

NATIONAL CAPITAL COMMISSION  
COMMISSION DE LA CAPITALE NATIONALE

# Annual Report

## 2020–2021

Canada



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## Performance Highlights

1,695

More than 1,695 nights of winter camping were booked at Gatineau Park in 2021, an increase of 38 percent over the previous year.

33

Progress has been made on 33 of 36 planned actions in the NCC's Sustainable Development Strategy, 2018–2023.

538

Five hundred and thirty-eight hectares of existing Greenbelt farmlands have been transformed into regional food production lands; 67 additional hectares were added in 2020–2021.

663,000

More than 663,000 visits to NCC parkways were recorded during the COVID-19 parkways pilot project, which ran from May 2020 to October 2020.

1,094

The SJAM Winter Trail welcomed three times as many visitors as it did last year, with an average of 1,094 daily visits.

\$50,000

The NCC Park Bench Dedication Program received over \$50,000 in donations from the start of campaign.

7,000

As part of the emerald ash borer re-greening strategy, over 7,000 hazardous ash trees were removed in the National Capital Region.

51%

The NCC has so far recorded a 51 percent decrease in greenhouse gas emissions, compared with a 2005 baseline, and has already surpassed the 2030 goal of a 40 percent decrease in greenhouse gas emissions.

90%

All building demolitions on NCC lands diverted at least 90 percent of non-contaminated waste from landfills.



# MESSAGE FROM THE CHAIR

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Over the past year, the NCC family demonstrated extraordinary resilience in its efforts to continue building and maintaining a National Capital Region of which all Canadians can be proud.

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Despite the challenges of COVID-19, I am proud to say that we delivered in a time of crisis, and truly responded to the evolving needs of the Capital and its residents. The NCC team showed agility and innovation in numerous ways: increasing access to NCC assets through ever-evolving public health guidance, completing many ongoing renovation and rehabilitation projects, meeting our commitments to sustainable development, supporting our commercial tenants, pivoting public engagement to online and virtual interactions, and maintaining all the essential financial and administrative services.

As the past year has brought to light, much work continues to be necessary to deliver on the promise of reconciliation with First Nations in Canada. In that spirit, the NCC continues to strengthen dialogue and collaboration with the Algonquin Nation, on whose territory the Capital Region is located. Now more than

ever, projects such as the redevelopment of LeBreton Flats represent an opportunity for true partnership.

On a related note, the NCC is focused on increasing diversity and inclusion, both in its own workforce and in broadening the appeal of its assets to ensure increased access. As a means of representing the diverse needs and expectations of the Canadian population, the organization is continuing to innovate and collaborate on ways to ensure that its programs and initiatives are engaging, equitable and accessible. Our second consecutive year of recognition as an employer of choice in the National Capital Region—coupled with senior management’s continued focus on employee engagement—gives the Board confidence that the culture we are building together is worthy of celebration.

Many people deserve recognition for our successes. I would like to thank the Minister responsible for the NCC, the Honourable Anita Anand. In addition to overseeing the federal procurement of Canada’s vaccines, Minister Anand continued to be a champion for investments in the Capital. CEO Tobi Nussbaum’s leadership and passion for our region are reflected in all of the NCC’s achievements. I appreciate his collaborative approach and commitment to an open and modern NCC. I also want to acknowledge the extraordinary work of the NCC’s dedicated employees, and to thank my fellow members of the NCC’s Board of Directors—a group who represents the best of Canada—for their ongoing dedication and support.

Notwithstanding the challenges of the past year, together we have made important progress toward building a capital that inspires all Canadians.

A stylized, handwritten signature in blue ink, appearing to read 'Marc Seaman'.

**Marc Seaman** *Chair*



## MESSAGE FROM THE CEO

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Reflecting on an internal message I wrote to NCC staff in March 2020 during our transition to working from home, I marvel at how quickly our team adjusted to the pandemic and how resilient they were through various phases of restrictions and shutdowns. This resilience became the hallmark of our 2020–2021 year. In particular, I am proud of the new ways we found to serve the national capital community: from making more NCC lands available to people to be active outdoors while following public health directives, to pulling together as an NCC team to raise funds for the region’s food banks, to delivering tulips to frontline workers on both sides of the river.

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While much of how we fulfilled our mandate changed this past year, what remained unchanged is the passion, professionalism and camaraderie that NCC staff continued to bring to their work. I would like to highlight a few key initiatives.

In the spring, summer and fall of 2020, we closed sections of the Queen Elizabeth Driveway, as well as the Sir John A. Macdonald, Sir George-Étienne Cartier and Gatineau Park parkways to traffic to create more space for walking, running and biking, as part of our “parkways for people” pilot project. This was an immense success, giving people the means to stay active, safe and connected in the outdoors. This year, we formalized these closures: what we so fondly knew as Sunday “bike days” became Sunday “bike weekends,” while the Queen Elizabeth Driveway and Gatineau Park continued to provide dedicated hours for active users.

Through the NCC Bistros at Confederation Park, Rémic Rapids Park and now Patterson Creek Park, and the taverns at Major’s Hill Park and Rideau Falls, the NCC continued to demonstrate that we can provide great experiences in partnership with local businesses to create exciting shoreline opportunities.

In Ottawa, we invested in the National Capital River Pavilion, formerly known as the Ottawa New Edinburgh Club Boathouse. This historic boathouse, previously closed to the public, will now become a major public destination that will facilitate water recreation, house a restaurant, and create an active, beautiful and accessible waterfront in all four seasons.

The former Nepean Point, the city's most spectacular but forgotten lookout, is being transformed into a contemplative gathering place, and a connection by footbridge from Major's Hill Park is being built. This project, along with others, will also provide a meaningful opportunity to engage with the Algonquin Nation, as we seek to enhance collaboration on reconciliation, placemaking and place naming in the Capital.

Across the river in Gatineau, we decontaminated and restored the green spaces in Jacques-Cartier Park to ensure that health and safety standards are met and to provide the best possible experience for visitors, all year round.

At the Ruisseau de la Brasserie (Brewery Creek), we are undertaking work in partnership with the Ville de Gatineau to revitalize the sector, as it transforms into a cultural hub for the region, while preserving its existing ecosystems and natural features.

Many of these exciting initiatives would not be possible without the support of the Government, through 2018 and 2020 budget investments.

Moreover, in 2019, the Government directed the NCC to begin the study, planning and development of interprovincial border crossings in the Capital Region, in collaboration with Public Services and Procurement Canada and our municipal partners in Ottawa and Gatineau. This work is progressing well, and is expected to be finished in the fall of 2021.

As we continue to animate our shorelines, we look to the LeBreton Flats redevelopment project as a perfect opportunity to integrate urban living, recreation, nature and economic development with the waterfronts that bring such character to our landscapes. Through the request for proposals for the Library

Parcel at LeBreton Flats, which we launched this year, we look forward to early successes at bringing our vision for LeBreton to life.

The NCC has a long-standing history of engagement with the Algonquin Nation. This has become more important in the past five years, given that both the NCC and the Nation have increased our mutual engagement. There is still much work to be done, and we understand that reconciliation will require ongoing work, relationship building and delivering on our commitments. We look forward to continuing our growing collaboration.

We will continue to seek ways to both combat barriers for those who experience all forms of discrimination and create a more inclusive and diverse work environment where everyone has an equal opportunity to thrive, shine and contribute.

As the fiscal year comes to an end and another begins, I would like to take this opportunity to thank everyone involved in the NCC for their outstanding efforts on behalf of the Capital and Canadians.

Thanks to all of our partners, stakeholders, contractors and members of the community for their cooperation and collaboration.

Thanks to the members of the NCC's Board of Directors, and in particular the Chair, Marc Seaman, for their enthusiastic support and meaningful contributions.

And finally, thanks again to the talented, creative, innovative and resilient staff of the National Capital Commission for their dedication and sustained efforts through adversity to make Canada's Capital Region a place of inspiration.



**Tobi Nussbaum** *Chief Executive Officer*







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## RESILIENCY IN CANADA'S CAPITAL

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This year has marked a challenging year for Canada's Capital—and the world at large. The COVID-19 pandemic deeply affected all aspects of day-to-day life, as well as people's jobs, the health care system and the economy.

This past year has provided an opportunity for the National Capital Commission (NCC) to reflect on all that the corporation and its employees have overcome and achieved together, despite these challenges. With the ability to successfully adapt to telework arrangements, the NCC was able to ensure good governance and continue to deliver on key priorities. The corporation's front-line staff played a critical role in providing safe outdoor activities on NCC lands, and they have continued to provide services to ensure that the public is well served. Through the challenges presented by a global pandemic, the corporation showed innovation and resiliency, manoeuvring through significant disruptions, completing several major renovation and rehabilitation projects, supporting tenants, managing contracts and finances, all while ensuring continued safe access to public lands and assets. And safe access to NCC lands and assets is continuing, allowing the community in the National Capital Region to get outside in support of mental health, fitness and general well-being in the Capital, when it is needed most.

Through innovative partnerships and the resiliency and flexibility of its workforce, the NCC was able to deliver on its mandate successfully during such difficult times. The corporation will continue to advance its mandate and exemplify resilience, by continuing to uphold the values of sustainability, inclusivity and connectivity for Canadians.

## Providing safe and enjoyable outdoor space for citizens during the pandemic

### The parkways pilot project

The novel coronavirus pandemic brought with it restrictions which caused businesses and recreational facilities to be closed and limitations to be placed on the areas that residents could visit. These measures inadvertently contributed to overcrowded pathways in the nation's capital—especially in the downtown core where housing is more concentrated, during a time when physical distancing was crucial. As the steward of numerous roads, parks and other recreational sites in the National Capital Region, the NCC quickly adapted, and came up with an innovative way to respond to the closure of recreational facilities, restaurants, libraries and other public spaces for Capital Region residents. In the spring of 2020, through the implementation of a pilot project, the NCC provided an opportunity for residents to engage in walking, cycling, running and other activities while abiding by physical distancing guidelines. This was accomplished through opening a portion of the Queen Elizabeth Driveway to the public for active use.

Upon receiving overwhelming positive feedback, the pilot project was extended to the Sir John A. Macdonald Parkway, Sir George-Étienne Cartier Parkway and Gatineau Park parkways. These vehicle road closures were monitored closely by on-site monitors and user surveys; usage was tracked using manual and electronic counters. Weekly count reports were provided to senior management, which led to many extensions of parkway closures throughout the summer and fall months.

The parkways pilot project provided much-needed additional space for recreation and exercise, and allowed residents to spend time outdoors, greatly benefiting both their mental and their physical health at a time when it was needed most. Additionally, these closures promoted the use of sustainable and active transportation and helped to reduce greenhouse gas emissions in the National Capital Region.

### #WinterCapital challenges

The NCC introduced #WinterCapital virtual challenges, which were designed to encourage physical activity. With over 450 kilometres of trails, participants were challenged to safely participate in activities such as skiing, snowshoeing, snow biking, walking or hiking. These challenges attracted 785 participants, who registered and were encouraged to track and share their progress with their friends for free. Those who wished to receive a recognition package and medal for their accomplishment were able to do so by paying a nominal fee.

Satisfaction surveys revealed an overwhelming majority of 94 percent expressing that they would return to use the parkways if they were closed again for active use. This program, which concluded at the end of October, became one of the most popular and successful activities in the National Capital Region during the summer of 2020.

### Expansion of the winter trails program

With the continuance of COVID-19 restrictions into the colder months of 2020 and early 2021, the demand for outdoor activities in the National Capital Region persisted. In response to the ongoing pandemic, the NCC was pleased to provide an extraordinary winter offering through a pilot project. Providing more outdoor space across the region enabled more efficient physical distancing and provided much-needed outlets to benefit the health and wellness of all users.

The NCC, in partnership with the Urban Winter Trails Alliance, added close to 50 percent more accessible winter trail space to the Ottawa area, as part of the pilot project. These included the following:

- SJAM Winter Trail, 18 km
- Orléans Nordic Ski Club, 19 km + 1 km (City of Ottawa land)
- Ottawa West Winter Trail, 8 km
- Rideau Winter Trail, 9 km
- Britannia Winter Trail Association, 4 km + 4 km (City of Ottawa land)
- Ski Heritage East, 10 km + 7 km (City of Ottawa land)



In addition to creating more accessible outdoor space, the NCC launched a new, interactive map, and encouraged people to discover new and less-popular trails. The NCC also published weekly usage numbers, which allowed residents to make more informed decisions and encouraged off-peak usage. This resulted in record-breaking use of community-managed trails. As an example, the SJAM Winter Trail welcomed three times as many visitors as it did the previous year, with an average of 1,094 daily visits. More people than ever before were able to get outdoors and enjoy these extraordinary natural assets across the Capital.

### Gatineau Park

The NCC was especially aware of Gatineau residents' needs for recreational activities in the context of the COVID-19 pandemic. In response, the corporation continued to support public enjoyment of Gatineau Park by encouraging active use of its assets, while ensuring safe physical distancing, in accordance with public health guidelines. Gatineau Park saw a large increase in the number of visitors during the pandemic, and NCC staff worked collaboratively to ensure that the Park's facilities and services were adapted to comply with public health measures.

In summer 2020, a pilot project was implemented to close certain parkways to motor vehicles and open them primarily for active users. This enhanced the offerings of recreational activities in the region at a time when camps and training centres for children had limited public access. Some of the Park's more popular trails had been adjusted, with signage installed to indicate one-way direction of travel. Additionally, traffic management operations were instated whereby staff closed sections of the Park, once the nearest parking lots filled up, as a means of managing the number of people entering the sites.

Gatineau Park's campgrounds saw a 14 percent increase in occupancy rates compared with previous years, and NCC staff welcomed this increase in demand, while establishing additional measures to protect the health and safety of campers and staff. Campers were encouraged to maintain safe physical distancing,

and the NCC helped facilitate safe enjoyment of the outdoors by increasing pandemic-related directives and signage, cleaning public facilities more frequently, and implementing handwashing stations outside wash-room facilities.

In the winter season, there is a fee to access the cross-country ski, snowshoe and snow biking trails in Gatineau Park. Taking into consideration that COVID-19 restrictions were continuing into the colder winter months, the corporation decided to cancel planned rate increases and freeze rates for 2020–2021 Gatineau Park daily and season passes. The NCC also initiated a program to offer compensation to passholders who lived outside of the Gatineau region, and could not access the Park due to restrictions on interprovincial border crossing, and health and safety restrictions. Additionally, in partnership with municipal libraries in the National Capital Region, the NCC increased its number of free winter trail access passes by 20 percent. Residents were able to use their library card to borrow a daily pass from public libraries in Ottawa, Gatineau and the Outaouais region, and access the cross-country ski, snowshoe and snow biking trails free of charge.

### *Supporting front-line staff*

In May 2020, NCC Chief Executive Officer (CEO) Tobi Nussbaum delivered "Tulips of Thanks" to the front-line staff fighting the pandemic and keeping the community safe.

The NCC's team of landscape architects, industrial designers and staff from Capital Stewardship worked on a unique concept of tulip planters for this initiative. The installation was placed at the main entrance to The Ottawa Hospital's Civic Campus. The Civic Campus is where Princess Margriet of the Netherlands was born in 1943, during the Second World War, as her family had fled to Canada and found safe haven in Ottawa. An additional installation was placed at the Hôpital de Hull – CISSS de l'Outaouais.

## Supporting environmental sustainability

### Enhancing environmental resiliency: Completion of the Stillwater Creek Wetland Enhancement Project

In 2019, the Stillwater Creek Wetland Enhancement Project was initiated with the goal of maintaining flood plain capacity within the watershed and to compensate for loss of natural storage in the construction of the Moodie LRT station and realignment of Corkstown Road. The design objectives of this project included creating 10,000 m<sup>3</sup> of available flood plain storage, improving channel function and location by realigning Stillwater Creek from the roadside to a natural channel design within the Stillwater Creek wetland, which also resulted in improving the water quality. Additionally, the project aimed to improve fish and wildlife habitat by creating a wetland cell adjacent to the new channel,

and increase habitat complexity and biodiversity by installing wood structures within the new channel and reseeding native plants.

This project was substantially completed at the end of October 2020, and has contributed greatly to the restoration and enhancement of the overall ecological health of this important Greenbelt watercourse.

### Federal Sustainable Development Strategy

The Federal Sustainable Development Strategy (FSDS) is the Government of Canada's primary vehicle for sustainable development planning and reporting. This strategy sets out sustainable development priorities, establishes goals and targets, and identifies actions to achieve them. Given that sustainable development is at the core of NCC activities, the NCC was one of only two Crown corporations to volunteer to be subject to the *Federal Sustainable Development Act* (FSDA) and, as of December 1, 2020, the NCC is subject to the Act.

## *Project innovation in a global pandemic: Rehabilitation of the Hog's Back swing bridge*

The Hog's Back swing bridge is an integral linkage for pedestrians, cyclists and motorists crossing the Rideau Canal. It carries some 18,000 to 26,000 vehicles per day. In 2019, a rehabilitation project was initiated, as components of the bridge had reached the end of their life cycle. The objective of this work was to extend the bridge's service life by another 20 to 30 years. This project involved team members from across Canada and abroad. This aspect initially proved challenging in terms of coordinating objectives,

and making progress on important milestones, in the face of lockdowns and closed borders due to the global pandemic. The NCC, along with its partners in this project, responded to these obstacles by establishing a professional grade set-up that allowed for real-time remote communications between project teams. This set-up allowed the project teams to virtually connect to the site using the headset combos, a GoPro camera that facilitated a secured live broadcast on the Internet for all authorized

users involved. This system also meant less need for cross-border and interprovincial travelling during various stages of lockdowns established by the federal and provincial authorities. While the travel factor was not completely removed, the project team was able to successfully reduce the number of in-person visits to a total of four or five, as opposed to a typical biweekly visit. Additionally, this set-up minimized risks to the project schedule, with relatively short delays due to the remote inspections and evaluations.



## Climate change projections report

As part of the collective efforts to adapt to the impacts of climate change in the National Capital Region, the NCC and City of Ottawa commissioned a climate projections report to assist in planning resilience initiatives. In June 2020, the findings of the report indicated that, by 2050, under a high-emission scenario, the National Capital Region is expected to see earlier spring seasons, warmer summer seasons, later autumns, shorter winters with decreased snowfall, and an overall warmer, wetter climate. Climate change is already having significant implications for the NCC's programs and services, as well as for the maintenance and preservation of NCC assets. An example is evidenced in the damage to the NCC's recreational pathway network as a result of flooding in 2017 and 2019.

Overall, the NCC will use the report's projections to identify risks, both from gradual changes in temperature and precipitation and from extreme events, such as heat waves, flooding and storms.

The completion of this report marks the end of Phase 1 of the NCC's climate change adaptation initiative, under its Sustainable Development Strategy, 2018–2023. Phase 2 will examine the projections to understand the biggest risks to people, infrastructure, the economy and nature. Finally, Phase 3 will use these risk assessments to create a plan to manage the largest identified risks.

### Additional federal funding: Flood-damaged infrastructure

In May 2020, additional capital appropriations were allocated to further address the NCC's most critical health and safety requirements, targeting assets that were damaged in spring 2019. This would allow the NCC to complete repair work on assets damaged during the flooding, while also building resiliency to mitigate the potential impacts of future extreme weather events. Moving forward, the NCC's infrastructure projects will continue to help combat the effects of climate change in a way that offers sustainable solutions for the community, and advances the FSDS.



### *Britannia pathway wall*

The stone retaining wall that supports a raised portion of the Capital Pathway network had suffered further deterioration in the 2019 flooding and required rehabilitation. The retaining wall varies in height and was in various stages of deterioration, ranging from needing minor repairs to complete collapse. Phase one of the project, which was completed in spring 2020, included rehabilitation of the highest-priority sections of the wall and the replacement of a single floodgate. With support from the additional appropriations allocated in May 2020, further work is being undertaken. The second phase, planned for 2021, is to advance the rehabilitation of the remaining sections of the wall, using a similar approach as in the first phase, to improve flood resiliency.

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# THE YEAR IN REVIEW


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Throughout this year—which was truly like no other because of the COVID-19 pandemic—the NCC, its partners and the dedicated communities in Canada’s Capital demonstrated extraordinary resilience and innovative thinking in their efforts to continue building and maintaining an inspiring capital that is a source of pride for all Canadians. The corporation responded to the evolving needs of the pandemic by ensuring a coordinated, informed and flexible approach. Through the course of the ongoing COVID-19 pandemic, the NCC has continued to provide essential services, innovating when necessary for public access to its popular recreational sites and events. The corporation worked hard to ensure that key projects affected by the pandemic, such as the Hog’s Back swing bridge, could still move forward—all while keeping health and safety, as well as financial and environmental sustainability, at the forefront of its operations.

The early phases of the pandemic coincided with much-anticipated spring and summer weather in the National Capital Region, and citizens were faced with unprecedented public health restrictions and lockdowns. Many citizens in the Capital Region found ways to maintain their mental and physical health through the NCC’s inspired and quick thinking in closing its major parkways for active use: the Queen Elizabeth Driveway, Sir John A. Macdonald Parkway, Sir George-Étienne Cartier Parkway and Gatineau Park parkways. With approximately 663,000 visits to these parkways from May to October, the hard work of employees and volunteers during this pilot project truly supported citizens in the National Capital Region. Not only were they able to get through the hardship of lockdowns and public health restrictions, but they were also able to enjoy NCC assets in a way that they never had before, and at a time when it was needed more than ever.

Also, in the summer months, the NCC established additional measures to protect the health and safety of campers and staff to ensure that these beloved outdoor activities could still take place despite the pandemic.





As the pandemic stretched on, Canadians braced themselves for a long winter of cold weather, shorter days, and COVID-19 lockdowns and restrictions in place. In this context, getting outside in a safe way seemed to be more important this past year than ever before. In partnership with the Urban Winter Trails Alliance, the NCC continued along the path of innovation, with the addition of close to 50 percent more winter trail space to the Ottawa area. Gatineau Park offered increased parking capacity and maintenance in areas such as the Phillippe Lake sector, allowing residents to enjoy the natural winter wonderland that NCC lands offer, in a new and creative way.

Many of the NCC's commercial tenants experienced significant losses in revenue as a result of COVID-19 restrictions and market uncertainty, which severely impacted their ability to pay rent. In April 2020, to assist these struggling businesses, many of which were located in the core of the National Capital Region, the corporation implemented a program to provide rent relief, in a manner that aligned with the federal government's Canada Emergency Commercial Rent Assistance (CECRA) program. Under these exceptional circumstances, the NCC continued its commitment to supporting its tenants in managing the impact of the pandemic by offering tools to help promote a sustainable recovery.

As the effects of the pandemic persist, the NCC will continue to seek ways in which to achieve a responsible balance between cautious stewardship of its resources and targeted leasing solutions for its valued tenants.

The many achievements of 2020–2021 have reflected the NCC's ability to adapt to the constantly evolving realities of this past year. This demonstration of resilience has allowed for continuous learning, innovation and the ability to remain connected with one another, and the various communities and partners, to ensure that the NCC continues to fulfill its primary role as long-term planner and principal steward of federal lands in building a dynamic, inspiring and sustainable capital for all Canadians.





## LONG-TERM PLANNER

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

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“In every challenge there is an opportunity for growth, an opportunity for each and every single one of us to learn something new about ourselves. Last year's events have pushed us all outside our comfort zone, and we have learned how resilient, resourceful and strong we are. A memorable year that made us acknowledge that our health is our biggest asset and, as long as we are in good health, our possibilities are limitless.”

**Iulia Madularu**

Director, Centre of Expertise, Design and Construction Branch, 4.5 years

“Like many workplaces, the NCC has had to transition to telework on very short notice. This move for the NCC ran relatively smoothly as a result of the agile and robust processes already in place. This rather seamless shift was mainly due to the solidarity exhibited by NCC employees.”

**Alain LeQuéré**

Chief, Corporate Financial Management, 23 years



## Advancing new long-term plans

As the Capital Region continues to evolve, the NCC is eager to bring forth new plans and projects to contribute to the region's continued development and improvement.

### Approval of the Capital Pathway Strategic Plan

The Capital Pathway is a 220-kilometre network of off-road multi-use pathways. Passing through various scenic landscapes, this popular network provides a means of accessing a wide array of discovery destinations.

Following a final round of online consultations in June 2020, the NCC Board of Directors approved the Capital Pathway Strategic Plan in October 2020. This plan will provide the framework for long-term planning and day-to-day management of the multi-use pathway network in Canada's Capital Region.

The vision of the Capital Pathway Strategic Plan is to create an exceptional pathway network where all can enjoy invigorating and inspiring experiences in the heart of magnificent Capital landscapes.

The Capital Pathway concept envisions an interconnected greenway network, forming a series of unique discovery routes which traverse varied landscapes and lead to various destinations in the Capital. The Capital Pathway will be the Capital's predominant pathway network, with the finest attention to detail and user experience. Collectively, the discovery routes will form a cohesive network that promotes a sustainable, healthy and active Capital experience.

The Capital Pathway Strategic Plan will guide the planning, design and management of the network to provide resident and visitor experiences that reflect the natural beauty, cultural heritage and symbolic importance of Canada's Capital Region.

### Approval of the Gatineau Park Master Plan

Following three years of consultations, in January 2021, the NCC's Board of Directors approved the new Gatineau Park Master Plan, an update of the previous master plan approved in 2005.

The new master plan, which will be implemented over the next 10 to 15 years, is designed around four key objectives: conserving nature, providing recreational and cultural experiences in nature, promoting equitable and sustainable access to the Park, and fostering engagement and collaboration. In alignment with these four objectives, the NCC is opening a dialogue with the Algonquin community to restore its traditional connection with Gatineau Park territory and highlight its culture and history.

In practical terms, the new master plan intends to contribute to the protection of vital ecological corridors that connect the Park with other natural areas in the region, seek greater legal protection for the Park, close numerous unofficial trails, and continue to acquire private land in the Park, as a means of improving habitats and reducing the infrastructure footprint.

With the adoption of this new master plan, the NCC can ensure the safeguarding of both the ecological integrity of the Park and an enriched visitor experience in all four seasons.



### **LeBreton Flats redevelopment: Preliminary Master Concept Plan**

In efforts to guide the Building LeBreton project, the LeBreton Flats Master Concept Plan, with new strategies addressing sustainability, housing affordability, culture and heritage, was approved by the NCC Board of Directors in April 2021.

The NCC has launched a procurement process to develop the project's first phase, the Library Parcel, located at 665 Albert Street, in partnership with the Canada Mortgage and Housing Corporation for sustainable development with a substantial affordable housing component. The successful development proponent is expected to be announced in mid-2022. The development of the public realm is also under way at LeBreton Flats, with critical new active mobility links expected to open to users in fall 2021.

This project will remain on a path that is both equitable and sustainable, setting precedents in affordability, carbon neutrality, and the recognition of Indigenous, cultural and heritage elements. The NCC remains committed to the pursuit of excellence with this redevelopment project and its primary use as a gathering space, as well as to building a modern community that prioritizes connectivity and innovation, while serving as a key waterfront activation point in the Capital.

### **Long-Term Integrated Interprovincial Crossings Plan for Canada's Capital Region**

In 2019, the federal budget directed the NCC to develop the Long-Term Integrated Interprovincial Crossings Plan in collaboration with both provincial and municipal governments. This comprehensive plan will serve to identify sustainable transportation options, including services, programs and infrastructure, to improve interprovincial travel in the Capital Region from now to the year 2050. The plan will be based on the most informed and precise information available on population, employment, environmental and climate change trends, economic growth, and land development patterns in the National Capital Region.



In fall 2020, over 1,300 people participated in the first phase of a series of public consultations and stakeholder sessions regarding this plan. Feedback received through the engagement process helped shape the plan's vision, goals and guiding principles. This phase assisted in determining the range of scenarios that will be evaluated in Phase 3 of the initiative. This plan provides an outline for collaboration with partnering agencies to establish a shared long-term vision and strategies (to 2050) for the interprovincial transport of people and goods in the region.

The plan will propose a long-term transportation strategy with a vision and approaches, for all parties to build on past successes and move forward to meet new and emerging challenges. It will provide a profile of transportation issues, long-term goals and priorities to make sustainable and inclusive mobility possible through the continued support of prosperity and quality of life in the region, as well as satisfy the environmental, economic, and social needs of communities and businesses.

Public engagement and consultations will take place again in spring 2021 surrounding the initial findings from the evaluation of various future scenarios to 2050.





# CAPITAL STEWARDSHIP

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

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“I find it inspiring that I joined the NCC in the middle of the pandemic, and have connected with my team on a level where I feel I have known them for years. It's incredible to work with such inspiring individuals who have constantly guided me in a new role, especially in a remote work setting. At the NCC, everyone finds solutions and ways to deliver on our mandate despite some not being able to connect in person. I am honoured to work for this organization.”

**Erika Douaire**

Committee Secretary, 8 months

“The pandemic we experienced over the past year demonstrated the importance of outdoor activities for people, and the renewed Gatineau Park Master Plan allows us to strike the best balance between the goal of conservation of natural environments and people's need to have contact with nature.”

**Hugues Charron**

Senior Planner, Capital Planning, 12 years



## Improving the resilience and safety of some of the NCC's most iconic assets

In 2020, the NCC worked with federal partners to develop a series of proposals, with the goal of seeking additional funding. This resulted in successfully securing a \$52.4-million investment. This investment will be used immediately to assist in addressing the most critical health and safety issues, largely targeting assets that were damaged in the spring 2019 flooding. These funds will also be allocated toward the NCC's two inter-provincial bridges, making them more resilient to the effects of climate change.

### **Champlain Lookout retaining wall reconstruction**

This historical landmark is one of the most popular scenic points in Gatineau Park, as it provides outstanding views overlooking the Ottawa Valley. In 2019, part of the lookout's retaining wall had collapsed, and reconstruction of the structure was begun in July 2020. The NCC is thrilled to be reopening this important destination in Gatineau Park, upon the completion of upcoming landscaping work, the installation of interlocking bricks and the placement of new benches on the expanded observation area.

### ***Artist-in-residence program: Rochon Residence***

The house was once the home of sculptor Flavien Rochon, who is known to have carved the stalls and sanctuary of the Notre-Dame Cathedral Basilica in 1844. In keeping with this building's artistic value, the Rochon Residence has been selected as a pilot project to welcome an artist-in-residence program, which intends to connect arts and culture organizations with Canadians. This program will be piloted in spring 2022.





### **Rochon Residence**

The Rochon Residence is a federally recognized heritage building, and is thought to be among the oldest buildings in Lowertown. Located at 138 St. Patrick Street, this historic structure dates back to the early 1830s, and is a vestige of Ottawa's early development. The Rochon Residence was built with materials such as squared timber and wood siding. The rehabilitation work began in winter 2021, and includes structural reinforcement, removal and reinstatement of the exterior cladding, and rehabilitation of the building interior. The restoration of the house will include fully refurbished heritage features and repaired finishes. This rehabilitation project aims to protect character-defining elements, in order that they may be appreciated and enjoyed by current and future generations.

### **Jacques-Cartier Park South site rehabilitation**

Jacques-Cartier Park is one of the Capital's main parks for local events. It is a landmark that hosts national festivities such as Canada Day celebrations and the Winterlude festival. In the summer of 2017, the south area of the park hosted one of Canada's largest horticultural events, MosaiCanada, to celebrate 150 years of Canadian history and culture. Three million plants were used to create 40 breathtaking sculptures.

Unfortunately, excessive debris and soil contamination became evident during the removal of the sculptures, which have created a negative impact on the area's original topography. Jacques-Cartier Park South has been closed since spring 2019 to allow for site rehabilitation and cleanup. The work has involved soil excavation and infrastructure repair to return this significant outdoor space to its original state, and ensure public health and safety.

### **Carbide Willson ruins reopened**

Nestled in the forest on the shore of Meech Lake, the Carbide Willson mill ruins is one of Gatineau Park's most popular walking destinations. This beautiful heritage site has gone through many different uses, and holds the last remaining traces of a fertilizer plant constructed by a pioneer of the North American electrochemical industry, Thomas Leopold Willson. The ruins were closed in the summer for maintenance, and reopened in late August 2020. With the assistance of additional parliamentary funding, this site will see increased rehabilitation work to address an aging structure and erosion that has developed on the access trail. Future works will include the stabilization of the existing infrastructure and improvement of site access, as well as protection of the shorelines. The NCC will continue to promote this significant landmark, which highlights Canadian history and innovation.

## Official residences

Since 1986, the NCC has been entrusted with the ownership and stewardship responsibilities for the buildings and grounds of Canada's official residences. The entire portfolio includes not only the six official residences, but also an additional 49 ancillary buildings, with a total gross area of approximately 25,000 square metres. Ensuring smooth operations at the official residences, despite unique circumstances during the pandemic, has required many adjustments and a great deal of resiliency on the part of the staff who often work on-site.

### Harrington Lake renovations

The rehabilitation work currently under way at Harrington Lake is part of a broader long-term program to preserve, maintain and restore all the official residences. The main cottage at Harrington Lake, built in the 1920s, was assessed as being in critical condition in the 2018 Official Residences of Canada Asset Portfolio Condition Report, and required immediate intervention. The Official Residences Branch launched a project to rehabilitate the building envelope, which had seriously deteriorated, including major masonry work on the foundations and the two prominent stone chimneys, along with badly needed improvements to the foundation. Addressing important maintenance and life cycle renewal requirements, while promoting long-term environmental sustainability, this \$6.1-million initiative is expected to greatly reduce energy consumption and greenhouse gas emissions, improve indoor functionality and thermal comfort, simplify ongoing maintenance, and reduce insect infiltration. Work at this site is substantially complete, with landscaping expected to be completed this summer.

In spite of these and other investments in the 55 buildings that make up the official residences portfolio, the cost of addressing the deferred maintenance deficit has increased significantly since the last asset condition review report in 2018. The 2021 Official Residences of Canada Asset Condition Report estimates



that \$17.5 million a year is required over a 10-year period simply to address badly needed maintenance and to ensure that the buildings meet current code and legislative requirements for universal accessibility and environmental sustainability. The report confirms that, overall, the portfolio of buildings is in poor condition, and that 24 Sussex remains in need of critical investment. The NCC continues to work with its federal partners to find a long-term funding solution for the renewal of the official residences portfolio.

As part of the NCC's public disclosure and reporting processes, the capital expenditures relating to official residence projects are documented in the corporation's annual reports, which are made available on the NCC website. The corporation will continue to work closely with government stakeholders, and will remain open and transparent about its stewardship responsibilities relating to security, heritage preservation, sustainability and the accessibility of its official residences.



### Transition at Stornoway

In the fall of 2020, Stornoway, the official residence for the leader of the Official Opposition welcomed its new resident, the Honourable Erin O'Toole. The Official Residences Branch completed minor life cycle maintenance work on this residence, to allow for a smooth and comfortable transition. Much work went into the details and fine intricacies of preparing this historic house to ensure proper function for the incoming occupants and house staff. Examples include repairing and refurbishing existing components of the home that needed attention, modifying the main heating system, and addressing critical external repairs, such as replacement of the garage roof.

### The Rideau Hall piano project

In 2019, the official residences Canadiana Fund and Canadiana Foundation undertook a fundraising campaign, in collaboration with Steinway & Sons, called the Rideau Hall Piano Project. The goal was to raise financial support to refurbish the existing Glenn Gould piano, a treasured piece in the Crown Collection of the official residences of Canada. It was important to revive this beautiful Steinway piano, built sometime between 1932 and 1934, as it was a legacy bestowed to Rideau Hall by the late legendary Canadian pianist himself. The project was a huge success, as the Steinway & Sons New York facility was able to fully refurbish this piece in 2019, allowing it to be enjoyed for generations to come. The fundraising project was so successful that two additional aging pianos that had come to the end of their life cycle were also replaced in the summer of 2020. Today, these three magnificent pianos bring class and elegance to three significant staterooms at Rideau Hall—the ballroom, the long gallery and the large drawing room—as well as promoting the importance of music in Canada.



### *The Crown Collection*

The Crown Collection consists of approximately 4,000 artifacts, from which experts select to decorate the interiors of Canada's official residences. The collection showcases our Indigenous, French and British origins, and reflects our contemporary multicultural society.





## CREATIVE PARTNERSHIPS

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*As a creative partner, the NCC meaningfully engages and collaborates with a wide range of stakeholders and citizens to help build a strong and distinctive Capital Region that represents all Canadians. A capital is a shared place and a shared responsibility. In 2020–2021, the NCC supported many of its partners in delivering their unique initiatives.*

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“I have been truly inspired by my team’s resilience and ability to adapt our engagement with the public to online consultations and meetings. We’ve increased our reach with the Urbanism Lab conference series from approximately 100 in-person participants to 300–400 online views! Additionally, we have seen more diversity and participation in online engagements.”

**Émilie Girard-Ruel**

Manager, Public Consultations, 11 years

“During this past year, it seemed more important than ever before to ensure that advice and guidance were available to support workplace health and safety. As part of the Human Resources Workplace Well-being Team, I help employees adapt and thrive while working through the pandemic, by offering support and encouraging a safe ergonomic set-up at home. I hope my contributions will help foster healthier workplaces for my colleagues.”

**Stéphane Trudeau**

Human Resources Advisor, 21 years

## Building relationships with Indigenous people

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

### Place naming

The NCC continues to engage in regular dialogue with Indigenous communities on major development projects in the region. The role of story and memory can play a significant part in inclusive urbanism and design. There are three NCC parks being created as part of the Zibi project in Ottawa and Gatineau. The naming of these parks grew out of the design process between May 2018 and November 2019, throughout the course of several meetings with members of the Algonquin community. These meetings included community meetings

with members and elders from Pikwakanagan First Nation and the Algonquins of Ontario, as well as public meetings related to the Zibi Heritage Interpretive Plan.

Since these meetings have taken place, the chosen park names have been reviewed and approved by Algonquin language teachers and cultural leaders from Kitigan Zibi and Pikwakanagan First Nations, as well as the Algonquins of Ontario Heritage and Culture Working Group and the Algonquin Negotiation Representative table.

### Consultations with chiefs and councillors on the Nepean Point Redevelopment project

In the months of October and November, there were two separate site visits to Nepean Point organized for the leadership of the Algonquin communities of Kitigan Zibi Anishinabeg and the Algonquins of Pikwakanagan First Nation. These visits allowed the NCC design team to provide insight on the different phases of the redevelopment of Nepean Point, and encourage continued collaboration in the hopes of creating an even deeper connection with the Algonquin First Nations in the National Capital Region.

## *Three NCC parks being created as part of the Zibi project in Ottawa and Gatineau*

### **Pangishimo Park** “Sunset”

With its direct views facing west, this park will be one of the only locations in the Zibi project from which to view the sunset on the Ottawa River.

Given the traditional importance of the four directions for Algonquins and many First Nations, sunsets and the west carry significant meaning. The sunset represents the end of a full day, the end of harvesting and hard work—a time of gathering or leisure, and for rest and celebration.

### **Mokaham Park** “Sunrise”

This park will be one of the only locations in the Zibi project with an unobstructed view east on the Ottawa River, toward the rising sun.

Sunrise ceremonies play an especially significant role for Algonquin Anishinabe and many First Nations. First Peoples look to the sunrise to know what the day will bring.

### **Tesasini Park** “Flat rock”

This name emerged following numerous park design iterations, and a need to adapt the landscape to be more resilient to changing weather phenomena and increasing flood risks in this area. With the park having evolved from a grassy landscaped area, to a space with more exposed bedrock and natural hardscapes, Algonquin cultural advisors suggested a more literal and descriptive park name, a common practice in Algonquin traditional place naming.





### **Māwandōseg Ajogan monument**

Archaeology tells the story of different chapters in the Capital Region's history. The NCC has mapped the archaeological potential on most of the federal lands in the region. The corporation sees the vital importance of seeking input that considers the value that the Algonquin people place on archaeology. In commemoration of the NCC's and Algonquin Nation's partnership on archaeology, the Māwandōseg Ajogan monument was installed at Leamy Lake. The design was inspired by Anita Tenasco, Director of Education, and the Algonquin students of Kitigan Zibi Anishinabeg First Nation.

### **Indigenous Procurement Strategy and Policy for Aboriginal Business**

The Government of Canada is committed to increasing federal contracting opportunities and access to the overall federal procurement process for Aboriginal businesses. Mirroring this initiative, the NCC has found a way to incorporate this into its own processes. As a result, the NCC has implemented its own Indigenous Procurement Strategy and Policy for Aboriginal Business. Both the strategy and the policy will provide context and assistance to operations managers in making decisions to set aside procurement for Indigenous businesses.

## **LGBTQ2+ National Monument**

The NCC is proud to partner with Canadian Heritage and the LGBT Purge Fund for the construction of the LGBTQ2+ National Monument, which will be prominently located at the northeast corner of the intersection of Wellington Street and the Portage Bridge. Symbolically, the monument will mirror the deep impacts of discrimination experienced by Canada's LGBTQ2+ community, in addition to celebrating the achievements of those who fought for equality, educating visitors, and inspiring hope and change for future generations.

Various teams of professional artists, architects, landscape architects and other urban design professionals were invited to submit their qualifications and sample of work on projects similar to the LGBTQ2+ National Monument, as part of a request for qualifications (RFQ). The RFQ submission process concluded on January 5, 2021, and five teams from across Canada were shortlisted by the design competition jury to develop design concepts for the monument. The teams have until August 2021 to submit their proposals.

As a centrally located site, this spot offers a balance of public visibility and space for contemplation, as well as the ability to host large gatherings. Completion of the monument is scheduled for 2025.

## NCC Park Bench Dedication Program

The NCC's Park Bench Dedication Program was presented to the NCC's senior management last spring, as part of an employee engagement initiative to develop innovative business pitches. Well into its first year of implementation, this program is already highlighting stories that are meaningful to Canadians from all walks of life. In October 2020, the application process opened to allow Canadians to dedicate personalized bronze bench plaques in some of the most beautiful parks in the Ottawa–Gatineau region. This year, to kickstart the first call campaign, one plaque was dedicated by the NCC to the COVID-19 frontline workers in Canada, on behalf of Canadians. This plaque will be installed in spring 2021, and can be found in Major's Hill Park. Over \$50,000 in donations was collected from the first call campaign, and the NCC looks forward to continuing this successful endeavour. Interested applicants can explore preselected bench dedication sites using an interactive map on the NCC's website.

## Youth engagement: 3-D city modelling

The NCC is proud to support local students in their educational pursuits, and offers numerous opportunities for innovative and collaborative engagement.

### Algonquin College

A partnership with Algonquin College has allowed the NCC's geomatics team to work with students to convert a 3-D city model and data related to the Victoria Island Willson Carbide Mill into a building information model (BIM). The BIM is a highly detailed and information-rich 3-D model of the Willson Mill, which also resulted in proposed design changes to the site. These proposals were then incorporated into the 3-D city model for design analysis.

### Carleton University

January 2021 marked the completion of a successful phase 1 collaboration between the NCC and the Carleton Immersive Media Studio (CIMS) at Carleton University. This initial phase culminated in the creation of a digital 3-D model of the Capital's core area, allowing for the compilation of digital assets and landscapes, which can now be used as a starting point for the visual analysis of proposed designs in the nation's capital. This process is supported by the collection of data sets from various partners, including the City of Ottawa, Ville de Gatineau and the CIMS lab, enriching the quality of the depiction within the 3-D model. The NCC is looking forward to a continued partnership with the CIMS on upcoming projects, such as the 3-D modelling of the official residences.

### La Cité

The 3-D city models also offer creative partnerships with design experts in the region. This year, the NCC is piloting a partnership with La Cité, where shared 3-D data from the Moore Farm site will enable the development of virtual reality design and augmented reality design projects. This sharing of information will empower students to better understand the technical aspects and historical influences that shaped the design and maintenance of this NCC farm.

These unique partnerships provide students with a realistic design scenario and a meaningful opportunity to contribute to building a resilient and innovative Capital Region, while also enabling the NCC to create a database that facilitates the visualization of various landscape-changing development projects within the National Capital Region.



## Urban Winter Trails Alliance

Each winter in the National Capital Region, part of the Capital Pathway is transformed into a network of multi-use winter trails for residents and visitors. In response to the increased demand for outdoor activities in the National Capital Region as a result of lockdowns and public health restrictions, nearly 50 percent more winter trail space was introduced. This pilot project was made possible through a long-standing partnership with the Urban Winter Trails Alliance. The alliance includes the Ottawa West Winter Trail, Britannia Winter Trail Association, Rideau Winter Trail and Orléans Nordic Ski Club, as well as the SJAM Winter Trail and Ski Heritage East Winter Trail.

Over 100 kilometres of trails were collaboratively groomed for shared winter recreational activities such as cross-country skiing, snowshoeing, fat biking and walking. These enhanced offerings allowed more Canadians to enjoy getting outdoors during difficult times.

### *Groomer Dave: Dave Adams, the man behind the SJAM Winter Trail*

As a former cross-country ski racer himself, Dave started giving back to his community years ago by grooming the Nakkertok trails. He had the experience and passion that led him to his integral role as head groomer for the SJAM Winter Trail—and to motivating and inspiring communities throughout the Capital to establish their own winter trails.

These winter trails rely on a large group of engaged, dedicated and energetic volunteers. Behind the scenes, we have groomers, trail ambassadors, “shovel elves,” photographers, writers, graphic artists, social media assistants and others who give their time to the maintenance of NCC trails.

*“I love it! Sometimes, I’m brought to tears with the workload, but it’s making me a better person, and I know that it’s for a good thing. It’s something I believe in. I’m getting such gratification and appreciation from people that it keeps me going.”*

—Groomer Dave







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## LOOKING FORWARD

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To build a lasting legacy for generations to come, the NCC is always looking decades ahead to ensure that it continues to fulfill the mandate of serving as both the Capital Region's primary long-term planner and the principal steward of federal lands and assets. These goals and responsibilities are what drive the NCC toward creating a dynamic, inspiring and sustainable capital that remains a place of national significance, and a source of pride, for all Canadians. As the NCC celebrates not only surviving, but also thriving, during this past year amidst a global pandemic, its strategic priorities reflect the corporation's unwavering commitment to introducing bold, innovative and resilient projects to the public realm. As we look forward, the NCC will proudly continue to focus its efforts as long-term planner of federal lands, principal steward of nationally significant public places, and creative partner committed to excellence in development and conservation, fostering an inspirational capital city for visitors and Canadians alike.

"It has truly been an unprecedented year, with so many ups and downs and unexpected challenges. During these turbulent times, when it is easy to feel isolated, I have been fortunate to find a second family here at the NCC. I get excited to wake up every morning and virtually come together with such an amazing group of people to share laughs, camaraderie and support, as we work to keep Ottawa active and safe."

**Annie Barnoski**

Real Estate Client Engagement Officer, 2 years

"This has been a challenging year for the Official Residences Branch. We are front-line workers, and because of our portfolio and occupants, we must continue to deliver services. Communication has been key during this time, and staff feel more reassured and secure when communication is flowing. It has truly been inspiring to see the expression of concern amongst team members for one another, during these difficult times."

**Roland Laurin**

Supervisor, Building Technical Services, Official Residences, 11 years

## Maintaining infrastructure and assets

The NCC's stewardship responsibilities extend to a large and diverse portfolio which includes 125 kilometres of parkways, 300 kilometres of pathways, 1,700 real estate properties, 1,000 buildings and 145 bridges (including two interprovincial), as well as commemorative and interpretive panels. Maintaining and improving this assorted portfolio of assets to ensure their safety and resiliency remains a top priority for the NCC.

### Nepean Point

As one of the most spectacular lookouts in Canada's Capital Region, offering uninterrupted panoramic views, Nepean Point is one of the Capital's key destinations. This site currently remains under redevelopment to create a dynamic, 21st century park, in the heart of the Capital.

With the demolition of the Astrolabe Theatre and perimeter wall and the removal of monuments and art pieces from the National Gallery of Canada completed, the removed pieces have since been placed in storage and are undergoing restoration with the aim of reintegrating them as part of the redevelopment.

In January 2021, the NCC's Board of Directors approved the final design for the remaining park elements of the project. With this recent approval, the project team is now able to begin construction.

In summer 2021, the corporation will begin to implement many of the park elements, such as the landscape ha-ha feature, the foundation for the Whispering Point and outlook structure, and various pathways. The new pedestrian bridge, site furnishings, lighting and landscaping will follow in 2022.

### Philippe Lake campground

The Philippe Lake campground is a major recreational site in Gatineau Park which offers an immersive and meaningful way for residents and visitors to actively experience a natural setting in the Capital Region. Apart from updated washroom facilities, no significant enhancements or modernizations have been made to this campground since the 1960s. Additionally, much of its water system is at the end of its life cycle. To manage this asset for safe public use and enjoyment, the corporation has planned investments to update the site and enhance the visitor experience it offers. Formative rehabilitation work will include improving the quality of individual campsites, adding sought-after amenities such as a central pavilion, providing new sites for larger vehicles and improving landscapes, while lessening the environmental impacts of the campground on the lake's shoreline. The NCC looks forward to revitalizing this beloved recreational area, in order for it to continue to be enjoyed for years to come.

## Transforming our shorelines

In spring 2019, serious flooding caused major damage to the Ontario and Quebec shorelines of the Ottawa River between the Chaudières Bridge and the Portage Bridge. Reconstruction of the shoreline is necessary to ensure the protection of the bridges and to make the shorelines more resilient for residents and visitors, as well as wildlife.

### Quebec shoreline rehabilitation

In the winter of 2021, geotechnical studies were conducted to confirm the extent of damage on this section of the shoreline. Additionally, removal of potentially contaminated soils was completed in March 2021. This work stabilized the shorelines until further restoration and reconstruction work can begin in the fall of 2021.



### Upcoming work on the eastern part of Chaudières Island

The eastern part of Chaudières Island suffered major damage during the flooding of 2019. Efforts will be undertaken to stabilize the shoreline and to plan for appropriate infrastructure that will be able to withstand some of the Ottawa River's strongest currents. This project is currently in its design phase, and rehabilitation work is planned to begin in summer 2022.

## Pursuing asset management and financial sustainability strategies

### Investment plan update

As the largest landowner in the National Capital Region, the NCC is responsible for ensuring that the infrastructure within its purview is kept at a standard reflective of the region's national significance, as the seat of the Government of Canada. This includes managing and maintaining critical assets such as roads, parkways, pathways, bridges, buildings and parks, which are used by residents and visitors year-round.

To support these efforts, the NCC must ensure that its approach to asset management is integrated throughout the corporation; aligned with strategic objectives and supportive of effective, evidence-based decision making. The NCC's investment planning exercise, initiated in 2019, aims to enhance the corporation's ability to plan and deliver investments in an ever-evolving fiscal and operating environment. As a result, the NCC is focused on highlighting priority investments that reflect the greatest risks for the corporation and best support its mandate.

In early 2021, the NCC's investment planning framework was approved by senior management. The framework serves as a baseline from which the corporation can begin to further align its current activities with best practices in asset management. Looking forward, the framework will continue to support the planning and delivery of investments so that NCC assets remain safe, resilient, accessible and enjoyable for future generations.

### Agriculture rehabilitation program

The NCC owns, maintains and manages over 5,400 hectares of agricultural lands within Canada's Capital Greenbelt, including more than 60 leased farmsteads. These farmsteads serve as the backbone of the corporation's Sustainable Agriculture and Food Strategy, which promotes sustainable and innovative farm management practices to creatively and responsibly transform agricultural land from the production of commodity crops to environmentally sensitive local food production. Unfortunately, due to deferred maintenance, several assets such as barns, sheds and tile drainage have reached a point of needing critical investments. Planned investments will allow for rehabilitation work such as life cycle repairs, barn structural stabilization and landscape restoration. Completing the repairs to these structures will fulfill the NCC's leasehold obligation, and ensure that these assets remain safe and functional spaces for tenants and users, while promoting sustainability and agriculture goals.

## Modernizing planning in the Capital Region

### Capital Core Area Sector Plan

The Capital Core Area Sector Plan represents the lead policy document governing the planning and development of federal lands in the downtown areas of Ottawa and Gatineau. As this plan reached its 15-year mark in 2020, a comprehensive assessment was deemed necessary to gauge its strengths and deficiencies. In May 2020, a third-party research firm, Prairie Research Associates, conducted an assessment of the plan and recommended undertaking its full review. The plan will be developed by NCC staff, with the support of external subject matter experts, as needed, and will integrate public consultations as the plan is developed. Objectives include undertaking a review of existing policies and exploration of new policy directions for emerging topics; establishing a comprehensive guiding vision and principles for the core area; updating applicable land use designations, plans and policies; and highlighting converging interests and opportunities for collaboration with partners. This project, which will be completed over the next four years, will contribute to planning for a resilient core area.

### Official residences planning framework

As the principal steward of the six official residences of Canada, it is within the NCC's mandate to ensure that the residences are furnished, maintained and rehabilitated to safeguard their national heritage, provide appropriate and safe accommodations for Canada's political leaders, and serve as inspiring properties and grounds for state events and ceremonies. A key policy direction included in the Plan for Canada's Capital, 2017–2067, directed the NCC to implement 10-year plans for continued reinvestment in these heritage properties to ensure that these sites meet the needs of the institutions in a growing nation.

As there is currently no comprehensive long-range planning document for this portfolio, an official residences planning framework is set to be developed by NCC staff, who will engage the public and stakeholders as part of the framework's development. This plan will aim to provide a long-term vision for the portfolio, and set parameters for prioritizing investments and needed capital improvements. It will better enable the NCC to maximize its limited resources in support of its mandate with respect to the official residences. Through innovative conservation of the assets and strategic planning and prioritization, the homes and workplaces of Canada's key government and political leaders will continue to serve as cultural and heritage resources.

## *Restoring a Greenbelt “grande dame” at Ottawa Farm Fresh*

More than ever before, the Greenbelt is a thriving and ever-growing place for innovative and local agriculture. The NCC transitioned more than 66 hectares of monocropped lands to fruit and vegetable production this year, and has converted about 445 hectares since 2017. It has also been restoring the many historically significant barns found in the

Greenbelt, ensuring that they can be adapted for modern farming operations. One prominent example is the historic Ramsay Farm, where Ottawa Farm Fresh, a new organic vegetable farm, is working with the NCC to breathe new life into the century-old dairy barn. This “grande dame” of the Greenbelt will be restored as the centrepiece of the

farm, and adapted to include modern vegetable processing areas and a farm store. The historic farm will serve as an inspiration for the community to connect with one another through food and farming. The barn will also serve as a place where one can find carefully selected local delicacies and products, surrounded by the lush splendor of the Greenbelt.

## Practising environmental sustainability

The NCC prides itself on the maintenance and protection of its green spaces. The corporation will continue its work in the conservation, protection and management of these lands and green spaces for current and future generations to enjoy. It will continue taking leadership in the area of sustainability, meeting the challenge of climate change and inspiring change for the future. The NCC will also provide a visible and transparent reporting mechanism for tracking progress toward its sustainability goals.

### **Sustainable Development Strategy, 2018–2023**

The NCC's adoption of a sustainable development strategy reflects its commitment to working with partners, stakeholders and the public in continuing to build a greener and more sustainable Capital Region together. As a corporation, the NCC has committed to completing 36 actions by 2023. As of March 2021, 33 out of 36 actions have been initiated or completed. The NCC has also partnered with several stakeholders to advance the agenda for building a more sustainable capital.

Some notable projects from this past year include the development of the NCC's first forest strategy, which will enhance the way the NCC manages trees and forests, and the approval of the NCC Bird-Safe Design Guidelines, which will be applied to building projects to reduce bird collisions with glass structures on and around buildings.

Not only does the Sustainable Development Strategy aim to protect our natural and cultural heritage, but it will also contribute to improving the health and well-being of all residents and visitors in the National Capital Region. Some highlights from this year that reflect these achievements are as follows: all building demolitions taking place on NCC lands diverted at least 90 percent of waste from landfills; 100 percent of eligible fleet vehicles purchased in 2020–2021 were zero-emission or hybrid vehicles; 19 percent of NCC-owned energy-consuming buildings have had energy audits conducted; and the waste diversion rate for the 2021 Rideau Canal Skateway season amounted to 91 percent.

The NCC remains committed to continuously seeking new ways to maintain a sustainable, thriving and resilient Capital Region for generations to come.

## *Rideau Hall Master Plan*

The NCC has begun working on a Rideau Hall master plan, as part of the official residences planning framework. This outstanding heritage building has been the official residence of Canada's governors general for more than 150 years, a testament to its long-standing durability. Along with key stakeholders such as the RCMP and the

Office of the Secretary to the Governor General, the Official Residences Branch and the Capital Planning Branch have initiated a master planning exercise for Rideau Hall. The master plan will set out a unified, long-term vision for Rideau Hall, and guide future decisions on capital projects relating to the buildings, grounds and infrastructure

on the site in a manner that respects the site's outstanding heritage value, while supporting the ongoing functions of Rideau Hall. Work on the master plan is progressing in phases. It will draw from the Long-Range Vision for Rideau Hall (2017–2067), and will include a universal accessibility strategy.





### *Bird-safe design*

The not-for-profit initiative Safe Wings Ottawa estimates that 250,000 birds die each year after striking buildings in Ottawa. The NCC is adopting Bird-Safe Design Guidelines for projects on NCC and other federal lands that involve glass, lighting or landscaping adjacent to buildings. These measures will help ensure that bird collisions can be mitigated on the lands under the corporation's responsibility.

### *Federal Sustainable Development Act*

The NCC is one of only two Crown corporations to voluntarily sign on to the *Federal Sustainable Development Act*. As of December 1, 2020, the corporation is now subject to requirements of the Federal Sustainable Development Act, and will be required to report on progress annually beginning in 2024. To better align the NCC's Sustainable Development Strategy, 2018–2023, with the Federal Sustainable Development Strategy, 2019–2022, the NCC will adjust the way some of the actions in the current strategy are being implemented. Concurrently, the NCC will work to develop a new Sustainable Development Strategy to be tabled in Parliament in 2023. While the new strategy will be fully aligned with the Federal Sustainable Development Strategy, 2022–2025, and the Greening Government Strategy, it will also mirror the NCC's unique mandate and position as a regional partner in building a more sustainable National Capital Region.

## Demonstrating corporate excellence through a resilient workforce

The NCC recognizes that its workforce is its strongest asset. The corporation's staff directly contributes to its success. This has become even more apparent during this past year, navigating through a global pandemic. As a result, 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 initiatives. Additionally, the corporation will continue to direct its focus toward enhancing employee well-being and fostering diversity and inclusion, as key assets to operational and corporate excellence.

## Top employer in the National Capital Region

The NCC remains committed to its employees, who are essential for delivering on the organization's goals, and continues to seek ways to engage them, improve their workload, and provide a healthy and supportive work environment. For a second year in a row, the NCC has been recognized as one of the top employers in the National Capital Region by Mediacorp Canada Inc. This special designation recognizes the employers in the Ottawa–Gatineau metropolitan area that lead their industries in offering exceptional places to work.

### What's up?

The wellness of its employees is very important to the NCC, and it recognizes that the times we are currently going through are affecting employees in different ways. To contribute to the shared responsibility of caring for each other, an informal peer support network called "What's up?" was established for NCC employees in October 2020.

This network strives to share and promote the resources and tools available at the NCC and within the federal public service to foster well-being and mental health; break the stigma and deconstruct preconceived ideas surrounding mental health issues; provide a forum for employees to exchange and network informally to promote inclusion; and offer an hour-long meeting, once a month, to encourage engagement.

The peer support network is made up of employees from all levels and from various branches, who act as mental health facilitators. To date, facilitators have actively engaged their respective branch colleagues with innovative virtual ideas such as monthly educational newsletters, informal and thematic discussions on topics like work–life balance, virtual meditations, social hours, sharing accessible resources and more. Since the program's inception, over 50 sessions have been offered among the different branches, and approximately 200 employees are participating in virtual group sessions. The What's up? group will continue to promote resilience and collegiality during this trying time.

## *Recruitment and onboarding during a global pandemic*

With the emergence of the COVID-19 global pandemic, new challenges were presented to many workplaces which had to quickly transition to teleworking. The pandemic undoubtedly impacted many workforces in ways that had never been anticipated. The NCC was no exception to these challenges. While managing major disruptions to both their personal and their professional lives, NCC staff were able to swiftly adapt to changes and effectively deliver on the corporation's mandate.

Furthermore, the NCC was able to innovatively carry on human resource practices through successfully hiring and equipping more than 100 new employees, while also ensuring the security, health and safety of NCC staff. Virtual recruitment and onboarding have been a go-to method for many corporations/workplaces, including the NCC. Platforms such as Microsoft Teams, Skype and Zoom allowed for a smooth transition for many staff entering a new workplace during extraordinary times, and have

contributed to a more environmentally friendly process, by encouraging the transition to paperless operations.

The NCC has ensured that employees required to work on-site were informed of health and safety measures to access their workplace or work site, and were provided with the appropriate health and safety equipment, including personal protective equipment. The NCC will continue to monitor these measures accordingly to remain within the established public health guidelines.



### *The NCC is one of Canada's Greenest Employers*

As a steward of Canada's Capital, the NCC was honoured to be recognized as one of Canada's Greenest Employers. This recognition acknowledges the steadfast commitment of NCC employees in their pursuit of creating a greener and more sustainable National Capital Region.

### **GBA+**

The implementation of Gender-based Analysis Plus (GBA+) presents the opportunity to consider and respond to the multi-faceted needs of diverse residents and visitors in Canada's Capital Region. It supports the NCC's mandate of ensuring that the National Capital Region is a place of national significance and a source of pride for *all* Canadians, by helping to identify and address the impacts of NCC policies, programs and initiatives on diverse groups of women, men and non-binary people. Over the course of 2020–2021, the corporation's GBA+ Committee continued to implement the NCC's internal GBA+ framework. This included building a workplan to address key recommendations outlined in the NCC's GBA+ organizational needs assessment (2019–2020).

The committee is currently developing a suite of GBA+ training and tools for staff, as well as undertaking a pilot project that integrates GBA+ into the NCC's broader planning and design framework, through the addition of this lens to the NCC's Capital design guidelines. The NCC remains committed to promoting GBA+ within the organization and building capacity at all levels.

### **Digital transformation**

To reliably support the NCC's corporate priorities and business process efficiency, the corporation has diligently evolved its technology over the past year, which has been increasingly critical since the beginning of the COVID-19 pandemic. In March 2020, the Information Technology and Geomatics Services (ITGS) Strategic Plan, 2020–2023, was approved by NCC executive management. Informed by internal stakeholder consultations, external environmental scans, emerging technology practices, and directions from the Government of Canada's Office of the Chief Information Officer, the ITGS Strategic Plan delivers information technology, geomatics and information management initiatives that balance the maintenance of essential operations, incremental improvements and responsible innovation. Some noteworthy strategic themes include improving enterprise management; optimizing and automating business processes; providing visualizations, such as 3-D modelling for consultations; enabling an empowered workforce; and strengthening data and open data management practices.



## Diversity and inclusion

The NCC is committed to creating an inclusive workplace where everyone can realize their full potential. This year, an employee-led Diversity and Inclusion Committee was created. This committee is linked to the Human Resources Programs Division, and aims to create an inclusive, accessible and respectful work environment that welcomes all; ensure that the organization is free from barriers and biases and offers all employees equal access to resources and opportunities; and reflect the public whom the NCC serves by making external-facing projects and services inclusive. A diversity and inclusion plan is currently being developed internally to propose recommendations for making the NCC a more inclusive workplace, as well as real, tangible ways to achieve these goals.

The past year has brought many global issues to light. The committee has offered opportunities for safe and informative dialogue on these topics, and more. The committee organized events in collaboration with the Gender-based Analysis Plus Centre of Expertise

and the Black Employee Support Committee. These include a panel on women and leadership led by NCC employees to mark International Women's Day; an open discussion on Black history with Greg Fergus, Member of Parliament for Hull-Aylmer; and an informal discussion with the NCC's CEO about the rise in anti-East-Asian racism during the COVID-19 pandemic, and a homophobic event that targeted Ottawa's Mayor Watson.

## Human Resources mini-surveys

The NCC continued the employee mini-survey initiative, as a means of supplementing the Public Service Employment Survey (PSES). This year, despite the many challenges and changes involved in working from home, NCC employee mini-surveys have shown a steady increase in workplace satisfaction. In comparison with fall 2018, the number of employees who would recommend the NCC as a great workplace increased by 20 percent, and the number of people who feel that they are treated with respect increased by 16 percent.

## *Black Employees Support Committee*

In 2020, the subtle ramifications of racial prejudice and unconscious bias have come to the forefront of contemporary challenges faced by those who identify as Black or being of African descent. Racial prejudice is a living reality that continues to impact the personal lives and professional trajectories of this group of individuals, and does not depend on the temporary media coverage it receives. This is why the Black Employees Support Committee (BESC) was established this year, as an official standing committee of the Human Resources Branch to contribute to the NCC's

goal of becoming a more inclusive corporation. The mandate of BESC is to organize, educate, support and empower all Black employees within the NCC, as well as contribute to holding the NCC accountable for fair and equal treatment of all racialized employees. Membership in BESC is a deliberate and voluntary act that encourages the active participation of Black employees of the NCC, as well as their allies who do not identify as Black or of African descent but are willing to actively support the committee's mandate and actions. Since its establishment, BESC has identified

key strategic objectives, and proposed concrete action items for the NCC to consider as it works on developing its diversity and inclusion approach. Examples of key elements proposed by BESC included the need for a Diversity and Inclusion Committee and offering training on unconscious bias—both elements have already been implemented following their recommendation. BESC continues to provide a space and the opportunity for the NCC as an organization to engage more meaningfully on diversity and inclusion issues with a focus from the perspective of Black employees.





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# CORPORATE GOVERNANCE

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## 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.

As a federal Crown corporation, the NCC is subject to Part X of the *Financial Administration Act*. The NCC reports to Parliament through the minister of Public Services and Procurement Canada (PSPC), who is designated as the minister for the purposes of the *National Capital Act*.

## Mission

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

## Guiding Principles

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

### **Leadership and Innovation**

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

### **Accountability and Transparency**

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

### **Reconciliation**

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

### **Collaboration**

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

### **Pride**

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

### **Organizational Excellence**

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





## Core Responsibilities

With a mandate reaching back over a century, the NCC has been serving as both the National Capital Region's primary long-term planner and the principal steward of federal lands to build a dynamic, inspiring and sustainable capital. In addition to internal services, the NCC has two core responsibilities, which reflect its 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.

## Board of Directors

### Composition, Roles and Responsibilities

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

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

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

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

### Board Appointments

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

### Municipal Participation at Board of Directors Meetings

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

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

# National Capital Commission Board of Directors<sup>1</sup>



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



**Tobias (Tobi) Nussbaum**  
Chief Executive Officer  
Ottawa, Ontario  
February 4, 2019 to  
February 3, 2024  
**A, B, C, 1, 2**



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



**Larry Beasley**  
Vancouver,  
British Columbia  
January 30, 2018 to  
January 29, 2022  
**A, 2**



**Lise Bernier**  
Québec City, Quebec  
June 22, 2019 to  
June 21, 2023  
**C**



**Victor Brunette**  
Gatineau, Quebec  
June 18, 2015 to  
June 17, 2019  
**B**



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



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



**Caroline Lajoie**  
Québec City, Quebec  
July 1, 2019 to  
June 30, 2023  
**1**



**Lisa M. MacDonald**  
New Glasgow,  
Nova Scotia  
July 1, 2015 to  
June 30, 2019, extended  
to June 30, 2022  
**C, 2**



**Deborah Morrison**  
Ottawa, Ontario  
June 25, 2018 to  
June 24, 2022  
**C**



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



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



**Lou Ragagnin**  
Vaughan, Ontario  
June 22, 2019 to  
June 21, 2023  
**B**



**Denis Vaillancourt**  
Rockland, Ontario  
May 14, 2018 to  
May 13, 2022  
**C, 1**

## Corporate Committees

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

## Advisory Committees

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



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



**Jim Watson**  
Mayor of the  
City of Ottawa

## Non-voting ex-officio participants

1. Membership as of March 31, 2021.



## Accountability and Operations

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

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

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

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

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

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

## Committees

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

### Corporate Committees

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

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

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

## Board of Directors Remuneration

Earned from April 1, 2020 to March 31, 2021

Board Members	Retainer 1	Per Diems 1,2,4,5,6	For Travel 2,3	Total	Attendance					
	\$ (A)	\$ (B)	\$ (C)	\$ (A+B+C)	Board Meetings 7.5 days	Committee Meetings (Corporate and Advisory)				
						EC 0 days	AC 1.5 days	GC 1 day	ACPDR 4 days	ACORC 0 days
Mireille Apollon	4,000	5,938	0	9,938	6.5	–	–	–	–	–
Larry Beasley	4,000	6,469	0	10,469	7.5	–	–	–	–	–
Lise Bernier	4,000	2,063	0	6,063	7.5	–	–	1	–	–
Victor Brunette	4,000	2,438	0	6,438	7	–	1	–	–	–
Michael Foderick	4,000	2,625	0	6,625	7	–	1.5	–	–	–
Tanya Gracie	6,000	3,938	0	9,938	7.5	–	1.5	1	–	–
Caroline Lajoie	4,000	3,750	164	7,914	7	–	–	–	4	–
Lisa M. Macdonald	4,000	3,000	0	7,000	7.5	–	–	1	–	–
Deborah Morrison	4,000	3,000	0	7,000	7.5	–	–	1	–	–
Norm Odjick	4,000	5,656	0	9,656	7	–	–	1	–	–
Sara Jane O’Neill	4,000	2,250	0	6,250	7.5	–	1	–	–	–
Lou Ragagnin	4,000	2,625	0	6,625	7	–	1.5	–	–	–
Marc Seaman	9,400	16,438	563	26,401	7.5	–	1.5	1	4	–
Denis Vaillancourt	4,000	4,688	0	8,688	7.5	–	–	1	4	–
Total	63,400	64,878	727	129,005						

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

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

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

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

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

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

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

## Advisory and Special Committees

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

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

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

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

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

## Remuneration

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

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

## Independent Audit

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





## National Capital Commission Ombudsman

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

## Organizational Structure

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

## Executive Management Committee

### **Tobi Nussbaum**

Chief Executive Officer

### **Véronique de Passillé**

Chief of Staff to the Chief Executive Officer,  
and Commission Secretary

### **Anne Ménard**

Vice-President, Capital Stewardship

### **Céline Larabie**

Vice-President, Human Resources

### **Greg Kenney**

Vice-President, Official Residences

### **Kalen Anderson**

Vice-President, Capital Planning

### **Michel Houle**

Vice-President, Corporate Services,  
and Chief Financial Officer

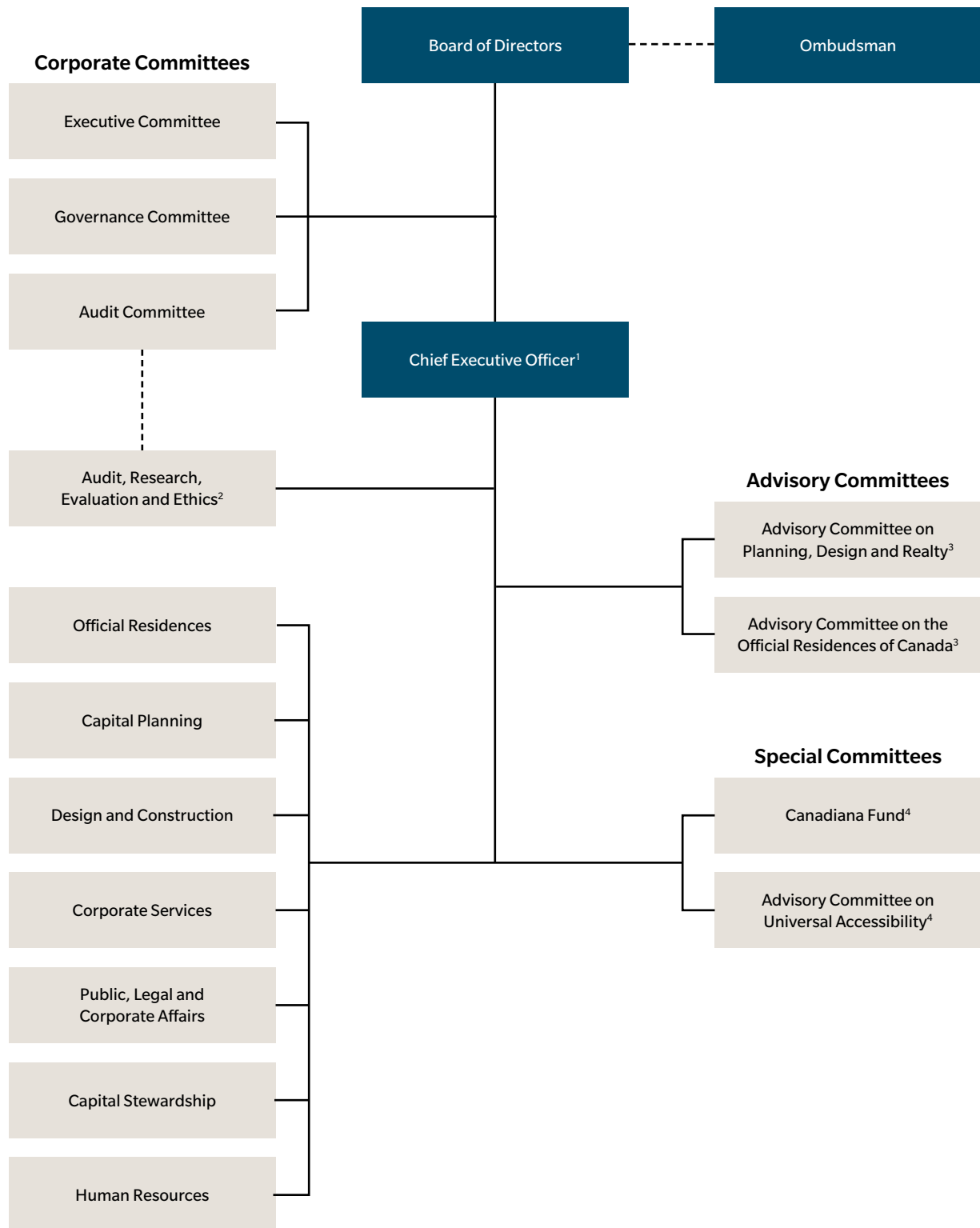
### **Nicolas Ruszkowski**

Vice-President, Public, Legal and  
Corporate Affairs

### **Pierre Vaillancourt**

Vice-President, Design and Construction

# Structure of the National Capital Commission



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



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# MANAGEMENT DISCUSSION AND ANALYSIS

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## Five-Year Key Highlights

For the years ended March 31 (thousands of dollars)	2020– 2021	2019– 2020	2018– 2019	2017– 2018	2016– 2017
<b>Operating Funding</b>					
Parliamentary appropriations for operating expenditures	79,066	75,206	72,014	66,130	68,467
Operating revenues	38,482	56,276	46,417	48,858	38,746
	117,548	131,482	118,431	114,988	107,213
<b>Cost of Operations</b>	137,805	141,898	134,573	132,638	136,058
<b>Capital Funding</b>					
Parliamentary appropriations for capital expenditures	70,319	62,453	37,295	23,500	22,789
<b>Major Capital Projects</b>					
LeBreton Flats redevelopment	1,017	2,903	30	627	1,091
Official residences	11,079	5,732	3,247	6,451	9,804
Real property acquisitions	11	267	6,277	7,940	8,375
<b>Capital Assets</b>					
Land	330,719	328,127	326,605	310,348	305,896
Buildings and infrastructure and leasehold improvements (net of amortization)	391,716	356,880	328,724	324,463	314,835
Investments in capital assets	51,562	56,230	26,194	31,939	37,565
<b>Acquisition and Disposal Fund</b>	28,246	29,328	20,745	21,280	25,476

\* Variations in year-over-year cost of operations are primarily attributable to one-time expenditures, which are further described in the Financial Performance section on page 65 of the present 2020-2021 annual report.

\* Investments in capital assets excludes non-monetary expenditures

## Five-Year Key Operating Highlights

For the years ended March 31	2020– 2021	2019– 2020	2018– 2019	2017– 2018	2016– 2017
<b>Number of employees</b>	499	476	460	441	444

## 2020–2021 Operating Environment

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

### *Fulfilling the Mandate*

The NCC's diverse and extensive portfolio represents a key opportunity for the corporation. As the NCC is the largest landowner in the National Capital Region, its assets form part of the foundation of the region, and contribute to the quality of life of local residents and to the draw of the area, making it a destination of choice for many visitors. Through this portfolio, the NCC is able to both fulfill its mandate and generate revenue. In order to prioritize the maintenance of its assets, the NCC is continuing to develop and strengthen an asset management plan for all assets in its portfolio, including the official residences.

Funding received in May 2020 from the federal government allowed the corporation to continue the process of revitalizing assets in need of critical repair, including those with urgent health and safety requirements, its two interprovincial bridges, and those assets affected by the spring 2019 flooding. With this much-needed investment, the NCC has the necessary funds to make substantive progress in addressing the rehabilitation requirements of the majority of its assets in "poor" and "critical" condition.

The outbreak of the COVID-19 pandemic presented new operational realities which the NCC has had to consider in its planning, including its planned investments and planned delivery of its mandate. Public health measures required to slow the spread of COVID-19 had a marked impact on the construction industry, upon which the NCC relies for the delivery of capital projects. However, despite these restrictions, the NCC still managed to deliver on key capital projects. Additionally, notwithstanding the public health restrictions, the NCC managed to pilot several successful projects and initiatives that helped support residents of the National Capital Region to get out and enjoy the corporation's assets in a safe and secure way.

Market uncertainty as a result of COVID-19 has impacted the ability of NCC tenants to pay rent and has therefore affected the corporation's commercial leasing portfolio. The NCC was able to provide rent relief for its tenants, in a manner that aligned with the federal government's CECRA program. The NCC is continuing to monitor the situation as it evolves, to ensure that it is prepared to implement any necessary initiatives should further government stimulus and recovery measures be implemented, and thereby ensure that NCC tenants remain supported.

Throughout the course of 2020–2021, the NCC remained innovative, providing residents with new and increased ways to access and enjoy its land and assets, thus allowing continued usership during the pandemic. The NCC will continue to work with its stakeholders and partners, as well as with local health authorities, to ensure that this access is maintained.

## *Working With Government*

### **Federal level**

As a Crown corporation, the NCC is a member of the federal family, and federal priorities have an impact on its operations. It is therefore imperative that the corporation maintain relationships with central agencies and the office of the minister responsible for the NCC. The corporation is working effectively with PSPC, led by the Honourable Anita Anand, to advance key initiatives in the National Capital Region.

Over the 2020–2021 fiscal year, the relationship with Indigenous peoples, collaboration and transparency, environmental sustainability, climate change reduction and resiliency, gender-based analysis plus, and diversity and inclusion constituted important areas of focus for the corporation.

### **Provincial level**

Since the 2018 elections, which brought new governments to the provinces of Ontario and Quebec, the NCC has worked with its provincial partners on various issues. The provincial governments remain important stakeholders, as their programs and activities overlap with the NCC's work in various areas (e.g. environmental protection, natural resource management, tourism and recreation, transportation, infrastructure, land use planning). The NCC looks forward to continuing to work with provincial authorities.

### **Municipal level**

Continuity in municipal leadership has been beneficial for the corporation, allowing the development of strong relationships, and cooperation on projects that include urban planning, safe and active transportation, property and land stewardship, and climate change adaption and environmental protection. The NCC remains committed to maintaining strong relations with municipal partners, especially as the impacts of the COVID-19 pandemic have been intensely felt at the local level.

## *Legislative Authorities*

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. Modernization of the NCC's legislative authorities could abate this challenge by allowing the corporation to better protect its properties and their environment, as well as overcoming the constraints related to the implementation of its mandate in terms of real estate transactions.

## *The NCC Workforce*

The retention and preservation of institutional knowledge is fundamental for the NCC to continue its success as a leader in stewardship and long-term planning. An additional essential component to the corporation's success is collaboration within its workforce to facilitate the sharing of expertise, knowledge and best practices. Workforce trends have an impact on the NCC, as baby boomers continue to leave the workforce, and the number of entrants to the workforce continues to decrease. For this reason, the employee experience, including recruitment, retention, engagement and organizational learning, remained an area of focus for the corporation during the 2020–2021 fiscal year.



# Capability to Deliver Results

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## *Employees*

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

The COVID-19 pandemic has raised new questions about the future needs of NCC employees, as the pandemic has transformed the working environment, introducing new considerations for health and safety measures, and increased opportunities to work from home. Over the past year, the NCC continued to develop and implement workplace modernization initiatives, including a telework agreement that reflects current operational realities, and responds to the needs of NCC staff during evolving public health directives.

## *Partners and Sponsors*

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

## *Volunteers*

Volunteers are an important asset for the NCC, not only to support the successful delivery of its programs and services, but also to contribute to making Canada's Capital Region a source of national pride and significance. Volunteers donate their time to make it possible for residents and visitors to ski and hike in Gatineau Park, discover the Mackenzie King Estate, cycle on car-free parkways during Nokia Sunday Bikedays, skate on the Rideau Canal Skateway, and admire the historic Mapelawn Garden. Over the 2020–2021 fiscal year, the integral role of volunteers became increasingly evident due to the pandemic. Volunteer efforts have contributed substantially to the NCC's ability to expand its winter network this past year for residents of the National Capital Region to enjoy.

## *Stakeholder Engagement*

To build a signature capital, renowned for both its green space and its heritage properties, the NCC remains committed to its role as a value-added partner. This requires consistent and comprehensive engagement with Canadians—local municipalities, elected officials, partners, sponsors, residents, stakeholders, academics and the general public—in order to facilitate a constructive dialogue around building a capital for all Canadians.

# Integrated Risk Management

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

The key corporate risks identified for 2020–2021 were COVID-19, capacity, reputation and influence, and safety and security.

## *COVID-19*

The pandemic continued to have an impact on the daily operations of the NCC. The corporation undertook the necessary steps to safely provide services and programming, as well as increased access to NCC lands, while respecting physical distancing and other provincial and regional health and safety requirements.

Unfortunately, many of the NCC's commercial tenants were unable to pay rent, as a result of ongoing COVID-19 restrictions which have had significant impacts on their revenues and ability to operate. In order to support these tenants, from April to September 2020, the NCC implemented a rent assistance program in line with the federal CECRA program, ensuring continued support for its tenants.

## *Capacity*

Capacity risks relate to the NCC's ability to maintain sufficient levels of both financial and human resources to be resilient to a changing business environment, effectively deliver its activities and manage its assets. To mitigate this risk, the NCC continued its collaboration with government to identify long-term sustainable funding solutions to ensure that its assets remained safe, resilient and enjoyable for current and future generations of visitors to the National Capital Region. In addition, the NCC continued pursuing opportunities to leverage assets to generate revenue through long-term leases and other land transactions. The NCC also continued to explore strategies to augment revenue generation and optimize the use of real property, while also identifying efficiencies and cost containment measures in response to challenges related to operating appropriations.

In terms of human resource capacity, the NCC continued its focus on developing strategies to attract, manage and retain a talented workforce and optimize business processes.

## *Reputation and Influence*

Reputation and influence risks relate to the NCC's ability to maintain a positive reputation and to influence partners, stakeholders, the public and elected officials. To protect its reputation and influence, the NCC engaged with stakeholders, partners and the public, and built awareness of the benefit that the organization provides to the Capital Region. In 2020–2021, the NCC developed a new communications strategy, which uses a proactive approach to engage partners and the general public, and focuses on the NCC's efforts to build a greener capital. The NCC remained actively involved in many highly visible projects in the National Capital Region in which it continued to engage with municipalities and to consult with other major stakeholders on planning initiatives.

## *Safety and Security*

Safety and security risks relate to the deterioration of the condition of the NCC's assets due to deferred maintenance or insufficient funding to support the prioritization of maintenance and renewal activities, which could cause health and safety issues. This risk was also identified in the OAG's Special Examination Report—2017. Risk response measures over the course of 2020–2021 consisted of continuing to work on assets in need of critical repairs, and restoring them to good condition in accordance with additional parliamentary appropriations received in May 2020. These additional appropriations did not fund any restoration projects on assets included in the official residences portfolio and, therefore, these assets still require additional funding for their rehabilitation and maintenance. Risk response measures also included reviewing long-term asset management plans, and providing recommendations on portfolio strategy. In particular, this involved regular inspections of lands and assets, and ensuring that security plans, policies and procedures were in place and part of the NCC's day-to-day activities. These measures are necessary to ensure effective planning and resource allocation processes, as well as to establish clear project outcomes that support the NCC's mandate and program delivery. Overall, these activities assisted the corporation in continuing its work on assets in need of critical repairs in the long term, as supported by parliamentary appropriations.

## *Performance Against Priorities*

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The following pages summarize the NCC's performance against its planned objectives included in the Summary of the 2020–2021 to 2024–2025 Corporate Plan.

Despite the challenge of having 14 of the NCC's 2020–2021 corporate plan commitments impacted by the COVID-19 pandemic, the corporation successfully met over 88 percent (23 out of 26) of its remaining 2020–2021 corporate plan commitments; only two commitments exhibited variances, and one commitment was not on target.



## Performance Rating Guide

The NCC's performance rating guide is used to measure the achievement or progress against targets set out in the Summary of the 2020–2021 to 2024–2025 Corporate Plan. Performance evaluation at year-end, 2020–2021, is based on the four categories described below.

Rating	Definition
On target	The commitment is on track or has been achieved on time, on budget and within the committed scope.
Target variance	There are some uncertainties about the NCC's ability to deliver the commitment, or the commitment has been fulfilled with some minor delays, changes in scope, budget increases or overruns.
Not on target	The commitment has been delivered or likely will be delivered with significant delays, changes in scope, budget increases or overruns.
COVID-19	The pandemic has affected or caused uncertainty in the delivery of this commitment.

### Priority 1:

*Address the condition of NCC infrastructure and assets, including the official residences.*

Expected outcomes	
Medium-term	NCC asset condition assessments are conducted on a priority basis.
Long-term	NCC assets are maintained in an appropriate condition, meeting the expectations and needs of Canadians.

Initiative	Corporate milestones over the planning period	Target date	Status
Investment Planning	Undergo a systemic review of resource allocation and reallocation processes toward priority projects.	2020–2022	On target
	Develop a multi-year asset condition inspection program, and initiate asset condition reports on a priority basis.	2020–2022	COVID-19

**Investment Planning:** The NCC's investment planning framework was approved by its Executive Management Committee (EMC) in March 2021 and will be shared with federal government partners in the first quarter of 2021–2022. The NCC continues to put recommendations captured within the framework into action and will work to draft the NCC's first investment plan.

Due to the COVID-19 pandemic, the NCC was unable to enter and inspect occupied buildings. For this reason, the focus was shifted to the inspection of vacant properties, including engineering and green assets. Additionally, the corporation developed new inspection templates, which enabled the production of close to 70 extensive building condition reports.

## Priority 2:

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

Expected outcomes	
<b>Medium-term</b>	Improved connectivity, accessibility, sustainability, wayfinding and public access to LeBreton Flats, the islands and the shorelines.
<b>Long-term</b>	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.

Initiative	Corporate milestones over the planning period	Target date	Status
<b>Redevelopment of LeBreton Flats and the Island Sites</b>	Launch request for proposal processes for one or more parcels, including the Library Parcel transaction.	2020–2022	On target
	Plan and initiate public realm project implementation.	2020–2022	On target
<b>Victoria Island Revitalization</b>	Complete the first phase of the Victoria Island remediation, and begin the second phase.	2020–2022	On target
	Undertake post-flooding shoreline recapitalization work on Victoria Island.	2020–2022	On target
	Pursue discussions with the Algonquin First Nation to advance a master plan for Victoria Island, in partnership with the Algonquin First Nation.	2020–2022	COVID-19
<b>Activation Points and Waterways</b>	Implement activation points and activity along the shorelines and waterways of the National Capital Region.	2020–2022	COVID-19
<b>Nepean Point Revitalization</b>	Complete the green demolition of Nepean Point, and begin implementation of phase one of the NCC's vision and plan for Nepean Point.	2020–2022	On target

**Redevelopment of LeBreton Flats and the Island Sites:** The NCC launched the procurement process for the LeBreton Flat's Library Parcel at the end of October 2020. Through the request for qualifications process, which closed on February 8, 2021, three proponents were shortlisted. They will be invited to submit detailed proposals in response to a request for proposals from spring 2021 to fall 2021.

Since the approval of the initial public realm development project in 2020, the pathway project design element of the public realm project was also approved by the NCC's Board of Directors. This pathway will connect the Capital Pathway along the Ottawa River to the Pimisi and Bayview stations at LeBreton Flats. The NCC advanced the design of the pathway project to 90 percent, incorporating feedback from public and stakeholder engagement, as well as from the NCC's Indigenous partners. Additionally, the NCC drafted a plan for the required on-site signage.

**Victoria Island Revitalization:** Phase two of the remediation and infrastructure project on Victoria Island proceeded on schedule. The NCC substantially completed the shoreline restoration works on Victoria Island with only landscaping works and fence installation remaining to be completed in spring 2021. This work, to the west of the Portage Bridge, created a resilient, new shoreline that will be capable of resisting damaging floods like those seen in 2017 and 2019.

The NCC has delayed discussions with the Algonquin First Nation on a master plan for Victoria Island to allow the community to focus on responding to the pandemic.

**Activation Points and Waterways:** While the pace of projects to activate the NCC shorelines was impeded by the pandemic, the corporation was able to keep some of its shoreline bistros open, in alignment with public health guidelines.

**Nepean Point Revitalization:** Despite challenges relating to restrictions and delays caused by the pandemic, the NCC completed its green demolition work at Nepean Point. The NCC has also commenced phase one of its vision and plan for Nepean Point.

## Priority 3:

*Execute an asset management and financial sustainability strategy.*

Expected outcomes	
<b>Medium-term</b>	Augment revenue generation, and optimize the use of lands and other real estate assets for future reinvestment.
<b>Long-term</b>	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.

Initiative	Corporate milestones over the planning period	Target date	Status
<b>Real Property Optimization</b>	Initiate the implementation of strategies to optimize real property.	2020–2022	COVID-19
<b>Flexibility in Authorities</b>	Engage with government to explore options to modernize the real property authority limits.	2020–2022	On target
<b>Sponsorship and Philanthropy</b>	Develop a sponsorship framework.	2020–2022	COVID-19
	Pilot the NCC's commemorative park benches program in the Greenbelt.	2020–2022	Target variance

**Real Property Optimization:** Considering the impacts of the pandemic, there was a decrease in real estate market conditions and economic activity in general, which resulted in a delay in the NCC's ability to bring assets to the market. However, this is expected to improve once the pandemic is contained and the economy is back on solid ground.

**Flexibility in Authorities:** The NCC continues to seek necessary approvals to modernize its real property authority limits.

**Sponsorship and Philanthropy:** The NCC's development of a sponsorship framework was affected as market uncertainty caused by the pandemic delayed negotiations with existing and potential sponsors. However, the corporation initiated a marketing study, which is intended to measure donor interest in various aspects of NCC initiatives. This study is anticipated to be complete by the first quarter of 2021.

The NCC's commemorative park benches program was successfully launched in 2020–2021, and the NCC surpassed its program target for this year.



## Priority 4:

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

Expected outcomes	
Medium-term	Innovative planning tools are implemented.
Long-term	NCC plans support the long-term direction for a lively, distinctive and sustainable National Capital Region.

Initiative	Corporate milestones over the planning period	Target date	Status
<b>Master Plan and Other Policy Renewals and Reviews</b>	Complete the Gatineau Park Master Plan renewal.	2020–2022	On target
	Complete the NILM update.	2020–2022	On target
	Initiate the renewal of the Capital Core Area Sector Plan.	2020–2022	COVID-19
	Initiate the development of the NCC's Rideau Hall Master Plan.	2020–2022	COVID-19
	Initiate the development of the NCC's long-term integrated interprovincial crossings plan.	2020–2022	COVID-19
<b>Federal Land Use, Design and Transaction Approval Process</b>	Initiate the development of a comprehensive evaluation system for the federal land use, design and transaction approval process.	2020–2022	On target
	Develop efficient and timely processes and concise federal land use, design and transaction approval policies.	2020–2022	On target

**Master Plan and Other Policy Renewals and Reviews:** Despite disruptions to the preparation of the renewed Gatineau Park Master Plan, attributable to the pandemic, the NCC completed its review and the renewed plan was approved by the NCC Board of Directors in January 2021.

While changes in working arrangements resulting from the pandemic delayed the preparation of the NILM update, it was approved by the NCC Board of Directors in January 2021, as expected.

The pandemic affected plans to initiate the renewal of the Capital Core Area Sector Plan due to internal re-prioritization. However, the core area plan review is currently under way.

The pandemic also caused delays in the development of the NCC's Rideau Hall Master Plan. The NCC has since repositioned this initiative under the development of a comprehensive official residences planning framework.

Impacts of the pandemic on NCC operations resulted in project delays for the development of the NCC's long-term integrated interprovincial crossings plan. However, the timing for the anticipated approval of this plan by the NCC Board of Directors remains October 2021.

**Federal Land Use, Design and Transaction Approval Process:** In its continued efforts to improve NCC proponents' understanding of the federal land use, design and transaction approval process, the corporation implemented a survey to solicit opinions on various aspects of the federal approval process.

With the intent of optimizing federal land use, design and transaction approval processes and policies, the NCC introduced a new online Step 1 form; an online Step 2 form is anticipated to follow shortly. The corporation has also completed a full revision of the proponent's guide, which reflects changes to the federal land use, design and transaction approval process.

## Priority 5:

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

Expected outcomes	
<b>Medium-term</b>	Through its practices and policies, the NCC contributes to a sustainable National Capital Region.
<b>Long-term</b>	The National Capital Region is resilient and environmentally sustainable.

Initiative	Corporate milestones over the planning period	Target date	Status
<b>Sustainable Development</b>	Continue the implementation of the NCC's Sustainable Development Strategy, 2018–2023.	2020–2022	<b>COVID-19</b>
	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.	2020–2022	<b>On target</b>
<b>Enhancement and Conservation of Gatineau Park, the Greenbelt and NCC Urban Lands</b>	Improve the health of valued ecosystems.	2020–2022	<b>On target</b>
	Expand and enhance the Urban Winter Trail Program, and continue to implement the Greenbelt recreational pathway program.	2020–2022	<b>On target</b>
	Complete the program for the mass removal of hazardous trees affected by the emerald ash borer.	2020–2022	<b>On target</b>
	Pursue ongoing efforts to control the impact of invasive species	2020–2022	<b>On target</b>

**Sustainable Development:** While the COVID-19 pandemic impacted the NCC's capacity to implement the Sustainable Development Strategy, the NCC continues to align the implementation of the corporation's current Sustainable Development Strategy with the FSDS to ensure that the NCC's environmental objectives and programs remain relevant and timely.

**Enhancement and Conservation of Gatineau Park, the Greenbelt and NCC Urban Lands:** The NCC was able to continue its conservation efforts and improve the health of valued ecosystems, despite the impacts of the pandemic. This year, over 100 volunteers participated in four different projects involving the Gatineau Park Citizen Science Program. Additionally, throughout this past winter season, the NCC surveyed animal tracks in its ecological corridors, in collaboration with the University of Ottawa and Friends of Gatineau Park.

The NCC was successful in signing and implementing an agreement for the Urban Winter Trail Program, which allowed for its expansion and enhancement. Trail use was significantly greater than in previous years, and feedback from the public was overwhelmingly positive.

The corporation's completion of the program for the mass removal of trees affected by the emerald ash borer was successful, resulting in the removal of over 7,000 hazardous ash trees in the National Capital Region.

The NCC furthered its efforts to address invasive species, by conducting removal activities in the eastern lands and Rockeries areas. The corporation also reviewed its management programs to prepare for the removal of invasive species in target areas in the Greenbelt in spring and summer 2021.

## 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 outcomes	
<b>Medium-term</b>	Operations and processes support sound decision making, and human resource processes are renewed.
<b>Long-term</b>	Operations are exemplary, and the NCC is recognized as an employer of choice.

Initiative	Corporate milestones over the planning period	Target date	Status
<b>Employee Engagement</b>	Apply the initiatives of the NCC's employee engagement framework.	2020–2022	COVID-19
<b>Recruitment and Selection</b>	Review business processes to gain efficiency and effectiveness.	2020–2022	On target
	Review job evaluation tools and processes.	2020–2022	On target
<b>Organizational Learning</b>	Develop an organizational learning strategy to build capacity, and facilitate learning and development.	2020–2022	COVID-19
	Develop policies and procedures in support of the NCC's organizational learning strategy.	2020–2022	On target
<b>Workplace Modernization</b>	Develop and implement workplace modernization initiatives.	2020–2022	COVID-19
	Develop and implement a change management strategy.	2020–2022	COVID-19
<b>National Outreach</b>	Enhance marketing of the NCC's Urbanism Lab programming to improve awareness of Canada's Capital and of the NCC.	2020–2022	COVID-19
	Establish and maintain relationships with other cities and urban networks.	2020–2022	On target
<b>Digital Transformation: Business Process Efficiency</b>	Enhance the NCC document management system, and integrate this system in the mobile/cloud strategy.	2020–2022	On target
	Automate administrative paper-based human resource and provisioning business processes.	2020–2022	On target
	Introduce Power Business Intelligence reporting capabilities to enhance the NCC enterprise resource planning system (finance and asset management).	2020–2022	Not on target
<b>Digital Transformation: NCC Transformation for Canadian Citizens</b>	Ensure that NCC open data are easily accessible to the public and partners.	2020–2022	Target variance
	Enhance the client relationship management system to get a comprehensive view of all interactions with the public, and provide the highest level of service.	2020–2022	On target



**Employee Engagement:** While the NCC continues to apply the initiatives of its employee engagement framework, the corporation has needed to adapt or delay group employee activities, to ensure adherence to public health guidance and directives relating to physical distancing. The NCC is working to address a potential decline in employee engagement as many employees continue working from home.

**Recruitment and Selection:** In efforts to optimize business processes, the NCC has updated its tools on employee management best practices. This enabled NCC management to apply appropriate tools and support toward addressing staffing inquiries and requests.

The NCC continued its efforts to review its job evaluation tools and processes. The corporation updated its Job Evaluation Policy, and made this policy available to the organization through the NCC intranet. In addition, the NCC has identified and trained its Dispute Resolution Committee members.

**Organizational Learning:** Given the necessity of maintaining physical distancing, the NCC has reviewed, adapted or postponed its planned learning activities for its Organizational Learning Strategy.

To support organizational learning through the development of policies and procedures, the NCC developed a guide to professional development and career pathing.

**Workplace Modernization:** Given the impact that the pandemic has had on the use of the NCC's workplace, the corporation revised the scope of implementing workplace modernization initiatives. The design timeline for this initiative was extended to develop and integrate options for telework. Consequently, the NCC is adapting its change management strategy to align with the revised implementation of workplace modernization.

**National Outreach:** Due to restrictions on in-person gatherings, the NCC delivered the Urbanism Lab lecture series virtually this year using the YouTube application. The corporation saw an increase in its reach and more participant diversity during these online engagements.

The impacts of the pandemic led to the need for internal re-prioritization, which resulted in delays in the corporation's efforts to establish and maintain relationships with other cities and urban networks. Initial plans to organize an annual call with the Capital Alliance Network were rescheduled to early next fiscal year.

**Digital Transformation—Business Process Efficiency:** As a means of enhancing its document management system, the NCC developed and deployed an application which provided the ability and flexibility for NCC employees to view documents stored in the NCC's information management and file storage application directly from their corporate mobile phone.

The process to automate and digitize NCC paper-based processes has been under way, and the corporation completed the development of a prototype for petty cash forms for customer relationship management in the NCC's cloud.

The NCC's implementation of Power Business Intelligence reporting capabilities, for financial information and asset management, experienced some delays, but has been rolled out. The corporation anticipates the development of a new version of the model to take place in Phase 2 of this initiative.

**Digital Transformation—NCC Transformation for Canadian Citizens:** To ensure that NCC open data are easily accessible to the public and partners, the corporation developed a corporate administrative policy and procedure (CAPP) on open data. As part of this CAPP, the NCC identified data resources of business value for initial release, which will be made accessible to the public and partners on the NCC's website.

The NCC completed and implemented enhancements to the client relationship management system as planned.

## 2020–2021 Performance Measurement Framework

The table below presents performance results in 2020–2021 against targets derived from the NCC’s corporate performance measurement framework (PMF), along with historical data from 2019–2020 and 2018–2019. Within the PMF, performance objectives are included in five categories: real property leasing, project management, federal approvals, engagement and outreach, and employment equity.

Measures	Target	Results		
<b>Real Property Leasing</b>	<b>Vacancy Rate</b>	<b>2018–2019</b>	<b>2019–2020</b>	<b>2020–2021</b>
Residential	4%	2.8%	0.8%	1%
Commercial	4%	3.9%	2.7%	4.3%
Agricultural	4%	1.8%	2.7%	3.6%
<b>Real Property Leasing</b>	<b>Revenue</b>	<b>2018–2019</b>	<b>2019–2020</b>	<b>2020–2021</b>
Residential	\$3.3 million	\$3.2 million*	\$3.3 million	\$3.4 million
Commercial	\$18.7 million	\$17.3 million*	\$18.7 million	\$16.5 million
Agricultural	\$1.4 million	\$1.6 million*	\$1.9 million	\$1.5 million
<b>Project Management**</b>				
Projects on time	58% of planned projects on time			
Projects within scope	80% of planned projects within scope			
Projects on budget	71% of projects on budget			
<b>Federal Approvals</b>	<b>Approval Service Level Agreement</b>	<b>2018–2019</b>	<b>2019–2020</b>	<b>2020–2021</b>
Levels 1, 2 and 3	75% of service level agreement timing met	73%	59%	80%
<b>Engagement and Outreach</b>	<b>Engagement</b>	<b>2018–2019</b>	<b>2019–2020</b>	<b>2020–2021</b>
Social media engagement	Year-over-year increase in total social media engagement	-0.4%	23%	29%
Social media followership	Year-over-year increase in total social media followership	11.5%	11%	10%
NCC public engagement activities	N/A	47	30	30
<b>Employment Equity</b>	<b>NCC Aspired Representation***</b>	<b>2018–2019</b>	<b>2019–2020</b>	<b>2020–2021</b>
Women	47.8%	51.2%	50.4%	51.9%
Aboriginal persons	2.5%	2.2%	1.9%	2.8%
Persons with disabilities	4.3%	3.3%	3.4%	3.0%
Members of a visible minority	15.8%	11.8%	11.8%	13.6%

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

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

\*\*\* Values for the aspired representation at the NCC align with regional labour market availability.

# Financial Review

## Parliamentary Appropriations

In 2020–2021, the NCC was granted a total of \$149.4 million in parliamentary appropriations for operating and capital expenditures. This represented a net increase of \$11.7 million or 8 percent from \$137.7 million in 2019–2020, due primarily to the following.

Non-recurring appropriations for operating and capital expenditures:

- \$52.4 million in funding from Budget 2020 for the revitalization of the NCC’s portfolio of tangible capital assets;
- \$3.5 million for the retroactive impact of the collective agreement; and
- \$1.9 million in funding to offset financial losses incurred from providing rent relief to NCC tenants affected by COVID-19.

These increases were offset in part by the following prior year non-recurring funding:

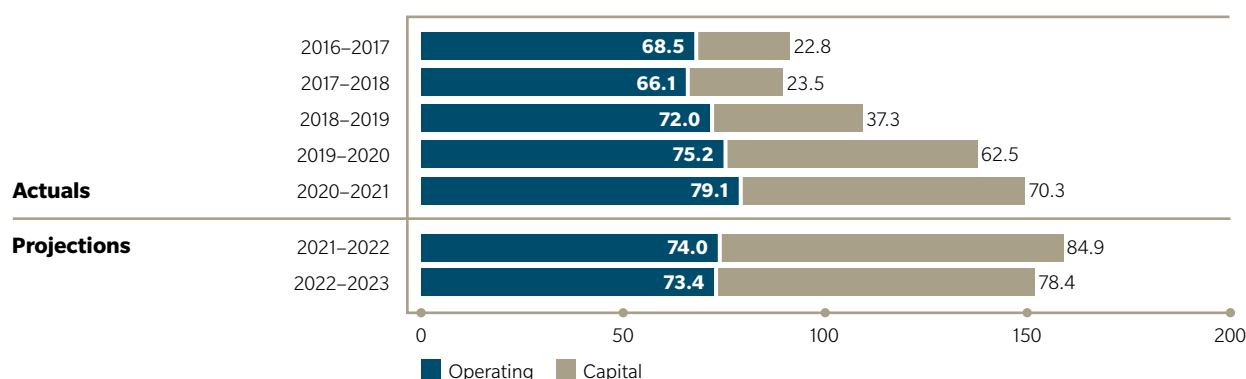
- \$41.7 million in funding from Budget 2018 for the revitalization of the NCC’s portfolio of tangible capital assets;
- \$3.4 million under the Federal Contaminated Sites Action Plan, in accordance with the funding schedule;
- \$0.7 million for the Harrington Lake rehabilitation project; and
- \$0.3 million for the reimbursement of eligible salary expenditures.

**Table 1: Parliamentary Appropriations, 2019–2020 to 2022–2023** (in thousands of dollars)

	Actuals			Projections	
	2019–2020	2020–2021	Variance	2021–2022	2022–2023
Operating	73,989	66,609	(7,380)	74,000	73,425
Supplementary – Operating	1,217	12,457	11,240	–	–
<b>Subtotal</b>	<b>75,206</b>	<b>79,066</b>	<b>3,860</b>	<b>74,000</b>	<b>73,425</b>
Capital	62,453	23,750	(38,703)	84,946	78,341
Supplementary – Capital	–	46,569	46,569	–	–
<b>Subtotal</b>	<b>62,453</b>	<b>70,319</b>	<b>7,866</b>	<b>84,946</b>	<b>78,341</b>
<b>Total appropriations</b>	<b>137,659</b>	<b>149,385</b>	<b>11,726</b>	<b>158,946</b>	<b>151,766</b>



**Chart 1: Parliamentary Appropriations, 2016-2017 to 2022-2023** (in millions of dollars)



## Revenues

The NCC generated \$38.5 million in operating revenues in 2020–2021, a decrease of \$17.8 million or 32 percent from \$56.3 million in 2019–2020, which is mainly attributable to the following.

Decreases as a result of the following:

- \$7.3 million in gain on disposal of tangible capital assets, primarily as a result of the Light Rail Train (LRT) stage 1 land disposals in the previous year;
- \$6.4 million in other revenues for a compensation in exchange for the right to develop a property with additional density in the previous year;
- \$4.0 million in interest income related primarily to the recognition of interest revenues as a result of the LRT stage 1 transfer in the previous year, as well as lower interest rates during 2020–2021 due to the COVID-19 pandemic; and
- \$1.5 million in other revenues attributable primarily to the headquarters sublease revenues, as a result of the expiration of the agreement in the previous year.

These decreases in revenues were offset in part by the following increases:

- \$0.9 million in recoveries related primarily to official residences projects; and
- \$0.5 million in rental operations and easements, which is attributable primarily to increases in the commercial portfolio, as well as higher easement and licensing revenues.

Rental operations and easements provided the most significant source of operating revenues in 2020–2021, representing 69 percent (46 percent in 2019–2020) of total operating revenues.

The COVID-19 pandemic has taken a phased toll on the overall economy and certain industries, thus having impacts, to a certain extent, on the NCC's operations and financial position, in particular on its leasing operations and construction projects.

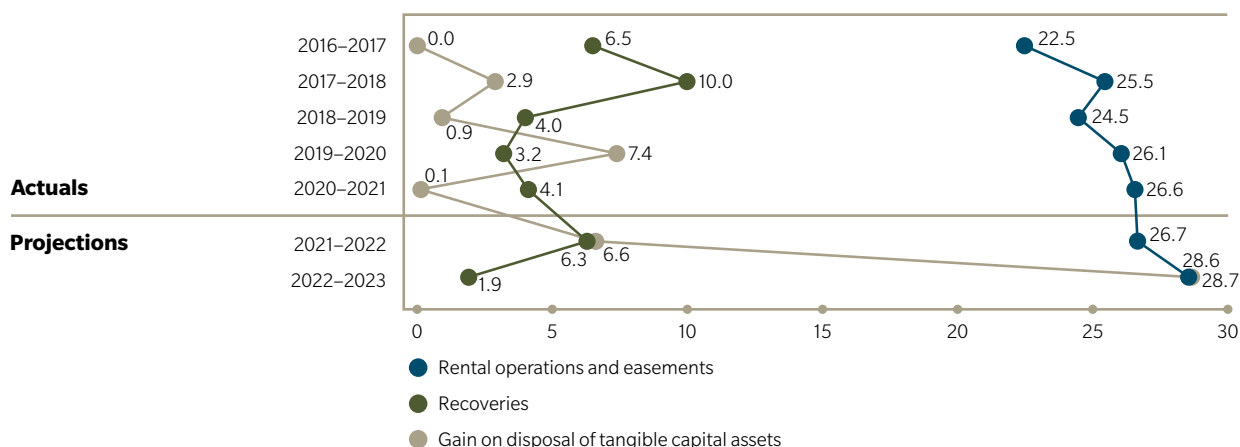
Starting in April 2020, the NCC allowed any business or individual tenant whose income had been affected by the COVID-19 pandemic to defer their monthly rent payment until a later date, and negotiated the repayment terms of the deferred rent.

The Government directed the NCC to align itself with the CECRA program, wherein 75 percent of the rent due for April to September 2020 was written off. However, the NCC received additional parliamentary appropriations of \$1.9 million in 2020–2021 to offset this loss.

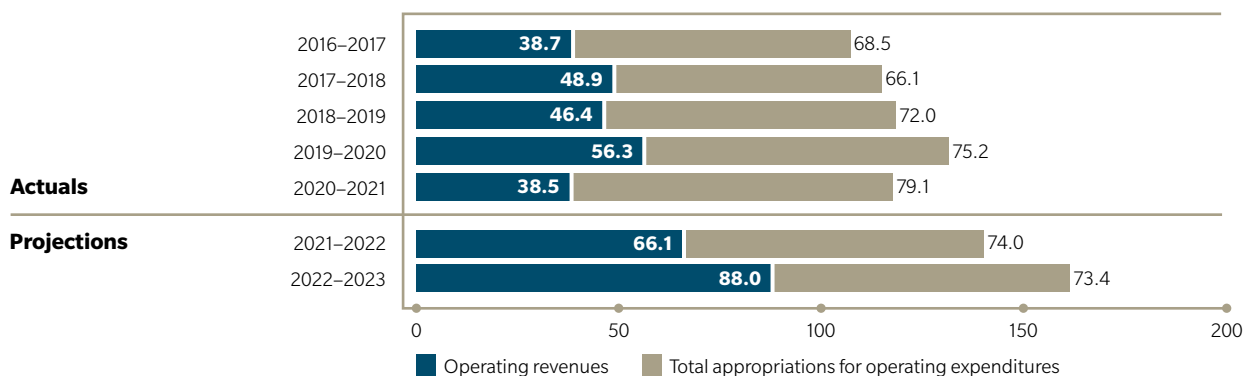
The introduction of the Canada Emergency Rent Subsidy (CERS) program by the Government of Canada should have a positive effect on NCC tenants' ability to pay rent, and reduce the corporation's future rental loss projections.

Also, to help prevent the spread of COVID-19 over the winter months, the provinces of Ontario and Quebec imposed restrictions or discouraged non-essential travel and regional movement, issued stay-at-home orders, and limited gathering sizes. Although Gatineau Park remained open, the NCC recognized that some season passholders were unable to take full advantage of the value of their passes due to these public health restrictions. As a result, the NCC offered a 50 percent refund to those who could not fully benefit from their season pass. However, the overall reimbursement amount of \$0.2 million was offset by increased numbers of clientele during 2020–2021, resulting in no variance in user access fee revenues compared with the previous year.

**Chart 2: Main Source of Operating Revenues, 2016–2017 to 2022–2023** (in millions of dollars)



**Chart 3: Total Operating Funding, 2016–2017 to 2022–2023** (in millions of dollars)

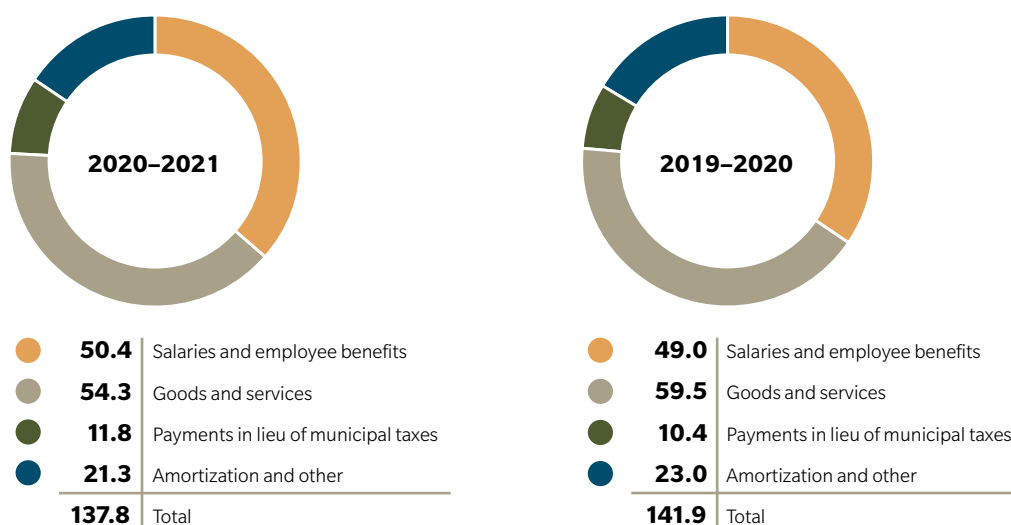


## Expenses

Total operating expenses, detailed by object in note 14 of the financial statements, decreased by 3 percent to \$137.8 million, compared with \$141.9 million in 2019–2020. The \$4.1-million year-over-year decrease is attributable primarily to the following decreases: \$5.1 million in goods and services, \$2.8 million in various write-downs of tangible capital assets, offset in part by increases in salary and employee benefits of \$1.4 million, payments in lieu of municipal taxes of \$1.4 million, and amortization expense of \$0.9 million.

The year-over-year increase of \$1.4 million in salary and employee benefits was partly funded by the increase in additional parliamentary appropriations from budget 2020. As a result of the COVID-19 pandemic, additional operating expenses were incurred to promote active transportation and outdoor activity during the pandemic, as well as cleaning, security, signage and personal protective equipment required to implement the preventive measures recommended by health authorities. These increases were funded by parliamentary appropriations for operating expenditures. The loss of productivity (without any additional financial impact) as a result of absenteeism directly attributable to COVID-19 totalled 1,740 working days, representing an amount of \$0.5 million in salaries.

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



## Surplus

The 2020–2021 surplus of \$50.1 million is mainly attributable to the following:

- \$49.6-million surplus due mostly to a timing difference between capital funding which is recognized when received, and the amortization;
- \$1.7 million in contributions to fund capital projects;
- \$0.9 million for an adjustment to the environmental provision;
- \$0.5-million reduction in travel, hospitality and training expenses; and
- \$0.2-million reduction in student costs.

These items were partially offset by the following:

- \$1.4 million in increased payments in lieu of municipal taxes; and
- \$1.4 million in unfunded bad debt expenditures, mostly as a result of additional provision for allowance for doubtful accounts related to the leasing portfolio, as tenants were affected by temporary closures during the COVID-19 pandemic.

## Capital Expenditures

In 2020–2021, the NCC undertook \$52.6 million in capital expenditures, a decrease of \$2.3 million from \$54.9 million in 2019–2020.

Major capital investments during 2020–2021 were as follows:

- \$21.4 million in the urban lands portfolio for projects such as the Hog’s Back swing bridge rehabilitation, the Sir John A. Macdonald Parkway LeBreton exit bridge replacement, Nepean Point site development, the Portage Bridge shoreline stabilization, the Britannia pathway wall rehabilitation, Rideau Canal railing repairs, Westboro Beach Pavilion, Sir John A. Macdonald Parkway, and land access improvements to Richmond Landing;
- \$11.2 million for official residences, including the Harrington Lake farmhouse and main cottage building rehabilitation projects, the construction of a service, maintenance and storage building, as well as the ballroom plaster restoration, at Rideau Hall;



- \$11.1 million for leased properties, including the rehabilitation of the National Capital River Pavilion and the rehabilitation of 541 Sussex Drive;
- \$3.8 million for Gatineau Park projects, including the Champlain Lookout rehabilitation, the Philippe Lake Parkway rehabilitation, asphalt rehabilitation on trails and infrastructure improvements at the Mackenzie King Estate;
- \$2.3 million in environmental projects, including an increase in the provision for future environmental remediation for land related to the Westboro Beach redevelopment, as well as other remediation projects for other contaminated sites; there was also \$1.0 million for Victoria Island decontamination in 2020–2021, with no budget impact, however, as it had already been previously recorded in the provision;
- \$1.5 million for Greenbelt projects, primarily for the Stillwater Creek Wetland Enhancement project; and
- \$1.3 million for other capital expenditures, including equipment and property acquisitions.

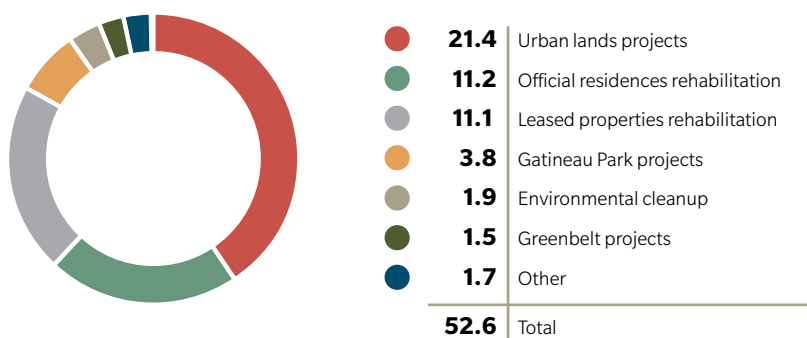
As a result of the COVID-19 pandemic, additional costs were incurred on capital projects, including direct costs such as health and safety measures and an increase in material costs, as well as indirect costs such as schedule extensions and workplace rules imposed by health authorities. These increases were absorbed within existing parliamentary appropriations for tangible capital assets.

The most notable decrease in capital expenditures, compared with the previous year, is related primarily to the urban lands portfolio, due to investments made to address the deferred maintenance projects funded from Budget 2018 in the previous year, offset in part by an increase in official residences projects, mainly as a result of the investments at the Harrington Lake property in 2020–2021.

By the end of the 2020–2021 fiscal year, the NCC had completed most of the remaining projects funded through Budget 2018 appropriations, except for the National Capital River Pavilion project, which is planned to be completed in 2021–2022. The most significant projects funded through this envelope include the replacement of the LeBreton exit bridge on the Sir John A. Macdonald Parkway, rehabilitation of the Hog’s Back swing bridge and rehabilitation of the Portage Bridge.

The NCC has also initiated projects funded through Budget 2020 appropriations. The most significant of these projects include repairs and improvements to the Portage Bridge shoreline infrastructure, as well as rehabilitation of the pathways damaged during the spring 2019 flooding, with the objective of increasing the long-term resiliency of these assets, as well as Champlain Bridge maintenance and rehabilitation, Nepean Point and the National Capital River Pavilion shoreline animation.

**Chart 5: NCC Capital Expenditures 2020–2021** (in millions of dollars)



## Budgetary Analysis

Table 2 provides a detailed analysis of the 2020–2021 to 2024–2025 Corporate Plan Summary and 2019–2020 actual results. The table also provides operational budgets for 2021–2022, as presented in the 2021–2022 to 2025–2026 Corporate Plan Summary.

The revenue deficit of \$0.5 million compared with budget in 2020–2021 was due primarily to lower-than-planned other revenues related to a contribution due to delays in the South Shore Riverfront Park project, offset in part by higher-than-budgeted recoveries.

The actual cost of operations was \$2.7 million lower than budget, primarily as a result of lower-than-budgeted goods and services expenses, offset in part by higher-than-budget salary and employee benefits and payments in lieu of municipal taxes, as well as unbudgeted write-downs of tangible capital assets and loss on disposal of tangible capital assets.

**Table 2: Statement of operations and accumulated surplus for the year ending March 31** (in thousands of dollars)

	2021–2022	2020–2021			2019–2020		
	Budget	Budget	Actual	Variance	Budget	Actual	Variance
<b>Revenues</b>							
Rental operations and easements	26,693	25,723	26,647	924	24,761	26,125	1,364
Recoveries	6,267	2,824	4,142	1,318	3,214	3,239	25
User access fees	3,492	3,487	3,726	239	3,445	3,713	268
Interest	1,943	2,694	1,880	(814)	4,701	5,873	1,172
Headquarters sublease	–	–	–	–	1,729	1,713	(16)
Gain on disposal of tangible capital assets	6,633	–	67	67	8,812	7,368	(1,444)
Other revenues	21,103	4,242	2,020	(2,222)	1,521	8,245	6,724
	<b>66,131</b>	<b>38,970</b>	<b>38,482</b>	<b>(488)</b>	<b>48,183</b>	<b>56,276</b>	<b>8,093</b>
<b>Expenses</b>							
Long-term planning	8,370	5,929	5,543	386	6,606	4,534	2,072
Stewardship and protection	102,540	102,100	100,728	1,372	93,964	102,963	(8,999)
Internal services	33,672	32,462	31,534	928	35,622	34,401	1,221
	<b>144,582</b>	<b>140,491</b>	<b>137,805</b>	<b>2,686</b>	<b>136,192</b>	<b>141,898</b>	<b>(5,706)</b>
<b>Deficit before funding from the Government of Canada</b>	<b>(78,451)</b>	<b>(101,521)</b>	<b>(99,323)</b>	<b>2,198</b>	<b>(88,009)</b>	<b>(85,622)</b>	<b>2,387</b>
<b>Funding from the Government of Canada</b>							
Parliamentary appropriations for operating expenditures	74,000	72,666	79,066	6,400	73,810	75,206	1,396
Parliamentary appropriations for tangible capital assets	84,946	70,319	70,319	–	62,453	62,453	–
	<b>158,946</b>	<b>142,985</b>	<b>149,385</b>	<b>6,400</b>	<b>136,263</b>	<b>137,659</b>	<b>1,396</b>
<b>Surplus for the year</b>	<b>80,495</b>	<b>41,464</b>	<b>50,062</b>	<b>8,598</b>	<b>48,254</b>	<b>52,037</b>	<b>3,783</b>
<b>Accumulated surplus at beginning of the year</b>	<b>771,152</b>		<b>721,090</b>			<b>669,053</b>	
<b>Accumulated surplus at end of the year</b>	<b>851,647</b>		<b>771,152</b>			<b>721,090</b>	

## *Revenue Generation, Cost Containment and Asset Life Cycle Management*

The investment required to properly maintain the NCC's extensive asset base and meet the corporation's custodial responsibilities has, for years, substantially exceeded its \$24.0 million in ongoing parliamentary capital appropriations. This strategic risk associated with asset maintenance was highlighted as being a major deficiency in the special examination by the Office of the Auditor General of Canada, completed in 2017. As a result, the NCC has had to direct its limited funding toward health and safety issues and dealing with emergencies, often to the detriment of assets and infrastructure that support the Capital's visitor experience.

The NCC received a total investment of \$228.6 million over five years (2018–2019 to 2022–2023) from the Government of Canada, including \$55 million from Budget 2018, which is fully spent, and \$173.6 million from Budget 2020, which will allow the corporation to begin the long process of revitalizing assets in need of critical repair. These assets include those with urgent health and safety requirements, the NCC's two interprovincial bridges, and those assets affected by the spring 2019 flooding. With this welcome investment, the NCC has, for the first time in years, had the necessary funds to make substantive progress in addressing the rehabilitation requirements of the majority of its assets in "poor" and "critical" condition. As this increased appropriation will expire at the end of 2022–2023 and does not address the rehabilitation requirements for assets in the official residences portfolio, the NCC continues to work with the government toward a permanent increase in the corporation's ongoing capital appropriations.

In addition, there remains a requirement for a permanent increase in the NCC's ongoing operating appropriations. The NCC's operating budget is used to fund essential services that keep its natural and built assets safe, accessible and functional for Canadians. This source of funding has seen only minor increases since 2009–2010, despite increasing operating pressures resulting in part from increases in payments in lieu of municipal taxes, as well as inflation pressures. As a result, additional resources are needed to protect mandate delivery, ensure continued service to the public, and support regional planning and integration.

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

## *Statement of Financial Position Summary*

Financial assets totalled \$216.8 million as at March 31, 2021, an increase of \$33.7 million or 18 percent from \$183.1 million as at March 31, 2020, attributable primarily to cash received, as well as higher accounts receivables, attributable primarily to the impact of COVID-19 on the NCC's rental operations.

Liabilities totalled \$174.9 million as at March 31, 2021, an increase of \$16.2 million or 10 percent from \$158.7 million as at March 31, 2020, attributable primarily to a \$19.8-million increase in deferred revenues due to cash receipt for the South Shore Riverfront Park development and for the construction of a future commemoration, an increase of \$0.5 million in employee future benefits, offset by a decrease of \$4.0 million in accounts payable.

Non-financial assets totalled \$729.2 million as at March 31, 2021, an increase of \$32.5 million or 5 percent from \$696.7 million as at March 31, 2020, reflecting mostly increases in tangible capital assets, including the delivery of capital projects funded from Budget 2020, net of amortization, as well as higher prepaid expenses.





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# FINANCIAL STATEMENTS

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for the year ended March 31, 2021



## Statement of Management Responsibility

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

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

The NCC's external auditor, the Auditor General of Canada, audits the financial statements, and reports to the minister of Public Services and Procurement Canada (PSPC).

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



**Tobi Nussbaum**  
Chief Executive Officer



**Michel Houle, CPA, CMA**  
Vice-President, Corporate Services  
and Chief Financial Officer

Ottawa, Canada  
June 23, 2021



## INDEPENDENT AUDITOR'S REPORT

To the Minister of Public Services and Procurement

### Report on the Audit of the Financial Statements

#### *Opinion*

We have audited the financial statements of the National Capital Commission, which comprise the statement of financial position as at 31 March 2021, and the statement of operations and accumulated surplus, statement of change in net financial assets and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the National Capital Commission as at 31 March 2021, and the results of its operations, changes in its net financial assets, and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

#### *Basis for Opinion*

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the National Capital Commission in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### *Other Information*

Management is responsible for the other information. The other information comprises the information included in the annual report, but does not include the financial statements and our auditor's report thereon.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be

materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

*Responsibilities of Management and Those Charged with Governance for the Financial Statements*

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

In preparing the financial statements, management is responsible for assessing the National Capital Commission's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the National Capital Commission or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the National Capital Commission's financial reporting process.

*Auditor's Responsibilities for the Audit of the Financial Statements*

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.



- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the National Capital Commission's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the National Capital Commission's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the National Capital Commission to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the National Capital Commission to express an opinion on the financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

### **Report on Compliance with Specified Authorities**

#### *Opinion*

In conjunction with the audit of the financial statements, we have audited transactions of the National Capital Commission coming to our notice for compliance with specified authorities. The specified authorities against which compliance was audited are Part X of the *Financial Administration Act* and regulations, the *National Capital Act*, the by-laws of the National Capital Commission, and the directive issued pursuant to section 89 of the *Financial Administration Act*.

In our opinion, the transactions of the National Capital Commission that came to our notice during the audit of the financial statements have complied, in all material respects, with the specified authorities referred to above. Further, as required by the *Financial Administration Act*,

we report that, in our opinion, the accounting principles in Canadian public sector accounting standards have been applied on a basis consistent with that of the preceding year.

*Responsibilities of Management for Compliance with Specified Authorities*

Management is responsible for the National Capital Commission's compliance with the specified authorities named above, and for such internal control as management determines is necessary to enable the National Capital Commission to comply with the specified authorities.

*Auditor's Responsibilities for the Audit of Compliance with Specified Authorities*

Our audit responsibilities include planning and performing procedures to provide an audit opinion and reporting on whether the transactions coming to our notice during the audit of the financial statements are in compliance with the specified authorities referred to above.



Mathieu Le Sage, CPA, CGA  
Principal  
for the Auditor General of Canada

Ottawa, Canada  
23 June 2021

## Statement of Financial Position

As at March 31 (in thousands of dollars)	2021	2020
<b>Financial Assets</b>		
Cash and cash equivalents (Note 3)	187,284	162,158
Restricted cash and cash equivalents (Note 4)	4,859	4,684
Accounts receivable (Note 5)	14,684	7,066
Investments (Note 3)	9,968	9,183
	<b>216,795</b>	<b>183,091</b>
<b>Liabilities</b>		
Accounts payable and accrued liabilities (Note 6)	23,933	27,961
Light rail transit (Note 4)	2,344	2,332
Provision for environmental remediation (Note 7)	64,049	63,901
Deferred revenues (Note 8)	61,481	41,640
Employee future benefits (Note 9)	10,495	9,992
Other liabilities (Note 10)	12,551	12,836
	<b>174,853</b>	<b>158,662</b>
<b>Net Financial Assets</b>	<b>41,942</b>	<b>24,429</b>
<b>Non-Financial Assets</b>		
Tangible capital assets (Note 11)	722,435	690,833
Prepaid expenses	2,422	1,297
Other non-financial assets (Note 12)	4,353	4,531
	<b>729,210</b>	<b>696,661</b>
<b>Accumulated Surplus</b>	<b>771,152</b>	<b>721,090</b>

Contractual rights, contractual obligations and contingent liabilities (Notes 16, 17 and 18)

The notes are an integral part of the financial statements.

Approved by the Board of Directors



**Marc Seaman**

Chair, Board of Directors



**Tanya Gracie**

Chair, Audit Committee



## Statement of Operations and Accumulated Surplus

For the year ended March 31 (in thousands of dollars)	2021 Budget	2021 Actual	2020 Actual
(Note 2)			
<b>Revenues</b>			
Rental operations and easements (Note 13)	25,723	26,647	26,125
Recoveries	2,824	4,142	3,239
User access fees	3,487	3,726	3,713
Interest	2,694	1,880	5,873
Gain on disposal of tangible capital assets	–	67	7,368
Other revenues (Note 13)	4,242	2,020	9,958
	<b>38,970</b>	<b>38,482</b>	<b>56,276</b>
<b>Expenses (Notes 1 and 14)</b>			
Long-term planning	5,929	5,543	4,534
Stewardship and protection	102,100	100,728	102,963
Internal services	32,462	31,534	34,401
	<b>140,491</b>	<b>137,805</b>	<b>141,898</b>
<b>Deficit before funding from the Government of Canada</b>	<b>(101,521)</b>	<b>(99,323)</b>	<b>(85,622)</b>
<b>Funding from the Government of Canada</b>			
Parliamentary appropriations for operating expenditures (Note 15)	72,666	79,066	75,206
Parliamentary appropriations for tangible capital assets (Note 15)	70,319	70,319	62,453
	<b>142,985</b>	<b>149,385</b>	<b>137,659</b>
<b>Surplus for the year</b>	<b>41,464</b>	<b>50,062</b>	<b>52,037</b>
<b>Accumulated surplus at beginning of the year</b>	<b>716,815</b>	<b>721,090</b>	<b>669,053</b>
<b>Accumulated surplus at end of the year</b>	<b>758,279</b>	<b>771,152</b>	<b>721,090</b>

The notes are an integral part of the financial statements.

## Statement of Change in Net Financial Assets

For the year ended March 31 (in thousands of dollars)	2021 Budget	2021 Actual	2020 Actual
	(Note 2)		
<b>Surplus for the year</b>	<b>41,464</b>	<b>50,062</b>	<b>52,037</b>
Acquisition and improvements of tangible capital assets (Note 11)	(88,895)	(52,620)	(54,900)
Amortization of tangible capital assets (Note 11)	20,956	20,692	19,768
Gain on disposal of tangible capital assets	–	(67)	(7,368)
Loss on disposal of tangible capital assets	–	239	183
Proceeds from disposal of tangible capital assets	–	67	9,160
Realized loss from sale-leaseback transaction	–	(183)	(183)
Write-down of tangible capital assets	–	270	3,071
	<b>(67,939)</b>	<b>(31,602)</b>	<b>(30,269)</b>
Change in prepaid expenses	–	(1,125)	2,197
Change in other non-financial assets	177	178	658
	<b>177</b>	<b>(947)</b>	<b>2,855</b>
<b>Increase (decrease) in net financial assets</b>	<b>(26,298)</b>	<b>17,513</b>	<b>24,623</b>
<b>Net financial assets (net debt) at beginning of the year</b>	<b>(2,838)</b>	<b>24,429</b>	<b>(194)</b>
<b>Net financial assets at end of the year</b>	<b>(29,136)</b>	<b>41,942</b>	<b>24,429</b>

The notes are an integral part of the financial statements.

## NATIONAL CAPITAL COMMISSION

# Statement of Cash Flows

For the year ended March 31 (in thousands of dollars)	2021	2020
<b>Operating Activities</b>		
Cash receipts from parliamentary appropriations for operating expenditures	78,438	74,847
Cash receipts from rental operations and easements	24,251	29,615
Cash receipts from other operations	24,553	27,708
Cash paid to suppliers	(67,477)	(71,498)
Cash paid to employees	(46,366)	(46,635)
Interest received	2,317	4,549
Disbursements related to the management and remediation of sites	(597)	(372)
<b>Cash flows provided by operating activities</b>	<b>15,119</b>	<b>18,214</b>
<b>Capital Activities</b>		
Cash disbursements for the light rail transit project	–	(40,735)
Cash receipts from parliamentary appropriations for tangible capital assets	70,319	62,453
Acquisition and improvements of tangible capital assets	(58,089)	(42,949)
Proceeds from disposal of tangible capital assets	67	198
Disbursements for environmental remediation	(1,166)	(3,898)
<b>Cash flows provided (used) by capital activities</b>	<b>11,131</b>	<b>(24,931)</b>
<b>Investing Activities</b>		
Cash receipts for the light rail transit project	12	1,251
Cash disbursements for the light rail transit project	–	(4,325)
Cash receipts for Chambers Building Fund	162	1,591
Disbursements for investments purchased	(2,084)	(1,368)
Cash receipts from investments sold	961	21,167
<b>Cash flows provided (used) by investing activities</b>	<b>(949)</b>	<b>18,316</b>
<b>Increase in cash and cash equivalents</b>	<b>25,301</b>	<b>11,599</b>
<b>Cash and cash equivalents at beginning of the year</b>	<b>166,842</b>	<b>155,243</b>
<b>Cash and cash equivalents at end of the year</b>	<b>192,143</b>	<b>166,842</b>
<b>Represented by:</b>		
<b>Cash and cash equivalents</b>	<b>187,284</b>	<b>162,158</b>
<b>Restricted cash and cash equivalents</b>	<b>4,859</b>	<b>4,684</b>
	<b>192,143</b>	<b>166,842</b>

The notes are an integral part of the financial statements.

# 1. Authority and Objectives

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

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

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

## Program Definitions and Objectives

The NCC delivers its mandate through its Core Responsibilities, based on which the NCC reports to Parliament and Canadians. The following are the descriptions of NCC's Core Responsibilities:

### 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 accommodations for Canada's official leaders are appropriate and serve as inspiring settings for state events and ceremonies.



## Notes to the Financial Statements

For the year ended March 31, 2021 (in thousands of dollars, unless otherwise specified)

### 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.

## 2. Significant Accounting Policies

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### A. Basis of Accounting

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

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

Intangibles assets are not recognized in the financial statements.

### Measurement Uncertainty

The preparation of financial statements in accordance with PSAS requires management to make estimates and assumptions that affect the reported values of financial assets, liabilities and non-financial assets at the date of the financial statements, and the reported amounts of revenues and expenses for the reporting period. Estimated useful lives of tangible capital assets, provision for environmental remediation, employee future benefits, write-downs of tangible capital assets, the recognition of contingent liabilities, are the most significant items for which estimates are used.

The magnitude of the COVID-19 impact on the NCC going-forward depends on the progress of prevention and containment of the pandemic, its duration, the implementation of related control policies, the capacity of the economy to recover, the accessibility of users to NCC's premises, as well as government assistance with financial measures. As the full impact and the duration of the outbreak cannot be estimated at this point in time, the NCC will closely monitor the situation and continue to assess the impact of the pandemic on its operations and financial performance and take necessary action to mitigate the resulting business risk. The COVID-19 pandemic gives rise to higher uncertainty and increases the need to apply judgment in evaluating the economic environment and its impact on significant estimates. The uncertainty has increased the level of judgment applied in estimating the allowance for doubtful accounts (see Note 19A) and the employee future benefits (see Note 9B).

Actual results could differ materially from those management's best estimates.

## Notes to the Financial Statements

For the year ended March 31, 2021 (in thousands of dollars, unless otherwise specified)

### Budget Figures

The 2020–2021 budget figures, as presented in the *2020–2021 to 2024–2025 Corporate Plan*, are included, as appropriate, in the Statement of Operations and Accumulated Surplus and the Statement of Change in Net Financial Assets.

## B. Cash and Cash Equivalents and Restricted Cash and Cash Equivalents

Cash and cash equivalents include cash and highly liquid investments. These investments with a maturity of three months or less from the date of acquisition, are recorded at cost.

Restricted cash and cash equivalents are subject to external restrictions that specify the purpose for which they are to be used.

## C. Investments

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

## D. Assets Held for Sale

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

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

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

## E. Provision for Environmental Remediation

The NCC recognizes a provision for environmental remediation and an expense for the costs associated with the remediation of contaminated sites when all of the following conditions are prevalent: an environmental standard exists; the level of contamination has been determined to exceed the environmental standard; the NCC is directly responsible or accepts responsibility; it is expected that future economic benefits will be given up; and a reasonable estimate of the amount can be made at that time. However, where the criteria for recognizing a liability are met and the contamination occurred prior to the NCC's acquisition of the land, the costs associated with the remediation necessary to prepare the land for its intended use form an integral part of the capital costs, and are capitalized to "Land" (Note 11). When ongoing operation, maintenance and monitoring are an integral part of the remediation strategy for a contaminated site, the estimate of the liability would include the costs for such activities.

The NCC expects that future economic benefits will be given up when there is a risk to public safety and security, planned development or disposal of the land, or where public documents and Treasury Board decisions indicate that the NCC has a responsibility to the public that leaves it little or no discretion in relieving itself of the obligation.

The costs related to the management and remediation of sites may vary depending on the land use as determined during the urban planning process and the development of the Plan for Canada's Capital. These costs are adjusted annually to reflect inflation, new obligations with respect to environmental evaluations, change in management estimates, actual cost incurred, new source of funding, new projects, technological advances, change in legislation and progress toward remediation as appropriate.

## F. Employee Future Benefits

### i. Pension Benefits

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

### ii. Other Benefit Plans

The NCC's most significant other benefit plan is the sick leave benefits. Most employees of the NCC are entitled to accumulating sick leave benefits as provided for under their conditions of employment. The NCC recognizes a liability and an expense for the cost of future sick leave benefits in the period in which employees render services that qualify for benefits. The obligation related to sick leave benefits earned by employees is actuarially determined using the projected benefit method, prorated on service and management's best estimate of discount rate, employee demographics, and sick leave usage of active employees. Actuarial gains (losses) are amortized on a systematic basis over the remaining active service life of employees covered by these sick leave benefits. Severance benefits, workers' compensation benefits, maternity or parental leave benefits are the NCC's other benefit plans, which are not material.

## Notes to the Financial Statements

For the year ended March 31, 2021 (in thousands of dollars, unless otherwise specified)

### G. Deferred Rent Inducement

The NCC currently leases its headquarters office space. Deferred rent inducements related to leasehold improvements are presented under “Other Liabilities” in the Statement of Financial Position as at the effective date of the lease and are amortized as a reduction of expenses on a straight-line basis over the related term of the lease. The amortization of the rent inducements is recognized under the “Goods and services” expense in Note 14.

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

The NCC also recorded an amount in the deferred rent inducement which represents the difference between the rate paid under the original lease and the new rate paid under the renegotiated lease. This amount is being amortized from December 15, 2019 until the end of the lease on April 30, 2041.

### H. Tangible Capital Assets

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

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

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

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



## Notes to the Financial Statements

For the year ended March 31, 2021 (in thousands of dollars, unless otherwise specified)

Non-financial assets include Crown lands and natural resources. Certain non-financial assets are, however, not given accounting recognition as assets in government financial statements including all natural resources and Crown lands that have not been purchased by the NCC and are not recognized in the financial statements.

### I. Inter-entity Transactions

Inter-entity transactions are transactions between commonly controlled entities. In the normal course of business, the NCC regularly enters into transactions with public sector entities that are part of the government's reporting entity. The NCC performs various types of transactions, such as exchanges of assets, goods or services that are recorded at the carrying amount, except for the following:

- i) When undertaken on similar terms and conditions to those adopted if the entities were dealing at arm's length, or where costs provided are recovered, transactions are measured at the exchange amount, which is the amount of consideration established and agreed to by the related parties, or
- ii) Transfer of assets or liabilities for nominal value or no consideration is measured at the carrying amount or fair value if the NCC is the recipient, or
- iii) Goods or services received without charge from other public sector entities are not recorded in the Statement of Operations and Accumulated Surplus.

### J. Non-monetary Transactions

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

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

### K. Revenue Recognition

Revenues result primarily from rental operations and easements, gains on disposal of tangible capital assets, interest, user access fees, recoveries and other revenues (e.g. contributions for various projects, federal land use approval and concession revenues).

## Notes to the Financial Statements

For the year ended March 31, 2021 (in thousands of dollars, unless otherwise specified)

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

Revenues are recognized in the year in which services are rendered or products have been delivered. Funds received in advance for future services are deferred, recorded as deferred revenue and amortized over the term of the agreement. Deferred revenues result primarily from rental operations, easements and licence of occupation revenues collected in advance as well as other deferred revenues as detailed in Note 8.

## L. Parliamentary Appropriations

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

## M. Contingent Liabilities

Contingent liabilities are potential liabilities which may become actual liabilities when one or more future events occur or fail to occur. To the extent that a future event is likely to confirm that a liability has been incurred at the date of the financial statements and a reasonable estimate of the liability can be made by the NCC, a contingent liability is recognized in the Statement of Financial Position and the related expense is recorded in the Statement of Operations and Accumulated Surplus in accordance with its nature. If the likelihood of the occurrence of the confirming future event is not determinable or it is likely but either, the amount of the liability cannot be reasonably estimated, or an accrual has been made, but there exists an exposure to liability in excess of the amount accrued, the contingency is disclosed in Note 18.

## N. Financial Instruments

The NCC identifies, assesses and manages financial risks in order to minimize their impact on the NCC's results and financial position. The NCC manages its financial risks in accordance with specific criteria, as disclosed in Note 19, and does not engage in speculative transactions or use derivative financial instruments.

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

## Notes to the Financial Statements

For the year ended March 31, 2021 (in thousands of dollars, unless otherwise specified)

### 3. Cash and Cash Equivalents and Investments

#### A. Cash and Cash Equivalents

As at March 31, 2021, cash and cash equivalents include \$187.3 million (\$162.2 million in 2020) in cash, invested at a weighted average interest rate of 0.8 percent (2.3 percent in 2020).

#### B. Investments

As at March 31, 2021, the long-term investment portfolio includes bonds of provincial governments, totalling \$10.0 million (\$9.2 million in 2020) invested at a weighted average interest rate of 2.7 percent (3.0 percent in 2020).

	2021		2020	
	Amortized Cost	Quoted Market Value	Amortized Cost	Quoted Market Value
Provincial governments	9,968	10,265	9,183	9,635
	<b>9,968</b>	<b>10,265</b>	<b>9,183</b>	<b>9,635</b>

#### C. Designated Funds

As at March 31, 2021, cash and cash equivalents included \$109.7 million (\$71.1 million in 2020) in designated funds whose use is internally designated and limited for the sole purpose for which they have been segregated. The following funds are segregated:

	2021	2020
Redevelopment of LeBreton Flats	3,016	4,035
Official residences	–	2,213
The Revitalization of NCC assets (Budget 2020)	39,636	–
The Revitalization of NCC assets (Budget 2018)	–	19,906
Sir John A. Macdonald Parkway	23,532	5,037
Commemoration Canada's Mission in Afghanistan	4,329	–
Commemoration Fallen Foreign Service Officer	3,726	3,543
Commemoration Victim of Communism	1,639	1,747
Federal Contaminated Sites Action Plan (FCSAP)	2,593	2,353
Redevelopment of industrial lands on the north shore of the Ottawa River	2,740	2,719
Revitalization of Sparks Street in Ottawa	205	205
Acquisition of real property <sup>1</sup>	28,246	29,328
	<b>109,662</b>	<b>71,086</b>

<sup>1</sup> These funds are used to acquire and dispose of real properties. During the period, proceeds on disposal and interest revenues amounted to \$0.3 million (\$9.9 million in 2020), with associated expenditures totalling \$0.6 million (\$0.9 million in 2020). Transfer of \$0.8 million to fund other projects.

## Notes to the Financial Statements

For the year ended March 31, 2021 (in thousands of dollars, unless otherwise specified)

### 4. Restricted cash and cash equivalents

	March 31, 2020	Amount received 2020–2021	Interest 2020–2021	March 31, 2021
LRT Stage 1 – Security deposit	182	–	2	184
LRT Stage 1 – Performance deposit	1,367	–	10	1,377
	1,549	–	12	1,561
Chambers Building Fund	3,135	139	24	3,298
<b>Total</b>	<b>4,684</b>	<b>139</b>	<b>36</b>	<b>4,859</b>

#### A. Light Rail Transit (LRT)

The City of Ottawa (the City) has undertaken a significant project to convert the existing bus rapid transit system to a light rail transit system. This system continues to affect several NCC properties, which are subject to change until such time as the actual land requirements are finalized.

The above table includes balances for the two LRT projects and interest earned during the year.

The Light rail transit liability, which represents Stage 1 and 2 of the LRT project totals \$2.3 million (\$2.3 million in 2020).

##### Stage 1 of the LRT project

The NCC and the City signed a memorandum of understanding (MOU) on October 9, 2012, by which the NCC granted the City a temporary construction easement over the affected NCC properties in order to provide access. Further to this, the NCC and the City entered into a transfer agreement, on June 30, 2015, outlining the rights and obligations for each party regarding property rights in perpetuity, necessary to the completion of the project.

As per the MOU, the City delivered to the NCC a security deposit of \$49.0 million on January 30, 2013, which represented the estimated market value of all NCC properties required by the City. The NCC also received a performance deposit of \$24.5 million in support of the City's obligations. The majority of all these deposits were returned to the City or recorded by the NCC in the prior fiscal year. As of March 31, 2021, the NCC has remaining balances of \$0.2 million of security deposit and \$1.2 million of performance deposit plus accrued interest due to some requirements that are still not met but are expected to be fulfilled in the next few years.

##### Stage 2 of the LRT project

The NCC and the City entered into two transfer agreements, on June 22, 2018, the Confederation line (western and eastern extensions) and the Trillium line (southern extension). These agreements are mainly composed of 99-year easements, temporary construction easements and real property right transfers necessary to the completion of the project by June 30, 2025. The majority of the amount received for these agreements is recorded in "Deferred revenues" and represents \$9.8 million at March 31, 2021 (\$10.4 million in 2020) as detailed in Note 8. There is no restricted cash and cash equivalent for Stage 2 of the LRT project at March 31, 2021.



## Notes to the Financial Statements

For the year ended March 31, 2021 (in thousands of dollars, unless otherwise specified)

In addition, the Confederation line agreement outlines improvements to the lands along the Sir John A. Macdonald Parkway that will be carried out during and after the construction of the western extension of the light rail transit project. This project has a total value of \$30 million which is financed by the City with \$24.1 million received as of March 31, 2021 (\$6.1 million in 2020). The majority of these funds are included in “Other deferred revenues” as detailed in Note 8.

## B. Chambers Building Fund

As set out in the ground lease for 40 Elgin Street (Chambers Building), the tenant must remit an annual amount to the NCC strictly for the purpose to fund future capital improvements for this building. The funding requirement began October 31, 2018 and will continue annually until the end of the lease in 2056. These funds are being administered by the NCC. A related liability is recorded on the Statement of Financial Position and is disclosed in Note 10.

## 5. Accounts Receivable

	2021	2020
Trades receivable – Government Departments and Crowns Corporations	9,617	2,699
Rental operations*	5,737	3,843
Trades receivable – Other	1,550	1,493
	16,904	8,035
Allowance for doubtful accounts	(2,220)	(969)
	14,684	7,066

\* Rental operations include \$0.2 million (\$0.1 million in 2020) of leases with Government Departments and Crowns Corporations.

The allowance for doubtful accounts for leasing operations was adjusted to consider, among other things the impact of the COVID-19 pandemic. This provision excludes amounts for the tenants eligible for the federal government Canada Emergency Commercial Rent Assistance (CECRA) program which were written off during the year. See note 19A for further detail.

## 6. Accounts Payable and Accrued Liabilities

	2021	2020
Trades payable and accrued liability – Other	12,512	20,360
Salaries and employee benefits	9,248	5,338
Trades payable and accrued liability – Government Departments and Crowns Corporations	2,173	2,263
	23,933	27,961

## 7. Provision for Environmental Remediation

As part of the Environmental Management Framework, the NCC developed a risk-based approach for the management of contaminated sites. This approach is a proactive management tool to ensure that the necessary steps are taken to identify, assess, classify and prioritize contaminated sites, and thus ensure public safety and security. To classify the sites in order of priority, all 1607 sites owned by the NCC were the object of preliminary environmental assessments which involved researching the historical use of the land and its current use and, for those sites posing the greatest risk, an initial or detailed assessment was performed to confirm the degree of contamination.

As at March 31, 2021, the following table presents the classification of sites owned by the NCC.

	2021	2020
<b>Contaminated sites exceeding environmental standards</b>		
Sites included in the provision for environmental remediation or contingent liabilities	51	53
Other contaminated sites	207	205
<b>Total contaminated sites exceeding environmental standards</b>	<b>258</b>	<b>258</b>
Low risk sites or not exceeding environmental standards	1,349	1,346
<b>Total sites owned by the NCC</b>	<b>1,607</b>	<b>1,604</b>

### Contaminated sites exceeding environmental standards

The NCC has identified 258 sites (258 in 2020) that contain levels of contaminants above acceptable environmental standards. The NCC land portfolio was contaminated primarily by former commercial and industrial operations. Multiple sources of contamination are associated with the former industrial and commercial sites, with the principal contaminants being metals, polycyclic aromatic hydrocarbons (PAHs), petroleum hydrocarbons, volatiles (e.g. methane) and organic compounds (e.g. trichloroethene).

### Sites included in the provision for environmental remediation or contingent liabilities

A total of 51 contaminated sites (53 in 2020) are included in the provision for environmental remediation or contingent liabilities.

A liability of \$64.0 million (\$63.9 million in 2020) has been recorded in the provision for environmental remediation in the Statement of Financial Position. This liability represents management's best estimate of the funds required to complete the environmental remediation and is based on information available as at the date of the financial statements. Of the liability, \$45.0 million (\$43.9 million in 2020) has been capitalized to the cost of the land and the balance was expensed in the year the liability was recorded. The valuation of the liability is based on the estimated value of the remediation activities required. This figure is indexed for the time value of money, every year, using the Bank of Canada rate. The indexation rate used in 2021 is 2.2 percent (1.1 percent in 2020).

Further, the NCC estimates the unrecorded contingent liabilities at \$524.6 million (\$513.9 million in 2020), also disclosed in Note 18. This amount is based on remediation activities where an environmental assessment was sufficient to reasonably estimate the liability, however, the occurrence of the confirming future event is not determinable and is dependent for example on intended land use, obtaining financing, consultation with or approval by third parties and/or regulatory bodies.

## Notes to the Financial Statements

For the year ended March 31, 2021 (in thousands of dollars, unless otherwise specified)

### Other contaminated sites

The 207 remaining sites (205 in 2020) have levels of contaminants above the environmental standards. However, no liability was recorded because these sites have been assessed by management as low corporate priority for the following reasons: they pose no public health or safety issues, they are not slated for development or disposal, and it is unlikely that the NCC will give up future economic benefits; they are secured sites or the NCC does not have sufficient information to assess a liability. Secured sites are those where the necessary studies, remediation and other risk management actions have been taken, consistent with the designated use of the site.

### Low risk sites or not exceeding environmental standards

For the majority of low risk sites or those not exceeding environmental standards, preliminary environmental assessments found the sites to be either not contaminated or to be within the acceptable environmental standards. Approximately 15% of these sites lack environmental information for classification, however, based on the preliminary assessment regarding the historical use, these sites are not a priority as they do not pose a public health or safety risk.

## 8. Deferred Revenues

Deferred revenues are composed of the following.

	2021	2020
Deferred rental revenues	10,000	10,436
Deferred easement and licence of occupation revenues	16,937	17,608
Other deferred revenues	34,544	13,596
	61,481	41,640

The deferred rental revenues are primarily the present value of the minimum future lease payments that the NCC has collected under four different land lease agreements. The present value for the current agreements was determined using discount rates of 4.0 percent, 4.27 percent, 6.01 percent and 6.5 percent. These deferred rental revenues will be recognized as income over the term of the lease agreements, which have different termination dates extending to 2075. During the year, \$0.4 million (\$0.4 million in 2020) of deferred rental revenue was recognized as income.

Deferred easement and licence of occupation revenues are primarily comprised of \$9.0 million (\$9.1 million in 2020) of easement revenue and \$2.2 million (\$2.8 million in 2020) of licences of occupation for LRT Phase 1 and 2. Deferred licence of occupation revenues will be recognized as income over a period of approximately 5 years, while easement revenues will be recognized over a period of 99 years.

Other deferred revenues consist mainly of a City of Ottawa contribution of \$22.5 million (\$5.0 million in 2020) for the Sir John A. Macdonald Parkway improvement which is recognized as work is performed and is expected to be completed by 2025, a contribution by Veterans Affairs Canada of \$4.3 million for the construction of a commemoration which is expected to be completed by 2025, as well as a contribution by Global Affairs Canada of \$3.7 million (\$3.5 million in 2020) for the construction of a commemoration which is expected to be completed by 2022.

## 9. Employee Future Benefits

### A. Pension Benefits

Substantially all of the employees of the NCC are covered by the Public Service Pension Plan (the “Plan”), a defined benefit plan established through legislation and sponsored by the Government of Canada. Contributions are required by both the employees and the NCC. The President of the Treasury Board of Canada sets the required employer contributions, based on a multiple of the employee’s required contribution. The required employer contribution rate for 2020 and 2021 was dependent on the employee plan contribution start dates. For plan participation prior to 2013, the NCC’s contribution rate effective at year-end was 1.01 times (1.01 in 2020) the employee contribution. For plan participation beginning on January 1, 2013, or later, the NCC’s contribution rate effective at year-end was 1.00 times (1.00 in 2020) the employee’s contribution. NCC and employee contributions to the Plan for the year were as follows:

	2021	2020
NCC’s contributions	4,015	3,956
Employee contributions	4,090	3,944

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

### B. Other Benefit Plans

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

	Sick leave benefits	Severance benefits	Worker’s compensation benefits	Maternity or Parental leave benefits	2021	2020
Accrued benefit obligation at beginning of the year	7,493	926	1,374	199	9,992	9,598
Cost for the year	796	80	94	97	1,067	1,133
Benefits paid during the year	(332)	(138)	(94)	–	(564)	(739)
Accrued benefit obligation at end of the year	7,957	868	1,374	296	10,495	9,992

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



## Notes to the Financial Statements

For the year ended March 31, 2021 (in thousands of dollars, unless otherwise specified)

### Sick Leave Obligation

The NCC has an obligation related to sick leave benefits for its employees. The most recent actuarial valuation for sick leave obligation was completed by an independent actuary as at March 31, 2021. The estimated average remaining service period for employees is 11 years (12 years in 2020).

The key assumptions used in the actuarial valuation of the sick leave obligation include a discount rate of 1.74 percent (1.13 percent in 2020), a salary escalation of 2.0 percent for 2021 (2.0 percent in 2020), an annual wage increase rate of 1.0 percent for plan years 2022 and thereafter (2.0 percent in 2020), as well as a salary increase due to seniority and promotions. The onset of COVID-19, as well as the expected post-pandemic recovery are reflected in the discount rate used which is derived based on the Bank of Canada zero-coupon bond yield curve as at March 31, 2021. An unamortized actuarial gain of \$3.0 million (\$1.8 million in 2020) is included in the sick leave obligation.

The information on sick leave is as follows:

	2021	2020
Sick leave obligation at beginning of the year	5,650	5,683
Current service cost	897	927
Interest cost on benefit obligation	67	109
Actuarial gain on obligation	(1,337)	(787)
Sick leave used during the year	(332)	(282)
<b>Sick leave obligation at end of the year</b>	<b>4,945</b>	<b>5,650</b>
Unamortized actuarial gain	3,012	1,843
<b>Sick leave liability at end of the year</b>	<b>7,957</b>	<b>7,493</b>

## 10. Other Liabilities

Other liabilities are composed of the following.

	2021	2020
Deferred rent inducement <sup>1</sup>	9,053	9,503
Chambers Building Fund <sup>2</sup>	3,297	3,135
Unsettled expropriation <sup>3</sup>	201	198
	<b>12,551</b>	<b>12,836</b>

1. The deferred rent inducement represents rent inducement received for the new lease of \$4.3 million (\$4.5 million in 2020). In addition, \$4.8 million (\$5.0 million in 2020) represents the difference in rates paid on the two leases. See Note 2G for more detail.

2. The amount represents a fund for future capital improvements. See Note 4B for more detail.

3. The unsettled expropriation is payable on demand.

For the year ended March 31, 2021 (in thousands of dollars, unless otherwise specified)

	Cost			Accumulated Amortization			Net Book Value			
	Opening Balance	Acquisitions <sup>4</sup>	Disposals/ Adjustments <sup>3</sup>	Closing Balance	Opening Balance	Amortization Expense	Disposals/ Adjustments	Closing Balance	March 31, 2021	March 31, 2020
Land¹	328,127	2,602	10	330,719	-	-	-	-	330,719	328,127
<b>Buildings and infrastructure²,³,⁵</b>										
Parkways, bridges and roadways	293,297	15,931	1,327	307,901	180,439	6,116	1,275	185,280	122,621	112,858
Historical properties	140,909	11,208	137	151,980	73,047	2,987	-	76,034	75,946	67,862
Rental properties	187,103	10,709	268	197,544	97,812	3,327	163	100,976	96,568	89,291
Parks	141,879	7,233	22	149,090	94,436	3,479	-	97,915	51,175	47,443
Administrative and service buildings	33,141	590	-	33,731	18,668	944	-	19,612	14,119	14,473
Recreational properties	33,870	2,422	-	36,292	23,581	704	-	24,285	12,007	10,289
Development properties	24,328	669	-	24,997	13,606	929	-	14,535	10,462	10,722
<b>Leasehold improvements</b>	15,120	-	-	15,120	11,178	430	-	11,608	3,512	3,942
<b>Equipment²</b>										
Office equipment, machinery and equipment	8,499	299	336	8,462	6,747	323	336	6,734	1,728	1,752
Computers and software	11,786	621	-	12,407	8,079	1,285	-	9,364	3,043	3,707
Vehicles	1,865	336	86	2,115	1,498	168	86	1,580	535	367
	<b>1,219,924</b>	<b>52,620</b>	<b>2,186</b>	<b>1,270,358</b>	<b>529,091</b>	<b>20,692</b>	<b>1,860</b>	<b>547,923</b>	<b>722,435</b>	<b>690,833</b>

2. The total cost of buildings and infrastructure and equipment include \$35.5 million (\$37.4 million in 2020) of construction in progress. When completed, the cost of these projects will be amortized on the basis of their estimated useful life.

4. The acquisition and improvements of tangible capital assets and the disbursements for environmental remediation presented in the Statement of Cash Flows exclude an amount of \$5.7 million (\$13.4 million in 2020) in relation to the acquisition and improvements of tangible capital assets that remain unpaid as at March 31, 2021 as well as an amount of \$1.1 million (\$1.3 million in 2020) for non-monetary transactions incurred during the year.

5. As a result of the COVID-19 pandemic, additional costs were incurred on capital projects: both direct costs associated with health and safety measures and increases in material costs, as well as indirect costs associated with COVID-19 related schedule extensions and workplace rules imposed by health authorities. These increases in construction costs will be financed by the 2020-2021 parliamentary appropriations for tangible capital assets reducing the extent of the impact that the NCC's capital fund will have on its asset base.

## Notes to the Financial Statements

For the year ended March 31, 2021 (in thousands of dollars, unless otherwise specified)

## 12. Other Non-Financial Assets

Other non-financial assets are mostly the result of a 2018–2019 agreement between the NCC and a third party. In exchange for land transferred by the NCC, the third party has the obligation to provide public green spaces, parks and pathways for a value of \$4.1 million which are expected to be completed by April 2024. The value of the infrastructures to be received is guaranteed via letters of credit held by the NCC. In addition to the \$4.1 million recorded as other non-financial asset, a related contractual right is disclosed in Note 16.

## 13. Revenues

### Rental operations and easements

The following provides further details of revenues from rental operations and easements:

	2021	2020
<b>Rental operations</b>		
Commercial	16,882	16,603
Residential	3,407	3,346
Agricultural	1,522	1,531
	<b>21,811</b>	<b>21,480</b>
Payment in lieu of municipal taxes recoveries	2,393	2,350
Easements and licence of occupation	2,443	2,295
	<b>26,647</b>	<b>26,125</b>

As a result of the COVID-19 pandemic, percentage rent leases incurred revenue losses compared to budgeted amounts due to decreased tenants' sales levels.

### Other revenues

Other revenues of \$2.0 million (\$10.0 million in 2020) include \$1.0 million for project recovery.

## Notes to the Financial Statements

For the year ended March 31, 2021 (in thousands of dollars, unless otherwise specified)

# 14. Expenses by Object

The following provides a summary of expenses by object.

	2021 Budget	2021 Actual	2020 Actual
Goods and services	62,082	54,340	59,454
Salaries and employee benefits	47,804	50,415	48,992
Amortization	20,956	20,692	19,768
Payments in lieu of municipal taxes	9,649	11,849	10,430
Loss on disposal of tangible capital assets	–	239	183
Write-down of tangible capital assets	–	270	3,071
	140,491	137,805	141,898

Antiques and works of art, consisting primarily of monuments, paintings, furniture and sculptures acquired or built by the NCC and those donated to the NCC, including to the Canadiana Fund, are not recorded as tangible capital assets but are recorded as expenses in “Goods and services”. Donated assets are measured at fair market value where as assets acquired or built by the NCC are measured at cost.

For the year ended March 31, 2021, the value of antiques, works of art and monuments, acquired or built by the NCC totalled \$1.0 million (\$1.2 million in 2020) and of the in-kind goods donated to the NCC represented \$0.1 million (\$0.2 million in 2020).

Goods and services expenses include additional expenses for bad debt, workplace well being, including personal protective equipment, the promotion of active transportation and implementation of public health and safety measures due to the COVID-19 pandemic.

# 15. Parliamentary Appropriations

	2021	2020
<b>Parliamentary appropriations for operating expenditures</b>		
Amount received during the year	77,221	73,809
Amount receivable at end of the year	6,174	1,217
Amount deferred to next year	(4,329)	–
Amount received from previous year	–	180
	79,066	75,206
<b>Parliamentary appropriations for tangible capital assets</b>		
Amount received during the year	70,319	62,453
	70,319	62,453
<b>Parliamentary appropriations approved and recorded during the year</b>	149,385	137,659



## Notes to the Financial Statements

For the year ended March 31, 2021 (in thousands of dollars, unless otherwise specified)

Amounts receivable at the end of the year include \$1.9 million in additional parliamentary appropriations, part of supplementary estimates C, to offset the COVID-19 impact resulting from the NCC aligning itself with the government's CECRA program for amounts written-off (see Note 19A).

## 16. Contractual Rights

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

### i. Ground leases

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

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

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

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

### ii. Other contractual rights

Other contractual rights of the NCC stem mainly from the right to receive rental operations as well as other revenues related to Stage 2 of the LRT project as described in Note 4. The following table summarizes the NCC's other contractual rights for the next five years and thereafter.

## Notes to the Financial Statements

For the year ended March 31, 2021 (in thousands of dollars, unless otherwise specified)

	Leases <sup>A</sup>	Others <sup>B</sup>	Total
2021–2022	12,365	787	13,152
2022–2023	11,044	700	11,744
2023–2024	9,040	6,618	15,658
2024–2025	5,345	700	6,045
2025–2026	4,586	175	4,761
2026 and thereafter	128,115	–	128,115

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

B. In addition to the other contractual rights included in the above table, a third party is responsible for the future construction of two additional parks on NCC land as described in Note 12. The value of these improvements is not determinable and the timing of construction is yet to be determined as it is tied to the timing of real estate development and is dependent on the NCC's review and approval of the designs which are currently being developed by the third party and have yet to be finalized.

## 17. Contractual Obligations

The NCC has entered into contracts for operating expenditures: services that amount to \$64.6 million (\$73.6 million in 2020) and office accommodation leases that amount to \$107.1 million (\$111.7 million in 2020). These contracts, which total \$171.7 million (\$185.3 million in 2020), have differing termination dates, with the latest ending in 2044. These contracts relate primarily to information technology services and the management and maintenance of the NCC's lands and properties.

The NCC has also entered into contracts for capital expenditures of approximately \$46.7 million (\$35.6 million in 2020).

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

	Operating			Capital	Total
	Leases	Services	Subtotal		
2021–2022	5,007	26,810	31,817	35,462	67,279
2022–2023	5,083	12,084	17,167	10,178	27,345
2023–2024	5,127	10,042	15,169	1,086	16,255
2024–2025	5,151	7,604	12,755	–	12,755
2025–2026	5,182	1,890	7,072	–	7,072
2026 and thereafter	81,517	6,179	87,696	–	87,696

## 18. Contingent Liabilities

### A. Claims

In the normal course of business, and due to the NCC's ownership of lands in the National Capital Region, claims have been made against the NCC for which the outcome is not determinable and for which an amount has not been accrued, totalling an amount of \$13.7 million (\$10.5 million in 2020), excluding interest and other costs. These claims

## Notes to the Financial Statements

For the year ended March 31, 2021 (in thousands of dollars, unless otherwise specified)

result primarily from alleged personal injuries sustained on NCC lands, which often leads to the NCC's being named as one of several parties in litigation. To mitigate this legal risk, the NCC will file counterclaims, cross-claims and third-party claims, as appropriate. Due to the complex and lengthy legal process, outcomes are often not determinable until the claim is finally settled. Nevertheless, it is the opinion of management that none of these claims will result in settlements (\$1.1 million recorded as a liability in 2020). Future payments resulting from claims where final settlements, if any, are currently unpredictable with any degree of accuracy will be accounted for in the year in which the liability becomes likely.

## B. Contingent Liabilities for Environmental Remediation

The NCC also has a contingent liability of \$524.6 million (\$513.9 million in 2020) with respect to environmental remediation, which is disclosed in more detail in Note 7.

# 19. Financial Instruments

## A. Credit Risk

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

The maximum exposure of the NCC to credit risk at March 31, 2021, is as follows:

	2021	2020
Cash and cash equivalents	187,284	162,158
Restricted cash and cash equivalents	4,859	4,684
Accounts receivable	12,872	6,143
Investments	9,968	9,183
	214,983	182,168

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

## Notes to the Financial Statements

For the year ended March 31, 2021 (in thousands of dollars, unless otherwise specified)

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

The credit risk associated with accounts receivable is minimized, as substantial amounts are from federal, provincial or municipal entities. Furthermore, before entering into lease agreements, the NCC performs a financial review of all new tenants. The NCC records allowances for potential credit losses, and any such losses to date have been within management's expectations.

Management believes that concentrations of credit risk with respect to accounts receivable are limited due to the credit quality of the parties extended credit, as well a substantial amount are federal, provincial or municipal customers. At March 31, 2021, accounts receivable from federal, provincial or municipal entities comprised 67 percent (39 percent in 2020) of the total amounts due.

Credit risk associated with accounts receivable has however increased as a result of the COVID-19 pandemic mostly due to temporary closures of tenants' businesses and uncertainty remains about reopening in some instances.

The NCC implemented the following actions for its leasing portfolio to mitigate this risk:

- The NCC was requested by its minister to align itself with CECRA program and allowed any business or individual tenant whose income has been affected by the COVID-19 pandemic to defer their rent payments from April to September 2020 until a later date. The tenant remains responsible for 25% of the deferred rent whereas the NCC, as landlord, was requested to absorb the remaining 75%, which was subsequently written-off;
- The NCC and its portfolios managers increased the monitoring of accounts receivable and financial positions of tenants to assess the collectability of accounts based on tenants' ability to pay their balances owing; and
- Requested compensation in the form of additional parliamentary appropriations to offset the financial losses due to the write-off related to the CECRA program for the leasing portfolio, \$1.9 million of which is to be applied to the current fiscal year and further potential amounts could be recovered in future years.

The repayment terms of the deferred rent were mostly negotiated by the end of the year. These factors present uncertainty over future cash flows, may cause changes to the assets or liabilities, and may impact future operations.

The following table presents an analysis of the age of accounts receivable, net of allowance for doubtful accounts, as at March 31, 2021.

	2021	2020
<b>Accounts receivable net of allowance for doubtful accounts:</b>		
Less than 30 days past billing date	11,942	5,090
30–60 days past billing date	443	160
61–90 days past billing date	182	240
Greater than 90 days past billing date	4,337	2,545
	<b>16,904</b>	<b>8,035</b>
Allowance for doubtful accounts	(2,220)	(969)
	<b>14,684</b>	<b>7,066</b>



## Notes to the Financial Statements

For the year ended March 31, 2021 (in thousands of dollars, unless otherwise specified)

The NCC must make estimates in respect of the allowance for doubtful accounts. The type of clients, historical payment trend, economic conditions, reasons for the accounts being past due and line of business from which the receivable arose are all considered quarterly in the determination of when to include provisions for past due accounts. These same factors are considered when determining whether to write off amounts against accounts receivable. Accounts receivable overdue by greater than 90 days are largely comprised of commercial lease related long-term repayment agreements or commercial rent deferral repayment agreements due to COVID-19 which totalled \$2.5 million as at March 31, 2021 (\$1.7 million in 2020). Amounts subsequently recovered from accounts previously provisioned are recorded in the allowance account in the period of recovery.

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

	2021	2020
<b>Allowance for doubtful accounts</b>		
Balance at beginning of year	969	208
Bad debt expense	3,031	909
Amounts written off and recoveries	(1,780)	(148)
<b>Balance at end of year</b>	<b>2,220</b>	<b>969</b>

The NCC reviews and adjusts as required the allowance for doubtful accounts on a quarterly basis and believes that it is sufficient to cover the risk of default.

The bad debt expense and the amounts written off include an amount of \$1.6 million for leasing operations related to tenants that were impacted by the federal government CECRA program. This amount was funded through the parliamentary appropriation supplementary estimates C for 2020-2021.

There are no other financial assets past due or impaired as at March 31, 2021 (none in 2020).

## B. Liquidity Risk

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

Despite the COVID-19 pandemic, the NCC having received additional financing to compensate some of its losses, the level of liquidity risk remains low, which is comparable with the previous year and there has been no change in the practice used for managing liquidity risk.

## Notes to the Financial Statements

For the year ended March 31, 2021 (in thousands of dollars, unless otherwise specified)

The following table presents an analysis of the estimated maturities of the financial liabilities as at March 31, 2021.

	2021	2020
<b>Accounts payable and accrued liabilities</b>		
Less than 90 days	12,500	16,145
90–365 days	10,305	11,816
More than 365 days	1,128	–
	<b>23,933</b>	<b>27,961</b>
<b>Other liabilities – Unsettled expropriation (Note 10)</b>		
More than 365 days	201	198
	<b>24,134</b>	<b>28,159</b>

## C. Market Risk

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

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

Here is an overview of the NCC's interest rate exposure as at March 31, 2021.

	2021	2020
<b>Cash and Cash Equivalents and Investments</b>		
Cash and cash equivalents	187,284	162,158
Restricted cash and cash equivalents	4,859	4,684
Investments more than 365 days	9,968	9,183
	<b>202,111</b>	<b>176,025</b>

The interest rate exposure of the NCC arises from its interest-bearing financial assets. Cash and cash equivalents earn interest at market rate. The NCC's objective is to manage its exposure to the interest rate risk of its cash and cash equivalents and short-term investments by maximizing the interest income earned on excess of funds, while maintaining the minimum liquidity necessary to conduct operations on a day-to-day basis. Fluctuations in market interest rate could have an effect on the NCC's interest revenue derived from cash and cash equivalents and short-term investments. If interest rates for the year ended March 31, 2021, had been 50 basis points lower or higher, with all other variables held constant, interest revenue for the same period would have been impacted by \$0.8 million (\$0.7 million in 2020).

The approach to the "Restricted cash and cash equivalents" is identical to that of the NCC's cash and cash equivalents management. Bearing this in mind, had interest rates for the year ended March 31, 2021, been 50 basis points lower or higher, with all other variables held constant, interest earned and allocated to the restricted cash and cash equivalents for the same period would have been insignificant (\$0.3 million in 2020).

## Notes to the Financial Statements

For the year ended March 31, 2021 (in thousands of dollars, unless otherwise specified)

Investments also include bonds of the provincial governments at a fixed interest rate with a weighted average term to maturity of 5.2 years (4.8 years in 2020). These investments are indirectly affected by fluctuations of fair value, due to fluctuations of the market interest rate.

Interest rate risk has increased as a result of continued financial market volatility due to the COVID-19 pandemic with rates falling by a further 0.5 percent in April 2020 compared to March 31, 2020 but remained stable during the remainder of the fiscal year. To mitigate increased market risk, the NCC is closely monitoring movements in interest rates and adjusting its investments accordingly. There has been no other change in the practice used for managing market risk.

## 20. Related Party Transactions

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

In addition to the related party transactions described below, and those disclosed elsewhere in these financial statements, the NCC also enters into transactions with related parties. In the normal course of business, and on normal trade terms applicable to all individuals and enterprises, the NCC incurred expenses totalling \$8.6 million (\$8.1 million in 2020) for utilities, rental of space, tangible capital assets, and services purchased from other government departments and agencies; and earned revenues totalling \$6.3 million (\$5.6 million in 2020) from recoveries, services rendered and rental operations.

The outstanding balances respectively due from and to Government Departments and Crowns Corporations at the end of the year are detailed in Notes 5 and 6.

The NCC holds 2 commercial leases with PSPC and 1 with Canadian Heritage at a nominal value of \$1, which are detailed as a land lease and 2 commercial buildings.

During the year, the NCC received audit services from the Office of the Auditor General of Canada. These services received without charge, which are non-significant, were not recorded in the Statements of Operations and Accumulated Surplus.

## 21. Comparative Figures

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



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# APPENDICES

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# Appendix I

## Committees of the Board, Advisory Committees and Special Committees as of March 31, 2021

### Executive Committee

#### Chair

Marc Seaman

#### Members

Tobi Nussbaum  
Mireille Apollon  
Larry Beasley  
Norm Odjick

### Audit Committee

#### Chair

Tanya Gracie

#### Members

Victor Brunette  
Michael Foderick  
Sara Jane O'Neill  
Lou Ragagnin

#### Ex-Officio Members

Marc Seaman  
Tobi Nussbaum

### Governance Committee

#### Chair

Lisa M. MacDonald

#### Members

Tanya Gracie  
Lise Bernier  
Deborah Morrison  
Norm Odjick  
Denis Vaillancourt

#### Ex-Officio Members

Marc Seaman  
Tobi Nussbaum

### Advisory Committee on Planning, Design and Realty

#### Chair

Clément Demers, Montréal, Que.

#### Vice-Chair

Anne McIlroy, Toronto, Ont.

#### Members

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

#### Ex-Officio Members

Marc Seaman  
Tobi Nussbaum

#### Board Observers

Caroline Lajoie  
Denis Vaillancourt

#### Vice-Chair of the Advisory Committee on Universal Accessibility as Observer

Collinda Joseph

### Advisory Committee on the Official Residences of Canada

#### Chair

Marta Farevaag, Vancouver, B.C.

#### Vice-Chair

Bernard Serge Gagné, Québec City, Que.

#### Members

Christopher Piché, Grimsby, Ont.  
Hagit Hadaya, Ottawa, Ont.  
Ken Greenberg, Toronto, Ont.

#### Ex-Officio Members

Marc Seaman  
Tobi Nussbaum

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# Appendix II

## Partners and Sponsors

The success of the National Capital Commission's programming and activities depends on the support and contributions of many partners and corporate sponsors. The NCC has benefited. From a strong network of collaborators and would like to take this opportunity to acknowledge and thank the following organizations, which contributed to NCC programming and activities in 2020–2021.

### NCC Partners

Arbraska Laflèche	Cape Farewell	Environment and Climate Change Canada
Action vélo Outaouais	Capital Cruises	Esprit Rafting
Agence de bassin versant des 7	Capital Forest	Fédération des clubs de motoneigistes du Québec (FCMQ)
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Algonquins of Pikwakanagan	Carleton University	Forêt Québec
Algonquin to Adirondacks Collaborative	Casino Lac-Leamy Sound of Light	Fresh Air Experience
Alpine Club of Canada – Ottawa Section	Cégep de l'Outaouais	Friends of Gatineau Park
Alta Vista Animal Hospital	Centrepointe Theatres (City of Ottawa)	Friends of Maplelawn Garden
Animals in War Dedication Committee	Centre de recherche en enseignement et en foresterie de Sainte-Foy inc.	Friends of the Mer Bleue
Association des auteurs et auteures de l'Outaouais	Chelsea Nordiq	Garden Promenade
Auberge Old Chelsea B&B	Chelsea Pub	Gatineau Loppet
Avant-Garde Bar & Gift Shop	Chelsea Trails	Gatineau Valley Historical Society
Bell Media (Astral: Rouge 94.9 FM and Energie NRJ 104.1 FM)	Citizens for Safe Cycling	George Weston Limited
Biodiversity Conservancy International	City of Ottawa	Girl Guides of Canada
Bird Studies Canada	Club alpin du Canada – section Outaouais	Global Centre for Pluralism
Biscotti & cie	Club équestre Ramsayville Equestrian Club	Government of Ontario
Bougie Doozy Candle	Club optimiste de Hammond	Governor General of Canada
Bushtukah	Club Skinouk	Great Canadian Bungee
ByWard Market BIA	Commerce Chelsea	Greenbelt Coalition of Canada's Capital Region
Café Les Saisons	Commonwealth Games Canada	Greg Christie's ski et vélo
Camp Fortune	Communities in Bloom Foundation	Groupe Poliquin-Wakefield Group Inc.
Canada Science and Technology Museum	Conseil régional de l'environnement et du développement durable de l'Outaouais	Guid'Amies franco-canadiennes
Canadensis	Coopérative des paramédics de l'Outaouais	Hardwood Ski and Bike
Canadian Building Trades	Craftsbury Outdoor Center	Haunted Walks of Ottawa
Canadian Capital Cities Organization	Cross Country Canada	House of Commons
Canadian Fallen Firefighters Foundation	Domaine Bellevue	Hydro One Inc.
Canadian Food Inspection Agency	Domaine de l'Ange-Gardien	Hydro Ottawa
Canadian Football League	Domaine Saint-Bernard	Indigenous and Northern Affairs Canada
Canadian Garden Council	Dovercourt Recreation Centre	Institut des Sciences de la Forêt tempérée
Canadian Heritage	Ducks Unlimited	Just Food
Canadian Museum of Nature	Dunn-D's Mini Golf	Kanata Nordic Ski Club
Canadian Parks and Wilderness Society (CPAWS)	Eastern Chapter of the Society of Ontario Nut Growers	Khewa
Canadian Red Cross	École secondaire Mont-Bleu	Kitigan Zibi Anishinabeg
Canadian Ski Marathon	Éco-Odyssée	Kiwanis Club of Ottawa
Canadian Tulip Festival	Embassy of the Kingdom of the Netherlands	KPMG LLP
Canadian War Museum		La Cigale
Canadian Wildlife Federation		La Confiserie Wakefield

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 La Vallée des Rosiers  
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 Rideau Valley Conservation Authority  
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 Sparks Street BIA  
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## NCC Sponsors

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## Appendix III

### Employees of the National Capital Commission

The National Capital Commission would like to thank all its employees for their commitment, dedication and hard work in making 2020–2021 a successful year.<sup>1</sup>

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National Capital Commission  
Annual Report 2020–2021  
Catalogue number: W91E-PDF