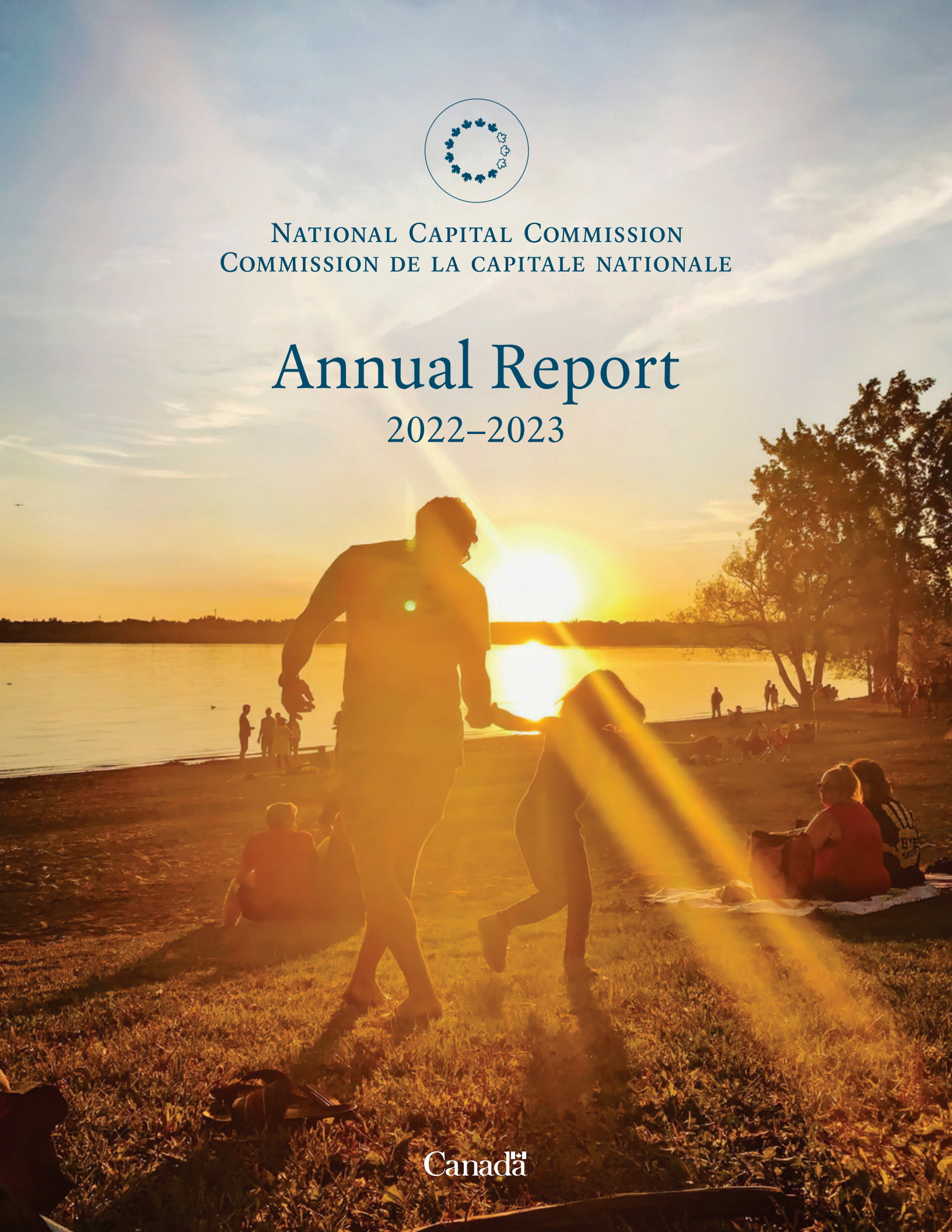




NATIONAL CAPITAL COMMISSION
COMMISSION DE LA CAPITALE NATIONALE

Annual Report

2022–2023



Canada

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Performance Highlights

390,000	From May to October 2022, over 390,000 visits to parkways were recorded as part of the NCC's Active Use Program.
7,600	More than 7,600 visitors used the NCC Gatineau Park Summer Shuttle Service between downtown Ottawa, Gatineau, and the Gatineau Park Visitor Centre.
122,861	During its active use program pilot project, from May to October 2022, the Queen Elizabeth Driveway saw 122,861 visits.
93%	93% of survey respondents who visited an NCC Parkway or Driveway during the Active Use Program were very satisfied with their experience.
15,000	More than 15,000 Gatineau Park winter season passes have been sold.
2,600,000	Over 2,600,000 visits to the Gatineau Park have been recorded.
7	The NCC identified seven groups of barriers which it plans to address within its Accessibility Plan 2023–2026.
80%	The NCC cleaned, sorted, catalogued and temporarily stored approximately 80% of the roughly 300,000 pre-contact archaeological artifacts in its custody.
750,000	Attendance reached approximately 750,000 visitors during the 11 days and nights of The Canadian Tulip Festival, which celebrated its 70th anniversary.
100	In the winter months, residents and visitors enjoyed over 100 kilometers of trails for shared recreational activities such as cross-country skiing, snowshoeing, fat biking and walking within the Greenbelt.



Message From the Chairperson

As the new chairperson of the of the National Capital Commission's (NCC) Board of Directors, I am thrilled to present the annual report for 2022–2023. It is with a sense of pride that I take on this new role and reflect upon this organization's significant achievements over the last year.

Having lived in the National Capital Region for more than four decades, I can affirm that the beauty of this region is in great part due to the diversity of its people. It brings me great pleasure to witness that the NCC's initiatives truly showcase its unwavering commitment towards being an exemplary Crown corporation by fostering inclusivity, accessibility and equity within all its operations, in order to make the National Capital Region more reflective of Canada's history, heritage and cultural makeup.

Driven by its mandates of principal stewardship and long-term planning of the National Capital Region, the NCC has translated its ambitious vision for the Ottawa-Gatineau region into some transformative initiatives. A notable example is the Gatineau Park shuttle service, which has been a great success and has had a profound impact. This service not only provides free and easy access to the Park, allowing a broader audience to connect with nature, but also prioritizes sustainability by reducing greenhouse gas emissions.

The NCC's planning framework, which sets out the corporation's core planning documents, is also an example of the organization's commitment to its long-term vision for our region. It is with great excitement that I look forward to working with the NCC to help update one of its key planning documents, the Capital Core Area Sector Plan, in order to reflect the evolving urban context and changing priorities of our capital. The NCC will engage with various stakeholders, including the cities of Ottawa and Gatineau, First Nations communities and the public to ensure the plan represents a vision of a unified space for working in, living in and celebrating Canada. The aim is to create a place that reflects the nation and creates spaces for Canadians to gather and celebrate their sense of country.

It is these types of initiatives that exemplify the NCC's dedication to striking a balance between urban development, the long-term environmental health and accessibility of the region, and promoting the values that make our capital truly unique.

All these accomplishments are, of course, the result of the collective efforts of the many individuals within the NCC. I want to take a moment to personally thank Marc Seaman for his outstanding service and devotion to this organization. His leadership and guidance have been invaluable in shaping the NCC into the reputable organization it is today. Under his stewardship, the NCC has achieved numerous milestones and made significant strides in advancing its mission in creating a welcoming National Capital Region.

Likewise, I want to thank Chief Executive Officer Tobi Nussbaum and my fellow colleagues on the NCC's board of directors for their kind reception and continued support. I also extend a warm welcome to those who have recently joined our board. I am excited to work alongside each and every one of you to achieve our shared goals.

And, most importantly, I want to thank all the NCC employees. I am in awe of everyone's tremendous contributions and dedication over the last year and am honoured to work in an organization with such an exceptional group of individuals.

Moving forward, I am committed to upholding the high standards set by everyone at the NCC. I am committed to the well-being of our communities and will ensure to prioritize this goal as I continue to work and build relationships with all the NCC's stakeholders and partners. With the support of the outstanding NCC staff and the contributions by talented individuals on our board, I am confident that we can continue to make meaningful progress toward building a capital for all Canadians.

A handwritten signature in blue ink that reads "Maryse Gaudreault". The signature is fluid and cursive, with a large, stylized "G" at the end.

Maryse Gaudreault Chairperson



Message From the CEO

Regardless of the season, I can't help but notice the vast number of residents and visitors who are drawn to our capital, enjoying the NCC's lands and assets. This sight makes me reflect on the efforts undertaken by the NCC within the last year to enhance equity, inclusivity, accessibility and diversity within our lands and assets. These efforts transformed the NCC's sites into welcoming and sustainable spaces that instill pride in all Canadians, and I want to highlight some of the key initiatives that made this possible.

This year, we made important strides in placing accessibility and inclusivity at the forefront of what we do, with the release of our first Accessibility Plan. Through plans like this one and our policies related to Gender-based Analysis Plus, the NCC continues to put inclusivity, equity and diversity at the centre of its operations, not only to ensure that the full range of identities, experiences and aspirations are reflected in its workforce, but in the character of the National Capital Region as well.

Throughout the National Capital Region, we continued to explore ways to make our parkways and shorelines more animated and welcoming to all Canadians. With the return of our popular active use program, countless people of all ages and abilities safely enjoyed the natural beauty of the Capital setting and its waterways. By offering welcoming, safe, outdoor spaces free of motor vehicle traffic, we are making our parkways destinations in *themselves*, while contributing to our broader greenhouse gas reduction, mobility and accessibility targets.

Moreover, doing work to rehabilitate key areas such as Westboro Beach and the Philippe Lake campground will strengthen the relationship between people, nature and the rich culture of these areas by adding much-needed vibrancy, improved accessibility and an overall enhanced user experience.

Reconciliation with our Indigenous partners also continued to be a top priority for the NCC. Through initiatives such as the Advisory Committee on Toponymy and the partnership for the co-management of archaeological resources, we are committed to continuing our longstanding engagement with the Algonquin Nation. In our efforts to honor and appreciate Algonquin language and culture, we strive to incorporate these essential elements into the interpretation of our sites.

As we close the chapter on this fiscal year, I would like to say how thankful I am for our talented and innovative staff and leadership.

Firstly, I want to thank our outgoing chairperson of the board, Marc Seaman. His guidance, support and counsel have been imperative in driving numerous successful projects, including the Building LeBreton initiative, where he furthered our vision of an integral national and civic space, anchored by iconic public vistas and major attractions. Under his leadership, we achieved remarkable results and benefited from his visionary thinking. Marc's contributions will leave a lasting impact on both our organization and community.

I would also like to extend a warm welcome to Maryse Gaudreault, our newly appointed chairperson of the board. Maryse's extensive background and expertise give me the utmost confidence that the organization is under capable leadership. I feel both privileged and excited about collaborating with her as we strive to further develop our exceptional capital.

To all of the partners, stakeholders, community members and associations that have played a role in our efforts, thank you. And to the NCC staff, I would like to express my deep appreciation of the important role you play, every day, in achieving our corporate objectives. I thank you, and always remain grateful for your efforts in helping build a world-class capital we can all be proud of.

I am eager to witness the ingenuity and creativity of this organization in the years to come as we strive to create spaces that can be enjoyed and cherished by people from all walks of life, ensuring a bright and inclusive future for generations to come.

A handwritten signature in blue ink, consisting of stylized initials 'TN' followed by a surname.

Tobi Nussbaum *Chief Executive Officer*

A photograph of a family walking on a wooden boardwalk through tall grass and trees at sunset. The sky is a mix of blue, pink, and orange. The boardwalk is made of wooden planks and leads into the distance. The family consists of a man, a woman, and two children. The trees are mostly bare, with some green and yellow leaves. The grass is tall and golden-brown.

A CAPITAL FOR ALL CANADIANS

The NCC has been working to create a welcoming and inclusive National Capital Region by promoting diversity, sustainability and a vibrant public realm for Canadians and visitors alike.

“One of the things I love about my job is that I get to work on a wide variety of initiatives, all of which contribute to creating a more diverse and inclusive workplace culture. Whether I’m working on training or human resource planning, I always try to keep the diverse perspectives and needs of the people we serve front and centre. By doing so, I know that we are creating a capital that truly reflects the rich diversity of our country, and that makes me proud to work for the NCC.”

Marc Aubé-Peterkin

Senior Human Resources Advisor, Human Resources Programs
4 months with the NCC

“It’s important that we continue making efforts to represent the diverse population of Canada, both in our hiring practices and within our operations. I’ve seen a big change in diversity within my department since I started, but we need to keep doing this work as we continue to expand as an organization. As the nation’s capital, all eyes are on us, and we should strive to demonstrate that we represent the true diversity of Canada.”

Mahamadou Outtara

Fleet Management Officer
18 years with the NCC

“What I find particularly fulfilling about my work is the opportunity to carve out a space for the Indigenous communities in the Capital. It’s important to me that these communities feel a sense of belonging and connection to the area. By increasing the visibility and accessibility of elements of Indigenous culture throughout the region, we foster a greater sense of connection. This work can take many different forms, but ultimately, it’s about building bridges and creating a welcoming and inclusive capital for everyone.”

Kim Geoffrion

Senior Advisor, Public and Corporate Affairs
1.5 years with the NCC

Over the past year, the National Capital Commission (NCC) has been diligently working to create a welcoming National Capital Region by promoting inclusivity, diversity and sustainability. This includes initiatives that showcase the natural beauty and cultural richness of the region, while encouraging residents and visitors to engage with and appreciate its unique identity. The NCC has also been working to create a safe, accessible and vibrant public realm, with accessible pathways, outdoor spaces and public amenities where people can come together and celebrate the region's diversity. By creating an inclusive capital, the NCC helps promote social cohesion, cultural understanding and economic growth. The aim is to create a sense of pride and belonging for all Canadians, ensuring that the National Capital Region remains a symbol of national unity and a reflection of Canada's rich cultural heritage. Canada's Capital should be welcoming to everyone who calls this country home, as well as to the millions of visitors who come to experience all that this beautiful region has to offer.



The NCC's Accessibility Plan

Ensuring accessibility is a crucial concern for the Canadian federal government and its agencies. The NCC recognizes that accessibility is not just a legal requirement; it is also a human right. Everyone benefits when barriers are removed, and this is why the organization has been committed to making the National Capital Region more accessible and inclusive for all Canadians. As part of this commitment, the NCC released its first Accessibility Plan in December 2022.

The NCC Accessibility Plan (2023–2026) is aligned with the goals of the *Accessible Canada Act*, which aims to achieve a barrier-free Canada by 2040. The organization worked closely with the Council of Canadians with Disabilities to ensure that the plan was comprehensive and responsive to the needs of all Canadians.

The plan is aimed at ensuring inclusiveness and reflecting the richness of Canada's diversity in the stewardship of NCC assets and public spaces, and the development of its workforce and workplace. It outlines the barriers that exist in the NCC's workplace and assets, and identifies the steps that the organization will take over the next three years to remove them. In total, seven groups of barriers were identified during the development of the plan: employment; built environment; information and communications technologies (ICT); communications other than ICT; the procurement of goods, services and facilities; the design and delivery of programs and services; and transportation. The NCC recognizes that accessibility is not a one-size-fits-all solution and that the Accessibility Plan needs to be flexible and adaptable to meet the diverse needs of Canadians.

The entire organization plays a role in ensuring that the plan is implemented effectively. This work is supported by multiple active committees working on issues related to accessibility, including the Advisory Committee on Universal Accessibility; Diversity, Equity and Inclusion Committee, Gender-based Analysis Plus (GBA Plus) Centre of Expertise; Black Employee Support Committee; and Occupational Health and Safety Committee.

Required learning has also been assigned to all employees to help increase knowledge and understanding about health and safety, GBA Plus and harassment prevention. Further learning opportunities will be made available to all employees in the future.

As the work to remove barriers continues, the NCC has been taking action to support accessibility in the public places it manages, as well as within its workplaces. These environments are continuously maintained, and teams work hard to identify and correct safety hazards. Captioning and video streaming have been added in the boardroom at NCC headquarters, where public meetings of the board of directors take place. In addition, universal accessibility is a guiding principle in the NCC's workplace modernization project for the new headquarters building at 80 Elgin Street. Additionally, the NCC always offers accommodation measures for candidates in its staffing processes, and dedicated staff members are available to new employees who need accommodations or ergonomic support.

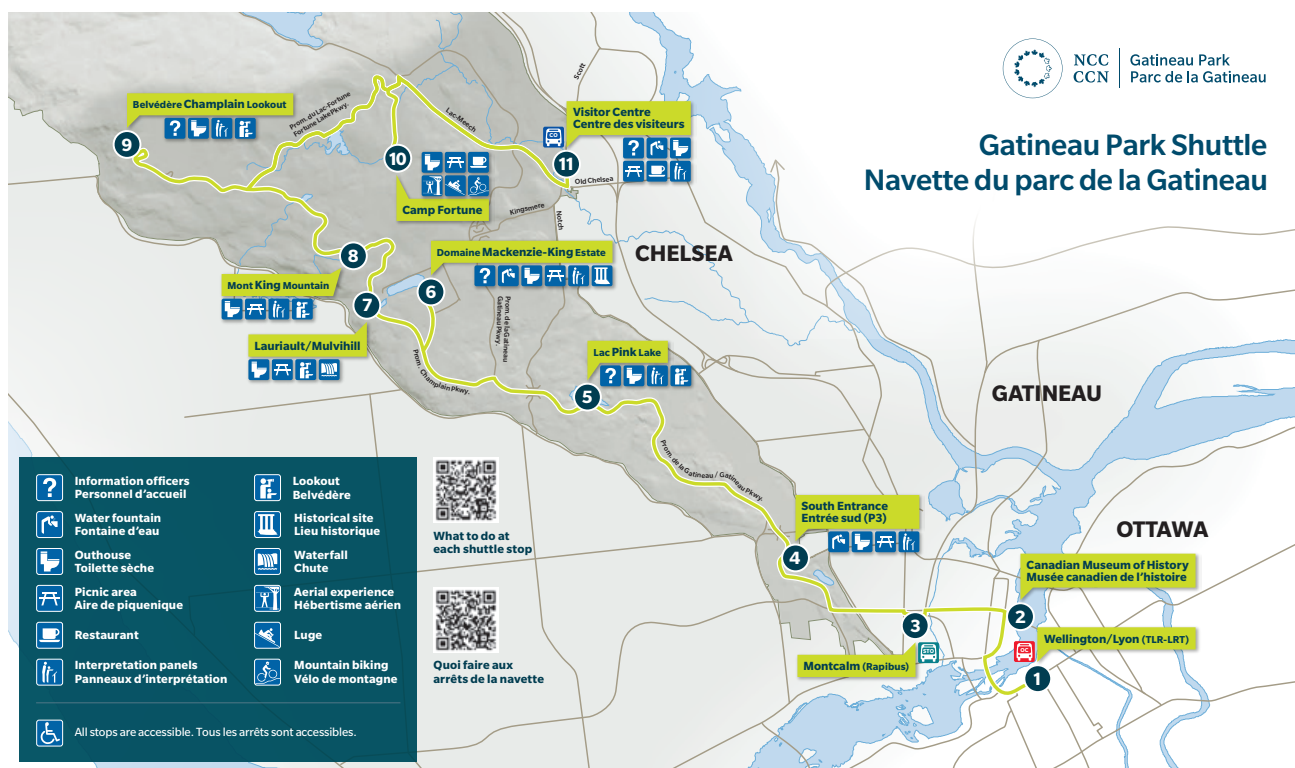
The release of the Accessibility Plan is a significant milestone for the NCC. It demonstrates commitment to creating an inclusive workplace and ensuring that all Canadians, regardless of their abilities, can enjoy and benefit from the NCC's assets. However, the NCC also recognizes that there is still much work to be done. It remains committed to working with internal committees, persons with disabilities and advocacy organizations to better understand the full range of diversity of the communities it serves, and to continuously identify and address barriers to accessibility. The NCC is also committed to increasing the representation of persons with disabilities in its workforce, as well as creating a work environment where everyone is treated with dignity, fairness and respect, and where everyone can fully participate and contribute to the objectives of the organization.



Active Use Program

To create a capital where residents and visitors can enjoy the beauty of nature, while engaging in healthy physical activities, the NCC launched the Active Use Program in 2022. Building on a successful pilot project initiated in 2020, this program opened additional NCC parkways for active use, providing people with a unique opportunity to engage in walking, cycling, running and other activities, without the presence of motor vehicles.

The program, which ran from May to October 2022, involved the temporary closure of vehicle access to several parkways in the nation's capital, including the Queen Elizabeth Driveway, Sir John A. Macdonald Parkway, Sir George-Étienne Cartier Parkway and four parkways in Gatineau Park. Feedback from the public was collected through an online survey, with some of the most reported benefits by many respondents being mental and physical benefits. Survey respondents also expressed gratitude for the opportunity to engage in outdoor activities safely. Many participants noted their appreciation for decreased pollution and the increased sense of community that the program brought. Families, in particular, were able to enjoy safe spaces together.



The program was a huge success, with over 390,000 visits throughout its duration, with an average of 4,224 visits daily. High satisfaction with the program was also expressed, with 93 percent of visitors reporting satisfaction with their visit. Survey results revealed that two thirds of respondents supported the continuation of the program.

Overall, the Active Use Program has been a testament to the NCC's commitment to creating a capital that everyone can enjoy. With roads closed to vehicles, NCC spaces became more accessible to people of all abilities. The program enabled residents and visitors to spend more time outdoors, discover a new pastime, and enjoy the physical and mental benefits of this activity. The NCC will continue to improve the Active Use Program by reviewing data on parkway usage to determine where and for how long the parkways should be closed in order to maximize community participation. To better understand the experiences of people with limited mobility, the NCC will consider refining the scope of accessibility measures in future surveys and conducting additional consultations. Finally, new objectives will be established to evaluate the success of the program moving forward.

Gatineau Park Shuttle

In an effort to reduce traffic congestion and increase more sustainable and efficient access to its scenic views and pathways, the NCC launched a free summer shuttle service to Gatineau Park. The service is offered in partnership with the Société de Transport de l'Outaouais and Camp Fortune, and is part of the Gatineau Park Master Plan, which promotes alternative modes of transportation to gradually reduce the impact of motor vehicles on the Park. The shuttle brings visitors to popular destinations in the parkways sector, and all stops are accessible to persons with reduced mobility. Each vehicle has an access ramp and low floor for easy boarding, with two priority seats for people using wheelchairs. Those requiring special mobility equipment during their visit can rent it at one of the Relais plein air locations.

During the summer of 2022, over 7,600 visitors used the shuttle service. This program was welcomed by many visitors, and its success can be attributed largely to its ability to open up the Park to many groups who otherwise may not have been able access the space. The NCC will continue to explore new ways to promote alternative transportation to Gatineau Park and to enhance the visitor experience.

Gender-Neutral Washrooms

To ensure greater inclusivity, in 2021, the NCC started making changes to public washrooms on its properties. The initiative began when a user at Patterson Creek Park questioned why the washrooms were divided by gender, when both stalls were private and identical. Two members of the Land Management team looked into the question and realized that most of the Ontario Urban Lands and Greenbelt washrooms already had single-user toilet stalls, like the ones at Patterson Creek Park. Only the signage needed to be changed to make them more inclusive. To assist with the design and implementation of the inclusive signage, the NCC brought the Industrial Design team on board.

The team researched emerging inclusive washroom standards and trends, and determined that the sign message needed to focus on identifying the facility itself (with a toilet pictogram), rather than the gender of possible users. The standard universal accessibility pictogram was retained to indicate accessible washroom facilities, as needed. The inclusive washroom signage was also updated to include tactile features, such as Braille and raised pictograms and lettering, to meet accessibility standards and serve a greater proportion of the public.

The washrooms at Remic Rapids Park and Patterson Creek Park now have this new signage, as do the 20 out-houses in the Greenbelt. The next step in this initiative involves retrofitting or reconfiguring washrooms with multiple stalls segregated by gender to become inclusive. This includes washrooms in Hog's Back Park, Major's Hill Park, Rockcliffe Park and Vincent Massey Park, as well as family rooms that could be converted into inclusive washrooms. The NCC will consult the public, and follow federal guidelines in terms of real property and accessibility leadership to ensure that all washrooms meet accessibility standards.



As part of Fall Rhapsody 2022, the NCC welcomed the return of Anishinàbe Nibin (Algonquin Summer) in Gatineau Park. This event features an interactive demonstration of the steps involved in making a birchbark canoe and snowshoes, as well as the tanning of hides. It is organized in collaboration with the communities of Kitigan Zibi Anishinabeg and Pikwakanagan.



Empowering Black Employees



Employee feature: Tania Rosarion and Martin Barakengera

The NCC's Black Employee Support Committee (BESC) is a community of visible minorities and allies that works to organize, educate, support and empower all Black employees within the NCC. The BESC also contributes to holding the NCC accountable for fair and equitable treatment of all racialized employees.

For Tania Rosarion, who rejoined the NCC about a year ago after working here from 2014 to 2016, BESC represents a significant shift in the organization's approach to diversity and inclusion. "When I was here the first time, there was no committee like this," she says. "The landscape was different, and there were less visible minorities. When I rejoined the organization and learned about BESC, I knew I wanted to join right away." Tania, who is a champion for diversity and inclusion, feels that the committee creates a truly warm and welcoming environment for visible minorities. "BESC represents the awareness of a need for diverse committees and understanding of the importance such committees bring to an organization," she explains. "It creates a sense of belonging for visible minorities and allies who acknowledge the challenges we face." Her experience with the committee thus far has been positive. "Members are very welcoming, and it is very nice to be able to connect with others who have faced and understand the same barriers and challenges. It provides a sense of community."

Martin Barakengera, who has been at the NCC since 2011, co-founded BESC with a colleague, after the murder of George Floyd sparked conversations about diversity and the experience of being Black in Canada. "This is an opportunity for people at the NCC to talk about their experiences with anti-Black racism, use their experiences to start conversations about being different, about the diversity of perspectives, and remove the taboo aspect of talking about these topics," he explains.

Martin enjoys hearing his peers' stories, as well as talking about his own. He is happy that employees have a safe space where they feel comfortable to speak out, knowing that they will be heard and supported.

This year, BESC organized its second celebration of Black History Month—a unifying activity for the entire organization. During this event, panelists who represented diversity in Canada were able to talk about the experience of being a visible minority and the ways in which people can become allies and join forces to fight racism, and particularly anti-Black racism. On top of this, BESC also holds internal committee activities such as in-person lunches, where members can get acquainted and share about their cultural background and personal stories. Both Martin and Tania enjoy these opportunities, as they provide a chance for members to support one another and build resiliency within their network.

Overall, both Tania and Martin are pleased with the support BESC has received from the NCC's senior management, and they see BESC as a positive force for change within the NCC. In the future, they would like to see BESC becoming a larger committee, spearheading multiple activities, in collaboration with allies and other branches, to continue the conversation, create awareness and further the NCC's corporate priorities. Their hope is that the committee will be given the necessary platform to support the NCC in evolving and putting inclusion, diversity, equity and accessibility at the forefront. As Martin notes, "We must continue working to ensure that every individual sees themselves reflected at every level of the organization, is fully integrated within the workforce, and has access to the same opportunities as everyone else."

The Year in Review

The 2022–2023 fiscal year has been a pivotal year for the NCC in its efforts to make the National Capital Region more reflective of the people it serves. In line with the priorities of the Government of Canada, the organization has emphasized the importance of promoting accessibility and inclusivity in the stewardship of its assets and the development of its workforce. The NCC’s first Accessibility Plan and Capital Design Guidelines are testaments to the organization’s commitment to the prioritization of diversity, equity and inclusion within its business practices. These efforts are key steps in building a workplace culture and a capital that embraces the diverse identities and experiences of Canadians.

Building on its successes from previous years, the organization continued to increase equitable access to its lands and assets, while highlighting and celebrating the region’s history and beauty. Parkway space reserved for active users, free and accessible Gatineau Park shuttles, and the expansion and rehabilitation of pathways provided Canadians with safe and enjoyable ways to experience and enjoy the region.

Collaboration with its many partners, including Indigenous communities, has been key to continuing to build a dynamic, inspiring and accessible capital. Through these partnerships, the NCC has been able to welcome new Canadians to the region, provide accessible equipment to Gatineau Park visitors and give heritage buildings new life through the “Capital Culture Lives Here” program. By engaging in meaningful consultation and collaboration with Indigenous groups, the organization has been able to incorporate Indigenous perspectives and histories into its decision-making processes and programming. This has translated into creating a more meaningful representation of the Capital’s heritage, through the interpretation and renaming of certain NCC-owned lands and assets.

The achievements of 2022–2023 demonstrate that, through its innovative partnerships, stewardship and long-term planning, the NCC has been able to embrace the unique perspectives of those who call this land home. This expression of open-mindedness is key for the NCC in continuing to design and build a capital that celebrates Canada’s history and multi-faceted roots—and a capital in which all Canadians can take pride.

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.*

“In the Design and Construction department, we play a key role in making sure that principles of accessibility, inclusivity and GBA Plus are incorporated into the design process from the very beginning. Through training and design thinking, we ensure that even the smallest details are taken into account. These principles guide our project prioritization and design excellence.”

Saadeh Masaeli

Chief of Engineering, Design and Construction
4 years with the NCC

“As a newcomer to Ottawa, I’ve been excited to experience the programs the NCC offers that I am also evaluating. I’m grateful to be a part of a team that looks at different dimensions like gender, race, language, age and ability, to evaluate programs and projects. I believe that the NCC’s efforts in creating programs like the Active Use program can not only make Ottawa a world-class capital destination, but also help create a healthier environment for everyone.”

Riley Livingstone

Research and Evaluation Officer, Audit, Research, Evaluation, and Ethics
1.5 years with the NCC



Designing for Diversity: The NCC's Capital Design Guidelines

Designing public spaces and amenities that are welcoming for all Canadians is crucial for creating a sense of belonging and community. When people feel comfortable and valued in public spaces, they are more likely to participate in community life, engage with their surroundings and have positive experiences.

This year, the NCC developed design guidelines for the review and approval of federal public spaces and the exterior of federal buildings. These guidelines aim to create inclusive, equitable and welcoming public spaces and amenities for Canadians by assessing and understanding the ways people of different identity factors perceive, experience and interact with the design.

In developing the guidelines, NCC staff consulted with the Advisory Committee on Planning, Design and Realty, as well as the Advisory Committee on Universal Accessibility. The guidelines include three comprehensive sections that deal with site planning and design: Site Planning and Urban Form, Landscape and Public Space, and Buildings and Structures. Three specific categories provide specialized guidance on select topics: bird-safe design, universal accessibility and Gender-based Analysis Plus in design.

GBA Plus is a Government of Canada best practice to assess how policies, programs and initiatives affect different people. This section of the guidelines will consider how people experience the design of the NCC's assets, based on factors such as gender, culture and identity. The section on universal accessibility ensures comfortable, equitable, barrier-free access and participation for Canadians, regardless of a wide range of physical, mobility and cognitive limitations.

The guidelines aim to encourage designs that make everyone feel welcomed and valued, offer guidance and consistency for federal design projects, and serve as a reference tool for design excellence. They work alongside other NCC and federal plans, policies, and regulations, and do not replace or act as regulations for other obligations. The Capital Design Guidelines will create efficiencies for those proposing projects, and improve the overall quality of design.

By accounting for the diversity of Canadians in order to eliminate barriers and discrimination within the built environment, these guidelines will help make the National Capital Region a place that truly represents *all* Canadians, while ensuring a picturesque and natural National Capital Region through the conservation and enhancement of natural assets, cultural landscapes and built heritage under the NCC's stewardship.



Advancing the Core Area Sector Plan

The Capital Core Area is the hub of the National Capital Region. It houses the seat of Canada's federal government, represented by the Parliamentary Precinct and Judicial Precinct on Parliament Hill. It encompasses the downtown portions of Ottawa and Gatineau, two cities that together form the fourth-largest metropolitan area in Canada, with a population of more than one million.

The NCC is updating the 2005 Capital Core Area Sector Plan, which guides the use and development of the most symbolic lands in the Capital, and is one of the master plans that support the realization of the NCC's Plan for Canada's Capital, 2017–2067. The current plan has reached the end of its lifespan. A revision is needed to reflect changes to the urban context, as well as NCC and government priorities that have evolved since its adoption. The NCC's vision for the Core Area is to create a unified space for Canadians to live, work and celebrate their country.

To ensure that the plan reflects the needs and values of all Canadians, an iterative, design-led approach is being employed to explore future scenarios and affirm aspirations for the Core Area. The NCC will engage with external parties, including the cities, federal agencies, First Nations and the public, throughout the development of the plan. Discussions will focus on topics of importance such as the quality of public spaces, efficient public transit, safe active mobility routes, and places to visit and enjoy. The plan will also take into account the need for economic development, cultural preservation and environmental sustainability.

One of the key components of this planning for the future is the workflow model that the NCC's Geomatics team has recently developed to integrate the NCC's geographic information system data and 3-D modelling. This system will enable the NCC to leverage ideas generated during the planning and consultation phases of the project, create rich visualization in 2-D and 3-D, and provide a clearer picture of what the Core Area could look like in the future. With this model, the NCC can now seamlessly input building footprints and quickly pull them up to different heights to visualize a future with more structures in certain locations. This tool presents the opportunity to look beyond the current plans and commitments, and determine which major priorities the NCC should next focus on.

The updated Capital Core Area Sector Plan will be brought to the NCC Board of Directors for adoption in January 2025. The plan will continue to ensure that the NCC is building a capital representative of its rich culture and heritage and, through its comprehensive consultations and utilization of cutting-edge technology, the NCC will make informed decisions and envision a future for a capital that welcomes all Canadians.



A Healthy and Safe National Capital Region for All



Employee feature: Emily Rideout

Weather patterns in the National Capital Region are undergoing significant changes, resulting in extreme weather events that have impacted many Canadians, as well as the NCC's assets and operations. In order to protect the region's legacy, and ensure that the Capital remains a space everyone can enjoy, we must gain a better understanding of the impending weather-related risks.

Emily Rideout, Sustainability Development Programs Officer at the NCC, is part of the team leading the development of the organization's first-ever 10-year climate adaptation plan in partnership with Stantec. The plan aims to identify and address impending weather-related risks to the NCC's assets, operations and programs caused by extreme weather events in the National Capital Region.

A climate projections study conducted by the NCC, in partnership with the City of Ottawa, revealed that flooding, windstorms and extreme heat are the main threats to the NCC. Although flooding and windstorms have received a lot of attention in recent years due to severe weather events, Emily emphasizes the need to pay close attention to extreme heat as well. The NCC's climate projections estimate that the National Capital Region will experience four times as many extreme heat days by 2050, and six times as many by 2100. "When we saw the projections, we knew that we needed to pay more attention to heat, so we decided to start pulling together some tools to be able to do that."

To address this, the NCC has acquired urban heat data, which can be used to inform decision making and design processes, for example by identifying locations where heat management interventions are needed. Urban heat maps can be used to identify urban heat islands (UHIs), urban areas with temperatures that are warmer than those of surrounding rural areas. These are locations where heat management interventions, such as tree protection and planting, shade structures, and

water features are needed as part of new projects and major renovations on NCC lands and assets. "Our mission is to make this important data readily available to all our colleagues and provide them with the tools they need to make decisions that will have positive and lasting impacts on our region and keep people comfortable and safe as the frequency of extreme heat events increases," explains Emily. The heat maps will also be part of a new internal climate risk assessment tool that is being developed for projects, which will contain a list of adaptive design measures related to the various climate risks, including extreme heat.

Because much of the land managed by the NCC is green space, there are few concentrated UHIs. In fact, the lands managed by the NCC serve as an important refuge from the heat. However, the NCC also manages lands adjacent to many UHIs such as the ByWard Market, and can contribute to keeping these areas cool. The concept of heat islands could potentially lead people to believe that temperatures are hot only in those specific places. However, during an extreme heat event, temperatures are hot *everywhere*. It is therefore important that all NCC projects consider heat mitigation during project planning and design phases.

Adapting new and innovative measures such as using urban heat maps is key to ensuring that the NCC can continue providing a safe and comfortable capital for generations of Canadians to come. "We worry about users, especially the vulnerable ones, who rely on our lands and assets to stay cool. NCC lands tend to be a refuge for people in times of extreme heat, and I want us to continue to provide that in the coming years," Emily says. "I believe the NCC has a role to play in building a National Capital Region that is healthy and safe for everyone."

As one of only two Crown corporations who volunteered to be designated under the *Federal Sustainability Act*, the NCC is also currently developing its new Sustainable Development Strategy for 2023–2027, which will be tabled in Parliament later in 2023.

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’m really excited about our shoreline animation initiatives, because it’s all about ensuring that everyone has equal access to NCC lands, and an equal opportunity to enjoy the Capital. By bringing animation to the waterfront, we’re creating new opportunities for people to enjoy the beauty of the region and rediscover all that it has to offer. This is particularly important for residents who may not have had the chance to explore the shoreline before, as well as visitors who want to experience the region in a new way.”

Nathalie Roy-Patenaude
Director, Real Estate Management
4 months with the NCC

“In my role, cultivating positive relationships with all levels of government and community groups is key to ensuring that the NCC is serving the interests of all Canadians. As a federal body, it’s important to have a holistic view of our mandate and work collaboratively to build a capital that is inclusive and accessible to everyone. I take great pride in my job and the opportunity to contribute to this goal every day.”

Robert White
Manager, External Relations
5.5 years with the NCC

This year, new Indigenous names were selected for Nepean Point and the pedestrian bridge connecting it to Major's Hill Park. The site is now known as Kiwekì Point, meaning "returning to one's homeland," while the pedestrian bridge will be called Pìdàban Bridge, meaning "dawn." The renaming process involved the participation of Kitigan Zibi Anishinabeg and Algonquins of Pikwakanagan First Nations community members. The names were chosen in accordance with the interpretation plan for the redevelopment of Nepean Point and the Truth and Reconciliation Commission's calls to action, highlighting Algonquin voices and culture.

Celebrating Algonquin Culture

Advancing the Kiwekì Point Site Development

Since 2019, Kiwekì Point, one of the most picturesque lookouts in the National Capital Region, has been the site of a revitalization project. The aim is to transform the area into a vibrant cultural hub celebrating Canada's rich artistic heritage, while also creating new opportunities for public engagement and community building.

Construction work for the Whispering Point has continued throughout the winter, and is expected to be substantially complete by summer 2023. The Whispering Point is a unique feature of the development that will provide a stunning view of the surrounding area, and serve as a gathering place for public events and other activities.

A new pedestrian bridge will recall the historical pedestrian connection between Major's Hill Park and Kiwekì Point. Although the fabrication of the Pìdàban Bridge has experienced setbacks due to market conditions and the complexity of the design, the overall project to redevelop Kiwekì Point remains on track for completion in October 2023.

The redevelopment of this site is a testament to Canada's commitment to preserving and celebrating its cultural heritage, while also embracing the future. Kiwekì Point is sure to be a source of pride for generations to come, as well as a beacon of inspiration for those who seek to build a more vibrant and inclusive society.

Victoria Island Remediation

Victoria Island is a place of special significance to Indigenous peoples in the National Capital Region. Archaeological evidence shows that, 6,000 years ago, the area was a bustling trade hub where nomadic peoples would stop to portage and exchange goods. Later, the site supported mixed industrial, commercial and residential land uses, which date back to the late 1800s. This activity resulted in the contamination of the soil, groundwater, sediment and surface water in the area.

In 2019, the NCC began remediation work as part of its efforts to advance the long-term vision and plan for the island. In October 2022, the second phase of the project was complete. This phase involved a 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 area then underwent basic site reinstatement, including restoration of the aquatic habitat in the timber slide ravine. Phase 3 of the project is scheduled to be undertaken between 2023 and 2025.

Following the completion of the remedial work, Victoria Island will be reopened to the public to enjoy until the NCC and the Algonquin Anishinàbe Nation develop a master plan to establish a place of special significance for Indigenous peoples and their cultural traditions.



In January 2023, the NCC met with members of the Algonquin Nation communities of Kitigan Zibi and Pikwakanagan, who performed a smudging ceremony on Victoria Island. This ceremony marked another milestone in the decontamination of this historic site.

Revitalizing Assets and Infrastructure

Rehabilitation of the Gatineau River Pathway

The NCC is currently undertaking a project to rehabilitate a section of the Gatineau River Pathway, between the Leamy Lake canal and the Ottawa River, which was damaged by flooding in 2017 and 2019. The pathway is a significant part of the Capital Pathway network, which links over 600 kilometres of multi-use paths to various attractions in the region. The flooding over the years had caused a section of the pathway to collapse, creating safety concerns. The NCC's project involves realigning the pathway away from the flood plain to ensure public safety and protect the habitat of the western chorus frog. The rehabilitation work will include the installation of exclusion barriers, excavation and paving of a new pathway section, and landscape design work. This project will benefit all users of the pathway by enhancing accessibility and safety, while preserving the natural environment.

Westboro Beach Area Redevelopment Project

The Westboro Beach Area Redevelopment Project is an ambitious plan to create a more vibrant and active space that will improve the quality of life of visitors and residents on the Ottawa side of the historic Ottawa River.

Following public consultations, the project was approved by the NCC's Board of Directors in April 2022. Construction began in the summer of 2022, and will include several improvements to the site.

One of the key features of the project is the Park Pavilion, a new pavilion with a restaurant and community space, located at the upper level of the existing heritage building, the Strutt Pavilion. The Park Pavilion will be zero-carbon, and will serve as a gathering place and hub for community events and activities. Its design has taken into consideration the importance of minimizing the building's footprint and integrating with the heritage building, while simultaneously maximizing the stunning views of the Ottawa River. The Strutt Pavilion will also undergo rehabilitation, and will have new features such as modern, accessible, gender-neutral washrooms.

In addition to these improvements, the site will feature universally accessible pathways and water access, as well as riverfront lookouts with interpretive content about the history of the site. Visitors will be able to learn about the history of the site and the role it has played in shaping the community. A children's play area will also be thematically linked to the site's history, providing an educational experience for young visitors.

The site will also feature picnic and volleyball areas, as well as outdoor showers, making it easier for everyone to enjoy the beach during warmer months. In the wintertime, there will be groomed winter trails and tracks that lead to a ski rack by the restaurant door and another by the public lobby and washrooms.

The Westboro Beach Area Redevelopment Project is an exciting step toward creating a more inclusive and equitable space for residents and visitors alike. It is also one of the first steps in making the NCC's Ottawa River South Shore Riverfront Park Plan a reality.

Rehabilitation of the Philippe Lake Campground

For decades, the Philippe Lake Campground in Gatineau Park has been a popular destination for outdoor enthusiasts. The campground offers a variety of activities, including swimming, hiking and fishing, as well as access to stunning views of the surrounding landscape. However, over time, the facilities at the campground have aged, and they now need significant repairs.

To address these issues, the NCC started a major rehabilitation project at the Philippe Lake campground. The first phase of the work was completed in November 2022, and the second phase began in April 2023. The project aims to enhance the overall visitor experience, with improvements such as universal accessibility throughout the site, significant improvements in campsite safety, better access to electricity and drinking water, and updated and improved pathways and signage.

As part of the project, the NCC is working closely with the Kitigan Zibi Anishinabeg First Nation to promote Algonquin culture in the selection of names for the various areas within the campground and the interpretation of the site. The chosen names will be representative of the site's natural surroundings and geography.

The rehabilitation of the Philippe Lake Campground will significantly improve the quality of the visitor experience, while also ensuring that the campground is environmentally sustainable and respectful of the area's rich history and culture.



Rehabilitation of the Champlain Bridge

The Champlain Bridge, built between 1924 and 1928, has been undergoing rehabilitation for the past few years. The first phase was completed in late 2022, and the second and final phase of the rehabilitation process began in spring 2023. The rehabilitation project is necessary to ensure that the bridge remains safe, reliable and accessible for years to come.

The Champlain Bridge is an important crossing on the Ottawa River, carrying approximately 22 percent of all interprovincial motor vehicle traffic and 5 percent of all pedestrians and cyclists. The bridge plays a crucial role in the daily commute of thousands of residents, as well as in the transportation of goods and services.

The rehabilitation project will make the bridge safer for motorists, and will also benefit cyclists. The NCC will enhance the existing cycle track to a higher level of safety as part of the rehabilitation work. This will include buffering, curbing, delineators, improved signage and lane markings. The project is part of the NCC's major infrastructure projects made possible with the Government of Canada's investment to rehabilitate and ensure the ongoing safety of some of the Capital Region's most iconic assets. The project is expected to be completed by the end of November 2023, eight months ahead of schedule.

The new lighting equipment recently installed on the Sir George-Étienne Cartier Parkway not only enhances visibility on the parkway, but also ensures the health and safety of the public. With the parkway's average traffic volume of 12,000 vehicles per day, and a peak traffic volume of 3,300 vehicles per hour, the improved lighting will provide a safer driving environment, particularly during evening and early morning hours when visibility is low. This initiative will also improve accessibility for pedestrians and cyclists, making the parkway a safer and more inviting place for everyone.

Advancing the Building LeBreton Project

The renewed LeBreton Flats Master Concept Plan (MCP) was adopted by the NCC Board of Directors in spring 2021. Throughout 2022–2023, the NCC continued to make progress in the development of LeBreton Flats, a project that offers a unique opportunity to create a dynamic new community and an exciting destination in the heart of the Capital. The project aims to create a sustainable, livable and vibrant urban community that enhances the quality of life of the city’s residents.

Development Phases

In less than two years since LeBreton Flats MCP was approved, the Building LeBreton project has started developing nearly five hectares of land. This represents nine out of the 10 parcels identified in the “Early Phase” of the MCP Implementation Strategy, which also makes up 87.2 percent of the total land area (5.6 hectares) that the project aims to develop in the first 10 years. This development is at various stages of progress.

The Library Parcel

In 2021, a 1.1-hectare site at 665 Albert Street, known as the Library Parcel, was the first development opportunity launched under the Building LeBreton project. Following a two-stage competitive process in partnership with the Canada Mortgage and Housing Corporation, the Library Parcel was sold to Dream LeBreton in spring 2022. Dream LeBreton is making good progress toward the construction of a mixed-use development of two towers of 30 and 35 storeys. The towers will contain 601 new rental housing units, 41 percent of which will be affordable housing. In addition to this, 50 percent of the overall value of contracts will go to local vendors, and 15 percent will go to businesses owned or managed by people from equity-seeking groups, including 5 percent to Algonquin and Indigenous businesses. Dream LeBreton plans to achieve LEED GOLD certifications for the new construction and neighbourhood development, as well as certify to the Canada Green Building Council’s Zero Carbon Design and Performance Standard. The community will feature a large outdoor public space, retail space and on-site programming from the Dream Community Foundation. Dream LeBreton is currently securing federal and municipal development approvals, and expects to begin construction in 2023.



Major Events Centre

In 2022, the NCC signed a memorandum of understanding with Capital Sports Development Inc. (CSDI) to work toward a lease agreement for fall 2023, which would enable CSDI to build a major events centre at LeBreton Flats. The initiative proposes to construct a mixed-use development surrounding an NHL hockey arena and events venue within the Albert District. The events centre is expected to bring a new, exciting and significant venue to the central core of the city of Ottawa.

The Flats Phase

In June 2022, the NCC launched a competitive process to seek a proponent to lease and develop up to 1.6 hectares of land in the Flats District. The NCC's vision for this district is to create a sustainable, diverse and inclusive residential community with local amenities and a focus on active mobility. The NCC has evaluated the bids received, and the target to enter into a lease agreement is late 2023.

Public Realm and Infrastructure Implementation

An important foundational element of the Building LeBreton project is the reinvestment of all funds generated from development, in line with the project's guiding principles. This includes both direct implementation of public realm and infrastructure benefits, as well as in-kind delivery of social benefits. The social benefits include affordable housing and economic opportunities for Algonquin people, local equity-seeking workers and companies as part of development projects. The revenues generated from the sale of the Library Parcel and lease revenues from subsequent development phases will be used to deliver on the phased implementation of the public realm as described in the MCP.



LeBreton Flats Pathway

Delivery of public realm benefits is already under way, with a significant addition of a new, one-kilometre pathway offering active mobility connectivity to and through LeBreton Flats. The pathway links to existing paths in the area, such as the Capital Pathway along the Ottawa River and the Trillium Pathway. It also leads to the two O-Train stations within LeBreton Flats, and offers places to sit, rest and enjoy a view of the historic aqueduct. This pathway will also connect through the future Parks District of LeBreton Flats, providing universally accessible connections to the future Capital Park, active park and urban playground areas, and ensuring that transit and active mobility are the primary modes of travel at LeBreton Flats. As the development progresses, additional features will be added to the pathway area to improve the parks and public space experience.

This is the first new pathway to be constructed since the adoption of the NCC's new Capital Pathway Strategic Plan (2020), which provides a framework for the long-term planning and day-to-day management of the multi-use pathway network in the National Capital Region. The Capital Pathway accommodates a wide spectrum of active mobility modes, including walking, jogging, in-line skating, cycling and use of motorized mobility aids.

Key features of LeBreton Flats



Within a five-minute walk from two light rail stations on the O-Train Confederation Line (Pimisi and Bayview stations)



Steps from the Canadian War Museum and Ādisōke, the future Ottawa Public Library and Library and Archives Canada joint facility, a \$306-million central library opening in 2026



On the edge of Ottawa's downtown, only two kilometres from Parliament Hill



Close to the Ottawa River waterfront and scenic pathways, surrounded by unique features



Building Through Partnership

Since 2016, the NCC has been in consultation with representatives of the Algonquin Nation regarding the Building LeBreton project. Regular meetings with staff and elected council members from Algonquin communities in Ontario and Quebec, as well as the Algonquin Anishinabeg Tribal Council and the Algonquin Nation Secretariat, have helped the NCC develop a strong relationship with these communities. In June 2022, a historic framework agreement was reached. The agreement sets out expectations for the ongoing relationship between the parties, as well as general expectations for a future impact benefits agreement.

The impact benefits agreement is intended to identify and commit to the short- and long-term benefits for the Algonquin Nation that will be derived from the development of LeBreton Flats. The agreement confirms that the parties will work in a true spirit of partnership, acknowledging that LeBreton Flats is located on the unceded territory of the Algonquin Nation, and the Crown's duty to consult and accommodate. The NCC wants to ensure that the Algonquin Nation is meaningfully involved in the consultation and collaboration process around the delivery of benefits in areas such as land, financial participation and meaningful cultural presence. The NCC is also committed to setting aside a portion of the benefits derived from the development of LeBreton Flats for the Algonquin Nation in the form of avenues for employment, training programs and contracting opportunities in order to share the economic benefits more fairly. This historic agreement represents a significant step forward in creating a more equitable and inclusive environment for Indigenous peoples in Canada.

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 love that our students have diverse backgrounds, professionally and culturally. It’s exhilarating to learn from them, and they bring new, creative and innovative ideas to the table. What I appreciate most is that they are representative of the people who use our assets and participate in our programs, and play a vital role in making residents and visitors in the Capital feel more welcome in the region. They are the future of the Capital, and I’m proud that they can be a part of making our programs more diverse and inclusive.”

Marc Papineau

Operations Coordinator, Facilities and Programs
22 years with the NCC

“I feel privileged to be able to play a role in organizing the Urbanism Labs, bringing together individuals from various disciplines and backgrounds to have these innovative conversations. Public discourse and a diversity of perspectives is essential in creating a capital that truly reflects the needs and desires of all Canadians. This openness helps us inspire others and build relationships—it’s a component of what makes an excellent national capital.”

Kelly McRae

Senior Planner, Long Range Planning and Transportation
6 years with the NCC

Sharing Winter Traditions

Winters in the National Capital Region may seem daunting, especially for those who are new to the region. Luckily, the Guided Snowshoeing Program for New Canadians offers a unique opportunity for groups of newcomers living in the region to experience the joys of winter and develop a sense of belonging in their new home. This program, an initiative offered by the NCC in partnership with the Friends of Gatineau Park, is a unique opportunity to experience Canadian winter culture, learn about Canadian history and customs, and explore the beauty of Gatineau Park in a safe and supportive environment. Thousands of new Canadians have taken part in the program since it first began.

The NCC coordinates the program, while the Friends of Gatineau Park interpreters are responsible for welcoming the groups and leading the hikes along Trail 60. During the snowshoe hikes, participants learn about the history and significance of snowshoes in Canadian culture, as well as for the Algonquin Anishinàbe people. This provides them with an excellent opportunity to learn about Canada's rich Indigenous history and cultural pastimes, while enjoying the beautiful natural surroundings of Gatineau Park.

The participants are also introduced to the Park's conservation mandate and explore the many activities that can be enjoyed in every season. They learn about the animals that live in the area, their vulnerability and ways of survival, as well as ways of living safely and in harmony with these creatures. There is also a chance to visit the permanent exhibit at the Gatineau Park Visitor Centre, which provides additional educational opportunities.

The program is offered free of charge, including transportation, and snowshoes are provided. This means that participants do not have to worry about costs when partaking in this activity. In 2023, the program was offered from January 17 to February 10, 2023. It was a great success, with 32 groups and approximately 450 participants. This is a testament to the popularity of the program and its effectiveness in providing a fun and educational experience for newcomers to the National Capital Region.

Participating in the Guided Snowshoeing Program for New Canadians can be an excellent way for new Canadians to integrate into their new home and feel a sense of belonging. The program provides an opportunity to meet new people, explore the beautiful natural surroundings of Gatineau Park, and gain a deeper understanding of Canadian history, culture and the natural environment. The program's popularity and success demonstrate the value of initiatives that promote diversity, inclusion and environmental sustainability.



Relais Plein Air Partnership in Gatineau Park

The Relais plein air, a recreational and sports centre located in Gatineau Park, is a non-profit organization that operates in collaboration with the NCC and other partners. This popular starting point is ideally located near Gatineau Park's cross-country ski, snowshoe and snow biking trails in winter, and hiking and biking trails in summer. But that's not all. The Relais plein air also provides a range of services, outdoor programs and special events that cater to the needs of all visitors, regardless of age, ability or experience.

One of the key features of the Relais plein air is its commitment to making the outdoors accessible to everyone, at all times. It has an equipment rental program, which provides access to a range of summer and winter sporting equipment, including manual wheelchair cross-country ski platforms, all-terrain wheelchairs and mobility scooters, most of which are available for free. With this equipment, everyone can enjoy the Park's trails and outdoor activities, regardless of their physical abilities. Whether you are an experienced outdoor adventurer or a beginner, you can easily access the trails and enjoy the beauty of the Park.

Climate Change Research Partnership

Every winter, residents and visitors in the Capital Region look forward to skating on the Rideau Canal Skateway, the world's largest skating rink and a UNESCO World Heritage Site. However, the effects of climate change are threatening this beloved tradition. As winters become warmer and wetter, skating seasons shorten, and ice quality decreases. This impact was felt in winter 2023 when, for the first time since its inception in 1971, the Rideau Canal Skateway did not open for skaters. In 2022, in an effort to address this issue, the NCC partnered with Carleton University to identify strategies to adapt the Rideau Canal Skateway operations to the impacts of climate change.

The four-year collaboration aims to collect valuable data and test potential approaches to help ensure a longer skating season. The first two years will focus on gathering data to improve the NCC's knowledge base. The NCC will use temperature sensors, drones and remote-sensing tools to look at local weather, ice thickness and snow cover along the Skateway. In the second and third years, the NCC will develop models to project what will happen next and explore solutions to lessen the impacts of climate change on the Skateway. In the fourth year and beyond, the NCC will evaluate solutions and recommend strategies to adapt its operations.

Ideas are still in development, but three potential solutions have been proposed: slush cannons, thermosyphons and enhanced snow management. Slush cannons would promote ice growth in the early part of the season by spewing slush onto the ice to make it thicker faster. Thermosyphons, which are used in the Arctic, would promote ice growth by cooling the water beneath the ice. Finally, enhanced snow management is necessary to remove snow efficiently and expose the ice to as much air as possible for it to properly freeze.

The situation with the Rideau Canal Skateway has contributed to a more acute awareness of climate change on the part of the NCC and its users. The NCC's unique partnership with Carleton University is part of a broader initiative to understand all climate-related risks to the NCC, and develop a 10-year climate adaptation plan. In addition to the partnership, the NCC has also been expanding its winter offerings to include more multi-use trails for activities like skiing, snowshoeing and snow biking. It is also working to build more resilient infrastructure and promote sustainable communities to combat the climate crisis and ensure that residents and visitors can continue to enjoy Canada's Capital as a winter city for many years to come.



Archaeology Program

One of the NCC's many roles is to protect and manage archaeological resources on federal lands in the region. The organization carries out this role in partnership with Kitigan Zibi Anishinabeg and the Algonquins of Pikwakanagan First Nation.

In 2022, the NCC oversaw the training of the Anishinàbe Odjibikan Archaeological Field School, and integrated a group of 16 young Anishinàbe Algonquins into its archaeological field and lab work. Together, with a team of NCC archaeologists, they are now carefully sorting and cataloguing a collection of 300,000 pre-contact Indigenous artifacts discovered near Ottawa, many of which date back as far as 6,000 years. The team has now catalogued approximately 88 percent of the 300,000 finds. The collection includes items such as tools, jewellery and arrowheads, and the team is aiming to return the items to the Algonquin First Nations whose ancestors created or acquired them through trade.

In 2012, the NCC entered into a partnership with Kitigan Zibi Anishinabeg and the Algonquins of Pikwakanagan First Nation for the co-management of archaeological resources. The partnership underlines the communities' active and direct role in caring for their ancestral legacy. This means that, although the NCC is the temporary caretaker of artifact collections on behalf of Anishinàbe Algonquin communities, it is simply providing an advisory role on the future of the collections. The descendants of the people who made and used these artifacts have the final say on where the collections will eventually be housed.

The discovery of the artifacts, and their subsequent cataloguing, has shed light on how Indigenous peoples lived and traded thousands of years ago. The return of these artifacts to the Algonquin people marks an important step toward decolonization and reconciliation. The partnership between the NCC, Kitigan Zibi Anishinabeg and the Algonquins of Pikwakanagan First Nation underlines the Indigenous communities' active and direct role in caring for their ancestral legacy.

Reconciliation Through Archaeology

Employee feature: Ian Badgley

Ian Badgley, an archaeologist at the NCC, has been working on public digs and artifact collections since joining the NCC in November 2009. He believes that it is imperative for the NCC to continue supporting the Indigenous communities in the National Capital Region in taking ownership of the artifacts collected so far, as well as those discovered in future digs. “We have to include the First Nations in archaeology, so they are able to interpret their own history and tell us their own stories,” Ian emphasizes.



Through its partnership with the Anishinàbe Odjibikan Archaeological Field School, the NCC is helping the communities to become caretakers of the archaeological resources on their traditional territory. “The Indigenous communities should be the ones managing these archaeological sites,” Ian says. He adds that one of the NCC’s major goals is to assist the Indigenous communities in developing the capacity to carry out the archaeological work required to recover, preserve and commemorate the communities’ past and tell the story of their ancestors and their land use in the region. This includes not only technical knowledge and assistance navigating the legal systems in archaeology, but also encouraging public exposure and networking opportunities. “There is a huge amount of information in these collections, and if we can improve the public’s understanding of this region’s land use over the past 9,000 years, then we have a responsibility to do that,” he explains.

It is also imperative that the partnership with Kitigan Zibi Anishinabeg and the Algonquins of Pikwakanagan First Nation for the co-management of archaeological resources is continually updated in order for it to evolve with the communities’ approach to archaeology and reflect the appropriate disposition of artifact collections. After all, the Anishinàbe Algonquins who call the National Capital Region home are the true owners of these artifacts and “anything we do with these collections will have to be with their consent,” reminds Ian. “It’s a matter of decolonization—we are working to support these communities so that the NCC can remove itself from the narrative,” he says.

Advisory Committee on Toponymy

The newly formed Advisory Committee on Toponymy is an important part of the implementation of the NCC's new Toponymy Policy, which aims to make the National Capital Region more reflective of its heritage, as well as its cultural, ethnic and gender diversity. The committee's mandate is to assist the corporation by reviewing proposals for naming and renaming NCC assets. It analyzes supportive documentation and rationales, as well as advises on public engagement and consultation needs. The committee is also responsible for ensuring that proposed names align with the value-based principles stated in the NCC's Naming and Renaming Policy. The committee is composed of nine members: five internal members and four external members, including representatives from Kitigan Zibi Anishinabeg and the Algonquins of Pikwakanagan First Nation.

In the fall of 2022, the committee met to discuss the renaming of the Sir John A. Macdonald Parkway, following several requests from elected officials, members of the Algonquin Nation and community members. Following the committee's analysis and recommendation, the NCC Board of Directors agreed to proceed with the renaming. In January 2023, an Indigenous naming and engagement exercise was undertaken to find a new name for the parkway. Engagement involved storytelling and workshops with members of Kitigan Zibi Anishinabeg and the Algonquins of Pikwakanagan First Nation communities. Public engagement activities took place in May 2023, providing opportunities for the gathering of oral histories, with a proposed name being presented to the NCC's Board of Directors for approval at its June 2023 meeting.

"The renaming and naming of these assets demonstrates the NCC's commitment to the recognition of Indigenous peoples, particularly the Algonquin Nation as the host nation of the National Capital Region."

Tobi Nussbaum
Chief Executive Officer

Strutt House

The NCC has a long-standing commitment to preserving and showcasing the heritage of the National Capital Region. As part of this mandate, the NCC owns and manages several historical buildings that are integral to Canada's rich history. In keeping with its spirit of collaboration, the NCC launched an exciting pilot initiative in 2021 called "Capital Culture Lives Here." The initiative strives to transform underused properties into inspiring creative spaces by animating them in ways that respect their character, are financially viable and are compatible with the NCC's long-range plans.

The building selected for the pilot project was the Rochon Residence, located in the ByWard Market in Ottawa, which opened 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.

Building on the momentum generated from the pilot project, the NCC launched the second phase of "Capital Culture Lives Here." In July 2022, requests for expressions of interest for the Strutt House were released. This property is an iconic mid-century modern house, which was once the residence of well-known Canadian architect James Strutt. Built in 1956 as an experimental prototype for other residences Strutt designed, the Strutt House is designated as a recognized federal heritage building, and is located on the Eardley Escarpment, home to the richest and most fragile ecosystem in Gatineau Park.



The NCC's vision for the Strutt House is to transform it into an "in-residence" space for artists, scientists, architects or others who can contribute to the experience of Gatineau Park and the Capital. There are four key objectives for this site: to forge a mutually beneficial partnership between the NCC and creative organizations; to breathe new life into the house and site through a viable, sustainable new use and a multi-year lease; to showcase the unique history and heritage value of the Strutt House; and to support artistic development, academic research or nature conservation as part of the Capital experience, in support of the NCC's mandate.

The NCC will work on rehabilitating the Strutt House, and it is expected to be ready for occupancy in 2024. Looking ahead, the next buildings under consideration for the "Capital Culture Lives Here" project include the residence at 1224 Chemin de la Montagne in Gatineau, which is adjacent to the Strutt House; the residence at 108 Pine Road in Chelsea, a gracious brick farmhouse built in 1915; and the McConnell Residence (1055 Chemin d'Aylmer in Gatineau), a historic gem located on a dynamic corridor.

Launch of Season 9 of the Urbanism Lab

The NCC's annual Urbanism Lab lecture series continues to provide Canadians with a platform to discuss the challenges and opportunities of building a modern National Capital Region.

The NCC launched the ninth season of Urbanism Lab this year. The lecture series is presented both in-person at 40 Elgin Street and virtually via YouTube, ensuring accessibility for all Canadians. This season featured a variety of topics, including revisiting street design for equity and sustainability, urbanism and the human factor in light of climate change, and showcasing excellence in Indigenous planning and design. The following are some of the sessions that took place.

December 2022: Streets for Everyone

This Urbanism Lab event explored early street design in search of greater equity and sustainability. Speakers discussed road design and its management, including rights-of-way, and how to create greater equity and sustainability from design to public space.

January 2023: New Traditional Architecture

During this session, notions of new traditional architecture were explored. Speakers presented examples of buildings constructed from 1989 to the present, and addressed current critiques of the movement and why humans are drawn to traditional forms.

March 2023: Sustainability in the Anthropocene Era

In this special edition of the Urbanism Lab, the NCC partnered with the European Union Delegation to Canada to discuss the human impact of climate change, its challenges and examples of how communities are embracing new ways for a more sustainable future.



2SLGBTQI+ National Monument

In the fall of 2022, the Government of Canada adopted the use of the acronym 2SLGBTQI+ to represent Canadians with respect to their sexual orientation, gender identities and expressions. Based on extensive consultations across the country, it was concluded that “2SLGBTQI+” is more inclusive and places the experience of Indigenous Two-Spirit communities at the forefront as the first 2SLGBTQI+ people in Canada. The acronym stands for Two-Spirit, lesbian, gay, bisexual, transgender, queer, intersex, and additional sexually and gender-diverse people.

The National Monument, which will memorialize historic discrimination against this community by the Government of Canada, has embraced this change and has effectively changed its name to the 2SLGBTQI+ National Monument. Within the past year, the monument design has been refined and enhanced, based on stakeholder and technical expert feedback, and the team aims to recommend the final design for approval in June 2023—four months ahead of schedule. In-shop construction of major elements will begin in the fall of 2023, with site mobilization planned for spring 2024, and a targeted unveiling ceremony in early summer 2025.

The monument is a collaboration between the LGBT Purge Fund, Canadian Heritage, the National Capital Commission, and 2SLGBTQI+ communities and allies, with the participation of these communities being instrumental since the project’s beginning.



A close-up photograph of a stone archway, focusing on the triangular keystone at the top. The stone is a warm, golden-brown color with visible texture and some weathering. The arch is formed by several layers of stone, creating a sense of depth and structure. The lighting is soft, highlighting the curves and edges of the stone.

CORPORATE GOVERNANCE

Mandate

The National Capital Commission (NCC) is a federal Crown corporation created by Canada's Parliament in 1959 under the *National Capital Act*. The role of the NCC, as defined 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, including the official residences and commemorative sites.

Mission

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

Guiding Principles

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

Leadership and Innovation

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

Accountability and Transparency

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

Reconciliation

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

Collaboration

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

Pride

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

Organizational Excellence

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

Core Responsibilities

With a mandate reaching back over a century, the NCC and its predecessor organizations have served as both the National Capital Region's primary long-term planners and the principal stewards 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.

1. 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 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.

2. 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.

3. 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* (NCA), the board consists of a chairperson, a chief executive officer (CEO) and 13 other members, from the Capital Region and other parts of the country. Currently, seven members of the board are from the National Capital Region (including the chairperson and CEO), while the remaining eight members are from across Canada. The mayors of the cities of Ottawa and Gatineau and the Warden of the MRC des Collines-de-l'Outaouais are also participants in 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 managing the NCC's activities and implementing 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 NCA appoints board members with the approval of the Governor-in-Council, while the Governor-in-Council appoints the chairperson and CEO. A set of requirements are in place for Governor-in-Council appointments that establish an open, transparent and merit-based selection process. Under this process, interested individuals can apply to the government for appointment. A selection committee assesses candidates and identifies 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. In February 2023, the by-laws were amended once more to include the Warden of the MRC des Collines-de-l'Outaouais as a non-voting ex-officio participant when an item on the agenda affects or takes place within the geographic boundaries of the MRC.

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 Directors^{1,2}



Maryse Gaudreault
Gatineau, Quebec
Chairperson
June 6, 2023 to
June 5, 2027

A, B, C, 1, 2



Marc Seaman
Ottawa, Ontario
Chairperson
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



France Bélisle
Mayor of the
Ville de Gatineau

Non-voting ex-officio participants



Mark Sutcliffe
Mayor of the
City of Ottawa

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

1. Maryse Gaudreault was appointed in June 2023. The
rest of the membership is reflective of March 31, 2023.

2. As per the *Financial Administration Act*, an incumbent
board member will remain in office past the expiration
of their term until a successor is appointed.

Accountability and Operations

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

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

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

In addition to an annual public meeting, the board will meet in person four times per year, as well as via videoconference on an as-required basis throughout the year. Each meeting consists of a 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 complies with effective corporate governance principles and best practices.

Advisory Committees

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

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

The Advisory Committee on the Official Residences of Canada¹ provides objective, professional advice on asset management and matters relating to the six official residences in Canada's Capital Region. The committee also provides advice to Public Services and Procurement Canada (PSPC), the custodian of the Citadelle and the governor general's official residence in Quebec City. Committee members are experts in interior design, architecture, heritage and real asset management.

1. In April 2023, it was recommended that the Advisory Committee on Official Residences of Canada be put into abeyance, suspending its operations until further notice. Similarly, it was recommended in May 2023, that the Canadiana Fund be put into abeyance. This means that no charitable funds would be actively raised to support the Crown Collection. Should a need arise, for example, in the context of a decision on the future of the residence of the Prime Minister of Canada, consideration should be given to reinstating a committee. If reinstated, the committee's terms of reference should be updated to ensure alignment with needs at that time.

Special Committees

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

The Advisory Committee on Toponymy reviews the information included in the naming and re-naming proposals and advises on public engagement and consultation needs.

The Canadiana Fund² 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 and the Warden of the MRC des Collines-de-l'Outaouais 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. As ex-officio, non-voting participants, the mayors of Ottawa and Gatineau and the Warden of the MRC des Collines-de-l'Outaouais do not receive remuneration.

Independent Audit

The Office of the Auditor General of Canada (OAG) serves as the auditor for the NCC. The OAG performs an annual audit of the NCC's year-end financial statements and provides 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 whether the transactions that have come to the auditor's notice in the course of the examination have been carried out according to Part X of the *Financial Administration Act* (FAA) and regulations, the NCA, the NCC's by-laws, and the directive issued pursuant to section 89 of the FAA. In addition, Part X of the FAA stipulates that the OAG is to conduct a special examination of the NCC every 10 years. The last special examination was completed in 2017.

Reports to Parliament and Canadians

The NCC reports to Parliament through the Minister of Public Services and Procurement, effective November 20, 2019, and is subject to Part X of the FAA.

National Capital Commission Ombudsman

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

2. In April 2023, it was recommended that the Advisory Committee on Official Residences of Canada be put into abeyance, suspending its operations until further notice. Similarly, it was recommended in May 2023, that the Canadiana Fund be put into abeyance. This means that no charitable funds would be actively raised to support the Crown Collection. Should a need arise, for example, in the context of a decision on the future of the residence of the Prime Minister of Canada, consideration should be given to reinstating a committee. If reinstated, the committee's terms of reference should be updated to ensure alignment with needs at that time.

Board of Directors Remuneration

Earned from April 1, 2022 to March 31, 2023

	Retainer 1	Per Diems 1,2,4,5,6	For Travel 2,3	Total		Attendance				
Board Members	\$ (A)	\$ (B)	\$ (C)	\$ (A+B+C)	Board Meetings 7.5 days	Committee Meetings (Corporate and Advisory)				
						EC 1 day	AC 2 days	GC 1.5 days	ACPDR 3.5 days	ACORC 1 day
Mireille Apollon	4,000	5,656	0	9,656	7.5	1	–	0.5	–	–
Larry Beasley	4,000	6,063	547	10,609	6	1	–	0.5	–	1
Lise Bernier	4,000	2,250	766	7,016	7	–	–	1.5	–	–
Victor Brunette	4,000	2,438	0	6,438	7	–	2	0.5	–	–
Michael Foderick	4,000	1,875	78	5,953	6	–	1	–	–	–
Tanya Gracie	6,000	3,188	0	9,188	7	–	2	1.5	–	–
Caroline Lajoie	4,000	2,625	602	7,227	5.5	–	–	–	2.5	–
Lisa M. Macdonald	4,000	2,250	430	6,680	7	–	–	1.5	–	0.5
Deborah Morrison	4,000	2,438	0	6,438	6.5	–	–	1.5	–	–
Norm Odjick	4,000	6,000	0	10,000	7.5	1	–	1.5	–	1
Sara Jane O'Neill	4,000	0	0	4,000	0	–	0	–	–	–
Lou Ragagnin	4,000	2,063	94	6,156	6	–	1.5	–	–	–
Marc Seaman	9,400	17,844	0	27,244	6.5	–	1.5	1	0.5	0.5
Denis Vaillancourt	4,000	3,938	0	7,938	6.5	–	–	1.5	3	–
Total	63,400	58,625	2,516	124,541						

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



Organizational Structure

The organizational structure of the NCC illustrates the relationships between the board of directors, the executive management team, various committees and the NCC's branches. Within the NCC's organizational structure, the CEO, who is also a member of the board of directors, 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. There are nine branches in total: Audit, Research, Evaluation and Ethics, Capital Planning, Capital Stewardship, Corporate Services, Design and Construction, Executive Office and Commission Secretariat, Human Resources and Facilities Management, Public, Legal and Corporate Affairs, and Real Estate and Development. 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

Simon Comtois

Vice President, Design and Construction

Véronique de Passillé

Vice President, Public, Legal and Corporate Affairs

Tania Kingsberry

Vice President, Corporate Services and
Chief Financial Officer

Bill Leonard

Vice President, Real Estate and Development

Nancy Martel

Vice President, Human Resources

Anne Ménard

Vice President, Capital Stewardship

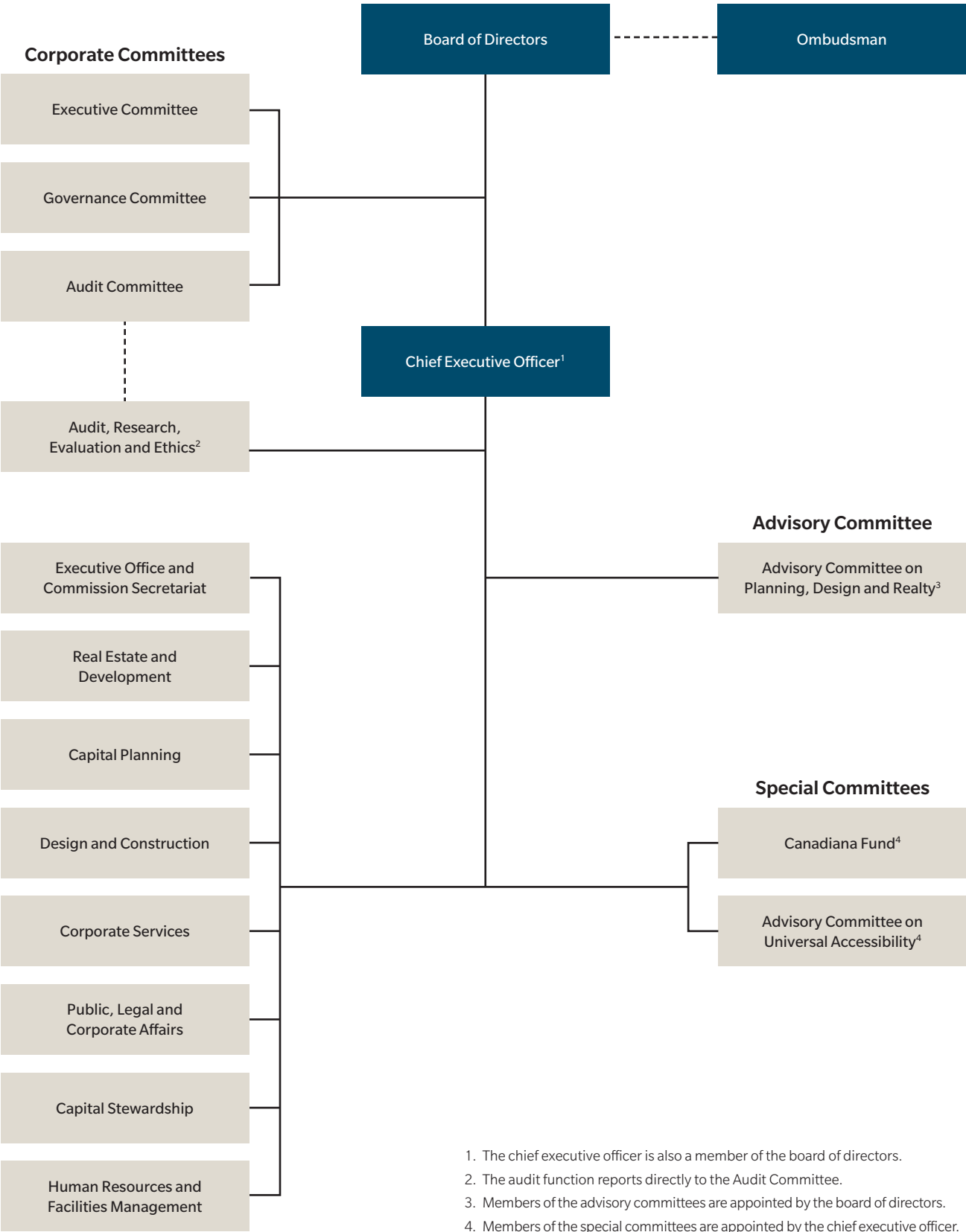
Alain Miguelez

Vice President, Capital Planning

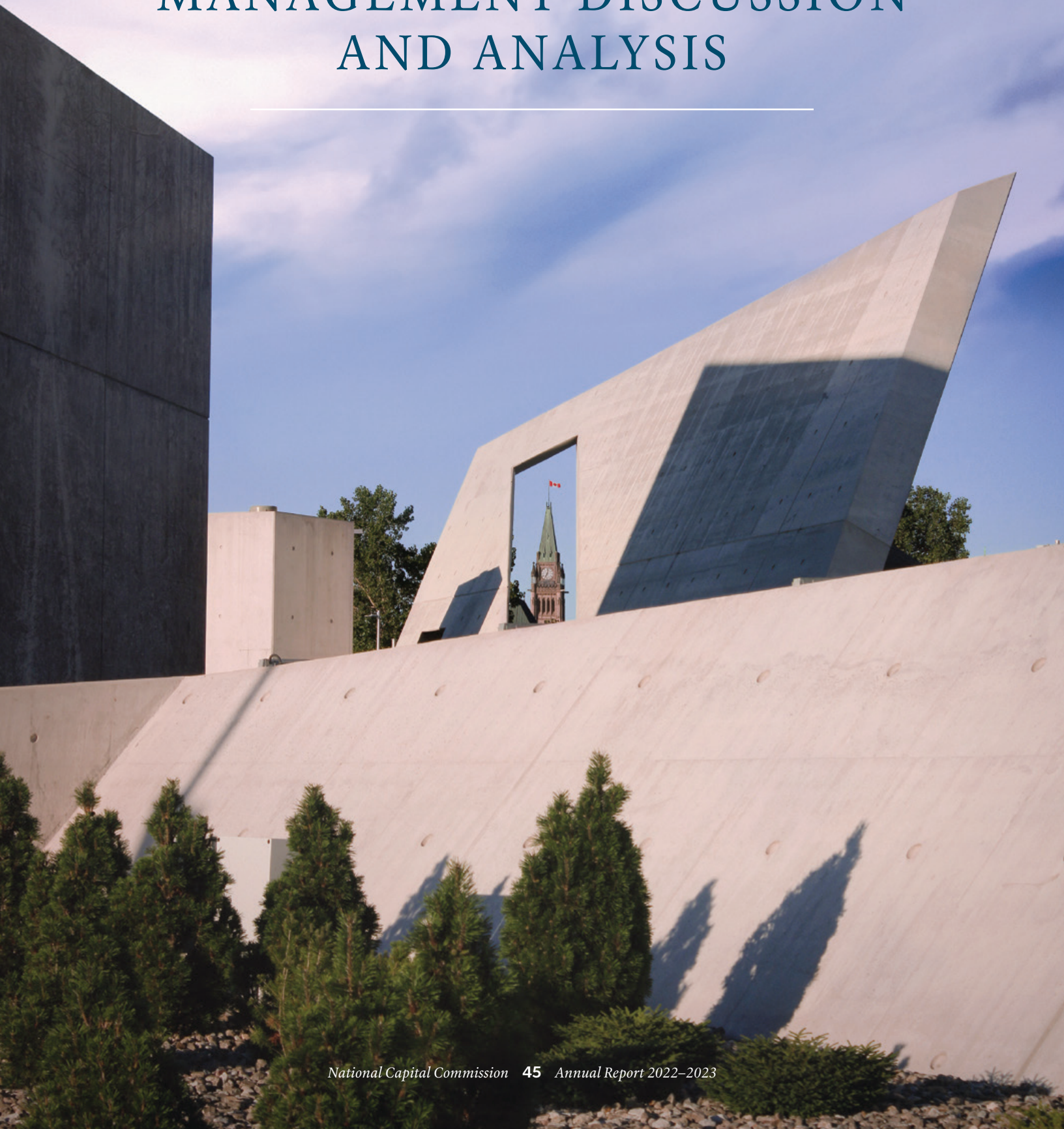
Luc Fournier

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)	2022–2023	2021–2022 (restated)	2020–2021	2019–2020	2018–2019
Operating Funding					
Parliamentary appropriations for operating expenditures	79,091	74,785	79,066	75,206	72,014
Operating revenues	105,636	64,824	38,482	56,276	46,417
	184,727	139,609	117,548	131,482	118,431
Cost of Operations*	151,847	140,481	137,805	141,898	134,573
Capital Funding					
Parliamentary appropriations for capital expenditures	112,504	84,946	70,319	62,453	37,295
Major Capital Projects					
LeBreton Flats redevelopment	1,696	5,252	1,017	2,903	30
Official residences	3,391	5,638	11,079	5,732	3,247
Real property acquisitions	753	27,787	11	267	6,277
Capital Assets					
Land	364,734	345,515	330,719	328,127	326,605
Buildings and infrastructure, leasehold improvements and equipments (net of amortization)	454,956	429,710	391,716	356,880	328,724
Investments in capital assets**	55,276	65,091	51,562	56,230	26,194
Acquisition & Disposal Fund	52,184	22,269	28,246	29,328	20,745

* Variations in year-over-year cost of operations are primarily attributable to one-time expenditures, which are further described in the Financial Review section on page 60 of the present 2022–2023 Annual Report

** Investments in capital assets excludes non-monetary expenditures

Five-Year Operating Highlights

For the years ended March 31	2022–2023	2021–2022	2020–2021	2019–2020	2018–2019
Number of employees	535	531	499	476	460

2022–2023 Operating Environment

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

Fulfilling the Mandate

The NCC's diverse and extensive portfolio represents a key opportunity for the corporation to contribute to the dynamism, connectivity and character of the National Capital Region in a way that aligns with its national significance and reimagines 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 included revitalizing outdoor destinations and critical infrastructure, including Kīwekī Point, Jacques-Cartier Park, the Gatineau River Pathway, and both the Champlain and Portage bridges. Moreover, funding earmarked through the Fall Economic Statement 2022 will enable the NCC to continue to rehabilitate and maintain historically and culturally important assets.

The NCC also continued its work in creating an accessible capital and workplace, which, along with its new accessibility plan, which will serve as a blueprint in removing barriers within seven key areas over the next three years. Multiple active committees within the organization have been working relentlessly over the last year to ensure that the National Capital Region is accessible and the NCC workforce reflects the diversity of Canadians.

Over the last year, the vision of our committed board of directors, partner and stakeholder collaboration, along with the commitment and expertise of our employees, have been key to successfully building a thriving capital that both meaningfully represents Canada to the world and enriches the lives of residents and visitors.

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 2022–2023 fiscal year, the NCC worked closely with PSPC, led by the Honourable Helena Jaczek, the minister responsible for the NCC, 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 (GBA Plus), and diversity and inclusion constituted important areas of focus for the corporation over the course of 2022–2023.

Provincial level

With the NCC 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 2022–2023 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 Ontario, held in October 2022, brought in new leadership in the City of Ottawa, a key partner for the NCC. Over the course of 2022–2023, the NCC continued building a strong relationship with this new municipal administration. That, coupled with the continued long-standing relationship with Ville de Gatineau and the MRC des Collines-de-l'Outaouais municipal administrations, allowed for continuity in project planning and implementation in areas as diverse as urban planning, safe and active transportation, and property and land stewardship. Likewise, the NCC continues to encourage and seek ways to build strong relationships with local Indigenous leaders and peoples, with a focus on ensuring that their interests are truly reflected in the numerous projects and proactive initiatives being undertaken across the region.

Capability to Deliver Results

The NCC Workforce

The NCC's expertise in long-term planning, stewardship and protection derives from the corporation's committed and dedicated contingent of staff members who are passionate about the National Capital Region, and who proudly contribute to the corporation's mandate. 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 caretakers, thinkers and advocates for the National Capital Region.

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

Going forward, telework will also be integrated into the workplace modernization initiative's concept.

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 2022–2023, volunteers donated their time to make it possible for residents and visitors to ski, hike and enjoy Fall Rhapsody in Gatineau Park, discover the Mackenzie King Estate, and admire the historic Maplelawn Garden. Throughout 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, the NCC remained committed to its role as a value-added partner in 2022–2023. This required consistent and comprehensive engagement with Canadians—local municipalities, elected officials, partners, sponsors, residents, stakeholders, academics and the general public—in order to facilitate a constructive dialogue around building a capital for all Canadians.

Integrated Risk Management

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

In June 2022, the NCC was subject to an internal risk management audit with the following two objectives:

1. To assess the adequacy of the design and effectiveness of the NCC's risk management framework as well as compliance with the framework.
2. To assess the maturity of the NCC's risk management program based on comparison to guiding standards and frameworks.

The audit concluded that the current enterprise risk management framework of the NCC is adequate, but that there are opportunities for continuous improvement. The NCC is implementing a management action plan building on the findings of the internal risk management audit report to further develop the maturity of its risk management program.

For the 2022–2023 planning period, the NCC identified three major corporate risk categories: safety and security, capacity and authorities.

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 mitigation measures over the course of 2022–2023 included the development of an investment planning program, which integrates long-term asset management, cyclical asset condition inspection and data maintenance throughout the asset's lifecycle. Additionally, the NCC has begun replacing its current financial and asset management systems with more efficient ones that will better support end-user requirements and enable asset prioritization based on portfolio planning. To implement its expanded program of work, the organization has enhanced project delivery and management based on third-party recommendations and implemented increased project authority based on complexity and risk assessments. These measures demonstrate the NCC's commitment to effectively managing the risks associated with asset deterioration while ensuring that federal lands and assets reflect and respect the natural environment and heritage of the Capital.

Capacity

Capacity risks relate to the NCC's ability to maintain sufficient levels of human resources to be resilient to a changing business environment, effectively deliver its activities and manage its assets. To mitigate this risk, the NCC has been working to improve talent attraction and retention by promoting an engaging, diverse and inclusive workplace, developing talent development programs, reviewing the NCC's overall employee recognition, compensation, and benefits to ensure competitiveness, and implementing succession planning initiatives to mitigate the loss of institutional knowledge due to increasing retirement rates.

Authorities

The NCC faces risks related to outdated legislative and regulatory authorities that limit its ability to deliver its mandate in modern times. The NCC's legislative authorities have remained unchanged since its inception in 1959, hindering its ability to respond to modern challenges. To mitigate this risk, the NCC has been working with government partners to bring forward solutions to increase its legislative and regulatory authorities. The NCC is also taking measures to increase assertiveness 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 2022–2023 to 2026–2027 Corporate Plan. The NCC successfully met 65 percent (26 out of 40) of its 2022–2023 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 2022–2023 to 2026–2027 Corporate Plan. Performance evaluation at year-end, 2022–2023, 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: *Secure a solution for the rehabilitation of the official residence of the prime minister and improve the condition of assets in the official residences portfolio.*

Initiative	Corporate milestones over the planning period	Target date	Status
Official residences	Complete approved projects under the Multi-Year Capital Program (MYCP) at all six official residences.	2022–2024	On time

Official residences: Throughout 2022–2023, three of the six planned projects were completed, with a fourth entering its second phase in the spring of 2023. However, two remaining projects experienced delays due to external dependencies and supply chain availability, meaning that they will not be completed until 2023–2024.

Priority 2: Plan, rehabilitate and revitalize key assets and transportation networks in the National Capital Region.

Initiative	Corporate milestone	Target date	Status
Asset rehabilitation	Complete critical repairs and maintenance on a priority basis in accordance with funding allocated in May 2020.	2022–2024	Target variance
Redevelopment of LeBreton Flats and the island sites	Implement the next phase(s) of the Building LeBreton phased transaction strategy.	2022–2024	On time
	Pursue public realm and infrastructure implementation.	2022–2024	Not on target
	Pursue a process to identify destination attractions within the LeBreton Flats Master Concept Plan area.	2022–2024	On time
	Pursue a partnership with the Algonquin Nation.	2022–2024	Not on target
Shorelines and waterways	Advance the implementation of the NCC’s vision and plan for Kiweki Point.	2022–2024	Target variance
	Begin implementation of the plans for the north and south shore (Gatineau and Ottawa) riverfront parks.	2022–2024	On time
	Complete the second phase of remediation at Victoria Island and initiate the third phase.	2022–2024	On time
	Pursue discussions with the Algonquin First Nation to advance a master plan for Victoria Island.	2022–2024	Target variance
Regional transportation in the Capital	Continue collaborating with the Société de transport de l’Outaouais (STO) on the functional plan for a proposed tramway between west Gatineau and downtown Ottawa.	2022–2024	On time
	Establish a transit office at the NCC and initiate transportation studies.	2022–2024	On time
	In collaboration with stakeholders, initiate the establishment of a multi-jurisdictional governance structure to facilitate the implementation of the STO’s proposed tramway project.	2022–2024	Target variance
Investment planning	Implement recommendations outlined in the NCC’s investment planning framework and report on progress in the NCC’s investment plan.	2022–2024	On time
	Pursue a multi-year asset condition inspection program and initiate asset condition reports on a priority basis.	2022–2024	Target variance
	Develop options to augment funding required to improve the condition of assets.	2022–2024	On time
Real Property Optimization (RPO)	Develop, maintain and implement a rolling, long-term strategy to optimize land use and mitigate the financial impacts of real property ownership.	2022–2024	Target variance
	Implement a Regional Interest Land Mass (RILM) strategy.	2022–2024	On time
	Engage with government to explore options to modernize real property transaction authority limits.	2022–2024	On time

Asset rehabilitation: The NCC continued to make progress in its asset rehabilitation program, made possible through the additional funding earmarked by the government in May 2020. As of the end of the fourth quarter, 61 out of the total 111 projects planned for the first two years had completed their study and design phases. Thirty-three of these are either completed or substantially completed. Examples of these projects include the NCC River House landscape and shoreline project and rehabilitation of the Gatineau River Pathway and Champlain Lookout.

The NCC also made progress in its real estate portfolio: as of the fourth quarter, 40 percent of the allocated funds for agricultural and residential projects had been committed and spent, while the commercial portfolio is on track to utilize its entire budget. However, the derecho storm in May 2022 disrupted project delivery throughout the year as resources had to be redirected to address urgent work.

The NCC also faced challenges such as rising costs, project design, procurement, availability of construction labour and human resource capacity. These challenges resulted in increased budgets and delayed timelines.

Redevelopment of LeBreton Flats and the island sites: The NCC launched a new development process for the Flats District in the summer of 2022. After evaluating proposals in fall 2022, a lease offer was presented to a preferred proponent. Negotiations are currently ongoing, with the aim of finalizing a lease agreement by late 2023.

In the summer of 2022, the NCC also signed a memorandum of understanding with Capital Sports Development Inc. to work towards developing a major event centre at LeBreton Flats. Several meetings were held to discuss feasibility, design and partnerships. Negotiations with the proponent are ongoing, and the NCC has completed the necessary due diligence for the site.

Projects that contribute to the development of public spaces and infrastructure in LeBreton Flats and the island sites continue to be the focus of the NCC. However, external factors affected the organization's ability to carry out major infrastructure projects. The Cave Creek Collector contract is in place, but the design completion has been delayed until fall 2023. On the other hand, public realm projects like enhancing the LeBreton pathways are on track for completion in summer 2023.

Throughout 2022–2023, the NCC maintained a close collaboration with the Algonquin Nation to advance their partnership in the redevelopment of LeBreton Flats. In June 2022, a framework agreement was created to support the work of the Algonquin working group by establishing roles and responsibilities as well as objectives. This agreement sets the foundation for the negotiation of an impact benefits agreement with the NCC for the Building LeBreton project. The impact benefits agreement (IBA) encompasses four topics: land, financial participation, meaningful cultural presence and set-asides.

Shorelines and waterways: The NCC is continuing its work transforming Kìwekì Point into a modern park in the heart of the capital, but the project is facing some challenges due to the increasing costs of construction caused by inflation, which has resulted in delays. Nonetheless, the new pedestrian bridge that will connect Kìwekì Point to Major Hill's Park is currently being manufactured and will be completed in summer 2023.

Throughout 2022–2023, the NCC has also been actively working on developing the north and south shore riverfront parks. An initial development concept has been created for the Jacques Cartier South Park site and a leasing initiative focused on shoreline animation was launched. Bids were received for both winter and summer operations. The NCC worked to negotiate leases with prospective tenants that aligned with program objectives.

Regarding Victoria Island, the NCC has been carrying out remediation work in different phases. As of the fourth quarter, the organization has completed the second phase of the project. It has also finalized plans and specifications for the third phase, which is expected to be put out for tender in the spring of 2023.

Unfortunately, discussions with the Algonquin Nation to develop a master plan for Victoria Island have not progressed significantly over the past year. The main focus of engagement with the Nation has been on the remediation of the site, as well as other NCC initiatives like Kìwekì Point, the renaming of the Sir John A. Macdonald Parkway and the redevelopment of LeBreton Flats. Discussions with the Algonquin Nation are expected to resume once the remediation work is closer to completion.

Regional transportation in the Capital: In March 2022, the NCC established a transit office and subsequently focused on increasing human resource capacity to begin transportation studies. The process to update the design guidelines for Confederation Boulevard was initiated.

During the year, discussions also continued between the NCC, the Société de Transport de l'Outaouais (STO) and other federal departments to advance the planning of the STO tramway project. However, efforts to establish a multi-jurisdictional governance structure for the implementation of the tramway project were delayed due to uncertainties of the future of Wellington Street, which was the subject of a study completed by the House of Commons Standing Committee on Procedure and House Affairs in 2022. The committee made eight recommendations in the areas of boundaries and ownership, balancing openness and security, and policing and operations, all of which were accepted by the government.

Investment planning: In 2022–2023, the NCC's investment planning program continued to play a vital role in managing the organization's assets effectively. Following the 2022 Fall Economic Statement, which earmarked additional funding for the NCC, the corporation used improved planning processes to identify strategic investments in both capital projects and day-to-day operations. To ensure smooth delivery of this significant workload, the organization conducted a review of its project delivery model in January 2023. Based on the review's results and recommendations outlined in the investment planning framework, as well as the NCC's approach to risk management, the NCC increased project authorities and implemented a formalized project complexity and risk assessment process for efficient and effective investment delivery.

The NCC's asset condition inspection program is crucial for evidence-based investment planning and project execution. By the fourth quarter, 485 internal inspections were completed and 75 building condition inspection reports were finalized, with ongoing reviews. Additionally, external consultants completed nine reports on bridges and structures.

With the additional funding received through the 2022 Fall Economic Statement, the NCC also plans to rehabilitate historical and culturally significant infrastructure, including assets within its official residences portfolio.

Real property optimization (RPO): The NCC has adjusted its RPO strategy in response to evolving corporate and federal priorities, which has resulted in delays of the solicitation process for some of the NCC's offerings. Approval of the revised strategy is anticipated early in fiscal year 2023–2024, after which the NCC will promptly begin soliciting proposals. The organization has already identified and ranked properties that it plans to put on the market, starting in the third quarter of 2023–2024.

In collaboration with municipal partners, the NCC has identified, evaluated and ranked nine properties designated as part of the Real Property Optimization Strategy (RPOS). These properties are considered highly valuable and are being pursued for development proposals from third-party organizations. The remaining four designated properties have been proposed for acquisition by the municipalities of Ottawa and Gatineau.

The NCC has also been actively communicating to the government about the risks and missed opportunities caused by the current limitations on its real property authorities. These limitations have been identified as a significant corporate risk in the NCC's Corporate Risk Profile. By the end of the fourth quarter, the NCC started briefing counterparts at PSPC about their RPOS and conducting analyses to determine the financial impact of the current limitations on the NCC's real property.

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

Initiative	Corporate Milestone	Target Date	Status
GBA Plus	Pursue the implementation of the GBA Plus training program and toolkit, as well as the GBA Plus work plan.	2022–2024	Target variance
	Implement a monitoring and evaluation plan to report on measures being taken across the organization to ensure the sustainability of GBA Plus.	2022–2024	On time
	Operationalize GBA Plus guidelines as part of the NCC’s Capital Design Guidelines according to corporate practices and policies.	2022–2024	On time
Enhance access to NCC lands and assets	Complete the Gatineau Park Transit Feasibility Study, including the implementation of a pilot project for the operation of transit shuttle services in Gatineau Park.	2022–2024	On time
	Pursue the development and implementation of programs that open NCC parkways for active use only.	2022–2024	Target variance
	Offer discovery programs that create opportunities for residents and visitors to participate in outdoor recreation and learn about the natural environment in the National Capital Region.	2022–2024	On time
	Advance the gender-neutral washrooms pilot project.	2022–2024	On time
Diverse and inclusive workforce	Develop and implement strategies to address the under-representation of designated groups under the <i>Employment Equity Act</i> .	2022–2024	On time
	Develop and implement an internal engagement plan to ensure that the workplace modernization project is as inclusive as possible and reflects employees’ diverse needs.	2022–2024	On time
	Develop and implement programs and training to advance diversity and inclusion in the workplace.	2022–2024	Target variance
	Advance strategies to support increased diversity and inclusion throughout the life cycle of employment at the NCC (including the recruitment, hiring, onboarding and exit processes).	2022–2024	On time

GBA Plus: The NCC has made significant progress in implementing the GBA Plus Strategic Framework, which focuses on considering gender and diversity in decision-making. A pilot project to test the framework was completed and a training program and toolkit were released to all employees. As of the fourth quarter, all NCC employees completed an introductory course on GBA Plus that was provided by the Government of Canada. The NCC will continue to provide training and resources as part of its efforts to promote diversity, equity and inclusion within the organization.

Monitoring and evaluation are important for ensuring the long-term success of GBA Plus in all areas of the NCC’s work. In this fiscal year, a survey to assess the capacity and awareness of GBA Plus within the organization was developed. The survey was launched in February 2023 and the results will be used to guide future activities and ensure the sustainability of the program.

The NCC also worked on developing and implementing the Capital Design Guidelines. These guidelines include a chapter on GBA Plus, which focuses on integrating gender and diversity considerations into the design process. The Capital Design Guidelines were approved by the NCC’s Senior Management team in January 2023 and have been in effect since then.

Enhance access to NCC lands and assets: The NCC had another successful year of making Gatineau Park more accessible to residents and visitors of the National Capital Region. In 2022, the Gatineau Park Summer Parkway Program was introduced, and included shuttle services in partnership with the STO, benefiting a total of 7,600 users. Rental services for electric vehicles and quad bikes were also provided. To gather feedback and learn from the experiences of Gatineau Park users, a meeting was held in the fourth quarter of 2022–2023 to discuss that year’s season and gather suggestions for improvements. The 2023 season opened on May 6.

The NCC also worked together with various stakeholders to introduce active use programming along NCC parkways. As a pilot project, the Queen Elizabeth Driveway (QED) had designated periods from May to October 2022 when it was open for activities such as biking, walking or roller-skating. It received an impressive 122,861 visits during this time. An overwhelming 91 percent of people supported continuing the program. In the fourth quarter, preparations were underway for the 2023 season, which will include the periodic reservation of nearly 50 kilometres of parkways on both sides of the river for active use. The schedules for the Sir John A. Macdonald Parkway, Sir George-Étienne Cartier Parkway, and the QED came into effect on May 13, following the launch of the Gatineau Park Summer Parkway Program.

The NCC made significant progress this year in offering discovery programs that allowed residents and visitors to engage in outdoor recreation and learn about the natural environment in the National Capital Region. The organization offered 63 nature interpretation programs at the Philippe Lake campground and collaborated with Parks Canada to develop various activities. In the winter months, the NCC provided programs aimed at increasing accessibility and promoting awareness of the Park’s conservation goals. These included the Animal Tracking on Snowshoes and the New Canadians Snowshoe programs. Outdoor events were also organized to introduce new users to Gatineau Park. On-trail programs, available in both seasons, were relaunched for the first time since the pandemic, and in-class educational programs remained popular. These programs offered unique experiences to thousands of participants.

The NCC is committed to providing inclusive services to residents and visitors on federal lands in the National Capital Region. In 2022–2023, efforts continued to advance the gender-neutral washrooms pilot project. By the fourth quarter, all gender-neutral washrooms in Gatineau Park and on Quebec urban lands were clearly identified with non-gendered signage. Additionally, signage for single-use washrooms on Ontario urban lands and in the Greenbelt was updated. The NCC will be expanding this initiative to assets with multi-stall washrooms, as appropriate, as part of its planning and design framework.

Diverse and inclusive workforce: The NCC is actively working on ways to address the under-representation of certain groups in employment equity at the organization. A review of employment systems was conducted to identify and overcome barriers faced by these groups. The organization is also modernizing the collection of self-identification data to gain more insights into the composition of its workforce. The NCC is collaborating with community partners such as EARN (Employment Accessibility Resource Network) and Hire Immigrants Ottawa to expand its reach and attract diverse talent while learning about recruitment and performance management best practices.

As part of its efforts to engage employees in the workplace modernization project, the NCC offered nine visits to 80 Elgin. These visits showcased the NCC’s future office spaces and how they will prioritize diversity, inclusion, accessibility and well-being in the workplace. Regular updates were also provided on the 80 Elgin project through monthly intranet messages. Project planning is ongoing and considers design elements that are inclusive, equitable and welcoming to all.

During this fiscal year, the NCC also focused on building internal capacity to advance diversity, equity and inclusion (DEI) initiatives, including the development of a corporate-wide training program. The organization is working on creating learning paths and identifying mandatory DEI courses, with recommendations and an implementation plan expected in 2023–2024. In December 2022, the NCC published its first Accessibility Plan (2023–2026) and established a feedback mechanism to meet its obligations under the *Accessible Canada Act* (ACA) and serve persons with disabilities. The plan outlines existing barriers within the NCC and actions to address them. Annual reporting under the ACA is required and the plan will be updated every three years.

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

Initiative	Corporate Milestone	Target Date	Status
Integration of sustainable development across NCC business lines	Complete the implementation of the NCC's Sustainable Development Strategy, 2018–2023.	2022–2024	On Time
	Retrofit 80 Elgin as part of the workplace modernization project to be fully compliant with targets established in the Federal Sustainable Development Strategy (FSDS).	2022–2024	Target variance
	Draft and approve the NCC's Sustainable Development Strategy, 2023–2027.	2022–2024	Target variance
	Optimize corporate processes and develop a management framework and implementation plan for the integration of sustainable development across NCC business lines.	2022–2024	Target variance
Enhancement and conservation of Gatineau Park, the Greenbelt and NCC Urban Lands – Greenbelt and Ontario urban lands	Improve the health of valued ecosystems.	2022–2024	On time
	Enhance the Urban Winter Trail Program and continue to implement the Greenbelt recreational pathways program.	2022–2024	On time
	Develop a strategy to enhance the NCC's visibility in the Greenbelt.	2022–2024	On time
Enhancement and conservation of Gatineau Park, the Greenbelt and NCC Urban Lands – Gatineau Park and Quebec Urban Lands	Improve the health of valued ecosystems.	2022–2024	On time
	Pursue scientific research activities in Gatineau Park.	2022–2024	On time
	Implement a strategy for the protection of ecological corridors adjacent to Gatineau Park, including acquisitions and partnerships enabled by the NCC's Green Fund.	2022–2024	On time

Integration of sustainable development across NCC business lines: The organization continued advancing its ambitious goals, as outlined in the Sustainable Development Strategy (SDS) 2018–2023, throughout the year, and provided support for internal projects like Workplace Modernization and the Green Procurement Policy. As of the fourth quarter, data collection for the Sustainable Development Strategy Annual Report for 2022–2023 was completed. This report is expected to be presented for approval in the first quarter of 2023–2024.

In 2022–2023, as part of its workplace modernization project, the NCC analyzed greenhouse gas emissions and conducted climate risk assessment studies to inform the project design phase. However, there were delays in awarding a contract, which affected the project timeline. A consultant is currently conducting a preliminary needs analysis based on the NCC's studies, to develop a schematic design.

The NCC also began the development of the 2023–2027 SDS. This included identifying actions, performance indicators, challenges and opportunities, as well as reviewing the NCC's policies, processes and systems to analyze the organization's integration of sustainable development across its business lines. This new strategy will be presented to the board of directors for approval in the first quarter of 2023–2024 and will include 10 actions that focus on improving the NCC's processes and adopting a governance framework to ensure the successful implementation of the strategy.

Enhancement and conservation of Gatineau Park, the Greenbelt and NCC urban lands—*Greenbelt and Ontario urban lands*: In the first quarter of 2022–2023, the NCC shifted its priorities temporarily to address urgent needs after the derecho storm. Focus was placed on informing the public about the recovery efforts through active communication campaigns, social media and email to highlight upcoming fall activities and promote farms in the Greenbelt. This approach helped promote the Greenbelt area and reduce the strain on Gatineau Park. Meanwhile, the NCC worked quickly to make the trails, roads and other public areas safe again by removing hazards and assessing conditions. During the winter, the trail program was extended, allowing residents and visitors to enjoy over 100 kilometres of trails for activities like cross-country skiing, snowshoeing, fat biking and walking.

Throughout the year, the NCC also continued working with the University of Ottawa on a research study about ticks in the Greenbelt by collecting data and sharing findings. Research goals for the next year have also been established to support the 2023 program.

Enhancement and conservation of Gatineau Park, the Greenbelt and NCC urban lands—*Gatineau Park and Quebec urban lands*: The NCC continued its work to protect and restore important habitats and ecosystems in Gatineau Park. The health of the ecosystems was monitored by studying indicators like frog species, loons, invasive plants and water quality in lakes and rivers. An agreement to restore the habitat of an at-risk species called the golden-winged warbler in the Meech Creek Valley was also finalized. This restoration project is scheduled to begin in 2023–2024.

The NCC also collaborated with regional partners and the Citizen Science Program to conduct scientific research in Gatineau Park. One study, done in partnership with the Université du Québec en Outaouais, focused on how birds use ecological corridors south and east of Gatineau Park. The study's findings will be published in a scientific article in 2023–2024. Another study, conducted in partnership with the Conseil régional de l'environnement et du développement durable de l'Outaouais, looked at the impact of roads on large wildlife in four areas near Gatineau Park. Additionally, six Citizen Science projects were completed by the end of the fourth quarter. These projects involved activities such as tracking animal footprints, monitoring different species of animals, studying the monarch butterfly and controlling invasive species.

As part of its effort to protect the ecological corridors surrounding Gatineau Park, the NCC prioritized the building of partnerships in 2022–2023. The organization developed a five-year conservation strategy in collaboration with regional partners and continued to evaluate new partnership requests. During the year, the NCC worked with the Nature Conservancy of Canada and Action Chelsea for the Respect of the Environment to implement three projects. These projects will permanently protect a total of 86.6 hectares of land in the ecological corridors around Gatineau Park.

2022–2023 Performance Measurement Framework

Measures	Target	Results		
Real Property Leasing	Vacancy Rate	2020–2021	2021–2022	2022–2023
Residential	4%	1%	0%	1.5%
Commercial	4%	4.3%	5.9%	6.2%
Agricultural	4%	3.6%	1.8%	1.2%
Real Property Leasing	Revenue	2020–2021	2021–2022	2022–2023
Residential	\$3.5 million	\$3.4 million	\$3.5 million	\$3.5 million
Commercial	\$21.4 million	\$16.5 million	\$16.6 million	\$19.8 million
Agricultural	\$1.4 million	\$1.5 million	\$1.6 million	\$1.6 million
Project Management				
Projects on time	68% of planned projects completed on time			
Projects within scope	90% of planned projects completed within scope			
Projects on budget	79% of projects completed on budget			
Federal Approvals	Time Frame	2020–2021	2021–2022	2022–2023
Levels 1, 2 and 3	75% of service level agreement timing met	80%	88%	83%
Engagement and Outreach	Engagement	2020–2021	2021–2022	2022–2023
Social media engagement	Year-over-year increase in total social media engagement	29%	-10.9%*	-11.1%*
Social media followership	Year-over-year increase in total social media followership	10%	8%	7.2%
Number of NCC public engagement activities	N/A	30	53	50
Employment Equity	NCC Aspired Representation **	2020–2021	2021–2022	2022–2023
Women	48.4%	51.9%	52.3%	52.8%
Indigenous peoples	2.7%	2.8%	2.3%	2.1%
Persons with disabilities	8.5%	3.0%	3.0%	3.9%
Members of a visible minority	15.6%	13.6%	15%	13.7%

* After reaching a peak in 2020–2021 due to COVID-19-related announcements, social media engagement has returned to pre-pandemic levels over the past two years. The level of engagement in 2022–2023 is now similar to that of 2019–2020, which serves as a more suitable point of comparison.

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

Financial Review

Parliamentary Appropriations

In 2022–2023, the NCC was granted a total of \$191.6 million in parliamentary appropriations for operating and capital expenditures. This represented a net increase of \$31.9 million or 20% from \$159.7 million in 2021–2022, due primarily to the following.

Non-recurring appropriations for operating and capital expenditures:

- \$33.0 million in funding from budget 2021 to support the acquisition and upkeep of federal assets, green infrastructure and spaces in the National Capital Region;
- \$1.8 million for executive economic increases and the reimbursement of eligible salary expenditures;
- \$1.1 million for the relocation to 80, Elgin Street; and
- \$0.1 million in funding for commemorations.

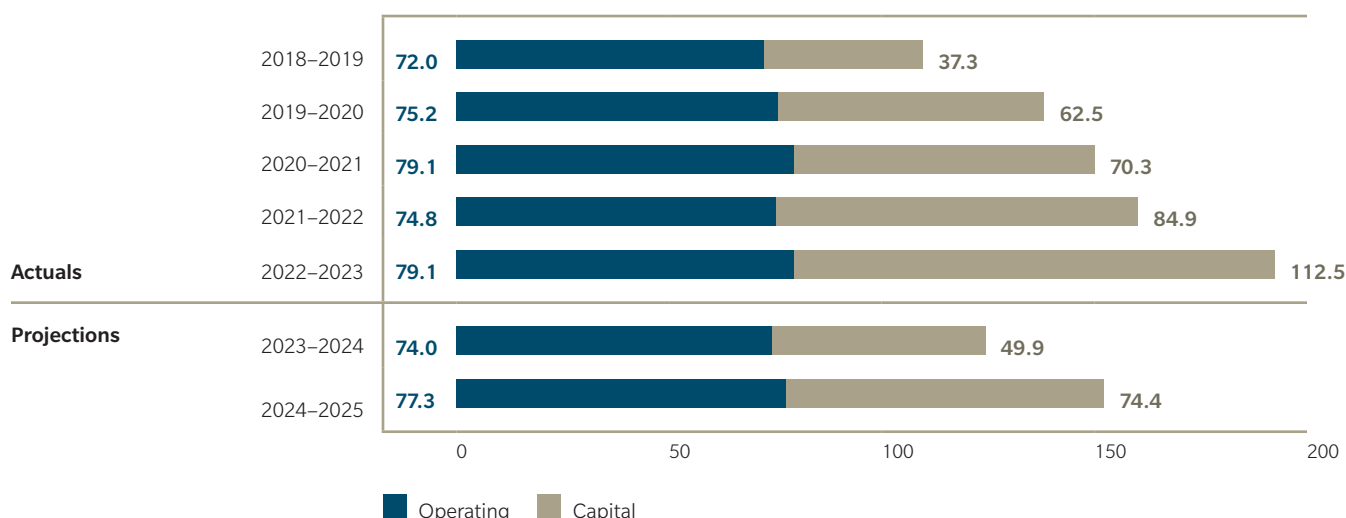
These increases were offset in part by the following prior year's non-recurring funding:

- \$4.1 million under the Federal Contaminated Sites Action Plan, in accordance with the funding schedule.

Table 1: Parliamentary Appropriations, 2021–2022 to 2024–2025 (in thousands of dollars)

	Actuals			Projections	
	2021–2022	2022–2023	Variance	2023–2024	2024–2025
Operating	71,036	75,875	4,839	74,032	77,258
Supplementary – Operating	3,749	3,216	(533)	–	–
Sub-total	74,785	79,091	4,306	74,032	77,258
Capital	84,946	78,341	(6,605)	49,890	74,470
Supplementary – Capital	–	34,163	34,163	–	–
Sub-total	84,946	112,504	27,558	49,890	74,470
Total appropriations	159,731	191,595	31,864	123,922	151,728

Chart 1: Parliamentary Appropriations, 2018–2019 to 2024–2025 (in millions of dollars)



Revenues

The NCC generated \$105.6 million in operating revenues in 2022–2023, an increase of \$40.8 million or 63% from \$64.8 million in 2021–2022.

Increases as a result of the following:

- \$10.7 million in gain on disposal of tangible capital assets, mainly as a result of the disposal of a property at LeBreton Flats in April 2022;
- \$8.9 million in interest income related primarily to higher interest rates during 2022–2023, and higher bank balances mainly due to delays in the delivery of certain capital projects;
- \$3.1 million in rental operations and easements mainly due to a non-recurring revenue for the lease extension fee for the 100 Elgin Street property;
- \$1.4 million in recoveries related primarily to the commercial rental portfolio and commemorations projects;
- \$16.9 million in other revenues primarily as a result of \$17.9 million for the non-monetary acquisition of the 100 Elgin Street property and of \$0.7 million for a settlement related to covenants for the Alta Vista transaction, offset in part by revenue of \$1.7 million in the previous year 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.

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

- \$0.2 million in user access fees revenues.

Rental operations and easements provided the most significant source of operating revenues in 2022–2023, representing 29% (43% in 2021–2022) of total operating revenues.

The credit risk associated with accounts receivables in the rental portfolio remains to be closely monitored as a result of the COVID-19 pandemic. However, restaurants and businesses for the most part have bounced back, and the NCC continues to work with tenants at lease renewal time for solutions that will benefit both the tenant and the landlord.

Chart 2: Main Source of Operating Revenues, 2018–2019 to 2024–2025 (in millions of dollars)

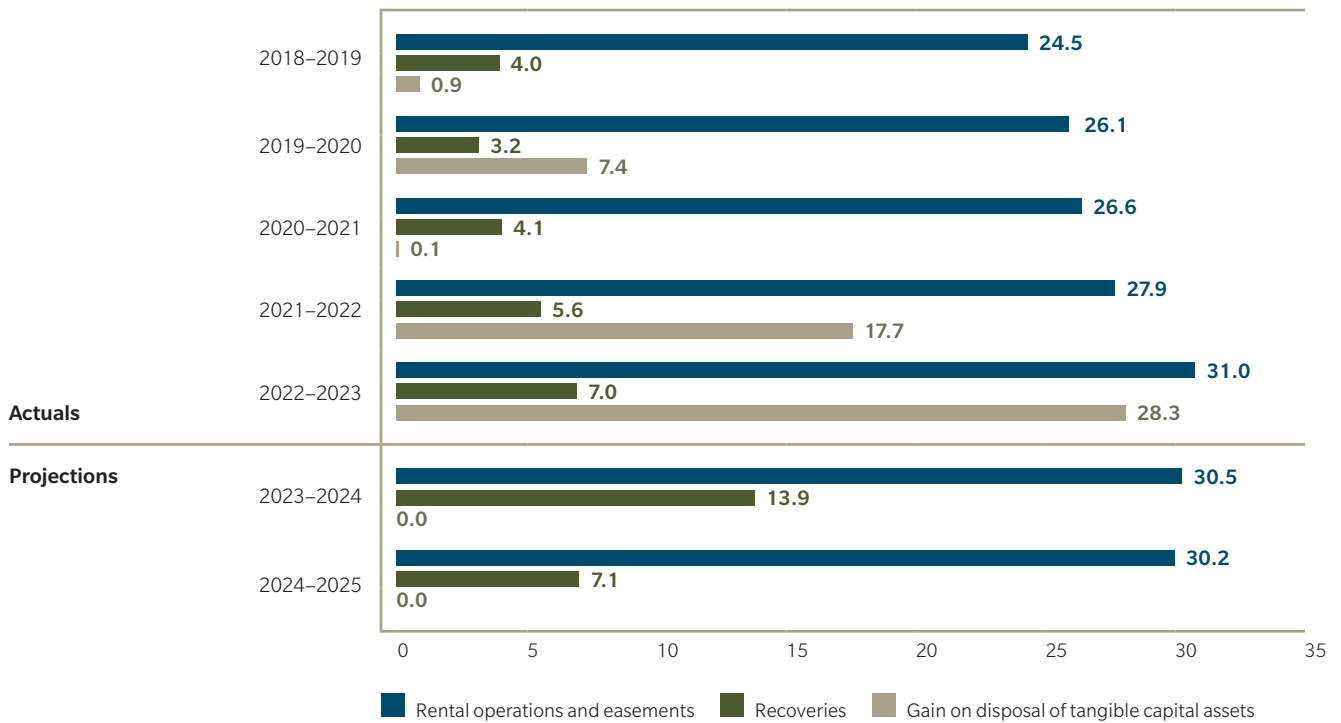
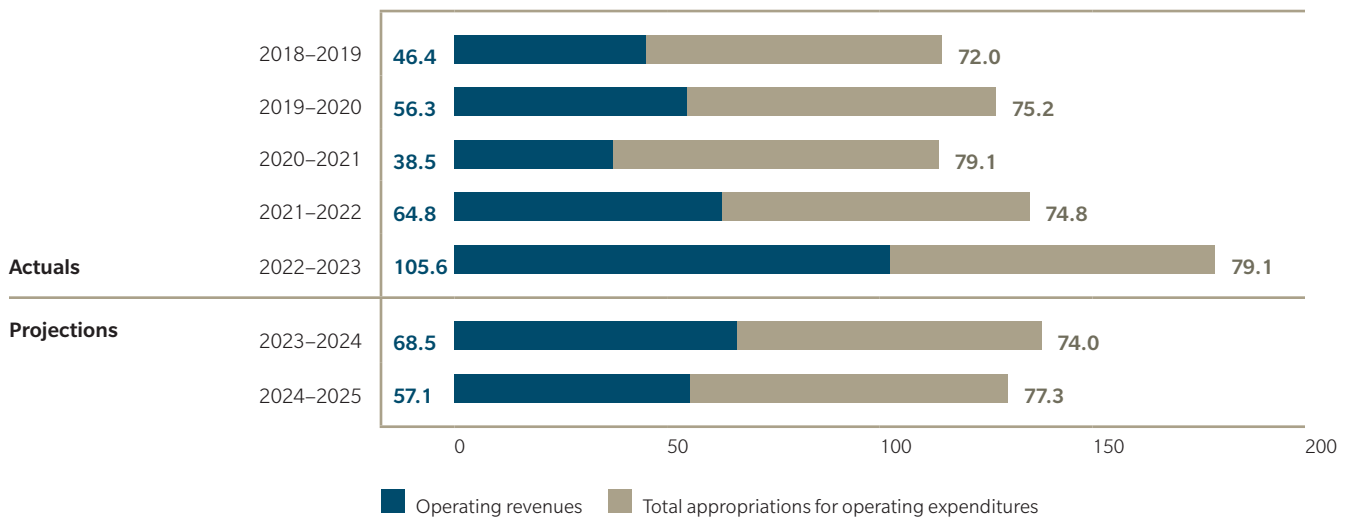


Chart 3: Total Operating Funding, 2018–2019 to 2024–2025 (in millions of dollars)

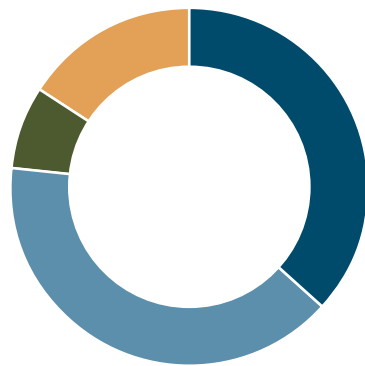


Expenses

Total operating expenses, detailed by object in Note 16 of the financial statements, increased by 8% to \$151.8 million, compared with \$140.5 million in 2021–2022. The \$11.3-million year-over-year increase is attributable primarily to the following increases: \$7.7 million in goods and services, \$2.9 million in salary and employee benefits, \$0.6 million in write-down of tangible capital assets, \$0.5 million in loss on disposal of tangible capital assets expense and \$0.5 million in amortization expense, offset in part by a decrease of \$0.9 million in payments in lieu of municipal taxes.

The year-over-year increase of \$2.9 million in salary and employee benefits was funded in part by the increase in additional parliamentary appropriations for executive economic increases and the reimbursement of eligible salary expenditures.

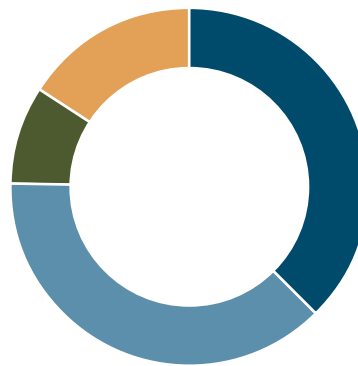
Chart 4: Expenses by Object (in millions of dollars)



2022–2023

Salaries and employee benefits	55.8
Goods and services	60.7
Payments in lieu of municipal taxes	11.5
Amortization and other	23.8

Total 151.8



2021–2022 (restated)

Salaries and employee benefits	52.9
Goods and services	53.0
Payments in lieu of municipal taxes	12.4
Amortization and other	22.2

Total 140.5

Surplus

The 2022–2023 surplus of \$145.4 million is mainly attributable to the following:

- \$90.4-million surplus due mostly to a timing difference between capital funding which is recognized when received, and the amortization;
- \$28.3-million gain on disposal of tangible capital assets due to the disposal of a property at LeBreton Flats in April 2022;
- \$8.9 million in additional interest income related primarily to higher interest rates during 2022–2023, and higher bank balances;
- \$4.0 million in leasing revenue, related to the acquisition of the 100 Elgin Street property;
- \$23.2 million in other revenues primarily as a result of \$17.9 million for the non-monetary acquisition of the 100 Elgin Street property, \$0.7 million for a settlement related to covenants for the Alta Vista transaction, \$0.5 million from the Energy Services Acquisition Program for the modernization of NCC infrastructure, and \$4.1 million related to the contributions for capital projects.

These items were partially offset by the following:

- \$7.7 million in additional Goods and Services expenses, primarily due to increased repair and maintenance expenses as a result of the May 2022 derecho storm and maintenance contract increases; and
- \$1.7 million in other expenditures such as write-downs of tangible capital assets, loss on disposal of tangible capital assets, and other.

Capital Expenditures

In 2022–2023, the NCC undertook \$72.6 million in capital expenditures, offset by a negative adjustment of \$4.4 million for a net capital expenditure of \$68.2 million, which represents a decrease of \$9.9 million from \$78.1 million in 2021–2022.

Major capital investments during 2022–2023 were as follows:

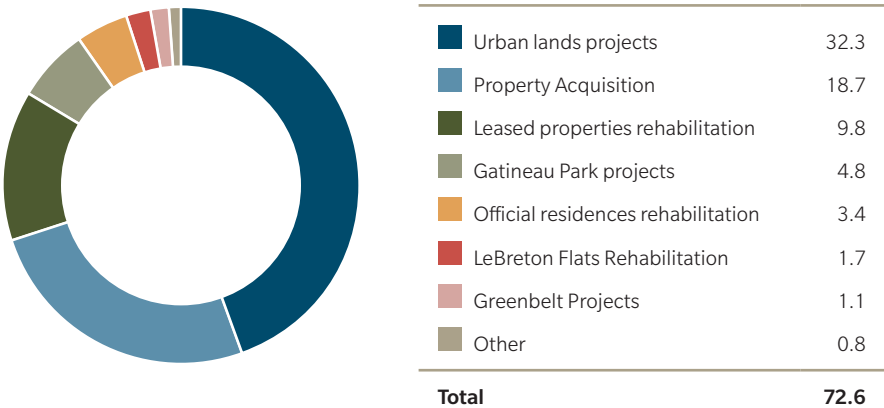
- \$32.3 million in the urban lands portfolio for projects such as the Kīwekī Point site development, the Champlain Bridge rehabilitation, the Britannia pathway wall rehabilitation, Westboro Beach Pavilion and parking lot;
- \$18.7 million for property acquisitions, including the 100 Elgin Street non-monetary transaction;
- \$9.8 million for leased properties, including the revitalization of the NCC River House, the National Capital Business Park site servicing, Energy Services Acquisition Program (ESAP) delivered by PSPC and the rehabilitation of 28 Alexandre-Taché Boulevard property;
- \$4.8 million for Gatineau Park projects, including the Philippe Lake campground rehabilitation, infrastructure improvements at the Mackenzie King Estate and the Champlain Lookout rehabilitation;
- \$3.4 million for official residences, including the implementation of the operations zone redevelopment, a sanitary sewer line replacement at Rideau Hall and the Terry Fox Fountain of Hope rehabilitation at Rideau Hall;
- \$1.7 million for the LeBreton Flats Rehabilitation project, including the construction of LeBreton Flats pathway;
- \$1.1 million for Greenbelt projects, mainly for trail and boardwalks rehabilitation; and
- \$0.8 million for other capital expenditures, including equipment.

These investments were offset in part by a negative adjustment of \$4.4 million to liabilities affecting capital assets as a result of the discount rate change compared to last year in application of the new asset retirement obligation accounting standard.

The most notable decrease in capital expenditures, compared with the previous year, is related primarily to property acquisitions such as 80 Elgin Street and property acquisitions in Gatineau Park in the previous year as well as environmental projects as a result of the increase in the provision for future environmental remediation for Victoria Island in 2021–2022. These decreases are offset in part by an increase in the urban lands portfolio projects, with an amount of \$15.0 million spent in 2022–2023 for the Kiweki Point site development.

The NCC has also continued projects funded through Budget 2020 appropriations. The most significant of these projects include the 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 Kiweki Point rehabilitation and the NCC River House shoreline animation.

Chart 5: NCC Capital Expenditures 2022–2023 (in millions of dollars)



Budgetary Analysis

Table 2 provides a detailed analysis of the 2022–2023 to 2026–2027 Corporate Plan Summary and 2021–2022 actual results. The table also provides operational budgets for 2023–2024, as presented in the 2023–2024 to 2027–2028 Corporate Plan Summary.

The revenue surplus of \$17.9 million compared with budget in 2022–2023 was due primarily to higher than budgeted interest income related primarily to higher interest rates and bank balances during 2022–2023, higher than budgeted recoveries, and other revenues due to the non-monetary acquisition of the 100 Elgin Street property.

The actual cost of operations was \$1.0 million higher than budgeted, primarily as a result of higher-than-budgeted goods and services expenses, as well as unbudgeted write-downs of tangible capital assets and loss on disposal of tangible capital assets. These deficits were offset in part by lower-than-budgeted salaries and employee benefits, as well as amortization expenses.

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

	2023–2024	2022–2023			2021–2022 (restated)		
	Budget	Budget	Actual	Variance	Budget	Actual	Variance
Revenues							
Rental operations and easements	30,458	30,720	30,961	241	26,693	27,909	1,216
Recoveries	13,869	3,633	7,040	3,407	6,267	5,645	(622)
User access fees	3,470	3,755	4,198	443	3,492	4,387	895
Interest	5,506	1,668	10,912	9,244	1,943	1,963	20
Gain on disposal of tangible capital assets/ assets held for sale	–	28,700	28,341	(359)	6,633	17,672	11,039
Other revenues	15,180	19,249	24,184	4,935	21,103	7,248	(13,855)
	68,483	87,725	105,636	17,911	66,131	64,824	(1,307)
Expenses							
Long-term planning	14,198	9,258	5,802	3,456	8,370	5,566	2,804
Stewardship and protection	112,730	104,431	112,359	(7,928)	102,540	102,630	(90)
Internal services	44,454	37,151	33,686	3,465	33,672	32,285	1,387
	171,382	150,840	151,847	(1,007)	144,582	140,481	4,101
Deficit before funding from the Government of Canada	(102,899)	(63,115)	(46,211)	16,904	(78,451)	(75,657)	2,794
Funding from the Government of Canada							
Parliamentary appropriations for operating expenditures	74,032	83,720	79,091	(4,629)	74,000	74,785	785
Parliamentary appropriations for tangible capital assets	49,890	111,341	112,504	1,163	84,946	84,946	–
	123,922	195,061	191,595	(3,466)	158,946	159,731	785
Surplus (deficit) for the year	21,023	131,946	145,384	13,438	80,495	84,074	3,579
Accumulated surplus at beginning of the year	976,503		831,119			747,045	
Accumulated surplus at end of the year	997,526		976,503			831,119	

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 allowed 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 expired 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 \$68.9 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

Effective April 1, 2022, the NCC adopted the new Public Sector Accounting Standard PS 3280, *Asset Retirement Obligations*. This new standard requires that the costs associated with the legal obligations related to the retirement of tangible capital assets (including mainly the removal of asbestos), be capitalized, and the NCC will be amortizing these costs over the remaining life of the corresponding assets, as detailed in note 3 and 9 of the financial statements. The financial impact of this new standard in 2022–2023 is an additional liability of \$28.9 million, a net increase of tangible capital assets of \$2.7 million, as well as a decrease of accumulated surplus of \$26.2 million, in addition to the restatement of opening balances of 2021–2022.

Financial assets totalled \$400.3 million as at March 31, 2023, an increase of \$101.1 million or 34% from \$299.2 million as at March 31, 2022, attributable primarily to cash received and higher investments, offset in part by lower accounts receivables, attributable primarily to the accounts receivables from government departments in the previous year.

Liabilities totalled \$251.0 million as at March 31, 2023, an increase of \$1.3 million or 0.5% from \$249.7 million as at March 31, 2022, attributable primarily to an increase in accounts payable and accrued liabilities.

Non-financial assets totalled \$827.2 million as at March 31, 2023, an increase of \$45.6 million or 6% from \$781.6 million as at March 31, 2022, 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, 2023



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



Tania Kingsberry, CPA, CA
Vice-President, Corporate Services
and Chief Financial Officer

Ottawa, Canada
June 21, 2023



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 2023, 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 2023, 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 obtained at the date of this auditor's report is the Financial Review section of the Management Discussion and Analysis 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 on the other information obtained prior to the date of this auditor's report, 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, after giving retroactive effect to the change in the method of accounting for asset retirement obligations as explained in Note 3 to the financial statements, 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.

A handwritten signature in black ink, reading "Mathieu Le Sage". The signature is fluid and cursive, with the first name and last name clearly distinguishable.

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

Ottawa, Canada
21 June 2023

Statement of Financial Position

As at March 31 (in thousands of dollars)	2023	2022 Restated
Financial Assets		(Note 3)
Cash and cash equivalents (Note 4)	294,322	209,204
Restricted cash and cash equivalents (Note 5)	7,238	5,964
Accounts receivable (Note 6)	18,440	42,556
Investments (Note 4)	80,306	39,701
Assets held for sale (Note 13)	–	1,744
	400,306	299,169
Liabilities		
Accounts payable and accrued liabilities (Note 7)	29,737	21,328
Light rail transit (Note 5)	2,248	2,195
Provision for environmental remediation (Note 8)	73,693	74,003
Asset retirement obligations (Note 9)	28,912	32,728
Deferred revenues (Note 10)	94,316	96,073
Employee future benefits (Note 11)	10,207	10,898
Other liabilities (Note 12)	11,929	12,464
	251,042	249,689
Net Financial Assets	149,264	49,480
Non-Financial Assets		
Tangible capital assets (Note 13)	819,690	775,225
Prepaid expenses	3,329	2,194
Other non-financial assets (Note 14)	4,220	4,220
	827,239	781,639
Accumulated Surplus	976,503	831,119

Contractual rights, contractual obligations and contingent liabilities (Notes 18, 19 and 20)
The notes are an integral part of the financial statements.

Approved by the Board of Directors



Maryse Gaudreault
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)			
	2023 Budget	2023 Actual	2022 Restated Actual
	(Note 2)		(Note 3)
Revenues			
Rental operations and easements (Note 15)	30,720	30,961	27,909
Recoveries	3,633	7,040	5,645
User access fees	3,755	4,198	4,387
Interest	1,668	10,912	1,963
Gain on disposal of assets held for sale	28,700	28,256	–
Gain on disposal of tangible capital assets	–	85	17,672
Other revenues (Note 15)	19,249	24,184	7,248
	87,725	105,636	64,824
Expenses (Notes 1 and 16)			
Long-term planning	9,258	5,802	5,566
Stewardship and protection	104,431	112,359	102,630
Internal services	37,151	33,686	32,285
	150,840	151,847	140,481
Deficit before funding from the Government of Canada	(63,115)	(46,211)	(75,657)
Funding from the Government of Canada			
Parliamentary appropriations for operating expenditures (Note 17)	83,720	79,091	74,785
Parliamentary appropriations for tangible capital assets (Note 17)	111,341	112,504	84,946
	195,061	191,595	159,731
Surplus for the year	131,946	145,384	84,074
Accumulated surplus at beginning of the year	873,428	831,119	747,045
Accumulated surplus at end of the year	1,005,374	976,503	831,119

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)			
	2023 Budget	2023 Actual	2022 Restated Actual
	(Note 2)		(Note 3)
Surplus for the year	131,946	145,384	84,074
Acquisition and improvements of tangible capital assets (Note 13)	(181,791)	(68,190)	(78,125)
Amortization of tangible capital assets (Note 13)	23,418	22,356	21,897
Gain on disposal of tangible capital assets	(28,700)	(85)	(17,672)
Proceeds from disposal of tangible capital assets	30,000	87	27,102
Write-down of tangible capital assets	–	802	154
Loss on disposal of tangible capital assets	–	748	199
Realized loss from sale-leaseback transaction	–	(183)	(183)
Assets held for sale (Note 13)	–	–	1,744
	(157,073)	(44,465)	(44,884)
Change in prepaid expenses	–	(1,135)	228
Change in other non-financial assets	135	–	133
	135	(1,135)	361
Increase (decrease) in net financial assets	(24,992)	99,784	39,551
Net financial assets at beginning of the year	72,710	49,480	9,929
Net financial assets at end of the year	47,718	149,264	49,480

The notes are an integral part of the financial statements.

Statement of Cash Flows

For the year ended March 31 (in thousands of dollars)	2023	2022
Operating Activities		
Cash receipts from parliamentary appropriations for operating expenditures	82,617	79,660
Cash receipts from rental operations and easements	30,601	28,701
Cash receipts from other operations	6,999	13,525
Cash paid to suppliers	(73,395)	(61,836)
Cash paid to employees	(55,003)	(55,894)
Interest received	8,813	2,176
Disbursements related to the management and remediation of sites	(587)	(404)
Proceeds from disposal of assets held for sale	30,000	–
Cash flows provided by operating activities	30,045	5,928
Capital Activities		
Cash receipts from parliamentary appropriations for tangible capital assets	143,341	84,946
Acquisition and improvements of tangible capital assets	(45,816)	(62,474)
Proceeds from disposal of tangible capital assets	87	26,943
Disbursements for environmental remediation	(1,656)	(3,367)
Cash flows provided by capital activities	95,956	46,048
Investing Activities		
Cash receipts for Chambers Building Fund	1,222	1,095
Disbursements for investments purchased	(61,684)	(31,810)
Cash receipts from investments sold	20,853	1,764
Cash flows used by investing activities	(39,609)	(28,951)
Increase in cash and cash equivalents	86,392	23,025
Cash and cash equivalents at beginning of the year	215,168	192,143
Cash and cash equivalents at end of the year	301,560	215,168
Represented by:		
Cash and cash equivalents	294,322	209,204
Restricted cash and cash equivalents	7,238	5,964
	301,560	215,168

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, asset retirement obligations, employee future benefits, write-downs of tangible capital assets, the recognition of contingent liabilities, are the most significant items for which estimates are used.

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

Budget Figures

The 2022–2023 budget figures, as presented in the *2022–2023 to 2026–2027 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 13). 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. Asset Retirement Obligations

The asset retirement obligations represent the amount required to retire tangible capital assets on a permanent basis and in accordance with the corresponding legal obligations.

An asset retirement obligation is recognized when all of the following criteria are satisfied:

- i. there is a legal obligation to incur retirement costs in relation to a tangible capital asset;
- ii. the past transaction or event giving rise to the liability has occurred;
- iii. it is expected that future economic benefits will be given up; and
- iv. a reasonable estimate of the amount can be made.

The cost of an obligation is recognized as a liability, as is the carrying amount of the related tangible capital asset by the same amount as the liability. Liabilities are adjusted annually over the estimated useful life of the asset through accretion expenses recognized in the statement of operations and accumulated surplus. Capitalized asset retirement costs are amortized over the estimated useful life of the asset. An asset retirement obligation may arise in connection with a tangible capital asset that is not recognized in the books or is no longer in productive use. In this case, the asset retirement cost would be expensed. An asset retirement obligation may also exist in connection with a fully amortized tangible capital asset that is still in productive use. The costs would be amortized over the revised estimate of the remaining useful life.

The balance of the liability is the best estimate of the amount required to retire a tangible capital asset at the financial statements date. When the future cash flows required to settle or otherwise extinguish a liability are estimable, predictable, and expected to occur over extended future periods, a present value technique is used. The discount rate used is the zero-coupon rate yield curve at the end of the year, associated with the estimated number of years to complete the retirement. The recorded liabilities are adjusted each year, as required, for present value adjustments, inflation, new obligations, and changes in management estimates and actual costs incurred.

Changes to underlying assumptions, the timing of the expenditures, the technology employed, or changes in regulatory requirements could result in significant changes to the liabilities recorded.

Refer to Note 3 for further details on the impact of implementing the new standard.

G. Employee Future Benefits

i. Pension Benefits

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

H. 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 16.

I. Tangible Capital Assets

Tangible capital assets are recorded at cost. When conditions indicate that a tangible capital asset no longer contributes to the NCC's ability to provide goods and services, or that the value of future economic benefits associated with the tangible capital asset is less than its net book value, the cost of the tangible capital asset is reduced to reflect the decline in the asset's value. The net write-down is 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 costs to retire an asset are capitalized and amortized over the asset's estimated remaining useful life. An asset retirement obligation may exist in connection with a fully amortized tangible capital asset that is still in productive use. In this case, the costs would be amortized over the revised estimate of the remaining useful life.

Notes to the Financial Statements

For the year ended March 31, 2023 (in thousands of dollars, unless otherwise specified)

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

Tangible Capital Assets	
Parkways, bridges and roadways	25 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.

J. 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.

K. Non-monetary transactions

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

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

L. Revenue Recognition

Revenues result primarily from rental operations and easements, gains on disposal of tangible capital assets, interest, 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 10.

M. Parliamentary Appropriations

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

N. Contingent Liabilities

Contingent liabilities are potential liabilities which may become actual liabilities when one or more future events occur or fail to occur. To the extent that 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 20.

O. Financial Instruments

The NCC identifies, assesses and manages financial risks in order to minimize their impact on the NCC's results and financial position. The NCC manages its financial risks in accordance with specific criteria, as disclosed in Note 21, 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.

3. Adoption of a new accounting standard and restatement

Effective April 1, 2022 the NCC adopted the new Public Sector Accounting Standard PS 3280 *Asset Retirement Obligations*. The standard PS 3280 requires public sector entities to recognize legally obligated costs associated with the retirement of tangible capital assets on acquisition, construction or development and expense those costs systematically over the life of the asset.

The NCC applied the modified retroactive application transitional approach. Comparative figures for the previous year have been restated to conform to the presentation adopted in the current year. On initial application of the standard, the NCC recognized:

- i. a liability for any existing asset retirement obligations, adjusted for accumulated accretion to that date;
- ii. an asset retirement cost capitalized as an increase to the carrying amount of the related tangible capital assets;
- iii. accumulated amortization on that capitalized cost; and
- iv. an adjustment to the opening balance of the accumulated surplus / deficit.

Asset retirement obligations associated with assets no longer in productive use on the date of adoption of the standard were recognized as liabilities with a corresponding adjustment to the opening accumulated surplus at the beginning of the year.

These amounts were measured using information, assumptions and discount rates that are current at the beginning of the fiscal year. The amount recognized as an asset retirement cost is measured as of the date the asset retirement obligation was incurred. Accumulated accretion and amortization are measured for the period from the date the liability would have been recognized had the provisions of this standard been in effect to the date as of which this standard is first applied, on April 1, 2022.

Notes to the Financial Statements

For the year ended March 31, 2023 (in thousands of dollars, unless otherwise specified)

A reconciliation of the restatement for the financial statement items and notes to the financial statements follows:

	2021–2022 as previously reported	Adjustment	2021–2022 restated
Statement of Financial Position			
Asset retirement obligations	–	32,728	32,728
Tangible capital assets	767,608	7,617	775,225
Accumulated Surplus	856,230	(25,111)	831,119
Statement of Operations and Accumulated Surplus			
Expenses – Stewardship and protection	101,626	1,004	102,630
Deficit before funding from the Government of Canada	(74,653)	(1,004)	(75,657)
Surplus for the year	85,078	(1,004)	84,074
Accumulated surplus at beginning of the year	771,152	(24,107)	747,045
Accumulated surplus at end of the year	856,230	(25,111)	831,119
Statement of Change in Net Financial Assets			
Surplus for the year	85,078	(1,004)	84,074
Amortization of tangible capital assets	21,608	289	21,897
Increase (decrease) in net financial assets	40,266	(715)	39,551
Net financial assets at beginning of year	41,942	(32,013)	9,929
Net financial assets at end of year	82,208	(32,728)	49,480
Note 13 – Tangible Capital Assets (Cost – Opening balance)			
Historical properties	158,119	4,223	162,342
Rental properties	204,380	10,818	215,198
Parks	160,851	78	160,929
Administrative and service buildings	34,040	147	34,187
Recreational properties	37,640	5	37,645
Note 13 – Tangible Capital Assets (Accumulated amortization – Closing balance)			
Historical properties	79,227	2,448	81,675
Rental properties	91,369	5,076	96,445
Parks	101,055	46	101,101
Administrative and service buildings	20,549	81	20,630
Recreational properties	25,006	3	25,009
Note 13 – Tangible Capital Assets (Net book value)			
Historical properties	78,892	1,775	80,667
Rental properties	113,011	5,742	118,753
Parks	59,796	32	59,828
Administrative and service buildings	13,491	66	13,557
Recreational properties	12,634	2	12,636
Note 16 – Expenses by Object			
Goods and services	52,286	715	53,001
Amortization	21,608	289	21,897

4. Cash and Cash Equivalents and Investments

A. Cash and Cash Equivalents

As at March 31, 2023, cash and cash equivalents include \$294.3 million (\$209.2 million in 2022) in cash, invested at a weighted average interest rate of 3.4% (0.8% in 2022).

B. Investments

As at March 31, 2023, the investment portfolio includes bonds of provincial governments and guaranteed investment certificates, totalling \$80.3 million (\$39.7 million in 2022) invested at a weighted average interest rate of 2.2% (1.3% in 2022).

	2023		2022	
	Amortized Cost	Quoted Market Value	Amortized Cost	Quoted Market Value
Provincial governments	10,306	9,866	9,701	9,454
Guaranteed investment certificate	70,000	70,000	30,000	30,000
	80,306	79,866	39,701	39,454

C. Designated Funds

As at March 31, 2023, cash and cash equivalents included \$272.3 million (\$144.7 million in 2022) 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:

	2023	2022
Redevelopment of LeBreton Flats	1,149	2,557
The Revitalization of NCC assets (Budget 2020)	113,320	78,133
Improvements to future headquarters – 80 Elgin	30,837	–
South Shore Riverfront Park development	20,295	23,461
Commemoration Canada's Mission in Afghanistan	4,310	4,312
Commemoration Fallen Foreign Service Officer	5,277	3,607
Commemoration Victim of Communism	3,799	859
Commemoration LGBTQ2+	782	1,055
Federal Contaminated Sites Action Plan (FCSAP)	6,334	5,491
Redevelopment of industrial lands on the north shore of the Ottawa River	2,849	2,757
Revitalization of Sparks Street in Ottawa	–	205
Green Funds	31,173	–
Acquisition of real property ¹	52,184	22,269
	272,309	144,706

1. These funds are mainly used to acquire and dispose of real properties. During the period, proceeds on disposal and interest revenues amounted to \$31.8 million (\$27.2 million in 2022), with associated expenditures totalling \$1.3 million (\$28.3 million in 2022). Transfer of \$0.6 million (\$4.8 million in 2022) to fund other projects.

5. Restricted Cash and Cash equivalents

	March 31, 2022	Amount received 2022–2023	Interest 2022–2023	March 31, 2023
LRT Stage 1 – Security deposit	185	–	6	191
LRT Stage 1 – Performance deposit	1,386	–	46	1,432
	1,571	–	52	1,623
Chambers Building Fund	4,393	1,075	147	5,615
Total	5,964	1,075	199	7,238

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 (\$2.2 million in 2022).

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, 2023, the NCC has remaining balances of \$0.2 million of security deposit and \$1.2 million of performance deposit plus accrued interest due to some requirements that are still not met but are expected to be fulfilled in the next few years.

Stage 2 of the LRT project

The NCC and the City entered into two transfer agreements, on June 22, 2018, the Confederation line (western and eastern extensions) and the Trillium line (southern extension). These agreements are mainly composed of 99-year easements, temporary construction easements and real property right transfers necessary to the completion of the project by June 30, 2025. The majority of the amount received for these agreements is recorded in “Deferred revenues” and represents \$8.5 million at March 31, 2023 (\$8.9 million in 2022) as detailed in Note 10. There is no restricted cash and cash equivalent for Stage 2 of the LRT project at March 31, 2023.

Notes to the Financial Statements

For the year ended March 31, 2023 (in thousands of dollars, unless otherwise specified)

In addition, the Confederation line agreement outlines improvements to the lands along the Sir John A. Macdonald Parkway that will be carried out during and after the construction of the western extension of the light rail transit project. This project has a total value of \$30.0 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 2022) to carry out its work. The balance of these unused funds is included in "Other deferred revenues" as detailed in Note 10. The work to be done by the City represents \$5.9 million and is included in Other contractual rights as disclosed in Note 18.

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 12.

6. Accounts Receivable

	2023	2022
Trades receivable – Government Departments and Crowns Corporations	5,233	35,454
Rental operations*	6,090	7,998
Trades receivable – Other	8,905	1,761
	20,228	45,213
Allowance for doubtful accounts	(1,788)	(2,657)
	18,440	42,556

* Rental operations include \$1.0 million (\$0.5 million in 2022) of leases with Government Departments and Crowns Corporations.

7. Accounts Payable and Accrued Liabilities

	2023	2022
Trades payable and accrued liability – Other	20,566	13,597
Salaries and employee benefits	7,061	5,695
Trades payable and accrued liability – Government Departments and Crowns Corporations	2,110	2,036
	29,737	21,328

8. 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 1,616 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, 2023, the following table presents the classification of sites owned by the NCC.

	2023	2022
Contaminated sites exceeding environmental standards		
Sites included in the provision for environmental remediation or contingent liabilities	51	53
Other contaminated sites	207	206
Total contaminated sites exceeding environmental standards	258	259
Low risk sites or not exceeding environmental standards	1,358	1,354
Total sites owned by the NCC	1,616	1,613

Contaminated sites exceeding environmental standards

The NCC has identified 258 sites (259 in 2022) that contain levels of contaminants above acceptable environmental standards. The NCC land portfolio was contaminated primarily by former commercial and industrial operations. Multiple sources of contamination are associated with the former industrial and commercial sites, with the principal contaminants being metals, polycyclic aromatic hydrocarbons (PAHs), petroleum hydrocarbons, volatiles (e.g. methane) and organic compounds (e.g. trichloroethene).

Sites included in the provision for environmental remediation or contingent liabilities

A total of 51 contaminated sites (53 in 2022) are included in the provision for environmental remediation or contingent liabilities.

A liability of \$73.7 million (\$74.0 million in 2022) 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, \$52.6 million (\$53.7 million in 2022) 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 2023 is 4.5% (6.5% in 2022).

Further, the NCC estimates the unrecorded contingent liabilities at \$601.4 million (\$548.1 million in 2022), also disclosed in Note 20B. 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 207 remaining sites (206 in 2022) 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.

9. Asset Retirement Obligations

The NCC has recorded asset retirement obligations for the removal of asbestos in buildings, as well as other removal of infrastructures related to asset retirement. Changes in asset retirement obligations during the year are as follows:

	2023		2022	
	Asbestos ¹	Other ¹	Total	restated (Note 3)
Asset retirement obligations at beginning of the year	31,268	1,460	32,728	31,328
New liability	–	–	–	685
Liabilities settled	(58)	–	(58)	–
Accretion expense ²	749	–	749	715
Adjustment due to discount rate change	(4,507)	–	(4,507)	–
Asset retirement obligations at end of the year	27,452	1,460	28,912	32,728

1. These categories represent the nature of asset retirement.

2. The accretion expense is the amount corresponding to the increase in the carrying amount of an asset retirement obligation attributable to the passage of time.

The undiscounted expenditure total on which the liability is based represents approximately \$36.0 million as at March 31, 2023.

Notes to the Financial Statements

For the year ended March 31, 2023 (in thousands of dollars, unless otherwise specified)

Key assumptions used in determining the present value of the obligation are as follows:

	2023	2022
Discount rate	2.84% to 4.5%	1.66% to 2.5%
Discount period and timing of settlement	1 year to 39 years	0.75 year to 40 years
Long-term inflation rate	2%	2%

10. Deferred Revenues

Deferred revenues are composed of the following:

	2023	2022
Deferred rental revenues	9,508	9,914
Deferred easement and licence of occupation revenues	20,002	20,037
Other deferred revenues	64,806	66,122
	94,316	96,073

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, \$0.4 million (\$0.5 million in 2022) of deferred rental revenue was recognized as income.

Deferred easement and licence of occupation revenues are primarily comprised of \$9.2 million (\$9.1 million in 2022) of easement revenue and \$0.7 million (\$1.3 million in 2022) of licences of occupation for LRT Phase 1 and 2. Deferred licence of occupation revenues for LRT will be recognized as income over a period of approximately 5 years, while deferred easement revenues for LRT will be recognized over a period of 99 years. The majority of other deferred easement revenues will be recognized over a 49-year period.

Other deferred revenues consist mainly of a contribution by Public Services and Procurement Canada (PSPC) of \$30.8 million (\$32.0 million in 2022) for renovations to the NCC's new headquarters office space which is expected to be completed by 2026, a City of Ottawa contribution of \$18.3 million (\$21.9 million in 2022) 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 2022) for the construction of a commemoration which is expected to be completed by 2025, as well as a contribution by Global Affairs Canada of \$5.3 million (\$3.6 million in 2022) for the construction of a commemoration which is expected to be completed by 2025, as well as a contribution from Canadian Heritage of \$3.8 million (none in 2022) for the construction of a commemoration which is expected to be completed in the next year.

11. 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 2022 and 2023 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 (1.02 times in 2022) 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 times in 2022) the employee’s contribution. NCC and employee contributions to the Plan for the year were as follows:

	2023	2022
NCC’s contributions	4,850	5,021
Employee contributions	4,717	5,020

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	2023	2022
Accrued benefit obligation at beginning of the year	8,444	730	1,374	350	10,898	10,495
Cost for the year	683	105	73	29	890	911
Benefits paid during the year	(317)	(377)	(887)	-	(1,581)	(508)
Accrued benefit obligation at end of the year	8,810	458	560	379	10,207	10,898

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, 2023 (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, 2023. The estimated average remaining service period for employees is 11 years (12 years in 2022).

The key assumptions used in the actuarial valuation of the sick leave obligation include a discount rate of 3.04% (2.4% in 2022), a salary escalation of 2.0% for 2023 (1.0% in 2022), an annual wage increase rate of 3.0% for 2024 (2.0% in 2022) and 2.0% for plans years 2025 and thereafter (2.0% in 2022), as well as a salary increase due to seniority and promotions. An unamortized actuarial gain of \$3.8 million (\$3.4 million in 2022) is included in the sick leave obligation.

The information on sick leave is as follows:

	2023	2022
Sick leave obligation at beginning of the year	5,068	4,945
Current service cost	862	904
Interest cost on benefit obligation	128	92
Actuarial gain on obligation	(742)	(615)
Sick leave used during the year	(317)	(258)
Sick leave obligation at end of the year	4,999	5,068
Unamortized actuarial gain	3,811	3,376
Sick leave liability at end of the year	8,810	8,444

12. Other Liabilities

Other liabilities are composed of the following

	2023	2022
Deferred rent inducement ¹	6,085	7,864
Chambers Building Fund ²	5,638	4,396
Unsettled expropriation ³	206	204
	11,929	12,464

1. The deferred rent inducement represents rent inducement received for the lease at 40 Elgin of \$2.9 million (\$3.7 million in 2022). In addition, \$3.2 million (\$4.1 million in 2022) represents the difference between the rate paid under the original lease and the new rate paid under the renegotiated lease in June 2016. 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 past 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 5B for more detail.

3. The unsettled expropriation is payable on demand.

Notes to the Financial Statements

For the year ended March 31, 2023 (in thousands of dollars, unless otherwise specified)

13. Tangible Capital Assets

	Cost			Accumulated Amortization				Net Book Value	
	Opening Balance restated (Note 3)	Acquisitions/ Adjustments ^{1,3}	Closing Balance	Opening Balance restated (Note 3)	Amortization Expense	Disposals/ Adjustments	Closing Balance	March 31, 2023	March 31, 2022 restated (Note 3)
Land ¹	345,515	19,403	364,734	–	–	–	–	364,734	345,515
Buildings and infrastructure ^{2,3}									
Parkways, bridges and roadways	318,815	8,906	327,693	191,721	6,514	–	198,235	129,458	127,094
Historical properties	162,342	2,445	164,179	81,675	3,205	22	84,858	79,321	80,667
Rental properties	215,198	4,569	218,724	96,445	4,847	589	100,703	118,021	118,753
Parks	160,929	19,151	179,337	101,101	2,964	727	103,338	75,999	59,828
Administrative and service buildings	34,187	9,504	42,947	20,630	959	647	20,942	22,005	13,557
Recreational properties	37,645	3,459	39,804	25,009	704	1,297	24,416	15,388	12,636
Development properties	25,139	22	25,161	15,505	973	–	16,478	8,683	9,634
Leasehold improvements	15,162	198	15,360	11,962	353	–	12,315	3,045	3,200
Equipment ²									
Office equipment, machinery and equipment	9,036	168	8,652	7,087	389	552	6,924	1,728	1,949
Computers and software	12,754	283	11,736	10,741	1,299	1,300	10,740	996	2,013
Vehicles	2,064	82	2,011	1,685	149	135	1,699	312	379
	1,338,786	68,190	1,400,338	563,561	22,356	5,269	580,648	819,690	775,225

1. The land cost includes \$0.2 million (\$0.2 million in 2022) of unsettled expropriation. The acquisition cost of land includes a non-monetary amount of \$17.9 million for the acquisition of 100 Elgin.

2. The total cost of buildings and infrastructure and equipment include \$70.2 million (\$34.5 million in 2022) 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 \$12.7 million (\$4.9 million in 2022) in relation to the acquisition and improvements of tangible capital assets that remain unpaid as at March 31 as well as an amount of \$17.3 million (\$13.0 million in 2022) for non-monetary transactions incurred during the year.

14. 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 18.

15. Revenues

Rental operations and easements

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

	2023	2022
Rental operations		
Commercial	19,777	16,559
Residential	3,514	3,479
Agricultural	1,631	1,590
	24,922	21,628
Payment in lieu of municipal taxes recoveries	3,000	3,758
Easements and licence of occupation	3,039	2,523
	30,961	27,909

Other revenues

Other revenues of \$24.0 million (\$7.2 million in 2022) mainly include \$17.9 million for the non-monetary acquisition of the property located at 100 Elgin and \$3.0 million for improvements to the lands along the Sir John A. Macdonald Parkway related to the western extension of the light rail transit project.

16. Expenses by Object

The following provides a summary of expenses by object.

	2023 Budget	2023 Actual	2022 Actual restated
			(Note 3)
Goods and services	56,941	60,685	53,001
Salaries and employee benefits	59,070	55,795	52,853
Amortization	23,418	22,356	21,897
Payments in lieu of municipal taxes	11,411	11,461	12,377
Loss on disposal of tangible capital assets	–	748	199
Write-down of tangible capital assets	–	802	154
	150,840	151,847	140,481

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, 2023, the value of antiques, works of art and monuments, acquired or built by the NCC totalled \$1.5 million (\$0.9 million in 2022) and of the in-kind goods donated to the NCC represented \$0.4 million (\$0.3 million in 2022).

17. Parliamentary Appropriations

	2023	2022
Parliamentary appropriations for operating expenditures		
Amount received during the year	81,335	73,486
Amount receivable at end of the year	1,553	1,282
Amount deferred to next year	(3,799)	–
Amount deferred from previous year	2	17
	79,091	74,785
Parliamentary appropriations for tangible capital assets		
Amount received during the year	111,341	84,946
Amount receivable at end of the year	–	32,000
Amount deferred to next year	–	(32,000)
Amount deferred from previous year	1,163	–
	112,504	84,946
Parliamentary appropriations approved and recorded during the year	191,595	159,731

18. 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 ten 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
2039	Hotel facility
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, 2023 (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 5. The following table summarizes the NCC's other contractual rights for the next five years and thereafter.

	Leases ^A	Other ^B	Total
2023–2024	10,352	825	11,177
2024–2025	6,603	6,743	13,346
2025–2026	5,886	825	6,711
2026–2027	4,849	700	5,549
2027–2028	4,164	–	4,164
2028 and thereafter	120,893	–	120,893

A. Some commercial leases, having differing termination dates, with the latest ending in 2059, 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 14. 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.

19. Contractual Obligations

The NCC has entered into contracts for operating expenditures: services that amount to \$71.9 million (\$62.5 million in 2022) and office accommodation leases that amount to \$7.2 million (\$10.7 million in 2022). These contracts, which total \$79.1 million (\$73.2 million in 2022), 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 \$86.6 million (\$35.3 million in 2022).

The above contracts include a total amount of \$8.2 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		
2023–2024	5,102	27,839	32,941	82,251	115,192
2024–2025	2,123	15,793	17,916	4,242	22,158
2025–2026	–	9,418	9,418	83	9,501
2026–2027	–	7,560	7,560	4	7,564
2027–2028	–	3,769	3,769	–	3,769
2028 and thereafter	–	7,482	7,482	–	7,482

20. 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 \$16.2 million (\$20.5 million in 2022), 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 2022). 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 \$601.4 million (\$548.1 million in 2022) with respect to environmental remediation, which is disclosed in more detail in Note 8.

21. Financial Instruments

A. Credit Risk

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

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

	2023	2022
Cash and cash equivalents	294,322	209,204
Restricted cash and cash equivalents	7,238	5,964
Accounts receivable	15,973	41,436
Investments	80,306	39,701
	397,839	296,305

Notes to the Financial Statements

For the year ended March 31, 2023 (in thousands of dollars, unless otherwise specified)

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 investments is substantially minimized by ensuring that assets are invested in bonds of federal and provincial governments and guaranteed investment certificate (Note 4).

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, 2023, accounts receivable from federal, provincial or municipal entities comprised 41% (87% in 2022) of the total amounts due.

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

	2023	2022
Accounts receivable net of allowance for doubtful accounts:		
Less than 30 days past billing date	12,859	38,362
30–60 days past billing date	2,398	423
61–90 days past billing date	773	362
Greater than 90 days past billing date	4,198	6,066
	20,228	45,213
Allowance for doubtful accounts	(1,788)	(2,657)
	18,440	42,556

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 \$1.6 million as at March 31 (\$2.0 million in 2022). Amounts subsequently recovered from accounts previously provisioned are recorded in the allowance account in the period of recovery.

Notes to the Financial Statements

For the year ended March 31, 2023 (in thousands of dollars, unless otherwise specified)

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

	2023	2022
Allowance for doubtful accounts		
Balance at beginning of year	2,657	2,220
Bad debt expense	838	1,315
Amounts written off and recoveries	(1,707)	(878)
Balance at end of year	1,788	2,657

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 2022).

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.

	2023	2022
Accounts payable and accrued liabilities		
Less than 90 days	17,662	12,927
90–365 days	8,401	6,865
More than 365 days	3,674	1,536
	29,737	21,328
Other liabilities – Unsettled expropriation (Note 12)		
More than 365 days	206	204
	29,943	21,532

C. Market Risk

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

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

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

	2023	2022
Cash and Cash Equivalents and Investments		
Cash and cash equivalents	294,322	209,204
Restricted cash and cash equivalents	7,238	5,964
Investments	80,306	39,701
	381,866	254,869

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, 2023, 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 \$1.6 million (\$0.9 million in 2022).

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, 2023, 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 2022).

Investments also include bonds of the provincial governments at a fixed interest rate with a weighted average term to maturity of 5.4 years (5.4 years in 2022). These investments are indirectly affected by fluctuations of fair value, due to fluctuations of the market interest rate.

For the cash and cash equivalents, the level of interest rate risk decreased compared to the previous year, as the rates increased significantly during the year. For investments, interest rate risk has also decreased, with the weighted average interest rate increasing from 1.3% in 2021–2022 to 2.2% in 2022–2023. 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.

22. 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.

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 \$14.9 million (\$12.0 million in 2022) for utilities, rental of space, tangible capital assets, and services purchased from other government departments and agencies; and earned revenues totalling \$11.4 million (\$7.3 million in 2022) from recoveries, services rendered and rental operations.

During the year, PSPC transferred a parcel of land including a hotel in downtown Ottawa to the NCC. As this transfer was concluded at nominal value, it was recorded at the fair value of the asset, and resulted in other income of \$17.9 million. This income is presented in the Statement of Operations and Accumulated Surplus.

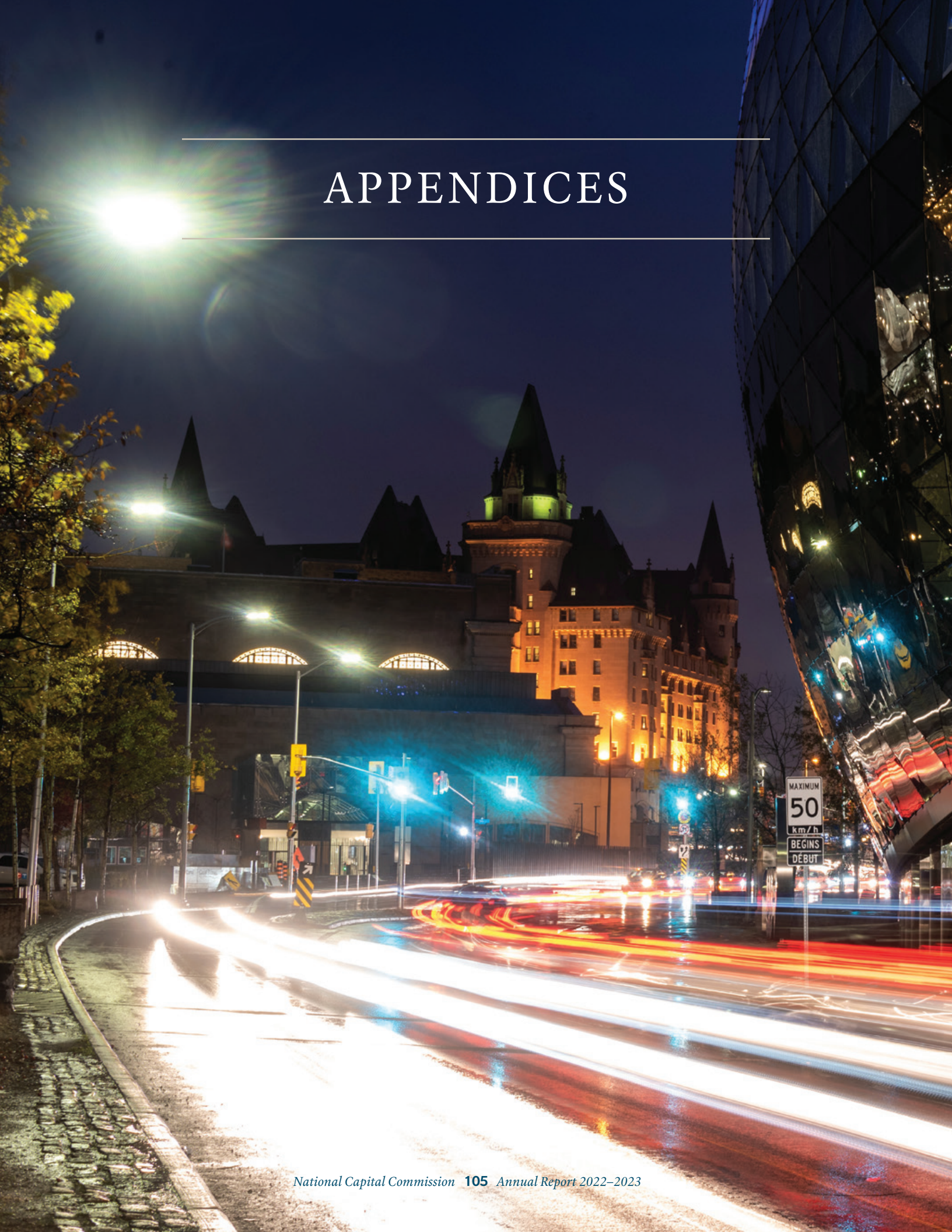
During the year, PSPC upgraded NCC-owned infrastructure related to ESAP. Modernization costs, which represent the carrying amount of the assets received, were transferred free of charge for an amount of \$0.5 million and capitalized in the Buildings and infrastructure category at Note 13. The offsetting 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 6 and 7. Amounts relating to contractual obligations with related parties are also detailed in Note 19.

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.

APPENDICES



Appendix I

Committees of the Board, Advisory Committees and Special Committees as of March 31, 2023

Executive Committee

Chairperson

Marc Seaman¹

Members

Tobi Nussbaum

Mireille Apollon

Larry Beasley

Norm Odjick

Audit Committee

Chairperson

Tanya Gracie

Members

Victor Brunette

Michael Foderick

Sara Jane O'Neill

Lou Ragagnin

Ex-Officio Members

Marc Seaman

Governance Committee

Chairperson

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

Chairperson

Anne McIlroy, Toronto, ON

Vice-Chair

Vincent Asselin, Montreal, QC

Members

Scott Burns, Toronto, ON

David Gordon, Kingston, ON

Bruce Haden, Vancouver, B.C.

Eleanor Mohammed, Charlottetown, PEI

Anne-Marie Parent, Beaconsfield, QC

Julian Smith, Queenston, ON

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

Advisory Committee on the Official Residences of Canada

Chairperson

Marta Farevaag, Vancouver, B.C.

Vice-Chair

Bernard Serge Gagné, Quebec City, QC

Members

Christopher Piché, Grimsby, ON

Hagit Hadaya, Ottawa, ON

Ken Greenberg, Toronto, ON

Ex-Officio Members

Marc Seaman

Tobi Nussbaum

Board Observers

Larry Beasley

Lisa MacDonald

Norm Odjick

Canadiana Fund

Chairperson

Hélène Scherrer, Quebec City, QC

Members

Shannon Day-Newman, Ottawa, ON

Ross Fox, Toronto, ON

Harvey Slack, Ottawa, ON

Advisory Committee on Universal Accessibility

Chairperson

Simon Comtois, National Capital Commission

Vice-Chair

Collinda Joseph, Ottawa, ON

Members

Daryl Rock, Ottawa, ON

Catherine Gardner, Ottawa, ON

Monique Beaudoin, Gatineau, QC

Yoland Charette, National Capital Commission

Rita Tadi, National Capital Commission

Nadya Roy-Forget, National Capital Commission

Advisory Committee on Toponymy

Chairperson

Véronique de Passillé, National Capital Commission

Members

Kirby Whiteduck, Piwakanagan, ON

Anita Tenasco, Kitigan Zibi, QC

David Allston, Ottawa, ON

Béatrice Craig, Ottawa, ON

Kim Geoffrion, National Capital Commission

Yoland Charette, National Capital Commission

Heather Thompson, National Capital Commission

1. Maryse Gaudreault was appointed chair of the NCC Board of Directors on June 6, 2023, for a four-year term.

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 2022–2023.

NCC Partners

Action vélo Outaouais	Capital Forest	FloraQuebeca
Agence de bassin versant des 7	Captiva Farms	Forêt Québec
Agriculture and Agri-Food Canada	Carleton Regional Snowmobile Club	Fresh Air Experience
Algonquin College	Carleton University	Friends of Gatineau Park
Algonquins of Pikwakanagan First Nation	Casino Lac-Leamy Sound of Light	Friends of Maplelawn Garden
Algonquin to Adirondacks Collaborative	Cégep de l'Outaouais	Friends of the Mer Bleue
Alpine Club of Canada – Ottawa Section	Centrepointe Theatres (City of Ottawa)	Garden Promenade
Alta Vista Animal Hospital	Centre de recherche en enseignement et en foresterie de Sainte-Foy inc.	Gatineau Loppet
Animals in War Dedication Committee	Chelsea Trails	Gatineau Valley Historical Society
Association des auteurs et auteures de l'Outaouais	Youth Ottawa	George Weston Limited
Aventure Outaouais	Cima+	Giants of Africa
Bell Media (Astral: Rouge 94.9 FM and Energie NRJ 104.1 FM)	Citizens for Safe Cycling	Girl Guides of Canada
Biodiversity Conservancy International	City of Ottawa	Global Centre for Pluralism
Bird Studies Canada	Club alpin du Canada – section Outaouais	Government of Ontario
ByWard Market BIA	Club équestre Ramsayville Equestrian Club	Governor General of Canada
Camp Fortune	Club optimiste de Hammond	Great Canadian Bungee
Camp Mercier	Commonwealth Games Canada	Greenbelt Coalition of Canada's Capital Region
Canada Science and Technology Museum	Communities in Bloom Foundation	Greg Christie's ski et vélo
Canadensis	Conseil régional de l'environnement et du développement durable de l'Outaouais	Groupe Poliquin-Wakefield Group Inc.
Canadian Building Trades	Coopérative des paramédics de l'Outaouais	Guid'Amies franco-canadiennes
Canadian Capital Cities Organization	COSTCO	Hardwood Ski and Bike
Canadian Fallen Firefighters Foundation	Craftsbury Outdoor Center	Haunted Walks of Ottawa
Canadian Food Inspection Agency	Cross Country Canada	House of Commons
Canadian Football League	Domaine Saint-Bernard	Hydro One Inc.
Canadian Garden Council	Dovercourt Recreation Centre	Hydro Ottawa
Canadian Heritage	Ducks Unlimited Canada	Indigenous and Northern Affairs Canada
Canadian Museum of Nature	Dunn-D's Mini Golf	Institut des Sciences de la Forêt tempérée
Canadian Parks and Wilderness Society (CPAWS)	Eastern Chapter of the Society of Ontario Nut Growers	Just Food
Canadian Red Cross	École secondaire Mont-Bleu	Khewa
Canadian Ski Marathon	Embassy of the Kingdom of the Netherlands	Kitigan Zibi Anishinabeg First Nation
Canadian Tulip Festival	Environment and Climate Change Canada	Kiwanis Club of Ottawa
Canadian War Museum	EU Policy Outreach Canada	KPMG LLP
Canadian Wildlife Federation	Expédition Wakefield	Lalit Aggarwal
Cape Farewell	Fédération des clubs de motoneigistes du Québec (FCMQ)	LaRocca XC Mountain Bike School
Capital Cruises	Festival Country de Val-des-Monts	La Vallée des Rosiers
		Laurier House
		Le Moulin de Wakefield

Leave No Trace Canada
Le Droit
 Les Nomades du parc
 Library and Archives Canada
 Library of Parliament
 Loisir sport Outaouais
 Makita
 Macoun Field Club
 Meyogalune
 Ministère de l'Énergie et des Ressources naturelles du Québec
 Ministère des Forêts, de la Faune et des Parcs du Québec
 Ministère du Développement durable, de l'Environnement et de la Lutte contre les changements climatiques du Québec
 Ministère des Transports du Québec
 Mississippi Valley Conservation Authority
 Montréal Biodôme
 Mont Cascades Water Park
 Mont Sainte-Anne
 MRC des Collines-de-l'Outaouais
 Municipality of Chelsea
 Municipality of La Pêche
 Municipality of Pontiac
 Mt. Van Hovenberg
 Nakkertok Nordic
 National Arts Centre
 National Capital District of Cross Country Ontario
 National Gallery of Canada
 Natural Resources Canada
 Nature Conservancy of Canada
 OC Transpo
 Office of the Secretary to the Governor General
 Ontario Ministry of Natural Resources and Forestry
 Ontario Ministry of Transportation
 Orchid Specialist Group (North America Regional Group)
 Orienteering Ottawa
 Orléans Nordic Ski Club
 Orr family
Ottawa Citizen
 Ottawa Film Office
 Ottawa–Gatineau Geoheritage Project
 Ottawa Macdonald-Cartier International Airport
 Ottawa Mountain Bike Association

Ottawa Public Health
 Ottawa Skateboard Association
 Ottawa Tourism
 Ottawa Valley Kite Club
 Ottawa Volunteer Patrol
 Ottawa Volunteer Search and Rescue
 Outaouais Birding Club
 Para Transpo
 Parc national du Mont-Mégantic
 Parc national du Mont-Orford
 Parc national du Mont-Saint-Bruno
 Parc national du Mont-Tremblant
 Parc national d'Oka
 Parks Canada
 Pontiac Equestrian Association
 Premiers Soins Medtrakevac
 Provincial Trails Ontario
 Public Services and Procurement Canada
 Queen's University
 Rafting Momentum
 Regina Street Alternative School
 Relais plein air du parc de la Gatineau
 Réseau d'étude et de surveillance des écosystèmes forestiers québécois
 Réseau Sépaq
 Responsible Dog Owners of Canada
 Rideau Trail Association
 Rideau Valley Conservation Authority
 Rogers Media (Y101.1 FM and 105.3 KISS FM)
 Rotary Club of Ottawa
 Royal Canadian Mounted Police
 Senate of Canada
 Service Action Communautaire Outaouais inc.
 Service Canada
 Services récréatifs DEMSIS inc.
 Shepherds of Good Hope Foundation
 Sheraton Ottawa Hotel
 Ski de fond Mont-Tremblant
 Société de transport de l'Outaouais
 Société des établissements de plein air du Québec
 South Nation Conservation Authority
 Sparks Street BIA
 Special Events Advisory Team (SEAT)
 Station touristique Duchesnay
 Strutt Foundation

Supreme Court of Canada
 Telefilm Canada
 The Algonquin Way Cultural Centre
 The Royal Canadian Geographical Society
 Thistledown Foundation
 Tourisme Outaouais
 Trailhead Paddle Shack
 Trans Canada Trail Foundation
 Transcollines
 Tribute to Liberty
 Université de Montréal
 Université du Québec en Outaouais
 University of Manitoba
 University of Ottawa
 University of Toronto
 Vélo La Shop
 Vélo-Services
 Ville de Gatineau
 Veterans Affairs Canada
 Volleyball Canada
 Vraie Nature Yoga + Énergie
 Wakefield–La Pêche Chamber
 Wakefield Trails
 World of Maps

NCC Sponsors

Access Storage
 BeaverTails
 Canal Ritz
 CEECAM Corporation
 Chartwell Retirement Residences
 Cubeit
 GGFL
 LiUNA
 Moneris
 Nokia
 Ontario Lottery and Gaming Corporation (OLG)
 Professional Institute of the Public Service of Canada (PIPSC)
 Rogers
 Scotiabank
 Telus

Appendix III

Employees of the NCC

The National Capital Commission would like to thank all its employees for their commitment, dedication and hard work in making 2022–2023 a successful year.

Name ²			
Abdel Galil, Amr	Beck, Anthony	Brunal, Jude	Dawson, Janice
Abildayeva, Iris	Bédard, Chantal	Bullock, Amy	De Narda Burger, Kira Jeannine
AbouGhaben, Marwan	Bédard, Eric	Bunting, Patrick	de Passillé, Véronique
Abraham, Thara	Bédard-Thériault, Justine	Bureau, Lucie	Delisle, Stephanie
Achia, Helena	Bélair, Stéphane	Cabral, Vitor	Demers, Cassandra
Adhikari, Brishank	Bélanger, Émilie	Cadieux, Nancy	d'Entremont, Alain
Adie, Olivia	Bélanger, Natalie	Cantin, Claude	Des Alliers, Sonia
Akogo, Yao	Bélanger, Nicolas	Carreiras Norte, Joana	Desgagnés, Mélanie
Aldrich, Rachelle J	Bell, Aaron	Carrier, Michel	Desjardins, Benoît
Alfy Samy, George	Belleau, Christian	Carrière, Mariline	Desmarais, Louis-Philippe
Al-Jasim, Souhib	Belleville, Alain	Cedeno, Pedro	Desormeaux, Céline
Al-Koutsi, Micheline	Belliveau, Monica	Chalhoub, Nancy	DesRosiers, Chloé
Allin, Chloe	Beniey, Fabrice	Charette, Yoland	Devine, Bruce
Alves, Fatima	Benjelloun, Sofia	Charlebois, France	Di Rinaldo, Pietro
Amyot, Anne Marie	Bergeron, Stéphane	Chartrand, Lorraine	Dionne, Abigail
Amyotte, Mélanie	Bergeron, Stéphanie	Châtigny, Guylain	Dobrev, Sofia
Andayo-Michalowski, Irene	Bergeron, Véronique	Chaumont-Lessard, Maxime	Dods, Douglas Edward
Araujo, Kayla	Bertrand, Cédric	Chicoine, Bruno	Dombowsky, Paul
Asselin, Mathieu	Beslic, Branka	Clark, Robert	Dompierre, Stéphane
Aubé-Peterkin, Marc	Bichara Idriss, Haggag	Cloutier, Keegan	Dorego, Pierre-Olivier
Awad, Alexander	Bisson, François	Cloutier, Sylvain	Dostie-Ménard, Samuel
Badgley, Ian	Bisson, Line	Collette, Marie-Violaine	Dubé, René
Bah, Saliou Korka	Bisson-Hockley, Sabrina	Collette, Michel	Dubuc-Giroux, Guillaume
Barakengera, Martin	Black, Kathleen	Comtois, Simon	Dubuisson, Sylvioiry
Barattia, Shaun	Boisvert, Thomas	Conforti, Amanda	Duchaîne, Simon
Barbarie, Diane	Bolam, Lydia	Cook, Sandra	Dufour, Valérie
Barker, William	Borges Suarez, Camila	Corriveau, Maurice	Dumbrava, Cristina
Barnoski, Annie	Bouchard, Catherine	Côté-Germain, Carine	Dupuis, Sonia
Baron, Julie	Boudreault, Anne	Courchesne-Normandin, Antoine	Durepos, Carmen
Barrie, Rachel	Bourdeau, Dominique	Cross, Victoria	Durkin, Christopher
Barrios Pereira, Isabel	Bourgeois, Annie-Michele	Crossan, Carole	Durocher, Chadwick
Beauchair, Valérie	Bourgon, Marie-Pier	Crossman, Kyle	Dzeko, Marinko
Beaudoin, Gabrielle	Bousbia, Kheir-Eddine	Crump, Logan	Dzonlic, Marinela
Beaudoin-Roy, Isabelle	Brennan, Colin Patrick	Cuglietta, Peter	Eagen, Allison
Beaulieu, Dominique	Breton, Valérie	Dabbadie, Maurin	El-Akhrass, Maryam
Beauregard, Anne Carole	Brisson, Mathieu	Danes, Octavian	Elchaarani, Walid
Beausoleil, Luc T	Brown, James	David, Alain	El-Zammar, Amer
	Brown, James W	Davis, Stefan	Esposito, Frank
	Brown, Petra		Evans, Véronique

2. Employees as of March 31, 2023

Fabien, Bruno	Graziadei, Geneviève	Kayitaba, Alain	Leduc, Patrick
Falcomer, Giancarlo	Grenier, Marc	Kebbel, Amelia	Lefebvre, Julie
Fares, Tony	Grevey, Clémence	Kehoe, Gregory	Lefebvre, Marc
Faucher, Louis	Grudniewicz, Dorota	Kelly, Jennifer	Legault, Karine
Felix, Hollie	Guest, Jasmine	Kelly, Vicki	Legault, Michel
Fewer, Dylan	Guimond, Marc-Antoine	Khou, Tamara	Legros, Nicholas
Fisher, Susan	Guindon, Pascale	Kibsey, Philip	LeMay, Mark
Fortier, Tessa	Guse, Brennan	King, Jonathan	Lemieux Lecavalier, Chanelle
Foster, Jacob	Hagen, Andrew	Kingsberry, Tania	Lemieux, Maryse
Fournier, Luc	Hall, Courtney	Koum Njoh, Anne Ange Hilary	Leonard, William
Fournier, Philippe	Hall, Geoffrey	Krauss, Stefan	Lessard, Nicole
Francin, Kate-Issima	Hall, John	Lacelle, France	Leung, Kimberley
Fulleriger, Megan	Halsall, Jennifer	Lacoste, Stephanie	Lévesque, Chantal
Fung, Adrien	Hanley, Justin	LaFleur, Catherine	Liu, Tien-En
Gale, Marion	Harkness, Shaun	Lafleur, Marie-Josée	Liu, Yi
Galindez, Juan	Henkelman, Bettina	Lafontaine, Mathieu	Livingstone, Riley
Gaston, Katherine	Henry, Michel	Lalande, Sabrina	Lopez, Manuel
Gaumond, Geneviève	Hetherington, Christopher	Laliberté, Patrick	Lu, Feiying
Gauthier, Jean-François	Hewitt, Amelia	Lalonde, Anne Julie	Lucas, James
Gauthier, Martine	Hiard, Benjamin	Lambert, Martin	Lupien, Philippe
Gauvreau, Sacha Frédérique	Hine, Kim	Lancaster, Chantal	MacEachen, Colleen
Gélinas, Benoit	Hon, Ronald	Landry, Chantal	MacPhee, Lisa
Gendron, Eugénie-Sarah	Horton, Edwin	Landry, Natacha	Madularu, Iuliana
Gendron, Paul	Houle, Julien	Langevin, Pascale	Maher, Nina
Geoffrion, Kim	Howard, Nicole	Langlois, Carl	Maika, Monica
Gervais, Marc-André	Hudson, Matthew	Langlois, Philippe	Maisonneuve, Jessie
Ghafelehbash, Azadeh	Huff, Brian	Lanthier, Céline	Malette, Nathalie
Giancaterino, Rosanna	Hughes, Isabelle	Lapensée, Allan	Malone-Bianconi, Ann
Gingras, Philippe	Huras, Dominique	Lapierre, Marc	Marchand-Smith, David
Girard-Ruel, Emilie	Hurdal, Aynslee	Larocque, Amélie	Marion, Eric
Giroux, Martin	Hutchinson, Julia	Larocque, Ariane	Marquis, Marie-Genevieve
Giugovaz, Catherine	Hutchison, Jason	Laurin, Christian	Martel, Mathieu
Glancy, Natalie	Jackson, Morgan	Laurin, Roland	Martel, Nancy
Gobeil, Jean-François	Jan Mohammadi, Maryam	Lauzier-Paul, Simon	Martin, Heather
Godbout, Catherine	Janota, Stasia Allison	Lauzon, Isabelle	Marton, Andrew
Gomery, Madeleine	Jean, Marion	Lavallée, Jean-Philippe	Masaali, Saadeh
Gomes, Kayleb	Jeaurond, Pierre	Lavigne, Jonathan	Masse, Alain
Gonçalves, Julie	Jenner, Zachary	Le Quéré, Alain	Massé, Christian
Gonzales, Rod Kevin	Jérôme, Cédric	Leahy, Marc	Mayer, Alexandria
Gooding, Jimmy	John, Ashbina Kartik	LeBlanc, Janique	Mayer, Erika
Gopinath, Theerthana	Johnston-Main, Derek	Leblond, Lynn	Mayer, Ginette
Gordon, Mark	Joiner, Gregory	LeBrun, Josée	Mbonyumuvunyi, Blandine
Goslett, Kate	Jolicoeur, Dominique	LeBrun, Patrick	Uwayo
Goulet, Julie	Jubea, Esenia	Leclerc, François	Mbuluku, Laurianne
Gowing, Emma	Kandalaft, Mazen	Leclerc, Rémi	McCann-MacMillan, Patricia
Grabina, Ian	Kasiban, Jaron	Leclerc-Morin, Isabelle	McCullough, Michael
Grangien, Gaëlle	Katic, Eva	Leduc, Janie	McEnroe, Tammy
Grani, Daniel	Kaur, Harminder	Leduc, Mario	McIntyre, Matthew

McKenzie, Andrea	Nguyen, Hai	Rollin, Tina	Tang, Shi Yan
McKeown, Cynthia	Nguyen, Hieu	Rosarion, Tania	Tardy Laporte, Catherine
McNamara, Jennifer	Noureddine, Hassan	Rouette, Valérie	Tenasco, Rene
McRae, Kelly	Nussbaum, Tobias	Rouire, Patrick	Thomson, Heather
Meek, Christopher	Oates, Michael	Rousseau, Benjamin	Thorne, Jessica
Melo, Elizabeth	Obasanya, Simisola	Roy Choudhury, Someshwar	Tiedemann, Kenneth
Melo, Roberto	O'Higgins, Caitlin	Roy-Forget, Nadya	Tippett, Kara
Ménard, Anne	Okoumba, Yann Cliff Benoit	Royo, David	Torreblanca Alarie, Marina
Mercier, Geneviève	Olivares, Christian	Roy-Patenaude, Nathalie	Trabelsi, Faouzi
Messier, Stéphanie	O'Neill, John	Rozon, Julie T	Tremblay, Camille
Meunier, Émilie	Ottenhof, Maggie	Ruel, Catherine	Trinh, Jenny
Meus, Garry	Ouattara, Mahamadou	Saad, Thomas	Troster Diaz, Sandra-Martha
Meyers, Betty-Ann	Page, Gary	Sabourin, Marise	Trudeau, Stéphane
Michaud, Alexis	Pageot, Hélène	Sacret, Andrew	Turcotte, Dominique
Michel, Bruno	Papineau, Marc	Saint-Denis, Michel	Turgeon, Eric
Miguelé, Alain	Paquette, Isabel	Saint-Martin, Elise	Turner, Robin
Miller, Andrew	Paquette, Rachel	Sanscartier, Amélie	Tyler, Eric
Miller, Manon	Paré-Lépine, Élise	Sanscartier, Karina	Umutoni, Diane
Miner, Chantal	Paris, Catherine	Sargeant, Anne	Vaillancourt, Guy
Minkowski, Kathleen	Patry, Roger	Saydeh, Emmanuel	Vamplew, Samuel
Monaghan, Kimberly	Patterson, Charla	Scheckman, Emilie	Veillette, Frédérique
Monette, Manon	Pelletier, Cédric	Schwalm, Patrick	Verreault, Catherine
Monette, Nancy	Penna, Maurizio	Scott MacLennan, Leslie	Villeneuve, Marie-Paule
Monette, Sonia	Permiakova, Ekaterina	Sdraulig, Steven	Villeneuve, Mathieu
Monette, Sylvie	Pink, Jason	Séguin, Derek	Vost, Ewan
Montreuil, Julie	Pirart, François	Serra, Suzanne	Vukovic, Stjepan
Moraes Correa, Cassia	Poelman, Marguerite	Shi, Yin	Ward, David
Morin, Benjamin	Poirier, Marie Anna	Simard, Valérie C.	Watson, Andrew
Morin, Nathalie	Poitras, Marc-Antoine	Simpson, Colin	Webb, Victoria
Morin, Sébastien	Porter, Veronica	Singbeil, Brittany	Welch, Christine
Moroz, Marek	Poulin, Suzie	Skrzek, Sarah	Westwood, Nicholas
Moroz, Michael	Power, Elise	Slater, James Alexander	Whissell, Vincent
Morrison, Katherine	Pritchard, Tracy	Slevan-Tremblay, Isabelle	White, Robert J.
Moser, Maya	Pronovost, Alain	Smits, Garret	Whitehead, Meghan
Mrad, Rabih	Proulx, Alexandre	Sonier, Katherine	Williams, Cédric
Mueller, Laura	Proulx-Desbrée, Vanessa	Sonier, Matthew	Williamson, Heather
Muir, Michael	Provost, Linda	Soulard, Eric	Wojciechowski, Stéphane
Mullin Zukerman, Tiera	Pucci, Pierino	Spence, Christine	Wood, Johnathon
Muscroft, Mia	Pullen, Lynne	St-Amour, Jean-François	Wright, Brandon
Mwamba, Sandra	Radosavljevic, Dimitrije	Stansel, Kirsten	Yang, James
Myatt, Allison	Redmond, Brian	St-Denis, France	Yee, Alanna
Myles, Christopher	Regnier, Kelsey	Stefanoff, Jennifer	Yeung, Jasmine
Nadeau, Justin	Rheault, Nathalie	Stone, Alexander	Zaatar, Joseph
Naegelkraemer, Jennifer	Rheault-Montpellier, Karine	Sturman, Mary-Louise	Zacharuk, Brooke
Napiorkowski, Michael	Richard, Elissa	Symes, Kelly	Zanetti, Marco
Ndiaye, Esther	Rideout, Emily	Szpak, Caroline	Zanth, Jennifer
Nehme, Katarina	Robichaud, Sophie	Tadi, Rita	Zayed, Mohamed
Ney, Andrew Coleman	Roche, Bryan	Tam, Karen	

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