship

- 1,700 properties
- 6 official residences
- 400+ kilometres of multi-use pathways and parkways
- 145 bridges
- 194 monuments, public art displays, interpretive panels and commemorative plaques

The approximate replacement value of NCC built assets is \$1.7 billion.

Natural Assets Under the NCC's Stewardship

- 23 urban parks
- 75 kilometres of waterfront
- 50 lakes
- 39,600 hectares of forested lands
- 2,500 hectares of wetlands
- 5,600 hectares of farmlands

Resiliency

The National Capital Region experienced historic flooding of the Ottawa River in early 2017. The combination of a quick spring melt and unusually high precipitation resulted in downstream discharges higher than ever recorded. The flooding was so significant that the NCC's municipal partner in Gatineau declared a state of emergency.

Given the record water levels, combined with record flows, many NCC waterfront assets were damaged, leaving parks and over 20 kilometres of pathways underwater. Working quickly to respond to areas in need, NCC staff were able to proactively mobilize contractors, put detours in place to ensure public safety, minimize flood damage and contain oil spills.

As a result of this immediate mobilization, staff and contractors worked with NCC partners to safeguard many NCC assets. This includes the Aboriginal Centre

on Victoria Island, the Navy Wake and ceremonial landing at Richmond Landing, and Mill Street Brew Pub. In addition, 17 kilometres of pathway were repaired to higher standards of resiliency and reopened to the public.

Unfortunately, the NCC was unable to reopen a section of the Voyageurs Pathway between the Canadian Museum of History and the Portage Bridge, which was damaged in the spring. This will require the approval and cooperation of several different government authorities, as well as an environmental assessment and a more detailed design.

The NCC would like to recognize the efforts of staff who worked tirelessly, evenings and weekends, to mitigate the damage during this difficult period. In total, the extensive repairs required after the spring floods cost \$3.4 million. As the risk of a natural disaster presents itself as a major ongoing challenge to the NCC, the corporation must continue to advance its emergency preparedness efforts.



Value of Natural Capital

In November 2016, the NCC released a study on natural capital, conducted in partnership with the David Suzuki Foundation and the Université du Québec en Outaouais. The study estimates the total economic value of the NCC's green spaces, more than 55,000 hectares of federal land, at \$5 billion over 20 years. These green spaces include the following:

- Forests (72%)
- Agricultural lands (10%)
- Urban areas (8%)
- Wetlands (5%)
- Fresh water (5%)

Natural capital provides numerous benefits beyond traditional market value to communities in the National Capital Region. The benefits include air quality control, water filtration, wildlife habitat and climate regulation. The importance of these ecosystem services and their economic valuation must be considered to help advance sustainable land-use planning. As a result, the NCC is actively working to use the findings from this initial study to highlight the importance of the green network in Canada's Capital, and to inform the corporation's approach to current and future planning and reporting processes.

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

Green spaces: \$332 million

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

Urban forests: \$9,352 per hectare

Rural forests: \$4,183 per hectare

Prairies and grasslands: \$3,338 per hectare

Croplands: \$1,363 per hectare

Enjoying Gatineau Park Year-Round

Since Gatineau Park's early days, its protection and preservation have remained a top priority for residents, conservationists and policy-makers alike. Today, the Park is the National Capital Region's largest and most popular green space. The NCC is proud to be the custodian of this extraordinary natural asset, and actively works to protect its ecosystems and species at risk, control invasive species, and conduct scientific assessments.

The results of this emphasis on conservation have been positive, and reflect the NCC's successful management of the rich biodiversity found in Gatineau Park. For example, the NCC put measures in place to protect highly sensitive peregrine falcon nesting sites on the Eardley Escarpment. As a result, in summer 2017, five active nesting sites were observed and, following years of absence, the species appears to have made a comeback.

The NCC also remains committed to offering Canadians sustainable recreational opportunities within the Park. The characteristic beauty of each season in the National Capital Region makes Gatineau Park the perfect place for adventure year-round. From camping in the summer to snowshoeing in the winter, the Park offers a unique outdoor experience just minutes from the city. The 2017–2018 season was a great success: over 117,000 people passed through the Visitor Centre at 33 Scott Road, and over 52,000 people visited the Mackenzie King estate.

Gatineau Park also continues to host community programming throughout the year, encouraging residents and tourists to discover the region's largest natural playground. In 2017–2018, over 6,300 students participated in NCC programs, and over 1,000 new Canadians participated in various outdoor activities, including summer camping, a winter carnival and snowshoeing.



Public engagement—including users, local residents, surrounding municipalities and Indigenous communities—remains a critical element of the NCC’s responsible stewardship of the Park. As a result, the renewal process for the Gatineau Park Master Plan has included several collaborative workshops and consultations. The NCC is dedicated to working with the public to envision a long-term outlook for the Park and ensure that its legacy, as a place for all Canadians, can endure.

Fall Rhapsody

Fall 2017 marked the third season of the NCC’s free shuttle service from downtown Ottawa and Gatineau to popular viewpoints throughout Gatineau Park. During the month of October, the NCC’s partnership with the Société de transport de l’Outaouais and OC Transpo brought over 10,500 passengers to the Park to see the splendid fall colours. In addition, as part of Fall Rhapsody, visitors participated in the fifth edition of *Anishinabe Nibin*, or Algonquin summer—a wonderful weekend celebration of Algonquin culture and tradition at the Gatineau Park Visitor Centre. The success of the three-year pilot project will continue in fall 2018, as the NCC has committed to making the Fall Rhapsody shuttle a part of its regular programming.

Richmond Landing

Home to the Ottawa, Gatineau and Rideau rivers, the National Capital Region features an expansive network of shorelines and waterways. As a result, the NCC has made it a priority to offer greater public access and improve connectivity to these key natural assets.

The Richmond Landing Shoreline Access Project aims to facilitate linkages between Richmond Landing, the interprovincial islands, LeBreton Flats and the shorelines of the Ottawa River, by accommodating pathway improvements. This will allow visitors to conveniently explore and experience surrounding heritage sites, such as the Bronson Pulp Mill ruins, existing and proposed pathway networks, and neighbouring redevelopment and revitalization projects.

The project is also intended to enhance public access to the Royal Canadian Navy Monument, and highlight the significance of this landing site in the heart of the Capital. Historically, Richmond Landing has played an important role in Canada’s military. The enhancements completed to Richmond Landing feature a Navy Wake, which acknowledges the names of past and present ships of the Royal Canadian Navy. Additional pathway improvements, set to provide universal accessibility to the site, are expected to begin in summer 2018.

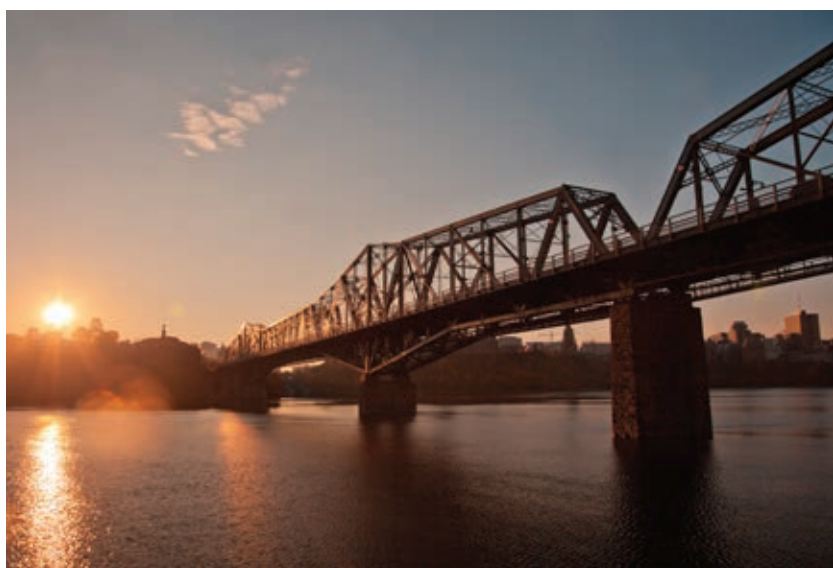
Bronson Pulp Mill Ruins Improvements

Building on the enhancements currently under way at Richmond Landing, the NCC is working to further connect Canadians to regional shorelines, and highlight the natural and historical features of the Portage corridor. Improving connectivity within the area of the Bronson Dam and mill ruins means creating new links to existing pathway systems, including those to Richmond Landing, as well as providing universal access across the Bronson Dam and Amelia Island to Victoria Island.

The proposed improvements include new pathways, the reactivation of vintage and architecturally relevant lighting systems, and the refurbishment of the Bronson Pulp Mill ruins. Together, these enhancements will offer the public unprecedented accessibility to the area's future destinations on the islands and LeBreton Flats. They will also allow visitors to rediscover a piece of Ottawa's industrial heritage, where pulp, lumber and hydro businesses once dominated the area. In April 2018, the Board of Directors approved the proposed enhancements to the site, and construction is expected to begin in summer 2018.

Council of Ottawa River Stakeholders

As the primary steward of natural heritage within the Capital, the NCC actively works with stakeholders to protect and conserve the beauty of the region. The corporation is currently supporting the development of a Council of Ottawa River Stakeholders to discuss common challenges concerning the ecological management of waterways. The NCC is also working with Environment and Climate Change Canada to define the federal role in the Ottawa River Watershed Council.

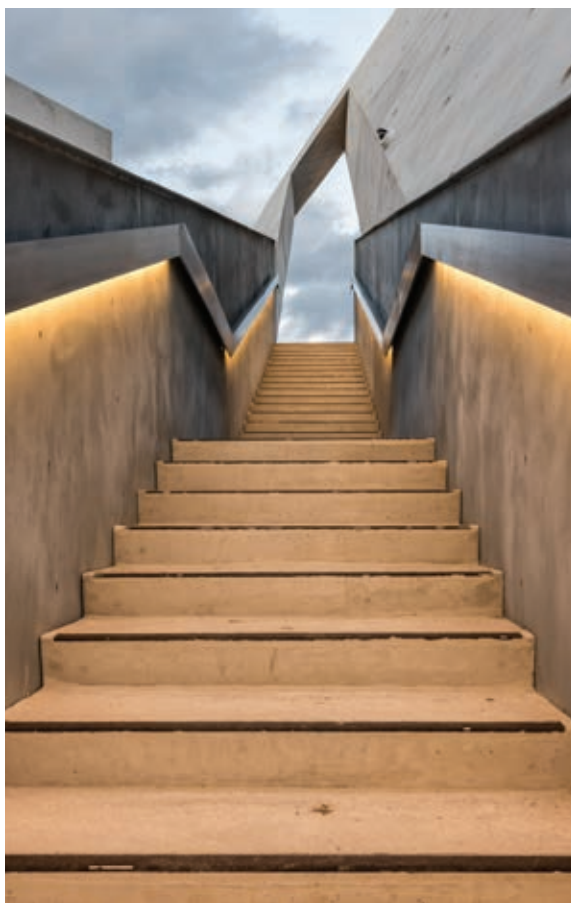


Activation Points

Working toward the animation of key locations along the parkways will allow the NCC to highlight some of the distinctive features of the National Capital Region. As a first step, in summer 2017, the NCC welcomed Tavern on the Hill, a seasonal outdoor canteen, to Header House in Major's Hill Park. The park offers magnificent views of the Ottawa River, the Rideau Canal and the Parliament Buildings, and Header House is the last remaining section of the Major's Hill Park greenhouse complex, which was dismantled in 1937–1938.

The inaugural summer of Tavern on The Hill boasted positive press reviews and sensational feedback from the public. As a result of this success, the NCC remains engaged with local community associations and elected officials to determine additional sites for potential future activation points around the Capital.

In addition, water taxi services were successfully extended to the Richmond Landing dock as of July 1, 2018. This stop has been a wonderful addition to the existing water taxi stops at the Rideau Canal Locks and Canadian Museum of History, offering tourists and residents an opportunity to access various points from the water.



Canadiana Fund

The Canadiana Fund's contribution to the official residences has been immense, whether in the form of artwork, furniture, or rare and precious objects. Acquisitions made through the fund become part of the Crown Collection of the official residences of Canada—the inventory of all the significant artifacts owned and preserved for the official residences. The pieces chosen often reflect Canada's heritage, artistic traditions and historical associations, or they may complement the architectural style of a particular residence. In 2017–2018, the NCC acquired four paintings by George Alfred Paginton, a prominent Canadian landscape artist. The paintings, completed between 1927 and 1970, showcase the beauty of the National Capital Region.

National Commemorations

Part of the NCC's stewardship role involves working closely with the federal government to support the establishment of national commemorations that honour key historical contributions by, and experiences of, people in our country and around the world. The NCC is responsible for collaborating with partners to facilitate the development of commemorative monuments through land use approvals, technical and design expertise, and project management. The NCC also maintains existing monuments on federal lands.

National Holocaust Monument

In September 2017, the Government of Canada inaugurated the National Holocaust Monument. Entitled *Landscape of Loss, Memory and Survival*, the monument ensures that the lessons of the Holocaust, as well as the remarkable contribution Holocaust survivors have made to Canada, remain within the national consciousness for generations to come.

After receiving royal assent in 2011, the project was entrusted to the NCC. As the steward of the Capital, the NCC provided land for the monument, oversaw its design and construction, and assumed responsibility for its maintenance, preservation and management.

The winning design team was chosen by a renowned panel of jurists in February 2014. The National Holocaust Monument is the largest monument raised in the Capital in almost 80 years. Since being unveiled, the monument has won design awards from the American Institute of Architects and Concrete Ontario.



CREATIVE PARTNER

As a creative partner, the NCC meaningfully engages and collaborates with a wide range of stakeholders and citizens to help build a strong and distinctive Capital Region that represents all Canadians.

“In the future, I think the NCC will continue to increase partnerships and its visibility as a value-added partner. As an organization, we have a unique opportunity to continue establishing ourselves as a thought leader by tapping into the expertise of our employees, telling our stories and sharing our knowledge, as well as consulting with Canadians to build a better capital.”

Dominique Jolicoeur

Content Strategist, Strategic Communications, 2 years

Public consultations are at the cornerstone of how we run our projects and our planning process. Our professionals rely on the information gathered through these consultations for their decision making. Being able to provide a forum where we are able to truly listen to people, address their concerns, and hear their creative solutions and ideas is part of what makes this organization special. I'm grateful for the public's participation and their trust in the NCC to create a beautiful place for all Canadians.

Émilie Girard-Ruel

Manager, Public Consultations, 7 years

◀ The symbol of The Royal Canadian Geographical Society (RCGS) located on its newly established headquarters at 50 Sussex Drive. One of Canada's oldest and largest educational, non-profit organizations, the RCGS connects Canadians with the land, culture and environment in which they live.



Building Relations With Indigenous Peoples

The NCC continues to seek ways to build strong relationships with local Indigenous leaders and peoples, ensuring that their interests are truly reflected in the numerous projects and initiatives being undertaken across the region.

Mâwandòseg Bridge

In August 2017, the newly rebuilt pedestrian bridge on the Voyageurs Pathway over Leamy Creek in Gatineau was officially inaugurated. The bridge was renamed Mâwandòseg Bridge, by a group of young ambassadors from the Kitigan Zibi Anishinabeg First Nation.

Thousands of years ago, the area was the site of gatherings, trade and celebration. Today, its traditional use as an inviting space for all to gather continues. It is for this reason that the name *Mâwandòseg* was chosen. In Algonquin, it means “land where we once gathered for celebration.”

The construction of the updated 65-metre bridge allowed for the preservation of three existing piers, in order to avoid disrupting the environmentally sensitive wetland area. In addition, a new lookout was built, where interpretation panels explaining the history of the old bridge were installed.

Delegation of Algonquin Chiefs

In 2016, the NCC’s CEO began hosting regular discussions with the Delegation of Algonquin Chiefs. This working group was established in order to engage with Algonquin Nation leadership and encourage open dialogue concerning a variety of topics, including major Capital projects in the region, and the management and use of NCC lands. The Delegation of Algonquin Chiefs is open to all communities represented by the Algonquin Nation Secretariat and the Algonquin Anishinabe Nation Tribal Council and aims to foster a positive working relationship and closer collaboration between the NCC and the Algonquin Nation. Since its establishment, the NCC has held eight productive meetings with the Delegation of Chiefs.

“We hope that, in the spirit of truth and reconciliation, that the bridge and the land of our ancestors is always honoured and respected.”

Destiny Cote and Angeleah Brazeau
of the Kitigan Zibi Anishinabeg First Nation youth group



Archaeology in the Community

The archaeological heritage of Canada's Capital Region can be traced back 8,000 years, and remains largely intact. Several sites on the shores of the Ottawa, Rideau and Gatineau rivers contain evidence of occupation by Indigenous peoples over thousands of years, as well as the first settlements established by Europeans. For this reason, the NCC organizes digs and public workshops to encourage Canadians to uncover the history of the land.

As part of its commitment to heritage conservation, the NCC manages archaeological resources—before, during and after development initiatives—and considers archaeological issues as part of its planning. This work involves mapping the archaeological potential of the Capital Region, conducting environmental assessments to minimize adverse environmental impacts (including on archaeological resources) and ensuring adequate artifact storage.

Indigenous engagement is essential in this area, particularly for excavations, and the NCC actively works with local Indigenous communities to protect and manage archaeological resources. For the third consecutive year, the NCC organized an archaeological dig at Leamy Lake Park, where NCC archaeologist Ian Badgley worked with the public to recover artifacts and learn more about the ancient history of area—one of the richest and largest pre-contact archaeological site complexes in the Outaouais region.

In 2017–2018, over 900 people participated in public digs at Leamy Lake Park and the Moore Farm.

Connecting With Canadians

In the ongoing pursuit of meaningful engagement, the NCC remains committed to building strong relationships with citizens and stakeholders. The year 2017 was one of the NCC's most successful years, as nearly 10,000 Canadians participated in consultations on various topics. The NCC's social media presence also continues to grow, with over 147,000 people engaging online with the NCC on Facebook, Twitter, Instagram, LinkedIn and YouTube in 2017–2018.

The Urbanism Lab

Designed as an innovative forum for dialogue and participation, the NCC's Urbanism Lab is where community and thought leaders, experts, and interested citizens gather for focused discussions on key topics facing the Capital Region. In 2016, the NCC began broadcasting on YouTube, in addition to Periscope.

In 2017–2018, the Urbanism Lab offered public and staff development sessions on several important and emerging topics, including the following notable examples.



- **Socially Inclusive Transportation**—In September 2017, the NCC partnered with The Conference Board of Canada to facilitate a discussion about how affordable, accessible and efficient transportation services provide communities with numerous social benefits. The panel, featuring speakers from Transport Canada, Leeds University, Bruyère and Kéroul, explored how urban planners can provide more inclusive mobility services for people of all incomes, abilities and ages.
- **Heritage, Circa 1967: The Lessons and Legacy of Canada's Centennial in the Capital and Beyond**—In October 2017, the NCC partnered with the National Trust/APT Conference to host a discussion highlighting the urban transformation of Canada's Capital. The many projects that altered the landscape of the Capital in 1967 helped to build a strong Canadian identity. They also helped to spur an emerging conservation movement that was supported by the spirit of centennialism. The panelists, featuring speakers from the Getty Conservation Institute and the Université de Montréal, as well as local architectural historian Andrew Waldron, spoke to the legacies of that period and what they mean for heritage conservation today.
- **Public Science at the NCC: Gatineau Park, the Greenbelt, and Urban Lands and Parks**—In November 2017, the NCC invited researchers from the Université du Québec en Outaouais, McGill University and Natural Resources Canada to discuss some of the fascinating topics they study on NCC lands. This includes DNA analysis in aquatic ecosystems to track elusive species at risk and research on the emerald ash borer. One of the top priorities for the NCC, as the chief planner and steward of the Capital, is to collaborate with scientists and researchers to protect and preserve the region's natural heritage.
- **Planning the Sky**—In February 2018, the NCC hosted a discussion on the varied elements of planning green infrastructure. As looking upwards becomes an increasingly critical element of our design vocabulary, panelists from the United Kingdom's The Crown Estate, the American Bird Conservancy and Mont-Mégantic International Dark Sky Reserve were invited to discuss planning initiatives like green roofs, views protection, designing for birds and illuminating architecture.
- **Canadian Design as a Cultural Export**—In March 2018, the NCC invited speakers from architectural firms Lemay and Diamond Schmitt, as well as architecture curator Trevor Boddy, to discuss the value of Canadian urban design abroad. As Canadian architects continue to be sought-after around the world, the design influence of our nation can be seen through many international city-building projects. The last Urbanism Lab lecture of 2017–2018 asked participants to consider this design influence and its potential to be one of Canada's great new innovative economic and cultural exports.

2017–2018 Public Engagement Highlights

The NCC hosted 55 public engagement events:

- 11 online consultations
- 8 public consultations
- 25 stakeholder and community meetings
- 11 Urbanism Lab events

Indigenous Placemaking in the Capital

As part of programming for National Aboriginal Day, the NCC partnered with the Indigenous Placemaking Council in June 2017 to welcome young Indigenous planners and architects from across the country to the Capital. Three teams, supported by NCC staff, explored several sites around the National Capital Region with the goal of presenting design concepts for potential placemaking projects.

The Indigenous Placemaking Council aims to honour the 15,000 years of Indigenous presence in Canada by restoring Indigenous presence to the fabric of our communities and supporting the Truth and Reconciliation recommendations. In doing so, the council seeks to engage communities in co-design processes so that the expression of Indigenous culture can be seen in public spaces.

Future Cities Forum

Recognizing the pace and scale of change driven by rapid advances in “smart city” technologies, the NCC’s Urbanism Lab partnered with Artengine and Impact Hub Ottawa to co-present the public keynote event at the Future Cities Forum. Hosted at Lansdowne Park on February 23, 2018, the event kicked off the two-day forum, which brought together over 250 engaged citizens to explore and examine possible futures for our cities. The diverse group of speakers, from technology, social impact and creative sectors, shared their perspectives on what our future cities will look like, as new technologies take more and more space in our daily lives.

Capitalizing on Innovation

Imaging the City

In December 2017, the NCC partnered with Carleton University’s Azrieli School of Architecture to host its annual lecture series. This event, held at the National Gallery of Canada, explored the new dimensions of research and visualization in the fields of urbanism, landscape and design. As technologies and tools evolve, our ability to graphically represent and understand the urban environment is being transformed. Panelists, including speakers from the University of Toronto, Carleton University, and innovation and design firm Carlo Ratti Associati, were invited to discuss how new methods of visualization influence our relationship with natural and built environments.

3-D modelling for the Core of the National Capital Region

In this era of digital transformation, the NCC is working to evolve its technology in support of the presentation and planning of national capital projects. In the past few years, the NCC’s geomatics team has begun to build a preliminary 3-D model for the core of the National Capital Region.

In order to expand the existing model, currently being used internally, and make ownership cost-effective, a series of meetings were held between the NCC and regional stakeholders in late 2017. Complementary to the Urbanism Lab event “Imaging the City,” the City of Ottawa, Ville de Gatineau, Carleton University and Public Services and Procurement Canada joined the NCC in discussions for creating a partnership between key players in the region to own, evolve and maintain the 3-D model for the core of the National Capital Region.

Carleton University’s Carleton Immersive Media Studio (CIMS) Lab has been identified as the custodian of the 3-D model, and is currently assembling data from different partners. The first milestone is set for early fall 2018, where an initial integrated model, containing data from different parties, will be ready for use.



Partnerships

As many of the celebrations for Canada’s 150th anniversary required extensive collaboration, the NCC supported many of its partners in delivering their unique initiatives.

MosaïCanada 150

Mosaïculture—a unique art form that blends sculpting, painting and horticulture—captured the hearts of visitors to the National Capital Region in summer 2017. Over 1.3 million people visited the unique exhibition, developed by Mosaïcultures Internationales de Montréal, and showcased in Jacques-Cartier Park. The world-renowned horticultural event featured 40 massive plant-based art sculptures that highlighted Canada’s history, values and culture.

Building on the success of this event, a winter exhibition, Mosaïvernales, displayed snow sculptures based on the Mosaïcultures structures. The winter presentation was hosted in Jacques-Cartier Park in January and February 2018.

A main supporter of this initiative, the NCC worked with the Ville de Gatineau, the Government of Quebec and Canadian Heritage to present this tremendous event for Canada’s 150th anniversary. A new Mosaïcultures display will return to Jacques-Cartier Park for summer 2018.

40th Winterlude

For the past 40 years, the National Capital Region has been transformed into a winter wonderland during the month of February. Winterlude, a festival featuring many of Canada’s favourite winter activities, was first launched by the NCC in 1978. Today, the event is hosted by Canadian Heritage, and the NCC is proud to offer its support as the steward of the official sites and the custodian of the Rideau Canal Skateway.

Of course, a central part of Winterlude remains skating on the Rideau Canal, which is recognized as a UNESCO World Heritage Site. The 2017–2018 season saw over 985,000 people lace up their skates on the world’s largest skating rink—nearly 28,000 people per day. The Rideau Canal Skateway, which stretches a distance of 7.8 kilometres, has been a central part of winter in the Capital since 1971.



LEADING BY EXAMPLE

The NCC is dedicated to promoting the principles of corporate social responsibility in all that it does. This means engaging in environmentally sound practices to help achieve sustainability, protecting the heritage of the Capital, planning a universally accessible capital, and fostering a diverse, healthy workforce.

◀ The view through the bird-friendly glass installed on the RCMP building at Rideau Hall. This glass deters birds, preventing unwanted collisions and keeping birds safe.



- The NCC has reduced greenhouse gas emissions by 15.4 percent compared with its 2011–2012 baseline year.
- A total of 70 green demolition projects have diverted 93.7 percent of their waste from landfill sites.
- Some 776 hectares of land have been purchased in or adjacent to Gatineau Park and the Greenbelt.
- More than 175,000 people have participated in conservation-related programs and activities.

Environmental Sustainability

The NCC has a long tradition of stewardship of federal lands within of the National Capital Region. Its first environmental strategy, entitled *Building a Greener Capital*, was built on this tradition, and contained ambitious targets for environmental action in five areas: reducing waste, protecting biodiversity, preventing pollution, leading in environmental practices and combatting climate change. Since 2009, with the environmental strategy as its guide, the NCC has made real progress, which helped to inform the renewal process.

In fall 2016, the NCC began consulting with staff, stakeholders and the general public to review and update the current environmental strategy. The relaunching of this five-year strategy is set for fall 2018 and is significant because of its adoption of the Federal Sustainable Development Strategy (FSDS) framework. The FSDS is the Government of Canada's primary vehicle for contributing to the United Nations Sustainable Development Goals, with an emphasis on the environmental dimensions of sustainable development.

Aligning with the FSDS will ensure that the NCC's environmental objectives and programs remain relevant and timely, and will provide a visible and transparent reporting mechanism for tracking progress toward sustainability goals. The NCC's future strategy will ensure the integration of environmental and social perspectives into daily decision making, and reflect its commitment to working with partners, stakeholders and the public to continue to build together one of the world's greenest capitals. This will also align the NCC's environmental efforts with the new Plan for Canada's Capital, 2017–2067, to build a dynamic, sustainable, inspiring and thriving Capital Region.

The NCC completed the assessment of 22 sites, and undertook ongoing remediation activities at 11 sites, including four sites funded by the 2016 Federal Infrastructure Initiative. In 2017–2018, the NCC made 71 project decisions under section 67 of the *Canadian Environmental Assessment Act*, 2012. This compares with 99 project decisions made in 2016–2017. In both 2016–2017 and 2017–2018, there were no projects requiring a determination from the Governor-in-Council.

Universal Accessibility

Throughout 2017–2018, the NCC continued its leadership in promoting and enhancing universal accessibility in the Capital. Internally, the Advisory Committee on Universal Accessibility (ACUA), which includes representatives from the community and the NCC, made strides to expand its membership. The ACUA welcomed two new members, and Bob Brown, Vice-Chair of the ACUA, joined the Advisory Committee on Planning, Design and Realty (ACPD) as an ex-officio member. This increased participation of committee members is an essential part of promoting inclusive and accessible projects and programs within the National Capital Region. Fall Rhapsody, for example, included a pilot transportation project for persons with disabilities and offered shuttle services from downtown Gatineau to Gatineau Park. Externally, the ACUA works with partners like the Rick Hansen Foundation to advocate for a built environment across Canada for people of all abilities, and supports Canada's role in the UN Convention on the Rights of Persons with Disabilities.

Heritage Preservation

A critical aspect of the NCC's stewardship role is managing over 1,700 properties across the Capital Region. More than 70 of these are federally designated heritage buildings, of which the NCC is a custodian. The NCC also manages six national historic sites and six official residences. Heritage preservation places importance on recognizing cultural landscapes, which link human history and the landscape, capturing the relationship between people and the environment. The NCC works on evaluations concerning properties in Canada's Capital Region, and relies on the Standards and Guidelines for the Conservation of Historic Places in Canada to guide the management of its heritage resources.

Workforce

In collaboration with the Public Service Commission and the Conseil des écoles publiques de l'Est de l'Ontario, the NCC initiated a pilot project for students with special needs to promote diversity and inclusiveness within the workplace. During the summer months of 2017, two students with cognitive disabilities joined the NCC, alongside bilingual educators, provided by their school. The success of this project led to its renewal for summer 2018. In addition, the NCC continued to support the use of both official languages in the workplace by offering employees in-house second-language training. The main objective of this program is to provide employees with tools to improve their language skills, which are often a central feature of professional development opportunities within the public service. To support this initiative, the NCC also encouraged employees to learn about the new Canada School of Public Service learning model, which includes updated language maintenance tools.





LOOKING FORWARD

For over a century, the NCC and its predecessors have been mandated to serve as both the Capital Region's primary long-term planner and the principal steward of federal lands. These responsibilities are what drive the NCC toward building a dynamic, inspiring and sustainable capital that remains a place of national significance, and a source of pride, for all Canadians. In 2017–2018, the NCC celebrated Canada's 150th anniversary alongside Canadians by helping to showcase the beauty and history of the National Capital Region. All of the sesquicentennial initiatives, designed to honour the past and inspire the future, reflect the NCC's enduring commitment to creating lasting legacies and inform the corporation's strategic priorities.

Strengthen relations with the community, Indigenous peoples and all orders of government to foster an inclusive and meaningful National Capital Region.

Conserve and celebrate natural assets, cultural landscapes and built heritage under the NCC's stewardship to ensure a picturesque and natural capital.

Plan, develop and improve the NCC's assets such that they contribute to a thriving, connected and sustainable capital that inspires Canadians.

◀ In August 2017, the bridge on the Voyageurs Pathway over Leamy Creek was inaugurated and renamed Māwandōseg Bridge. The name, which means "land where we once gathered for celebration" in Algonquin, honours the traditional use of the lands in this area.

“Each year, millions of visitors come to Canada’s capital to use and appreciate historic sites and parklands maintained by the NCC, including Confederation Boulevard (Canada’s ceremonial route), Parliament Hill and Gatineau Park. To ensure these infrastructure assets continue to remain safe and enjoyable for current and future generations of visitors to Canada’s capital, the Government will invest \$55 million over two years, in support of critical repair and maintenance work on its portfolio of fixed assets.”

Budget 2018

Maintaining Infrastructure and Assets

The NCC’s stewardship responsibilities extend to a large and diverse portfolio that includes parkways, pathways, properties and buildings, bridges, commemorations, and interpretive panels. Although efforts to preserve and maintain this region-wide network of infrastructure are ongoing, the issue of deferred asset maintenance has been a continuing challenge for the NCC. The importance of promptly addressing this deficiency was also identified by the Office of the Auditor General of Canada’s special examination report in 2017. Improving the condition of its assets and infrastructure to ensure safety and resiliency, and that they meet the expectations and needs of Canadians, remains a top priority for the NCC.

Over several years, the NCC has worked with its federal partners toward addressing deferred asset maintenance, following a detailed internal analysis of current asset and infrastructure conditions. In Budget 2018, the Government of Canada announced an investment of \$55 million toward reducing the funding shortfall. In the short term, this investment will enable the corporation to begin revitalizing its assets by working on those requiring critical repairs, and restoring them to good condition.

Moving forward, the NCC will continue to work with the government to address its long-term financial needs to ensure that maintenance requirements are addressed across the Capital Region. Furthermore, the NCC will continue to provide ongoing leadership for projects to maintain, rehabilitate and improve the health, safety, functionality and security of the official residences, including those of Canada’s prime minister.

Transforming the National Capital Region

LeBreton Flats and the surrounding Chaudières, Albert and Victoria islands occupy one of the most beautiful waterfront sites in Canada’s Capital Region, and are one of the region’s few urban areas where major development remains possible. To realize the potential of the area as a vibrant destination in Canada’s Capital Region, the NCC will continue to advance the transformation and redevelopment of LeBreton Flats and the islands. In the coming months, the NCC will continue negotiations with the preferred proponent, with the goal of reaching a master development agreement on the long-term redevelopment of LeBreton Flats in 2019.

The NCC will also proceed with its phased projects at the Bronson Pulp Mill ruins and Richmond Landing to improve connectivity and enhance the public experience of the Ottawa River shorelines and islands. In addition, the NCC is working with the private sector to ensure that significant public benefits are generated from the development projects in the area. These benefits include universally accessible public parks, pathways and vantage points for viewing landmarks in the Capital, as well as seamless connectivity for pedestrians and cyclists between the islands, and the Ottawa and Gatineau shorelines.

Connecting Canadians to Natural Capital

The shorelines and waterways of the Ottawa, Gatineau and Rideau rivers represent some of the Capital Region's greatest natural features, along with the historic Rideau Canal that winds through the centre of the Capital. The NCC will continue its efforts to offer public access and new connections for Canadians to discover the shorelines and waterways of the Capital Region, and promote a vibrant river culture celebrating the distinctive features these have to offer.

In keeping with its vision for the Capital's shorelines, the NCC will begin implementing the Ottawa and Gatineau riverfront park plans on the north shore and the south shore of the Ottawa River. The NCC will also continue moving forward with plans to revitalize Nepean Point, based on the winning design proposal that was selected in fall 2017. Through the realization of these plans, the NCC will enhance animation opportunities, celebrate cultural heritage attributes, and complete environmental rehabilitation for these natural features of the Capital Region.

Creating Lasting Legacies With Regional Partners

As a value-added partner, the NCC continually seeks to build strong relationships, foster strategic partnerships, and collaborate and consult with a diverse range of citizens and stakeholders in support of Canada's Capital Region. The significance of each ongoing or proposed real estate development requires the NCC to remain committed to advancing consultative efforts at all stages of a project.

In the spirit of reconciliation, the NCC will continue strengthening and expanding its dialogue and engagement with Indigenous peoples, particularly the Algonquin First Nation, to ensure that the long-term development of Canada's Capital reflects and showcases the history, culture, art, languages and the long presence of Indigenous peoples.

Additionally, the NCC will work to enhance its relationship with federal and municipal partners, including the cities of Ottawa and Gatineau, by clarifying roles and responsibilities with common regional objectives in mind. It will also explore relationships with public transportation entities to reduce environmental impacts on the Capital's green spaces.

Modernizing Planning in the Capital Region

The NCC is responsible for setting the long-term planning direction for federal lands in the Capital Region. To ensure that its planning tools are modern, innovative and able to support its vision for the continued evolution of the Capital Region, one of the NCC's priorities is to modernize its planning framework.

Central to the NCC's modernization efforts will be the implementation of the Plan for Canada's Capital, 2017–2067. The NCC will also advance the renewal of other key plans for the Capital Region, including the Gatineau Park Master Plan, and will proceed with the next iteration of its environmental strategy. Other work to support the modernization of the planning framework will focus on developing clear and concise policies, simplifying processes to achieve more efficiency and timeliness, and fostering a better understanding of requirements among proponents seeking federal approvals.

In addition, through its responsibility for granting federal land use, design and transaction approvals, the NCC will support major projects being undertaken in the Capital Region, including the rehabilitation of the Parliamentary Precinct, The Ottawa Hospital expansion and the Ottawa light rail transit project.



CORPORATE GOVERNANCE

Mandate

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

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

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

Mission

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

Guiding Principles

To guide the conduct of its activities, the NCC abides by the following principles. These principles support the priorities established by the federal government for Crown corporations.

Accountability

The NCC is committed to serving the public with pride and to being responsible and respectful by applying prudent fiscal management.

Openness and Transparency

The NCC is committed to ensuring the openness and transparency of its activities, and seeking public and stakeholder feedback, recognizing that the nation's capital is for all Canadians to enjoy.

Clarity

The NCC sets clear priorities, and is committed to creating a shared vision for Canada's Capital Region on behalf of all Canadians.

Integrity

The NCC interacts with clients, partners and the public with integrity, honesty, respect and fairness.

Leadership and Innovation

The NCC values creativity and innovation, based on knowledge and research. It fosters efforts to be proactive in finding solutions to problems and to lead by example.

Organizational Pillars

Central to everything the NCC does are ongoing initiatives to put people first and to build a greener capital. Both are embedded in the culture of the NCC.

Putting People First

The NCC is committed to creating a stimulating and engaging work environment for its employees, and to having a representative workforce. When dealing with the public, the NCC strives to be an open and transparent organization that achieves excellence in client service and public engagement.

Building a Greener Capital

As the principal steward of federal lands in Canada's Capital Region, the NCC is committed to building a greener capital to ensure the long-term sustainability of the region.

Board of Directors

Composition, Roles and Responsibilities

The NCC's national board of directors brings together people of relevant professional backgrounds, from the Capital Region and across Canada. As defined in the *National Capital Act*, the board consists of a chairperson, a chief executive officer (CEO) and 13 other members, from the Capital Region and other parts of the country. At this time, seven members of the Board are from Canada's Capital Region (including the Chair and CEO), while the remaining seven members are from across Canada, with one seat currently vacant. The mayors of the cities of Ottawa and Gatineau are also participants in all board meetings, on an ex-officio, non-voting basis.

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

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

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

2017–2018 Board Highlights

In 2017–2018, the Board of Directors held five public meetings, five in-camera meetings, six in-camera conference calls, five electronic votes, an annual public meeting and a ninth annual strategic planning session.

Board Appointments

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

Municipal Participation at Board of Directors Meetings

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

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

Accountability and Operations

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

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

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

National Capital Commission Board of Directors¹



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



Dr. Mark Kristmanson
Chief Executive Officer
Ottawa, Ontario
February 3, 2014 to
February 2, 2019
A, B, C, 1, 2



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



Larry Beasley
Vancouver, British
Columbia
January 30, 2018 to
January 29, 2022
A, 1



Victor Brunette
Gatineau, Quebec
June 18, 2015 to
June 17, 2019
1



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



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



Aditya Jha
Mississauga, Ontario
March 26, 2015 to
March 25, 2019
C



Carol Loughrey
Fredericton, New
Brunswick
July 1, 2015 to
June 30, 2019
B, 2



Lisa M. Macdonald
New Glasgow, Nova
Scotia
July 1, 2015 to
June 30, 2019
C



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



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



Robert Plamondon
Ottawa, Ontario
May 14, 2014 to
May 13, 2018
B



Basil L. Stewart
Summerside, Prince
Edward Island
June 18, 2015 to
June 17, 2019
B, C

Corporate Committees

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

Advisory Committees

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

Non-voting ex-officio participants



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



Jim Watson
Mayor of the
City of Ottawa

1. As of March 31, 2018, there was one vacancy on the Board of Directors.

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

The board meets in person five times per year, as well as via teleconference on an as-required basis throughout the year. Each meeting consists of an open public session and an in-camera session. The public is invited to attend the public session in person or to view proceedings online, via live webcast on the NCC's website and YouTube. Live updates of meeting proceedings are also provided via social media. Meeting agendas and other documents, such as the CEO's report on activities, are also posted on the NCC website.

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

Committees

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

Corporate Committees

The Executive Committee is called upon when necessary to deal with specific business or issues. In such cases, the board of directors can delegate certain powers and functions to this committee. Currently, these delegated powers include a limited power to grant approvals pursuant to section 12 of the *National Capital Act*.

The Audit Committee oversees the integrity of the NCC's financial information, reporting, processes and controls, as well as the NCC's internal audit function.

The Governance Committee assists the board in overseeing and assessing the NCC's governance framework to ensure that it meets effective corporate governance principles and best practices.

Advisory and Special Committees

These committees provide technical advice to the CEO and the executive management team in implementing the NCC's mandate. Recognized experts from across Canada are recruited to sit on these committees. The board of directors appoints advisory committee members. The CEO appoints special committee members.

The Advisory Committee on Planning, Design and Realty provides objective, professional advice on the NCC's long-range plans and policies for the use of federal lands in Canada's Capital Region, land use and design proposals affecting such lands, and other real property issues. Committee members are experts in real estate development; environmental, urban and regional planning; urban design; heritage preservation; architecture; and landscape architecture.

The Advisory Committee on the Official Residences of Canada provides objective, professional advice on asset management and matters relating to the six official residences in Canada's Capital Region. The committee also provides advice to Public Services and Procurement Canada, the custodian of the Citadelle, the governor general's official residence in Québec City. Committee members are experts in interior design, architecture, heritage and real asset management.

The Advisory Committee on Universal Accessibility provides objective, professional advice on how to address universal accessibility requirements for projects undertaken by the NCC.

The Canadiana Fund is responsible for soliciting donations of heritage art, artifacts, furniture and funds for the enhancement of staterooms in the official residences. Pieces are chosen that reflect Canada's heritage, artistic traditions and historical associations, or that complement the architectural style of a particular residence.

Board of Directors Remuneration

Earned from April 1, 2017 to March 31, 2018

Board Members	Retainer ¹	Per Diems ^{1,2,4,5,6,7}	For Travel ^{2,3}	Total	Attendance					
	\$ (A)	\$ (B)	\$ (C)	\$ (A+B+C)	Board Meetings 12 days	Committee Meetings (Corporate and Advisory)				
						EC 2.0 days	AC 2.0 days	GC 1.5 days	ACPDR 7.5 days	ACORC 2.5 days
Mireille Apollon (term started on December 14, 2017)	0	563	0	563	3	0.5	–	–	–	–
Larry Beasley (term started on January 30, 2018)	0	188	0	188	1	0.5	–	–	–	–
Victor Brunette	4,000	5,438	0	9,438	11	–	–	0.5	7.5	–
Brian Coburn (until September 27, 2017)	2,957	2,250	0	5,207	6.5	–	–	1	–	–
Michael Foderick (term started on December 17, 2017)	0	563	125	688	3	–	–	–	–	–
Tanya Gracie (term started on December 14, 2017)	0	938	0	938	3	–	–	–	–	–
Norman Hotson (until January 29, 2018)	4,000	1,688	344	6,032	5.5	–	–	0.5	–	1
Aditya Jha	4,000	3,188	0	7,188	8	–	1.5	0.5	–	1
Carol Loughrey	4,192	5,625	1,313	11,130	12	–	2	1.5	–	0.5
Lisa M. Macdonald	4,000	3,750	1,042	8,792	12	–	–	1.5	–	–
Russell Mills (until April 29, 2017)	3,099	7,063	0	10,162	1.5	0.5	0.5	–	–	–
Norm Odjick (term started on December 17, 2017)	0	938	0	938	2.5	0.5	–	–	–	0.5
Sara Jane O'Neill (term started on December 14, 2017)	0	938	0	938	3	–	–	–	–	–
Michael Pankiw (until December 13, 2017)	3,804	5,438	3,141	12,383	8	–	1.5	0.5	6	–
Robert Plamondon	5,808	9,031	0	14,839	12	1.5	2	0.5	1.5	–
Michael Poliwoda (until December 13, 2017)	3,804	3,563	0	7,367	7.5	1	–	1	–	–
Denys Rivard (until December 13, 2017)	3,804	2,438	63	6,305	6.5	–	1	1	–	–
Marc Seaman (term started on June 7, 2017)	5,320	21,344	0	26,664	10	1	0.5	1	2	–
Kay Stanley (until December 13, 2017)	3,804	5,594	0	9,398	8	1	–	1.5	–	–
Basil L. Stewart	4,000	4,500	838	9,338	9.5	–	1.5	0.5	–	–
Total	56,592	85,038	6,866	148,496						

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

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

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

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

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

6. Robert Plamondon was interim chairperson of the Board from May 3, 2017, to June 6, 2017.

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

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

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 GIC appointees in Crown corporations. The chair of the board of directors receives an annual retainer between \$8,000 and \$9,400 and a per diem of \$375 for attending board and committee meetings, and for certain special executive, analytical or representational responsibilities approved by the board of directors. Other board members who participate in committees and perform other special duties receive an annual retainer of between \$4,000 and \$4,700 and a \$375 per diem. In addition, board members are reimbursed for all reasonable out-of-pocket expenses, including travel, accommodation and meals, while performing their duties. The chair of the Audit Committee receives an additional retainer of \$2,000 per year.

As ex-officio non-voting participants, the mayors of Ottawa and Gatineau are not entitled to receive remuneration.

Independent Audit

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

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

The last special examination was completed in 2017. Overall, the OAG found that the corporation had good corporate management practices for governance, strategic planning, performance measurement and reporting. However, the OAG made two recommendations related to risk management practices and asset maintenance.

In response to these findings, the NCC developed a detailed action plan to appropriately address each OAG recommendation. The corporation committed to continue advancing a comprehensive and integrated enterprise risk management framework that sets risk tolerances, assesses strategic and operational risks, and provides comprehensive risk information for decision making. This risk management framework is further supported by the creation of an inventory of operational and corporate risks that is updated and presented to senior management on a quarterly basis. The NCC also completed an asset and funding review, including the development of a 10-year recapitalization plan, aimed at restoring and maintaining assets at an appropriate level of condition.

Budget 2018 announced the Government of Canada's \$55-million investment over two years toward addressing deferred asset maintenance. In the short term, this investment will enable the corporation to begin revitalizing its assets by working on those requiring critical repairs and restoring them to good condition. The NCC will continue to collaborate with other government organizations to identify long-term solutions to ensure that its infrastructure assets remain safe, resilient and enjoyable for current and future generations of visitors to the Capital Region.

National Capital Commission Ombudsman

Appointed by the board of directors, the NCC ombudsman serves as an independent and confidential resource for the public to solve complaints when all other internal avenues of redress are exhausted. When appropriate, the ombudsman will intervene or investigate with a view to settling a complaint in a fair way, using the simplest, least adversarial process possible. The ombudsman is required to submit an annual report on his or her activities to the board of directors. The annual report is also made available to the public on the ombudsman's website.

Organizational Structure

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

Executive Management Committee

Dr. Mark Kristmanson

Chief Executive Officer

Daniel Champagne

Executive Director, Capital Planning

Mark Dehler

General Counsel and Commission Secretary

Catherine Ella

Executive Director, Official Residences of Canada

Jayne Hinchliff-Milne

Director, Audit, Research, Evaluation and Ethics, and Chief Audit Executive

Michel Houle

Executive Director, Corporate Services, and Chief Financial Officer

Gary Lacey

Executive Director, Capital Stewardship

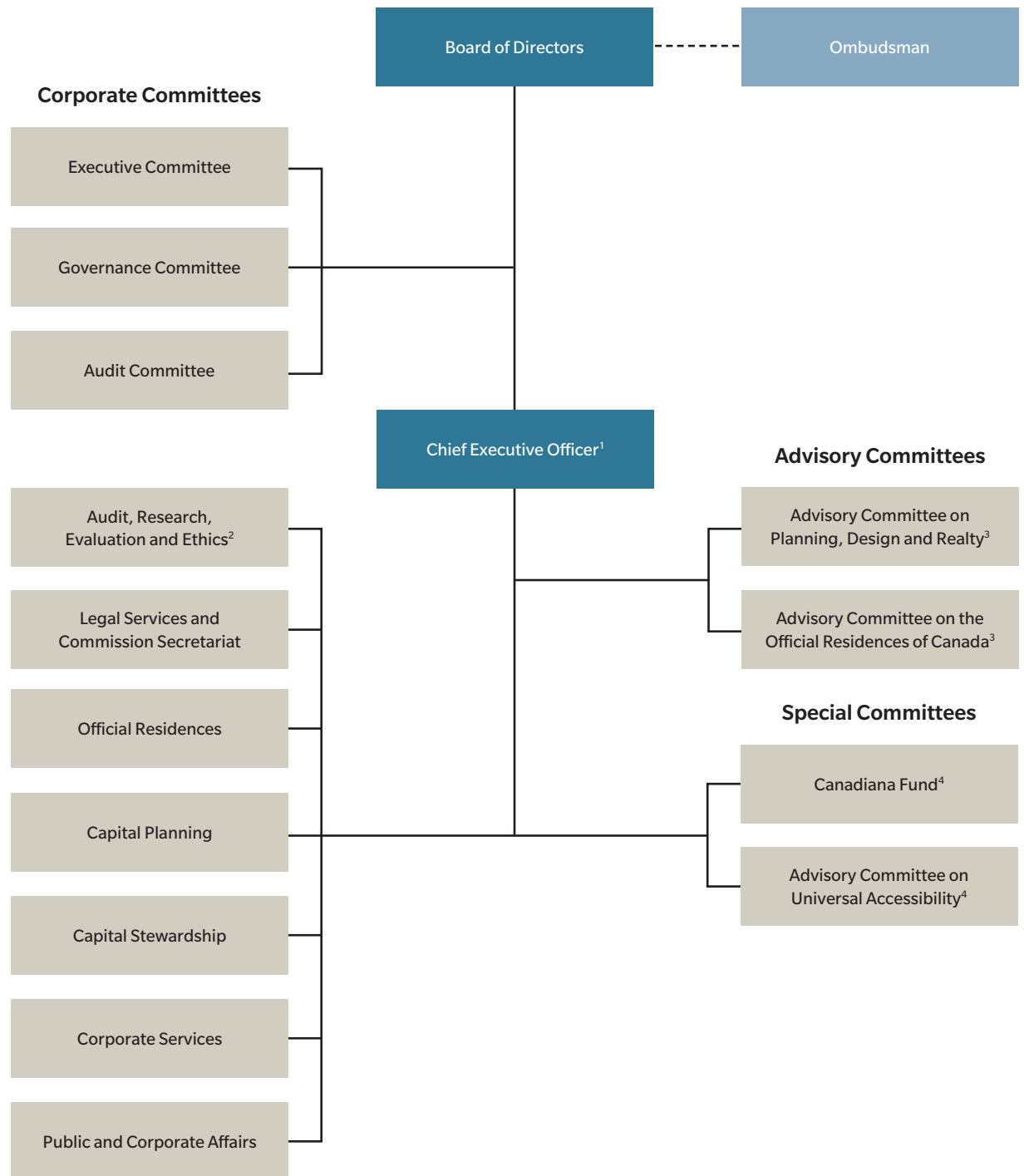
Anne Ménard

Chief of Staff to the Chief Executive Officer

Natalie Page

Executive Director, Public and Corporate Affairs

Structure of the National Capital Commission



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

MANAGEMENT DISCUSSION AND ANALYSIS



Five-Year Key Highlights

For the years ended March 31 (in thousands of dollars)

	2018	2017	2016	2015	2014
Operating Funding					
Parliamentary appropriations for operating expenditures	66,130	68,467	67,712	68,781	71,839
Operating revenues	48,858	38,746	33,200	32,804	32,318
	114,988	107,213	100,912	101,585	104,157
Cost of Operations	132,638	136,058	121,250	143,020	115,251
Capital Funding					
Parliamentary appropriations for capital expenditures	23,500	22,789	22,665	23,665	27,823
Major Capital Projects					
LeBreton Flats redevelopment	627	1,091	653	2,077	3,298
Official residences	6,451	9,804	6,102	2,744	6,156
Real property acquisitions	7,940	8,375	2,526	822	1,035
Capital Assets					
Land	310,348	305,896	299,736	292,614	281,434
Buildings and infrastructure and leasehold improvements (net of amortization)	324,463	314,835	303,297	300,068	301,672
Investments in capital assets	31,939	37,565	26,794	22,480	29,394
Acquisition and Disposal Fund	21,280	25,476	33,775	36,197	36,896

Figures are net of any financial impact associated with activities transferred to Canadian Heritage in September 2013.

* Variations in year-over-year cost of operations are primarily attributable to one-time expenditures, which are further described in the Financial Performance section on page 78 of the present 2017–2018 annual report.

* Investments in capital assets excludes non-monetary expenditures

Five-Year Key Operating Highlights

For the years ended March 31

	2018	2017	2016	2015	2014
Number of employees	441	444	402	401	402

◀ The Chambers Building, built between 1890 and 1893, was designated as a National Historic Site of Canada in 1990.

2017–2018 Operating Environment

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

Government and Politics

The federal government's agenda is focused on growing the middle class, innovation, a clean environment, a strong economy and renewed relations with Indigenous peoples. There has also been an increased emphasis on openness and transparency, and results management and reporting on outcomes across the whole of government. Provincially, the governments of both Ontario and Quebec continue to prioritize economic growth and job creation, education and skills development, and investment in infrastructure. The City of Ottawa and Ville de Gatineau also remain valuable partners for the NCC, and the participation of the mayors, as well as other regional representatives, on the board of directors provides an opportunity for discussion regarding urban planning, regional transportation and environmental sustainability within the Capital Region.

Economy

Changes to Canada's overall economic outlook, fiscal and monetary policy, and the real estate market continue to impact the NCC. The low Canadian dollar is expected to lead to an increase in tourism from the United States, which in turn may have an impact on the number of visitors to the National Capital Region and users of NCC assets. The federal government has committed to modest budget deficits over the next four years. Programs and spending increases are focused on infrastructure, public transit, creating jobs for the middle class and a new global skills strategy. Infrastructure spending targeted to provincial and municipal governments could lead to partnership opportunities for the NCC.

Society

The demographic face of Canada is constantly evolving. The NCC needs to continually evaluate how it can best deliver its programs and services to meet the needs of these changing demographics.

Urban Planning

As the National Capital Region's urban population grows, planning practices are shifting to accommodate a densified and expanding core. To counterbalance this growth, new urban planning priorities are contributing to the creation of healthy cities. A number of greening trends and practices are affecting how cities are planned and developed. Moreover, progress has been made toward quantifying quality of life factors that were not previously measured in standard monetary values.

While governments at all levels have increased infrastructure funding in recent years, Canada's aging infrastructure remains at risk. With the increasing importance of infrastructure investment and development in today's economy, the NCC continues to play a vital role in Canada's Capital Region, through its long-term planning and stewardship functions with respect to federal lands, as well as through the federal land use, design and transaction approval process.

Environment

The environment is a key priority for the Government of Canada. Climate change, investment in green technologies and infrastructure, protecting fresh water, and a review of Canada's environmental assessment processes are among the Government's policy priorities. As the principal steward of federal lands in the Capital Region, and the region's largest landowner, the NCC will continue to help build a greener capital and act as a leader in promoting excellence in environmental sustainability for the region.

Social Media

As social media, digital technologies and Internet use continue to grow in numbers and importance, organizations and businesses are being challenged to keep pace and engage followers in new and meaningful ways. This has had an impact on how the NCC delivers its services, how it manages its information, and how it communicates with the general public through social media and digital technologies—for which the NCC is recognized as being at the leading edge of federal Crown corporations. The NCC will continue its efforts through various social media, such as Facebook, Twitter and Periscope, to increase its audience reach, and further advance its engagement, openness and transparency.

Security

Security has become a growing concern for Canada. As the owner of a large portfolio of assets, many of them of national significance, the NCC must ensure that its assets and work spaces are properly maintained, safe and secure. Ensuring that business continuity and disaster recovery plans are in place and up-to-date, and maintaining and managing up-to-date and relevant information technology security infrastructure are part of the NCC's risk mitigation strategies.

Capability to Deliver Results

Employees

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

Partners and Sponsors

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

Volunteers

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

Engagement and Support

To build a signature capital, renowned for its green space as well as its heritage space, the NCC needs to ensure that it engages Canadians in constructive dialogue. It also strives to be open and transparent. This fosters a climate of trust which, in turn, builds good relationships and supportive partnerships between the corporation and local municipalities, elected officials, partners and sponsors, residents, stakeholders, and all Canadians.

Innovation, Adaptability and Responsiveness

The NCC needs to innovate to be able to adapt and respond to a constantly changing environment. This ensures that the corporation's ways of doing business remain efficient, responsive and financially responsible. Central to the NCC's approach to innovation is its commitment to engagement, collaboration and being a value-added partner. By engaging with the academic community, residents, world-renowned professionals, stakeholders, and the private and public sectors, the NCC is able to adopt a broader perspective and be more open to imaginative and innovative projects befitting a capital city.

Integrated Risk Management

The NCC uses a comprehensive and integrated risk management framework to identify, manage and mitigate its risks. The NCC applies this framework in strategic decision making, operational planning and project management. It is also incorporated into the corporation's planning and reporting cycle through a risk profile exercise, which helps to identify the key corporate risks and corresponding mitigation measures for the planning period. Key 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.

In 2017–2018, following a recommendation from the OAG's Special Examination Report—2017, the NCC updated its enterprise risk management framework to ensure that it sets risk tolerances, assesses strategic and operational risks, and provides comprehensive risk information for decision making. The NCC also created an inventory of operational and corporate risks. These actions are in accordance with industry best practices and were approved by senior management in March 2018.

The key corporate risks identified for 2017–2018 were capacity, reputation and influence, and safety and security.

Capacity

Capacity risks relate to the NCC's ability to maintain sufficient levels of both financial and human resources to be resilient to a changing business environment and to effectively deliver its activities and manage its assets. To mitigate the financial capacity risk, which relates to the deficiency in asset maintenance identified in the OAG's Special Examination Report—2017, the NCC completed its asset and funding review, including the development of a long-term recapitalization plan, aimed at restoring and maintaining the condition of its assets. In 2017, the NCC worked with other government entities to secure additional funding for asset restoration and maintenance. These efforts led to the Budget 2018 investment of \$55 million over two years to revitalize NCC assets. In addition, the NCC has focused on optimizing business processes and developing human resource strategies to attract, manage and retain a talented workforce. The NCC continues to engage internally in a manner that encourages collaboration and integration among branches, with the goal of leveraging opportunities to improve efficiencies.

Reputation and Influence

Reputation and influence risks relate to the NCC's ability to maintain a positive reputation and be able to influence partners, stakeholders, the public and elected officials. To protect its reputation and influence, the NCC engages with stakeholders, partners and the public, and builds awareness of the added value that the organization provides to the Capital Region. In 2017–2018, the NCC continued to implement its Integrated Communication Plan, which includes a proactive approach to engaging partners and to better communicating policies and processes related to NCC regulatory roles. The NCC was also involved in highly visible projects in the National Capital Region, such as the Mackenzie Avenue cycling lanes, the City of Ottawa's LRT system, the redevelopment of LeBreton Flats, and efforts to promote tourism in and around Gatineau Park.

Safety and Security

Safety and security risks relate to the deterioration of conditions of the NCC's assets due to deferred maintenance or insufficient prioritization of maintenance and renewal activities, which could cause health and safety issues. This area of concern was also discussed in the OAG's Special Examination Report—2017. Risk response measures over the course of 2017–2018 included a detailed asset-by-asset analysis to determine the level of resources required to maintain safe, sustainable and resilient infrastructure. This analysis has provided the foundation for work that must be undertaken on NCC assets in need of critical repairs, using the funds announced in Budget 2018. Regular inspections of lands and assets, as well as ensuring that security plans, policies and procedures are up-to-date, remain a key part of the NCC's day-to-day activities.

Performance Against Priorities

The following summarizes the NCC's performance against its planned objectives included in the Summary of the 2017–2018 to 2021–2022 Corporate Plan.

The NCC successfully met or partially met 91 percent of its 2017–2018 key expected outputs and commitments, along with a multitude of other complex and emerging priorities.

Performance Rating Guide

The NCC's performance rating guide is used to measure the achievement or progress against targets set out in the Summary of the 2017–2018 to 2021–2022 Corporate Plan. Performance evaluation at year-end is based on the four categories described below.

Rating	Definition	Corporate Plan Commitments
On target	The commitment is on track, or has been achieved on time, on budget and within the committed scope.	27
Target variance	There are some uncertainties about the NCC's ability to deliver the commitment, or the commitment has been fulfilled with some minor delays, changes in scope, budget increases or overruns.	3
Not on target	The commitment has been delivered, or likely will be delivered, with significant delays, changes in scope, budget increases or overruns.	3
Not applicable	The commitment falls outside the current fiscal year, and the commitment's status cannot be determined at this time. The commitment has been abandoned following an expressed decision by the Government, Board of Directors or Executive Management Committee.	3

Priority 1

Facilitate and support LeBreton Flats and the islands in becoming a signature destination of national significance.

Expected Outcomes	
Intermediate	Improved linkages, accessibility, wayfinding and public access to LeBreton Flats and the islands
Long-term	An enhanced experience through a vibrant and distinctive Capital district at LeBreton Flats and on the islands

Key Output	Target Date	Status
LeBreton Flats Redevelopment Continue negotiations with the preferred proponent, and reach an agreement on the terms and conditions governing the future development.	End of 2017–2018	On target
Pending an agreement, seek the required federal approvals.	End of 2018–2019	Not applicable
Richmond Landing and Bronson Pulp Mill Ruins Improvements Complete planned improvements at Richmond Landing.	End of 2018–2019	On target
Complete planned improvements at the Bronson Pulp Mill ruins.	End of 2019–2020	On target
Indigenous Centre on Victoria Island Complete a study to assess establishing an Indigenous Centre as part of the long-term vision and plan for Victoria Island.	End of 2018–2019	On target

LeBreton Flats Redevelopment: A memorandum of understanding and term sheet were negotiated with RendezVous LeBreton Group, and approved by the Board of Directors in January 2018. A draft master development agreement is being developed. The NCC's intention is to present a first draft of the agreement to the project steering committee in Q2 2018–2019, and to the Board of Directors for approval in June 2019. The NCC has defined three themes with the Algonquin Nation that will form the basis of the ongoing consultation process: education and training, economic development, and cultural representation.

Richmond Landing: Phase 1 of the Richmond Shoreline Access Project, including a ceremonial landing and navy wake, was substantially completed in Q2. The installation of items such as lighting, planting and a concrete bench will occur in spring 2018. The dock and gangway were temporarily removed for modifications, and will be installed in spring 2018. The construction of Phase 2 of the project, including universally accessible pathways, landscaping and other improvements to land access to the site, will be initiated in the summer of 2018.

Bronson Pulp Mill: Initial brush clearing and preparation of the site by the NCC for pathway work has begun. Tender documents have not been completed. However, work on this initiative will continue through to 2019–2020.

Indigenous Centre on Victoria Island: The NCC, through the Victoria Island Steering Committee, continued its dialogue with Algonquin representatives regarding the future of Victoria Island and the potential to develop an Indigenous centre. A statement of requirements was completed. This is a longer-term initiative, and work will continue in 2018–2019.

Priority 2

Offer public access and new connections for Canadians to discover the shorelines and waterways.

Expected Outcomes	
Intermediate	Enhanced connectivity, ecological management, and safety and security along the shorelines and pathways
Long-term	Seamless connectivity and access to the shorelines and waterways in the Capital Region

Key Output	Target Date	Status
Plans for the Shorelines and Waterways Complete public consultations, and seek approval of a plan for the Ottawa River South Shore Riverfront Park Plan.	End of 2017–2018	Target variance
Complete public consultations and seek approval of a plan for the Ottawa River North Shore Parklands Plan.	End of 2017–2018	Target variance
Safeguarding a Healthy River Ecosystem Cooperate with regional partners to support development of a council of Ottawa River stakeholders to discuss common challenges concerning the ecological management of waterways.*	End of 2017–2018	On target
Establish an advisory committee to guide the implementation of the Ottawa River north shore sector plan.	End of 2017–2018	On target
Shoreline Infrastructure and Activation Points Develop plans to implement commercial activation points along the shorelines of the Capital Region as nodes for animation and activity.	End of 2017–2018	On target
Nepean Point Revitalization Select the winning proposal for the Nepean Point revitalization design competition.	End of 2017–2018	On target
Initiate green demolition of Nepean Point to allow construction to begin.	End of 2018–2019	Not applicable

*Note: This wording has been adjusted. The NCC determined through preliminary discussions with stakeholders that it will support, rather than lead this initiative.

Ottawa River South Shore Riverfront Park Plan: Public and stakeholder consultations were completed in Q4. The plan was presented to the Advisory Committee on Planning, Design and Realty in March 2018 and received substantial positive comments. The plan was approved by the Board of Directors in June 2018, rather than in Q4 2017–2018.

Ottawa River North Shore Parklands Plan: Public and stakeholder consultations were completed. The plan was approved by the Board of Directors in April 2018, slightly behind the NCC's target approval date of Q3 2017–2018.

Council of Ottawa River Stakeholders: The NCC provided input to Environment and Climate Change Canada to define the federal role in the watershed council, and has contributed feedback regarding the watershed council study.

Advisory Committee for the Ottawa River North Sector Plan: An Ad Hoc Committee on the Activation of the North Shore was established and is co-chaired by the executive directors of the NCC's Capital Stewardship Branch and Capital Planning Branch. The committee held its first meeting in October 2017, and a meeting has been scheduled for Q1 2018–2019 to discuss the approved Ottawa River North Shore Parklands Plan and to continue to strategize its implementation.

Shoreline Infrastructure and Activation Points: The NCC negotiated and signed a lease for the Tavern on the Hill in Major's Hill Park, a key location for viewing the Ottawa River and the Rideau Canal. The tenant has received positive press reviews and higher-than-anticipated sales. Communications with local community associations and elected officials have yielded potential activation points near 50 Sussex Drive, the Gatineau Wharf and the Rockcliffe Pavilion. The NCC concluded a second successful season of the Sir John A. Macdonald Winter Trail, despite challenging winter conditions. It is anticipated that this initiative can be sustained in future years through the ongoing agreement with the Dovercourt Recreation Association. The Sir George-Étienne Cartier / Ski Heritage East Trail operated a successful pilot year with funding support provided by the City of Ottawa. A small portion of the NCC trail was groomed to Green's Creek, with the possibility of extension in future years.

Nepean Point Revitalization: The winning concept for the Nepean Point redevelopment, entitled Big River Landscape, submitted by Janet Rosenberg & Studio Inc., was selected by the jury and approved by the Board of Directors in November 2017. A contract was negotiated with the successful proponent, and the design phase of the project is expected to begin in May 2018. The green demolition phase of the project has been postponed until 2019–2020.

Priority 3

Modernize the NCC's planning framework, and renew the long-term plan for Gatineau Park.

Expected Outcomes	
Intermediate	Modern and innovative planning tools
Long-term	NCC plans support the long-term direction for a lively, distinctive and sustainable Capital Region

Key Output	Target Date	Status
Gatineau Park Master Plan Continue the review, and conduct public and stakeholder consultations on the future directions for the Gatineau Park Master Plan.	End of 2017–2018	On target
Seek the Board of Directors' approval of the Gatineau Park Master Plan to proceed with its implementation.	End of 2020–2021	Not applicable
NCC Environmental Strategy Launch public and stakeholder consultations on the NCC environmental strategy.	End of 2017–2018	On target
Seek the Board of Directors' approval, and begin to implement the renewed NCC environmental strategy.	End of 2018–2019	On target
Supporting Policies for the Planning Framework Initiate consultation with stakeholders on the draft update to the Parkways Policy.	End of 2017–2018	Not on target
Seek the Board of Directors' approval of the renewed Parkways Policy.	End of 2018–2019	Not on target
Complete the NILM review.	End of 2018–2019	Not on target
Begin development of a renewed views protection policy for the Capital.	End of 2019–2020	On target

Gatineau Park Master Plan: Initial consultations with staff and stakeholders were conducted in Q1 to assess the 2005 Gatineau Park Master Plan. In Q2, a statement of requirements was approved by the Executive Management Committee (EMC). Two public meetings, as well as discussions with the Public Advisory Committee and Indigenous stakeholders were held in Q3. These phase one consultations focused on existing conditions and thoughts about the future of the Park. A consultation report is being completed and, as part of phase two consultations, a preliminary vision statement, principles and strategic objectives are being drafted for public engagement to be undertaken in Q1 2018–2019. An update on the phase one and phase two consultation activities was provided to the Board of Directors in April 2018.

NCC Environmental Strategy: A preliminary draft of the strategy, including proposed targets and actions, has been circulated within the NCC to solicit feedback. It was presented to EMC, as well as to the Advisory Committee on Planning, Design and Realty for comments. Further discussions are planned with the Board of Directors in Q1 2018–2019 regarding proposed principles, actions and implementation. The final strategy is expected to be presented to the Board of Directors in September 2018.

Update to the Parkways Policy: The NCC’s intention had been to complete consultations regarding a draft Parkways Policy in Q4 2017–2018. As a result of competing planning priorities, the initiative to update the Parkways Policy will begin in Q2 2018–2019.

NILM Review: As a result of competing planning priorities, the initiative to conduct the NILM review will begin in Q2 2018–2019.

Views Protection Policy: In 2017–2018, the NCC convened an initial meeting with a group of stakeholders in anticipation of creating a three-dimensional model of the Capital. A statement of requirements for renewal of the Views Protection Policy will be completed in Q3 2018–2019.

Priority 4

Create lasting legacies to serve as sources of pride for Canadians, including the official residences of Canada.

Expected Outcomes	
Intermediate	Assets under the NCC’s stewardship represent the nation’s symbolic, natural and cultural heritage
Long-term	NCC legacy assets serve as a source of pride among Canadians

Key Output	Target Date	Status
Projects for Canada’s Sesquicentennial Celebrations Implement projects and programming for Canada’s sesquicentennial celebrations.	End of 2017–2018	On target
Ensure that the selected project legacy elements are in place.	End of 2017–2018	On target
Official Residences Implement the required projects to maintain, rehabilitate and improve the health, safety, functionality and security of the official residences, including major works such as the rehabilitation of the front entrance forecourt at Rideau Hall.	End of 2017–2018	On target
Complete the redevelopment of the operations zone at the Rideau Hall campus.	End of 2020–2021	On target
National Holocaust Monument Complete all construction and site commissioning for the public unveiling of the National Holocaust Monument.	End of 2017–2018	On target

Canada 150 Projects: Canada's 150th anniversary has been a great success for the NCC and partners across the National Capital Region. At Jacques-Cartier Park, MosaiCanada was officially launched on June 30, 2017. The event was positively received, and it is estimated that over 1.3 million people visited the exhibit.

Over 130,000 people visited the NCC's Confederation Pavilions, which began with the opening of the Winter Pavilion at Rideau Hall on January 28, 2017. The Confederation Pavilions included the Modern Architecture Pavilion at the Strutt House, the Global Centre for Pluralism, the Ecology and Urban Agriculture Pavilion at the Moore Farm, *Kabeshinân Minitig* at 150 Middle Street, the Authors Pavilion at the Maison Charron, the Pioneer Pavilion at the Log Farm, the Geography and Exploration Pavilion at 50 Sussex Drive, and the International Pavilions hosted at 50 Sussex Drive, 531 Sussex Drive and 7 Clarence Street.

After some initial setbacks, renovations of 7 Clarence Street and the O'Brien House were completed. Having served as a host venue for international exhibits for Canada 150, 7 Clarence Street now offers a refurbished venue for future events and attractions. The O'Brien House Boutique Hotel held its soft opening in March 2018, and includes a Canadiana Room showcasing items from the Crown Collection.

For the first time in over a century, the Chaudières Falls are now open for public viewing, and work is under way to permit the NCC to assume responsibility for long-term maintenance of the public viewing areas. Landscaping at the Renaud Roundabout has also been completed, offering a new gateway to the Greenbelt.

A commemorative book has been produced highlighting the NCC's numerous initiatives undertaken as part of Canada 150.

The corporation's Canada 150 Project Outcomes Research Study was completed, and reported to EMC in March 2018. The report will be presented to the Audit Committee in June 2018.

Official Residences: The Rideau Hall Forecourt Rehabilitation, Porte Cochère, Chauffeur's Garage and Monck Wing HVAC Upgrade projects were completed. Analyses of the project baselines, success factors, challenges and recommendations for future improvement were completed.

A full review of the project requirements, mandate and objectives for the redevelopment of the operations zone at Rideau Hall was completed. Information from the original program was updated to meet current requirements. Work is under way on the planning phase of the project.

The NCC is working with its federal partners to develop a plan for the future of the official residences, including 24 Sussex Drive, to ensure that the federal government is able to make a prudent and informed decision.

The Official Residences Asset Portfolio Condition Report was presented to the Advisory Committee on the Official Residences of Canada, and its advice was integrated into the program. The report was presented to the Board of Directors in April 2018.

National Holocaust Monument: Construction of the monument was completed, and the monument was inaugurated by the Prime Minister of Canada at a ceremony held on September 27, 2017. The monument is open to the public. Measures were implemented, and additional work is ongoing to facilitate public access to the monument throughout the winter months.

Priority 5

Be a value-added partner in support of Canada's Capital Region.

Expected Outcomes	
Intermediate	Canadians, Indigenous peoples, stakeholders and partners are engaged on objectives for the Capital Region
Long-term	Strong relationships, strategic partnerships and collaboration are fostered in support of common goals for the Capital Region

Key Output	Target Date	Status
National Outreach Hold outreach events in select cities across Canada as part of the launch of the Plan for Canada's Capital.	End of 2017–2018	On target
Indigenous Peoples Engagement Continue to engage the Algonquin First Nation leadership.	2017–2022	On target
Urbanism Lab Program Implement events as part of the lecture series and the NCC's Urbanism Lab program.	2017–2022	On target
Municipal Relationship Charters Begin to develop relationship charters with municipalities in the Capital Region.	End of 2017–2018	On target

Plan for Canada's Capital: From June 29 to September 30, 2017, The Royal Canadian Geographical Society presented an exhibit at the Geography and Exploration Pavilion (50 Sussex Drive) on the NCC's Plan for Canada's Capital, 2017–2067. The exhibit highlighted key historical phases of development in Canada's Capital Region over the past 150 years, and introduced the NCC's vision for the next 50 years. This initiative attracted 10,696 visitors.

The NCC also completed a national outreach tour, which included forums held in Charlottetown, Québec City, Toronto, Victoria and Vancouver. Almost 350 people attended the launch of the Plan for Canada's Capital in the National Capital Region. Over 1,200 people were directly engaged in the cross-Canada tour. Over 350 students attended associated presentations by The Royal Canadian Geographical Society. Almost 20,000 views were generated by a short video to participate in one of the public forums, and the NCC tracked over 63,000 Tweets, 524 Facebook advertisements, and 257 blog impressions specifically related to the Plan for Canada's Capital.

This outreach initiative provided excellent experiences for the corporation, collaborating with The Royal Canadian Geographical Society, the City of Charlottetown, the Commission de la capitale nationale du Québec, Simon Fraser University and others.

Engagement with Indigenous Peoples: The NCC continues to value and enhance its relationship with the Algonquin Nation as a building block to maintaining ongoing dialogue on various initiatives. Senior managers from the NCC met with the Kitigan Zibi Anishinabeg Chief to discuss the Gatineau Park Master Plan review process, potential opportunities to name trails and other elements in the Park. The NCC also reiterated its invitation for the community to appoint a representative to the Park's advisory committee. Representatives of the NCC participated in a City of Ottawa reconciliation round table with local stakeholders, and participated in a reconciliation community of practice involving various employees from Canadian Heritage, as well as Crown corporations. A significant number of internal meetings took place regarding Indigenous engagements in the context of the LeBreton Flats project, Zibi and Victoria Island. A steering committee has been established for the island in collaboration with Algonquin chiefs. Outcomes at year-end speak to the importance of maintaining a rapport with Algonquin leaders.

Urbanism Lab Program: Through its Urbanism Lab program, the NCC delivered 11 successful lectures which were well attended. New equipment and furniture were added to the space, the Lab was reconfigured, and the look and feel of the NCC's new corporate brand were included.

Municipal Relationship Charters: The first relationship charter was successfully completed as the NCC signed a memorandum of understanding with the Municipality of Chelsea on March 27, 2018. Mayors in both Ontario and Quebec have expressed support for the establishment of relationship charters with the NCC. There have been some challenges in pursuing this commitment, particularly as municipal elections were held in Quebec in 2017 and are scheduled for 2018 in Ontario. The NCC aims to establish a work plan by Q3 2019–2020 with the City of Ottawa and Ville de Gatineau to provide a framework for developing relationship charters with these municipalities.

Priority 6

Demonstrate corporate excellence such that the NCC is recognized as an exemplary Crown corporation and steward of federal lands and assets.

Expected Outcomes	
Intermediate	Operations and processes support sound decision making and stewardship of assets of national importance
Long-term	Operations are exemplary

Key Output	Target Date	Status
Human Resource Management Implement the employee mental health action plan.	End of 2017–2018	Target variance
Performance Management and Risk Management Frameworks Implement measures developed as part of Phase II of the Performance Measurement Framework for integration in quarterly performance reporting.	End of 2017–2018	On target
Develop and implement modifications to enhance risk management frameworks.	2017–2019	On target
Revenue Generation Develop an action plan for revenue generation, with specific targets for the planning period.	2017–2022	On target
Mobile Technology Strategy Continue the implementation of a strategy to phase in the use of IT infrastructure and tools for a mobile work environment.	2017–2022	On target
Business Process Improvements Optimize monitoring and reporting of asset conditions, and improve information management of condition data.	2017–2022	On target
Continue to review business processes and supporting corporate administrative policies and procedures, with the aim of streamlining processes to improve efficiencies, workflows and client service over the planning period.	2017–2022	On target

Employee Mental Health Action Plan: The NCC continues to identify priorities for the mental health action plan, while informing staff of the Employee and Family Assistance Program, as well as providing training and mental health promotion in the workplace. The Public Service Employee Annual Survey (PSEAS) results released in Q2, combined with 2017 Public Service Employee Survey (PSES) results released in Q4, identified key areas that warrant improvement. The planned NCC employee survey regarding mental health has been postponed to next year, in order to provide an opportunity to focus on the matters identified by the PSEAS, PSES and Intersol. In an effort to address the concerns raised, the NCC has retained the services of a human resource and business management consultant, Intersol, to organize solutions-based workshops for all NCC employees to help identify necessary actions.

Performance Measurement Framework: The NCC continues to refine its performance measurement framework and improve the formats in which performance data are communicated to EMC and the board of directors. For instance, on-time, on-budget and on-schedule performance indicators were introduced for design and construction projects, and have been integrated into the quarterly report for Q4. Information readily available in the NCC's financial tracking systems appears to limit the number of key performance indicators that can be extracted from that source. Financial data extraction and custom reporting options are necessary and require further study, but have been postponed into 2018–2019 to coincide with the hiring of the NCC's new director of Finance. Overall, the NCC is reviewing its performance indicators as part of process of establishing branch-specific memorandums of understanding for the 2018–2019 fiscal year.

Risk Management Framework: As part of the NCC strategy to renew its risk management framework, at Q1, a risk rating system was integrated in new board submission templates to ensure that appropriate risk information is provided to decision makers. Risk training was provided to staff on how to identify and rate risks. Further risk reporting information has been incorporated in the corporation's quarterly reports. A corporate risk workshop was held with EMC in September 2017 to determine accountabilities and mitigation measures, which were refreshed at a workshop with EMC in May 2018, for application in the 2018–2019 reporting year. A risk management policy was approved by EMC in Q4, and was presented to the Board of Directors for information in April 2018. Refinements of the enterprise risk management framework and reporting tools are expected to continue into 2018–2019.

Revenue Generation: A presentation about revenue generation, parking lease opportunities and land lease opportunities was made to the Board of Directors with the goal of increasing gross revenues by \$5 million over five years. At the end of 2017–2018, the NCC was on track to meet this target. The corporation reviewed its model for concession food service business to manage the program internally without the use of a third-party service provider. This change resulted in a significant increase in revenues on the Rideau Canal in 2017–2018.

Canadian Heritage secured the Ontario Lottery and Gaming Corporation as the official title sponsor of the Rideau Canal Skateway. Based on the memorandum of understanding with Canadian Heritage, the NCC received 15 percent of total gross sponsorship revenues associated with Winterlude, representing \$59,000 for the 2018 season. Additional sponsorship agreements, for instance with NOKIA, Access Storage and CEECAM, for the Rideau Canal, yielded an additional \$55,000. A new sponsorship program called Friends of the Rideau Canal Skateway was created and tested, as a renewal of a pre-existing program. Overall, the Rideau Canal Skateway represented \$114,000 in revenues for the NCC in 2017–2018, exceeding the annual target of \$99,000 by \$15,000. The corporation also renewed sponsorship agreements for two additional years with the Professional Institute of the Public Service of Canada for Sunday Bikedays.

Mobile Technology Strategy: The NCC has upgraded its IT infrastructure, including storage, switches, Internet bandwidth capacity and firewall, in order to accommodate further migration toward a mobile workforce. Wireless networks have been fully deployed at 40 Elgin Street, Gatineau Park and Rideau Hall. As of the end of 2017–2018, 46 percent of employees have laptops, and it is projected that 75 percent of all employees will have migrated to laptops by the end of Q2 2018–2019. General deployment of Office 365 is under way, and is expected to be completed by Q1 2018–2019. Data backup in the cloud will begin in Q1 2018–2019. Twenty-eight percent of NCC employees requiring mobile devices have migrated to iOS and Android devices. It is anticipated that all mobile users will have made the transition by the end of December 2018.

Business Process Improvements—Asset Condition Monitoring: Branches have collaborated to establish and consolidate condition ratings for the NCC's inventory of capital assets within its asset management system. The objective is to continue to improve the communication of this information to key decision makers, as well as to inform discussions with central agencies regarding funding requirements. Updates have been completed to the software used to consolidate and analyze this information. An app has been established to streamline the corporation's asset inspection program. The corporation continues to work on optimizing the system used to track asset data, as well as improve report production.

Business Process Improvements—Streamlining: Branches of the corporation have continued to review and update their Corporate Administrative Policies and Procedures, as well as their Corporate Administrative Manuals. The Capital Stewardship Branch and the Capital Planning Branch continue to work collaboratively to streamline and improve processes in areas where their responsibilities intersect. The corporation has initiated new ad hoc technical and management committees with the Municipal Property Assessment Corporation of Ontario to address operational challenges and improve process efficiencies. The Travel, Hospitality, Conference and Event Expenditure Policy for the corporation was revised in 2015–2016 to reflect new Treasury Board policies. A request for proposals was initiated in Q4 to automate an application for payments in lieu of taxes (PILT), integrated with the NCC's financial management systems, to reduce the time and effort required to manage PILT.

2017–2018 Performance Measurement Framework

The table below presents performance results in 2017–2018 against targets derived from the NCC’s corporate performance measurement framework, along with historical data from 2016–2017 and 2015–2016. Within the performance measurement framework, performance objectives are included in five categories: real property leasing, project management, federal approvals, engagement and outreach, and employment equity.

Measures	Target		Results		
Real Property Leasing	Occupancy Rate		2015–2016	2016–2017	2017–2018
Residential	96%		95.8%	97%	97.4%
Commercial	96%		97.5%	97.4%	97%
Agricultural	96%		92%	95.8%	98.6%
Real Property Leasing	Revenue		2015–2016	2016–2017	2017–2018
Residential	\$3.3 million*		\$2.9 million	\$3.1 million	\$3.2 million
Commercial	\$14.8 million*		\$13.8 million	\$13.7 million	\$15.8 million
Agricultural	\$0.7 million*		\$1.0 million	\$1.2 million	\$1.4 million
Project Management**					
Projects on time		% of planned projects delivered on time			
Projects within scope		% of planned projects completed within scope			
Projects on budget		% of projects completed on budget			
Federal Approvals	Time Frame		2015–2016	2016–2017	2017–2018
Levels 1, 2 and 3	75% of projects completed		75%	48%	80%
Engagement and Outreach	Engagement		2015–2016	2016–2017	2017–2018
Social media engagement	30% increase		N/A	105%	190%
Social media followership	20% increase		32%	38%	14%
Number of NCC public engagement activities	N/A		43	64	55
Employment Equity	Federal	NCC	2015–2016	2016–2017	2017–2018
Women	48%	50%	50.2%	51.0%	51.5%
Aboriginal persons	2%	2%	3.9%	3.1%	2.9%
Persons with disabilities	4%	4%	4.7%	4.2%	4.5%
Members of a visible minority	22%	10%***	7.6%	8.2%	9.3%

* These values exclude property taxes, which were included in the 2017–2018 to 2021–2022 Corporate Plan targets.

** Measures to be tracked in 2017–2018 to establish a baseline for future-year targets.

*** This is an interim target established in 2016–2017. The NCC’s objective is to meet federal government guidance by 2020–2021.

Financial Review

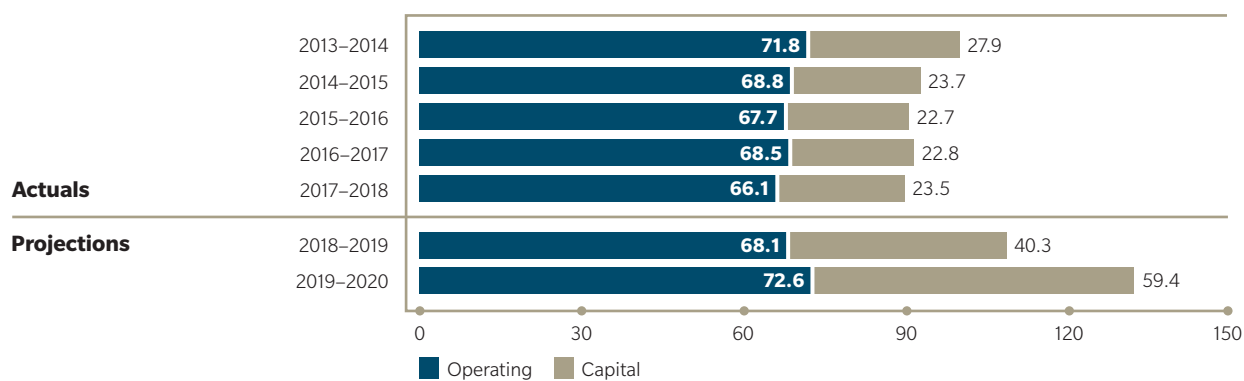
Parliamentary Appropriations

In 2017–2018, the NCC was granted a total of \$89.6 million in parliamentary appropriations for operating and capital expenditures. This represented a net decrease of \$1.7 million from \$91.3 million in 2016–2017, due primarily to a decrease of \$2.7 million in funding for the National Holocaust Monument, which was partially offset by increases of \$0.5 million for the Rideau Cottage and Harrington Lake projects, \$0.3 million for the reimbursement of eligible salary expenditures, and \$0.2 million of funding under the Federal Contaminated Sites Action Plan, in accordance with the funding schedule.

Table 1: Parliamentary Appropriations, 2016–2017 to 2019–2020 (in thousands of dollars)

	Actuals			Projections	
	2016–2017	2017–2018	Variance	2018–2019	2019–2020
Operating	67,045	67,590	545	68,117	72,536
Supplementary – Operating	1,422	(1,460)	(2,882)	–	–
Subtotal	68,467	66,130	(2,337)	68,117	72,536
Capital	22,380	24,305	1,925	40,312	59,436
Supplementary – Capital	409	(805)	(1,214)	–	–
Subtotal	22,789	23,500	711	40,312	59,436
Total appropriations	91,256	89,630	(1,626)	108,429	131,972

Chart 1: Parliamentary Appropriations, 2013–2014 to 2019–2020 (in millions of dollars)



Figures are net of any financial impact associated with activities transferred to Canadian Heritage in September 2013.

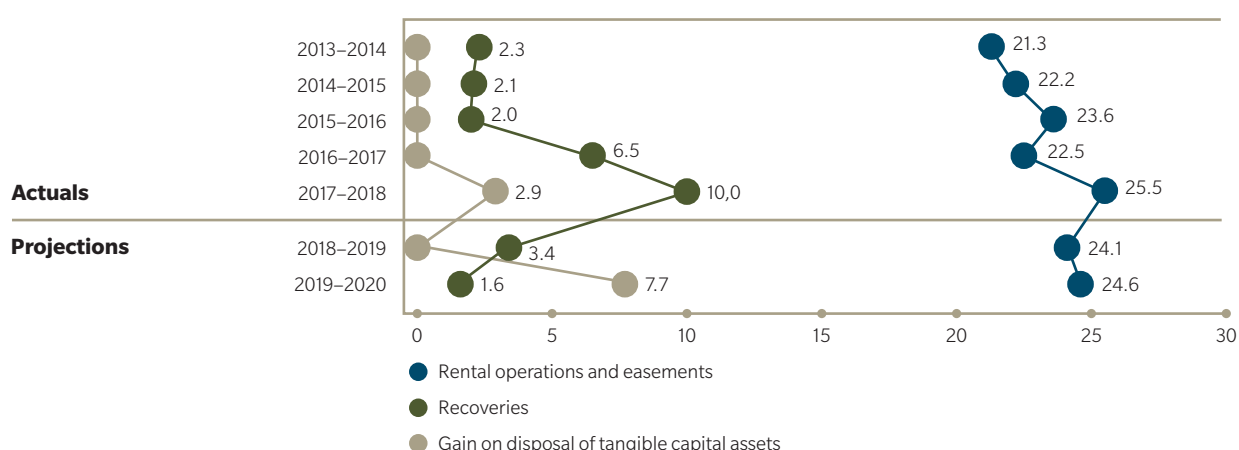
Revenues

The NCC generated \$48.9 million in operating revenues in 2017–2018, an increase of \$10.2 million or 26 percent from \$38.7 million in 2016–2017, attributable to the following:

- \$3.5-million increase in recoveries related to the National Holocaust Monument, the rehabilitation and extension of the Chauffeur's Garage at Rideau Hall and the Rideau Cottage projects;
- \$3.0-million increase in rental operations and easements, which is primarily attributable to a 99-year easement for the Rockcliffe air base stormwater facility (\$1.0 million), parking revenues for the Cliff Street site (\$0.5 million), and revenue increases in the commercial lease portfolio (\$1.5 million);
- \$2.9-million increase as a result of the gain on disposal of capital assets for land exchange transactions involving Public Services and Procurement Canada (PSPC) for the Government Conference Centre; and
- \$0.8-million combined increases compared with the previous year for interest, headquarters sublease and other.

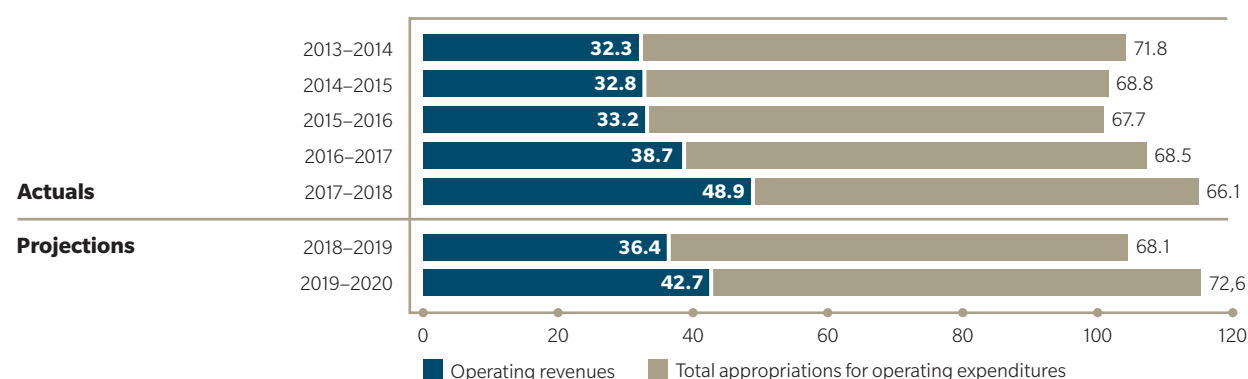
Rental operations and easements provided the most significant source of operating revenues in 2017–2018, representing 52 percent (58 percent in 2016–2017) of total operating revenues. Recurring revenues are expected to remain relatively stable in future years, when the impact of project-specific items, such as recoveries, contributions and gain on disposals of tangible capital assets are removed.

Chart 2: Main Source of Operating Revenues, 2013–2014 to 2019–2020 (in millions of dollars)



Figures are net of any financial impact associated with activities transferred to Canadian Heritage in September 2013.

Chart 3: Total Operating Funding, 2013–2014 to 2019–2020 (in millions of dollars)



Figures are net of any financial impact associated with activities transferred to Canadian Heritage in September 2013.

Expenses

Total expenses, detailed by object in Note 11 of the financial statements, decreased by 3 percent to \$132.6 million, compared with \$136.1 million in 2016–2017. The \$3.5-million year-over-year decrease is primarily attributable to non-recurring expenses in 2016–2017, of which \$3.7 million relates to goods and services, \$0.8 million to salary and employee benefits, offset by an increase of \$0.6 million in amortization expense and other increases of \$0.4 million.

The year-over-year decrease of \$3.7 million in goods and services is primarily due to a non-recurring expense in the previous year. The NCC renegotiated and extended the occupancy lease for its headquarters, resulting in the relinquishment of two floors, as well as a new lease term running from June 1, 2016, to April 30, 2041. This resulted in a \$4.0-million termination fee related to the original lease, which was fully recognized as an expense in 2016–2017. The renegotiation of the NCC's occupancy lease became necessary as a result of the reduction of the NCC's parliamentary appropriations related to the change in the NCC's mandate, the transfer of staff to Canadian Heritage and the resulting excess office space. The termination fee will be more than offset by a rent inducement of \$4.6 million amortized from the end of the original lease over the new lease term. The remainder of the \$0.3-million goods and services variance is a result of the following offsetting item:

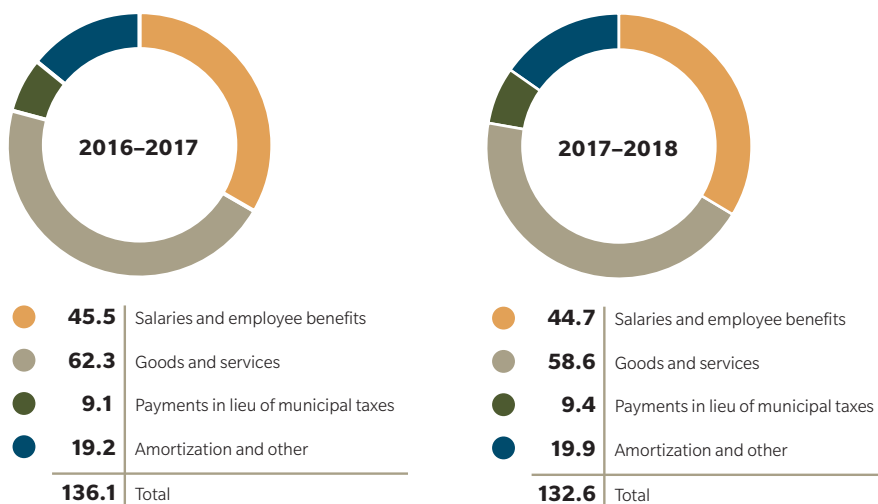
- \$2.5-million year-over-year increase related to operating projects funded through recoveries. Projects include the Chauffeur's Garage and Rideau Cottage rehabilitation.

This item is offset by the following:

- \$1.8-million year-over-year decrease in expenses related to the construction of the National Holocaust Monument, funded from parliamentary appropriations and contributions; and
- Other decreases of \$0.4 million in goods and services.

The year-over-year decrease of \$0.8 million in salary and employee benefits was primarily due to a one-time increase in 2016–2017 of the sick leave provision, as a result of an actuarial calculation of the sick leave liability based on the average employee's remaining service period.

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



Surplus/Deficit

The 2017–2018 surplus of \$5.9 million is attributable to the following:

- \$5.4-million surplus due mostly to a timing difference between capital funding and the amortization expense;
- \$3.0-million increase in rental operations and easement revenues; and
- \$2.9-million gain on disposal of tangible capital assets related to transactions with PSPC for the Government Conference Centre.

These items were partially offset by the following:

- \$1.7-million accrual in 2017–2018 for the estimated impact of the collective bargaining which resulted in an agreement in principle in 2017–2018 and is expected to become effective in 2018–2019;
- \$1.0-million loss on disposal of tangible capital assets related mostly to the realized loss on the sale-leaseback resulting from a series of interrelated transactions with PSPC and a third party for The Ottawa Hospital, the unrealized portion of \$1.0 million will be amortized over the next five years;
- \$0.7-million increase due to the workplace safety insurance, employee insurance benefits and the sick leave liability;
- \$0.6-million increase in the management for the delivery of operating projects; and
- \$1.4-million combined increases for all other expenses.

Capital Expenditures

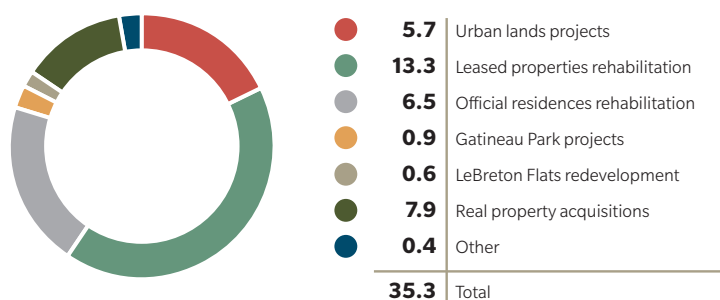
In 2017–2018, the NCC undertook \$35.3 million in capital expenditures, a total decrease of \$2.7 million from \$38.0 million in 2016–2017. Major investments were as follows:

- \$13.3 million for leased properties, including the rehabilitation of several buildings on Sussex Drive, the 7 Clarence Street redevelopment, the 13–15 Clarence building and rehabilitation of the O’Brien House;
- \$6.5 million for the official residences, including the Rideau Hall front entrance rehabilitation and the installation of a new heating, ventilation and air conditioning;
- \$5.7 million in the urban lands portfolio for projects such as the Confederation Boulevard upgrades, replacement of the Rideau Canal railings and pathway rehabilitation due to flood damage;
- \$7.9 million for real property acquisitions, including property acquisitions in Gatineau Park and the acquisition portion of the land exchange with PSPC related to the Government Conference Centre; the disposal portion of this exchange, in the amount of \$3.8 million in proceeds, is included separately in the financial statements; and
- \$0.6 million for LeBreton Flats redevelopment.

The most notable decrease compared with the previous year is a reduction in real property acquisitions due to a significant acquisition made in the previous year, related to 210 Laurier Street in Gatineau.

The NCC made progress in completing many significant projects in 2017–2018, including the completion of key initiatives related to Canada’s sesquicentennial celebrations. The projects included the 7 Clarence building redevelopment, the Mackenzie Avenue cycling facility and the Rideau Hall front entrance rehabilitation.

Chart 5: NCC Capital Expenditures, 2017–2018 (in millions of dollars)



Budgetary Analysis

Table 2 provides a detailed analysis of the 2017–2018 to 2021–2022 Summary of the Corporate Plan and 2016–2017 actual results. The table also provides operational budgets for 2018–2019, as presented in the 2018–2019 to 2022–2023 Summary of the Corporate Plan.

The revenue surplus against budget in 2017–2018 was due primarily to recoveries for two major commemorations projects which were delayed from the previous year (Memorial to the Victims of Communism and the National Holocaust Monument); contributions received for operating projects; and higher-than-budgeted rental operations and easement revenues. The NCC also recognized a gain on disposal of capital assets for land exchange transactions involving PSPC.

The actual cost of operations was \$3.1 million higher than budget, primarily as a result of an accrual for estimated impact of a collective agreement expected to become effective in 2018–2019, as well as an increase in the provision for employee future benefits and a loss on disposal of tangible capital assets recorded in 2017–2018 for transactions involving PSPC.

Table 2: Statement of Operations and Accumulated Surplus for the Year Ending March 31 (in thousands of dollars)

	2018–2019	2017–2018			2016–2017		
	Budget	Budget	Actual	Variance	Budget	Actual	Variance
Revenues							
Rental operations and easements	24,075	23,504	25,478	1,974	22,508	22,499	(9)
Recoveries	3,390	4,185	10,002	5,817	8,453	6,478	(1,975)
Gain on disposal of property and equipment	–	–	2,907	2,907	11,472	–	(11,472)
User access fees	3,531	2,843	3,028	185	2,587	3,095	508
Headquarters sublease	2,277	2,277	2,278	1	2,277	1,724	(553)
Interest	1,312	1,703	1,917	214	2,041	1,742	(299)
Other revenues	1,815	923	2,951	2,028	485	3,118	2,633
Sponsorship							
Monetary	–	–	297	297	–	90	90
	36,400	35,435	48,858	13,423	49,823	38,746	(11,077)
Expenses							
Capital Planning	5,794	5,372	4,285	1,087	3,053	4,138	(1,085)
Capital Stewardship and Protection	89,612	88,417	94,378	(5,961)	94,368	92,348	2,020
Internal Services	36,214	35,713	33,975	1,738	32,718	39,572	(6,854)
	131,620	129,502	132,638	(3,136)	130,139	136,058	(5,919)
Deficit before funding from the Government of Canada	(95,220)	(94,067)	(83,780)	10,287	(80,316)	(97,312)	(16,996)
Funding from the Government of Canada							
Parliamentary appropriations for operating expenditures	68,117	67,591	66,130	(1,461)	67,806	68,467	661
Parliamentary appropriations for tangible capital assets	40,312	24,305	23,500	(805)	22,399	22,789	390
	108,429	91,896	89,630	(2,266)	90,205	91,256	1,051
Surplus (deficit) for the year	13,209	(2,171)	5,850	8,021	9,889	(6,056)	(15,945)
Accumulated surplus at beginning of the year	647,900		642,050			648,106	
Accumulated surplus at end of the year	661,109		647,900			642,050	

Revenue Generation, Cost Containment and Asset Life Cycle Management

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

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

In the short term, by implementing the investment announced in Budget 2018 for revitalizing NCC assets, the corporation will undertake work to improve assets requiring critical repairs and maintenance to ensure that they are in good condition. The NCC will continue to work with the government to address its long-term financial needs to seek solutions to the financial pressures resulting, in part, from various Government of Canada initiatives implemented over the past number of years, to ensure that maintenance requirements are addressed across the Capital Region.

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

Statement of Financial Position Summary

Financial assets totalled \$165.3 million as at March 31, 2018, a decrease of \$10.6 million or 6 percent from \$175.9 million as at March 31, 2017, primarily attributable to disbursements related to real property acquisitions, the completion of projects at Rideau Hall and rehabilitation of leased properties.

Liabilities totalled \$162.8 million as at March 31, 2018, a decrease of \$2.0 million or 1 percent from \$164.8 million as at March 31, 2017, primarily attributable to a \$1.8-million decrease in other accounts payable and accrued liabilities and a \$0.9-million decrease in the provision for environmental cleanup due to a revision in the cleanup costs, offset by an increase of \$0.7 million in the provision for employee future benefits.

Non-financial assets totalled \$645.4 million as at March 31, 2018, an increase of \$14.4 million or 2 percent from \$631.0 million as at March 31, 2017, reflecting the increase in tangible capital assets net of amortization, increases due to acquisitions including Gatineau Park properties, construction of assets such as in the Rideau Hall front entrance project, 7 Clarence redevelopment, and O'Brien House project, as well as the rehabilitation of leased properties on Sussex Street.



FINANCIAL STATEMENTS

for the year ended March 31, 2018

Statement of Management Responsibility

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

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

The NCC's external auditor, the Auditor General of Canada, audits the financial statements, and reports to the minister of Canadian Heritage.

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



Dr. Mark Kristmanson
Chief Executive Officer



Michel Houle, CPA, CMA
Executive Director, Corporate Services
and Chief Financial Officer

Ottawa, Canada
June 22, 2018



INDEPENDENT AUDITOR'S REPORT

To the Minister of Canadian Heritage

Report on the Financial Statements

I have audited the accompanying financial statements of the National Capital Commission, which comprise the statement of financial position as at 31 March 2018, and the statement of operations and accumulated surplus, statement of change in net financial assets and statement of cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

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

Auditor's Responsibility

My responsibility is to express an opinion on these financial statements based on my audit. I conducted my audit in accordance with Canadian generally accepted auditing standards. Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Opinion

In my opinion, the financial statements present fairly, in all material respects, the financial position of the National Capital Commission as at 31 March 2018, and the results of its operations, changes in its net financial assets, and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Report on Other Legal and Regulatory Requirements

As required by the *Financial Administration Act*, I report that, in my opinion, the accounting principles in Canadian public sector accounting standards have been applied on a basis consistent with that of the preceding year.

Further, in my opinion, the transactions of the National Capital Commission that have come to my notice during my audit of the financial statements have, in all significant respects, been in accordance with Part X of the *Financial Administration Act* and regulations, the *National Capital Act*, the by-laws of the National Capital Commission, and the directive issued pursuant to section 89 of the *Financial Administration Act*.



Etienne Matte, CPA, CA
Principal
for the Auditor General of Canada

22 June 2018
Ottawa, Canada

Statement of Financial Position

As at March 31 (in thousands of dollars)	2018	2017
Financial Assets		
Cash and cash equivalents (Note 3)	55,941	82,541
Restricted cash and cash equivalents – light rail transit (Note 4)	63,975	63,105
Accounts receivable		
Federal government departments and agencies	5,298	5,837
Others	5,944	5,265
Investments (Note 3)	34,136	19,114
	165,294	175,862
Liabilities		
Accounts payable and accrued liabilities		
Federal government departments and agencies	1,031	1,879
Others	18,800	19,908
Light rail transit (Note 4)	59,608	59,583
Provision for environmental cleanup (Note 5)	49,884	50,831
Deferred revenue (Note 6)	16,251	16,355
Employee future benefits (Note 7)	9,596	8,921
Other liabilities (Note 8)	7,639	7,358
	162,809	164,835
Net Financial Assets	2,485	11,027
Non-Financial Assets		
Tangible capital assets (Note 9)	640,575	627,107
Prepaid expenses (Note 17)	3,623	2,522
Other non-financial assets (Note 10)	1,217	1,394
	645,415	631,023
Accumulated Surplus	647,900	642,050

Contractual rights, contractual obligations and contingent liabilities (Notes 13, 14 and 15)

The notes are an integral part of the financial statements.

Approved by the Board of Directors


Marc Seaman

Chair, Board of Directors


Robert Plamondon, FCPA, FCA

Chair, Audit Committee

Statement of Operations and Accumulated Surplus

For the year ended March 31 (in thousands of dollars)	2018 Budget	2018 Actual	2017 Actual
	(Note 2)		
Revenues			
Rental operations and easements	23,504	25,478	22,499
Interest	1,703	1,917	1,742
Monetary sponsorship	–	297	90
Headquarters sublease	2,277	2,278	1,724
User access fees	2,843	3,028	3,095
Recoveries	4,185	10,002	6,478
Gain on disposal of tangible capital assets	–	2,907	–
Other revenues	923	2,951	3,118
	35,435	48,858	38,746
Expenses (Notes 1 and 11)			
Capital Planning	5,372	4,285	4,138
Capital Stewardship and Protection	88,417	94,378	92,348
Internal Services	35,713	33,975	39,572
	129,502	132,638	136,058
Deficit before funding from the Government of Canada	(94,067)	(83,780)	(97,312)
Funding from the Government of Canada			
Parliamentary appropriations for operating expenditures (Note 12)	67,591	66,130	68,467
Parliamentary appropriations for tangible capital assets (Note 12)	24,305	23,500	22,789
	91,896	89,630	91,256
Surplus (Deficit) for the year	(2,171)	5,850	(6,056)
Accumulated surplus at beginning of the year	645,106	642,050	648,106
Accumulated surplus at end of the year	642,935	647,900	642,050

The notes are an integral part of the financial statements.

Statement of Change in Net Financial Assets

For the year ended March 31 (in thousands of dollars)	2018 Budget	2018 Actual	2017 Actual
(Note 2)			
Surplus (Deficit) for the year	(2,171)	5,850	(6,056)
Acquisition and improvements of tangible capital assets (Note 9)	(25,890)	(35,337)	(38,015)
Amortization of tangible capital assets (Note 9)	18,924	18,635	18,076
Gain on disposal of tangible capital assets	–	(2,907)	–
Loss on disposal of tangible capital assets	–	1,021	1,003
Unrealized loss from sale-leaseback transaction (Note 17)	–	1,006	–
Proceeds from disposal of tangible capital assets	–	3,827	–
Writedowns of tangible capital assets	–	287	83
	(6,966)	(13,468)	(18,853)
Change in prepaid expenses	1,151	(1,101)	(50)
Change in other non-financial assets	177	177	956
	1,328	(924)	906
Decrease in net financial assets	(7,809)	(8,542)	(24,003)
Net financial assets at beginning of the year	(4,805)	11,027	35,030
Net financial assets at end of the year	(12,614)	2,485	11,027

The notes are an integral part of the financial statements.

Statement of Cash Flows

For the year ended March 31 (in thousands of dollars)	2018	2017
Operating Activities		
Cash receipts from parliamentary appropriations for operating expenditures	65,850	66,627
Cash receipts from rental operations and easements	21,761	24,034
Cash receipts from other operations	18,788	12,560
Cash paid to suppliers	(66,223)	(61,911)
Cash paid to employees	(42,732)	(38,242)
Interest received	2,123	2,033
Disbursements related to the management and remediation of sites	(1,214)	(764)
Cash flows provided (used) by operating activities	(1,647)	4,337
Capital Activities		
Cash receipts from parliamentary appropriations for tangible capital assets	23,890	21,399
Acquisition and improvements of tangible capital assets	(33,288)	(35,013)
Proceeds from disposal of tangible capital assets	9	–
Disbursements for environmental cleanup	(226)	(399)
Cash flows used by capital activities	(9,615)	(14,013)
Investing Activities		
Cash receipts for the light rail transit project	870	628
Disbursements for investments purchased	(16,575)	(873)
Cash receipts from investments sold	1,237	454
Cash flows provided (used) by investing activities	(14,468)	209
Decrease in cash and cash equivalents	(25,730)	(9,467)
Cash and cash equivalents at beginning of the year	145,646	155,113
Cash and cash equivalents at end of the year	119,916	145,646
Represented by:		
Cash and cash equivalents	55,941	82,541
Restricted cash and cash equivalents – light rail transit	63,975	63,105
	119,916	145,646

The notes are an integral part of the financial statements.

1. Authority and Objectives

The National Capital Commission (NCC) was established in 1959 by the *National Capital Act* (1958) as an agent Crown corporation without share capital, named in Part I of Schedule III of the *Financial Administration Act*, and is not subject to the requirements of the *Income Tax Act*. The objects and purposes of the NCC, as stated in the amended *National Capital Act* (2013) are to prepare plans for and assist in the development, conservation and improvement of the National Capital Region in order that the nature and character of the seat of the Government of Canada may be in accordance with its national significance.

The NCC is also responsible for the management and maintenance of the tangible capital assets of the official residences located in the National Capital Region. The corporation created the Canadiana Fund to encourage Canadians to participate in the enhancement of the state areas of the official residences through public donations of furnishings, paintings and works of art, or the funds to purchase them. Pieces are selected to reflect Canada's heritage, artistic traditions and historical associations, or to complement the architectural style of a particular residence.

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

Program Definitions and Objectives

The NCC delivers its mandate through its program alignment architecture (PAA), which consists of a strategic outcome and three programs (including Internal Services). The PAA is the list of programs upon which the NCC bases its reporting to Parliament and Canadians. The following are the objectives for each program.

Capital Planning

The NCC guides and coordinates the use of federal lands to ensure that they inspire Canadians, meet the needs of government, and reflect the role and significance of the Capital. Through long-term plans, the identification of National Interest Land Mass (NILM) lands, and federal land use, design and transaction approvals, the NCC is able to ensure that federal land use in Canada's Capital Region reflects and respects the significance, natural environment and heritage of the Capital.

Capital Stewardship and Protection

Through this program, the NCC aims to safeguard assets of national significance in Canada's Capital Region. As steward of federal lands and assets in the region, the NCC rehabilitates, manages, develops, maintains and safeguards the Capital's most treasured natural, cultural and heritage assets, while ensuring that safe, respectful and appropriate public access is maintained. The NCC also promotes and regulates public activities on federal lands, and conserves natural resources through sound environmental management. Through its involvement in land development projects, its acquisition of national interest properties and its disposal of surplus properties, the NCC is further able to ensure that its vision for the Capital is reflected in Canada's Capital Region.

Internal Services

Internal Services are groups of related activities and resources that are administered to support the needs of programs and other corporate obligations.

2. Significant Accounting Policies

A. Adoption of new Accounting Standards

i. Section PS 2200 – Related party disclosures

On April 1, 2017, the NCC adopted Section PS 2200 – “Related party disclosures” of the *CPA Canada Public Sector Accounting Handbook*. This section defines related parties and establishes requirements for the disclosure of information in the financial statements. During the 2016–2017 fiscal year, the NCC had already put in place a declaration of all transactions with the NCC from the NCC’s related parties. The adoption of this section resulted in additional disclosure and modified certain information, including the definition of key management personnel in Note 17 on related party transactions.

ii. Section PS 3420 – Inter-entity transactions

On April 1, 2017, the NCC adopted Section PS 3420 – “Inter-entity transactions” of the *CPA Canada Public Sector Accounting Handbook*. This section establishes accounting and disclosure requirements for transactions between public sector entities that are included in the government reporting entity. The adoption of this section resulted in the addition of an accounting policy on inter-entity transactions (see Note 2J).

iii. Section PS 3210 – Assets

On April 1, 2017, the NCC adopted Section PS 3210 – “Assets” of the *CPA Canada Public Sector Accounting Handbook*. This section provides guidance on the application of the definition of assets set out in section PS 1000, and establishes general disclosure requirements for them. This section had no impact on the NCC’s financial statements, as it is a further definition of assets that the NCC was already complying with.

iv. Section PS 3320 – Contingent Assets

On April 1, 2017, the NCC adopted Section PS 3320 – “Contingent Assets” of the *CPA Canada Public Sector Accounting Handbook*. This section defines and establishes disclosure requirements on contingent assets. This section had no impact on the disclosure of the NCC’s financial statements.

v. Section PS 3380 – Contractual Rights

On April 1, 2017, the NCC adopted Section PS 3380 – “Contractual Rights” of the *CPA Canada Public Sector Accounting Handbook*. This section defines and establishes requirements for the disclosure of contractual rights. This section had a significant impact on the disclosure in Note 13 on contractual rights. A summary table of the future contractual rights of the NCC has therefore been added to this note.

B. Basis of Accounting

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

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

Intangibles assets are not recognized in the financial statements.

Measurement Uncertainty

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

Budget Figures

The 2017–2018 budget figures, as presented in the *2017–2018 to 2021–2022 Corporate Plan*, are included, as appropriate, in the Statement of Operations and Accumulated Surplus and the Statement of Change in Net Financial Assets.

C. Cash and Cash Equivalents

Cash and cash equivalents include cash and highly liquid investments. These investments purchased three months or less from maturity, are recorded at cost.

D. Investments

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

E. Assets Held for Sale

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

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

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

F. Provision for Environmental Cleanup

The NCC recognizes a provision for environmental cleanup and an expense for the costs associated with the remediation of contaminated sites when all of the following conditions are prevalent: an environmental standard exists; the level of contamination has been determined to exceed the environmental standard; the NCC is directly responsible or accepts responsibility; it is expected that future economic benefits will be given up; and a reasonable estimate of the amount can be made at that time. However, where the criteria for recognizing a liability are met and the contamination occurred prior to the NCC's acquisition of the land, the costs associated with the cleanup necessary to prepare the land for its intended use form an integral part of the capital costs, and are capitalized to "Land" (Note 9). When ongoing operation, maintenance and monitoring are an integral part of the remediation strategy for a contaminated site, the estimate of the liability would include the costs for such activities.

The NCC expects that future economic benefits will be given up when there is a risk to public safety and security, planned development or disposal of the land, or where public documents and Treasury Board decisions indicate that the NCC has a responsibility to the public that leaves it little or no discretion in relieving itself of the obligation. In the event that it is not possible to determine if a future economic benefit will be given up, but an amount can be reasonably estimated, a contingent liability will be disclosed in the Notes to the Financial Statements.

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

G. Employee Future Benefits

i. Pension Benefits

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

ii. Other Benefit Plans

Severance benefits, workers’ compensation benefits, maternity or parental leave benefits, and sick leave benefits represent the obligations of the NCC that require settlement by future payments.

Severance Benefits: In February 2013, a new collective agreement was signed, resulting in the elimination of the accumulation of severance benefits. Consistent with this collective agreement, all indeterminate employees were entitled to severance payments equal to one week’s pay for each complete year of continuous employment and, in cases of a partial year of continuous employment, one week’s pay multiplied by the number of days of continuous employment divided by 365, to a maximum of 30 weeks. All term employees were entitled to a severance payment equal to one week’s pay for each complete year of continuous employment, to a maximum of 30 weeks. Employees affected by these changes had the option of collecting, during the 2013–2014 fiscal year, the full or partial amount of the severance benefit accrued up to the collective agreement signing date, or of collecting, at the time of termination of employment at the NCC, the full or remaining amount of the accumulated weeks of severance. As at March 31, 2018, the NCC recorded a liability for employees who delayed the payment of their severance benefit until the time of termination. Management uses the employee’s salary in effect at March 31, 2018, to calculate the value of the remaining obligation.

Workers’ Compensation Benefits: Workers’ compensation benefits represent an obligation that requires settlement by future payment. The NCC is subject to the *Government Employees Compensation Act* and, is therefore not mandatorily covered under any provincial workers’ compensation act. As a self-insured employer, the NCC is accountable for the obligations assumed since its establishment. The NCC’s obligations, for workers’ compensation benefits and post-employment benefits for employees in receipt of long-term disability benefits, are based on known disability and survivor pension awards and other potential awards resulting from accidents occurring up to the measurement date. The obligation is determined using management’s best estimates and actuarial data obtained from the Workplace Safety and Insurance Board of Ontario.

Maternity or Parental Leave Benefits: Maternity or parental leave benefits represent an obligation that results in settlement during the next fiscal year. The benefits are event-driven, and are paid during an employee’s absence on maternity or parental leave.

Notes to the Financial Statements

For the year ended March 31, 2018 (in thousands of dollars, unless otherwise specified)

Sick Leave Obligation: Most employees of the NCC are entitled to accumulating sick leave benefits as provided for under their conditions of employment. The NCC recognizes a liability and an expense for the cost of future sick leave benefits in the period in which employees render services that qualify for benefits. The obligation related to sick leave benefits earned by employees is actuarially determined using the projected benefit method, prorated on service and management's best estimate of discount rate, employee demographics, and sick leave usage of active employees. Actuarial gains (losses) are amortized on a systematic basis over the remaining active service life of employees covered by these sick leave benefits.

H. Deferred Rent Inducement

The NCC currently leases its headquarters office space. Moving expenses and major leasehold improvements incurred by the lessor under the original lease to accommodate NCC needs, have been recorded as deferred rent inducement as at the effective date of the lease, and are amortized over the term of the lease, which will end on December 15, 2019.

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

The NCC also recorded an amount in the deferred rent inducement which represents the difference between the rate paid under the original lease and the new rate paid under the renegotiated lease. This amount will be deferred until the end of the original lease and will be amortized until April 30, 2041. The amortization of the rent inducement is recorded under the "Goods and services" expense in Note 11.

I. Tangible Capital Assets

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

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

Antiques and works of art of the NCC are not recorded as tangible capital assets in the financial statements, but as an expense when they are acquired or donated, as disclosed in Note 11. Antiques and works of art consist primarily of monuments, paintings, furniture and sculptures.

Notes to the Financial Statements

For the year ended March 31, 2018 (in thousands of dollars, unless otherwise specified)

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

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

J. Inter-entity Transactions

In the normal course of business, the NCC regularly enters into transactions with public sector entities that are part of the government's reporting entity. The NCC performs various types of transactions, such as exchanges of assets, goods or services that are either:

- 1) recognized at the exchange amount when they are undertaken on similar terms and conditions to those adopted if the entities were dealing at arm's length, or
- 2) either at the carrying amount, or
- 3) either at the carrying amount if the NCC is the provider and at the carrying amount or fair value if the NCC is the recipient where the assets or liabilities are transferred for nominal or no consideration.

Finally, the NCC may receive services related to unallocated costs from other government entities. These services are not recognized in the NCC's Statement of Operations and Accumulated Surplus.

K. Non-monetary Transactions

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

Notes to the Financial Statements

For the year ended March 31, 2018 (in thousands of dollars, unless otherwise specified)

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

L. Revenue Recognition

Revenues result primarily from rental operations and easements, gains on disposal of tangible capital assets, interest, sponsorship compensation, headquarters sublease, user access fees, recoveries and other revenues (e.g. contributions for various projects, federal land use approval, concession revenues, contributions and revenues resulting from non-related party donations not subject to externally imposed stipulations).

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

The NCC records its income when the transactions or the facts from which they arise take place. Usually, revenue is recognized when there is clear evidence that an agreement has occurred, services have been rendered or products have been delivered, the amount is established and determinable and collection is reasonably assured. The NCC also recognizes deferred revenue when it is collected in advance.

M. Parliamentary Appropriations

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

N. Contingent Liabilities

Contingent liabilities are potential liabilities which may become actual liabilities when one or more future events occur or fail to occur. To the extent that the future event is likely to occur or fail to occur, and a reasonable estimate of the obligation can be made by the NCC, an estimated liability is accrued and an expense recorded. If the likelihood is not determinable or an amount cannot be reasonably estimated, the contingency is disclosed in Note 15.

Notes to the Financial Statements

For the year ended March 31, 2018 (in thousands of dollars, unless otherwise specified)

O. Financial Instruments

The NCC identifies, assesses and manages financial risks in order to minimize their impact on the NCC's results and financial position. The NCC manages its financial risks in accordance with specific criteria, as disclosed in Note 16, and does not engage in speculative transactions or use derivative financial instruments.

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

3. Cash and Cash Equivalents and Investments

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

A. Cash and Cash Equivalents

As at March 31, 2018, cash and cash equivalents include \$55.9 million (\$82.5 million in 2017) in cash, invested at a weighted average interest rate of 1.5 percent (1.1 percent in 2017).

B. Investments

As at March 31, 2018, the short-term portfolio investments include a guaranteed investment certificate totalling \$15.0 million at a weighted average effective interest rate of 2.3 percent and a term of 12 months.

As at March 31, 2018, the long-term portfolio investments includes bonds of provincial governments, totalling \$19.1 million (\$19.1 million in 2017) invested at a weighted average interest rate of 3.7 percent (3.7 percent in 2017).

	2018		2017	
	Cost	Quoted Market Value	Cost	Quoted Market Value
Provincial governments	19,136	19,631	19,114	20,241
Guaranteed investment certificate	15,000	15,000	–	–
	34,136	34,631	19,114	20,241

C. Designated Funds

As at March 31, 2018, cash and cash equivalents included \$33.3 million (\$37.1 million in 2017) in designated funds whose use is designated or limited for the sole purpose for which they have been segregated. The following funds are segregated.

	2018	2017
Official residences	1,078	–
Revitalization of Sparks Street in Ottawa	205	205
Redevelopment of LeBreton Flats	6,673	7,454
Federal Contaminated Sites Action Plan (FCSAP)	1,485	1,377
Redevelopment of industrial lands on the north shore of the Ottawa River	2,618	2,582
Acquisition of real property ¹	21,280	25,476
	33,339	37,094

1. These funds are used to acquire and dispose of real properties. During the period, proceeds on disposal and interest revenues amounted to \$4.2 million (\$0.4 million in 2017), with associated expenditures totalling \$8.4 million (\$8.7 million in 2017).

4. Light Rail Transit

The City of Ottawa has undertaken a significant project to convert the existing bus rapid transit system to a light rail transit system. This system will affect several NCC properties, which are subject to change until such time as the actual land requirements are finalized. In consideration of this, the NCC and the City of Ottawa (the City) signed a memorandum of understanding (MOU) on October 9, 2012, by which the NCC granted the City a temporary construction easement over the affected NCC properties in order to provide access. Further to this, the NCC and the City entered into a transfer agreement, on June 30, 2015, outlining the rights and obligations for each party regarding property rights in perpetuity, necessary to the completion of the project by December 31, 2019.

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

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

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

Notes to the Financial Statements

For the year ended March 31, 2018 (in thousands of dollars, unless otherwise specified)

The total book value of the lands affected by this project total \$1.7 million, as at March 31, 2018 (\$1.7 million in 2017). According to the transfer agreement signed on June 30, 2015, when the NCC reviews and accepts the “as-built drawings” a significant gain will be recognized and easement revenues will meet the contractual rights criteria. The finalized drawings are to be delivered by the City to the NCC by June 30, 2019.

As of March 31, 2018, the NCC has returned to the City a total of \$13.5 million of the performance deposit plus accrued interest, as certain requirements of the MOU have been met.

Western extension of the light rail transit

On May 10, 2016, the NCC and the City of Ottawa signed an agreement in principle, whereby a light rail transit extension will be constructed on the western side of the city, largely on NCC-owned land and, more specifically, in the corridor of the Sir John A. Macdonald Parkway. This agreement outlines the future project and improvements to the lands along the parkway that will be carried out during and after the construction of the western extension of the light rail transit. This agreement has no significant financial impact for the 2017–2018 fiscal year.

The following table includes amounts that have been either received or returned, as well as the net interest earned to date. During the year, net interest of \$0.8 million (\$0.6 million in 2017) has been recorded and included in the Financial Assets under “Restricted cash and cash equivalents – light rail transit” and under the “Light rail transit” liability as at March 31, 2018. The accumulated interest recorded as at March 31, 2018, was \$3.9 million (\$3.1 million in 2017).

The “Restricted cash and cash equivalents – light rail transit” under Financial assets, are composed of the following.

	Amount received	Amount returned	Interest	2018 Total	2017 Total
Security deposit	49,026	–	3,204	52,230	51,519
Performance deposit	24,500	(13,475)	720	11,745	11,586
Total	73,526	(13,475)	3,924	63,975	63,105

As at March 31, 2018, the NCC recognized revenues totalling \$0.8 million (\$0.8 million in 2017), as it continues to provide the City access to the light rail transit properties for a defined period of time, which will terminate in 2018–2019. The “Light rail transit” liability totals \$59.6 million (\$59.6 million in 2017).

5. Provision for Environmental Cleanup

As part of the Environmental Management Framework, the NCC developed a risk-based approach for the management of contaminated sites. This approach is a proactive management tool to ensure that the necessary steps are taken to identify, assess, classify and prioritize contaminated sites, and thus ensure public safety and security. To classify the sites in order of priority, all 1,579 sites owned by the NCC were the object of preliminary environmental assessments which involved researching the historical use of the land and its current use and, for those sites posing the greatest risk, an initial or detailed assessment was performed to confirm the degree of contamination.

Notes to the Financial Statements

For the year ended March 31, 2018 (in thousands of dollars, unless otherwise specified)

In 2015–2016, the Treasury Board of Canada Secretariat developed a statistical model to estimate liabilities for sites for which detailed assessments have not been completed. Following a review of this model and its potential impacts for the NCC, management decided in 2016–2017 not to adopt this model, as it did not provide a fair representation of the NCC's portfolio of contaminated lands. The NCC's approach is to rely on site history and assessments conducted to date, to evaluate regularly and to account for appropriate liabilities.

As at March 31, 2018, the following table presents the classification of sites owned by the NCC.

	2018	2017
Contaminated sites exceeding the environmental standard		
Sites included in the liability or contingent liability	40	41
Other contaminated sites	198	187
Total contaminated sites exceeding the environmental standard	238	228
Sites lacking environmental information for classification	206	352
Sites not exceeding the environmental standard	1,135	998
Total sites owned by the NCC	1,579	1,578

The NCC has identified 238 sites that contain levels of contaminants above acceptable environmental standards. The NCC land portfolio was contaminated primarily by former commercial and industrial operations. Multiple sources of contamination are associated with the former industrial and commercial sites, with the principal contaminants being metals, polycyclic aromatic hydrocarbons (PAHs), petroleum hydrocarbons, volatiles (e.g. methane) and organic compounds (e.g. trichloroethene). A liability of \$49.9 million (\$50.8 million in 2017) has been recognized for the contaminated sites where it is likely that future economic benefits will be given up. This liability represents management's best estimate of the funds required to complete the environmental cleanup, and is based on information available as at the date of the financial statements. Of the liability, \$31.3 million (\$31.9 million in 2017) has been capitalized to the cost of the land.

Further, the NCC estimates the unrecorded contingent liabilities at \$487.2 million (\$476.2 million in 2017), also included in Note 15. This amount is based on remediation activities where an environmental assessment was sufficient to calculate a reasonable estimate for the liability. However, it is impossible to determine if future economic benefits will actually be given up.

The 198 remaining sites have levels of contaminants above the environmental standard. Further, these sites have been assessed by management as low corporate priority for the following reasons: they pose no public health or safety issues, they are not slated for development or disposal, and it is unlikely that the NCC will give up future economic benefits; they are secured sites or the NCC does not have sufficient information to assess a liability. Secured sites are those where the necessary studies, remediation and other risk management actions have been taken, consistent with the designated use of the site.

The valuation of the liability is based on the estimated value of the remediation activities required. This figure is indexed for the time value of money, every year, using the Bank of Canada rate. The indexation rate used in 2018 is 2.3 percent (1.6 percent in 2017).

Notes to the Financial Statements

For the year ended March 31, 2018 (in thousands of dollars, unless otherwise specified)

In line with the NCC's Environmental Management Framework, 206 sites are not a priority, as they do not pose a public health or safety risk. These sites, therefore, have not been the subject of an environmental assessment to establish if the suspected contaminants are present and exceeding environmental standards, or the contamination has not yet been determined. Aside from the preliminary assessment regarding the historical use, no further evaluation has been performed.

The preliminary environmental assessments found 1,135 sites were either not contaminated or found to be within the environmental standards.

6. Deferred Revenues

Deferred revenues are composed of the following.

	2018	2017
Deferred rental revenues	7,262	7,920
Deferred easement and license of occupation revenues	5,676	5,192
Other deferred revenues	3,313	3,243
	16,251	16,355

The deferred rental revenue is primarily the present value of the minimum future lease payments that the NCC has collected under three different land lease agreements. The present value for the current agreements was determined using discount rates of 4.27 percent, 6.01 percent and 6.5 percent. This deferred rental revenue will be recognized as income over the term of the lease agreements, which have different termination dates extending to 2068. During the year, \$0.4 million (\$0.4 million in 2017) of deferred rental revenue was recognized as income.

7. Employee Future Benefits

A. Pension Benefits

Substantially all of the employees of the NCC are covered by the Public Service Pension Plan (the "Plan"), a defined benefit plan established through legislation and sponsored by the Government of Canada. Contributions are required by both the employees and the NCC. The President of the Treasury Board of Canada sets the required employer contributions, based on a multiple of the employee's required contribution. The required employer contribution rate for 2017 and 2018 was dependent on the employee plan contribution start dates. For plan participation prior to 2013, the NCC's contribution rate effective at year-end was 1.01 times (1.01 in 2017) the employee contribution. For plan participation beginning on January 1, 2013, or later, the NCC's contribution rate effective at year-end was 1.00 times (1.00 in 2017) the employee's contribution. NCC and employee contributions to the Plan for the year were as follows.

	2018	2017
NCC's contributions	3,697	3,639
Employee contributions	3,627	3,315

Notes to the Financial Statements

For the year ended March 31, 2018 (in thousands of dollars, unless otherwise specified)

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

B. Other Benefit Plans

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

	2018	2017
Accrued benefit obligation at beginning of the year	8,921	4,551
Cost for the year	1,430	4,596
Benefits paid during the year	(755)	(226)
Accrued benefit obligation at end of the year	9,596	8,921

i. Severance, Workers' Compensation and Maternity or Parental Leave Benefits

The severance benefits ceased to accumulate when the new collective agreement was signed in February 2013. As at March 31, 2018, the severance benefit represents the obligation for employees who delayed payment until the time of termination.

The NCC also provides workers' compensation benefits, based on benefits determined by the Workplace Safety and Insurance Board of Ontario. The value of the accrued obligation for workers' compensation is determined using actuarial data from the Workplace Safety and Insurance Board of Ontario.

In addition, the NCC provides maternity or parental benefits in accordance with the conditions of employment for the different groups of employees. The maternity or parental benefits represent for the NCC an obligation that entails settlement in the next year.

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

Notes to the Financial Statements

For the year ended March 31, 2018 (in thousands of dollars, unless otherwise specified)

ii. Sick Leave Obligation

The NCC has an obligation related to sick leave benefits for its employees. The most recent actuarial valuation for sick leave obligation was completed by an independent actuary as at March 31, 2018. The estimated average remaining service period for employees is 12 years (11 years in 2017).

The key assumptions used in the actuarial valuation include a discount rate of 2.4 percent (2.3 percent in 2017), as well as an economic wage increase rate of 1.9 percent (2.2 percent in 2017). An unamortized actuarial gain of \$0.4 million (\$0.5 million in 2017) is included in the sick leave obligation.

The information on sick leave is as follows.

	2018	2017
Sick leave obligation at beginning of the year	5,441	5,270
Current service cost	980	756
Interest cost on benefit obligation	134	127
Actuarial gain on obligation	(234)	(477)
Sick leave used during the year	(372)	(235)
Sick leave obligation at end of the year	5,949	5,441
Unamortized actuarial gain	371	477
Sick leave liability at end of the year	6,320	5,918

8. Other Liabilities

Other liabilities are composed of the following.

	2018	2017
Deferred rent inducement ¹	7,446	6,168
Unsettled land exchange	–	1,000
Unsettled expropriation ²	193	190
	7,639	7,358

1. The deferred rent inducement represents the balance of \$0.2 million (\$0.4 million in 2017) from the headquarters original lease plus the deferred rent inducement for the new lease of \$4.6 million (\$4.6 million in 2017). In addition, \$2.6 million (\$1.2 million in 2017) represents the difference in rates paid on the two leases. See Note 2H for more detail.

2. The unsettled expropriation is payable on demand.

Notes to the Financial Statements

For the year ended March 31, 2018 (in thousands of dollars, unless otherwise specified)

9. Tangible Capital Assets

	Cost				Accumulated Amortization			Net Book Value	
	Opening Balance	Acquisitions	Disposals/ Adjustments ³	Closing Balance	Opening Balance	Amortization Expense	Disposals/ Adjustments	March 31, 2018	March 31, 2017
Land^{1,5}	305,896	7,120	2,668	310,348	–	–	–	310,348	305,896
Buildings and infrastructure^{2,3}									
Parkways, bridges and roadways	260,092	4,763	113	264,742	162,414	7,044	–	95,284	97,678
Historical properties	128,288	6,676	–	134,964	64,274	2,851	–	67,839	64,014
Rental properties	159,353	9,961	674	168,640	88,783	2,415	287	77,729	70,570
Parks	134,205	1,960	93	136,072	85,584	2,416	31	48,103	48,621
Administrative and service buildings	28,802	265	–	29,067	16,156	854	–	12,057	12,646
Recreational properties	31,183	925	609	31,499	22,320	609	605	9,175	8,863
Development properties	21,004	1,772	–	22,776	11,145	738	–	10,893	9,859
Leasehold improvements	12,304	1,233	–	13,537	9,720	434	–	3,383	2,584
Equipment²									
Office equipment, machinery and equipment	7,256	270	13	7,513	5,934	274	13	1,318	1,322
Computers and software	9,994	323	45	10,272	5,408	827	45	4,082	4,586
Vehicles	1,703	69	134	1,638	1,235	173	134	364	468
	1,100,080	35,337	4,349	1,131,068	472,973	18,635	1,115	640,575	627,107

1. The land cost includes \$0.2 million (\$0.2 million in 2017) of unsettled expropriation.

2. The total cost of buildings and infrastructure and equipment includes \$15.8 million (\$27.7 million in 2017) of construction in progress. When completed, the cost of these projects will be amortized on the basis of their estimated useful life.

3. The disposals and adjustments include writedowns of \$0.3 million in buildings and infrastructure (\$0.1 million in 2017).

4. The acquisition and improvements of tangible capital assets and the disbursements for environmental cleanup presented in the Statement of Cash Flows exclude an amount of \$3.4 million (\$5.0 million in 2017) in relation to the acquisition and improvements of tangible capital assets that remain unpaid as at March 31, 2018, as well as an amount of \$3.6 million (\$0.5 million in 2017) for non-monetary transactions incurred during the year.

5. The land cost includes \$0.2 million for asset held for sale (none in 2017).

10. Other Non-Financial Assets

As part of a non-monetary transaction carried out during 2001–2002, the NCC transferred properties, and is committed to render services to the former City of Hull. In exchange, the City also transferred properties and is committed until 2022 to maintain parks and roads belonging to the NCC. As of March 31, 2018, the unamortized present value of these maintenance services, discounted at the interest rate of 6.5 percent, amounts to \$0.6 million (\$0.8 million in 2017). This non-financial asset is recognized on a straight line basis, and the expense of \$0.2 million (\$0.2 million in 2017) is included under “Goods and services” in Note 11.

In 2014–2015, the NCC entered into an agreement with the City of Ottawa. The City of Ottawa will transfer specific land to the NCC by December 31, 2019, in accordance with the “Legacy Agreement” convention. This non-financial asset represents \$0.6 million (\$0.6 million in 2017).

11. Expenses by Object

The following provides a summary of expenses by object.

	2018 Budget	2018 Actual	2017 Actual
Goods and services	57,284	58,645	62,340
Salaries and employee benefits	43,790	44,652	45,424
Amortization	18,924	18,635	18,076
Payments in lieu of municipal taxes	9,504	9,398	9,132
Loss on disposal of tangible capital assets	–	1,021	1,003
Writedowns of tangible capital assets	–	287	83
	129,502	132,638	136,058

Antiques, works of art and monuments acquired or built by the NCC and those donated to the Canadiana Fund or the NCC are not recorded as tangible capital assets but are recorded as expenses and are included in “Goods and services.” For the year ended March 31, 2018, the value of antiques, works of art and monuments totalled \$2.9 million (\$4.8 million in 2017).

For the year ended March 31, 2018, in-kind goods received by the NCC represented \$0.5 million (\$0.1 million in 2017) of the “Goods and services” expense.

12. Parliamentary Appropriations

	2018	2017
Parliamentary appropriations for operating expenditures		
Amount received during the year	65,354	67,339
Amount receivable at end of the year	776	496
Amount received from previous year	–	632
	66,130	68,467
Parliamentary appropriations for tangible capital assets		
Amount received during the year	23,500	22,399
Amount receivable at end of the year	–	390
	23,500	22,789
Parliamentary appropriations approved and recorded during the year	89,630	91,256

13. Contractual Rights

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

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

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

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

Notes to the Financial Statements

For the year ended March 31, 2018 (in thousands of dollars, unless otherwise specified)

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

ii. The contractual rights of the NCC are mainly from the right to receive rental and other income. The following table summarizes the NCC's contractual rights for the next five years and thereafter.

	Leases	Others	Total
2018-2019	9,652	3,060	12,712
2019-2020	8,535	2,302	10,837
2020-2021	7,791	785	8,576
2021-2022	6,816	787	7,603
2022-2023	5,542	700	6,242
2023 and thereafter	98,856	6,067	104,923

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

14. Contractual Obligations

i. The NCC has entered into agreements for services that amount to \$60.3 million (\$65.7 million in 2017) and office accommodation leases that amount to \$126.3 million (\$138.1 million in 2017). These agreements, which total \$186.6 million (\$203.8 million in 2017), have differing termination dates, with the latest ending in 2047. The service agreements are contracts related primarily to information technology services and the management and maintenance of the NCC's lands and properties.

Notes to the Financial Statements

For the year ended March 31, 2018 (in thousands of dollars, unless otherwise specified)

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

	Leases	Services	Total
2018–2019	6,788	21,236	28,024
2019–2020	6,170	13,815	19,985
2020–2021	4,643	8,409	13,052
2021–2022	5,038	7,168	12,206
2022–2023	5,115	1,695	6,810
2023 and thereafter	98,577	7,980	106,557

ii. The NCC has entered into contracts for capital expenditures of approximately \$3.8 million (\$11.5 million in 2017). The timelines for payments under these contracts are not all determined as of March 31, 2018; payments are expected to be made within the next fiscal years.

15. Contingent Liabilities

A. Claims

In the normal course of business, and due to the NCC's ownership of lands in the National Capital Region, claims have been made against the NCC for which the outcome is not determinable and for which an amount has not been accrued, totalling a net amount of \$5.4 million (\$5.6 million in 2017), excluding interest and other costs. These claims result primarily from alleged personal injuries sustained on NCC lands, which often leads to the NCC's being named as one of several parties in litigation. To mitigate this legal risk, the NCC will file counterclaims, cross-claims and third-party claims, as appropriate. Due to the complex and lengthy legal process, outcomes are often not determinable until the claim is finally settled. Nevertheless, it is the opinion of management that certain of these claims will result in settlements approximating \$0.1 million (\$0.1 million in 2017), which has been recorded as a liability during the year. Future payments resulting from claims where final settlements, if any, are currently unpredictable with any degree of accuracy will be accounted for in the year in which the liability becomes likely.

B. Contingent Liabilities for Environmental Cleanup

The NCC also has a contingent liability of \$487.2 million (\$476.2 million in 2017) with respect to environmental cleanup, which is presented in more detail in Note 5.

16. Financial Instruments

A. Credit Risk

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

The maximum exposure of the NCC to credit risk at March 31, 2018, is as follows.

	2018	2017
Cash and cash equivalents	55,941	82,541
Restricted cash and cash equivalents – light rail transit	63,975	63,105
Accounts receivable		
Federal departments and agencies	5,298	5,837
Others	5,944	5,265
Investments	34,136	19,114
	165,294	175,862

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

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

The credit risk associated with accounts receivable is minimized, since a large proportion of customers are federal, provincial or municipal entities. Furthermore, credit assessments are done for all new tenants. The NCC records allowances for potential credit losses, and any such losses to date have been within management's expectations.

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

Management believes that concentrations of credit risk with respect to accounts receivable are limited due to the credit quality of the parties' extended credit, as well as the large number of federal, provincial, municipal and smaller customers. At March 31, 2018, accounts receivable from federal, provincial or municipal entities comprised 52 percent (56 percent in 2017) of the total amounts due.

Notes to the Financial Statements

For the year ended March 31, 2018 (in thousands of dollars, unless otherwise specified)

The following table presents an analysis of the age of accounts receivable, net of allowance for doubtful accounts, as at March 31, 2018.

	2018	2017
Accounts receivable net of allowance for doubtful accounts:		
Less than 30 days past billing date	7,537	8,732
30–60 days past billing date	1,061	233
61–90 days past billing date	195	225
Greater than 90 days past billing date	2,942	2,336
	11,735	11,526
Allowance for doubtful accounts	(493)	(424)
	11,242	11,102

The NCC must make estimates in respect of the allowance for doubtful accounts. The type of clients, historical payment trend, economic conditions, reasons for the accounts being past due and line of business from which the receivable arose are all considered in the determination of when to include provisions for past due accounts. These same factors are considered when determining whether to write off amounts against accounts receivable. Amounts subsequently recovered from accounts previously written off are credited to the allowance account in the period of recovery.

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

	2018	2017
Allowance for doubtful accounts		
Balance at beginning of year	424	157
Bad debt expense	243	314
Amounts written off and recoveries	(174)	(47)
Balance at end of year	493	424

The NCC believes that this allowance for doubtful accounts is sufficient to cover the risk of default. There are no other financial assets past due or impaired as at March 31, 2018 (none in 2017).

B. Liquidity Risk

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

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

Notes to the Financial Statements

For the year ended March 31, 2018 (in thousands of dollars, unless otherwise specified)

The following table presents an analysis of the estimated maturities of the financial liabilities as at March 31, 2018.

	2018	2017
Accounts payable and accrued liabilities		
Less than 90 days	10,582	13,302
90–365 days	9,249	8,485
	19,831	21,787
Other liabilities – unsettled expropriation (Note 8)		
More than 365 days	193	190
	20,024	21,977

C. Market Risk

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

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

Here is an overview of the NCC's interest rate exposure as at March 31, 2018.

	2018	2017
Cash and Cash Equivalents and Investments		
Cash and cash equivalents – market interest rate	55,941	82,541
Restricted cash and cash equivalents – light rail transit – market interest rate	63,975	63,105
Investments of 365 days or less – fixed interest rate	15,000	–
Investments more than 365 days – fixed interest rate	19,136	19,114
	154,052	164,760

The interest rate exposure of the NCC arises from its interest-bearing financial assets. Cash and cash equivalents earn interest at market rate. Investments include a short-term portfolio investment with a maturity of 365 day or less made with a financial institution that earn interest at a fixed rate. The NCC's objective is to manage its exposure to the interest rate risk of its cash and cash equivalents and short term investments by maximizing the interest income earned on excess of funds, while maintaining the minimum liquidity necessary to conduct operations on a day-to-day basis. Fluctuations in market interest rate could have an effect on the NCC's interest revenue derived from cash and cash equivalents and short-term investments. If interest rates for the year ended March 31, 2018, had been 50 basis points lower or higher, with all other variables held constant, interest revenue for the same period would have been impacted by \$0.4 million (\$0.4 million in 2017) lower or higher, respectively.

The approach to the "Restricted cash and cash equivalents – light rail transit" is identical to that of the NCC's cash and cash equivalents management. Bearing this in mind, had interest rates for the year ended March 31, 2018, been 50 basis points lower or higher, with all other variables held constant, interest earned and allocated to the restricted cash and cash equivalents to light rail transit for the same period would have been \$0.3 million (\$0.3 million in 2017) lower or higher, respectively.

Notes to the Financial Statements

For the year ended March 31, 2018 (in thousands of dollars, unless otherwise specified)

Investments also include bonds of the provincial governments at a fixed interest rate with an average term to maturity of 3.3 years (3.9 years in 2017). These investments are indirectly affected by fluctuations of fair value, due to fluctuations of the market interest rate. However, there is no impact on the interest revenue that the NCC derives from long-term investments.

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

17. Related Party Transactions

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

During the year, the NCC transferred to Public Services and Procurement Canada (PSPC), at a nominal value of \$1, parcels of lands that will be used for the future construction of The Ottawa Hospital. This transaction, as it lacked commercial substance, was measured at \$1.8 million, representing the carrying amount of the asset transferred, and resulted in a loss on disposal of tangible capital assets. Through a series of interrelated transactions, the NCC concurrently entered into a lease with a third party for use of that same property at a nominal value of \$1 until September 1, 2023, resulting in a sale-leaseback transaction. The economic loss of \$1.8 million on disposal of the property is therefore offset in part by the future economic gain of \$0.8 million from the lease. As a result, an unrealized loss of \$1.0 million is recognized as a prepaid expense in the Statement of Financial Position and will be expensed on a straight-line basis over the term of the lease. The remainder, a realized loss of \$0.8 million, is included in expenses in the Statement of Operations and Accumulated Surplus and in Note 11 under “Loss on disposal of tangible capital assets.”

In addition to the related party transactions described below, and those disclosed elsewhere in these financial statements, the NCC also enters into transactions with related parties. In the normal course of business, and on normal trade terms applicable to all individuals and enterprises, the NCC incurred expenses totalling \$10.0 million (\$8.0 million in 2017) for utilities, rental of space, tangible capital assets, and services purchased from other government departments and agencies; and earned revenues totalling \$12.5 million (\$7.3 million in 2017) from recoveries, services rendered and rental operations.

The NCC holds 3 commercial leases with PSPC at a nominal value of \$1, which are detailed as land leases and a commercial building.

During the year, the NCC received audit services from the Office of the Auditor General of Canada and these were unallocated costs. These services, which are non-significant, were not recorded in the NCC’s Statements of Operations and Accumulated Surplus.

18. Comparative Figures

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

APPENDICES



Appendix I

Committees of the Board, Advisory Committees and Special Committees as of March 31, 2018

Executive Committee

Chair

Marc Seaman

Members

Dr. Mark Kristmanson
Mireille Apollon
Larry Beasley
Norm Odjick

Audit Committee

Chair

Robert Plamondon

Members

Michael Foderick
Tanya Gracie
Carol Loughrey
Norm Odjick
Sara Jane O'Neill
Basil L. Stewart

Ex-Officio Members

Marc Seaman
Dr. Mark Kristmanson

Governance Committee

Chair

Lisa MacDonald

Members

Tanya Gracie
Aditya Jha
Sara Jane O'Neill
Basil L. Stewart

Ex-Officio Members

Marc Seaman
Dr. Mark Kristmanson

Advisory Committee on Planning, Design and Realty

Chair

Eha Naylor, Toronto, Ont.

Vice-Chair

Clément Demers, Montréal, Que.

Members

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

Ex-Officio Members

Marc Seaman
Dr. Mark Kristmanson

Board Observers

Victor Brunette
Larry Beasley

Advisory Committee on the Official Residences of Canada

Chair

Christina Cameron, Montréal, Que.

Vice-Chair

Richard Alway, Toronto, Ont.

Members

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

Ex-Officio Members

Marc Seaman
Dr. Mark Kristmanson

Board Observers

Carol Loughrey
Norm Odjick

Canadiana Fund

Chair

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

Members

Marion Beyea, Fredericton, N.B.
Anne Fotheringham, Toronto, Ont.
Kathy Hays, Calgary, Alta.
Douglas B. Richardson,
Saskatoon, Sask.
Deborah Riley, Winnipeg, Man.
Candace Stevenson, Halifax, N.S.
Fei Wong, Vancouver, B.C.
Harvey Slack, Ottawa, Ont.
(Executive Director Emeritus)

Advisory Committee on Universal Accessibility

Chair

Gary Lacey, National Capital
Commission

Vice-Chair

Bob Brown, Ottawa, Ont.

Members

Barry McMahon, Ottawa, Ont.
Catherine Gardner, Ottawa, Ont.
Collinda Joseph, Ottawa, Ont.
Yoland Charette, National Capital
Commission
Mona Lamontagne, National Capital
Commission
Isabelle Leduc, National Capital
Commission (observer)

◀ Ruins featured on the Mackenzie King Estate grounds, a 231-hectare country estate that belonged to Canada's 10th and longest-serving prime minister, William Lyon Mackenzie King.

Appendix II

Partners and Sponsors

The success of the National Capital Commission's programming and activities depends on the support and contributions of many partners and corporate sponsors. The NCC has benefited from a strong network of collaborators, and would like to take this opportunity to acknowledge and thank the following organizations, which contributed to NCC programming and activities in 2017–2018.

NCC Partners

Abraska	Carleton University	Embassy of the Republic of the Philippines
Agence de bassin versant des 7	Casino Lac-Leamy Sound of Light	Embassy of the Republic of Poland
Agriculture and Agri-Food Canada	Cégep de l'Outaouais	Embassy of the State of Israel
Algonquin College	CentrepoinTE theatres (City of Ottawa)	Embassy of the United States of America
Algonquins of Pikwakanagan	Centre d'enseignement et de recherche en foresterie de Sainte-Foy inc. (CERFO)	Employment and Social Development Canada
Algonquin to Adirondacks Collaborative	Chelsea Nordiq	Environment and Climate Change Canada
Alpine Club of Canada – Ottawa Section	Chelsea Pub	Esprit Rafting
Alta Vista Animal Hospital	Chelsea Trails	Fédération des clubs de motoneigistes du Québec (FCMQ)
Animals in War Dedication Committee	Child and Youth Friendly Ottawa	Festival de montgolfières de Gatineau
Association des auteurs et auteures de l'Outaouais	Chutes Coulange Park	Festival franco-ontarien
Auberge Old Chelsea B&B	Citizens for Safe Cycling	FloraQuebeca
Avant-Garde Bar & Gift Shop	City of Ottawa	Forêt Québec
Bell Media (Astral: Rouge 94.9 FM and Énergie NRJ 104.1 FM)	Club Équestre Ramsayville Equestrian Club	Friends of Gatineau Park
Biodiversity Conservancy International	Club optimiste de Hammond	Friends of Maplelawn Garden
Bird Studies Canada	Club Skinouk	Friends of the Mer Bleue
Biscotti & cie	Commerce Chelsea	Gatineau Loppet
Bougie Doozy Candle	Commonwealth Games Canada	Gatineau Valley Historical Society
Bushtukah	Communities in Bloom	George Weston Limited
ByWard Market BIA	Confiserie Wakefield	Girl Guides of Canada
Café Les Saisons	Conseil régional de l'environnement et du développement durable de l'Outaouais	Global Affairs Canada
Camp Fortune	Coopérative des paramédics de l'Outaouais	Global Centre for Pluralism
Canada Science and Technology Museum	Coopérative de solidarité de la ferme Moore	Government of Ontario
Canadensis	Craftsbury Outdoor Center	Governor General of Canada
Canadian Building Trades	Cross Country Canada	Greenbelt Coalition of Canada's Capital Region
Canadian Capital Cities Organization	Delegation of the European Union to Canada	Greg Christie's ski et vélo
Canadian Fallen Firefighters Foundation	Dovercourt Recreation Centre	Groupe Poliquin-Wakefield Group Inc.
Canadian Food Inspection Agency	Ducks Unlimited	Guid'Amies franco-canadiennes
Canadian Football League	Dunn-D's Mini Golf	Hardwood Ski and Bike
Canadian Garden Council	Eastern Chapter of the Society of Ontario Nut Growers	Haunted Walks of Ottawa
Canadian Heritage	École secondaire Mont-Bleu	Home Hardware Stores Ltd.
Canadian Museum of Nature	Éco-Odyssée	House of Commons
Canadian Parks and Wilderness Society (CPAWS)	Embassy of Belgium	Hydro One Inc.
Canadian Red Cross	Embassy of the Federal Republic of Germany	Hydro Ottawa
Canadian Ski Marathon	Embassy of Hungary	Independent Filmmakers Co-operative of Ottawa
Canadian Tulip Festival	Embassy of Ireland	Indigenous and Northern Affairs Canada
Canadian War Museum	Embassy of the Kingdom of the Netherlands	Institut des Sciences de la Forêt tempérée
Canadian Wildlife Federation	Embassy of Mongolia	Just Food
Cape Farewell		Kanata Nordic Ski Club
Capital Cruises		
Carleton Regional Snowmobile Club		

Kitigan Zibi Anishinabeg
 Kiwanis Club of Ottawa
 KPMG LLP
 La Gourmandise
 La Vallée des Rosiers
 Laurier House
 Leave No Trace Canada
 LeDroit
 Les Fougères
 Library and Archives Canada
 Library of Parliament
 Loisir sport Outaouais
 Macoun Field Club
 Maple Leaves Forever
 McGill University
 MEC
 Meyogalune
 Ministère de l'Énergie et des
 Ressources naturelles du Québec
 Ministère des forêts, de la Faune
 et des Parcs du Québec
 Ministère du Développement durable,
 de l'Environnement et de la Lutte
 contre les changements climatiques
 du Québec
 Ministère des Transports, de la Mobilité
 durable et de l'Électrification des
 transports du Québec
 Mississippi Valley Conservation
 Authority
 Montréal Biodôme
 Mont-Sainte-Anne
 MosaiCanada 150/Gatineau 2017
 MRC des Collines-de-l'Outaouais
 Municipality of Chelsea
 Municipality of La Pêche
 Municipality of Pontiac
 Mt. Van Hovenberg
 Nakkertok Nordic
 National Arts Centre
 National Gallery of Canada
 Natural Fitness Lab
 Natural Resources Canada
 Nature Conservancy of Canada
 Nordik Spa-Nature
 OC Transpo
 Office of the Secretary to the Governor
 General
 Ontario Ministry of Natural Resources
 and Forestry
 Ontario Ministry of Transportation
 Orchid Specialist Group (North America
 Regional Group)
 Orienteering Ottawa
 Orléans Nordic Ski Club
 Orr Family
 Ottawa 2017
 Ottawa Citizen

Ottawa–Gatineau Geoheritage Project
 Ottawa International Airport
 Ottawa International Children's Festival
 Ottawa Mountain Bike Association
 Ottawa Public Health
 Ottawa Skateboard Community
 Association
 Ottawa Tourism
 Ottawa Valley Kite Club
 Ottawa Volunteer Search and Rescue
 Outaouais Birding Club
 Oxygène
 Para Transpo
 Parks Canada
 PhysioSport Chelsea
 Pizza de Luigi
 Pontiac Equestrian Association
 Premiers Soins Medtrakevac
 Public Services and
 Procurement Canada
 Queen's University
 Rafting Momentum
 RBC Ottawa Bluesfest
 Rebec & Kroes
 Regina Street Alternative School
 Relais plein air du parc de la Gatineau
 Réseau d'étude et de surveillance des
 écosystèmes forestiers québécois
 Réseau Sépaq
 Responsible Dog Owners of Ottawa
 Rideau Trail Association
 Rideau Valley Conservation Authority
 Rogers Media (Y101.1 FM and
 105.3 KISS FM)
 Rotary Club of Ottawa
 Royal Canadian Mounted Police
 Senate of Canada
 Service Action Communautaire
 Outaouais Inc.
 Service Canada
 Services récréatifs DEMSIS inc.
 Shepherds of Good Hope Foundation
 Sheraton Ottawa Hotel
 Ski de fond Mont-Tremblant
 Société de transport de l'Outaouais
 Société des établissements de plein
 air du Québec
 South Nation Conservation Authority
 Sparks Street BIA
 Special Events Advisory Team (SEAT)
 Strutt Foundation
 Supreme Court of Canada
 T&CO (Salon de thé)
 Tamarack Ottawa Race Weekend
 TD Ottawa Jazz Festival
 Telefilm Canada

The Algonquin Way Cultural Centre
 The Royal Canadian Geographical
 Society
 Tourism Outaouais
 Trailhead Paddle Shack
 Trans Canada Trail Foundation
 Transcollines
 Tribute to Liberty
 Université de Montréal
 Université du Québec en Outaouais
 University of Ottawa
 University of Toronto
 Vanhoff & Blokker
 Vélo-Services
 Ville de Gatineau
 Veterans Affairs Canada
 Volleyball Canada
 Vraie Nature Yoga + Énergie
 Wakefield–La Pêche Chamber
 Wakefield Trails
 XC Chelsea Masters

NCC Sponsors

Access Storage
 Aquahaulics
 Canal Ritz Restaurant
 CEECAM Corporation
 Cityscape
 Conseil des écoles publiques de
 l'Est de l'Ontario (CEPEO)
 Cubeit
 Dalmen Windows and Doors
 GoodLife Fitness
 Gowling Lafleur Henderson LLP
 MEC (Mountain Equipment
 Co-operative)
 NOKIA
 Ontario Lottery and Gaming
 Corporation (OLG)
 PepsiCo Canada
 Pizza Pizza Limited
 Professional Institute of the Public
 Service of Canada (PIPSC)

Appendix III

Employees of the National Capital Commission

The National Capital Commission would like to thank all its employees for their commitment, dedication and hard work in making 2017–2018 a successful year.

Acar, Nathalie	Brady, Cameron	David, Alain	Gardien, Jonique
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Adisso, Christelle	Brisson, Mathieu	Dawson, Janice	Gendron, Paul
Al-Koutsi, Micheline	Brown, James	de Gannes, Adam	Gervais-Marsolais, Noémie
Allaf, Sherine	Brown, James W	de Passillé, Véronique	Giancaterino, Rosanna
Ally, Caitlin	Brunal, Jude	Deguire, Danielle	Gingras, Philippe
Alves, Fatima	Bullock, Amy	Dehler, Mark	Girard-Ruel, Émilie
Amyot, Anne Marie	Bumstead, Timothy	Delfing, Wolfgang	Giroux, Janie
Andayo-Michalowski, Irene	Bunch, Rebecca	Delisle, Stéphanie	Giroux, Martin
Aspirot, Sylvie	Bunting, Patrick	Demers, Cassandra	Giugovaz, Catherine
Badgley, Ian	Bureau, Lucie	Demers, Madeleine	Gleddie, Stephen
Bailey, Richard	Bureau, Marie-Andrée	Démoré, Britny	Godard, Sylvain
Barakengera, Martin	Burleton, Mark	Denis, Pierre-Luc	Goggin, Ashley
Barbarie, Diane	Cadieux, Nancy	d'Entremont, Alain	Gooding, Jimmy
Barker, Louise	Candow, Sandra	Desrosiers, Sophie	Goulet, Julie
Barrie, Rachel	Cantin, Claude	Devine, Bruce	Grangien, Gaëlle
Beaudoin-Roy, Isabelle	Carrière, Mariline	Dhunnoo, Lakshna	Groulx, Luc
Beauregard, Anne-Carole	Castagne, Brigitte	Dimanche, Goldy	Gruder, Julian David
Beausoleil, Luc T	Castonguay, France	Dinelle, Patrick	Grudniewicz, Dorota
Beauvais-Doucet, Isabel	Cedeño, Pedro	Dods, Douglas Edward	Hagen, Andrew
Bédard, Chantal	Chabiague, Pierre	Dorego, Pierre-Olivier	Hall, Geoffrey
Bédard, Éric	Chakraborty, Binitha	Dorner, Kathleen	Hall, Jeffrey G.
Beggs, Carole	Chalhoub, Nancy	Dostaler, Marc	Hall, John
Bégin, Daniel	Champagne, Daniel	Dostie-Ménard, Samuel	Halsall, Jennifer
Bélair, Stéphane	Charbonneau, Jean	Downey, Dakota	Harrison, Richard
Bélanger, Natalie	Charette, Yoland	Drummond, Ronald	Heaney, Anne
Bélanger, Nicolas	Charlebois, France	Duckett, Jacqueline	Henry, Michel
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Belleville, Alain	Châtigny, Guylain	Durocher, Chadwick	Hiard, Benjamin
Belley, Christine	Chiasson, Danielle	Eagen, Allison	Hinchliff-Milne, Jayne
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Bergeron, Stéphanie	Cloutier, Sylvain	Elliott, John	Hoskins, Joseph
Beslic, Branka	Collette, Marie-Violaine	Elson, Donald	Houle, Michel
Bezada Tapia, Carmen	Collette, Michel	El-Zammar, Amer	Hoyt, Christopher
Milagros	Comtois, Jean-Gilles	Enright, Colin-James	Hrnchiar, Janet
Biagé, Michel	Conté, Mamadou	Esposito, Frank	Huff, Brian
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Bisson, Line	Copelli, Ivana	Faucher, Louis	Hutchinson, Julia
Bisson-Hockley, Sabrina	Cordeiro, Magda	Feeny, Daniel	Hutchison, Jason
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Blazeski, Valerie	Corriveau, Maurice	Fournier, Luc	Jafarian, Hoda
Blias Cabezas, John	Cosma, Octavian	Fournier, Mario	Jalbert, Céline
Blouin, Jonathan	Coulombe, Yamil	Fournier, Philippe	Jeaurond, Pierre
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Boulet, Marie-France	Currie, Johanna	Gagnon, Nelson	Johnston-Main, Derek
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Korchinski, Patricia	McDougall, Jeffrey Mark	Pink, Jason	Tenasco, Rene
Kristmanson, Mark	McEnroe, Tammy	Poitras, Marc-Antoine	Thibault, Lucie
Labelle, Karine	McGowan, Janet	Poulin, Suzie	Thibault, Nathalie
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Labelle, Richard	McIntyre, Matthew	Pronovost, Alain	Thorpe, Drew
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