



NATIONAL CAPITAL COMMISSION
COMMISSION DE LA CAPITALE NATIONALE

Annual Report

2021–2022



Canada

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Performance Highlights

730,000

More than 730,000 visits to NCC parkways were recorded during the parkways pilot project over the 2021–2022 season.

1,502,547

The NCC recorded over 1.5 million social media interactions across all platforms.

300

Over 300 volunteers joined the NCC in different activities throughout the year.

53

The NCC completed 53 public consultations with partners and stakeholders to solicit feedback on a variety of strategies and projects.

500,000

More than half a million skaters enjoyed 41 skating days on the iconic Rideau Canal Skateway.

95%

The Rideau Canal Skateway landfill diversion rate was 95% for the 2021–2022 season.

34

Progress has been made on 34 of the 36 planned actions in the NCC’s Sustainable Development Strategy, 2018–2023.

MESSAGE FROM THE CHAIR

Over the past year, the NCC has navigated change and remained deeply committed to building a more resilient National Capital Region. We have found inspiring ways to reflect the Capital's shared history, revitalize our assets, and expand the ways that residents and visitors can experience the region's spectacular natural and cultural heritage.



Despite the challenges of another year of the global COVID-19 pandemic, the NCC continued to engage, consult and collaborate with partners and stakeholders to achieve meaningful results. As I look back on the five years that I have served as chair of the NCC, I reflect on past commitments and the important progress that has been achieved during this period.

My time as chair has allowed me to witness the staff at the NCC working collaboratively with regional and federal partners to advance ambitious objectives. An excellent example is the broad engagement undertaken with stakeholders and partners to define the requirements and long-term vision of the Long-Term Integrated Interprovincial Crossings Plan. This blueprint document, approved by the Board of Directors in January 2022, will inform decisions around regional transportation in ways that are more sustainable, equitable and environmentally sensitive.

Additionally, important progress was achieved, in collaboration with Public Services and Procurement Canada, to reimagine a vital connection in the National Capital Region: the Alexandria Bridge which connects Sussex Drive in Ottawa to Boulevard des Allumettières in Gatineau. We completed the first, comprehensive phase of our engagement process, and the Board approved the planning and design principles for this iconic feature of the Ottawa–Gatineau skyline.

Another notable source of pride is the strong momentum we have gained on our LeBreton Flats project. In January 2022, the NCC, in partnership with Canada Mortgage and Housing Corporation, selected Dream LeBreton as the successful proponent to acquire the Library Parcel and build an inclusive and sustainable integrated community. The mix of urban living, recreation, nature and climate-smart development is an inspired example of sustainable and integrated urban planning. Together with the Algonquin Nation, business leaders and the community, the NCC is bringing new energy and a sustainable vision back to this historic part of the Capital.

The NCC also completed a new pathway network linking the Ottawa River Pathway to the two light rail transit stations that bookend LeBreton Flats. With the addition of this pathway to the Kitchi Sibi Winter Trail, trail users got an early glimpse of parts of the Flats that have not been accessible for decades. This pathway is a key component of the sustainable, active-mobility-focused transportation network envisioned in the LeBreton Flats Master Concept Plan.

In closing, I would like to thank everyone who has made this year a success. First and foremost, I would like to thank the Honourable Filomena Tassi for all of her support of the organization during her tenure as the minister responsible for the NCC. Most recently, Minister Tassi championed investments in the National Capital Region, including the rehabilitation of NCC assets and nationally significant sites. I wish Minister Tassi all the best in her future role and I look forward to working with Minister Helena Jaczek on the future endeavours of the NCC.

I would also like to recognize the leadership and vision of the NCC'S CEO, Tobi Nussbaum. His enthusiasm and dedication to the projects and the people at the NCC continue to drive the organization forward. In the face of the unrelenting demands of the pandemic, he has led with empathy, and found opportunities among the challenges.

I would also like to thank my fellow members of the NCC's Board of Directors. Without fail, they continue to share their expertise, embrace collaboration and bring forward essential perspectives from across Canada.

And finally, thank you to the staff at the NCC. I am exceptionally proud of your collective contributions throughout the past year and your dedication in the face of ongoing change.

As we reimagine modern ways to build a more livable and equitable National Capital Region, we look forward with the confidence of an organization that has continually proven to be adaptable, creative and responsive.



Marc Seaman *Chair*

MESSAGE FROM THE CEO

This past year has been filled with many outstanding achievements and new insights, all of which have contributed to a successful year at the National Capital Commission (NCC). I am pleased to present the 2021–2022 annual report, which demonstrates the organization’s continued commitment to collaboration, innovation and discovering new opportunities to build a capital that is a source of pride for all Canadians.



This past winter, while skating on the Rideau Canal, as I looked around at the smiling faces and listened to chatter along the Skateway I reflected on the vital link between the outdoors and our physical and mental well-being. And I was reminded of the powerful role that NCC staff, partners and stakeholders have played in helping the national capital community stay resilient amid the ups and downs of the pandemic.

This year’s annual report highlights key projects and programs, as well as examples of collaboration that have been instrumental in helping us fulfill our mandate as the main planner and principal steward of federal lands in the National Capital Region, and a creative partner in Capital building. This includes work to animate our assets in inventive and accessible ways, embed sustainability practices in everything we do, and engage meaningfully with Indigenous communities, federal partners and stakeholders across all sectors.

Thanks to the success of pilot projects born of the pandemic crisis, our parkways, long used almost exclusively by cars, are being shared with people. Running along the Rideau Canal and the Ottawa River, as well as throughout Gatineau Park, these car-free roads are being enjoyed by people who happily flock to them to benefit from active use in peace and safety—and who come in numbers far exceeding those when these roads are used by cars only.

Elsewhere, the NCC Bistros—created in partnership with local restaurant entrepreneurs—revitalized the shorelines by creating exciting summer destinations in our urban parks and along the waterfront. In 2021, a new bistro opened in the Glebe’s Patterson Creek Park Pavilion to complement bistros in Confederation Park and Rémic Rapids Park. NCC staff worked closely with heritage experts and local community members to create an accessible, environmentally responsible design that welcomed neighbours and visitors alike.

Beyond enhancing how all citizens experience the Capital, the NCC this year made important progress on the rehabilitation of some of our most symbolic assets. Our renewal of Nepean Point is well under way, and it is set to reopen in 2023. This spectacular site will become a vibrant gathering place that tells the story of the Capital’s enduring relationship with the Ottawa River and the Algonquin Nation. Highlights will include improvements related to universal accessibility, interpretation and landscaping, as well as a new pedestrian bridge connecting the site to Major’s Hill Park.

In a similar way, as steward of federal lands, the organization continues to care for and protect public spaces and cultural assets. This past year, the restoration of Jacques-Cartier Park—one of the Capital’s major parks—was completed, and it reopened in the fall. Important progress was made on other notable redevelopment projects, including the shoreline animation of the iconic and recently rehabilitated NCC River House, and the approval of the final design for the Westboro Beach Pavilion. These projects will restore significant cultural assets, and help create more vibrant spaces for visitors to access, enjoy and celebrate.

As we look to the future, a key corporate priority is to ensure that inclusiveness and the richness of Canada’s diversity are reflected in the stewardship of NCC assets and the development of its workforce. This includes advancing its Gender-based Analysis Plus policies, staff training initiatives and employee engagement plans that support increased diversity and inclusion at every stage of employment at the NCC.

In closing, I would like to express my deep appreciation to NCC employees for the energy and sense of purpose that they bring to our organization every day. I would also like to offer a special thanks to the Chair, Marc Seaman, for his leadership and always sage advice, as well as to the members of the NCC Board of Directors, for the valuable support and guidance they offered during another unprecedented year.



Tobi Nussbaum *Chief Executive Officer*



REIMAGINING AND REVITALIZING OUR CAPITAL

Over the course of 2021–2022, the National Capital Commission (NCC) continued its efforts to revitalize and reimagine federal lands and assets within the National Capital Region. A suite of projects and programs are currently being implemented that aim to transform the way Canadians have come to know the region.

Connecting residents and visitors to the NCC’s diverse portfolio of built, cultural and natural assets remains a corporate priority. Determining how best to do that is often an iterative process, grounded in an ongoing conversation between the NCC, its partners and the public. This foundation of engagement allows for diverse perspectives to be heard, and improves the way the corporation carries out its mandate.

As the long-term planner and principal steward of the National Capital Region, the NCC remains committed to building an inspiring capital for all Canadians. It is the corporation’s hope that this is evident on every page of this report and through every project it undertakes.

“I love working for the NCC and I love my team! Through the completion of research and evaluation studies, my team provides management with objective, evidence-based assessments to facilitate reporting, planning, stakeholder relations, and the continuous improvement of plans, programs, and services. Not only do we get to work with all the amazing divisions throughout the organization, we also get to find out first-hand about the exciting new projects the NCC is launching. It is very rewarding to see the impact our work has on revitalizing the Capital!”

Kirsten Stansel

Manager, Research and Evaluation, Audit, Research, Evaluation and Ethics Branch
31 years with the NCC

Reimagining Connections With the Capital

Parkways for People

Building on the success of the previous year's pilot project, the NCC once again limited vehicle use on its major parkways during the spring and summer months of 2021. The initiative opened the parkways to active transportation across the National Capital Region—from Gatineau Park to the Rideau Canal to the Ottawa River.

Residents and visitors were able to enjoy these newly opened spaces to walk, inline skate, bike and play in the great outdoors with their loved ones. In fact, it is estimated that this initiative generated over 730,000 active use visits to NCC parkways, an average of 9,000 visits per day. This represented a 10 percent increase in user-ship over the summer 2020 season.

The initiative's success was further evidenced by positive survey results and feedback received from the public. Overall, participants indicated a high level of satisfaction with their visit (97 percent) and supported the continuation of the program (95 percent). As one survey respondent noted, "The availability of active use parkways has been very helpful in helping to maintain mental health [during the pandemic]. Moreover, the active use parkways have provided safe places for new users to practise their active habits."

Due to the overwhelming amount of support received from the community, the NCC has made the decision to standardize the program in 2022.

Animating Outdoor Destinations

After winter must come spring!

In spring 2021, as part of the NCC's commitment to expand opportunities for the public to enjoy the Capital's scenic parks and shorelines, the corporation redesigned and relaunched the NCC Bistro pilot project.

Residents and visitors were welcomed back to three scenic patios around the Capital: Remic Rapids Park, Confederation Park and Patterson Creek Park. Each bistro offered a comfortable venue to enjoy the beautiful weather, and delicious refreshments, in newly animated outdoor spaces.

The NCC Bistro pilot project is a great example of the NCC's efforts to connect the community to the region's natural assets in new and innovative ways. Featuring local restaurant entrepreneurs at these popular destinations provides a unique visitor experience, supports the local economy and highlights the NCC's dedication to creative placemaking.





Ongoing Revitalization Work

Transforming Nepean Point

The NCC continues to redevelop one of the region’s most spectacular lookouts, Nepean Point, into a contemporary urban green space. With final design elements having received the Board of Directors’ approval in January 2021, the project team began working to implement many key features. This includes the landscape ha-ha feature, the Whispering Point and outlook structure, various pathways, site furnishings and lighting.

In conjunction with these efforts, the NCC advanced a renaming process for the site, and continued to develop an interpretation plan. The corporation undertook a consultative process during 2021–2022, in collaboration with Algonquin and federal partners, to gather feedback.

Much of the feedback received about the plan highlighted the importance of using stories about the natural elements to situate the Ottawa River and the broader landscape within the interpretation of the site. As a result, the NCC determined that the approach should look to the landscape as the means through which stories or places can be denoted, rather than relying only on traditional means of recounting history. The interpretation plan for the new site will focus on telling the story of

the “Big River Landscape” through nature, by using the site’s landscape features and their integral relationship to the Ottawa River.

In April 2022, the NCC’s Board of Directors approved changes to the site plan that support this approach, such as placing the *Zibi Annini* (Anishinabe Scout) statue on the park’s north perimeter pathway, observing the *Kichi Sibi* (Ottawa River). The Samuel de Champlain statue will also be repositioned along the internal winding pathway leading to the park lookout. This location provides a clear view toward Parliament Hill, linking this first European arrival to the institutional core of the nation, while making space on the site for the emergence of other narratives, including the Algonquin people’s stories both before and after contact, and allowing interpretation to provide a more accurate perspective of Champlain’s contribution to Canadian history.

Moving forward, the NCC will continue to work alongside its partners to transform the site into a 21st century park. Additional feedback on the renaming and interpretation plan is ongoing, and will be finalized in fall 2022. Construction of additional site features will also continue into next year, as the corporation begins to construct the planned pedestrian bridge. The project is expected to be completed in fall 2023.



Restoring Jacques-Cartier Park

Located along the north shore of the Ottawa River, Jacques-Cartier Park is a site rich in history and a popular destination for residents and visitors year-round.

The park's expansive landscape offers many recreational opportunities in the heart of the National Capital Region, and is further complemented by the Voyageurs Pathway. This important linear asset facilitates connectivity to neighbouring cultural destinations and provides the most iconic riverfront view of Parliament Hill.

In 2020, the NCC began its efforts to repair park land and infrastructure in the southern portion of the site that was damaged during major events. This work included excavation and levelling of the ground, as well as the replacement of paved surfaces and the lawn. These rehabilitation and remediation works also prevented access to the Voyageurs Pathway for the duration of the project. However, the NCC was pleased to reopen both the park and the pathway to the public in fall 2021.

New Innovative Projects

Artist-in-Residence Program

As the steward of many nationally significant heritage buildings, the NCC is concerned with not only their preservation, but also their ability to support public programming. The corporation's "Capital Culture Lives Here" initiative, launched in 2021, is an example of the NCC's commitment to creative placemaking, which will see artist-run programs being hosted at historic sites under the NCC's purview.

The Rochon Residence was the first building selected for this program, and will serve as a pilot project. Located at 138 St. Patrick Street, the residence is a federally recognized heritage building and one of the oldest in Ottawa's Lowertown neighbourhood. Once home to Flavien Rochon, who is known to have carved interior features of the Notre-Dame Cathedral Basilica and the Library of Parliament, this house dates to the 1830s and is a vestige of Ottawa's early development.

The residence benefitted from extensive rehabilitation efforts, completed in December 2021, and will open its doors to the artist-run centre SAW's residency programs in March 2022. This includes SAW's Nordic Lab, a research and production space for artists from circumpolar nations, as well as the hub for educational programs geared toward Indigenous youth.

Each residency project will run from two to six weeks, and allow for significant contributions to the evolution of individual and collaborative artistic endeavours. The first three residency projects will welcome the following artists: Fanny Souade Sow (Paris, France), Uyarakq and Sunna Nousuniemi (Inari and Sápmi, Finland) and Tarralik Duffy (Saskatoon, Canada).

Building on the success of the Rochon Residence pilot project, the corporation is planning to launch a second phase of the "Capital Culture Lives Here" program. This phase will focus on partnering arts and culture organizations with NCC heritage buildings in Gatineau, including the Strutt House, 108 Pine Road, and McConnell House.

THE YEAR IN REVIEW

The 2021–2022 fiscal year once again highlighted the NCC’s ability to fulfill an ambitious mandate, in the midst of a global pandemic.

The corporation’s role as long-term planner has perhaps never been more imperative. Understanding and responding to the evolving needs of the community and the climate have meant engaging with partners in meaningful ways to build a contemporary capital that is accessible and resilient. Key themes of connectivity, sustainability and inclusivity continue to drive the NCC’s planning initiatives forward. The redevelopment of LeBreton Flats and a renewed focus on improving the regional transportation network are prime examples of this.

Additionally, as principal steward of a diverse portfolio of assets, the NCC continued to ensure safe and secure access to popular destinations across the region. Ongoing rehabilitation efforts are helping to revitalize critical infrastructure impacted by deferred maintenance. These assets, often of heritage significance, are then used to support creative placemaking, as the NCC reintroduces the public to newly animated public spaces.

By reimagining the ways in which residents and visitors can interact with the corporation’s lands and assets, the NCC has challenged the status quo. This year saw the implementation of projects and programming that increased access to popular destinations and encouraged the exploration of

the Capital’s rich cultural and natural heritage. The NCC’s “Parkways for People” initiative, for example, continues to respond to the community’s need for additional outdoor space. Prioritizing time for people to walk, wheel, bike or run along the scenic parkways, without fear of encountering motor vehicle traffic, has been a resounding success and has also allowed for the shorelines to be experienced in a new way.

As the NCC looks back on the many achievements of 2021–2022, it celebrates shared success. The National Capital Region is a shared place and a shared responsibility. Relationship building and creative partnerships have advanced every project, program and policy during the past year. The NCC’s long-standing relationship with the Algonquin Nation and Indigenous peoples continues to ensure that their interests are truly reflected in the work being undertaken across the region. Local universities, non-profit organizations and the public also propelled the corporation’s initiatives forward.

Tasked with 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, each day the corporation strives to reimagine the ways in which a contemporary capital can meet the needs of current and future generations.



LONG-TERM PLANNING

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

“One area of work that is particularly near and dear to my heart is accessibility. The NCC has an Advisory Committee on Universal Accessibility that was created in 2011 and provides advice to the NCC on accessibility matters. As part of my role, I have an opportunity to complete accessibility training workshops and sessions which I use to coach others. I am looking forward to learning more about ways to provide further accessible programs so that the services we offer are more inclusive.”

Chantal Bédard

Chief Commission Secretariat, Executive Office and Commission Secretariat
14 years with the NCC

Long-Term Planner

Sir George-Étienne Cartier Parkway Riverfront Park Plan

Throughout 2021–2022, the public was invited to provide feedback in support of the renewal process for the Sir George-Étienne Cartier Parkway Riverfront Park Plan. This phased, interactive planning process is designed to seek input from the Algonquin Nation, a public advisory committee, the public and other stakeholders at each key milestone.

An initial survey was launched in the summer months, followed by an online public consultation in December 2021. The NCC asked for feedback concerning the vision for the park, as well as planning opportunities and challenges.

In general, the plan will further the corporation's objectives of enhancing the shoreline and animating the Capital for all users through creative placemaking. It focuses on a 13-kilometre stretch of federal land east of the Capital core area that has long been regarded as a key regional destination. Extending from Rideau Hall (at Princess Avenue) to the terminus of the parkway in the Greenbelt at St. Joseph Boulevard, the plan will look at the parkway, pathways, trails and parklands along the shoreline, and their connections to our nation's historical, cultural and political centre.

Overall, the Sir George-Étienne Cartier Parkway Riverfront Park Plan will be developed during a three-year period. The next public consultation will take place in summer 2022, with the plan estimated to be completed by summer 2024.



“We are so lucky to have these natural oases and waterways in our city, but not everyone can access them. If we allow more access, it is also an opportunity to educate people on the significance and importance of respecting our waterways and natural environment.”

Survey respondent

Advancing Interprovincial Transportation Planning

The Long-Term Integrated Interprovincial Crossings Plan

The National Capital Region's interprovincial crossings facilitate the movement of people and goods every day between the cities of Ottawa, Ontario, and Gatineau, Quebec. Recognizing the need to ensure the longevity of the various crossings, Budget 2019 directed the NCC to develop a Long-Term Integrated Interprovincial Crossings Plan, in collaboration with the municipalities and their respective provincial governments. The plan serves as a strategic guide for the NCC and its partners as they work to build a more sustainable regional transportation system.

In order to develop a strategy that was inclusive and reflective of the diversity of the region, the NCC undertook an extensive engagement process. Working alongside federal, provincial and municipal partners, as well as other stakeholders and the public, the corporation set out to define requirements and a long-term vision for the plan during summer and fall of 2021. During this process, the NCC received feedback from over 3,000 participants, which was then used to inform each stage of the draft.

In January 2022, the final version of the Long-Term Integrated Interprovincial Crossings Plan was approved by the NCC's Board of Directors. Along with providing a vision and strategies for the interprovincial movement of people and goods over the next 30 years, the plan also recommends that long-term decision making and infrastructure investments be more sustainable, equitable and environmentally sensitive, while promoting a more livable and prosperous region.

The plan also includes directions and initiatives that will be monitored over the following broad timelines.

Short-term (0–5 years)

Actions that quickly move toward achieving the plan's vision and objectives. Examples include the following:

- Increasing the supply of electric vehicle charging stations, and adopting a zero-emission fleet for federal vehicles.
- Expanding cycling initiatives along key interprovincial routes.
- Initiating a joint regional truck route and goods movement study.
- Expanding programs to encourage sustainable transportation at federal workplaces.
- Working with partners to implement the national capital travel survey in 2022.

Medium-term (5–10 years)

Actions that require longer-term decision making or capital investment and to shift behaviours. Examples include the following:

- Identifying opportunities to improve the integration of the interprovincial transit system and service.
- Exploring the coordination of interprovincial mobility-sharing programs (i.e. e-scooters, bike sharing and so on).
- Encouraging the use of zero-emission vehicles.
- Exploring ways to encourage a transition to low-carbon / smaller vehicles for goods movement.

Long-term (beyond 10 years)

Actions where implementation requires further study, or where the strategy may be influenced by the short- or medium-term initiatives. Examples include the following:

- Implementing an interprovincial transit loop within the core area to strengthen connectivity.

NCC Interprovincial Transit Project Office

As announced in Budget 2021, the federal government has directed the NCC to create an interprovincial transit project office. The office was tasked with supporting the Société de transport de l’Outaouais (STO) TramGO (Tramway Gatineau–Ottawa) project, which aims to provide an interprovincial tramway connection between Ottawa and Gatineau.

Following extensive consultations with government stakeholders at all levels, as well as transportation partners, the NCC completed its analysis in August 2021, and provided a recommendation to the Government of Canada. The corporation advised that the STO tramway connect the two cities via the Portage Bridge and that the alignment into Ottawa take place along the surface of Wellington Street.

Moving forward, the immediate objectives of the NCC’s transit office will be to facilitate the implementation of the STO tramway project, by acting as the federal and outside-Quebec coordinator and counterpart to Quebec’s Ministère des Transports and the STO. In the long term, the office will support the achievement of a higher transit mode share to and from the core area of Canada’s Capital, as well as work toward improving the integration of the region’s interprovincial transit network.



Redevelopment of LeBreton Flats

The NCC’s Building LeBreton project, focused on the redevelopment of Ottawa’s LeBreton Flats, is one of the corporation’s most transformative endeavours.

In spring 2021, the NCC’s Board of Directors approved the updated Master Concept Plan for LeBreton Flats. This plan will guide the development of the 29-hectare site and see the implementation of a multi-decade vision for a vibrant urban community and Capital destination.

The Library Parcel

Following this approval, the NCC launched a competitive process for the development of the project’s first site: the Library Parcel. This 1.1-hectare area just west of downtown Ottawa is adjacent to the city’s future central library, Ādisōke. In January 2022, the NCC, in partnership with Canada Mortgage and Housing Corporation, selected Dream LeBreton as the successful proponent to acquire the parcel and build an inclusive and sustainable mixed-use development.

Once completed, the Library Parcel will be home to Canada’s largest residential zero-carbon community. Featuring affordable and accessible housing, the development will also include wastewater energy and solar power-generating systems, 600 indoor parking spots for bikes and another 200 for motor vehicles, as well as a large outdoor public space that is socially inclusive. Retailers and on-site programming will also help to foster a thriving community for all residents.

Additionally, this transit-oriented development will also prioritize active mobility, and see the introduction of new pedestrian connections from the lower level of Pimisi Station toward the Ādisōke Library site. Construction of the first phase of the Building LeBreton project is expected to begin in 2023.

Zero-Carbon Community

Though it can be defined in different ways, a zero-carbon community typically involves the following:

- minimizing the embodied carbon content of buildings
- minimizing site energy use for buildings and transportation
- minimizing the generation of waste
- maximizing renewable energy sources for use to power the community
- purchasing renewable energy certificates and carbon offsets to balance out carbon emissions



Innovative Destination Anchors

In December 2021, the NCC launched a request for expressions of interest (REI) to seek proponents and ideas for the development of two major attraction sites that will anchor the surrounding development. The two parcels, a major event centre site and LeBreton Place, are envisioned to host venues for entertainment, sports or cultural attractions that offer amenities to both residents and visitors. The REI closed in February 2022, and the evaluation of proposals is under way.

Ongoing Development

The NCC also made progress on establishing the public realm at LeBreton Flats, completing the development of a new pathway that connects the Capital Pathway along the Ottawa River to the Pimisi and Bayview O-Train stations. This extensively landscaped path, featuring seating areas, is the first construction project completed on-site.

As a next step, in June 2022, the NCC will launch a new phase of the Building LeBreton project, targeting development of the Flats District. The site will serve as an important gateway to LeBreton Flats from Wellington Street and the Sir John A. Macdonald Parkway. The objective established for the Flats Phase is to deliver the land offering under a land-lease partnership model. This model will involve seeking a proponent who will develop up to four parcels of land, including the provision of local infrastructure, and deliver on targets outlined in the Master Concept Plan.

“My team and the culture that has been cultivated at the NCC are big reasons why I enjoy working here. The Building LeBreton project is exciting and, when I look back, I think about all the great work we have done thus far. It has always been with open-mindedness, respect and spirit. Incorporating the LeBreton Flats Master Concept Plan in the City of Ottawa’s new Official Plan, securing affordable housing through the Library Parcel real estate transaction, and seeing the new pathway being well used are just some of my satisfying and fulfilling moments, but it has been even more meaningful to celebrate with colleagues. I truly appreciate the teamwork that I get to be a part of everyday.”

Hieu Nguyen

Senior Planner, Building LeBreton, Real Estate and Development
2 years with the NCC



CAPITAL STEWARDSHIP

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

“I’ve been with the NCC for 11 years, and I really like my role as a property manager responsible for five of the six official residences. My work requires a lot of communication with Canada’s official leaders and their respective offices. Part of my role is to facilitate the smooth transition between the occupants of Canada’s official residences, maintaining the properties to safeguard their heritage value and ensuring that they are suitable accommodations for these leaders.”

Mathieu Martel

Property Manager, Capital Stewardship
11 years with the NCC

Revitalizing Critical NCC Infrastructure

During the past year, the NCC worked diligently to revitalize major assets in order that they may remain safe, resilient, and enjoyable for current and future generations of residents and visitors. These projects were funded by additional capital and operating appropriations allocated by the Government of Canada in spring 2020.

Maintaining Canada's Official Residences

In 2021, the NCC completed the 2021 Asset Portfolio Condition Report, which details the current state of Canada's official residences in the National Capital Region.

Building on findings from 2018, the report reiterates that decades of underfunding and a lack of timely investment in the maintenance, preservation and renewal of the official residences has resulted in a growing deferred maintenance deficit. In 2018, the deficit was reported at \$83 million. Today, it is estimated to be \$89.1 million. In order to bring the residences up to safety standards, and for the NCC to meet its legislated responsibility, a one-time injection of \$17.5 million per year, over 10 years—for a total of \$175 million—is needed to close the deferred maintenance gap.

In addition to the deteriorated condition of these iconic heritage properties, their age makes them the largest contributor of carbon dioxide (CO₂) emissions within the NCC's vast asset portfolio. Together, they produce 60 percent of the NCC's total emissions. The proposed investments outlined in the report would enable the NCC to implement sustainable design best practices as part of its rehabilitation efforts.

Colonel By Drive Retaining Wall Rehabilitation

The Colonel By Drive retaining wall was built in the mid-20th century, and is located on the east side of the parkway, dividing Colonel By Drive from Echo Drive.

Although the wall has undergone past maintenance work, it required rehabilitation and replacement of sections that were compromised as a result of road salt and the snow load.

In 2021, the NCC completed all necessary works, which featured the installation of new and more sustainable wall materials. These improvements will ensure community safety, and provide access for residents and visitors to a secure embankment. Additional works, including lighting and landscaping, are expected to be completed in spring 2022.

Lady Grey Drive Wall

In 1911, a masonry retaining wall was constructed below Ottawa's Lady Grey Drive. Today, in addition to supporting various pieces of municipal infrastructure and utilities, the wall reinforces the roadway, and serves as the sole entrance to the National Gallery of Canada's loading dock and the Ottawa Rowing Club.

A comprehensive repair program was implemented from 1997 to 2010. However, more work has since been required on several occasions to secure crumbling stones. Despite these efforts, the wall continued to experience structural collapses in 2020.

A comprehensive detailed inspection, completed in December 2021, concluded that 13 sections of the wall were unstable. Planned rehabilitation works will include repairs to the railing system and sidewalk above the wall, leading to restored access to the Ottawa Rowing Club and public use of the land. The project will also see the conversion of the access road into an adaptive pedestrian street.



This street will connect to Nepean Point, and establish the first segment of a future continuous, multi-use promenade. As envisioned in the Plan for Canada's Capital, 2017–2067, a Rideau-to-Rideau promenade would see the connection of the Ottawa River Pathway through Major's Hill Park and Nepean Point, continuing along the Ottawa River to Rideau Falls, and along Lady Grey Drive. Furthermore, the site will have Public Services and Procurement Canada's (PSPC) Energy Services Acquisition Program (ESAP) infrastructure installed at this location.

Gatineau River and Leamy Lake Shorelines

Leamy Lake is located on Fournier Boulevard in the Hull sector of Gatineau, and is accessible to pedestrians and cyclists via the Leamy Lake Pathway.

Several sections of embankment along the shoreline have eroded due to significant spring flooding in 2017 and 2019. To prevent further erosion, the NCC began rehabilitation works, including rebuilding damaged sections, as well as implementing sustainable shoreline stabilization methods to prevent further ecological deterioration.

By stabilizing the embankment, the NCC will improve public safety, protect surrounding trails, and preserve archaeological resources. These modifications will ensure that the shorelines can continue to be enjoyed by future generations.

Pangishimo Park

Pangishimo Park, named after the Algonquin word for sunset, is a 0.3-hectare waterfront park located on the western shore of Chaudières Island. Opened in September 2021, it is the first of three parks to be built on the shore of the Ottawa River, as part of the Zibi development.

The park honours Algonquin culture and heritage through art and interpretive installations. It also features an accessible path that connects the Ottawa River shoreline behind the Canadian War Museum to nearby Chaudières Falls Park, as well as a boardwalk, multiple lookouts and a grassy area for recreation.

Revitalizing the islands and shorelines of the Ottawa River, and increasing public access to these places, remain a top priority for the NCC. In addition to its plans to create several parks, public squares and plazas throughout the 13.7-hectare (34-acre) borderless waterfront city, Zibi will continue to collaborate with the NCC on the development of two additional waterfront parks: Mòkaham Park (meaning *sunrise* in Algonquin) and Terasini Park (meaning *flat rock* in Algonquin). The parks will be located on the eastern side of Chaudières Island and on the Gatineau shoreline, respectively.

Tree Planting in the Nation's Capital

As part of the NCC's Forest Strategy, 2021–2026, the corporation committed to planting 100,000 trees by 2026 on the lands it manages. This action will support the maintenance and restoration of numerous green spaces to ensure the provision of ecosystem services to communities and visitors in the National Capital Region.

To achieve these environmental goals, the NCC is working with various partners. Capital Forest, for example, is a non-for-profit organization that supported the NCC in planting 200 trees at Hog's Back Park in fall 2021. The corporation is also collaborating with CIMA+, a consulting and engineering firm, to plant 600 trees from 2021 to 2023.

A new partnership with the Thistledown Foundation has allowed the NCC to plant 50 large-caliper trees along Confederation Boulevard and 1,250 new trees in four neighbourhood green spaces (Confederation Boulevard, Nordic Circle, Iris corridor and Aviation Parkway).



Forest Strategy, 2021–2026

The NCC conserves and protects over 55,000 hectares of federal lands within the National Capital Region, over 70 percent of which is forested.

In 2021, the NCC developed its first five-year forest strategy. It will act as a blueprint that guides tree and forest management of lands under the NCC's stewardship to make forests more diverse, connected and resilient.

Although the scope of the strategy includes large tracts of natural forested areas like Gatineau Park and the Greenbelt, it also has a strong emphasis on urban areas. This includes the management of individual trees, as well as forested and semi-forested areas such as woodlands and parks. The strategy also identifies planting targets and encourages collaboration with regional partners, particularly the City of Ottawa and Ville de Gatineau, as well as the municipalities of Chelsea, La Pêche and Pontiac.

In the drafting of the strategy, the NCC sought diverse input through public and stakeholder engagement in 2019 and in 2021. Feedback was incorporated into the final version, and helped to shape the strategy's long-term vision, goals and objectives.

From an operational perspective, the strategy outlines a five-year action plan to increase the NCC's capacity to effectively manage this important natural infrastructure. The action plan is focused on improving knowledge through data collection; protecting the existing canopy cover; planting the right trees in the right place; managing for resilience, safety and efficiency; and engaging with partners and the community.

Aligning the strategy's short-term actions with long-term objectives will ensure that the NCC is able to effectively demonstrate progress in the immediate future. Additionally, having an action plan that is renewed every five years will allow the NCC to be agile in its response to changing pressures and resources.

Federal Sustainable Development Act

In December 2020, the NCC was one of two Crown corporations to voluntarily become a designated entity under the *Federal Sustainable Development Act*. As a result, beginning in 2023, the NCC will be required to contribute to and report on progress toward the Federal Sustainable Development Strategy (FSDS).

To deliver on this mandate, the NCC established its own Sustainable Development Strategy, 2018–2023, which sets out the corporation's role in creating a greener and more sustainable National Capital Region. Through this strategy, the NCC contributes to 10 of the 13 long-term goals established in the FSDS that are applicable to the NCC.

In addition to these goals, the corporation is aiming to complete 36 actions by 2023. These actions, which call for the NCC to innovate and improve its business practices, are presented under the 10 FSDS goals relevant to the corporation.

In 2022–2023, the corporation will begin to update its own Sustainable Development Strategy, while continuing to showcase progress made against the identified actions.

Leading by Example

The NCC strives to be a leader in the areas of sustainable design and climate change mitigation. As part of these efforts, in November 2021, the corporation announced it was banning the use of small, gas-powered tools (leaf blowers, line trimmers, small chainsaws and so on) on NCC lands as of April 1, 2023.

Enacting this policy inspired other regional partners to follow suit, making the Capital Region the first jurisdiction in Canada to ban small, gas-powered tools. In spring 2022, the City of Ottawa's Standing Committee on Environmental Protection, Water and Waste Management supported a motion to start phasing out gas-powered tools and equipment as soon as possible.

The Impacts of Climate Change

The NCC's three-year Climate Change Adaptation Project is designed to assist the corporation with better understanding the impacts of climate change on its asset base. This comprehensive initiative will take into consideration the diversity of NCC assets, from green spaces to built assets, and how they are used, to best support future planning.

In 2021, the initial phase of the project was completed. During this first phase, the NCC partnered with the City of Ottawa to commission a comprehensive climate change projections study for the National Capital Region. Key findings indicated that, by 2050, the region will experience earlier springs, hotter summers, later autumns and shorter winters—an overall warmer and wetter climate.

The second phase of the project will look at how these climate change projections will affect NCC assets, operations and programs. Conducting a vulnerability and risk assessment will also allow the corporation to compare risks with those faced by regional partners. It is anticipated that this phase will be completed in 2022.

The final phase of the project will see the development of a 10-year climate adaptation plan. This plan will outline a set of actions to manage the greatest climate risks to the corporation, as well as to its regional partners. This work is expected to be completed by fall 2023.

Once finalized, the results of the Climate Change Adaptation Project will assist the NCC in raising awareness about regional climate change risks, and best support the prioritization of projects that create a resilient capital.



CREATIVE PARTNER

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

“I am happy that I made the choice to join the NCC 15 years ago. Our team works on assessing and remediating NCC land and, during the last few years, my focus has been on the remediation of Victoria Island. This project has shifted my perspective and I now view success in a more holistic way, as I’ve come to appreciate that a successful remediation project is one that not only achieves the remedial goals, but also one that supports and promotes the physical, natural and cultural environment.”

Allison Myatt, P. Geo.

Senior Environmental Advisor, Capital Planning
15 years with the NCC

Indigenous Partnership

Ongoing Remediation of Victoria Island

Victoria Island, a place of special significance to the Algonquin Nation in the National Capital Region, can be found immediately north of Ottawa's downtown core.

In 2019, the NCC began remediation work as part of its efforts to advance the long-term vision and plan for the island. The first phase of the project, which included full-depth remediation of the timber slide ravine on the west side of the island, was completed in 2020. As a next step, the NCC launched a competitive public tendering process for the second phase of remediation work. Decontie Milestone Inc. was announced as the successful vendor, marking the first time that an Algonquin-owned company will lead a federal contract to remediate lands in the National Capital Region. This is particularly significant, given that the lands are at the heart of unceded and unsurrendered Algonquin territory.

The second phase of the project, currently under way, involves full-depth remediation of current commercial areas on the west side of the island, as well as the installation of an engineered cap where remediation is not technically feasible. The remediated areas will then undergo basic site reinstatement, including restoration of the aquatic habitat in the timber slide ravine.

Planning for the third phase of the project has begun, with construction anticipated in 2023. Victoria Island will be reopened to the public following the completion of all remediation work.

A New Approach to Toponymy

In 2021, the NCC set out to update its toponymy policy. Toponymy refers to the names of places and geographical features of a region, as well as their origins, meanings and use.

The original policy, written in 2014, was focused solely on the attribution of honorific names. It did not include a process to discuss place names in a public forum, nor did it contemplate a renaming process.

Victoria Island

Classified as an Area of Natural and Scientific Interest by the Province of Ontario, Victoria Island draws attention from the scientific community for its geological history. With dune bedforms and fossiliferous limestone, Victoria Island's well exposed sedimentary rocks record the shallow marine environment that existed in the National Capital Region during the Ordovician period, approximately 454 million years ago.

In an effort to create a more transparent and inclusive decision-making process for naming and renaming NCC-managed assets, the corporation began to develop a principles-based approach to toponymy. The NCC's updated toponymy policy, approved in early 2022, is reflective of this and based on ongoing, contemporary discussions of the ways societies understand place names and their connections to shared history. It aims to reflect the rich Indigenous heritage of the National Capital Region, as well as the diverse history of Canada.

More specifically, the updated policy anchors the decision-making process in three values-based principles: integrity, inclusiveness and relevance. It acknowledges the unique location of the National Capital Region on the unceded territory of the Algonquin Nation, and encourages balance through four types of naming categories—historical or patrimonial, honorific, Indigenous, and natural or landscape features—to be used proportionately.

In 2022, the NCC formed an Advisory Committee on Toponymy (ACT) to review proposals, provide advice on consultation, and formulate recommendations to the NCC's CEO. The ACT includes NCC employees, representatives from Kitigan Zibi Anishinabeg and Algonquins of Pikwakanagan First Nation, as well as experts in local and national history. One of the first orders of business for committee members will be to consider an existing request for the renaming of the Sir John A. Macdonald Parkway.

The Urbanism Lab

Whether online or in-person, the NCC continues to provide a platform for Canadians to discuss the opportunities and challenges of building a modern National Capital Region.

In November 2021, the Urbanism Lab explored shared stewardship of public lands in its “Building Community in Our Parks” event. Speakers discussed all the ways in which volunteers, community leaders, and enterprising nature enthusiasts take care of shared green spaces. The “Adopt-A-Trail” program, for example, provides community-led trail monitoring year-round, whereby members are responsible for patrolling specific sectors and completing simple maintenance work, like collecting litter.

Additionally, in December 2021, the Urbanism Lab hosted an event titled “The Changing Face of Public Commemoration.” Speakers discussed how commemorations are evolving over time and their contribution to public and national spaces. The conversation also explored commemorations in the National Capital Region, such as the National War Memorial (1939) and the Women’s Monument (1992), noting the importance and symbolism of their locations and designs.

“Monuments are not about teaching us about history, rather they are very instructive. They teach us a lot—they teach us how to feel. This could be a sense of belonging to a nation.”

Tonya Davidson
Sociologist, Carleton University
Urbanism Lab Guest Speaker



National Monuments

Working in collaboration with Canadian Heritage, the corporation helps facilitate the development of new monuments, and maintains those that already exist on NCC lands.

LGBTQ2+ National Monument

The LGBTQ2+ National Monument will memorialize historic discrimination against LGBTQ2+ people in Canada, including during the LGBT Purge. The Purge was a prolonged and widespread campaign led by the Government of Canada to identify and expel thousands of gay, lesbian, bisexual and transgender members of the Canadian Armed Forces, the RCMP and the federal public service. The Purge began in the 1950s, and continued until the 1990s.

To be located near the Portage Bridge, between Library and Archives Canada and the Ottawa River, the monument will reflect the profound impacts of discrimination experienced by Canada’s LGBTQ2+ communities. It will also serve to celebrate the achievements of those who fought for equality, educate visitors, and inspire hope and change for the future.

Canadian Heritage is facilitating the development of the monument in partnership with the LGBT Purge Fund. In March 2022, a winning design was announced. Team Wreford’s concept, titled *Thunderhead*, draws on the symbolism of a thunderhead cloud, which embodies the strength, activism and hope of LGBTQ2+ communities. Completion of the monument is planned for 2025.

Memorial to the Victims of Communism

The Memorial to the Victims of Communism: *Canada, a Land of Refuge* will recognize Canada's international role as a place of refuge for people fleeing injustice and persecution, as well as honour the millions who suffered under Communist regimes.

To be located just west of the terraces in the Garden of the Provinces and Territories in Ottawa, this intimate site borders Confederation Boulevard and the Parliamentary and Judicial precincts. Canadian Heritage is currently facilitating the development of this monument, in partnership with Tribute to Liberty, while the NCC will take responsibility for its construction.

National Monument to Canada's Mission in Afghanistan

The National Monument to Canada's Mission in Afghanistan will be prominently located at LeBreton Flats across from the Canadian War Museum. The monument will serve as a testament to the commitment and sacrifice of the members of Canadian Armed Forces, police officers, public servants and civilians who served in Canada's mission in Afghanistan. It will also recognize the strong support offered by Canadians at home to those who served during the mission.

Canadian Heritage is facilitating the development of the monument in partnership with Veterans Affairs Canada. The NCC will take responsibility for its design and construction, with completion expected in 2024.

Residential Schools National Monument

The Truth and Reconciliation Commission Action 81 called upon the federal government, in collaboration with survivors and their organizations, to commission and install a publicly accessible, highly visible, Residential Schools National Monument.

In August 2021, to underscore its commitment to ensuring that the tragic history and ongoing legacy of residential schools is never forgotten, the Government of Canada announced \$20 million in new funding for the monument. Once completed, it will honour survivors and all the children who were lost to their families and communities.

Youth Engagement

In 2021, the NCC partnered with Carleton University's Faculty of Engineering and the Azreili School of Architecture to provide an opportunity for students to examine different facets of heritage assets.

Students completed a series of condition assessments and heritage recordings for 108 Pine Road, the Rockcliffe Pavilion and Kemp Farm. The assessments will help the NCC to better understand the condition of its assets and ways they can be improved. They also proposed adaptive reusable projects for these sites, such as upgrades to existing buildings, the introduction of new structures and animation throughout the landscape. Finally, students examined how best to protect and conserve the Greenbelt's agricultural heritage through sustainable design.

Carleton University and the NCC also designed a capstone project for fourth-year engineering students centred around NCC assets. Participants proposed rehabilitative interventions on the Rockcliffe Pavilion, a recognized federal heritage building, including compatible design for lighting and introducing bat houses for species at risk.

By establishing partnerships with universities, the NCC is able to engage young minds and new talent, leading to the exploration of modern, innovative ideas. It also provides an opportunity for the corporation to raise awareness about its work throughout the region.

Park Bench Dedication Program

The parks in the National Capital Region are inspired by, and reflective of, our shared histories. The NCC's Park Bench Dedication Program offers a unique opportunity to have a personalized plaque featured in one of its magnificent parks. Whether it is in Major's Hill Park or along the Voyageurs Pathway, each dedication allows Canadians to shine a light on the stories and people they love.

During the 2021–2022 campaign, 16 new plaques were installed, and four were renewed on benches across the region. The NCC will continue to work with its partners to achieve continued success with this program.



“I really enjoy my role as a Volunteer Program coordinator at the NCC. I have a chance to work with our volunteers, and develop new programs for residents and visitors of the Capital. We are indebted to the volunteers who take time out of their busy lives to give back to our community and help to make the Capital what it is. These volunteers are really motivated and passionate individuals. They really take the time to learn about our various assets, and work to conserve the region. I take pride in assisting their achievements.”

Marguerite Poelman

Volunteer Program Coordinator, Capital Stewardship
15 months with the NCC

Friends of Maplelawn Garden

The NCC has been the steward of Maplelawn Garden since the 1950s. A national historic site, the property features a house and a rare example of a 19th century walled garden. Together, they provide a living record of how European architectural and landscape concepts were transplanted to Canada.

Maintaining Maplelawn Garden is not just a job for the NCC. Since 1993, volunteers have worked closely with the corporation to conserve and restore this heritage property. The Friends of Maplelawn Garden program, comprising 38 passionate volunteers, is devoted to the rehabilitation and maintenance of the garden. The participation of these volunteers in restoration efforts has led to the discovery of a wide variety of perennials, including the peonies for which the garden was once famous.

The NCC is grateful for this special program, and thanks the volunteers for their continuous efforts to beautify the gardens and pass down decades of history.

Volunteer Spotlight: Eileen Hunt

“I was in the workforce for 35 years and I have been retired for over 25 years, during these periods in my life I have always volunteered. Volunteering is something I do from my heart, because I really enjoy giving back.”

Eileen Hunt

Since July 2007, Eileen Hunt has been volunteering with the Friends of Maplelawn Garden program. She was introduced to the garden after moving to Ottawa to be closer to her daughter and grandchildren.

In her role as a volunteer at the NCC, Ms. Hunt serves as an ambassador for the organization, and wears her green vest proudly. She maintains and grows the garden plants, and nurtures the flowers while also sharing the history of the garden and the various species of plants with the public. She has in-depth knowledge of all the plants in the garden, and takes great pride in this fact.

Volunteer Spotlight: John Zvonar

Maplelawn Garden features a bench bearing the name John Zvonar, in recognition of his long tenure as a volunteer devoted to maintaining the garden. He has been loyal to this job since the beginning of the volunteer program in 1993—and he plans to keep at it for at least another 20 years!

Mr. Zvonar is a landscape architect by profession, as well as a landscape, history and cultural heritage enthusiast. In his role as coordinator, he helps teach new volunteers about the importance and the history of this place.



LOOKING FORWARD

The NCC is committed to ensuring that the National Capital Region is a place of national significance and a source of pride for all Canadians. As the corporation looks to the future, it remains focused on protecting its diverse portfolio of lands and assets from the impacts of climate change. The design and construction of new infrastructure, as well as efforts to rehabilitate existing infrastructure, continue to be influenced by the frequency of extreme weather events and patterns. In addition to implementing sustainability measures and climate-resiliency, the NCC is also committed to applying a Gender-based Analysis Plus (GBA Plus) lens to its projects, programs and policies. Regular engagement with a diverse network of stakeholders allows for an inclusive design process and the creation of public spaces and initiatives that respond to the needs of diverse groups of people. In its efforts to build and maintain a vibrant, dynamic capital, the NCC will continue to leverage new, innovative ideas that will generate transformative impacts.

“I assign a lot of importance to my work because I am the first point of contact with candidates wishing to join the NCC and I really take pride in this. I am really impressed with how the NCC has pivoted and reimagined the way of work during the pandemic. Through this ability to adjust quickly, I am really proud that my colleagues and I worked to welcome more than 100 new employees to the NCC team.”

Laurianne Mbuluku

Human Resources Coordinator, Human Resources and Facilities Management
1.5 years with the NCC

Parliament Hill Escarpment

As the centre of our democracy, the Parliamentary Precinct serves as the setting for national celebrations, demonstrations and ceremonies, and attracts more than 1.5 million visitors per year.

The escarpment is one of Parliament Hill's most visible and significant heritage assets. Over time, fast-growing invasive plants with large canopies filled the space, and prevented local trees and shrubs from growing. As a result of this imbalance, the barren slope allowed the soil to erode and made the ground unstable.

The escarpment has also experienced damages over the years due to flooding and other environmental influences. More specifically, flooding in 2019 led to extensive erosion at the toe of the escarpment, and worsened slope stability. Given these factors, the site requires rehabilitation.

As a first step, in 2019, the NCC completed a preliminary inspection and removed trees that were unstable. In 2021, the NCC commissioned a third party to investigate, analyze and design slope stabilization and rehabilitation works for approximately 650 metres of damaged escarpment (spanning from Parliament Hill to the Supreme Court). Construction is expected to begin in 2022, following the completion of ongoing design work.

“As a landscape architect, over my 20-year career at the NCC, I have had the opportunity to design many outdoor spaces in the Capital. Each day I have an opportunity to showcase the region’s unique landscape. It is very rewarding to walk around the region and see the work I did when I was younger. Having the opportunity to work in this field at the NCC is truly landscape architecture at its best.”

Yoland Charette

Chief, Design and Construction Branch
20 years with the NCC

Britannia Pathway Wall Rehabilitation

The Britannia retaining wall, located in the west end of Ottawa, supports a raised portion of the Capital Pathway network. Due to its age and exposure to natural elements, the wall has significantly deteriorated. Damages incurred during the 2017 and 2019 floods have also caused further instability.

In 2020, the NCC completed structural stabilization work, as well as the repair and replacement of the existing pathway wall. Phase 2 of the project will begin in fall 2022, and see the repair and replacement of the pathway. These rehabilitative efforts will improve the wall's resilience, and mitigate future impacts of severe flooding and erosion.

80 Elgin Revitalization

In 2021, the NCC purchased 80 Elgin Street from the British High Commission to serve as a future site for its corporate headquarters. The 80 Elgin project will see a retrofit to the office environment that is reflective of an activity-based workplace model. This will establish adaptive and flexible physical resources to meet the evolving needs of the organization and its personnel.

Additionally, the renovations will be in alignment with federal sustainable development priorities, further demonstrating the NCC's leadership and commitment to building a more sustainable National Capital Region.

With the project currently in the pre-design phase, the project team is in the process of gathering all relevant information about the history of the building, the current performance of relevant building components and limiting factors that may impact the design. In 2022, the NCC will continue its efforts to ensure that the design of this project aligns both with the NCC's operational requirements, as well as with its ambitious sustainability targets.



Rideau Canal Lighting Rehabilitation

The Rideau Canal remains a unique national heritage site that influences the landscape and lifestyle of all of those who live in, and visit, the National Capital Region.

Over time, the lighting systems within the Rideau Canal corridor have deteriorated. The NCC will focus its rehabilitation efforts on bringing the aging systems to modern standards, while also promoting environmentally sustainable lighting practices.

Approximately 450 pathway lights and 425 street lights, as well as supporting infrastructure (cables, panels, kiosks) along the Queen Elizabeth Driveway and Colonel By Drive need to be rehabilitated. To better inform the planning phase, it is anticipated that the NCC will pursue a third-party condition assessment.

The estimated project completion date is 2024–2025. Once finished, the improved lighting will illuminate the canal, enrich the environment and enhance the landscape of the surrounding area.

South Shore Riverfront Park Development

In 2014, the NCC launched a process to reimagine and transform the riverfront lands adjacent to the Sir John A. Macdonald Parkway. After an extensive four-year consultation process, the Ottawa River South Shore Riverfront Park Plan was approved in 2018. The plan sets out the vision and program elements for a modern, continuous park that will connect communities to nine kilometres of riverfront lands between LeBreton Flats and the Mud Lake Britannia conservation area.

As part of the implementation process, the NCC has partnered with the City of Ottawa to develop a 2.4-kilometre riverfront park along the scenic Sir John A. Macdonald Parkway. The park, located on NCC-owned lands, will include green space at Rochester Field, facilities at Westboro Beach, future parkway crossings, shoreline stabilization, landscaping improvements, public pathways, and connections for pedestrians and cyclists. This project will enhance connectivity with adjacent neighbourhoods, improve the balance and distribution of public recreational spaces, and offer more park amenities and services. Work is expected to begin in 2022–2023.



Philippe Lake Campground Rehabilitation

The Philippe Lake sector of Gatineau Park is well known for its campgrounds. In fact, camping is the main activity within this part of the Park, and the NCC offers a diverse range of seasonal experiences.

The Philippe Lake campground, in particular, is a major recreational attraction. Although it has been hosting campers for over 60 years, the site has undergone limited renovations. Many of the campground amenities have reached the end of their life cycle, and deferred maintenance is now impacting the visitor experience.

To ensure that future planned updates align with users' interests, the NCC developed an initial survey. Respondents expressed a desire to see increased amenities, including more ready-to-camp units, as well as additional services, such as water, electricity, and Wi-Fi.

To improve the quality of the camping experience, the NCC will be modernizing the grounds. Proposed works include the construction of a new central building within the campground area; a kitchen shelter; additional ready-to-camp units; upgraded basic services (water and electricity); the reconfiguration of some campsites, roads, signage and landscaping to address privacy concerns and parking lot congestion; and other additional services, including Wi-Fi.

By enhancing and revitalizing the features of this popular destination, the NCC will be able to meet rising demand, while also attracting and retaining a broader user base.

Westboro Beach Area Development

Westboro Beach is a key hub on the south side of the Ottawa River. In alignment with the NCC's Ottawa River South Shore Riverfront Park Plan, this area is being revitalized to create a more vibrant, active space that will improve the quality of life of residents and the experience of visitors.

Building on feedback received during initial public consultations, the NCC began to develop a design for this project in 2021. Careful thought was put into incorporating design features that would make the area inclusive and sustainable. This includes the addition of gender-neutral washrooms, as well as bird-friendly glass and dark-sky-compliant lighting.

The final design and landscaping plan for Westboro Beach, including a new multi-purpose pavilion, was approved by the NCC's Board of Directors in April 2022. Construction is expected to begin in 2022.

Conservation Officer Facility

Since 2004, the property at 80–84 Bayview Road has served as the operational headquarters of the NCC's conservation officers, as well as a storage facility for special events. However, this 80-year-old building has exceeded its intended life cycle, and requires restoration. The NCC will rehabilitate and modernize the property so that it may be repurposed for other uses. As a result, the corporation requires a new, permanent conservation officer facility.

Following a review of prospective properties under NCC ownership, the decision was made to construct a new facility at the Rockcliffe depot site. This building will provide a modern workplace for the NCC's conservation officers that meets their long-term operational needs.

The design, construction and maintenance of any new NCC buildings will comply with its Sustainable Development Strategy, as well as federal sustainable development goals. Work on this project is anticipated to take place over the next two to four years.

Advancing Gender-based Analysis Plus at the NCC

The NCC is committed to ensuring the sustainable integration of GBA Plus across all business lines, and is proud to see its impact every day. Supported by a champion at the senior management level, a centre of expertise, and a cross-divisional working committee, the corporation recognizes its important role in creating an inclusive National Capital Region.

Training efforts are ongoing for employees across the organization, and tools are available to support continuous learning. The NCC is also undertaking a pilot project aimed at integrating GBA Plus into the corporation's broader planning and design framework.

Once finalized, the NCC's revised Capital Design Guidelines will encourage planners to apply a GBA Plus lens early in the design process. Considering the needs, concerns and lived experiences of diverse groups of women, men and gender-diverse people will best support the creation of public spaces that are safer, more inclusive and equitable for all. Intended to promote innovation and facilitate a continual discussion about equitable and inclusive design, these guidelines will identify prompts and tools that can better ensure an equitable design process and user experience. The guidelines will also highlight examples of how these prompts can lead to specific outcomes that benefit as many people as possible. The updated guidelines are expected to be completed in summer 2022.

“In my role as a social media advisor, I get to be the bearer of good news to those in the nation’s capital. For example, we recently released the Gatineau Park parkways summer schedule. I was excited to share this information, as I knew many people were looking forward to visiting the Park. There is always so much to see and do here in the region, from visiting urban farms, hiking in the Greenbelt or cycling in Gatineau Park—everyone can find something to enjoy.”

Aaron Bell

Social Media Advisor, Public, Legal and Corporate Affairs
3 months with the NCC



Gatineau Park Summer Schedule

In spring 2022, the NCC announced its summer schedule for the Gatineau Park parkways. This schedule includes several important new offerings to provide more equitable access to the Park.

The Gatineau Park shuttle pilot project will run each weekend during the summer months. This shuttle, which is accessible to people with reduced mobility, will depart from select downtown locations in Ottawa and Gatineau, and stop at all popular locations along the parkways. For summer 2022, the shuttle service will be free.

The NCC has also partnered with the Relais plein air to provide free four-wheeled electric scooter rentals to visitors with reduced mobility. Power-assisted bicycles will also be available to rent at the Relais plein air and a planned second location in Chelsea.



CORPORATE GOVERNANCE

Mandate

The National Capital Commission (NCC) is a federal Crown corporation created by Canada's Parliament in 1959 under the *National Capital Act* (for more information on governance, please see Appendix B: Corporate Governance Structure). 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 the National Capital Region;
- regulating the use and development of federal lands in the National Capital Region;
- managing, conserving and protecting NCC assets (including Gatineau Park, the Greenbelt, urban parks, real property, and other assets such as bridges, pathways and parkways); and
- maintaining heritage sites in the National Capital Region, such as the official residences and commemorative sites.

Mission

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

Guiding Principles

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

Leadership and Innovation

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

Accountability and Transparency

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

Reconciliation

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

Collaboration

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

Pride

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

Organizational Excellence

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



Core Responsibilities

With a mandate reaching back over a century, the NCC has been serving as both the National Capital Region's primary long-term planner and the principal steward of federal lands to build a dynamic, inspiring and sustainable capital. In addition to internal services, two core responsibilities were derived from the NCC's mandate and previous program alignment architecture. These reflect the NCC's key obligations to the public as a government organization.

Long-Term Planning

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

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

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

Stewardship and Protection

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

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

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

Internal Services

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

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

Municipal Participation at Board of Directors Meetings

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

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

National Capital Commission Board of Directors¹



Marc Seaman
Ottawa, Ontario
Chair
June 7, 2017 to
June 5, 2023

A, B, C, 1, 2



Tobias (Tobi) Nussbaum
Ottawa, Ontario
Chief Executive Officer
February 4, 2019 to
February 3, 2023

A, B, C, 1, 2



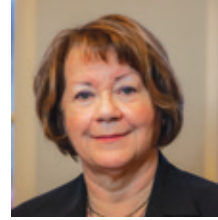
Mireille Apollon
Gatineau, Quebec
December 14, 2017 to
December 13, 2021

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



France Bélisle
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, 2022



Accountability and Operations

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

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

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

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

Committees

Corporate Committees

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

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, 2021 to March 31, 2022

Board Members	Retainer 1	Per Diems 1,2,4,5,6	For Travel 2,3	Total	Attendance					
					Board Meetings 7 days	Committee Meetings (Corporate and Advisory)				
	\$ (A)	\$ (B)	\$ (C)	\$ (A+B+C)		EC 0 days	AC 1.5 days	GC 1.5 days	ACPDR 5.5 days	ACORC 1 day
Mireille Apollon	4,000	5,938	0	9,938	6.5	0.5	–	–	–	–
Larry Beasley	4,000	6,469	0	10,469	6.5	0.5	–	–	–	0.5
Lise Bernier	4,000	2,063	0	6,063	7	–	–	1.5	–	–
Victor Brunette	4,000	2,438	0	6,438	7	–	1.5	–	–	–
Michael Foderick	4,000	2,625	0	6,625	6	–	1.5	–	–	–
Tanya Gracie	6,000	3,938	0	9,938	6.5	–	1.5	1.5	–	–
Caroline Lajoie	4,000	3,750	164	7,914	6	–	–	–	4.5	–
Lisa M. Macdonald	4,000	3,000	0	7,000	7	–	–	1.5	–	1
Deborah Morrison	4,000	3,000	0	7,000	6.5	–	–	1.5	–	–
Norm Odjick	4,000	5,656	0	9,656	6.5	0.5	–	1.5	–	0.5
Sara Jane O'Neill	4,000	2,250	0	6,250	6.5	–	1.5	–	–	–
Lou Ragagnin	4,000	2,625	0	6,625	5.5	–	1.5	–	–	–
Marc Seaman	9,400	16,438	563	26,401	7	0.5	1.5	1.5	4	1
Denis Vaillancourt	4,000	4,688	0	8,688	7	–	–	1.5	5	–
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 the National 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 the National 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 according to Government of Canada directives. The chair of the Audit Committee receives an additional retainer of \$2,000 per year.

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.

Reporting to Parliament and Canadians

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

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

Alain Miguelez

Vice-President, Capital Planning

Michel Houle

Vice-President, Corporate Services, and
Chief Financial Officer

Nancy Martel

Vice-President, Human Resources

Anne Ménard

Vice-President, Capital Stewardship

Véronique de Passillé

A/Vice-President, Public, Legal and Corporate Affairs

Pierre Vaillancourt

Vice-President, Design and Construction

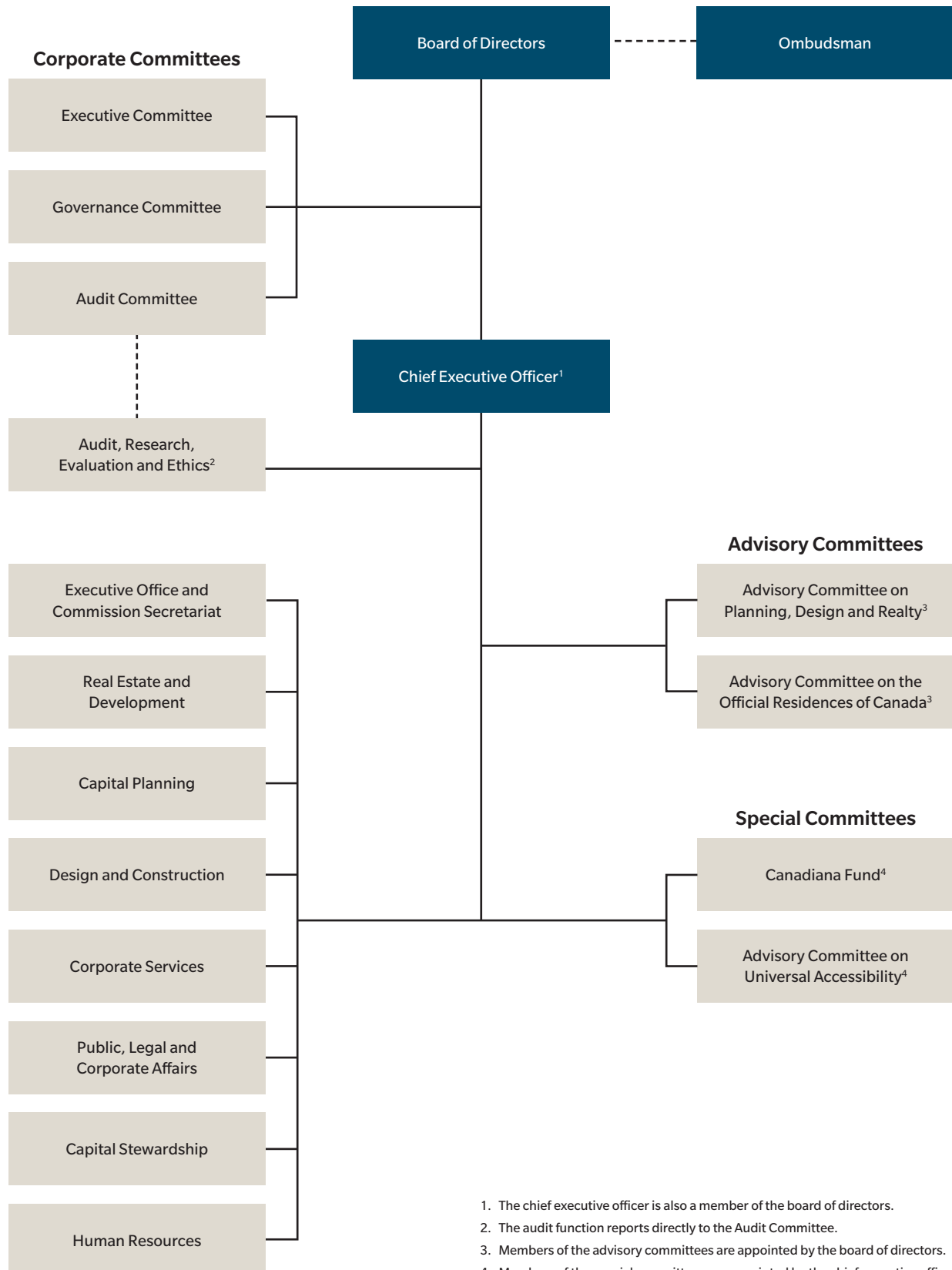
Bill Leonard

A/Vice-President, Real Estate and Development

Luc Fournier

A/Chief of Staff and Commission Secretary

Structure of the National Capital Commission



MANAGEMENT DISCUSSION AND ANALYSIS



Five-Year Key Highlights

For the years ended March 31 (thousands of dollars)	2021– 2022	2020– 2021	2019– 2020	2018– 2019	2017– 2018
Operating Funding					
Parliamentary appropriations for operating expenditures	74,785	79,066	75,206	72,014	66,130
Operating revenues	64,824	38,482	56,276	46,417	48,858
	139,609	117,548	131,482	118,431	114,988
Cost of Operations*	139,477	137,805	141,898	134,573	132,638
Capital Funding					
Parliamentary appropriations for capital expenditures	84,946	70,319	62,453	37,295	23,500
Major Capital Projects					
LeBreton Flats redevelopment	5,252	1,017	2,903	30	627
Official residences	5,638	11,079	5,732	3,247	6,451
Real property acquisitions	27,787	11	267	6,277	7,940
Capital Assets					
Land	345,515	330,719	328,127	326,605	310,348
Buildings and infrastructure and leasehold improvements (net of amortization)	422,093	391,716	356,880	328,724	324,463
Investments in capital assets**	65,091	51,562	56,230	26,194	31,939
Acquisition & Disposal Fund	22,269	28,246	29,328	20,745	21,280

* 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 63 of the present 2021–2022 annual report.

** Investments in capital assets excludes non-monetary expenditures.

Five-Year Key Operating Highlights

For the years ended March 31	2021– 2022	2020– 2021	2019– 2020	2018– 2019	2017– 2018
Number of employees	531	499	476	460	441

2021–2022 Operating Environment

As part of its annual strategic planning process, the NCC prepares an environmental 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 continued to represent a key opportunity for the corporation over 2021–2022, allowing the corporation to contribute to the dynamism, connectivity and character of the National Capital Region in a way that aligns with its national significance, reimagining ways for residents and visitors to connect with the nation's capital.

The additional funding received from the Government of Canada in 2020 allowed the corporation to continue to revitalize the region, animating lands and areas to provide increased access for the public. This includes reinvigorating outdoor destinations, revitalizing critical infrastructure such as Nepean Point, Jacques-Cartier Park, the Britannia pathway wall, and both the Champlain and Portage bridges, as well as rehabilitating many other assets.

The NCC continued its national leadership in the reduction of greenhouse gas emissions, introducing new sustainability standards to its maintenance contracts, including the banning of gas-powered tools on NCC lands. This will allow the NCC to meet the maintenance requirements of its assets, while also encouraging carbon reduction and inspiring the region to follow suit.

Despite the challenges caused by the COVID-19 pandemic over the past few years, the NCC remained steadfast, and committed to supporting the health and well-being of residents through the provision of renewed and reimagined ways to access and experience its land and assets.

Working With Government

Federal level

As a federal Crown corporation, the NCC works to support the priorities of the federal government, maintaining effective and conducive relationships with central agencies and the office of the minister responsible for the NCC. During the 2021–2022 fiscal year, the corporation worked closely with PSPC, led by the Honourable Filomena Tassi, to advance key initiatives in the National Capital Region. Its 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 over the course of 2021–2022.

Provincial level

With the NCC's being the principal planner and chief steward of a region that includes two provinces, both provincial governments are among the NCC's key stakeholders. The 2021–2022 fiscal year saw continued collaboration between the provincial governments and the NCC on various programs and activities of overlap (e.g. environmental protection, natural resource management, tourism and recreation, transportation, infrastructure, land use planning). The NCC will continue to work with provincial authorities on these significant priorities.

Municipal level

The municipal elections in Quebec, held in November 2021, brought in new leadership in Gatineau and Chelsea, two key partners for the NCC. Over the course of 2021–2022, the NCC continued building strong relationships with these new municipal administrations. That, coupled with the continued long-standing relationship with the other municipal administrations in the region, allowed for continuity in project planning and implementation in areas as diverse as urban planning, safe and active transportation, and property and land stewardship.

Capability to Deliver Results

The NCC workforce

The NCC's employees continued to undertake the role of shaping, preserving and promoting the National 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 have continued working as the caretakers, thinkers and advocates of the National Capital Region.

The retention and preservation of institutional knowledge presented by this vast and varied workforce continued to be fundamental to the NCC's continued success as a leader in stewardship and long-term planning. Over the course of 2021–2022, the NCC encouraged collaboration within its workforce, facilitating the sharing of expertise, knowledge and best practices. To address workforce trends such as a decreased market availability and increased competition for expertise, the corporation continued to promote an engaging, diverse and inclusive workplace that sought to attract and retain talent during the 2021–2022 fiscal year.

Furthermore, during the past year, the NCC adapted its work arrangements and workplace environments in response to the impact of COVID-19 on the workforce. This included the continued development and implementation of remote work initiatives such as flexible work arrangements.

Partners and sponsors

The NCC had the opportunity in 2021–2022 to continue growing relationships with the various partners and sponsors upon whose support the corporation relies for the successful delivery of many of its programs, events and activities. Through these relationships, the NCC has also benefited from the capabilities and expertise these sponsors and partners offer.

Volunteers

Volunteers continued to be an integral component for the NCC, not only through their support of the successful delivery of NCC programs and services, but also through their consistent contribution to making the National Capital Region a source of national pride and significance. In 2021–2022, volunteers donated 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 NCC Weekend Bikedays, skate on the Rideau Canal Skateway and admire the historic Maplelawn Garden. Over the course of the year, the NCC's volunteers contributed substantially to the reimagining and advancement of NCC programs and the use of its assets by visitors and residents as a way to enjoy the Capital.

Stakeholder engagement

To build a signature capital, renowned for both its green space and its heritage properties, in 2021–2022, the NCC remained committed to its role as a value-added partner. This required comprehensive engagement with Canadians—local municipalities, elected officials, partners, sponsors, residents, stakeholders, academics and the general public—on various projects such as the Long-Term Integrated Interprovincial Crossings Plan, the Sir George-Étienne Cartier Riverfront Park Plan, and the Alexandra Bridge replacement project, to name a few, in order to facilitate a constructive dialogue around building a capital for all Canadians.

Integrated Risk Management

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. For the 2021–2022 planning period, the NCC identified three major corporate risk categories: capacity, safety and security, and modernization of authorities.

Capacity

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

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

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

Safety and security

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

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

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

Modernization of authorities

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

Performance Against Priorities

The following pages summarize the NCC's performance against commitments in the 2021–2022 to 2025–2026 Corporate Plan.

The corporation successfully met 61 percent (30 out of 49) of its 2021–2022 corporate plan commitments, described below.

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 2021–2022 to 2025–2026 Corporate Plan. Performance evaluation at year-end, 2021–2022, is based on the three 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.



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	Implement recommendations outlined in the NCC's investment planning framework, and report on progress in an investment plan.	2021–2023	On target
	Implement a multi-year asset condition inspection program, and initiate asset condition reports on a priority basis.	2021–2023	Target variance
	Submit funding options to the government to improve the condition of assets.	2021–2023	On target
Asset Rehabilitation	Complete critical repairs and maintenance on a priority basis, in accordance with funding allocated in May 2020.	2021–2023	Target variance

Investment Planning: The NCC made significant progress to advance the recommendations of its Investment Planning Framework this past year, including continuing to establish detailed NCC standards for inspections across all NCC asset classes, as well as supporting changes to internal funding allocation and reallocation processes.

Asset Rehabilitation: The NCC continued to advance its ambitious program of asset rehabilitation projects made possible through the additional appropriations earmarked by the government in May 2020. As of the end of the fourth quarter, 43 of the total 108 Year 1 and 2 projects have completed the study and design phases. Fourteen of these are either completed or substantially completed. Examples of these completed projects are the rehabilitation of Jacques-Cartier Park South, which included excavation and remediation work and levelling of the ground, consequently allowing for the reopening of the park in fall 2021; the completion of the Colonel By wall, featuring new and more sustainable wall materials; and the completion of work on Champlain Lookout, introducing renewed landscaping in spring 2021.

Some projects have been delayed due to the ongoing impacts of the COVID-19 pandemic, including material and labour shortages. Plans and specifications for projects in the Gatineau Park and Quebec Urban Lands portfolio have been initiated, but several of these projects are behind schedule, due to challenges associated with staffing and internal dependencies. As a result, some of these projects missed the seasonal window of opportunity for certain studies. These projects are now expected to be put out for tender in 2022–2023.

Priority 2:

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

Expected outcomes	
Medium-term	Improved connectivity, accessibility, sustainability, wayfinding and public access to LeBreton Flats, the islands and the shorelines.
Long-term	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
Redevelopment of LeBreton Flats and the Island Sites	Implement the LeBreton Flats phased transaction strategy, including the Library Parcel transaction and transactions involving other parcels.	2021–2023	Target variance
	Work with the City of Ottawa to secure a final municipal secondary plan amendment.	2021–2023	Target variance
	Launch a process to initiate implementation of the public realm amenities and associated infrastructure.	2021–2023	On target
Victoria Island Revitalization	Initiate the second phase of the Victoria Island remediation.	2021–2023	On target
	Pursue discussions with the Algonquin First Nation to advance a master plan for Victoria Island.	2021–2023	Not on target
Activation Points and Waterways	Begin implementation of the plans for the north and south shore (Gatineau and Ottawa) riverfront parks.	2021–2023	Target variance
	Increase activation points and activity along the shorelines and waterways of the National Capital Region.	2021–2023	Target variance
Nepean Point Revitalization	Begin implementation of the NCC's vision and plan for Nepean Point.	2021–2023	On target

Redevelopment of LeBreton Flats and the Island Sites: The NCC launched a request for qualifications in 2021 for the development of the Library Parcel, as part of the redevelopment of LeBreton Flats. This was followed by the selection of Dream LeBreton as the successful proponent. In addition, in December 2021, the organization launched a request for expressions of interest (REI) to seek major attractions for two key sites within the LeBreton Flats Master Concept Plan area. The REI closed in February 2022. Following the completion of evaluations, the NCC will announce the successful vendors. It is anticipated that the NCC will advance the next phase of development by launching a request for offer to lease during spring 2022 for a new parcel of land at this site.

Victoria Island Revitalization: During summer 2021, the NCC successfully launched a competitive tendering process to complete the second phase of remediation work for Victoria Island. Consequently, during fall 2021, the NCC announced that the contract to carry out this second phase of remediation work was awarded to Decontie Milestone Inc., an Algonquin Anishinabe contractor. The majority of the second phase of remediation work continued on schedule, while the remaining work is expected to be completed in fall 2022.

Due to the passing of Algonquin Anishinabeg Nation Tribal Council Grand Chief John Boudrias, in May 2021, and the ongoing challenges of the COVID-19 pandemic, the NCC's engagement on project planning with Algonquin partners was delayed. During winter 2021, the organization held preliminary discussions with the recently appointed Acting Grand Chief. In 2022–2023, the NCC will continue to collaborate, pursuing a funding agreement and terms of reference for a joint working group to initiate the development of a master plan for Victoria Island.

Activation Points and Waterways: The NCC continued to synthesize and prioritize elements of the Ottawa River North Shore Parklands Plan for implementation. Although this work experienced some delays, the development of an implementation plan will be completed in 2022–2023.

Nepean Point Revitalization: The organization began implementation of the first elements of the new design for Nepean Point in spring 2021. This included construction of the park in July 2021, followed by the initiation of bridge construction in winter 2022. The project remains on track to be completed by summer 2023.

Priority 3:

Execute an asset management and financial sustainability strategy.

Expected outcomes	
Medium-term	Augment revenue generation, and optimize the use of lands and other real estate assets for future reinvestment.
Long-term	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
Real Property Optimization	Implement strategies to optimize real property.	2021–2023	On target
	Develop a Regional Interest Land Mass (RILM) strategy.	2021–2023	On target
Flexibility in Authorities	Collaborate with government to identify long-term funding solutions needed to close the gap in the NCC's annual appropriations.	2021–2023	On target
	Engage with government to explore options to modernize the real property authority limits.	2021–2023	On target
Partnerships and Philanthropy	Implement the partnership framework.	2021–2023	Not on target
	Promote the NCC's Park Bench Dedication Program.	2021–2023	Target variance
	Research the creation of an NCC foundation.	2021–2023	On target

Real Property Optimization: During the year, the organization created a robust land asset classification and evaluation tool used to score and classify NCC land assets.

Flexibility in Authorities: The NCC continued throughout 2021–2022 to engage with federal counterparts to develop long-term funding solutions to help close the gap in its annual appropriations. This included working with PSPC and TBS on proposed changes to the NCC's authorities.

Partnerships and Philanthropy: The NCC continued its Park Bench Dedication Program campaign, generating approximately \$67,700 in revenue during the 2021–2022 fiscal year. The NCC has developed a renewed approach for the campaign, which will be implemented in 2022–2023.

Over the course of 2021–2022, the NCC also researched the creation of an NCC foundation, and discussed the results with the NCC Board of Directors. The NCC will focus on the implementation of a partnership framework, the Canadiana Fund, and ecological donations during the 2022–2023 year.

During spring 2021–2022, the NCC worked with an external firm to update its partnership strategy. The recruitment process for the position of chief of the Partnerships Program—originally scheduled for summer 2022—was launched and is ongoing. The implementation of the partnership strategy will be delayed, and will take place during the next fiscal 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
Long-Range Plan and Other Policy Renewals and Reviews	Advance the Capital Core Area Plan.	2021–2023	Target variance
	Complete the planning framework for the official residences of Canada.	2021–2023	Target variance
	Initiate the development of the Sir George-Étienne Cartier Parkway Riverfront Park Plan.	2021–2023	On target
	Update other plans, as required, in accordance with the NCC's planning framework [Rideau Hall Master Plan].	2021–2023	Target variance
	Complete the development of the NCC's Long-Term Integrated Interprovincial Crossings Plan.	2021–2023	On target
Federal Land Use, Design and Transaction Approval Process	Implement the sustainable fee structure.	2021–2023	Target variance
	Develop and implement a comprehensive evaluation system for the federal land use, design and transaction approval process.	2021–2023	On target
	Develop efficient and timely processes and concise federal land use, design and transaction approval policies.	2021–2023	Target variance

Long-Range Plan and Other Policy Renewals and Reviews: Over the course of 2021–2022, the NCC began efforts to advance the Capital Core Area Plan. Although staffing delays slowed the project slightly, public engagement activities and the completion of the existing conditions report will continue in 2022–2023.

Further to this, during 2021–2022, the NCC completed the planning framework for the official residences of Canada, along with the long-term vision and principles for the Rideau Hall Master Plan; launched a survey and research, and completed the initial public consultation to inform the renewal of the Sir George-Étienne Cartier Parkway Riverfront Park Plan; and completed the Long-Term Integrated Interprovincial Crossings Plan.

Federal Land Use, Design and Transaction Approval Process: The NCC implemented a new, sustainable fee structure on July 1, 2021. To inform stakeholders and raise awareness about the rationale behind the fee increase and the resulting benefits for proponents, the NCC conducted information sessions throughout the 2021–2022 fiscal year. The NCC also continued to advance the development of new performance indicators for its federal land use, design and transaction approval program, which will continue into the 2022–2023 fiscal year.

Priority 5:

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

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

Initiative	Corporate milestones over the planning period	Target date	Status
Sustainable Development	Continue the implementation of the NCC's Sustainable Development Strategy, 2018–2023, in line with the current FSDS, 2019–2022.	2021–2023	On target
	Initiate the renewal of the NCC's Sustainable Development Strategy in alignment with the FSDS, 2022–2025, for tabling in Parliament.	2021–2023	On target
Enhancement and Conservation of Gatineau Park, the Greenbelt and NCC Urban Lands – Greenbelt and Ontario Urban Lands	Improve the health of valued ecosystems.	2021–2023	On target
	Expand and enhance the Urban Winter Trail Program, and continue to implement the Greenbelt recreational pathways program.	2021–2023	On target
	Develop a branding concept that is focused on enhanced NCC visibility in the Greenbelt.	2021–2023	On target
Enhancement and Conservation of Gatineau Park, the Greenbelt and NCC Urban Lands – Gatineau Park and Quebec Urban Lands	Pursue ongoing efforts to control the impact of invasive species.	2021–2023	On target
	Explore funding and operational options for sustainable transportation in Gatineau Park.	2021–2023	On target
	Support the protection of ecological corridors around Gatineau Park, in accordance with the National Interest Land Mass (NILM) update and revised Gatineau Park Master Plan.	2021–2023	On target

Sustainable Development: The NCC continued the implementation of its Sustainable Development Strategy (SDS) throughout 2021–2022, making progress and completing 34 of the 36 planned actions. During the latter part of the year, the NCC began its internal consultation processes for the renewal of its SDS. This new iteration will be in alignment with the FSDS, 2022–2025.

Enhancement and Conservation of Gatineau Park, the Greenbelt and NCC Urban Lands – Greenbelt and Ontario Urban Lands: The NCC completed numerous successful projects in 2021–2022 that contributed to improving the health of valued ecosystems. These projects included a road ecology fencing project in collaboration with Environment and Climate Change Canada; data collection and analysis for Gatineau Park’s nesting bird ecosystem health indicator; a research project on the ecosystem surrounding the Eardley Escarpment, in collaboration with Université du Québec en Outaouais; and a research project on the health of freshwater ecosystems in Gatineau Park, in collaboration with the Canadian Museum of Nature.

Additionally, as part of the efforts to promote the Greenbelt and reduce pressures on Gatineau Park, a Fall Rhapsody marketing campaign was deployed in summer 2021 to encourage members of the public to explore less-crowded green spaces in the Greenbelt, while the Urban Winter Trail program saw another successful year for the 2021–2022 period.

Enhancement and Conservation of Gatineau Park, the Greenbelt and NCC Urban Lands – Gatineau Park and Quebec Urban Lands: The NCC continued to explore funding and operational options for sustainable transportation in Gatineau Park, including the development of plan to implement a shuttle pilot project in the Park. To provide more equitable access to the trailheads and lookouts along the parkways, the NCC offered the shuttle service pilot program on weekends. The shuttles provided free and accessible transportation from downtown Ottawa–Gatineau to the Gatineau Park Visitor Centre and various popular destinations along the parkways. Building on its success, this program was relaunched in spring 2022, and will continue throughout the summer months.

Over the 2021–2022 fiscal year, the NCC held several consultations with partners to solicit their feedback on the development of a strategy for the protection of ecological corridors surrounding Gatineau Park. Drawing on this feedback, the NCC drafted a strategy for the protection of these ecological corridors, which will be explored further in 2022–2023.

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

Initiative	Corporate milestones over the planning period	Target date	Status
Employee Engagement	Apply the initiatives of the NCC's employee engagement framework.	2021–2023	Target variance
Recruitment and Selection	Review business processes to gain efficiency and effectiveness.	2021–2023	On target
	Review job evaluation tools and processes.	2021–2023	On target
Organizational Learning	Develop an organizational learning strategy to build capacity and facilitate learning and development.	2021–2023	Target variance
	Develop policies and procedures in support of the NCC's organizational learning strategy.	2021–2023	On target
Workplace Modernization	Develop and implement workplace modernization initiatives.	2021–2023	On target
	Update and implement a change management strategy.	2021–2023	On target
Digital Transformation – Business Process Efficiency	Modernize corporate applications, including the transformation to cloud-based applications that meet mobility and disaster-recovery requirements.	2021–2023	Not on target
	Fully implement a digital signature platform.	2021–2023	On target
	Enhance the NCC document management system, and integrate this system with project management and collaboration tools.	2021–2023	On target
Digital Transformation – NCC Transformation for Canadian Citizens	Ensure that NCC open data are easily accessible to the public and partners.	2021–2023	On target
	Begin implementing a low-code platform to rapidly develop mobile applications.	2021–2023	Not on target
NCC Brand Promise	Define the NCC's brand promise.	2021–2023	Target variance
Asset Retirement Accounting	Develop an approach and plan to implement the new accounting standard PSAS 3280 for asset retirement obligations, which addresses the accounting and reporting of legal obligations.	2021–2023	On target

Employee Engagement: During the 2021–2022 fiscal year, the NCC developed a remote working guide outlining ways for staff to perform parts of their work remotely, while also re-initiating team building, and strengthening in-person professional relationships within and among divisions and branches. As pandemic-related health restrictions eased, the NCC began to implement renewed return-to-work options for staff.

Recruitment and Selection: With the goal of enhancing the efficiency and effectiveness of recruitment processes, in 2021–2022, the NCC promoted and applied its new Job Evaluation Policy.

Organizational Learning: To provide employee growth opportunities, and promote a culture of knowledge sharing, the NCC identified high-potential employees who would benefit from professional development opportunities; relaunched second language in-house training and launched the NCC mentorship program.

Workplace Modernization: The organization finalized the acquisition of 80 Elgin Street from the British High Commission. Securing this new space creates new and exciting possibilities for the NCC’s Workplace Modernization Project. In addition to the anticipated cost savings made possible through the consolidation of its offices at this location, the NCC will be afforded the opportunity to fully re-imagine this space in a manner that best reflects its operational needs and mandate.

Digital Transformation – Business Process Efficiency: As a means of enhancing its document management system, the NCC is working to modernize its corporate applications, including the transformation to cloud-based applications; and fully implement a digital signature platform.

After having been delayed due to insufficient resources, the NCC has advanced the request for proposals (RFP) process for the agreements application using a new challenge-based solicitation methodology. Full implementation of this application is targeted for winter 2023–2024.

Digital Transformation – NCC Transformation for Canadian Citizens: To ensure that NCC open data are easily accessible to the public and partners, 10 new datasets were made publicly available this year on the NCC’s open data hub.

Over the 2021–2022 fiscal year, progress was made on the development of a mobile application that allows staff to query and edit work orders. Feature requirements were defined with clients, and the application continues to be tested by a pilot group composed of asset coordinators and key users. The launch of this application was delayed due to limited resources, and is now expected to be launched in mid 2022–2023.

NCC Brand Promise: Over the course of 2021–2022, the NCC conducted public opinion research to help orient the project. In addition to this, a national and National Capital Region survey was developed to be fielded by Nanos Research. The NCC will be conducting further public opinion research in the coming year to advance the next iteration of the project.

Asset Retirement Accounting: During the 2021–2022 year, the NCC approved an approach and plan to implement the new accounting standard for asset retirement obligations.

2021–2022 Performance Measurement Framework

The table below presents performance results in 2021–2022 against targets derived from the NCC’s corporate performance measurement framework, along with historical data from 2020–2021 and 2019–2020. Within the performance measurement framework, performance objectives are included in five categories: real property leasing, project management, federal approvals, engagement and outreach, and employment equity.

Measures	2021–2022 Targets	Results		
Real Property Leasing	Vacancy Rate	2019–2020	2020–2021	2021–2022
Residential	5%	0.8%	1%	0%
Commercial	5%	2.7%	4.3%	5.86%
Agricultural	4%	2.7%	3.6%	1.8%
Real Property Leasing	Revenue	2019–2020	2020–2021	2021–2022
Residential	\$3.4 million	\$3.3 million	\$3.4 million	\$3.5 million
Commercial	\$15.9 million	\$18.7 million	\$16.5 million	\$16.2 million
Agricultural	\$1.4 million	\$1.9 million	\$1.5 million	\$1.6 million
Project Management				
Projects on time	92% of planned projects completed on time			
Projects within scope	94% of planned projects completed within scope			
Projects on budget	81% of projects completed on budget			
Federal Approvals	Time Frame	2019–2020	2020–2021	2021–2022
Levels 1, 2 and 3	75% of service level agreement timing met	59%	80%	88%
Engagement and Outreach	Engagement	2019–2020	2020–2021	2021–2022
Social media engagement	Year-over-year increase in total social media engagement	23%	29%	-10.9%*
Social media followership	Year-over-year increase in total social media followership	11%	10%	8%
Number of NCC public engagement activities	N/A	30	30	53
Employment Equity	Market Availability (National Capital Region)	2019–2020	2020–2021	2021–2022
Women	47.4%	50.4%	51.9%	52.3%
Indigenous persons	2.8%	1.9%	2.8%	2.3%
Persons with disabilities	8.5%	3.4%	3.0%	3.0%
Members of a visible minority	18.4%	11.8%	13.6%	15%

* This decline can be attributed to COVID-19 and the increase in engagement associated with COVID-19-related announcements in 2020–2021. Social media engagement in 2021–2022 saw a 12.5 percent increase over 2019–2020, which is a more comparable year.

Financial Review

Parliamentary Appropriations

In 2021–2022, the NCC was granted a total of \$159.7 million in parliamentary appropriations for operating and capital expenditures. This represented a net increase of \$10.3 million or 7% from \$149.4 million in 2020–2021, due primarily to the following.

Non-recurring appropriations for operating and capital expenditures:

- \$8.2 million in funding from Budget 2020 for the revitalization of the NCC’s portfolio of tangible capital assets;
- \$4.7 million under the Federal Contaminated Sites Action Plan, in accordance with the funding schedule; and
- \$0.6 million for the reimbursement of eligible salary expenditures.

Recurring appropriations for operating expenditures:

- \$2.4 million for the impact of the collective agreement.

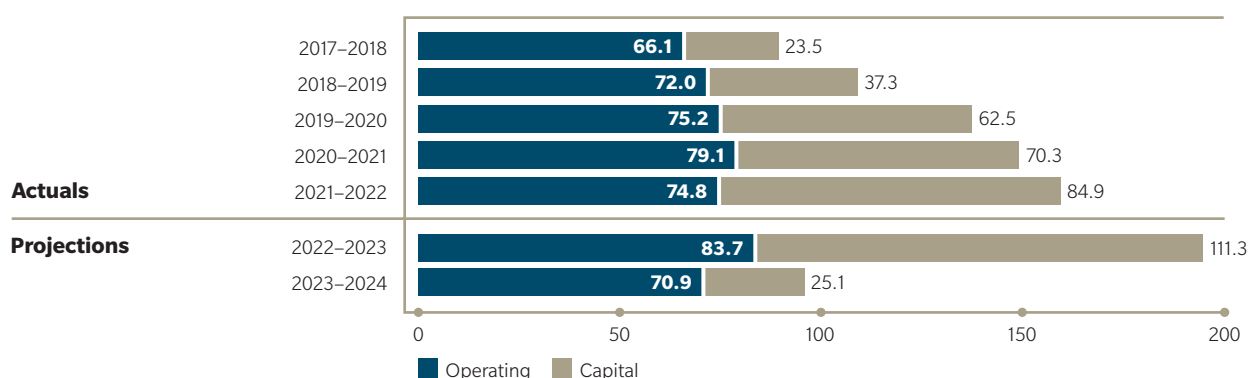
These increases were offset in part by the following prior year non-recurring funding:

- \$3.5 million for the retroactive impact of the collective agreement;
- \$1.9 million in funding to offset financial losses incurred from providing rent relief to NCC tenants affected by COVID-19; and
- \$0.2 million in funding for the National Monument to Canada’s Mission in Afghanistan.

Table 1: Parliamentary Appropriations, 2020–2021 to 2023–2024 (in thousands of dollars)

	Actuals			Projections	
	2020–2021	2021–2022	Variance	2022–2023	2023–2024
Operating	66,609	71,036	4,427	83,720	70,917
Supplementary – Operating	12,457	3,749	(8,708)	–	–
Sub-total	79,066	74,785	(4,281)	83,720	70,917
Capital	23,750	84,946	61,196	111,341	25,040
Supplementary – Capital	46,569	–	(46,569)	–	–
Sub-total	70,319	84,946	14,627	111,341	25,040
Total appropriations	149,385	159,731	10,346	195,061	95,957

Chart 1: Parliamentary Appropriations, 2017–2018 to 2023–2024 (in millions of dollars)



Revenues

The NCC generated \$64.8 million in operating revenues in 2021–2022, an increase of \$26.3 million or 68% from \$38.5 million in 2020–2021, which is mainly attributable to the following.

Increases as a result of the following:

- \$17.6 million in gain on disposal of tangible capital assets, primarily as a result of the disposal of a property to a federal department and a property to the City of Ottawa;
- \$1.5 million in recoveries related primarily to Interprovincial Crossings and Sustainable Transport studies and commemorations projects;
- \$1.3 million in rental operations and easements due primarily to Payment in lieu of municipal taxes recoveries;
- \$0.7 million in user access fees;
- \$5.2 million in other revenues primarily as a result of \$2.5 million from the Energy Services Acquisition Program for the modernization of NCC infrastructure and \$1.8 million related to the construction of Pangishimo Park, as well as a \$1.7 million settlement with a third party for the removal of covenants, the option to repurchase and the right of first refusal in an agreement concerning the sale of a property.

Rental operations and easements provided the most significant source of operating revenues in 2021–2022, representing 43% (69% in 2020–2021) of total operating revenues.

The credit risk associated with accounts receivables in the rental portfolio remains high as a result of the COVID-19 pandemic, mostly due to the temporary closures of tenants' businesses. The NCC received additional parliamentary appropriations of \$1.9 million in 2020–2021 to offset loss of rental revenue, and additional funding is required in 2022–2023 in order to offset further revenue losses that have impacted operations.

Chart 2: Main Source of Operating Revenues, 2017–2018 to 2023–2024 (in millions of dollars)

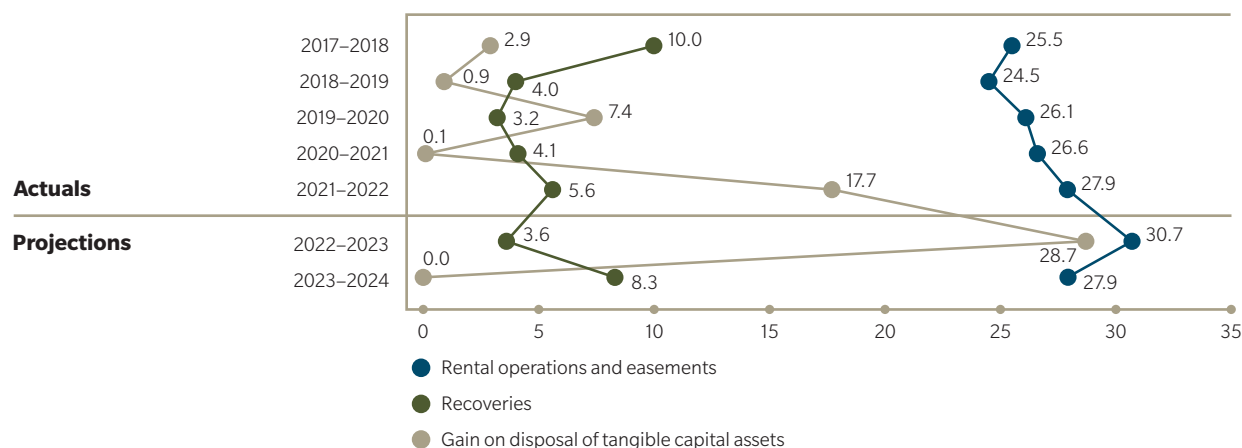
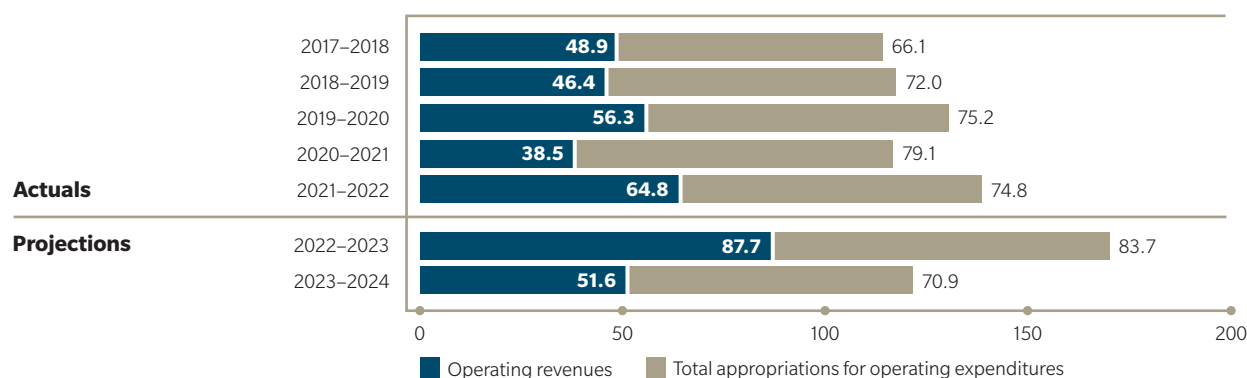


Chart 3: Total Operating Funding, 2017–2018 to 2023–2024 (in millions of dollars)

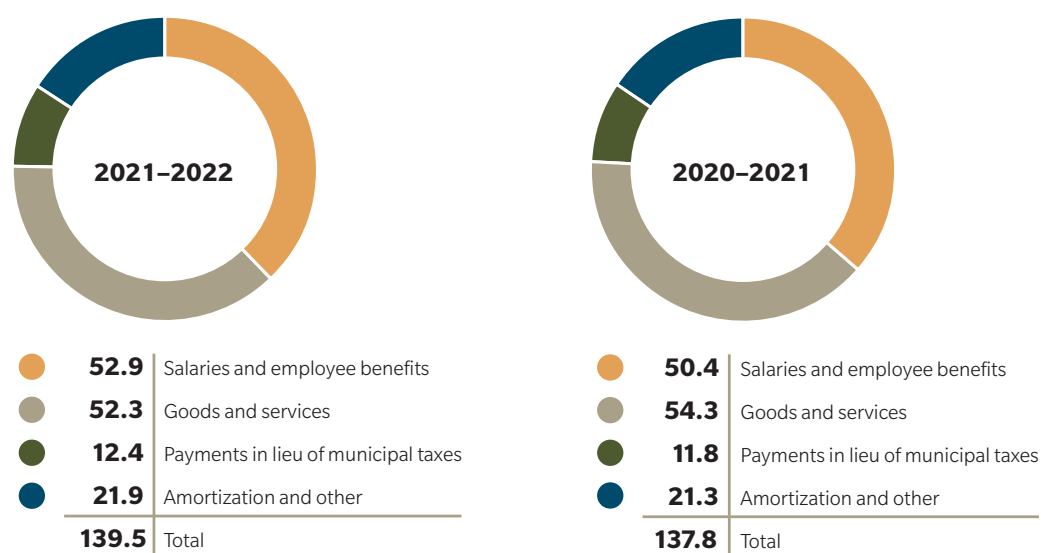


Expenses

Total operating expenses, detailed by object in Note 14 of the financial statements, increased by 1% to \$139.5 million, compared with \$137.8 million in 2020–2021. The \$1.7-million year-over-year increase is attributable primarily to the following increases: \$2.4 million in salary and employee benefits, \$0.9 million in amortization expense and \$0.5 million in payments in lieu of municipal taxes, offset in part by a decrease of \$2.1 million in goods and services.

The year-over-year increase of \$2.4 million in salary and employee benefits was funded by the increase in additional parliamentary appropriations to cover the impact of the collective agreement. The loss of productivity as a result of absenteeism directly attributable to COVID-19 totalled 202 working days in 2021–2022 (1,740 in 2020–2021), representing an amount of \$0.1 million in salaries (\$0.5 million in 2020–2021).

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



Surplus

The 2021–2022 surplus of \$85.1 million is mainly attributable to the following:

- \$63.3-million surplus due mostly to a timing difference between capital funding which is recognized when received, and the amortization;
- \$17.7-million gain on disposal of tangible capital assets due to the disposal of a property to a federal department and a property to the City of Ottawa;
- \$6.0 million in other revenues primarily as a result of \$2.5 million from the Energy Services Acquisition Program, and \$1.8 million related to the construction of Pangishimo Park, and a \$1.7 million settlement with a third party for the removal of covenants, the option to repurchase and the right of first refusal in an agreement concerning the sale of a property; and
- \$1.3 million in rental operations and easements due primarily to Payment in lieu of municipal taxes recoveries.

These items were partially offset by the following:

- \$1.2 million for an adjustment to the environmental provision;
- \$1.5 million in payments in lieu of municipal taxes deficit; and
- \$0.5 million in bad debt expenditures, mostly as a result of additional provision for allowance for doubtful accounts related to the leasing portfolio.

Capital Expenditures

In 2021–2022, the NCC undertook \$78.1 million in capital expenditures, an increase of \$25.5 million from \$52.6 million in 2020–2021.

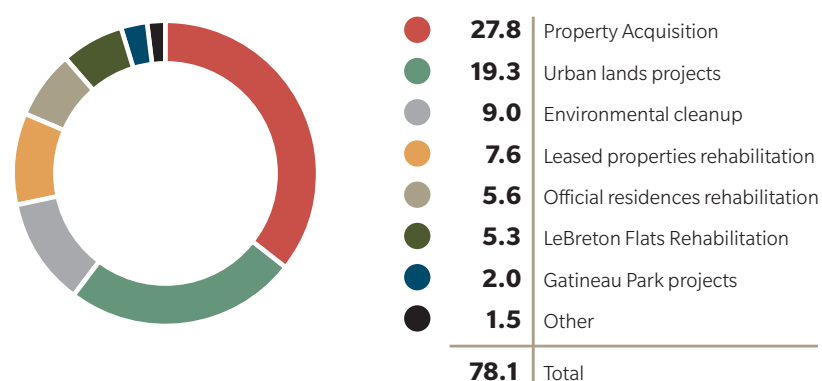
Major capital investments during 2021–2022 were as follows:

- \$27.8 million for property acquisitions, including 80 Elgin Street and properties in Gatineau Park;
- \$19.3 million in the urban lands portfolio for projects such as the Nepean Point site development, the Pangishimo Park Construction, Colonel By Wall rehabilitation, Westboro Beach Pavilion and the Portage Bridge shoreline stabilization;
- \$9.0 million in environmental projects, primarily due to an increase in the provision for future environmental remediation for Victoria Island, as well as other remediation projects for other contaminated sites;
- \$7.6 million for leased properties, including the Energy Services Acquisition Program (ESAP) delivered by PSPC, the rehabilitation of the National Capital River Pavilion and the rehabilitation of 138 St-Patrick Street;
- \$5.6 million for official residences, including the implementation of the operations zone redevelopment, the construction of a Service, Maintenance and Storage building and replacement of the Fire Pump at Rideau Hall;
- \$5.3 million for LeBreton Flats Rehabilitation project, including the construction of LeBreton Flats pathway;
- \$2.0 million for Gatineau Park projects, including the Philippe Lake campground rehabilitation, infrastructure improvements at the Mackenzie King Estate and the Champlain Lookout rehabilitation; and
- \$1.5 million for other capital expenditures, including equipment.

The most notable increases in capital expenditures, compared with the previous year, is related primarily to property acquisitions due to 80 Elgin Street and properties in Gatineau Park acquisitions in 2021–2022, and environmental projects as a result of the increase in the provision for future environmental remediation for Victoria Island in 2021–2022. These increases are offset in part by a decrease in official residences projects, mainly as a result of the investments at the Harrington Lake property in the previous year.

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, Champlain Bridge maintenance and rehabilitation, 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 Nepean Point rehabilitation and the National Capital River Pavilion shoreline animation.

Chart 5: NCC Capital Expenditures 2021–2022 (in millions of dollars)



Budgetary Analysis

Table 2 provides a detailed analysis of the 2021–2022 to 2025–2026 Corporate Plan Summary and 2020–2021 actual results. The table also provides operational budgets for 2022–2023, as presented in the 2022–2023 to 2026–2027 Corporate Plan Summary.

The revenue surplus of \$1.3 million compared with budget in 2021–2022 was due primarily to higher than budgeted gain on disposal of tangible capital assets, offset in part by lower-than-planned other revenues related to a contribution due to delays in the 80 Elgin Rehabilitation project. This contribution was originally planned as other revenue and will be received as parliamentary appropriations.

The actual cost of operations was \$5.1 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)

	2022–2023	2021–2022			2020–2021		
	Budget	Budget	Actual	Variance	Budget	Actual	Variance
Revenues							
Rental operations and easements	30,720	26,693	27,909	1,216	25,723	26,647	924
Recoveries	3,633	6,267	5,645	(622)	2,824	4,142	1,318
User access fees	3,755	3,492	4,387	895	3,487	3,726	239
Interest	1,668	1,943	1,963	20	2,694	1,880	(814)
Gain on disposal of tangible capital assets	28,700	6,633	17,672	11,039	–	67	67
Other revenues	19,249	21,103	7,248	(13,855)	4,242	2,020	(2,222)
	87,725	66,131	64,824	(1,307)	38,970	38,482	(488)
Expenses							
Long-term planning	9,258	8,370	5,566	2,804	5,929	5,543	386
Stewardship and protection	104,431	102,540	101,626	914	102,100	100,728	1,372
Internal services	37,151	33,672	32,285	1,387	32,462	31,534	928
	150,840	144,582	139,477	5,105	140,491	137,805	2,686
Deficit before funding from the Government of Canada	(63,115)	(78,451)	(74,653)	3,798	(101,521)	(99,323)	2,198
Funding from the Government of Canada							
Parliamentary appropriations for operating expenditures	83,720	74,000	74,785	785	72,666	79,066	6,400
Parliamentary appropriations for tangible capital assets	111,341	84,946	84,946	–	70,319	70,319	–
	195,061	158,946	159,731	785	142,985	149,385	6,400
Surplus (deficit) for the year	131,946	80,495	85,078	4,583	41,464	50,062	8,598
Accumulated surplus at beginning of the year	856,230		771,152			721,090	
Accumulated surplus at end of the year	988,176		856,230			771,152	

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 on an ongoing basis 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 was fully spent in 2020–2021, and an additional \$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 and to address deferred maintenance of other NCC assets. 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 as important heritage assets continue to deteriorate at an accelerated rate.

In addition, there remains a requirement for a permanent increase in the NCC's ongoing operating appropriations of \$68.4 million. 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. Up to this point, the NCC has been able to mitigate increased operating funding pressures by drawing down its reserves, and by generating increased revenues, however, 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 \$299.2 million as at March 31, 2022, an increase of \$82.4 million or 38% from \$216.8 million as at March 31, 2021, attributable primarily to cash received and higher investments, as well as higher accounts receivables, attributable primarily to the accounts receivables from Government Departments.

Liabilities totalled \$217.0 million as at March 31, 2022, an increase of \$42.1 million or 24% from \$174.9 million as at March 31, 2021, attributable primarily to a \$34.6-million increase in deferred revenues due to deferred parliamentary appropriations for renovations to the NCC's new headquarters and for the \$10.0-million increase in the provision for environmental remediation.

Non-financial assets totalled \$774.0 million as at March 31, 2022, an increase of \$44.8 million or 6% from \$729.2 million as at March 31, 2021, reflecting mostly increases in tangible capital assets, including the delivery of capital projects funded from Budget 2020, net of amortization, as well as property acquisitions.

FINANCIAL STATEMENTS

for the year ended March 31, 2022



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.

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, 2022



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 2022, 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 2022, 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 2022

Statement of Financial Position

As at March 31 (in thousands of dollars)	2022	2021
Financial Assets		
Cash and cash equivalents (Note 3)	209,204	187,284
Restricted cash and cash equivalents (Note 4)	5,964	4,859
Accounts receivable (Note 5)	42,556	14,684
Investments (Note 3)	39,701	9,968
Assets held for sale (Note 11)	1,744	–
	299,169	216,795
Liabilities		
Accounts payable and accrued liabilities (Note 6)	21,328	23,933
Light rail transit (Note 4)	2,195	2,344
Provision for environmental remediation (Note 7)	74,003	64,049
Deferred revenues (Note 8)	96,073	61,481
Employee future benefits (Note 9)	10,898	10,495
Other liabilities (Note 10)	12,464	12,551
	216,961	174,853
Net Financial Assets	82,208	41,942
Non-Financial Assets		
Tangible capital assets (Note 11)	767,608	722,435
Prepaid expenses	2,194	2,422
Other non-financial assets (Note 12)	4,220	4,353
	774,022	729,210
Accumulated Surplus	856,230	771,152

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)	2022 Budget	2022 Actual	2021 Actual
	(Note 2)		
Revenues			
Rental operations and easements (Note 13)	26,693	27,909	26,647
Recoveries	6,267	5,645	4,142
User access fees	3,492	4,387	3,726
Interest	1,943	1,963	1,880
Gain on disposal of tangible capital assets	6,633	17,672	67
Other revenues (Note 13)	21,103	7,248	2,020
	66,131	64,824	38,482
Expenses (Notes 1 and 14)			
Long-term planning	8,370	5,566	5,543
Stewardship and protection	102,540	101,626	100,728
Internal services	33,672	32,285	31,534
	144,582	139,477	137,805
Deficit before funding from the Government of Canada	(78,451)	(74,653)	(99,323)
Funding from the Government of Canada			
Parliamentary appropriations for operating expenditures (Note 15)	74,000	74,785	79,066
Parliamentary appropriations for tangible capital assets (Note 15)	84,946	84,946	70,319
	158,946	159,731	149,385
Surplus for the year	80,495	85,078	50,062
Accumulated surplus at beginning of the year	761,844	771,152	721,090
Accumulated surplus at end of the year	842,339	856,230	771,152

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)	2022 Budget	2022 Actual	2021 Actual
	(Note 2)		
Surplus for the year	80,495	85,078	50,062
Acquisition and improvements of tangible capital assets (Note 11)	(137,364)	(78,125)	(52,620)
Amortization of tangible capital assets (Note 11)	21,607	21,608	20,692
Gain on disposal of tangible capital assets	(6,633)	(17,672)	(67)
Proceeds from disposal of tangible capital assets	14,467	27,102	67
Assets held for sale (Note 11)	–	1,744	–
Loss on disposal of tangible capital assets	–	199	239
Realized loss from sale-leaseback transaction	–	(183)	(183)
Write-down of tangible capital assets	–	154	270
	(107,923)	(45,173)	(31,602)
Change in prepaid expenses	–	228	(1,125)
Change in other non-financial assets	135	133	178
	135	361	(947)
Increase (decrease) in net financial assets	(27,293)	40,266	17,513
Net financial assets at beginning of the year	21,902	41,942	24,429
Net financial assets (net debt) at end of the year	(5,391)	82,208	41,942

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)	2022	2021
Operating Activities		
Cash receipts from parliamentary appropriations for operating expenditures	79,660	78,438
Cash receipts from rental operations and easements	28,701	24,251
Cash receipts from other operations	13,525	24,553
Cash paid to suppliers	(61,836)	(67,477)
Cash paid to employees	(55,894)	(46,366)
Interest received	2,176	2,314
Disbursements related to the management and remediation of sites	(404)	(597)
Cash flows provided by operating activities	5,928	15,116
Capital Activities		
Cash receipts from parliamentary appropriations for tangible capital assets	84,946	70,319
Acquisition and improvements of tangible capital assets	(62,474)	(58,089)
Proceeds from disposal of tangible capital assets	26,943	67
Disbursements for environmental remediation	(3,367)	(1,166)
Cash flows provided by capital activities	46,048	11,131
Investing Activities		
Cash receipts for Chambers Building Fund	1,095	162
Disbursements for investments purchased	(31,810)	(2,084)
Cash receipts from investments sold	1,764	976
Cash flows used by investing activities	(28,951)	(946)
Increase in cash and cash equivalents	23,025	25,301
Cash and cash equivalents at beginning of the year	192,143	166,842
Cash and cash equivalents at end of the year	215,168	192,143
Represented by:		
Cash and cash equivalents	209,204	187,284
Restricted cash and cash equivalents	5,964	4,859
	215,168	192,143

The notes are an integral part of the financial statements.

1. Authority and Objectives

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

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

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

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

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 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. Uncertainty is still present in 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.

Budget Figures

The 2021–2022 budget figures, as presented in the *2021–2022 to 2025–2026 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 reporting date, the NCC assesses investments to determine if there is any objective evidence of impairment. Where one exists and is deemed to be due to factors other than a temporary decline, the impairment loss would be reported in the Statement of Operations and Accumulated Surplus.

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, 2022 (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.

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

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 by the provider and 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).

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, 2022 (in thousands of dollars, unless otherwise specified)

3. Cash and Cash Equivalents and Investments

A. Cash and Cash Equivalents

As at March 31, 2022, cash and cash equivalents include \$209.2 million (\$187.3 million in 2021) in cash, invested at a weighted average interest rate of 0.8% (0.8% in 2021).

B. Investments

As at March 31, 2022, the long-term investment portfolio includes bonds of provincial governments and a guaranteed investment certificate, totalling \$39.7 million (\$10.0 million in 2021) invested at a weighted average interest rate of 1.3 % (2.7% in 2021).

	2022		2021	
	Amortized Cost	Quoted Market Value	Amortized Cost	Quoted Market Value
Provincial governments	9,701	9,454	9,968	10,265
Guaranteed investment certificate	30,000	30,000	–	–
	39,701	39,454	9,968	10,265

C. Designated Funds

As at March 31, 2022, cash and cash equivalents included \$144.7 million (\$109.7 million in 2021) 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:

	2022	2021
Redevelopment of LeBreton Flats	2,557	3,016
The Revitalization of NCC assets (Budget 2020)	78,133	39,636
South Shore Riverfront Park development	23,461	23,532
Commemoration Canada's Mission in Afghanistan	4,312	4,329
Commemoration Fallen Foreign Service Officer	3,607	3,726
Commemoration Victim of Communism	859	1,639
Commemoration LGBTQ2+	1,055	–
Federal Contaminated Sites Action Plan (FCSAP)	5,491	2,593
Redevelopment of industrial lands on the north shore of the Ottawa River	2,757	2,740
Revitalization of Sparks Street in Ottawa	205	205
Acquisition of real property ¹	22,269	28,246
	144,706	109,662

¹ These funds are mainly used to acquire and dispose of real properties. During the period, proceeds on disposal and interest revenues amounted to \$27.2 million (\$0.3 million in 2021), with associated expenditures totalling \$28.3 million (\$0.6 million in 2021). Transfer of \$4.8 million (\$0.8 million in 2021) to fund other projects.

Notes to the Financial Statements

For the year ended March 31, 2022 (in thousands of dollars, unless otherwise specified)

4. Restricted Cash and Cash equivalents

	March 31, 2021	Amount received 2021–2022	Interest 2021–2022	March 31, 2022
LRT Stage 1 – Security deposit	184	–	1	185
LRT Stage 1 – Performance deposit	1,377	–	9	1,386
	1,561	–	10	1,571
Chambers Building Fund	3,298	1,075	20	4,393
Total	4,859	1,075	30	5,964

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 \$2.2 million (\$2.3 million in 2021).

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 during 2019-2020 fiscal year. As of March 31, 2022, 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.

Notes to the Financial Statements

For the year ended March 31, 2022 (in thousands of dollars, unless otherwise specified)

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 \$8.9 million at March 31, 2022 (\$9.8 million in 2021) as detailed in Note 8. There is no restricted cash and cash equivalent for Stage 2 of the LRT project at March 31, 2022.

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 \$30.0 million which is financed by the City and will be accomplished by the NCC and the City. The NCC has received all funds of \$24.1 million (\$24.1 million in 2021) to carry out its work. The balance of these unused funds is included in “Other deferred revenues” as detailed in Note 8. The work to be done by the City represents \$5.9 million and is included in Other contractual rights as disclosed in Note 16.

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

	2022	2021
Trades receivable – Government Departments and Crowns Corporations	35,454	9,617
Rental operations*	7,998	5,737
Trades receivable – Other	1,761	1,550
	45,213	16,904
Allowance for doubtful accounts	(2,657)	(2,220)
	42,556	14,684

* Rental operations include \$0.5 million (\$0.2 million in 2021) 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. See note 19A for further detail.

6. Accounts Payable and Accrued Liabilities

	2022	2021
Trades payable and accrued liability – Other	13,597	12,512
Salaries and employee benefits	5,695	9,248
Trades payable and accrued liability – Government Departments and Crowns Corporations	2,036	2,173
	21,328	23,933

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 1,613 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, 2022, the following table presents the classification of sites owned by the NCC.

	2022	2021
Contaminated sites exceeding environmental standards		
Sites included in the provision for environmental remediation or contingent liabilities	53	51
Other contaminated sites	206	207
Total contaminated sites exceeding environmental standards	259	258
Low risk sites or not exceeding environmental standards	1,354	1,349
Total sites owned by the NCC	1,613	1,607

Contaminated sites exceeding environmental standards

The NCC has identified 259 sites (258 in 2021) 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).

Notes to the Financial Statements

For the year ended March 31, 2022 (in thousands of dollars, unless otherwise specified)

Sites included in the provision for environmental remediation or contingent liabilities

A total of 53 contaminated sites (51 in 2021) are included in the provision for environmental remediation or contingent liabilities.

A liability of \$74.0 million (\$64.0 million in 2021) 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, \$53.7 million (\$45.0 million in 2021) 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. The liability is adjusted annually for inflation, using the Bank of Canada rate. The inflation rate used in 2022 is 6.5% (2.2% in 2021).

Further, the NCC estimates the unrecorded contingent liabilities at \$548.1 million (\$524.6 million in 2021), also disclosed in Note 18B. 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.

Other contaminated sites

The 206 remaining sites (207 in 2021) 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.

	2022	2021
Deferred rental revenues	9,914	10,000
Deferred easement and licence of occupation revenues	20,037	16,937
Other deferred revenues	66,122	34,544
	96,073	61,481

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%, 4.27%, 6.01% and 6.5%. 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, \$0.5 million (\$0.4 million in 2021) of deferred rental revenue was recognized as income.

Deferred easement and licence of occupation revenues are primarily comprised of \$9.1 million (\$9.0 million in 2021) of easement revenue and \$1.3 million (\$2.2 million in 2021) 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. The majority of other deferred easement revenue will be recognized over a 49-year period.

Other deferred revenues consist mainly of a contribution by Public Services and Procurement Canada (PSPC) of \$32.0 million (none in 2021) for renovations to the NCC's new headquarters office space which is expected to be completed by 2026, a City of Ottawa contribution of \$21.9 million (\$22.5 million in 2021) for the South Shore Riverfront Park development 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 (\$4.3 million in 2021) for the construction of a commemoration which is expected to be completed by 2025, as well as a contribution by Global Affairs Canada of \$3.6 million (\$3.7 million in 2021) for the construction of a commemoration which is expected to be completed by 2025.

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 2021 and 2022 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 1.02 times (1.01 in 2021) 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 2021) the employee’s contribution. NCC and employee contributions to the Plan for the year were as follows:

	2022	2021
NCC’s contributions	5,021	4,015
Employee contributions	5,020	4,090

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% 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	2022	2021
Accrued benefit obligation at beginning of the year	7,957	868	1,374	296	10,495	9,992
Cost for the year	745	29	83	54	911	1,067
Benefits paid during the year	(258)	(167)	(83)	–	(508)	(564)
Accrued benefit obligation at end of the year	8,444	730	1,374	350	10,898	10,495

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, 2022 (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, 2022. The estimated average remaining service period for employees is 12 years (11 years in 2021).

The key assumptions used in the actuarial valuation of the sick leave obligation include a discount rate of 2.4% (1.74% in 2021), a salary escalation of 1.0% for 2022 (2.0% in 2021), an annual wage increase rate of 2.0% for plan years 2023 and thereafter (1.0% in 2021), as well as a salary increase due to seniority and promotions. The impact 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, 2022. An unamortized actuarial gain of \$3.4 million (\$3.0 million in 2021) is included in the sick leave obligation.

The information on sick leave is as follows:

	2022	2021
Sick leave obligation at beginning of the year	4,945	5,650
Current service cost	904	897
Interest cost on benefit obligation	92	67
Actuarial gain on obligation	(615)	(1,337)
Sick leave used during the year	(258)	(332)
Sick leave obligation at end of the year	5,068	4,945
Unamortized actuarial gain	3,376	3,012
Sick leave liability at end of the year	8,444	7,957

10. Other Liabilities

Other liabilities are composed of the following.

	2022	2021
Deferred rent inducement ¹	7,864	9,053
Chambers Building Fund ²	4,396	3,297
Unsettled expropriation ³	204	201
	12,464	12,551

1. The deferred rent inducement represents rent inducement received for the lease at 40 Elgin of \$3.7 million (\$4.3 million in 2021). In addition, \$4.1 million (\$4.8 million in 2021) represents the difference between the rate paid under the original lease and the new rate paid under the renegotiated lease. On September 10, 2021, the NCC transferred the current lease to PSPC, as it purchased a new property where its new headquarters will be located. Following these changes, the NCC has revised the term over which the deferred rent inducement amortizations is calculated. This change in accounting estimate was applied prospectively and had the impact of reducing internal service charges for the current year, and to reduce the annual charges for the remaining years of the agreement.

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

3. The unsettled expropriation is payable on demand.

Notes to the Financial Statements

For the year ended March 31, 2022 (in thousands of dollars, unless otherwise specified)

11. Tangible Capital Assets

	Cost			Accumulated Amortization			Net Book Value			
	Opening Balance	Acquisitions ^{3,4}	Disposals/ Adjustments ⁵	Closing Balance	Opening Balance	Amortization Expense	Disposals/ Adjustments	Closing Balance	March 31, 2022	March 31, 2021
Land ^{1,5}	330,719	19,585	4,789	345,515	–	–	–	–	345,515	330,719
Buildings and infrastructure ^{2,4}										
Parkways, bridges and roadways	307,901	10,914	–	318,815	185,280	6,441	–	191,721	127,094	122,621
Historical properties	151,980	6,139	–	158,119	76,034	3,193	–	79,227	78,892	75,946
Rental properties	197,544	26,765	19,929	204,380	100,976	3,921	13,528	91,369	113,011	96,568
Parks	149,090	11,761	–	160,851	97,915	3,140	–	101,055	59,796	51,175
Administrative and service buildings	33,731	339	30	34,040	19,612	967	30	20,549	13,491	14,119
Recreational properties	36,292	1,348	–	37,640	24,285	721	–	25,006	12,634	12,007
Development properties	24,997	142	–	25,139	14,535	970	–	15,505	9,634	10,462
Leasehold improvements	15,120	42	–	15,162	11,608	354	–	11,962	3,200	3,512
Equipment ²										
Office equipment, machinery and equipment	8,462	589	15	9,036	6,734	368	15	7,087	1,949	1,728
Computers and software	12,407	501	154	12,754	9,364	1,377	–	10,741	2,013	3,043
Vehicles	2,115	–	51	2,064	1,580	156	51	1,685	379	535
	1,270,358	78,125	24,968	1,323,515	547,923	21,608	13,624	555,907	767,608	722,435

1. The land cost includes \$0.2 million (\$0.2 million in 2021) of unsettled expropriation.

2. The total cost of buildings and infrastructure and equipment include \$34.5 million (\$35.5 million in 2021) of construction in progress. When completed, the cost of these projects will be amortized on the basis of their estimated useful life.

3. 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 \$4.9 million (\$5.7 million in 2021) in relation to the acquisition and improvements of tangible capital assets that remain unpaid as at March 31, 2022 as well as an amount of \$13.0 million (\$1.1 million in 2021) for non-monetary transactions incurred during the year.

4. The acquisition cost of buildings and infrastructure includes a non-monetary amount of \$1.8 million for the construction of Pangishimo Park which is related to the Zibi real estate project as well as a non-monetary amount of \$2.5 million for the modernization of NCC infrastructures in connection with the Energy Services Acquisition Program.

5. An amount of \$1.7 million has been reclassified from cost of land to assets held for sale under Financial Assets in the Statement of Financial Position. This reclassification was caused by the sale of properties at Lebreton Flats in April 2022.

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:

	2022	2021
Rental operations		
Commercial	16,559	16,882
Residential	3,479	3,407
Agricultural	1,590	1,522
	21,628	21,811
Payment in lieu of municipal taxes recoveries	3,758	2,393
Easements and licence of occupation	2,523	2,443
	27,909	26,647

Other revenues

Other revenues of \$7.2 million (\$2.0 million in 2021) mainly include \$2.5 million for the modernization of NCC infrastructures related to the Energy Services Acquisition Program (ESAP), \$1.7 million for the settlement with a third party for the removal of covenants, the option to repurchase and the right of first refusal in an agreement concerning the sale of a property and \$1.8 million for the construction of the Pangishimo park related to the Zibi real estate project.

Notes to the Financial Statements

For the year ended March 31, 2022 (in thousands of dollars, unless otherwise specified)

14. Expenses by Object

The following provides a summary of expenses by object.

	2022 Budget	2022 Actual	2021 Actual
Goods and services	60,403	52,286	54,340
Salaries and employee benefits	51,710	52,853	50,415
Amortization	21,607	21,608	20,692
Payments in lieu of municipal taxes	10,862	12,377	11,849
Loss on disposal of tangible capital assets	–	199	239
Write-down of tangible capital assets	–	154	270
	144,582	139,477	137,805

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, 2022, the value of antiques, works of art and monuments, acquired or built by the NCC totalled \$0.9 million (\$1.0 million in 2021) and of the in-kind goods donated to the NCC represented \$0.3 million (\$0.1 million in 2021).

15. Parliamentary Appropriations

	2022	2021
Parliamentary appropriations for operating expenditures		
Amount received during the year	73,486	77,221
Amount receivable at end of the year	1,282	6,174
Amount deferred to next year	–	(4,329)
Amount deferred from previous year	17	–
	74,785	79,066
Parliamentary appropriations for tangible capital assets		
Amount received during the year	84,946	70,319
Amount receivable at end of the year	32,000	–
Amount deferred to next year	(32,000)	–
	84,946	70,319
Parliamentary appropriations approved and recorded during the year	159,731	149,385

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

Notes to the Financial Statements

For the year ended March 31, 2022 (in thousands of dollars, unless otherwise specified)

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.

	Leases ^A	Other ^B	Total
2022–2023	11,327	825	12,152
2023–2024	9,300	825	10,125
2024–2025	6,007	6,743	12,750
2025–2026	5,266	825	6,091
2026–2027	4,373	700	5,073
2027 and thereafter	123,650	–	123,650

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 an additional park 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 \$62.5 million (\$64.6 million in 2021) and office accommodation leases that amount to \$10.7 million (\$107.1 million in 2021). These contracts, which total \$73.2 million (\$171.7 million in 2021), 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 \$35.3 million (\$46.7 million in 2021).

The above contracts include a total amount of \$11.3 million entered into with entities related to the NCC. The majority of these contracts are office accommodation leases with PSPC.

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

	Operating			Capital	Total
	Leases	Services	Subtotal		
2022–2023	5,143	21,151	26,294	33,467	59,761
2023–2024	4,010	14,185	18,195	1,787	19,982
2024–2025	1,576	11,453	13,029	21	13,050
2025–2026	–	5,698	5,698	21	5,719
2026–2027	–	4,094	4,094	4	4,098
2027 and thereafter	–	5,896	5,896	–	5,896

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 \$20.5 million (\$13.7 million in 2021), excluding interest and other costs. These claims result primarily from alleged personal injuries sustained on NCC lands, which often leads to the NCC's being named as one of several parties in litigation. To mitigate this legal risk, the NCC will file counterclaims, cross-claims and third-party claims, as appropriate. Due to the complex and lengthy legal process, outcomes are often not determinable until the claim is finally settled. Nevertheless, it is the opinion of management that none of these claims will result in settlements (no claim recorded as a liability in 2021). 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 \$548.1 million (\$524.6 million in 2021) 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.

Notes to the Financial Statements

For the year ended March 31, 2022 (in thousands of dollars, unless otherwise specified)

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

	2022	2021
Cash and cash equivalents	209,204	187,284
Restricted cash and cash equivalents	5,964	4,859
Accounts receivable	41,436	12,872
Investments	39,701	9,968
	296,305	214,983

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.

The credit risk associated with long-term investments is substantially minimized by ensuring that assets are invested in bonds of federal and provincial governments and guaranteed investment certificate (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, 2022, accounts receivable from federal, provincial or municipal entities comprised 87% (67% in 2021) of the total amounts due.

However, credit risk associated with accounts receivable in the leasing portfolio remains high as a result of the COVID-19 pandemic mostly due to temporary closures of tenants' businesses during the year.

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

- 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.
- The repayment terms of the deferred rent were mostly negotiated by the end of the year 2020-2021 with tenants to allow them to defer their payment over the coming years. These factors present uncertainty over future cash flows, may cause changes to the assets or liabilities, and may impact future operations.

Notes to the Financial Statements

For the year ended March 31, 2022 (in thousands of dollars, unless otherwise specified)

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

	2022	2021
Accounts receivable net of allowance for doubtful accounts:		
Less than 30 days past billing date	38,362	11,942
30–60 days past billing date	423	443
61–90 days past billing date	362	182
Greater than 90 days past billing date	6,066	4,337
	45,213	16,904
Allowance for doubtful accounts	(2,657)	(2,220)
	42,556	14,684

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 include, among other things, commercial lease related to long-term repayment agreements or commercial rent deferral repayment agreements due to COVID-19 which totalled \$2.0 million as at March 31 (\$2.5 million in 2021). 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.

	2022	2021
Allowance for doubtful accounts		
Balance at beginning of year	2,220	969
Bad debt expense	1,315	3,031
Amounts written off and recoveries	(878)	(1,780)
Balance at end of year	2,657	2,220

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.

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

Notes to the Financial Statements

For the year ended March 31, 2022 (in thousands of dollars, unless otherwise specified)

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.

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.

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

	2022	2021
Accounts payable and accrued liabilities		
Less than 90 days	12,927	12,500
90–365 days	6,865	10,305
More than 365 days	1,536	1,128
	21,328	23,933
Other liabilities - Unsettled expropriation (Note 10)		
More than 365 days	204	201
	21,532	24,134

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.

Notes to the Financial Statements

For the year ended March 31, 2022 (in thousands of dollars, unless otherwise specified)

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

	2022	2021
Cash and Cash Equivalents and Investments		
Cash and cash equivalents	209,204	187,284
Restricted cash and cash equivalents	5,964	4,859
Investments more than 365 days	39,701	9,968
	254,869	202,111

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 liquidity necessary to conduct operations for the current financial year. 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, 2022, 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 \$0.9 million (\$0.8 million in 2021).

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, 2022, 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 (insignificant in 2021).

Investments also include bonds of the provincial governments at a fixed interest rate with a weighted average term to maturity of 5.4 years (5.2 years in 2021). These investments are indirectly affected by fluctuations of fair value, due to fluctuations of the market interest rate.

For the cash and cash equivalents, there was no change in the level of risk, compared to the previous year, as the rates remained stable for the majority of the year. For the investments, the interest rate risk has increased, the weighted average interest rate falling from 2.7% in 2020–2021 to 1.3% in 2021–2022. To mitigate this risk, the NCC closely monitors changes in interest rates and adjusts its investments accordingly. There has been no other change in the practice used for managing market risk.

20. Related Party Transactions

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

Notes to the Financial Statements

For the year ended March 31, 2022 (in thousands of dollars, unless otherwise specified)

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 \$12.0 million (\$8.6 million in 2021) for utilities, rental of space, tangible capital assets, and services purchased from other government departments and agencies; and earned revenues totalling \$7.3 million (\$6.3 million in 2021) from recoveries, services rendered and rental operations.

During the year, the NCC sold two parcels of land including rental properties in downtown Ottawa to PSPC. Since the disposal was concluded under arm's length conditions, it was recorded at the exchange amount, and resulted in a gain on disposal of tangible capital assets of \$10.6 million. This gain is presented in the Statement of Operations and Accumulated Surplus.

During the year, PSPC upgraded NCC-owned infrastructure related to ESAP. Modernization costs, which represent the carrying amount of the assets received, were transferred free of charge for an amount of \$2.5 million and capitalized in the Buildings and infrastructure category at Note 11. The offsetting amount has been recognized as "Other revenues" in the Statement of Operations and Accumulated Surplus.

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. Amounts relating to contractual obligations with related parties are also detailed in Note 17.

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

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. Subsequent Event

In May 2022, a significant storm seriously affected areas in and around the cities of Gatineau and Ottawa. Although numerous NCC sites and infrastructure were affected necessitating closure of a number of pathways and sites, it will take some time to complete the verification of structural integrity. The clean-up and repair costs might be significant, however, no reliable estimate of potential damages can be made at this time.

22. Comparative Figures

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



APPENDICES

Appendix I

Committees of the Board, Advisory Committees and Special Committees as of March 31, 2022

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

Anne McIlroy, Toronto, Ont.

Vice-Chair

Clément Demers, Montréal, Que

Members

Vincent Asselin, Montréal, Que
Scott Burns, Toronto, Ont.
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-Chairperson of the Advisory Committee on Universal Accessibility as Observer
Collinda Joseph, Ottawa, Ont.

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

Board Observers

Larry Beasley
Lisa MacDonald
Norm Odjick

Canadiana Fund

Chair

(Position is vacant)

Advisory Committee on Universal Accessibility

Chair

Anne Ménard, National Capital Commission

Vice-Chair

Collinda Joseph, Ottawa, Ont.

Members

Daryl Rock, Ottawa, Ont.
Catherine Gardner, Ottawa, Ont.
Monique Beaudoin, Gatineau, Que
Yoland Charette, National Capital Commission
Rita Tadi, National Capital Commission

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 2021–2022.

NCC Partners

Arbraska Laflèche

Action vélo Outaouais

Agence de bassin versant des 7

Agriculture and Agri-Food Canada

Algonquin College

Algonquins of Pikwakanagan

Algonquin to Adirondacks Collaborative

Alpine Club of Canada – Ottawa Section

Alta Vista Animal Hospital

Animals in War Dedication Committee

Association des auteurs et auteures
de l'Outaouais

Auberge Old Chelsea B&B

Avant-Garde Bar & Gift Shop

Bell Media (Astral: Rouge 94.9 FM
and Energie NRJ 104.1 FM)

Biodiversity Conservancy International

Bird Studies Canada

Biscotti & cie

Bougie Doozy Candle

Bushtukah

ByWard Market BIA

Café Les Saisons

Camp Fortune

Canada Science and Technology
Museum

Canadensis

Canadian Building Trades

Canadian Capital Cities Organization

Canadian Fallen Firefighters Foundation

Canadian Food Inspection Agency

Canadian Football League

Canadian Garden Council

Canadian Heritage

Canadian Museum of Nature

Canadian Parks and Wilderness
Society (CPAWS)

Canadian Red Cross

Canadian Ski Marathon

Canadian Tulip Festival

Canadian War Museum

Canadian Wildlife Federation

Cape Farewell

Capital Cruises

Capital Forest

Captiva Farms

Carleton Regional Snowmobile Club

Carleton University

Casino Lac-Leamy Sound of Light

Cégep de l'Outaouais

Centrepointe Theatres (City of Ottawa)

Centre de recherche en enseignement
et en foresterie de Sainte-Foy inc.

Chelsea Nordiq

Chelsea Pub

Chelsea Trails

Youth Ottawa

Citizens for Safe Cycling

City of Ottawa

Club alpin du Canada – section
Outaouais

Club équestre Ramsayville
Equestrian Club

Club optimiste de Hammond

Club Skinouk

Commerce Chelsea

Commonwealth Games Canada

Communities in Bloom Foundation

Conseil régional de l'environnement
et du développement durable
de l'Outaouais

Coopérative des paramédics
de l'Outaouais

Craftsbury Outdoor Center

Cross Country Canada

Domaine Bellevue

Domaine de l'Ange-Gardien

Domaine Saint-Bernard

Dovercourt Recreation Centre

Ducks Unlimited

Dunn-D's Mini Golf

Eastern Chapter of the Society
of Ontario Nut Growers

École secondaire Mont-Bleu

Éco-Odyssée

Embassy of the Kingdom of the
Netherlands

Environment and Climate Change
Canada

Esprit Rafting

Fédération des clubs de motoneigistes
du Québec (FCMQ)

Festival Country de Val-des-Monts

FloraQuebeca

Forêt Québec

Fresh Air Experience

Friends of Gatineau Park

Friends of Maplelawn Garden

Friends of the Mer Bleue

Garden Promenade

Gatineau Loppet

Gatineau Valley Historical Society

George Weston Limited

Girl Guides of Canada

Global Centre for Pluralism

Government of Ontario

Governor General of Canada

Great Canadian Bungee

Greenbelt Coalition of Canada's
Capital Region

Greg Christie's ski et vélo

Groupe Poliquin-Wakefield Group Inc.

Guid'Amies franco-canadiennes

Hardwood Ski and Bike

Haunted Walks of Ottawa

House of Commons

Hydro One Inc.

Hydro Ottawa

Indigenous and Northern Affairs Canada

Institut des Sciences de la Forêt tempérée

Just Food

Kanata Nordic Ski Club

Khewa

Kitigan Zibi Anishinabeg

Kiwanis Club of Ottawa

KPMG LLP

Lalit Aggarwal	Orienteering Ottawa	South Nation Conservation Authority
La Cigale	Orléans Nordic Ski Club	Sparks Street BIA
La Confiserie Wakefield	Orr family	Special Events Advisory Team (SEAT)
La Gourmandise	<i>Ottawa Citizen</i>	Strutt Foundation
LaRocca XC Mountain Bike School	Ottawa Film Office	Supreme Court of Canada
La Vallée des Rosiers	Ottawa–Gatineau Geoheritage Project	T&CO
Laurier House	Ottawa Macdonald-Cartier International Airport	Telefilm Canada
Leave No Trace Canada	Ottawa Mountain Bike Association	The Algonquin Way Cultural Centre
<i>LeDroit</i>	Ottawa Public Health	The Royal Canadian Geographical Society
Les Fougères	Ottawa Skateboard Association	Thistledown Foundation
Library and Archives Canada	Ottawa Tourism	Tonique Restaurant
Library of Parliament	Ottawa Valley Kite Club	Tourisme Outaouais
Loisir sport Outaouais	Ottawa Volunteer Patrol	Trailhead Paddle Shack
Macoun Field Club	Ottawa Volunteer Search and Rescue	Trans Canada Trail Foundation
Mamma Teresa Ristorante	Outaouais Birding Club	Transcollines
MEC	Oxygène	Tribute to Liberty
Meyogalune	Para Transpo	Université de Montréal
Ministère de l'Énergie et des Ressources naturelles du Québec	Parks Canada	Université du Québec en Outaouais
Ministère des Forêts, de la Faune et des Parcs du Québec	Pat Café	University of Ottawa
Ministère du Développement durable, de l'Environnement et de la Lutte contre les changements climatiques du Québec	PhysioSport Chelsea	University of Toronto
Ministère des Transports du Québec	Pizza de Luigi	Vélo-Services
Mississippi Valley Conservation Authority	Pontiac Equestrian Association	Vignoble du Domaine Pontiac Village
Montréal Biodôme	Premiers Soins Medtrakevac	Ville de Gatineau
Mont Cascades Water Park	Provincial Trails Ontario	Veterans Affairs Canada
Mont-Sainte-Anne	Public Services and Procurement Canada	Volleyball Canada
Mosaïcultures Internationales de Montréal	Queen's University	Vraie Nature Yoga + Énergie
MRC des Collines-de-l'Outaouais	Rafting Momentum	Wakefield–La Pêche Chamber
Municipality of Chelsea	Rebec & Kroes	Wakefield Trails
Municipality of La Pêche	Regina Street Alternative School	World of Maps
Municipality of Pontiac	Relais plein air du parc de la Gatineau	XC Chelsea Masters
Mt. Van Hovenberg	Réseau d'étude et de surveillance des écosystèmes forestiers québécois	
Nakkertok Nordic	Réseau Sépaq	NCC Sponsors
National Arts Centre	Responsible Dog Owners of Canada	Access Storage
National Capital District of Cross Country Ontario	Rideau Trail Association	BeaverTails
National Gallery of Canada	Rideau Valley Conservation Authority	Canal Ritz
Natural Fitness Lab	Rogers Media (Y101.1 FM and 105.3 KISS FM)	CEECAM Corporation
Natural Resources Canada	Rotary Club of Ottawa	Chartwell Retirement Residences
Nature Conservancy of Canada	Royal Canadian Mounted Police	Claridge
Nordik Spa-Nature	Senate of Canada	Cubeit
OC Transpo	Service Action Communautaire Outaouais Inc.	GGFL
Office of the Secretary to the Governor General	Service Canada	LiUNA
Ontario Ministry of Natural Resources and Forestry	Services récréatifs DEMSIS inc.	Moneris
Ontario Ministry of Transportation	Shepherds of Good Hope Foundation	Nissan
Orchid Specialist Group (North America Regional Group)	Sheraton Ottawa Hotel	NOKIA
	Ski de fond Mont-Tremblant	Ontario Lottery and Gaming Corporation (OLG)
	Société de transport de l'Outaouais	Professional Institute of the Public Service of Canada (PIPSC)
	Société des établissements de plein air du Québec	Rogers
	Sommet Edelweiss	Scotiabank
		Telus
		WSP

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 2021–2022 a successful year¹.

Abdel Galil, Amr	Bell, Aaron	Bureau, Lucie	de Passillé, Véronique
Abildayeva, Iris	Belleau, Christian	Cabral, Vitor	Delisle, Stephanie
Abraham, Thara	Belleville, Alain	Cadieux, Nancy	Demers, Cassandra
Aguilar Giron, Gabriela	Belzile, Marie	Cantin, Claude	d'Entremont, Alain
Aldrich, Rachelle J	Beniey, Fabrice	Capkun-Huot, Maxime	Desgagnés, Mélanie
Al-Jasim, Souhib	Benjelloun, Sofia	Carrier, Michel	Désilets, Caroline
Al-Koutsi, Micheline	Benoit, Karen	Carrière, Mariline	Desmarais, Louis-Philippe
Allin, Chloe	Bergeron, Stéphane	Cedeno, Pedro	Desormeaux, Céline
Altman, Ariella	Bergeron, Stéphanie	Chakraborty, Binitha	DesRosiers, Chloé
Alves, Fatima	Bernadin, Wanito	Chalhoub, Nancy	Devine, Bruce
Amyot, Anne Marie	Bernans, Mark	Charette, Yoland	Di Rinaldo, Pietro
Andayo-Michalowski, Irene	Bertrand, Cédric	Charlebois, France	Dionne, Abigail
Araujo, Kayla	Beslic, Branka	Charron, Hugues	Dobrev, Sofia
Asselin, Mathieu	Bichara Idriss, Haggat	Chartrand, Lorraine	Dods, Douglas Edward
Auguste, Sebastien	Bied, Caroline	Châtigny, Guylain	Dold, Kayla
Aumeerally, Rashad	Bilodeau, Nicola	Chicoine, Bruno	Domaradzki, Julia
Awad, Alexander	Bisson, François	Christie, Emma	Dombowsky, Paul
Badgley, Ian	Bisson, Line	Clark, Robert	Dompierre, Stéphane
Bailey, Richard	Bisson-Hockley, Sabrina	Cloutier, Sylvain	Dorego, Pierre-Olivier
Baillargeon Ramirez, Laura	Bissonnette, Julie	Collette, Marie-Violaine	Dorner, Kathleen
Barakengera, Martin	Black, Kathleen	Collette, Michel	Dostie-Ménard, Samuel
Barbarie, Diane	Boisvert, Thomas	Comtois, Jean-Gilles	Douaire, Erika
Barker, William	Bolam, Lydia	Conforti, Amanda	Dubé, René
Barnoski, Annie	Borges Suarez, Camila	Cong, Xi	Dubuc-Giroux, Guillaume
Baron, Julie	Bouchard, Catherine	Conté, Mamadou	Dubuisson, Sylviory
Barrie, Rachel	Boudreault, Anne	Cook, Sandra	Duchaîne, Simon
Barrios Pereira, Isabel	Bourdeau, Charles	Copelli, Ivana	Dufour, Valérie
Beauchair, Valérie	Bourdeau, Dominique	Corriveau, Maurice	Dupuis, Sonia
Beaudoin, Gabrielle	Bourgon, Marie-Pier	Côté, Isabelle	Durepos, Carmen
Beaudoin-Roy, Isabelle	Bousbia, Kheir-Eddine	Cova, Stéphane	Durocher, Chadwick
Beaulieu, Dominique	Boutin, Amélie	Crossan, Carole	Dzeko, Marinko
Beaulieu, Mélissa	Brennan, Colin Patrick	Crossman, Kyle	Eagen, Allison
Beauregard, Anne Carole	Breton, Valérie	Dabbadie, Maurin	El-Akhrass, Maryam
Beausoleil, Luc T	Brisson, Mathieu	Daigneault, Richard	Elchaarani, Walid
Bédard, Chantal	Brown, James	Danes, Octavian	El-Zammar, Amer
Bédard, Eric	Brown, James W	David, Alain	English, Philip
Bedjou, Bachir	Brown, Petra	Davis, Stefan	Enouy, Sarah
Bélair, Stéphane	Brunal, Jude	Dawson, Janice	Esposito, Frank
Bélanger, Émilie	Bullock, Amy	Dazé, Emily	Evans, Véronique
Bélanger, Natalie	Bunch, Rebecca	De Narda Burger, Kira Jeannine	Fabien, Bruno
Bélanger, Nicolas	Bunting, Patrick		

1. Employees as of March 31, 2022

Falcomer, Giancarlo	Gruder, Julian David	Kebbel, Amelia	Lecavalier, Maxime
Fares, Tony	Grudniewicz, Dorota	Kehoe, Gregory	Leclerc, François
Faucher, Louis	Guest, Jasmine	Keklikian, Arto	Leclerc-Morin, Isabelle
Felix, Hollie	Guimond, Marc-Antoine	Kelly, Jennifer	Leduc, Janie
Fellows, Madelen	Gupta, Rakhi	Kelly, Vicki	Leduc, Mario
Fisher, Susan	Guse, Brennan	Kenney, Greg	Lefebvre, Julie
Forge, Pierrick	Haag, Béatrice	Kerr, Gregory	Lefebvre, Marc
Fournier, Luc	Hagen, Andrew	Khou, Tamara	Lefebvre, Roseline
Fournier, Philippe	Hall, Courtney	Kibsey, Philip	Legros, Nicholas
Francin, Kate-Issima	Hall, Geoffrey	King, Jonathan	LeMay, Mark
Friedman, Elaine	Hall, John	Kitnasamy, Shailesh	Lemieux Lecavalier, Chanelle
Fuller, Megan	Halsall, Jennifer	Koum Njoh, Anne Ange Hilary	Leonard, William
Fung, Adrien	Hanley, Justin	Krauss, Stefan	Lessard, Nicole
Gabriel, Bianca	Harkness, Shaun	Kwan, Kyle	Leung, Kimberly
Gale, Marion	Heaney, Anne	Lacelle, France	Lévesque, Chantal
Galindez, Juan	Henkelman, Bettina	Lacoste, Stephanie	LeVoguer, Mireille
Gallo, Bernardo	Henry, Michel	Ladouceur, Claude	Liu, Tien-En
Gaston, Katherine	Hermer, William	LaFleur, Catherine	Liu, Yi
Gaumont, Geneviève	Hetherington, Christopher	Lafleur, Marie-Josée	Livingstone, Riley
Gauthier, Martine	Hewitt, Amelia	Lafontaine, Mathieu	Lopez, Manuel
Gauvreau, Sacha Frédérique	Hiard, Benjamin	Lalande, Sabrina	Lortie, Maxime
Gélinas, Benoît	Hine, Kim	Laliberté, Patrick	Lu, Feiying
Gendron, Paul	Hon, Ronald	Lalonde, Anne Julie	Lucas, James
Geoffrion, Kim	Horton, Edwin	Lalonde, Sylvie	Lupien, Philippe
Gerard, Sophie	Houle, Michel	Lambert, Martin	MacIntosh, Kayla
Gervais, Marc-André	Howard, Nicole	Lancaster, Chantal	MacPhee, Lisa
Ghafelehbash, Azadeh	Hudson, Matthew	Landry, Chantal	Madularu, Iuliana
Giancaterino, Rosanna	Huff, Brian	Landry, Natacha	Maher, Nina
Gifford, Kadian	Hughes, Isabelle	Langevin, Pascale	Maika, Monica
Gingras, Philippe	Huras, Dominique	Langlois, Carl	Maisonnette, Jessie
Girard-Ruel, Emilie	Hurdal, Aynslee	Langlois, Philippe	Malette, Nathalie
Giroux, Janie	Hutchinson, Julia	Lanigan, Jenna	Malone-Bianconi, Ann
Giroux, Martin	Hutchison, Jason	Lanthier, Céline	Marcelus, Lydie
Giugovaz, Catherine	Jackson, Morgan	Lapensee, Allan	Marchand-Smith, David
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