

NATIONAL CAPITAL COMMISSION
COMMISSION DE LA CAPITALE NATIONALE

Summary of the
Corporate Plan
2020–2021 to 2024–2025

Canada

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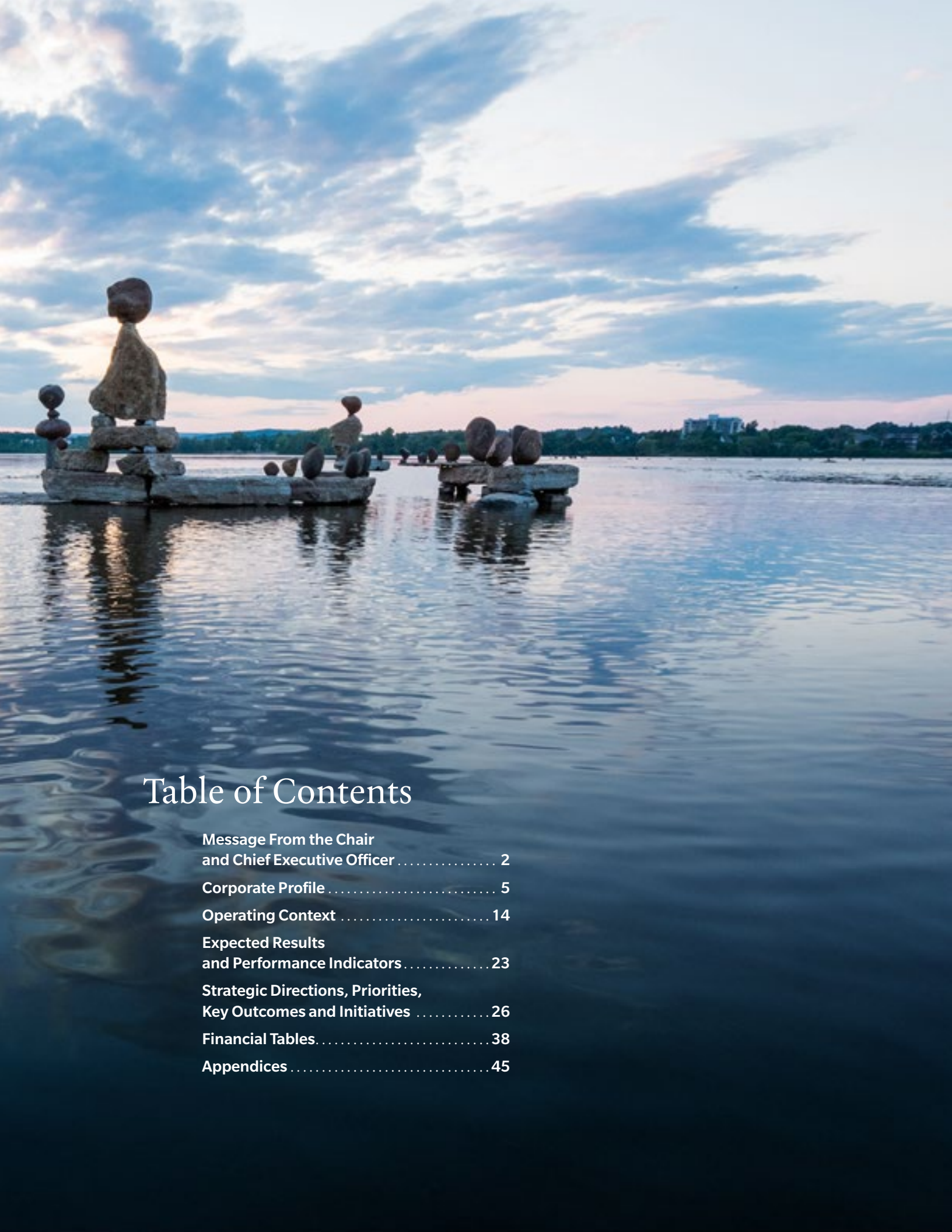


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MESSAGE FROM THE CHAIR AND CHIEF EXECUTIVE OFFICER

As this document is being prepared, the National Capital Commission (NCC) has entered Phase 2 of its plans to restore the public use of its assets during the COVID-19 pandemic.

Though various projects and initiatives have been interrupted by this public health emergency, the NCC as a whole has continued to operate remarkably well—a testament to both the strength and reliability of its internal systems, most notably its information technology infrastructure, and the dedication and talent of its employees.

We are proud of the fact that the NCC has played an important role during the pandemic by providing additional opportunities throughout the Capital to allow citizens to exercise or simply enjoy the outdoors safely and in a manner consistent with public health directives. Our extended parkway openings have meant that, every day, thousands of people have been able to walk, run, roll or cycle along car-free roads, with additional opportunities on weekends that have seen even higher numbers of users.

This summary is also set against a global backdrop of soul-searching about what we as individuals and organizations can do to create a more inclusive culture, and take steps to address systemic racism, with regard to Black Canadians and to other visible minorities.

The NCC had committed to sharpening its focus on promoting diversity, anti-racism training and employment equity, as it aspires to achieving a workforce that reflects all of Canada and all Canadians. This dedication to inclusivity also includes applying a Gender-based Analysis Plus lens to all projects and initiatives.

It is clear that the NCC is executing its mandate under extraordinary circumstances but, despite the challenges, it is committed to its promise to Canadians: to carry out the development, conservation and improvement of the National Capital Region.

One substantial difference in the NCC's operations since last year is a realignment of its place within the apparatus of the federal government. It now reports to Parliament through the minister of Public Services and Procurement.

But other aspects of the NCC's activities remain unchanged.

Its culture continues to be one that prioritizes collaboration and transparency, along with reconciliation with Indigenous peoples. Its public outreach, including extensive public consultations, remains robust.

Stewardship of the environment is always at the heart of the NCC's activities. On December 1 of this year—the second year of operations under its Sustainable Development Strategy—the NCC will begin contributing to and reporting to Parliament on its progress toward the goals of the Federal Sustainable Development Strategy, as legally required by a designated entity under the *Federal Sustainable Development Act*.

The successes of the NCC can be in part attributed to the satisfaction and pride of its employees, and employee engagement continues to be a priority for NCC management. Regular surveys of staff show a steady and consistent increase in employee satisfaction, and the NCC continues to build on efforts that in 2020 saw the organization named one of the National Capital Region's top employers.

This is part of a continued pursuit of corporate excellence that includes a commitment to real, tangible results.

Operationally, the NCC has taken a leadership role with regard to regional transportation, particularly with regard to the crossings over the Ottawa River between Quebec and Ontario.

The organization remains committed to rehabilitating its assets under its major infrastructure program, which has been supported by an allocation of \$55 million over two years in the federal government's 2018 budget—support that has been renewed this year with an allocation of another \$52.4 million.

Other priorities include the ongoing revival of the Capital's shorelines and the islands of the Ottawa River, and the redevelopment of LeBreton Flats; the renewal of Nepean Point; updating key planning documents such as the Capital Pathway Strategic Plan and the Gatineau Park Master Plan; and pursuing increased financial sustainability and revenues. All this is described in detail in the pages that follow.

All these NCC plans, projects and initiatives are governed by the Plan for Canada's Capital, with its emphasis on building a better capital that is more inclusive and meaningful, picturesque and natural, and thriving and connected, built on a foundation of sustainability and resiliency. We think that this summary outlines meaningful progress toward achieving this vision.

The goal, as always, is a capital that is a source of pride and inspiration for Canadians, one that respects our history, celebrates who we are and reflects what we aspire to become.



Marc Seaman
Chair



Tobi Nussbaum
Chief Executive Officer



CORPORATE PROFILE

Mandate

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

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

Mission

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

Guiding Principles

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

LEADERSHIP AND INNOVATION

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

ACCOUNTABILITY AND TRANSPARENCY

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

RECONCILIATION

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

COLLABORATION

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

PRIDE

Take pride in building an inclusive, accessible and environmentally sustainable National Capital Region that embodies Canadian values and traditions.

ORGANIZATIONAL EXCELLENCE

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

Core Responsibilities

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

LONG-TERM PLANNING

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

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

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

STEWARDSHIP AND PROTECTION

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

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

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

INTERNAL SERVICES

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

Figure 1: The NCC's Planning Framework

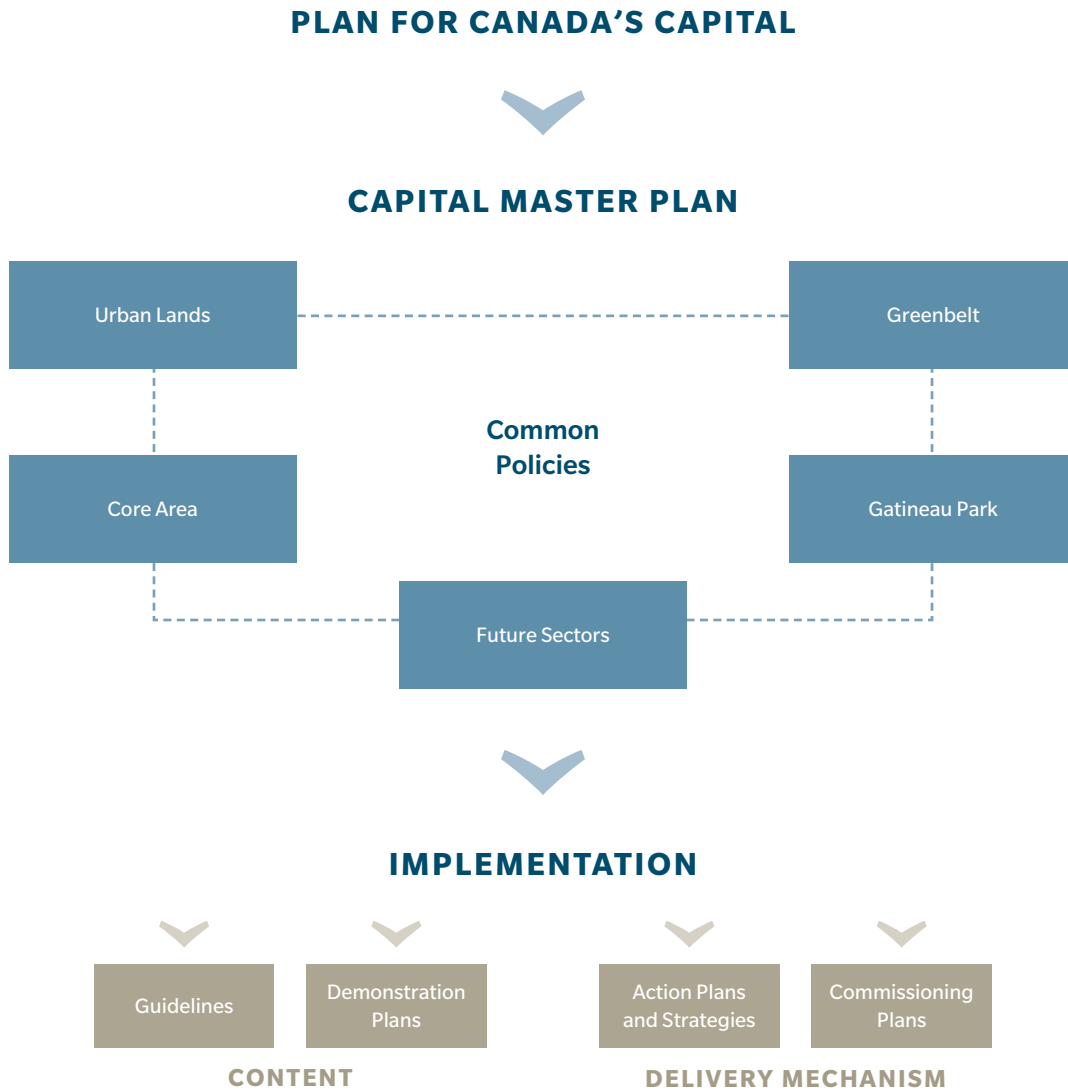


Figure 2: Overview of the NCC's Assets



6 official residences



1,700 properties,
1,000 buildings



145 bridges



23 urban parks



100+ km of parkways and roads



75 km of waterfront,
50 lakes



194 monuments, public art,
interpretive panels and plaques



300 km of pathways



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



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



5,600 ha of farmlands



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

Approximate replacement value (built assets): \$2.1 billion

Governance

COMPOSITION, ROLES AND RESPONSIBILITIES OF THE BOARD OF DIRECTORS

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

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

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

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

BOARD APPOINTMENTS

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

MUNICIPAL PARTICIPATION AT BOARD OF DIRECTORS MEETINGS

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

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

ACCOUNTABILITY AND OPERATIONS

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

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

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

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

REMUNERATION

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

COMMITTEES

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

REPORTING TO PARLIAMENT AND CANADIANS

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

INDEPENDENT AUDIT

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

The NCC was subject to a special examination by the OAG in 2016–2017. For more details, see the section entitled “Operating Context.”

OMBUDSMAN

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

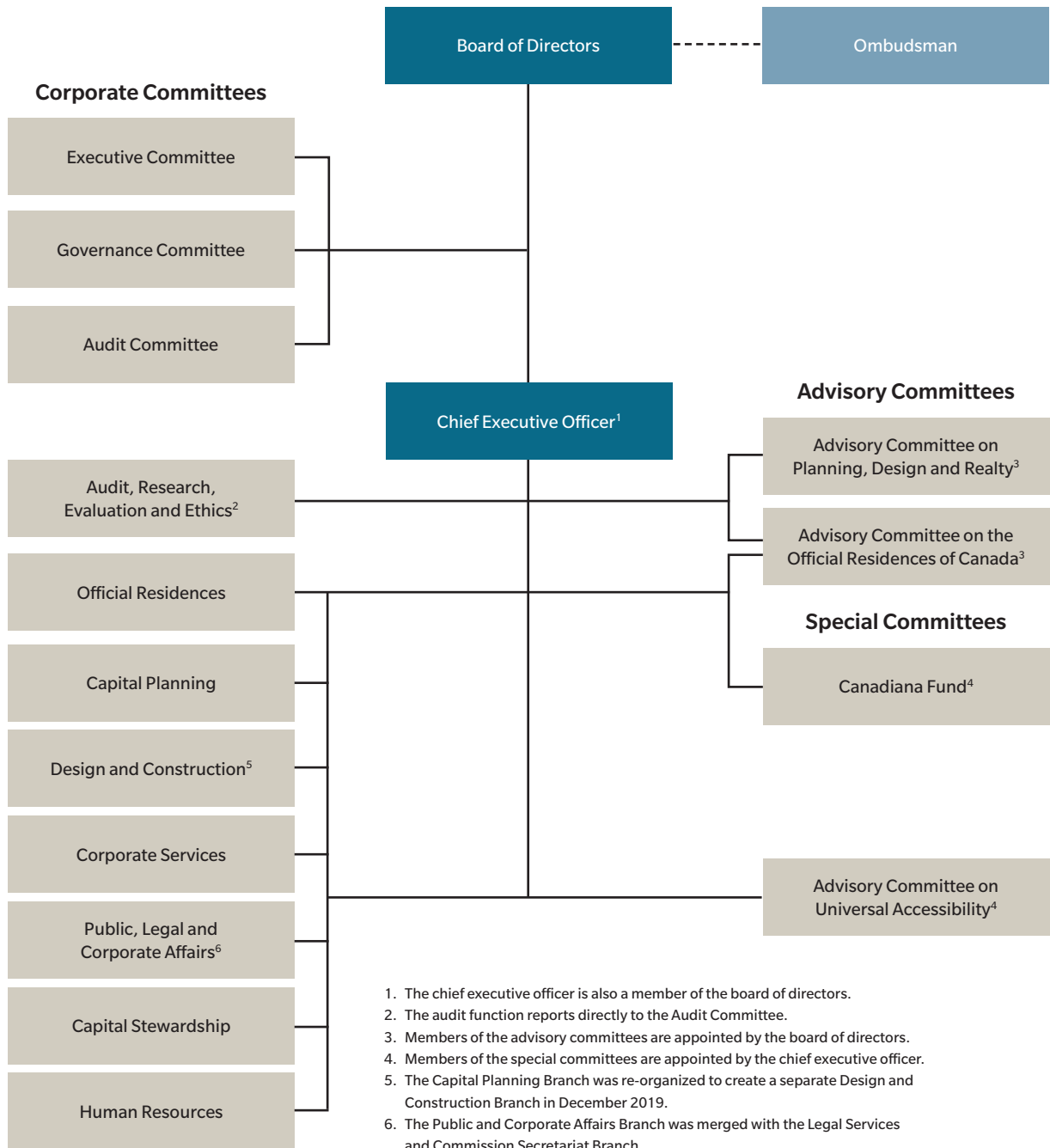
ORGANIZATIONAL STRUCTURE

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

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

CORPORATE PROFILE

Figure 3: The NCC's Organizational Structure





OPERATING CONTEXT

Analysis of the Environment

The NCC begins its annual strategic planning process with an analysis of the environment in which it operates. This analysis informs and confirms key corporate priorities and initiatives in light of internal and external environmental factors, challenges and opportunities. The following outlines the most significant factors affecting the NCC over the five-year planning period, 2020–2021 to 2024–2025.

INTERNAL ENVIRONMENT

The NCC's diverse and extensive portfolio represents a key opportunity, enabling the corporation to contribute to the dynamism, connectivity and character of the National Capital Region in a way that aligns with its national significance. This portfolio includes 125 kilometres of parkways, 300 kilometres of pathways, 1,700 real estate properties and 1,000 buildings, and 145 bridges, as well as commemorative and interpretive panels.

The NCC is currently reviewing asset condition reports in order to help prioritize the maintenance of these important assets. A process has been initiated to prioritize key assets for inspection. This plan will enable the NCC to continue addressing the maintenance requirements for assets in need of critical repairs, and is supported by the corporation's overall investment planning initiative, which began in the fall of 2019.

Another key opportunity that upholds the NCC's expertise in long-term planning, stewardship and protection, derives from the corporation's committed and dedicated contingent of staff members who are passionate about the National Capital Region, and proudly contribute to the corporation's mandate. In the 2019–2020 fiscal year, the NCC staff contingent comprised 494 full-time equivalents. This workforce

has consistently adapted to the NCC's evolving environment to meet the corporation's objectives, and collaboration with this workforce has been an essential component in the NCC's success.

EXTERNAL ENVIRONMENT

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

Collaboration with local municipalities, in addition to continuity in municipal leadership, has been beneficial for the corporation, as it has allowed the development of strong relationships, and continuity in terms of projects. Likewise, the NCC consults with local Indigenous groups to ensure that their interests and opinions are included in projects and initiatives throughout the National Capital Region.

The 2018 provincial elections in both Ontario and Quebec brought new governments to the provinces. The provincial governments remain important stakeholders, as their programs and activities overlap with the NCC's work in various areas. The NCC may now benefit from a period of relative continuity in governments at the provincial level until the next provincial elections are held.

Lastly, workforce trends have proven to be an external challenge for the NCC, and have impacted the corporation. As baby boomers continue to leave the workforce, and the number of entrants continues to decrease, the NCC has to compete with the core public service, as well as the private sector, for talent and recruitment. In response to developing trends and in alignment with its priority to be a value-added partner

in the National Capital Region, the NCC has prioritized the employee experience, including placing a focus on the corporation's recruitment and engagement.

KEY STRATEGIC ISSUES

The NCC's legislative authorities have remained largely unchanged since the corporation's inception in 1959. The lack of change in this area limits the NCC's ability to conduct business in modern terms—predominantly when it comes to real property authorities—and makes this a key strategic issue for the NCC. Moreover, the NCC's regulatory and enforcement authorities are very limiting, and do not give the corporation the ability to control certain activities. Modernization of the NCC's legislative authorities would allow the corporation to better protect its properties and their environment, as well as overcome the constraints related to implementing its mandate with respect to real estate transactions.

Another key strategic issue that the NCC faces is regional transportation. The NCC's planning mandate for the National Capital Region includes interprovincial transportation planning and the facilitation of transportation projects. The NCC and Public Services and Procurement Canada (PSPC) are working together on a number of initiatives to facilitate regional transportation planning, with the NCC leading an initiative to refresh existing studies.

Additional Appropriations

Following an asset condition and funding review in 2017² which revealed that the NCC faces funding shortfalls that have led to a significant deferred maintenance deficit, the NCC secured a one-time, \$55-million capital investment through Budget

2018. This investment allowed the NCC to undertake work on high-impact and high-value assets in need of critical repairs, with 23 critical assets restored to "good" condition.

Recognizing that March 31, 2020, would mark the end of the Budget 2018 funding allocation, the NCC worked with PSPC to develop a series of proposals seeking new funding in 2020. This led to the successful securing of a \$52.4-million investment this year. This investment will enable the NCC to target deferred maintenance assets that are in need of critical repair, as well as to address priority assets posing health and safety risks as a result of flooding in spring 2019, and to ensure the proper maintenance of its two interprovincial bridges.

This funding will allow the NCC to address immediate concerns with key assets over the short term, having the maintenance and rehabilitation requirements of the majority of critical and poor asset requirements met through this investment and the investment made through Budget 2018. However, the NCC still requires a long-term funding increase to maintain the efforts made through these investments.

COVID-19: A Global Pandemic

In March 2020, Canada went into an unexpected shutdown, as the world experienced the outbreak of a global pandemic, COVID-19. Emergency measures were very quickly established by the Government of Canada, and the Public Health Agency of Canada released guidelines to reduce and slow the transmission of COVID-19 in Canada. Physical distancing, restrictions on public and group gatherings, and the closure of non-essential services and workplaces

2. Please see Special Examination by the Office of the Auditor General of Canada on page 19.

were introduced. The NCC proactively made efforts to reinforce these measures by encouraging employees to work from home and cancelling social events.

The NCC followed the Government of Ontario's order to close all outdoor recreational amenities and closed several of its own parks to reduce non-essential travel. Alternative opportunities for outdoor physical distancing were implemented by the NCC, including the successful initiative to close the Queen Elizabeth Driveway daily from 8 am to 8 pm, and parts of the Sir John A. Macdonald Parkway and Sir George-Étienne Cartier Parkway on weekends to motor vehicle traffic.

As a reflection of plans outlined by the governments of Ontario and Quebec, the NCC initiated a framework to gradually reopen its parks, green spaces and other properties. The implementation of this three-step framework has been successful in facilitating greater public access to NCC assets, while maintaining physical distancing and following other public health guidance.

The NCC is continuing to monitor the evolving situation, ensuring that the corporation is prepared to implement initiatives included in this five-year plan, as well as any other initiatives that might arise from further possible government stimulus and recovery measures.

Alignment With Government Priorities: An Overview

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

INDIGENOUS RELATIONS

The NCC has worked with the Algonquin Nation in a spirit of friendship and collaboration for many years. The NCC developed an Indigenous Procurement Policy which uses procurement best practices to encourage the participation of Algonquin and other Indigenous-owned businesses in providing goods and services to the corporation. Additionally, management is encouraged to consider Indigenous businesses as sources of supply where Indigenous capacity exists, to enhance positive socio-economic outcomes regionally and nationwide. The NCC will continue to create opportunities to work with Indigenous peoples on shared priorities in a spirit of reconciliation and respect.

COLLABORATION AND TRANSPARENCY

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

collaboration, recognizing the role that all Canadians have in building a thriving and sustainable National Capital Region.

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

SUSTAINABLE DEVELOPMENT AND BUILDING RESILIENCY IN RESPONSE TO CLIMATE CHANGE

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

The NCC is in its second year of implementing the Sustainable Development Strategy, 2018–2023. Beginning December 1, 2020, the corporation will be subject to the requirements of the *Federal Sustainable Development Act*, which will necessitate aligning the NCC's Sustainable Development Strategy with the Federal Sustainable Development Strategy, and will make the NCC subject to statutory timelines and parliamentary requirements for corporate planning, action and reporting related to sustainability.

GENDER-BASED ANALYSIS PLUS, DIVERSITY AND INCLUSION

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

The NCC has made significant progress in 2019–2020, building from initial discussions to better understand the application of GBA+, to its current initiative to implement an internal GBA+ strategic framework. This framework was developed in accordance with best practices, as defined by Women and Gender Equality Canada.

An internal needs assessment was conducted to help identify existing organizational awareness and practices, in relation to GBA+ principles. A report summarizing results from this assessment, as well as preliminary recommendations, was presented to the NCC's senior management in July 2020. Over the planning period, the NCC's goal is to continue building organizational capacity, adapting GBA+ to its own environment and activities, sustaining the ongoing practice of GBA+, and measuring success. This includes introducing training and tools to best support staff in building basic skills that will enable the implementation of GBA+ within their daily activities, as well as undertaking a pilot initiative to highlight how considerations for gender and other diversity factors can be incorporated into current corporate practices.

Special Examination by the Office of the Auditor General of Canada

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

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

to good condition. The NCC is also undertaking an investment planning initiative to highlight priority investments that reflect the greatest risks for the corporation and best support its mandate. This includes undertaking work to improve the current governance structure and planning regime; streamlining systems and processes to ensure the effective collection, analysis and dissemination of information on the condition of NCC assets; and initiating asset condition reports on a priority basis to inform the corporation's resource allocation decisions. For more information about these initiatives, please see Priority 1.

Financial Outlook

This section provides key highlights of the detailed information contained in the Financial Management section.

In 2020–2021, operating appropriations are expected to reach \$72.7 million, while revenues from leasing, easements and other sources are expected to reach \$38.3 million.

The NCC’s 2020–2021 to 2024–2025 financial plan proposes to utilize \$9.5 million in operating reserves, in addition to increased revenues, internal budget reallocations, additional parliamentary appropriations and the Acquisition and Disposal Fund, to balance its operating budgets over the five-year planning period. These funds will be used to deliver key projects and offset pressures in the following manner: \$11.9 million over five years to offset inflationary pressures on goods and services and payment in lieu of taxes; \$3.7 million for the rehabilitation of Jacques-Cartier Park, funded from additional parliamentary appropriations allocated in May 2020; \$2.8 million to address health and safety issues related to the impact of invasive species, including \$2.3 million from additional parliamentary appropriations allocated in May 2020; \$2.8 million for the Gatineau Park management and operations contract; \$2.0 million to secure the NCC’s revenue base by extending its leasing portfolio maintenance program to 2020–2021; \$1.8 million for the implementation of the NCC’s Sustainable Development Strategy, funded from additional parliamentary appropriations allocated in May 2020; \$1.6 million for the modernization of software, and technological innovations to improve overall efficiency and enhance employee performance; \$1.0 million for the most critical deferred maintenance of commemorations

and public art, funded from additional parliamentary appropriations allocated in May 2020; \$0.9 million for the NCC’s share of the operating projects funded from the Federal Contaminated Sites Action Plan (FCSAP, Phase IV), in addition to operating appropriations of \$4.8 million; \$0.5 million for increased maintenance costs for the Rideau Canal Skateway; \$0.4 million for Gatineau Park programs, including the Fall Rhapsody shuttle and a contribution to the Relais plein air; \$0.4 million for the transition and studies for the management of interprovincial bridges; and \$0.3 million to strengthen relations with the community, and develop partnership programs.

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

Revenues earned from property rentals are expected to increase by \$0.9 million or 4 percent over the next five years, to \$24.6 million annually, including property tax recoveries. The increase is attributable to general rent increases, as well as new sources of revenues from lease renewals, continued phased implementation of

paid parking on NCC property, new land leases, including a long-term lease agreement with a private developer for a new multi-tenant industrial site development, as well as the installation of concessions, including cafés. This increase takes into consideration a reduction of about \$1.1 million in leasing revenue mainly due to the expiration of a major lease at year four of the planning period.

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

As announced in Budget 2018, the NCC received additional appropriations of \$55 million over two years (2018–2019 and 2019–2020) to undertake work to improve assets requiring critical repairs and maintenance to ensure that they are in good condition. The Budget 2018 funding is expected to be fully spent by the second quarter of 2020–2021.

The NCC worked closely with PSPC and other government stakeholders on funding solutions and, in May 2020, the government allocated an additional investment of \$52.4 million this year for the rehabilitation of some of the NCC's assets, with potential to access an additional \$60 million per year over the next two fiscal years (2021–2022 and 2022–2023), subject to parliamentary approval. This financial investment will be used to address the NCC's most critical health and safety requirements, and will be targeted toward those assets damaged in the spring 2019 flooding, including the NCC's two interprovincial bridges, as well as to address priority assets that pose health and safety risks to the Canadian public and to visitors in the National Capital Region.

Risks and Mitigation Strategies

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

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

For the 2020–2021 to 2024–2025 planning period, the NCC has identified three major corporate risk categories: 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. They also relate to the NCC's ability to prioritize effectively in order to deliver its activities and manage its assets.

Moving forward, the NCC will continue to collaborate with government to identify long-term sustainable funding solutions to ensure that its assets

remain safe, resilient and enjoyable for current and future generations of visitors to the National Capital Region. In addition, the NCC is pursuing opportunities to leverage assets to generate revenues through long-term leases and other land transactions. The NCC also continues to identify efficiencies and cost containment measures in its life cycle management and project management portfolios. Furthermore, the NCC Board of Directors has established the Ad Hoc Committee on Financial Sustainability to support these efforts.

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

REPUTATION AND INFLUENCE

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

To protect its reputation and influence, the NCC engages with stakeholders, partners and the public, and builds awareness of the benefit that the organization provides to the Capital Region. The NCC will pursue the implementation of its Integrated Communications Plan, which uses a proactive approach to engage partners and the general public, as well as communicate policies and processes related to the corporation's regulatory roles. Similarly, the NCC will review and implement its external relations plan, and will pursue efforts to

raise awareness among stakeholders regarding its key corporate challenges, including those related to insufficient resources and limited legislative authorities.

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

SAFETY AND SECURITY

Safety and security risks relate to the deterioration of 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 risk was also identified in the OAG's Special Examination Report—2017.

Risk response measures consist of continuing work on assets in need of critical repairs as supported by parliamentary appropriations, and developing a long-term investment plan in order to provide recommendations on resource allocation processes and portfolio strategy.



EXPECTED RESULTS AND PERFORMANCE INDICATORS

2018–2019 Performance Measurement Results

The NCC performance objectives align with its two core responsibilities of long-term planning, and stewardship and protection, as well as its internal services objectives. These performance indicators were divided into five categories: real property leasing, project management, federal approvals, engagement and outreach, and employment equity. As included in the NCC's most recent annual report, the table below represents the 2018–2019 performance measurement results.

| MEASURES | TARGET | RESULTS | | |
|--|--|----------------|----------------|----------------|
| REAL PROPERTY LEASING | OCCUPANCY RATE | 2016–2017 | 2017–2018 | 2018–2019 |
| Residential | 96% | 97% | 97.4% | 97.2% |
| Commercial | 96% | 97.4% | 97% | 96.1% |
| Agricultural | 96% | 98.5% | 98.6% | 98.2% |
| REAL PROPERTY LEASING | REVENUE* | 2016–2017 | 2017–2018 | 2018–2019 |
| Residential | \$3.5 million | \$3.1 million | \$3.2 million | \$3.2 million |
| Commercial | \$17.5 million | \$13.7 million | \$15.8 million | \$15.7 million |
| Agricultural | \$1.7 million | \$1.2 million | \$1.4 million | \$1.4 million |
| PROJECT MANAGEMENT** | | | | |
| Projects on time | 77% of planned projects completed on time | | | |
| Projects within scope | 87% of planned projects completed within scope | | | |
| Projects on budget | 83% of projects completed on budget | | | |
| FEDERAL APPROVALS | TIME FRAME | 2016–2017 | 2017–2018 | 2018–2019 |
| Levels 1, 2 and 3 | 75% of service level agreement timing met | 48% | 80% | 73% |
| ENGAGEMENT AND OUTREACH | ENGAGEMENT | 2016–2017 | 2017–2018 | 2018–2019 |
| Social media engagement | Year-over-year increase in total social media engagement | 105% | 190% | –0.4% |
| Social media followership | Year-over-year increase in total social media followership | 38% | 14% | 11.5% |
| Number of NCC public engagement activities | N/A | 64 | 55 | 47 |
| EMPLOYMENT EQUITY | LABOUR MARKET AVAILABILITY (AS OF END OF 2018–2019) | 2016–2017 | 2017–2018 | 2018–2019 |
| Women | 47.8% | 51% | 51.5% | 51.2% |
| Aboriginal persons | 2.5% | 3.1% | 2.9% | 2.2% |
| Persons with disabilities | 4.3% | 4.2% | 4.5% | 3.3% |
| Members of a visible minority | 15.8% | 8.2% | 9.3% | 11.8% |

* These values exclude property taxes, which were included in the 2018–2019 to 2022–2023 Corporate Plan Summary targets.

** Measures tracked in 2018–2019 will be used to establish a baseline for future-year targets.

2020–2021 Performance Objectives

Building upon these results, the table below lists some of the NCC’s key performance indicators and targets from the performance measurement framework (PMF) for 2020–2021. These performance measures are divided into seven categories: project management, federal approvals, asset condition, official residences condition, real property leasing, engagement and outreach, and employment equity. Performance against these objectives, along with other measures in the corporate PMF, will be assessed in the NCC’s quarterly performance reports and its 2020–2021 annual report.

| CORE RESPONSIBILITIES | INDICATOR | 2020–2021 TARGET | |
|---|---|--|---|
| Long-Term Planning | Project Management <ul style="list-style-type: none">Projects on timeProjects within scopeProjects on budget | Project Status <ul style="list-style-type: none">75% of planned projects completed on time75% of planned projects completed within scope75% of projects completed on budget | |
| | Federal Approvals <ul style="list-style-type: none">Level 1Level 2Level 3 | Approval Service Level Agreement Target³ <ul style="list-style-type: none">75% of service level agreement timing met75% of service level agreement timing met75% of service level agreement timing met | |
| Stewardship and Protection | Asset Condition (excluding official residences) <ul style="list-style-type: none">Condition of assets | <ul style="list-style-type: none">Condition of assets reflective of parliamentary appropriations* <p>* The NCC’s long-term goal for the condition of its asset portfolio is “good.” However, current parliamentary appropriations are insufficient to support this goal.</p> | |
| | Official Residences Condition <ul style="list-style-type: none">Condition of assets in official residences portfolio | <ul style="list-style-type: none">Official residences asset portfolio maintained in a manner reflective of parliamentary funding* <p>* The NCC’s long-term goal for the condition of its asset portfolio is “good.” However, current parliamentary appropriations are insufficient to support this goal.</p> | |
| | Real Property Leasing <ul style="list-style-type: none">ResidentialCommercialAgricultural | <table><tr><td>Vacancy Rate Target<ul style="list-style-type: none">5%5%4%</td><td>Revenue Target*<ul style="list-style-type: none">\$3.2 million\$15.7 million\$1.4 million</td></tr></table> <p>* Excluding realty tax recoveries.</p> | Vacancy Rate Target <ul style="list-style-type: none">5%5%4% |
| Vacancy Rate Target <ul style="list-style-type: none">5%5%4% | Revenue Target* <ul style="list-style-type: none">\$3.2 million\$15.7 million\$1.4 million | | |
| Internal Services | Engagement and Outreach <ul style="list-style-type: none">Social media engagementSocial media followershipNCC public engagement activities<ul style="list-style-type: none">Number of online consultationsNumber of public consultationsNumber of stakeholder/community meetingsNumber of Urbanism Lab eventsNumber of people attending events | Level of Engagement Target <ul style="list-style-type: none">Year-over-year increase in total social media engagementYear-over-year increase in total social media followership | |
| | Employment Equity <ul style="list-style-type: none">WomenAboriginal personsPersons with disabilitiesMembers of a visible minority | 2020–2021 Labour Market Availability <ul style="list-style-type: none">48.8%2.8%8.6%17.7% | |

3. The service level agreement baseline will be reviewed and reassessed in 2020–2021.

Strategic Directions, Priorities, Key Outcomes and Initiatives

STRATEGIC DIRECTIONS

For the 2020–2021 to 2024–2025 planning period, three strategic directions will guide the NCC as it delivers its mandate over the next five years.

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

PRIORITIES

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

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

Key Initiatives

To be successful in moving forward with its mandate over the next five years, the NCC will work with others in open, transparent, inclusive and innovative ways to achieve common goals among stakeholders for each of its priorities.

Priority 1:
Address the condition of
NCC infrastructure and assets,
including the official residences.

Expected Outcome

Medium-term (3–5 years)

NCC asset condition assessments are conducted on a priority basis.

Long-term (5+ years)

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

The NCC strives to improve the condition of its assets and infrastructure, to ensure their safety and resiliency, as well as to ensure that they meet the expectations and needs of Canadians. However, the investment required to properly maintain the corporation's \$2.1-billion asset base has far surpassed its annual capital appropriation of \$23 million for years. As a result, the NCC has had to direct its limited funds toward urgent health and safety issues and dealing with emergencies.

Building on the work initiated in 2018, in 2020–2021, the NCC will continue a comprehensive and extensive investment planning exercise. After

completing an initial NCC investment plan, the corporation will apply best practices, and work with key stakeholders to make the required improvements to its current processes and systems.

As a complement to this exercise, the corporation will continue to pursue its multi-year asset condition inspection program, and conduct asset condition reports on a priority basis. This will enhance the availability and reliability of the information required to support data-driven resource allocations, and enable the NCC to present evidence-based investment and asset management options to the government. In turn, this will help maintain assets in good condition, as well as ensure their public safety and resiliency, and that they meet the expectations and needs of Canadians.

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

INITIATIVES AND MILESTONES OVER THE PLANNING PERIOD

INVESTMENT PLANNING

Short-Term (1–2 years)

- Undergo a systemic review of resource allocation and reallocation processes toward priority projects.
- Develop a multi-year asset condition inspection program, and initiate asset condition reports on a priority basis.

Medium-Term (3–5 years)

- On a priority basis, develop and implement asset management plans.

Long-Term (5+ years)

- Implement asset management plans to progressively improve NCC assets.

ASSET REHABILITATION

Short-Term (1–2 years)

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

Medium-Term (3–5 years)

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

Long-Term (5+ years)

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

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

Expected Outcome

Medium-term (3–5 years)

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

Long-term (5+ years)

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

To enhance the public experience of a vibrant and distinctive National Capital Region, the NCC is facilitating and supporting the transformation and redevelopment of LeBreton Flats and the surrounding Chaudières, Albert and Victoria islands. In particular, the NCC is committed to the redevelopment of LeBreton Flats to the highest standards of planning, design, sustainability and connectivity.

The NCC remains dedicated to creating a renewed vision for a dynamic, bold Capital destination, and a complete community at LeBreton Flats. To advance redevelopment, in 2020 and 2021, the NCC will work toward developing a transaction strategy that will incorporate a flexible real estate approach, pursue the launch of a request for proposals for the mixed-use Library District, and begin this process for other parcels.

The NCC will continue its dialogue with Indigenous peoples, and engage them in formal consultations on the projects at LeBreton Flats and in the surrounding area, including Victoria Island. The NCC will continue with the remediation of the island in parallel with its efforts to advance and complete its long-term vision and plan for the site, which is to be developed in partnership with the Algonquin First Nation. The NCC meets regularly with the chiefs representing the Algonquin First Nation to discuss a number of significant issues, including the redevelopment of LeBreton Flats, the future of Victoria Island and other relevant projects.

Efforts to create new and innovative public spaces and activation points in urban parks and along the shorelines and waterways of the National Capital Region continue to be a priority for the NCC, as it promotes a vibrant river culture that celebrates this distinctive feature. Pursuant to the NCC's Ottawa River North Shore Parklands Plan and the Ottawa River South Shore Riverfront Park Plan, the corporation will work toward increasing animation along the parkways and riverfronts of Canada's Capital, with the aim of highlighting some of the region's most distinguishing features.

In keeping with this vision, the NCC will move forward with plans to revitalize Nepean Point, based on the winning proposal and recent design. The NCC will continue the green demolition of the site in 2020–2021, with the aim of initiating construction in future years for enhanced prominence of Nepean Point, improved connections, universal accessibility and historical interpretation.

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

INITIATIVES AND MILESTONES OVER THE PLANNING PERIOD

REDEVELOPMENT OF LEBRETON FLATS AND THE ISLAND SITES

Short-Term (1–2 years)

- Launch request for proposal processes for one or more parcels, including the Library District transaction.
- Launch a process to develop the initial public realm.

Medium-Term (3–5 years)

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

Long-Term (5+ years)

- Continue the redevelopment of LeBreton Flats.

VICTORIA ISLAND REVITALIZATION

Short-Term (1–2 years)

- Complete the first phase of the Victoria Island remediation, and begin the second phase.
- Undertake post-flooding shoreline recapitalization work on Victoria Island.
- Pursue discussions with the Algonquin First Nation to advance a master plan for Victoria Island.

Medium-Term (3–5 years)

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

Long-Term (5+ years)

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

ACTIVATION POINTS AND WATERWAYS

Short-Term (1–2 years)

- Implement activation points and activity along the shorelines and waterways of the National Capital Region.

Medium-Term (3–5 years)

- Maintain accessible, animated and sustainable shorelines and waterways for the public.

NEPEAN POINT REVITALIZATION

Short-Term (1–2 years)

- Complete the green demolition of Nepean Point, and begin implementation of phase one of the NCC's vision and plan for Nepean Point.

Medium-Term (3–5 years)

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

Long-Term (5+ years)

- Complete improvements at Nepean Point, according to the NCC's vision and plan.

Priority 3:
Execute an asset management and financial sustainability strategy.

Expected Outcome

Medium-term (3–5 years)

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

Long-term (5+ years)

Revenues generated through corporate optimization strategies are reinvested to ensure that Canada's Capital Region is of national significance and a source of pride for all Canadians.

As part of its long-term financial sustainability strategy, the NCC will identify solutions to increase revenue generation. This includes the optimization of land and real property assets, exploring sponsorship opportunities, increasing flexibility in its legislative authorities, and seeking to reduce the costs associated with owning and managing the Regional Interest Land Mass (RILM).

In 2020 and 2021, the NCC will pursue strategies that could be leveraged to augment revenue generation, and optimize the use of lands and other real estate assets. In particular, the NCC will identify assets that are not achieving their full potential to determine methods to maximize their value and generate sources of capital and revenue. Possible strategies for optimization (which include, for example, long-term land leases, the disposal of lands, and the granting of licences and easements) will be pursued with transparency, integrity and competence, ensuring the effective stewardship and management of NCC lands and assets.

Revenue generated by these optimization strategies will be reinvested, allowing the NCC to ensure that Canada's Capital Region is of national significance and a source of pride for all Canadians. This will be done through the creation of public realm and animation spaces, incentivizing strategic development, and the repair or replacement and enhancement of Capital infrastructure and Capital assets (including heritage and ecological corridor enhancement and the acquisition of other lands of Capital interest).

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

INITIATIVES AND MILESTONES OVER THE PLANNING PERIOD

REAL PROPERTY OPTIMIZATION

Short-Term (1–2 years)

- Initiate the implementation of strategies to optimize real property.

Medium-Term (3–5 years)

- Continue the implementation of strategies optimizing real property.

Long-Term (5+ years)

- Reinvest revenues to improve the long-term value of the NCC's real estate portfolio.

FLEXIBILITY IN AUTHORITIES

Short-Term (1–2 years)

- Engage with government to explore options to modernize the real property authority limits.

Medium-Term (3–5 years)

- Use increased flexibility in authorities to support the implementation of strategies to optimize real property.

SPONSORSHIP AND PHILANTHROPY

Short-Term (1–2 years)

- Develop a sponsorship framework.
- Pilot the NCC's commemorative park benches program in the Greenbelt.

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

Expected Outcome

Medium-term (3–5 years)

Innovative planning tools are implemented.

Long-term (5+ years)

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

For over a century, the NCC has served as the long-term planner of the National Capital Region, developing plans to ensure that federal lands and assets meet the needs of government and Canadians, and respect the significance, natural environment and heritage of the Capital. Central to these efforts is the completion of the renewed Gatineau Park Master Plan, which provides the vision, strategic directions and objectives for the long-term planning, use and management of the area situated within the Park's boundaries. The plan envisions Gatineau Park as a model for protecting natural and cultural heritage. The plan is entering the final phase of consultation and development, and will be completed over the planning period.

Additional plans to be renewed over the planning period include the Capital Core Area Sector Plan, which sets out how federal lands in the downtown cores of Ottawa and Gatineau will be developed, and the Rideau Hall Master Plan. The master plan will set

out a unified, long-term vision for Rideau Hall, and guide future decisions on capital projects relating to buildings, grounds and infrastructure on the site. To support these plans, the NCC will work with the government to update the NILM to ensure that it is reflective of the newly updated master plans, including ensuring alignment with the Plan for Canada's Capital, 2017–2067.

With partners in the region, the NCC also conducts interprovincial transportation planning, and facilitates transportation projects, a key component of the corporation's long-term planning mandate. To this end, the NCC will continue with the development of the long-term integrated interprovincial crossing plan to support sustainable transportation in the National Capital Region, in collaboration and consultation with the City of Ottawa, Ville de Gatineau and other stakeholders in the region.

To ensure the effective delivery of the NCC's responsibility in awarding federal land use, design and transaction approvals, the corporation will pursue discussions with the government, with the goal of enhancing the regulatory and enforcement authorities related to these approvals, which would allow the NCC to pursue mechanisms to ensure compliance with the process.

Through its responsibility for granting federal land use, design and transaction approvals, the NCC will continue to support major projects undertaken in the National Capital Region, including the rehabilitation of the Parliamentary Precinct and the City of Ottawa's Stage 2 LRT project.

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

INITIATIVES AND MILESTONES OVER THE PLANNING PERIOD

MASTER PLAN AND OTHER POLICY RENEWALS AND REVIEWS

Short-Term (1–2 years)

- Complete the Gatineau Park Master Plan renewal.
- Complete the NILM update.
- Initiate the renewal of the Capital Core Area Sector Plan.
- Initiate the development of the NCC's Rideau Hall Master Plan.
- Initiate the development of the NCC's long-term integrated interprovincial crossing plan.

Medium-Term (3–5 years)

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

Long-Term (5+ years)

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

FEDERAL LAND USE, DESIGN AND TRANSACTION APPROVAL PROCESS

Short-Term (1–2 years)

- Initiate the development of a comprehensive evaluation system for the federal land use, design and transaction approval process.
- Develop efficient and timely processes and concise federal land use, design and transaction approval policies.

Long-Term (5+ years)

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

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

Expected Outcome

Medium-term (3–5 years)

Through its practices and policies, the NCC contributes to a sustainable National Capital Region.

Long-term (5+ years)

The National Capital Region is resilient and environmentally sustainable.

At the heart of the NCC's business is the stewardship of federal land and assets. As the largest landowner in the National Capital Region, the NCC cares for and protects vital public places that are unique to the nation's symbolic, natural and cultural heritage. The NCC will work to conserve, protect and manage these lands, green spaces and urban parks in order that current and future generations may use, enjoy and appreciate these natural settings.

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

Over the planning period, the corporation will enhance the recreation experience, and continue to promote active mobility in the area. This includes providing access to sustainable, efficient and integrated pathway and winter trail networks for visitors and residents. The NCC will also continue efforts to

maintain natural assets through the re-establishment of the urban tree canopy, and the restoration of degraded shorelines along the region's waterways.

In its role as steward of federal lands in the National Capital Region, the NCC set ambitious targets for environmental action in its Board-approved 2018–2023 Sustainable Development Strategy. To demonstrate its organizational leadership and commitment to the achievement of a sustainable and resilient National Capital Region, the NCC is one of two federal Crown corporations—out of more than 40—to have volunteered to be subject to the *Federal Sustainable Development Act*, and will be required to meet the targets as stated in the Federal Sustainable Development Strategy, once the Act comes into force on December 1, 2020.

To prepare for this designation, the NCC will continue to implement its 2018–2023 Sustainable Development Strategy, while also working to align the corporation's current strategy with the Federal Sustainable Development Strategy. This will ensure that the corporation's environmental objectives and programs remain relevant and timely, and meet the statutory timelines and requirements for corporate planning, actions and reporting, as outlined in the *Federal Sustainable Development Act*. Key actions under way include promoting sustainable transportation, integrating greenhouse gas emissions analyses into Capital project plans and reducing the amount of waste sent to landfill from program operations.

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

INITIATIVES AND MILESTONES OVER THE PLANNING PERIOD

SUSTAINABLE DEVELOPMENT

Short-Term (1–2 years)

- Continue the implementation of the NCC's Sustainable Development Strategy, 2018–2023.
- Amend the NCC's Sustainable Development Strategy, 2018–2023, to reflect the 2019–2022 Federal Sustainable Development Strategy, and seek new partners for greater collaboration.

Medium-Term (3–5 years)

- Continue the implementation of the NCC's Sustainable Development Strategy, 2018–2023, with new and existing partners.
- Initiate the renewal of the NCC's Sustainable Development Strategy in alignment with the 2022–2025 Federal Sustainable Development Strategy for tabling in Parliament.

Long-Term (5+ years)

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

ENHANCEMENT OF CONSERVATION IN GATINEAU PARK AND THE GREENBELT AND ON NCC URBAN LANDS

Greenbelt and Ontario Urban Lands

Short-Term (1–2 years)

- Improve the health of valued ecosystems.
- Expand and enhance the Urban Winter Trail Program, and continue to implement the Greenbelt recreational pathways program.
- Complete the program for the mass removal of hazardous trees affected by the emerald ash borer.

Medium-Term (3–5 years)

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

Gatineau Park and Quebec Urban Lands

Short-Term (1–2 years)

- Pursue ongoing efforts to control the impact of invasive species (annual).

Medium-Term (3–5 years)

- Restore degraded shorelines along Meech Creek.
- Restore degraded shorelines along the Gatineau River.
- Restore degraded shorelines at Meech Lake.
- Complete the responsible trail management initiative, and close extant unofficial trails.

Long-Term (5+ years)

- Protect ecological links around Gatineau Park, in collaboration with partners.

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

Expected Outcome

Medium-term (3–5 years)

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

Long-term (5+ years)

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

The NCC recognizes that its workforce is its strongest asset. The corporation’s staff directly contributes to its success. To that end, the NCC will continue to build on the momentum of its employee engagement efforts to enhance the employee experience, modernize recruitment and selection, enable learning, and continue work to develop and implement its workplace modernization initiative.

In 2020 and 2021, the NCC will apply the initiatives identified in the renewed employee engagement framework, while focusing on areas requiring further attention according to the results of the employee surveys. The corporation will also direct its focus toward enhancing employee well-being and fostering diversity and inclusion, as key assets to operational and corporate excellence.

In addition to enhancing engagement and attracting a skilled and diverse workforce, the NCC recognizes training and development as key drivers

to becoming a learning organization and an employer of choice. The corporation will support professional development through leadership and skills training, thereby enhancing the management cadre and facilitating succession planning.

Over the next three years, the NCC will continue to pursue the phased implementation of its workplace modernization initiative. This initiative will update the NCC's workspace, creating areas of work that are specific to the needs of each of its branches and teams. This includes the implementation of new and refurbished office spaces at its headquarters over the next three years, in keeping with modern workplace standards for the new public service. Through this process, the NCC is creating a more collaborative and effective work environment.

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

INITIATIVES AND MILESTONES OVER THE PLANNING PERIOD

EMPLOYEE ENGAGEMENT

Short-Term (1–2 years)

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

Medium-Term (3–5 years)

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

Long-Term (5+ years)

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

RECRUITMENT AND SELECTION

Short-Term (1–2 years)

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

Medium-Term (3–5 years)

- Assess competitiveness through benchmarking, and create career paths and development programs.

Long-Term (5+ years)

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

ORGANIZATIONAL LEARNING

Short-Term (1–2 years)

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

Medium-Term (3–5 years)

- Continue leadership and management development activities and initiatives.

Long-Term (5+ years)

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

WORKPLACE MODERNIZATION

Short-Term (1–2 years)

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

Medium-Term (3–5 years)

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

NATIONAL OUTREACH

Short-Term (1–2 years)

- Enhance marketing of the NCC's Urbanism Lab programming to improve awareness of Canada's Capital and of the NCC.
- Establish and maintain relationships with other cities and urban networks.

Medium-Term (3–5 years)

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

Long-term (5+ years)

- Develop a strategy, informed by international and national networks, in collaboration with the City of Ottawa and Ville de Gatineau.

BUSINESS PROCESS EFFICIENCY

Short-Term (1–2 years)

- Enhance the NCC document management system, and integrate this system in the mobile/cloud strategy.
- Automate administrative paper-based human resource and provisioning business processes.
- Introduce Power BI reporting capabilities to enhance the NCC enterprise resource planning system (finance and asset management).

Medium-Term (3–5 years)

- Replace the Agreements application and the Capital Replacement Asset Management System (CRAMS) application.
- Fully implement a digital forms and digital signature platform.

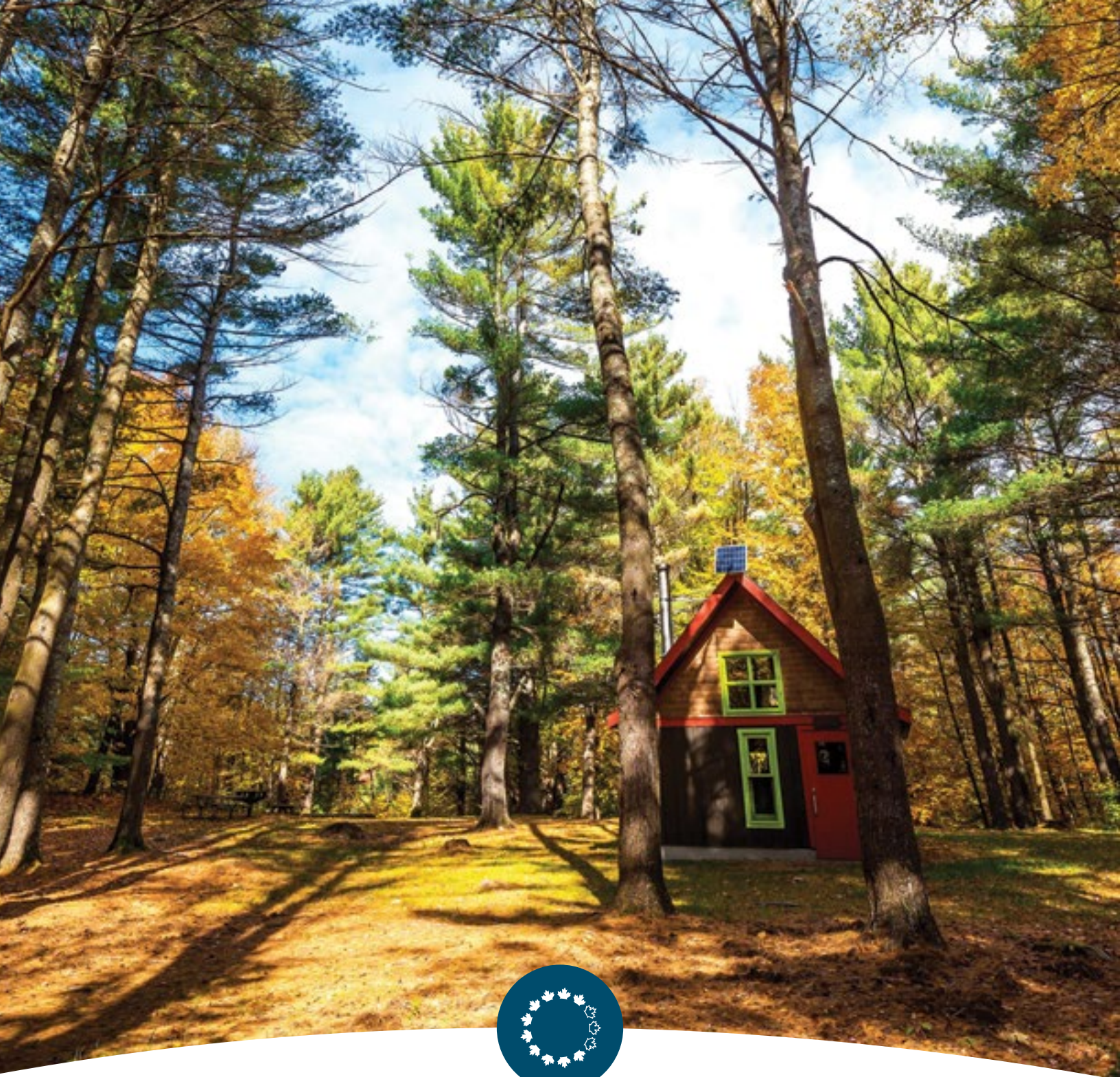
NCC TRANSFORMATION FOR CANADIAN CITIZENS

Short-Term (1–2 years)

- Ensure that NCC open data are easily accessible to the public and partners.
- Enhance the client relationship management system to get a comprehensive view of all interactions with the public, and provide the highest level of service.

Medium-Term (3–5 years)

- Develop 3-D modelling and augmented reality products to represent the NCC's current and future assets.
- Develop public service request mobile applications, to assist the NCC in identifying issues and risks with NCC-owned assets.



FINANCIAL TABLES

OPERATING BUDGET
FOR THE YEARS ENDING MARCH 31, 2019 TO 2021

(IN THOUSANDS OF DOLLARS)

| FUNDING | 2020-2021 Budget | 2019-2020 Budget | 2019-2020 Forecast | 2019-2020 Variance | 2018-2019 Budget | 2018-2019 Actual | 2018-2019 Variance |
|---|-----------------------------|-----------------------------|-------------------------------|-------------------------------|-----------------------------|-----------------------------|-------------------------------|
| Operating appropriations | 72,666 | 73,810 | 75,429 | 1,619 | 68,117 | 72,014 | 3,897 |
| Revenues | 38,347 | 38,894 | 46,975 | 8,081 | 36,043 | 40,337 | 4,294 |
| Funding from the Acquisition and Disposal Fund | 489 | 889 | 746 | (143) | 879 | 498 | (381) |
| | 111,502 | 113,593 | 123,150 | 9,557 | 105,039 | 112,849 | 7,810 |
| EXPENDITURES | | | | | | | |
| Long-term planning ⁴ | 5,929 | 6,157 | 5,308 | 849 | 5,794 | 4,232 | 1,562 |
| Stewardship and protection ⁵ | 83,035 | 79,490 | 86,325 | (6,835) | 74,316 | 72,878 | 1,438 |
| Internal services | 31,442 | 33,894 | 34,083 | (189) | 33,421 | 31,826 | 1,595 |
| | 120,406 | 119,541 | 125,716 | (6,175) | 113,531 | 108,936 | 4,595 |
| EXCESS OF EXPENDITURES OVER FUNDING | (8,904) | (5,948) | (2,566) | 3,382 | (8,492) | 3,913 | 12,405 |
| CARRY-OVER AT BEGINNING OF YEAR | 37,653 | 26,898 | 37,812 | 10,914 | 25,469 | 33,817 | 8,348 |
| Realignment — Capital and operating carry-over | (2,215) | 410 | 2,407 | 1,997 | (381) | 82 | 463 |
| CARRY-OVER AT END OF YEAR | 26,534 | 21,360 | 37,653 | 16,293 | 16,596 | 37,812 | 21,216 |

4. Reflects the program, not the organizational structure.

5. Ibid.

CAPITAL BUDGET
FOR THE YEARS ENDING MARCH 31, 2019 TO 2021

(IN THOUSANDS OF DOLLARS)

| FUNDING | 2020-2021 Budget | 2019-2020 Budget | 2019-2020 Forecast | 2019-2020 Variance | 2018-2019 Budget | 2018-2019 Actual | 2018-2019 Variance |
|--|---------------------|---------------------|-----------------------|-----------------------|---------------------|---------------------|-----------------------|
| Capital appropriations | 70,319 | 62,453 | 62,453 | 0 | 40,312 | 37,295 | (3,017) |
| Funding from the Acquisition and Disposal Fund | 3,900 | 3,000 | 2,425 | (575) | 3,000 | 1,346 | (1,654) |
| | 74,219 | 65,453 | 64,878 | (575) | 43,312 | 38,641 | (4,671) |
| EXPENDITURES | | | | | | | |
| Stewardship and Protection | | | | | | | |
| Roads and bridges | 13,711 | 30,768 | 28,122 | 2,646 | 7,842 | 4,747 | 3,095 |
| Historical properties | 11,540 | 16,114 | 20,386 | (4,272) | 13,801 | 6,827 | 6,974 |
| Rental properties | 1,900 | 2,650 | 2,147 | 503 | 4,712 | 4,916 | (204) |
| Development properties | 655 | 4,485 | 3,149 | 1,336 | 4,568 | 24 | 4,544 |
| Green assets | 47,559 | 11,112 | 11,702 | (590) | 12,340 | 3,163 | 9,177 |
| Recreational facilities | 0 | 275 | 194 | 81 | 0 | 0 | 0 |
| Other | 11,052 | 8,864 | 7,426 | 1,438 | 6,490 | 4,461 | 2,029 |
| | 86,417 | 74,268 | 73,126 | 1,142 | 49,753 | 24,138 | 25,615 |
| Real property acquisitions | 3,000 | 3,000 | 600 | 2,400 | 3,000 | 1,346 | 1,654 |
| | 89,417 | 77,268 | 73,726 | 3,542 | 52,753 | 25,484 | 27,269 |
| All Programs — Equipment | 1,335 | 1,555 | 2,126 | (571) | 1,115 | 710 | 405 |
| TOTAL CAPITAL EXPENDITURES | 90,752 | 78,823 | 75,852 | 2,971 | 53,868 | 26,194 | 27,674 |
| EXCESS OF EXPENDITURES OVER FUNDING | (16,533) | (13,370) | (10,974) | 2,396 | (10,556) | 12,447 | 23,003 |
| CARRY-OVER AT BEGINNING OF YEAR | 17,123 | 18,702 | 30,504 | 11,802 | 15,128 | 18,139 | 3,011 |
| Realignment between capital and operating carry-over | 2,215 | (410) | (2,407) | (1,997) | 381 | (82) | (463) |
| CARRY-OVER AT END OF YEAR | 2,804 | 4,922 | 17,123 | 12,201 | 4,953 | 30,504 | 25,551 |

STATEMENT OF FINANCIAL POSITION
AS AT MARCH 31, 2019 TO 2025

(IN THOUSANDS OF DOLLARS)

| FINANCIAL ASSETS | 2018-2019 Actual | 2019-2020 Forecast | 2020-2021 Budget | 2021-2022 Projection | 2022-2023 Projection | 2023-2024 Projection | 2024-2025 Projection |
|---|-----------------------------|-------------------------------|-----------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
| Cash and cash equivalents | 75,336 | 74,734 | 45,307 | 40,901 | 37,231 | 34,566 | 32,053 |
| Restricted cash and cash equivalents | 79,907 | 3,149 | 4,786 | 6,456 | 8,159 | 9,896 | 11,668 |
| Accounts receivable | 11,301 | 10,374 | 10,374 | 10,374 | 10,374 | 10,374 | 10,374 |
| Investments | 29,357 | 27,262 | 25,377 | 24,204 | 23,008 | 21,788 | 20,543 |
| | 195,901 | 115,519 | 85,844 | 81,935 | 78,772 | 76,624 | 74,638 |
| LIABILITIES | | | | | | | |
| Accounts payable and accrued liabilities | 18,633 | 18,893 | 18,893 | 18,893 | 18,893 | 18,893 | 18,893 |
| Light rail transit | 73,437 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provision for environmental cleanup | 65,354 | 60,951 | 58,457 | 49,840 | 42,783 | 39,898 | 38,034 |
| Deferred revenue | 18,610 | 16,500 | 14,523 | 14,046 | 13,569 | 13,109 | 12,649 |
| Employee future benefits | 9,598 | 9,460 | 9,366 | 9,280 | 9,201 | 9,128 | 9,061 |
| Other liabilities | 10,463 | 12,553 | 13,742 | 14,964 | 16,219 | 17,508 | 18,832 |
| | 196,095 | 118,357 | 114,981 | 107,023 | 100,665 | 98,536 | 97,469 |
| NET FINANCIAL ASSETS (LIABILITIES) | (194) | (2,838) | (29,137) | (25,088) | (21,893) | (21,912) | (22,831) |
| NON-FINANCIAL ASSETS | | | | | | | |
| Tangible capital assets | 660,564 | 711,086 | 779,025 | 843,524 | 910,987 | 909,973 | 910,290 |
| Prepaid expenses | 3,494 | 3,555 | 3,555 | 3,555 | 3,555 | 3,555 | 3,555 |
| Other non-financial assets | 5,189 | 5,012 | 4,835 | 4,700 | 4,700 | 4,700 | 4,700 |
| | 669,247 | 719,653 | 787,415 | 851,779 | 919,242 | 918,228 | 918,545 |
| ACCUMULATED SURPLUS | 669,053 | 716,815 | 758,279 | 826,691 | 897,349 | 896,317 | 895,714 |

STATEMENT OF OPERATIONS AND ACCUMULATED SURPLUS
FOR THE YEARS ENDING MARCH 31, 2019 TO 2025

(IN THOUSANDS OF DOLLARS)

| REVENUES | 2018-2019 Actual | 2019-2020 Forecast | 2020-2021 Budget | 2021-2022 Projection* | 2022-2023 Projection* | 2023-2024 Projection* | 2024-2025 Projection* |
|---|---------------------|-----------------------|---------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Rental operations and easements | 24,508 | 25,428 | 25,723 | 26,398 | 27,662 | 27,636 | 25,533 |
| Interest | 2,875 | 4,823 | 2,694 | 2,202 | 1,932 | 1,569 | 1,495 |
| Headquarters sublease | 2,164 | 1,671 | 0 | 0 | 0 | 0 | 0 |
| User access fees | 3,614 | 3,342 | 3,487 | 3,522 | 3,558 | 3,617 | 3,678 |
| Recoveries | 4,034 | 5,183 | 2,824 | 3,375 | 1,358 | 1,358 | 1,358 |
| Other revenues | 8,289 | 7,154 | 4,242 | 6,398 | 13,578 | 780 | 780 |
| Gain on disposal of tangible capital assets | 933 | 8,812 | 0 | 0 | 0 | 0 | 0 |
| | 46,417 | 56,413 | 38,970 | 41,895 | 48,088 | 34,960 | 32,844 |
| EXPENSES | | | | | | | |
| Long-term planning | 4,243 | 5,308 | 5,929 | 5,268 | 5,070 | 5,070 | 4,836 |
| Stewardship and protection | 95,111 | 105,430 | 102,100 | 92,730 | 92,349 | 90,517 | 88,721 |
| Internal services | 35,219 | 35,795 | 32,462 | 31,466 | 31,777 | 31,787 | 31,785 |
| | 134,573 | 146,533 | 140,491 | 129,464 | 129,196 | 127,374 | 125,342 |
| DEFICIT BEFORE FUNDING FROM THE GOVERNMENT OF CANADA | (88,156) | (90,120) | (101,521) | (87,569) | (81,108) | (92,414) | (92,498) |
| FUNDING FROM THE GOVERNMENT OF CANADA | | | | | | | |
| Parliamentary appropriations for operating expenditures | 72,014 | 75,429 | 72,666 | 71,036 | 73,425 | 66,842 | 67,083 |
| Parliamentary appropriations for tangible capital assets | 37,295 | 62,453 | 70,319 | 84,946 | 78,341 | 24,540 | 24,813 |
| | 109,309 | 137,882 | 142,985 | 155,982 | 151,766 | 91,382 | 91,896 |
| SURPLUS (DEFICIT) FOR THE YEAR | 21,153 | 47,762 | 41,464 | 68,413 | 70,658 | (1,032) | (602) |
| ACCUMULATED SURPLUS AT BEGINNING OF YEAR | 647,900 | 669,053 | 716,815 | 758,279 | 826,691 | 897,349 | 896,317 |
| ACCUMULATED SURPLUS AT END OF YEAR | 669,053 | 716,815 | 758,279 | 826,691 | 897,349 | 896,317 | 895,714 |

*Projections include potential future funding; subject to parliamentary approval.

STATEMENT OF CHANGE IN NET FINANCIAL ASSETS
FOR THE YEARS ENDING MARCH 31, 2019 TO 2025

(IN THOUSANDS OF DOLLARS)

| | 2018–2019 Actual | 2019–2020 Forecast | 2020–2021 Budget | 2021–2022 Projection | 2022–2023 Projection | 2023–2024 Projection | 2024–2025 Projection |
|--|---------------------|-----------------------|---------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| SURPLUS (DEFICIT) FOR THE YEAR | 21,153 | 47,762 | 41,464 | 68,413 | 70,658 | (1,032) | (602) |
| Acquisition and improvement of tangible capital assets | (46,399) | (71,718) | (88,895) | (87,457) | (92,322) | (25,833) | (27,134) |
| Amortization of tangible capital assets | 19,364 | 19,467 | 20,956 | 22,958 | 24,859 | 26,847 | 26,817 |
| Gain on disposal of tangible capital assets | (933) | (8,812) | 0 | 0 | 0 | 0 | 0 |
| Loss on disposal of tangible capital assets | 1,085 | 1,072 | 0 | 0 | 0 | 0 | 0 |
| Unrealized loss from sale-leaseback transaction | (183) | 0 | 0 | 0 | 0 | 0 | 0 |
| Proceeds from disposal of tangible capital assets | 5,643 | 9,469 | 0 | 0 | 0 | 0 | 0 |
| Writedowns of tangible capital assets | 1,434 | 0 | 0 | 0 | 0 | 0 | 0 |
| | (19,989) | (50,522) | (67,939) | (64,499) | (67,463) | 1,014 | (317) |
| Change in prepaid expenses | 129 | (61) | 0 | 0 | 0 | 0 | 0 |
| Change in other non-financial assets | (3,972) | 177 | 177 | 135 | 0 | 0 | 0 |
| | (3,843) | 116 | 177 | 135 | 0 | 0 | 0 |
| INCREASE (DECREASE) IN NET FINANCIAL ASSETS | (2,679) | (2,644) | (26,298) | 4,049 | 3,195 | (18) | (919) |
| NET FINANCIAL ASSETS (LIABILITIES) AT BEGINNING OF YEAR | 2,485 | (194) | (2,838) | (29,136) | (25,088) | (21,893) | (21,911) |
| NET FINANCIAL ASSETS (LIABILITIES) AT END OF YEAR | (194) | (2,838) | (29,136) | (25,088) | (21,893) | (21,911) | (22,831) |

STATEMENT OF CASH FLOWS
FOR THE YEARS ENDING MARCH 31, 2019 TO 2025

(IN THOUSANDS OF DOLLARS)

| | 2018–2019 Actual | 2019–2020 Forecast | 2020–2021 Budget | 2021–2022 Projection | 2022–2023 Projection | 2023–2024 Projection | 2024–2025 Projection |
|---|---------------------|-----------------------|---------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| Cash flows provided (used) by operating activities | 2,195 | (27,825) | (9,241) | 6,016 | 14,100 | 1,547 | 1,055 |
| Cash flows provided (used) by capital activities | 12,776 | (51,630) | (20,433) | (9,925) | (17,263) | (3,694) | (3,041) |
| Cash flows provided by investing activities | 20,356 | 2,095 | 1,885 | 1,173 | 1,196 | 1,220 | 1,245 |
| INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS | 35,327 | (77,360) | (27,789) | (2,736) | (1,967) | (927) | (741) |
| CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR | 119,916 | 155,243 | 77,883 | 50,093 | 47,357 | 45,390 | 44,462 |
| CASH AND CASH EQUIVALENTS AT END OF YEAR | 155,243 | 77,883 | 50,093 | 47,357 | 45,390 | 44,462 | 43,721 |



APPENDICES

APPENDIX A: MULTI-YEAR CAPITAL PROGRAM
FOR THE YEARS ENDING MARCH 31, 2020 TO 2022

| | (IN THOUSANDS OF DOLLARS) | | | | | |
|---|---------------------------|-----|---------------------|-----|-------------------------|-----|
| | 2019-2020 Forecast | | 2020-2021 Budget | | 2021-2022 Projection | |
| ROADS AND BRIDGES | | | | | | |
| Confederation Boulevard program | 79 | | 575 | | 350 | |
| Hog's Back Swing Bridge reconstruction | 4,029 | | 1,971 | | 1,971 | |
| Philippe Lake Parkway rehabilitation | 3,987 | | 0 | | 0 | |
| Sir John A. Macdonald Parkway LeBreton Exit Bridge reconstruction | 8,881 | | 3,017 | | 0 | |
| Portage Bridge rehabilitation | 8,207 | | 5,000 | | 4,500 | |
| Champlain Bridge rehabilitation | 0 | | 2,110 | | 2,034 | |
| Champlain Bridge parking lot rehabilitation | 975 | | 0 | | 0 | |
| Deferred maintenance, roads and parkways | 0 | | 463 | | 5,612 | |
| Rehabilitation, other roads and bridges | 1,964 | | 575 | | 200 | |
| | 28,122 | 37% | 13,711 | 15% | 14,667 | 15% |
| HISTORICAL PROPERTIES | | | | | | |
| Official Residences program | 8,816 | | 5,133 | | 4,210 | |
| Property rehabilitation, Sussex Drive | 1,648 | | 235 | | 0 | |
| Property rehabilitation, Sussex Courtyards | 0 | | 0 | | 0 | |
| Property rehabilitation, 25 George Street | 2,008 | | 0 | | 0 | |
| Property rehabilitation, National Capital River Pavilion | 6,210 | | 5,693 | | 2,318 | |
| Rehabilitation, other historical properties | 1,704 | | 480 | | 0 | |
| | 20,386 | 27% | 11,540 | 13% | 6,527 | 7% |
| RENTAL PROPERTIES | | | | | | |
| Rehabilitation program, rental properties | 2,147 | 3% | 1,900 | 2% | 27,005 | 28% |
| DEVELOPMENT PROPERTIES | | | | | | |
| LeBreton Flats redevelopment | 3,149 | 4% | 655 | 1% | 6,516 | 7% |
| GREEN ASSETS | | | | | | |
| Nepean Point rehabilitation | 1,416 | | 28,407 | | 2,041 | |
| Site development, Richmond Landing | 919 | | 930 | | 0 | |
| South Shore Riverfront Park development | 458 | | 3,838 | | 5,950 | |
| De l'île Pathway rehabilitation | 1,106 | | 0 | | 0 | |
| Britannia Pathway wall rehabilitation | 1,143 | | 400 | | 0 | |
| Colonel By Pathway wall rehabilitation | 0 | | 1,692 | | 0 | |
| Confederation Park rehabilitation | 0 | | 0 | | 0 | |
| Champlain Lookout rehabilitation | 50 | | 1,550 | | 0 | |
| Shoreline erosion, Victoria Island | 1,537 | | 0 | | 0 | |
| Gatineau Park rehabilitation program | 1,554 | | 848 | | 0 | |
| Pathway and trail rehabilitation program | 1,040 | | 869 | | 0 | |
| Flood, shorelines and pathways rehabilitation | 0 | | 7,886 | | 8,406 | |
| Flood, long-term resiliency building | 0 | | 635 | | 400 | |
| Deferred maintenance, pathways | 0 | | 0 | | 3,450 | |
| Deferred maintenance, structures | 0 | | 257 | | 2,457 | |
| Other green asset projects and programs | 2,479 | | 247 | | 0 | |
| | 11,702 | 15% | 47,559 | 53% | 22,704 | 24% |

APPENDIX A: MULTI-YEAR CAPITAL PROGRAM
FOR THE YEARS ENDING MARCH 31, 2020 TO 2022

| | (IN THOUSANDS OF DOLLARS) | | | | | |
|---------------------------------------|---------------------------|------|--------|------|--------|------|
| RECREATIONAL FACILITIES | | | | | | |
| Deferred maintenance, other buildings | 0 | | 0 | | 2,610 | |
| Philippe Lake power line | 194 | | 0 | | 0 | |
| | 194 | 0% | 0 | 0% | 2,610 | 3% |
| OTHER | | | | | | |
| Workplace modernization | 200 | | 3,663 | | 7,690 | |
| Other projects and programs | 7,226 | | 7,389 | | 3,342 | |
| | 7,426 | 10% | 11,052 | 12% | 11,032 | 12% |
| REAL PROPERTY ACQUISITIONS | 600 | 1% | 3,000 | 3% | 3,000 | 3% |
| ALL PROGRAMS — EQUIPMENT | 2,126 | 3% | 1,335 | 1% | 810 | 1% |
| | 75,852 | 100% | 90,752 | 100% | 94,871 | 100% |

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

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

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

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

| | 2018–2019 Actual | 2019–2020 Forecast | 2020–2021 Budget* |
|---------------------------------|---------------------|-----------------------|----------------------|
| TRAVEL | 259,440 | 268,100 | 270,800 |
| HOSPITALITY | 102,496 | 96,600 | 97,600 |
| TRAINING AND CONFERENCES | 522,510 | 481,300 | 486,100 |

* Assumes 1.0 percent inflation over the planning period

APPENDIX C: ADDITIONAL PARLIAMENTARY APPROPRIATIONS: DETAILED 2020–2021 PLAN

To ensure that the Government’s recent investment brings about the best possible benefits, and focuses on where the need is greatest, the NCC has developed an implementation plan based on a holistic approach, so that maintenance requirements are addressed across the Capital Region. This plan will enable the corporation to begin addressing the maintenance requirements of assets in need of critical repairs in the following categories.

INTERPROVINCIAL CROSSINGS

To address required capital rehabilitation on both the Portage and Champlain bridges, including urgent work to protect the integrity of the abutments, by rehabilitating and redesigning a resilient shoreline, following the spring flood of 2019, as well as rehabilitation requirements recommended by industry best practices, to support the interprovincial bridges over the entire lifespan.

FLOOD

To undertake immediate and urgent rehabilitation and repair work on NCC lands and priority assets, including shorelines and pathways, to address public health and safety risks caused by extreme weather events.

PARKS

To complete overdue rehabilitation work and necessary life cycle maintenance of infrastructure, which is expected to include the following: demolition of existing infrastructure at the end of its cycle that is posing a risk to the public, decontamination of soil, repairs and rehabilitation of pathways, and ecological restoration.

STRUCTURE—WALLS

To complete necessary rehabilitation and life cycle maintenance on structures, including retaining walls, dams and lookout platforms, that have either collapsed or are at the risk of collapsing, and are thereby causing significant public safety issues. Work is expected to include the following: structural stabilization; masonry works (repointing and remortaring); and replacing, rebuilding and reconstructing, where necessary.

BUILDING

To replace elevators in the NCC’s real property portfolio that are past their end of life and at major risk of failing mandatory full load testing and inspections.

ELECTRICAL SYSTEMS (PARKWAYS)

To ensure that underground infrastructure and electrical system equipment meet current safety code requirements and standards, and function properly throughout their entire life cycle.

