



NATIONAL CAPITAL COMMISSION
COMMISSION DE LA CAPITALE NATIONALE

Summary of the Corporate Plan
2023–2024 to 2027–2028

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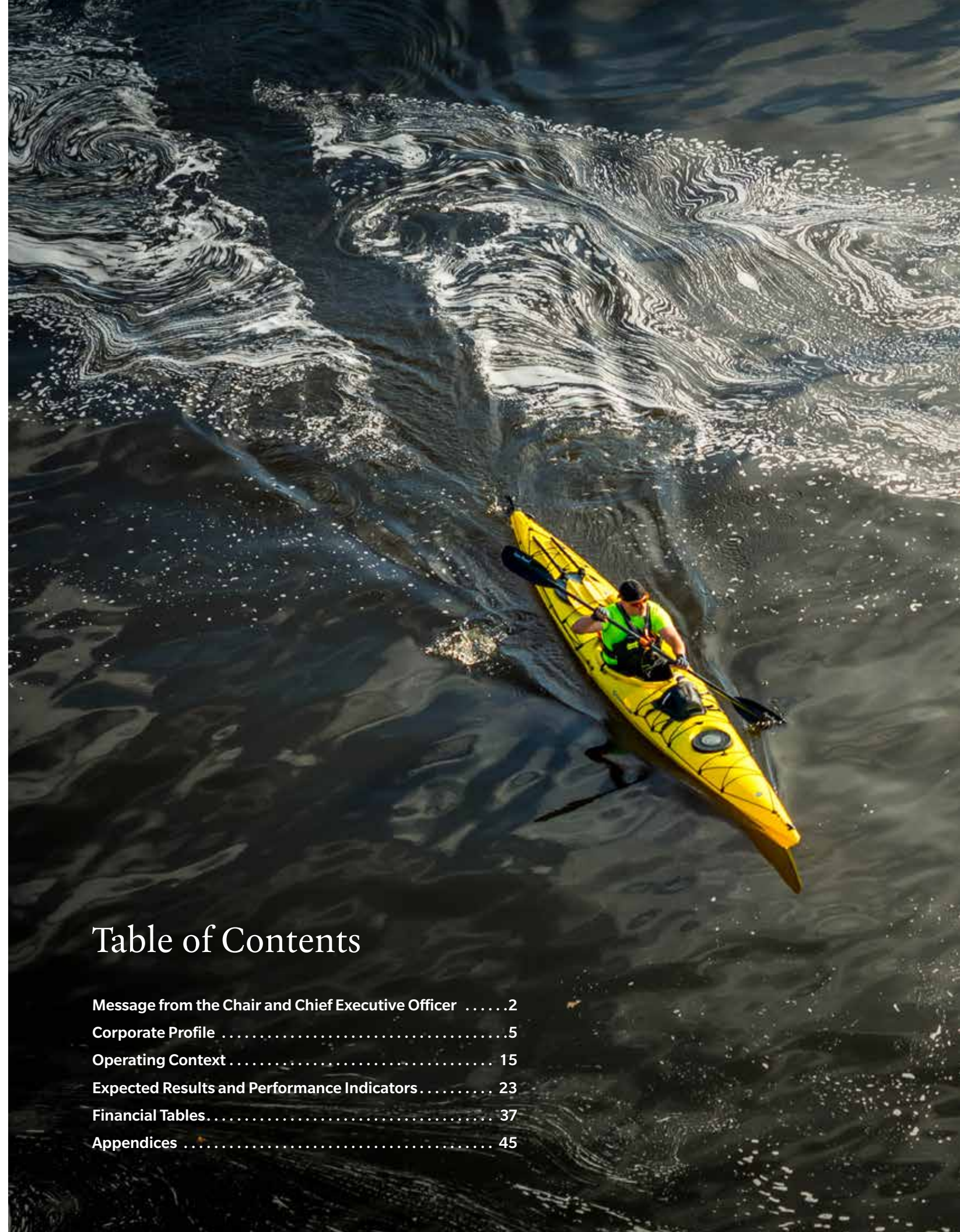
202–40 Elgin Street, Ottawa, Canada K1P 1C7
Email: info@ncc-ccn.ca • Fax: 613-239-5063
Telephone: 613-239-5000 • Toll-free: 1-800-465-1867
TTY: 613-239-5090 • Toll-free TTY: 1-866-661-3530

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National Capital Commission
Summary of the Corporate Plan 2023–2024 to 2027–2028
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MESSAGE FROM THE CHAIR AND CHIEF EXECUTIVE OFFICER

Canada's capital, home to over a million people and the symbolic heart of our nation for 40 million Canadians, serves to exemplify the values and diversity of the nation. As the principal steward of federal lands in the National Capital Region, the National Capital Commission (NCC) is entrusted with caring for and protecting the prominent public places that are essential to Canada's symbolic, natural and cultural heritage. These assets span from the expanses of Gatineau Park and the Greenbelt to the historic Rideau Canal Skateway and the official residences of Canada. Over the planning period, the NCC will continue to transform and animate key cultural and natural landmarks, cultivating places of vibrancy and sustainability. The NCC fulfills its role as long-term planner for the National Capital Region by enhancing 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.

Over the 2023–2024 to 2027–2028 planning period, the NCC will continue work on major projects that enliven and increase access to well-known locations in the National Capital Region. The revitalization of Westboro Beach and the redevelopment of Kiweki Point are two such projects. These and other major projects will redefine iconic destinations within the Capital, enhancing access to the waterfront and inviting residents and visitors to delve into the intricate relationship between people, nature and the urban landscape. In the downtown core, particularly within the Wellington Street, Sparks Street, Sussex Drive and ByWard Market area, the NCC will continue to

lead initiatives, collaborate with federal and municipal governments and business partners, and engage in public placemaking to enhance and enrich the experiences of residents and visitors to the National Capital Region. These initiatives will be further supported by the NCC's efforts to comprehensively review and update the National Core Area Plan.

As a leader in sustainability, the NCC has set ambitious targets for environmental action. As one of only two federal Crown corporations that volunteered to be designated under the Federal Sustainable Development Act (FSDA), the NCC will, over the planning period, complete the implementation of its 2018–2023 Sustainable Development Strategy and launch its 2023–2027 Sustainable Development Strategy, in alignment with the Federal Sustainable Development Strategy. The NCC will also continue to work with its partners, including the City of Ottawa and Ville de Gatineau, to pursue a sustainable development strategy for the National Capital Region that fosters a greener Capital. These commitments are indicative of the NCC's dedication to building a more sustainable and resilient Capital.

The NCC proudly continues its commitment to developing a connected and sustainable regional transportation network. Efforts to advance this objective include work with partners at Public Services and Procurement Canada (PSPC) on the replacement of the Alexandra Bridge, as well as initiatives to expand and promote active mobility and enhance the recreational experience in the National Capital Region as a whole. The NCC's active use program, multi-use pathways, trail networks, and the Gatineau Park shuttle bus are emblematic of this commitment,

offering sustainable transportation alternatives that contribute to greenhouse gas reduction targets while providing car-free outdoor spaces. Through collaboration with partners, the NCC will work over the planning period to enhance the connectivity of its trail network.

In a spirit of friendship, collaboration and reconciliation, the NCC has taken meaningful steps to deepen its relationships with Indigenous partners. As well, guided by a new toponymy policy adopted in 2022, the NCC will, over the planning period, implement a more transparent decision-making process to name and rename NCC-managed assets to ensure that the names reflect the heritage and cultural diversity of Canada. The NCC is also taking meaningful steps to ensure that inclusiveness and the richness of Canada's diversity are reflected in the stewardship of NCC assets and the development of its workforce.

These endeavours are integral to the NCC's overarching vision for the National Capital Region — a vision of vibrant, sustainable and accessible public spaces for all Canadians. However, building a capital is a collective journey. The NCC's success in achieving these goals is shaped by the invaluable contributions of regional stakeholders, partners and community feedback. Through active public engagement and collaboration with all tiers of government, the NCC is ensuring that the blueprint for the region's future is a collaborative one, nurturing a sense of shared ownership and a commitment to reflect the uniqueness of the National Capital Region.

For the success of the NCC's many projects, gratitude must be expressed to the NCC's Board of Directors for their commitment and vision, regional partners and stakeholders for their collaboration, and all NCC employees for their expertise and excellence. Together, we are shaping experiences, fostering connections and creating a legacy we can all be proud of.



Maryse Gaudreault
Chairperson

Tobi Nussbaum
Chief Executive Officer



CORPORATE PROFILE

Mandate

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

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

Mission

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

Guiding Principles

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

LEADERSHIP AND INNOVATION

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

ACCOUNTABILITY AND TRANSPARENCY

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

RECONCILIATION

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

COLLABORATION

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

PRIDE

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

ORGANIZATIONAL EXCELLENCE

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

Core Responsibilities

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

LONG-TERM PLANNING

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

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

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

STEWARDSHIP AND PROTECTION

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

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

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

INTERNAL SERVICES

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

Figure 1: The NCC's Planning Framework

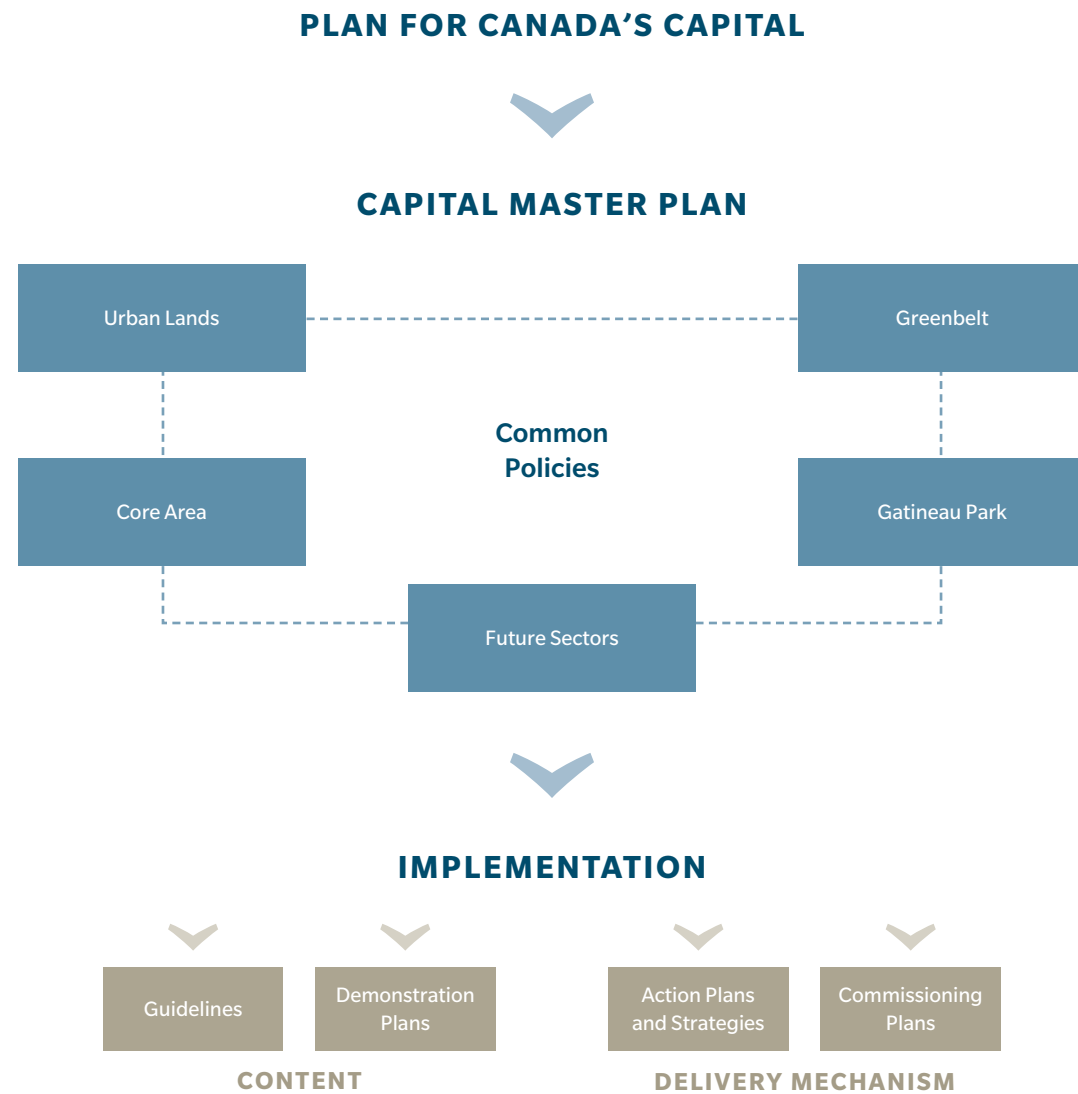


Figure 2: Overview of the NCC's Assets

- 6 official residences
- 1,700 properties, 1,000 buildings
- 145 bridges
- 23 urban parks
- 100+ km of parkways and roads
- 75 km of waterfront, 50 lakes
- 194 monuments, public art, interpretive panels and plaques
- 300 km of pathways
- 600+ different structures (e.g. retaining walls, lookout platforms, dams and so on)
- 39,600 ha of forested lands and 2,500 ha of wetlands
- 5,600 ha of farmlands
- 2,800 various other assets (electrical, mechanical, water and drainage systems)

Approximate replacement value (built assets): \$2.2 billion

Governance

COMPOSITION, ROLES AND RESPONSIBILITIES OF THE BOARD OF DIRECTORS

As defined in the *National Capital Act*, the NCC's board of directors consists of a chairperson, a chief executive officer (CEO) and 13 other members from the Capital Region and other parts of the country. The mayors of the cities of Ottawa and Gatineau are also participants in all board meetings, on an ex-officio, non-voting basis. The minister responsible for the *National Capital Act* appoints board members with the approval of the Governor in Council (GIC), while the GIC appoints the chair and CEO. The terms of seven board members expired before the start of the 2022–2023 fiscal year, with four more set to expire by the end of the fiscal year. These members will remain in position until new appointments are made.

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

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

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

BOARD APPOINTMENTS

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

MUNICIPAL PARTICIPATION AT BOARD OF DIRECTORS MEETINGS

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

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

ACCOUNTABILITY AND OPERATIONS

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

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

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

In addition to an annual public meeting, and four regular meetings, the board will meet on an as-required basis throughout the year. Each regular meeting may consist of an open public session and an in-camera session.

REMUNERATION

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

COMMITTEES

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

REPORTING TO PARLIAMENT AND CANADIANS

The NCC, as a federal Crown corporation, is included under Schedule III of the *Financial Administration Act* (FAA) and is also subject to Part X of this act. Effective November 20, 2019, the NCC reports to Parliament through the Minister of Public Services and Procurement.

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

INDEPENDENT AUDIT

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

OMBUDSMAN

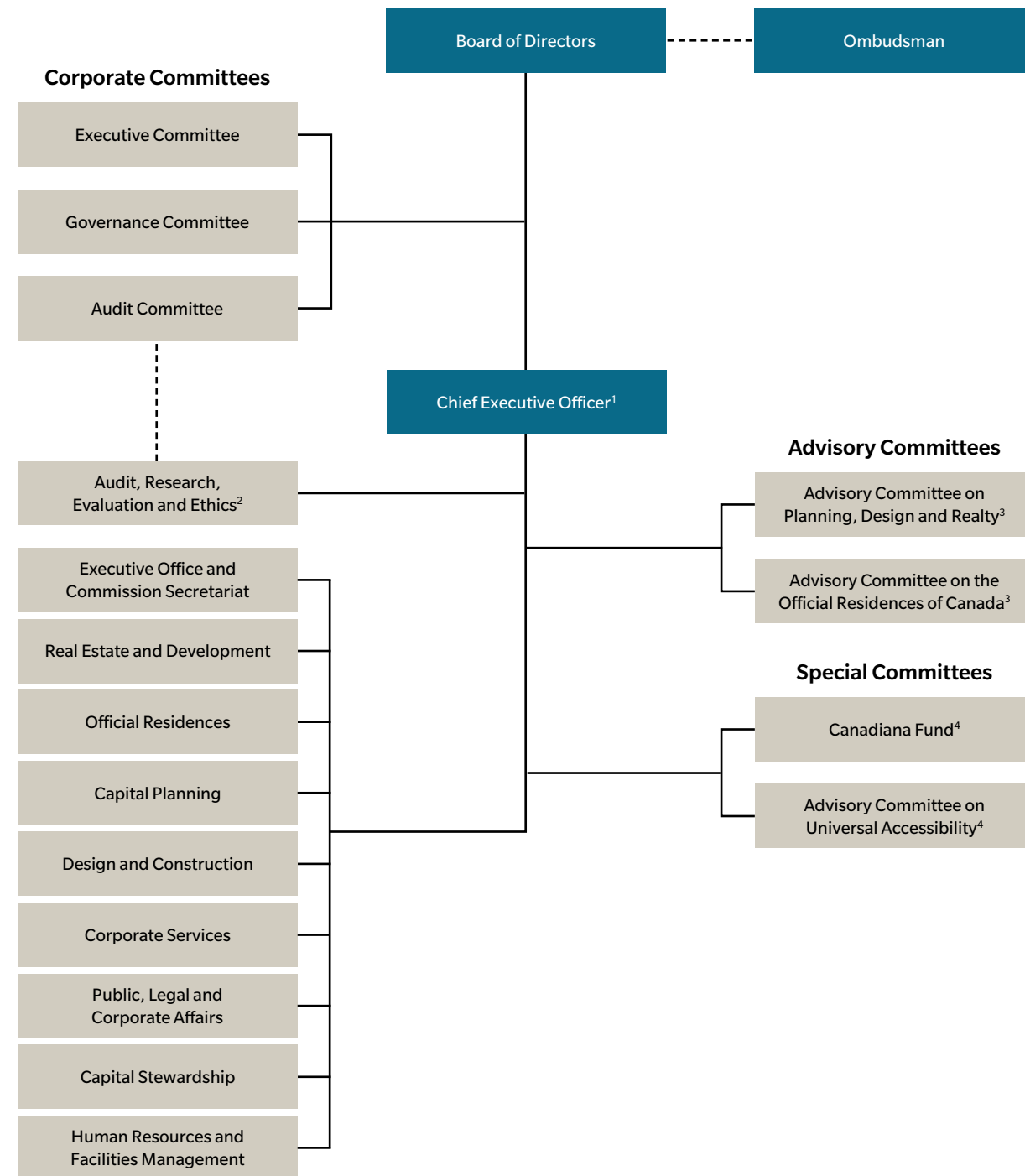
Appointed by the board of directors, the NCC ombudsman serves as an independent and confidential resource for the public to solve complaints when all other internal avenues of redress are exhausted. The ombudsman is required to submit an annual report on their activities to the board of directors. The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

ORGANIZATIONAL STRUCTURE

The organizational structure² of the NCC illustrates the relationships between the board of directors and the executive management team, various committees and the NCC's branches. Within the NCC's organizational structure, the CEO is responsible for setting operational and management objectives, providing direction on implementation strategies, and overseeing day-to-day operations. The CEO is supported by an executive management team that represents each branch of the NCC and is responsible for ensuring that the corporation's key sectors of activity are implemented and well managed.

2. Refer to Figure 3 for a diagram of the NCC's organizational structure.

Figure 3: The NCC's Organizational Structure



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



OPERATING CONTEXT

Analysis of the Environment

INTERNAL ENVIRONMENT

The NCC owns and manages over 11 percent of the lands in the National Capital Region (537 square kilometres) and has custodial responsibilities that extend to a large and diverse portfolio of built and natural assets worth an estimated \$2.2 billion. This includes some of the most significant heritage, natural and cultural assets in the country, many of which are destinations not only for residents but also for the region's more than 10 million visitors annually.

The NCC's unique portfolio represents a key opportunity, enabling the corporation to make significant contributions to the vitality, connectivity and character of the National Capital Region, in a manner that reflects its national significance.

The NCC's expertise in long-term planning, stewardship and protection derives from the corporation's committed and dedicated contingent of staff members who are passionate about the National Capital Region, and proudly contribute to the corporation's mandate. In the 2022–2023 fiscal year, the NCC staff contingent comprised 529 full-time equivalents. The corporation was among the 2022 winners of the Canada's Greenest Employers editorial competition and was also recognized as one of the top employers in the National Capital Region for a second consecutive year.

Through its employee engagement framework, the NCC has implemented a system that enables individuals at every organizational level to actively contribute to cultivating a favourable and fulfilling workplace atmosphere. Similarly, the NCC is implementing workplace modernization initiatives by incorporating hybrid working arrangements and an activity-based workplace. The project's vision

is to create a modern and innovative environment that is empowered by technology, encourages creative thinking, promotes employee well-being, and provides an environment to foster learning and share experiences. The corporation is learning from its experiences to establish a framework for its future headquarters at 80 Elgin Street.

EXTERNAL ENVIRONMENT

The NCC's responsibilities and jurisdiction interact with many other actors in the National Capital Region. Because of this, it is essential for the NCC to be a value-added partner and to collaborate with all stakeholders in the region, including all levels of government.

Collaboration with local municipalities has been beneficial for the corporation and allowed for the development of strong relationships, as well as continuity in project planning and implementation. Recent municipal elections in Ontario brought in new leadership in the City of Ottawa, a key partner to the NCC. Respectively, recent provincial elections also returned the incumbent governing parties to form the provincial governments in Quebec and Ontario. Moving forward, the corporation is committed to building strong relationships with these administrations.

The National Capital Region is situated on the ancestral lands of the Algonquin Anishinabe Nation and is also home to people from other Indigenous communities. The NCC continues its efforts to encourage and seek ways to foster strong relationships with local Indigenous leaders and Peoples, with a focus on ensuring that their interests are truly reflected in the numerous projects and initiatives being undertaken across the region.

Maintaining an energized, active core area remains a central focus for the corporation, to define the character of the Capital and provide residents and visitors with experiences that instill pride in Canada as a country. Major projects and initiatives underway will substantially influence the core area, such as the development of LeBreton Flats and the island sites of the Ottawa River; the revitalization of the Parliamentary Precinct and other federal buildings under Public Services and Procurement Canada's (PSPC) leadership; and the review of jurisdictions around Parliament Hill and Wellington Street.

Lastly, construction, land management, and property management activities across Canada face continued challenges due to increased costs, rising interest rates and supply chain disruptions. As the NCC continues to advance its stewardship mandate, and implement its substantial program of work, these pressures are anticipated to present challenges in forecasting project timelines and budgets, likely for the next few years.

Alignment With Government Priorities: An Overview

In delivering its mandate, the NCC must ensure alignment with government priorities. Over the planning horizon, the relationship with Indigenous peoples, collaboration and transparency; environmental sustainability and climate change resiliency; Gender-based Analysis Plus; diversity, equity, and inclusion (DEI); safe and healthy workspaces; and accessibility will constitute important areas of focus for the corporation.

INDIGENOUS RELATIONS

The NCC has worked with the Algonquin Nation in a spirit of friendship, collaboration and reconciliation for many years. Over the planning period, the NCC will pursue its efforts to deepen its relationship with the Algonquin Nation.

In collaboration with the Algonquin Nation, the NCC will continue to find opportunities to increase the Algonquin culture and language throughout the National Capital Region. This involves ensuring Algonquin cultural and language references are prominent, as seen with the interpretation plan for Kìweki Point and potential changes to the Sir John A. Macdonald Parkway's name through a modernized toponymy policy.

The NCC is working to advance reconciliation with Indigenous communities, with respect for their strong physical, cultural and spiritual connection to the land in Gatineau Park. Additionally, the NCC plans to establish a policy for Indigenous engagement, aligning resources to acknowledge the Algonquin Nation's concerns and supporting their interests. Beyond this, collaborative efforts extend to discussions surrounding various projects such as Gatineau Park, the Building LeBreton Project, and other planning activities such as the Sir George-Étienne Cartier Park Plan, Core Area Plan and Victoria Island.

COLLABORATION AND TRANSPARENCY

Over the years, the NCC has implemented several measures to demonstrate greater collaboration and transparency in its activities and it strives to achieve continuous improvements. There is a commitment to these principles at all levels of the corporation, as demonstrated by the addition of public board of directors meetings, as well as enhanced accessibility to live proceedings and to meeting documentation, which

helps stakeholders to engage with the NCC, contribute to decision-making processes and better understand how decisions are made. Additionally, the NCC has adopted an open data policy which aims to facilitate the release of information and data of business value to the public. In keeping with this policy, the NCC prepares an Open Data Release Plan on an annual basis that, where possible, is aligned with public requests for data. Datasets identified as part of this process are then published on the NCC's open data portal.

Through its citizen-focused approach, the NCC provides opportunities for public input and collaboration, recognizing the role that all Canadians have in building a thriving and sustainable National Capital Region. The corporation also ensures effective communication and stakeholder engagement by building strong relationships with people and organizations throughout the region and across the country. In the areas of urban planning, transportation, tourism, and regional development, the NCC will pursue collaborative efforts with the cities of Ottawa and Gatineau, and other regional partners, to ensure the ongoing coordination of planning and stewardship efforts within the region. The NCC will also continue to collaborate with federal partners, in particular the minister responsible for the NCC and the senior departmental leadership team at PSPC, to advance key initiatives in the National Capital Region.

SUSTAINABLE DEVELOPMENT, MITIGATING AND ADAPTING TO CLIMATE CHANGE

Climate change and environmental sustainability know no borders. That is why the NCC is continuing to work collaboratively with its federal and municipal partners to build a more sustainable and resilient National Capital Region. Key focus areas for collaboration currently include sustainable and active transportation and climate mitigation and adaptation.

The NCC is currently implementing its Sustainable Development Strategy, 2018–2023. Key actions under way include promoting sustainable transportation, implementing the NCC's Forest Strategy and reducing bird collisions with high-risk buildings.

In addition to prioritizing proactive measures to enhance sustainable development and environmental protection, the NCC must also adapt to climate change and respond to extreme weather events. The NCC is developing a 10-year climate adaptation strategy to reduce the vulnerabilities and risks to natural and built assets associated with climate change in the National Capital Region.

The NCC also has a part to play in mitigating the impacts of climate change. Within its Sustainable Development Strategy 2023–2027, the NCC is integrating a commitment to achieve the federal target of net-zero carbon operations by 2050. The NCC initiated the development of its first climate mitigation strategy, which will include a roadmap to net-zero for its large real estate portfolio. Other actions under this mitigation strategy will be to draft a green fleet plan.

Regarding recommendations from the Task Force on Climate-Related Financial Disclosures, the NCC is continuing to assess its climate-related risks. The NCC's Sustainable Development Strategy 2023–2027 will identify actions to integrate climate mitigation and adaptation considerations across NCC business lines. Adopting a process for disclosing climate-related financial risks will be a key performance indicator within this strategy. The disclosure of climate-related financial risks will likely include reporting through the NCC's Annual Report and the NCC's Sustainable Development Strategy Annual Report.

DIVERSITY, EQUITY AND INCLUSION

The NCC is committed to ensuring that Canada's diversity is reflected in its workforce and in the

character of the National Capital Region. As such the corporation is continuing to integrate DEI considerations, both in its internal operations and the external delivery of its programs in conjunction with the continued implementation of Gender-based Analysis (GBA) Plus initiatives across all business lines. GBA Plus provides an opportunity, as an analytical tool, for the corporation to consider and respond to the diverse needs of residents and visitors as it delivers its mandate. As a steward of vital public spaces and leader of design excellence, the NCC is working to integrate GBA Plus into its planning and design framework. The corporation is advancing this work in support of government priorities and applying a GBA Plus lens to its policies, projects, programs, services and operations.

The NCC continues to lead by example as it builds an inclusive and barrier-free Capital in alignment with the Accessible Canada Act, which aims to make Canada barrier-free by 2040. The NCC has implemented several measures to ensure that an accessibility lens is integrated into its activities. The NCC's corporate administrative policies and procedures on universal accessibility (UA) establish a responsibility framework and a consistent approach to governing UA matters at the NCC. In addition, NCC projects with a significant UA component benefit from the advice of the corporation's Advisory Committee on Universal Accessibility (ACUA). ACUA's members have expertise and experience in matters related to UA and help to ensure barrier-free access to NCC sites.

The NCC is working toward its objectives to advance strategies for removing barriers to employment, integrating DEI principles into policies and programs, and developing strategies for recruiting and retaining talented individuals from diverse backgrounds and experiences. The NCC has established an internal

DEI Committee that encourages efforts to build and maintain a more diverse workforce and create a work environment that is inclusive, accessible, respectful and welcoming for all. In alignment with the Committee's action plan, the Committee continues to focus on three priority areas: increasing the diversity of the NCC's workforce; creating a workplace culture of belonging that focuses on comfort, connection and contribution; and increasing knowledge and awareness about DEI issues.

SAFE AND HEALTHY WORKSPACES

As a federal employer, the NCC is committed to ensuring that its workplaces support the physical and mental health and well-being of employees. The corporation provides continuous access to an Employee and Family Assistance Program (EFAP), which offers a range of services to employees, including conferences on workplace wellness and daily stress management. A peer network, led by employees trained in psychological health, is also active to support staff as needed. Additionally, the NCC encourages and promotes active travel, social and sports activities, and outdoor team-building activities. The NCC intends to remain informed of the latest trends in workplace wellness to provide safe and healthy workplaces for everyone.

SPECIAL EXAMINATION BY THE OFFICE OF THE AUDITOR GENERAL

The NCC underwent its last special examination in 2016–2017. The OAG tabled its report in Parliament on November 21, 2017. Overall, the OAG found that the corporation has good corporate management practices for governance, strategic planning, performance measurement, and reporting. However, some weaknesses were identified, and recommendations were made. In response, the NCC established an

integrated enterprise risk management framework that assesses and manages risks, integrating this into its planning and reporting process. Corporate risks are tied to the organization’s performance, and updates on risk trends and responses are reported quarterly to the board of directors.

In addition, the OAG recommended that the NCC develop a full range of options to address its strategic risk related to asset maintenance. In response to the OAG’s recommendation, the NCC completed an asset and funding review and, in working with other government entities, secured \$228.6 million over five years (2018–2019 to 2022–2023) to undertake work on high-impact and high-value assets that need critical repairs, and restore them to “good” condition. This phase of rehabilitation work is expected to be completed in 2023–2024. With the funding that was earmarked in the Fall Economic Statement 2022, the NCC is beginning the next phase of work addressing critical needs in its portfolio to protect heritage and cultural assets.

The NCC is continuing to implement an investment planning initiative to prioritize investments that align with its mandate and reduce the highest asset-related risks. The corporation is improving data collection, refining asset prioritization and enhancing project management to ensure efficient resource allocation that minimizes risks and maximizes value for money.

Financial Outlook

This section provides key highlights of the detailed information presented in the financial tables.

The NCC is funded through operating and capital appropriations, as well as revenues mainly generated from rental operations and easements, user access fees, recoveries, and property disposals.

The NCC’s financial plan, which includes its financial statements as well as operating and capital budget over the plan period, is included in Financial Tables. All the sections of this corporate plan should be read in conjunction with the financial plan to obtain a full, comprehensive understanding of the assumptions, risks, uncertainties, and context. The financial plan reflects the NCC’s best estimate of the expected results over the Plan Period at the time of writing.

Below is a summary of the projected results for 2022-2023 and the Plan Period.

REVENUES

The Commission forecasts \$83.6 million in total revenue in 2022-2023 which includes \$28.7M in gain on disposal of tangible capital assets and projects revenues totaling \$281.7M over the plan period, resulting primarily from rental operations and easements, recoveries, user access fees, interest and other revenues.

EXPENSES

The NCC has forecasted to spend \$160.2M in 2022-2023 which represents 15% increase from 2021-2022 actual expenses of \$139.5M. Over the plan period, the NCC is projecting to spend \$806.7M broken down respectively in the main three categories of expenses as shown in the table below:

DEFICIT BEFORE FUNDING FROM THE GOVERNMENT OF CANADA

The NCC is forecasting a \$76.5M deficit in 2022-2023 before using any funding from the Government of Canada. Over the plan period, the projected deficit before any funding from Government of Canada is estimated to be \$525.0M. These deficits are to be financed by appropriations received from the Government both for operating and capital expenditures.

EXPENSES (IN THOUSANDS OF DOLLARS)	2022–2023 Forecast	2023–2024 Budget	5 Year Plan	5 Year Plan (%)
LONG-TERM PLANNING	7,076	14,198	49,891	6%
STEWARDSHIP AND PROTECTION	122,032	112,730	535,430	66%
INTERNAL SERVICES	31,074	44,454	221,338	28%
TOTAL	160,182	171,382	806,659	100%

FUNDING FROM THE GOVERNMENT OF CANADA

In May 2020, appropriations for operating and capital expenditures were received for 2020-2021 to 2022-2023 including additional appropriations totalling \$173.6M for the rehabilitation of NCC assets. The fiscal year 2022-2023 will mark the third year of this funding and certain related projects will carry over and be completed in future years.

For 2022–2023, the NCC is forecasting a total of \$199.9M which includes \$114.3M in appropriations for tangible capital assets and \$85.6M in operating expenditures. For the plan period of five years, NCC is projecting funding of \$716.8M to cover the anticipated expenditures over the plan period. Between the 2022 Fall Economic Statement and the 2023 Fall Economic Statement, the NCC was informed it would receive an additional budget allocation. This funding will advance the NCC’s work to rehabilitate and maintain historically and culturally important assets, while also delivering on its mandate advancing work to build a National Capital Region that is a source of pride for all Canadians.

NCC’s base annual operating appropriations are expected to remain stable at \$69M over the 5-year planning period.

CAPITAL INVESTMENT

The NCC capital investment includes capital expenditures related to NCC assets which include land development costs and investments in the Multi-Year Capital Program and other major capital projects.

In 2022-2023 the NCC projects \$84.2M in total capital expenditures for Stewardship and Protection Capital projects. The NCC plans to invest a total of \$166.6M in 2023-2024.

Risks and Mitigation Strategies

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 is integrated into the NCC’s planning and reporting cycle through a risk profile exercise, which helps to identify key corporate risks and corresponding mitigation 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, to take appropriate actions to implement necessary mitigation strategies and maintain resilience.

For the 2023–2024 to 2027–2028 planning period, the NCC has identified three major corporate risks: asset management, modernization of authorities and capacity.

ASSET MANAGEMENT

The NCC has made considerable progress in recent years maturing its approach to investment planning and asset management. Building on this work, the NCC intends to apply funding earmarked through the 2022 Fall Economic Statement toward inspections gathering information about assets, improving systems to manage and apply asset information, and advancing maintenance and upkeep of its assets.

Additional mitigation measures to address this risk category include the continued implementation of a phased multi-year asset condition inspection program, leveraging new funding to implement an investment planning program that integrates long-term asset management, as well as efforts to improve the collection and management of data on asset condition. The NCC also began efforts to consider the impacts of climate change on NCC assets and the timely identification of future requirements and interventions to address these impacts.

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

MODERNIZATION OF AUTHORITIES

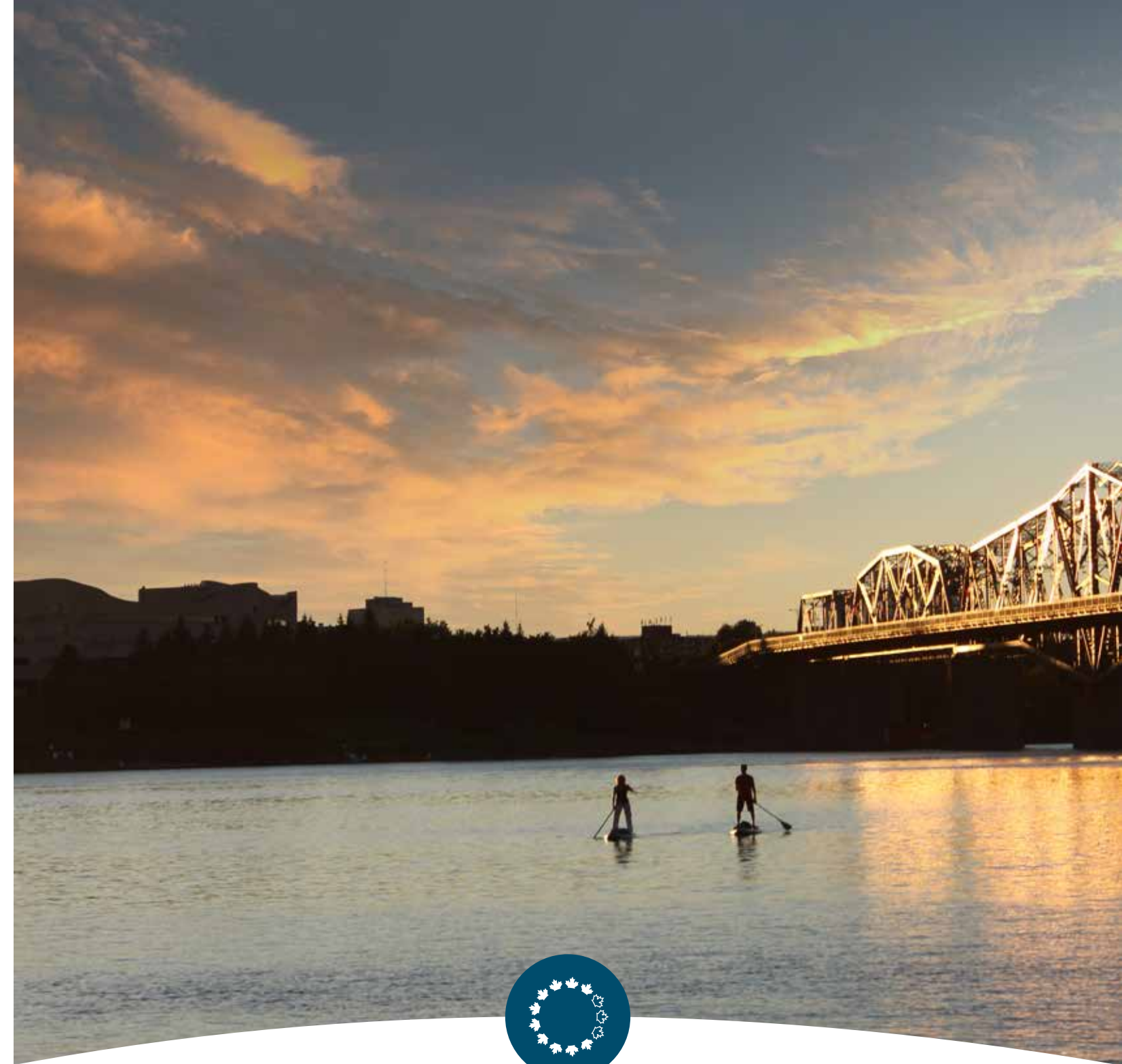
Modernization of authorities risks refer to those that restrict the NCC’s ability to deliver its mandate in modern times. The NCC’s legislative authorities have remained unchanged since its inception in 1959,

which can inhibit the delivery of the NCC’s mandate and its ability to respond to modern challenges. To mitigate this risk, the NCC has been working with government partners in bringing forward solutions to increase the NCC’s legislative and regulatory authorities. Additionally, the NCC continued to be assertive in the delivery of its mandate within the current legislative framework and scope of authorities.

CAPACITY

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

Government agencies and businesses are facing considerable challenges, across Canada and the National Capital Region, as they strive to recruit and retain employees with appropriate knowledge, skills and experience. There is a risk that real and perceived challenges in its competitiveness to hire and retain staff may impact the NCC’s capacity to adequately deliver its core mandate. To mitigate these risks, the NCC will focus its efforts on improving talent attraction and retention by continuing to promote an engaging, diverse and inclusive workplace. These efforts include, updating and implementing the Diversity, Inclusion, and Employment Equity Plan (DIEE), exploring budget options to facilitate the hiring of personnel on an indeterminate rather than term basis, and improving the corporation’s ability to adapt its work arrangements and workplace environments to support staff work/life flexibility.



EXPECTED RESULTS AND PERFORMANCE INDICATORS

2021–2022 Performance Measurement Results

The NCC’s performance objectives align with its two core responsibilities of long-term planning and stewardship and protection, as well as its internal services objectives. These performance indicators were divided into five categories: real property leasing, project management, federal approvals, engagement and outreach, and employment equity. As included in the NCC’s most recent annual report, the table below represents the 2021–2022 performance measurement results.

MEASURES	TARGET	RESULTS		
REAL PROPERTY LEASING	VACANCY RATE	2019–2020	2020–2021	2021–2022
Residential	5%	0.8%	1%	0%
Commercial	5%	2.7%	4.3%	5.9%
Agricultural	4%	1.8%	3.6%	3.6%
REAL PROPERTY LEASING	REVENUE	2019–2020	2020–2021	2021–2022
Residential	\$3.4 million	\$3.3 million	\$3.4 million	\$3.5 million
Commercial	\$15.9 million	\$18.7 million	\$16.5 million	\$16.2 million
Agricultural	\$1.4 million	\$1.9 million	\$1.5 million	\$1.6 million
PROJECT MANAGEMENT				
Projects on time	92% of planned projects completed on time			
Projects within scope	94% of planned projects completed within scope			
Projects on budget	81% of projects completed on budget			
FEDERAL APPROVALS	TIME FRAME	2019–2020	2020–2021	2021–2022
Levels 1, 2 and 3	75% of service level agreement timing met	59%	80%	88%
ENGAGEMENT AND OUTREACH	ENGAGEMENT	2019–2020	2020–2021	2021–2022
Social media engagement	Year-over-year increase in total social media engagement	23%	29%	-10.9%*
Social media followership	Year-over-year increase in total social media followership	11%	10%	8%
Number of NCC public engagement activities	N/A	30	30	53
EMPLOYMENT EQUITY	NCC ASPIRED REPRESENTATION**	2019–2020	2020–2021	2021–2022
Women	47.4%	50.4%	51.9%	52.3%
Aboriginal persons	2.8%	1.9%	2.8%	2.3%
Persons with disabilities	8.5%	3.4%	3.0%	3.0%
Members of a visible minority	18.4%	11.8%	13.6%	15%

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

** Values for the aspired representation at the NCC align with regional labour market availability except for “persons with disabilities,” which is only available at the national level.

2023–2024 Performance Objectives

Building upon these results, the table below lists some of the NCC’s key performance indicators and targets from the performance measurement framework (PMF) for 2023–2024. These performance measures are divided into seven categories: project management, federal approvals, asset condition, official residences condition, real property leasing, engagement and outreach, and employment equity. Performance against these objectives, along with other measures in the corporate PMF, will be assessed in the NCC’s quarterly performance reports and its 2023–2024 annual report.

CORE RESPONSIBILITIES	INDICATOR	2022–2023 TARGET	
Long-Term Planning	Project Management	Project Status	
	<ul style="list-style-type: none"> Projects on time Projects within scope Projects on budget 	<ul style="list-style-type: none"> 80% of planned projects completed on time 80% of planned projects completed within scope 80% of projects completed on budget 	
Stewardship and Protection	Federal Approvals	Approved Service Level Agreement Target*	
	<ul style="list-style-type: none"> Level 1 Level 2 Level 3 	<ul style="list-style-type: none"> 75% of service level agreement timing met 75% of service level agreement timing met 75% of service level agreement timing met <p>* During the planning period, the NCC will collect data to assess service levels.</p>	
Internal Services	Asset Condition (excluding official residences)	<ul style="list-style-type: none"> Condition of assets reflective of Parliamentary appropriations, including additional appropriations received and earmarked since 2018–2019* <p>* The NCC’s long-term goal for the condition of its asset portfolio is “good.” Additional appropriations received and earmarked since 2018–2019 contribute to the pursuit of that long-term goal.</p>	
	Official Residences Condition	<ul style="list-style-type: none"> Condition of assets in official residences portfolio <p>* Official residences asset portfolio maintained in accordance with the Official Residences Act and in a manner reflective of Parliamentary funding, including additional appropriations earmarked in 2022*</p> <p>* The NCC’s long-term goal for the condition of its asset portfolio is “good.” Additional appropriations earmarked in 2022 contribute to the pursuit of that long-term goal.</p>	
	Real Property Leasing	Vacancy Rate Target	Revenue Target*
	<ul style="list-style-type: none"> Residential Commercial Agricultural 	<ul style="list-style-type: none"> 5% 7% 4% 	<ul style="list-style-type: none"> \$3.7 million \$18.8 million \$1.6 million <p>* Excluding realty tax recoveries.</p>
Internal Services	Engagement and Outreach	Level of Engagement	
	<ul style="list-style-type: none"> Social media engagement Social media followership NCC public engagement activities <ul style="list-style-type: none"> Number of consultation participants Number of engagements Percent of comments on the NCC’s digital engagement platform that are positive or neutral 	<ul style="list-style-type: none"> Increase in total social media engagement Increase in total social media followership by 5 percent 	
	Employment Equity	Labour Market Availability	
	<ul style="list-style-type: none"> Women Indigenous persons Persons with disabilities Members of a visible minority 	<ul style="list-style-type: none"> 48.4% 2.7% 8.5% 15.6% 	

Strategic Directions, Priorities, Key Outcomes and Initiatives

STRATEGIC DIRECTIONS

For the 2023–2024 to 2027–2028 planning period, three strategic directions will guide the NCC as it delivers its mandate over the next five years.

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

PRIORITIES

To advance its mandate and support these strategic directions, the NCC will concentrate its efforts on four priorities over the planning period.

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.
2. Plan, rehabilitate and revitalize key assets and transportation networks in the National Capital Region.
3. Take action to ensure that inclusiveness and the richness of Canada's diversity are reflected in the stewardship of NCC assets and the development of its workforce.
4. Demonstrate national leadership in achieving an environmentally sustainable and climate-resilient National Capital Region.

Key Initiatives

The following section provides details on the initiatives that will be undertaken by the NCC to advance its mandate over the course of the planning period.

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.

Under the *Official Residences Act*, the NCC is responsible for the long-term planning, capital works and ongoing maintenance of Canada's six official residences. These historic properties have important roles to play in support of Canada's constitutional monarchy, and as homes for Canada's official leaders and their families, where they also perform official duties. The official residences also symbolize the country's system of parliamentary democracy, and respect for our leaders and institutions.

Decades of underfunding have limited the NCC's capacity to maintain and renew historic properties, resulting in a significant decline in their condition. The 2021 Official Residences of Canada Asset Portfolio Condition Report highlighted that 61 percent of these assets, including secondary buildings, are in poor or critical condition. The deterioration is happening at an accelerated rate, and existing resources are insufficient to address emerging needs like sustainability, climate resilience and accessibility.

Over the planning period, in alignment with the priorities of the government, the NCC will advance work to rehabilitate and reinvigorate places and buildings of national significance under NCC responsibility, including the official residences. The NCC intends to initiate implementation of a rehabilitation plan dedicated to recapitalizing the official residences, including measures to address safety and security concerns, deficiencies in asset condition, UA, sustainability, and functional needs, as well as prevent further degradation. The Official Residence of the Prime Minister of Canada, 24 Sussex Drive, remains a challenge due to its critical state. In consideration of the site's continued decline and the risks it poses to users and building integrity, the NCC is taking action to close the site. This closure will facilitate the removal of hazardous materials, obsolete systems and the necessary work to ensure health, safety and asset integrity. Simultaneously, the NCC is awaiting a government decision about the future of the Official Residence. Regardless of this decision, the work at 24 Sussex must proceed to address its immediate concerns.

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

INITIATIVES AND MILESTONES OVER THE PLANNING PERIOD

IMPLEMENTING PLANNED PROJECTS AT THE OFFICIAL RESIDENCES

Short-Term (1–2 years)

- Complete approved projects under the Multi-Year Capital Program (MYCP) at all six official residences, as required.

Medium-Term (3–5 years)

- Advance projects required to maintain, rehabilitate and improve the safety, functionality, efficiency, sustainability and accessibility of the official residences in accordance with long-term plans and government policy decisions on management, governance and funding.

Long-Term (5+ years)

- Progressively improve assets to ensure that they are in appropriate condition and properly maintained, as supported by Parliamentary appropriations.

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

The NCC’s *Plan for Canada’s Capital, 2017–2067*, highlights the notion that living culture and heritage play a key role in creating a livable and thriving Capital. Building off projects that are already underway through additional appropriations earmarked in May 2020, the NCC will revitalize significant heritage and cultural assets in the National Capital Region with funding earmarked through the 2022 Fall Economic Statement.

The NCC will continue to advance planning of the National Capital Region in collaboration with partners, by conducting a comprehensive review and update of the master plan for the core area of the Capital. This initiative will include the weaving of shared values including reconciliation, inclusion, climate change, environmental sustainability, active mobility and transportation. These efforts will advance the corporation’s efforts in creating a core that is a vibrant, sustainable space to work, live and experience in Canada.

In close collaboration with the Algonquin First Nations, the NCC is also working to advance initiatives that celebrate the shorelines as a distinct geographical feature of the National Capital Region and promote a vibrant river culture. The NCC will also work to make the Capital’s shorelines more accessible, dynamic and inviting, including projects to revitalize and animate key activation points along the shorelines, such as Westboro Beach.

Significant progress is being made in implementing the NCC’s Master Concept Plan for LeBreton Flats. In close collaboration with regional partners, the NCC will be focused on fine-tuning concepts, implementation plan design and long-term land lease negotiations to pave the way for this developmental phase. The NCC will also advance the process for the development of a residential community Flats District, with diverse housing and a focus on sustainability. In alignment with its Master Concept Plan, the NCC is concurrently enhancing a policy framework for parks and public spaces, while continuing to work with the City of Ottawa and other stakeholders to advance public realm and infrastructure initiatives.

In efforts to enrich the Canadian public’s experience of the Ottawa River landscape and help restore the river landscape as the heart of the National Capital Region, the NCC will proceed with facilitating access to long-neglected, historically and culturally significant areas of the Capital. The corporation will continue to lead initiatives, collaborate with federal and municipal stakeholders, and engage in public placemaking to enhance and enrich the experiences of residents and visitors in the downtown core.

Engagement between the Algonquin Nation and the NCC is an ongoing process of relationship-building, vital to pursuing transformative outcomes at LeBreton, Kiweki Point, Victoria Island and other key sites. The NCC meets regularly with representatives of the Algonquin First Nation communities to discuss significant issues and ensure that Algonquin interests are reflected in the numerous projects and initiatives being undertaken across the region.

Finally, the NCC will continue to facilitate initiatives that enhance connectivity and advance sustainable transportation in the National Capital Region. Efforts will be focused on rehabilitating

streetscapes and heritage buildings owned by the NCC along Confederation Boulevard, particularly in the vicinity of Sussex Drive, Elgin Street and Rideau Street. The corporation will also focus on supporting projects that are aligned with its Long-Term Integrated Interprovincial Crossings Plan, as well as continue to work closely with PSPC in pursuing the implementation of the Alexandra Bridge replacement project and supporting PSPC on the Wellington Street working group.

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

INITIATIVES AND MILESTONES OVER THE PLANNING PERIOD

ASSET REHABILITATION AND PROJECT IMPLEMENTATION

Short-Term (1–2 years)

- Complete critical repairs and maintenance on a priority basis in accordance with funding earmarked in May 2020 and in fall 2022.

Medium-Term (3–5 years)

- Complete critical repairs and maintenance on a priority basis, as supported by parliamentary appropriations.

Long-Term (5+ years)

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

REDEVELOPMENT OF LEBRETON FLATS AND THE ISLAND SITES

Short-Term (1–2 years)

- Implement the next phase(s) of the Building LeBreton phased transaction strategy.
- Refine policy direction for parks and other public realm amenities.
- Continue implementing public realm amenities and infrastructure.
- Advance a process to deliver destination attraction(s) within the LeBreton Flats Master Concept Plan area.
- Advance negotiation of benefits agreement with the Algonquin Nation.

Medium-Term (3–5 years)

- Pursue the implementation of the Building LeBreton phased strategy for various parcels.
- Pursue public realm and infrastructure development.
- Advance discussion and implementation of community amenities with the City of Ottawa and other stakeholders.

Long-Term (5+ years)

- Continue the redevelopment of LeBreton Flats.

ADVANCE AND IMPLEMENT PROJECTS TO INCREASE ANIMATION OF THE NCC’S SHORELINES AND WATERWAYS

Short-Term (1–2 years)

- Begin implementation of the plans for the north and south shore (Gatineau and Ottawa) riverfront parks.
- Implement Westboro Beach Revitalization Project.
- Complete implementation of the NCC’s vision and plan for Kīwekī Point.
- Complete the second phase of remediation at Victoria Island and initiate the third phase.
- Pursue discussions with the Algonquin First Nation to advance a master plan for Victoria Island.

Medium-Term (3–5 years)

- Continue implementation of the plans for the north and south shore (Gatineau and Ottawa) riverfront parks.
- Complete the third phase of remediation at Victoria Island.
- Advance the *Kabeshinân Minitig* Plan in partnership with the Algonquin First Nation.

Long-Term (5+ years)

- Complete the *Kabeshinân Minitig* Plan in partnership with the Algonquin First Nation.

SUPPORT REGIONAL TRANSPORTATION IN THE CAPITAL

Planning

Short-Term (1–2 years)

- Initiate the implementation of the Long-Term Integrated Interprovincial Crossings Plan in collaboration with stakeholders.
- Build the capacity of the NCC transit project office in alignment with project advancement.
- Advance interprovincial transit studies in collaboration with stakeholders.

- Develop a multi-jurisdictional governance structure to facilitate the advancement of work of the NCC interprovincial transit project office in collaboration with stakeholders.
- Develop new NCC parkways planning and design guidelines.
- Contribute to the 6th Interprovincial Crossing Office by initiating planning and environmental studies.

Medium-Term (3–5 years)

- Continue the development of a multi-jurisdictional governance structure through the interprovincial transit project office and update the Long-Term Integrated Interprovincial Crossings Plan in collaboration with stakeholders.
- Contribute to the 6th Interprovincial Crossing Office by advancing planning and environmental studies.

Long-Term (5+ years)

- Continue to implement the Long-Term Integrated Interprovincial Crossings Plan in collaboration with stakeholders.

Infrastructure

Short-Term (1–2 years)

- Co-lead the implementation of the Alexandra Bridge replacement project, with PSPC, as part of the integrated project delivery team.

INVESTMENT PLANNING

Short-Term (1–2 years)

- Implement recommendations outlined in the NCC’s Investment Planning Framework.

ADVANCE REAL PROPERTY OPTIMIZATION

Short-Term (1–2 years)

- Develop, maintain and implement a rolling, long-term strategy pursuant to the NCC’s portfolio-wide approach to asset management, to optimize land use and mitigate the financial impacts of real property ownership.
- Develop and implement a strategy to enhance real property portfolio management.
- Engage with government to explore options to modernize real property transaction authority limits.

Medium-Term (3–5 years)

- Continue to implement strategies for optimizing real property, pursuant to the NCC’s portfolio-wide approach to asset management.

Long-Term (5+ years)

- Reinvest revenues to improve the condition of the NCC’s asset portfolio.

Priority 3: Take action to ensure that inclusiveness and the richness of Canada’s diversity are reflected in the stewardship of NCC assets and the development of its workforce

Diversity, equity and inclusion are central to the NCC’s core values. As it builds a Capital of national pride, the NCC is committed to embracing the diverse identities, experiences and goals of those it serves.

In recent years, the NCC has made significant progress in operationalizing these values as part of its activities as an employer and as a planner and steward of federal lands. To advance DEI as a corporate priority, the corporation is committed to ensuring that these values are firmly embedded and operationalized in every aspect of the delivery of the NCC’s mandate. The values will be consciously and systemically applied in organizational processes and reflected in tangible goals and measurable outcomes. Furthermore, as an employer, the corporation will apply targeted measures to support these principles throughout the life cycle of employment at the NCC. In its recruitment, selection and retention processes, the NCC will focus on developing strategies to ensure that its workforce more closely reflects the diversity of the labour market in the National Capital Region.

The ongoing implementation of the corporation’s GBA Plus framework is in alignment with the government’s priorities and will best assist these efforts. Over the planning period, the NCC will

continue to build capacity through the implementation of a training program and monitoring actions across the organization to ensure that staff is equipped to apply a GBA Plus lens to their work.

Building on previous successes, the NCC will pursue the continued development and implementation of active use programs that create safe and accessible spaces for outdoor activity, while also promoting a unique and environmentally friendly way to experience the beauty of the region. Overall positive feedback was received from various stakeholders regarding the expanded access of parkway areas dedicated to active users. These responses highlighted the importance of ongoing public engagement as a key component to planning and delivering inclusive NCC initiatives. The corporation will continue to seek feedback on the impact of its programming and on opportunities for improvement.

Finally, in line with the 2022 toponymy policy, the NCC plans to improve naming and renaming of its assets. This effort seeks to authentically represent the diverse heritage and history of the National Capital Region, while encompassing both the profound Indigenous heritage and accompanying multi-faceted history of Canada. Furthermore, the NCC aims to capture Canada’s diversity through various monuments, art, panels and plaques. In a continued pursuit of meaningful commemoration, the corporation remains committed to collaborative efforts with both governmental and non-governmental partners to introduce new monuments and commemorations.

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

INITIATIVES AND MILESTONES OVER THE PLANNING PERIOD

IMPLEMENT THE GBA PLUS ACTION PLAN

Short-Term (1–2 years)

- Pursue the implementation of the GBA Plus training program and toolkit.

Medium-Term (3–5 years)

- Continue to advance the NCC’s GBA Plus Strategic Framework and other GBA Plus initiatives identified beyond the framework.
- Continue to monitor and report on measures being taken across the organization to ensure the sustainability of GBA Plus.

Long-Term (5+ years)

- Apply a GBA Plus lens to all NCC business lines.

ENHANCE ACCESS TO NCC LANDS AND ASSETS

Short-Term (1–2 years)

- Implement sustainable and accessible transportation initiatives for Gatineau Park.
- Pursue the development and implementation of programs that open NCC parkways for active use only.
- 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.
- Advance the implementation of gender-neutral washrooms across all asset portfolios.
- Incorporate Indigenous perspectives into interpretation at the renewed Philippe Lake campground.

Medium-Term (3–5 years)

- Continue to expand 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.

ADVANCE EFFORTS TO BUILD A DIVERSE, INCLUSIVE AND ACCESSIBLE WORKFORCE

Short-Term (1–2 years)

- Update and implement the Diversity, Inclusion and Employment Equity Action Plan.
- Review, update and implement a learning strategy aimed at advancing employee awareness of accessibility, disability, diversity, equity and inclusion.
- Review and integrate improvements to the NCC’s accommodation program, policies and practices.
- Contribute to the workplace modernization project by integrating DIEE into project plans.

Medium-Term (3–5 years)

- Continue developing and implementing strategies and best practices to improve the representation of employment equity designated groups at the NCC.
- Review human resource policies, programs and practices to integrate the DIEE lens.
- Implement plans to improve monitoring of the recruitment of employment equity designated groups.
- Contribute to the workplace modernization project by integrating DIEE into project plans.

Long-Term (5+ years)

- Continue to monitor and implement best practices in DIEE.
- Update the DIEE strategy based on monitoring and data.

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

Climate change impacts all areas of the NCC’s operations and, as the largest landowner in the National Capital Region, the NCC has noticed an increase in the frequency and severity of damage to its infrastructure and natural resources due to extreme weather events. The NCC is committed to tackling climate change across all levels of its activities, aiming to lead in sustainable development and adaptation in the National Capital Region.

The NCC is aligning its efforts with government priorities, as outlined in the ministerial letter of expectations, by advancing work to incorporate long-term climate resiliency considerations into critical infrastructure projects. These efforts will be guided by a 10-year climate adaptation strategy and a climate mitigation plan for achieving carbon-neutral operations by 2050.

In advancing its goals as leaders in environmental initiatives and sustainability, the NCC is drafting its 2023–2027 Sustainable Development Strategy in harmony with the Federal Sustainable Development Strategy (FSDS). This signifies the first strategy to be formally adopted under the FSDS and presented in Parliament. Additionally, the NCC is aligning its activities with the federal Greening Government Strategy to advance low-carbon, resilient and green government operations.

In the upcoming years, the NCC intends to enhance green procurement considerations, especially for commodities with significant environmental impacts. Conservation efforts are geared toward safeguarding ecological integrity and facilitating recreational experiences, accomplished through partnerships, acquisitions and initiatives enabled by the Green Fund announced in Budget 2021. This approach ensures the long-term viability of NCC assets and could lead to lower future operating and capital expenses.

Moreover, the NCC will continue to take an active and integral role in the region’s natural resource management. This commitment includes proactively maintaining natural assets by revitalizing urban tree canopies and undertaking comprehensive restoration projects along the waterways to enhance ecological health and sustainability.

Finally, the corporation will continue collaborations with partners like Ottawa and Gatineau to drive sustainable development in the Capital Region, emphasizing resilience and green practices. Together, the NCC and the municipalities will continue to sustain and expand the forest canopy and improve active mobility options and recreation in the National Capital Region. This involves creating sustainable multi-use pathways and winter trails, enhancing trail connectivity through partnerships, and maintenance of natural assets.

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

INITIATIVES AND MILESTONES OVER THE PLANNING PERIOD

INTEGRATION OF SUSTAINABLE DEVELOPMENT ACROSS NCC BUSINESS LINES

Short-Term (1–2 years)

- Complete the implementation of the NCC’s Sustainable Development Strategy, 2018–2023.
- Draft, approve and table the NCC’s Sustainable Development Strategy, 2023–2027.
- Complete the management framework for the integration of sustainable development across NCC business lines.
- Develop a climate mitigation strategy.
- Develop, adopt and initiate implementation of a 10-year climate adaptation strategy.
- Retrofit 80 Elgin as part of the workplace modernization project to be net-zero and climate resilient.

Medium-Term (3–5 years)

- Develop options to augment funding required to advance sustainable development and climate actions.
- Initiate implementation of NCC climate mitigation strategy.
- Continue implementation of actions as part of the 10-year climate adaptation strategy, including continuing to pursue climate-resilient infrastructure projects.
- Draft and adopt the NCC’s Sustainable Development Strategy, 2027–2030.

Long-Term (5+ years)

- Establish a regional sustainability forum and develop a joint strategy and action plan for the National Capital Region
- Initiate the review of NCC’s climate adaptation and mitigation strategies.

ENHANCEMENT AND CONSERVATION OF GATINEAU PARK, THE GREENBELT AND NCC URBAN LANDS

Greenbelt and Ontario Urban Lands

Short-Term (1–2 years)

- Improve the health of valued ecosystems.
- Maintain and enhance connectivity of NCC pathway networks by continuing to implement the Greenbelt recreational pathways program, as well as rehabilitating pathway, boardwalk and trail infrastructure.

Medium-Term (3–5 years)

- Re-establish the urban tree canopy through the prioritization of tree planting efforts to achieve specific objectives.
- Develop life-cycle strategies to ensure that assets are managed and maintained to be more resilient and durable.

Gatineau Park and Quebec Urban Lands

Short-Term (1–2 years)

- Improve the health of valued ecosystems.
- Pursue scientific research activities in Gatineau Park.

Medium-Term (3–5 years)

- Restore degraded shorelines along Meech Creek.
- Complete the Responsible Trail Management initiative and close extant unofficial trails.

Long-Term (5+ years)

- Restore degraded shorelines at Meech Lake.

Implementation of the Green Fund

Short-Term (1–2 years)

- Implement a strategy for the protection of ecological corridors and other areas of ecological importance adjacent to and within Gatineau Park and the Greenbelt, including acquisitions, partnerships and other initiatives enabled by the NCC’s Green Fund.

Medium-Term (3–5 years)

- Pursue the implementation of a strategy for the protection of ecological corridors and other areas of ecological importance adjacent to and within Gatineau Park and the Greenbelt, including acquisitions, partnerships and other initiatives enabled by the NCC’s Green Fund.

Long-Term (5+ years)

- Pursue the implementation of a strategy for the protection of ecological corridors and other areas of ecological importance adjacent to and within Gatineau Park and the Greenbelt, including acquisitions, partnerships and other initiatives enabled by the NCC’s Green Fund.



FINANCIAL TABLES

OPERATING BUDGET
FOR THE YEARS ENDING MARCH 31, 2022 TO 2024

(IN THOUSANDS OF DOLLARS)

FUNDING	2023-2024	2022-2023			2021-2022		
	Budget	Budget	Forecast	Variance	Budget	Actual	Variance
Operating appropriations	69,724	83,720	85,646	1,926	74,000	74,785	785
Revenues	54,392	41,392	47,039	5,647	41,790	46,474	4,684
Funding from the Acquisition and Disposal Fund	7,023	2,386	2,257	(129)	2,987	2,933	(54)
	131,139	127,498	134,942	7,444	118,777	124,192	5,415
EXPENDITURES							
Long-Term Planning ⁴	14,198	9,258	7,076	(2,182)	8,370	5,521	(2,849)
Stewardship and Protection ⁵	91,334	85,631	101,712	16,081	83,206	79,055	(4,151)
Internal Services	44,037	35,749	30,817	(4,932)	32,613	30,856	(1,757)
	149,569	130,638	139,605	8,967	124,189	115,432	(8,757)
EXCESS OF EXPENDITURES OVER FUNDING	(18,429)	(3,140)	(4,663)	(1,523)	(5,412)	8,758	(14,170)
CARRY-OVER AT BEGINNING OF YEAR	38,898	57,297	56,105	(1,192)	57,297	45,504	(11,793)
Realignment – capital and operating carry-over	-	(5,655)	(12,546)	(6,891)	(1,182)	1,843	3,025
CARRY-OVER AT END OF YEAR	20,469	48,502	38,896	(9,606)	50,703	56,105	5,402

4. Reflects the program, not the organizational structure.
5. Ibid.

CAPITAL BUDGET
FOR THE YEARS ENDING MARCH 31, 2022 TO 2024

(IN THOUSANDS OF DOLLARS)

FUNDING	2023-2024	2022-2023			2021-2022		
	Budget	Budget	Forecast	Variance	Budget	Actual	Variance
Capital appropriations	33,290	111,341	114,341	3,000	84,946	84,946	0
Contributions to fund capital projects	13,863	17,434	7,354	(10,080)	17,343	528	(16,906)
Funding for Acquisitions and Building LeBreton	47,314	5,066	3,044	(2,022)	23,900	29,173	5,273
Total funding	94,467	133,841	124,739	(9,102)	126,280	114,647	(11,633)
EXPENDITURES							
Stewardship and Protection							
Multi-Year Capital Program	128,465	152,496	83,118	69,378	123,350	37,302	86,048
Real property acquisitions	38,106	32,885	3,100	29,785	20,200	27,787	(7,587)
Total Capital Expenditures	166,571	185,381	86,218	99,163	143,550	65,089	78,461
EXCESS OF EXPENDITURES OVER FUNDING	(72,104)	(51,540)	38,521	90,061	(17,270)	49,558	66,828
CARRY-OVER AT BEGINNING OF YEAR	155,550	104,483	106,338	1,855	46,437	56,768	10,331
Realignment between capital and operating carry-over	-	5,655	12,546	6,891	1,182	(1,843)	(3,025)
CARRY-OVER AT END OF YEAR	83,446	58,598	157,405	98,807	30,349	104,483	74,134

STATEMENT OF FINANCIAL POSITION
AS AT MARCH 31, 2022 TO 2028

(IN THOUSANDS OF DOLLARS)

	Actual	Forecast	Budget	Projections			
	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028
FINANCIAL ASSETS							
Cash and cash equivalents	209,204	287,429	122,123	25,864	16,960	17,286	17,648
Restricted cash and cash equivalents	5,964	7,149	8,364	9,609	10,885	12,193	13,534
Accounts receivable	42,556	12,488	12,672	12,828	12,978	13,262	13,402
Investments	39,701	40,260	39,045	37,800	2,649	1,341	-
Assets held for sale	1,744	-	-	-	-	-	-
	299,169	347,326	182,204	86,101	43,472	44,082	44,584
LIABILITIES							
Accounts payable and accrued liabilities	21,328	21,847	21,847	21,847	21,847	21,847	21,847
Light rail transit	2,195	2,206	2,217	2,228	2,239	2,250	2,262
Provision for environmental cleanup	74,003	71,635	67,164	61,504	55,368	55,368	55,368
Deferred revenue	96,073	83,822	62,250	40,479	27,125	26,387	25,649
Employee future benefits	10,898	10,570	10,516	10,467	10,421	10,379	10,341
Other liabilities	12,464	11,659	10,883	10,138	9,424	9,782	10,911
	216,961	201,739	174,877	146,663	126,424	126,013	126,378
NET FINANCIAL ASSETS (LIABILITIES)	82,208	145,587	7,327	(60,562)	(82,952)	(81,931)	(81,794)
NON-FINANCIAL ASSETS							
Tangible capital assets	767,608	827,775	966,286	1,085,716	1,162,819	1,201,872	1,247,181
Prepaid expenses	2,194	2,308	2,308	2,308	2,308	2,308	2,308
Other non-financial assets	4,220	4,043	3,908	3,908	3,908	3,908	3,908
	774,022	834,126	972,502	1,091,932	1,169,035	1,208,088	1,253,397
ACCUMULATED SURPLUS	856,230	979,713	979,829	1,031,370	1,086,083	1,126,157	1,171,603

STATEMENT OF OPERATIONS AND ACCUMULATED SURPLUS
FOR THE YEARS ENDING MARCH 31, 2022 TO 2028

(IN THOUSANDS OF DOLLARS)

	Actual	Forecast	Budget	Projections			
	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028
REVENUES							
Rental operations and easements	27,909	30,720	30,458	30,173	32,355	33,935	35,887
Recoveries	5,645	6,745	13,869	7,056	6,002	5,763	5,778
User access fees	4,387	3,755	3,470	4,170	4,430	4,480	4,555
Interest	1,963	5,054	5,506	4,265	2,991	1,724	1,182
Gain on disposal of tangible capital assets	17,672	28,700	-	3,009	4,329	1,940	1,802
Other revenues	7,248	8,704	15,180	11,429	1,940	1,990	2,040
	64,824	83,678	68,483	60,102	52,047	49,832	51,244
EXPENSES							
Long-Term Planning	5,566	7,076	14,198	11,252	9,644	7,522	7,275
Stewardship and Protection	101,626	122,032	112,730	103,466	104,650	105,827	108,758
Internal Services	32,285	31,074	44,454	44,221	43,510	44,355	44,798
	139,477	160,182	171,382	158,939	157,804	157,704	160,831
DEFICIT BEFORE FUNDING FROM THE GOVERNMENT OF CANADA	(74,653)	(76,504)	(102,899)	(98,837)	(105,757)	(107,872)	(109,587)
FUNDING FROM THE GOVERNMENT OF CANADA							
Parliamentary appropriations for operating expenditures	74,785	85,646	69,724	77,258	79,649	73,896	73,536
Parliamentary appropriations for tangible capital assets	84,946	114,341	33,290	73,120	80,821	74,050	81,497
	159,731	199,987	103,014	150,378	160,470	147,946	155,033
SURPLUS (DEFICIT) FOR THE YEAR	85,078	123,483	116	51,541	54,713	40,074	45,446
ACCUMULATED SURPLUS AT BEGINNING OF THE YEAR	771,152	856,230	979,713	979,829	1,031,370	1,086,083	1,126,157
ACCUMULATED SURPLUS AT END OF THE YEAR	856,230	979,713	979,829	1,031,370	1,086,083	1,126,157	1,171,603

STATEMENT OF CHANGE IN NET FINANCIAL ASSETS
FOR THE YEARS ENDING MARCH 31, 2022 TO 2028

(IN THOUSANDS OF DOLLARS)

	Actual	Forecast	Budget	Projections			
	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028
SURPLUS (DEFICIT) FOR THE YEAR	85,078	123,483	116	51,541	54,713	40,074	45,446
Acquisition and improvement of tangible capital assets	(78,125)	(84,118)	(162,906)	(149,195)	(110,954)	(74,153)	(81,500)
Amortization of tangible capital assets	21,608	22,621	24,395	28,476	31,996	34,268	35,419
Gain on disposal of tangible capital assets	(17,672)	(28,700)	-	(3,009)	(4,329)	(1,940)	(1,802)
Proceeds from disposal of tangible capital assets	27,102	30,000	-	4,298	6,184	2,772	2,574
Asset held for sale	1,744	-	-	-	-	-	-
Loss on disposal of tangible capital assets	199	-	-	-	-	-	-
Realized loss from sale-leaseback transaction	(183)	-	-	-	-	-	-
Writedowns of tangible capital assets	154	-	-	-	-	-	-
	(45,173)	(60,167)	(138,511)	(119,430)	(77,103)	(39,053)	(45,309)
Change in prepaid expenses	228	(114)	-	-	-	-	-
Change in other non-financial assets	133	177	135	-	-	-	-
	361	63	135	-	-	-	-
INCREASE (DECREASE) IN NET FINANCIAL ASSETS	40,266	63,379	(138,260)	(67,889)	(22,390)	1,021	137
NET FINANCIAL ASSETS (LIABILITIES) AT BEGINNING OF YEAR	41,942	82,208	145,587	7,327	(60,562)	(82,952)	(81,931)
NET FINANCIAL ASSETS (NET DEBT) AT END OF THE YEAR	82,208	145,587	7,327	(60,562)	(82,952)	(81,931)	(81,794)

STATEMENT OF CASH FLOWS
FOR THE YEARS ENDING MARCH 31, 2022 TO 2028

(IN THOUSANDS OF DOLLARS)

	Actual	Forecast	Budget	Projections			
	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028
Cash flows provided (used) by operating activities	5,928	20,072	(32,025)	(21,673)	(15,050)	(2,346)	(2,212)
Cash flows provided (used) by capital activities	46,048	58,153	(133,281)	(74,586)	(27,729)	2,672	2,574
Cash flows provided by investing activities	(28,951)	1,185	1,215	1,245	35,151	1,308	1,341
INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS	23,025	79,410	(164,091)	(95,014)	(7,628)	1,634	1,703
CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR	192,143	215,168	294,578	130,487	35,473	27,845	29,479
CASH AND CASH EQUIVALENTS AT END OF YEAR	215,168	294,578	130,487	35,473	27,845	29,479	31,182



APPENDICES

APPENDIX A: MULTI-YEAR CAPITAL PROGRAM
FOR THE YEARS ENDING MARCH 31, 2022 TO 2024

(IN THOUSANDS OF DOLLARS)

	2022-2023	2023-2024	2024-2025
	Forecast	Budget	Projection
ROADS AND BRIDGES			
Confederation Boulevard program	3,147	3,825	360
Ottawa River Parkway LeBreton Exit Bridge reconstruction	-	-	-
Portage Bridge rehabilitation	1,800	5,871	4,332
Champlain Bridge rehabilitation	1,500	4,793	4,000
Gatineau Parkway rehabilitation	-	486	2,808
Rehabilitation, other roads and bridges	886	2,359	4,207
	7,313	17,334	15,707
HISTORICAL PROPERTIES			
Official Residences Program	5,015	4,466	3,246
Property rehabilitation, Sussex Drive	777	1,874	925
Property rehabilitation, Sussex Courtyards	30	1,735	3,735
Property rehabilitation, Header House	-	-	100
Property rehabilitation, 1701 Robertson Road	1,374	280	-
Property rehabilitation, 670 Cedarview Road	-	1,890	-
Property rehabilitation, 28 Alexandre Taché Boulevard	1,778	-	-
Property rehabilitation, 1220 Chemin de la Montagne	584	1,072	-
Rehabilitation, other historical properties	2,687	728	-
	12,245	12,045	8,006
RENTAL PROPERTIES			
Rehabilitation program, rental properties	4,448	12,914	7,882
DEVELOPMENT PROPERTIES			
Building LeBreton	2,431	5,707	14,382
Heritage and Cultural Precinct	-	2,500	16,050

APPENDIX A: MULTI-YEAR CAPITAL PROGRAM
FOR THE YEARS ENDING MARCH 31, 2022 TO 2024

	2022-2023	2023-2024	2024-2025
	Forecast	Budget	Projection
GREEN ASSETS			
Kiweki Point rehabilitation	13,377	5,785	8,875
South Shore Riverfront Park development	6,220	10,108	5,892
Jacques Cartier Park South	-	-	450
Britannia Pathway Wall rehabilitation	1,875	1,659	-
Parliament Hill Escarpment rehabilitation	500	1,659	1,649
Gatineau River and Lake Leamy Shorelines rehabilitation	1,718	1,750	-
National Capital River Pavilion Shoreline Animation	3,983	240	-
NCC Barge Bistro	83	1,060	-
Rockcliffe Pavilion rehabilitation	250	1,019	-
Rideau Canal Lighting rehabilitation	327	7,250	7,250
Gatineau Park Shutte Infrastructure	120	1,670	3,710
Confederation Park improvements	-	-	-
Greenbelt Pathway - Tauvette Segment	-	198	451
Mud Lake rehabilitation	600	1,822	-
Maplelawn Wall rehabilitation	452	1,319	1,319
Voyageur Pathway rehabilitation	-	1,600	-
Gatineau Park rehabilitation program	2,621	3,994	524
Pathway and trail rehabilitation program	4,629	410	956
Other Green Asset projects and programs	3,086	1,373	1,641
	39,841	42,906	32,717
RECREATIONAL FACILITIES			
Philippe Lake Campground Rehabilitation	1,423	10,341	16,355
REAL PROPERTY ACQUISITIONS			
Green Fund	1,880	28,948	-
	1,220	9,158	4,080
ALL PROGRAMS - EQUIPMENT	1,972	740	510

APPENDIX A: MULTI-YEAR CAPITAL PROGRAM
FOR THE YEARS ENDING MARCH 31, 2022 TO 2024

(IN THOUSANDS OF DOLLARS)

OTHER	2022-2023	2023-2024	2024-2025
	Forecast	Budget	Projection
Workplace modernization	196	196	2,184
80 Elgin fit-up	3,000	10,750	15,155
Conservation Officer facility	2	1,721	7,711
Gatineau Park operations facility	-	-	125
Other projects and programs	10,247	11,311	11,140
	13,445	23,976	36,315
	86,218	166,571	152,004

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

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

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

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

	2021-2022 Actual	2022-2023 Forecast	2023-2024 Budget
TRAVEL	34,633	111,100	119,500
HOSPITALITY	15,312	26,700	48,800
TRAINING AND CONFERENCES	363,627	397,500	432,300

Additional Parliamentary Appropriations: 2021–2024 Plan Summary

The investment required to properly maintain the NCC's extensive asset base and meet the corporation's custodial responsibilities on an ongoing basis exceeds its regular parliamentary appropriations. This long-term shortfall in resources has resulted in widespread asset deterioration that presents significant health and safety risks.

To help address the deteriorating condition of the NCC's assets, the Government of Canada has provided the NCC with significant capital appropriations over five years (2018–2019 to 2022–2023). This welcome investment has allowed the corporation to begin the long process of revitalizing assets in need of critical repair. The plan's major investment categories and initiatives are provided below.

INTERPROVINCIAL CROSSINGS

Planned work will address required capital rehabilitation on both the Portage and Champlain bridges. This includes major work to reinforce structural elements and repair shorelines following the spring flood of 2019. Major work is required to reinforce and secure the Portage Bridge and to repair and improve shoreline infrastructure before it can be safely reopened to the public.

FLOODING

The NCC will undertake immediate and urgent rehabilitation and repair work on lands and priority assets, including shorelines, escarpments and riverfront structures, to address public health and safety risks caused by extreme weather events. The NCC will also invest in enhancing the resilience of its Capital Pathway network to flooding events.

ROADS, PARKWAYS AND PATHWAYS

Investments in this category will address the maintenance needs of heavily trafficked assets that require rehabilitation to enhance their durability and ensure a high level of operation and safety for users. This includes major thoroughfares, as well as boardwalks, footbridges and multi-use pathways.

PARKS

The NCC will complete overdue rehabilitation work and necessary life cycle maintenance of infrastructure located on its extensive parklands. This includes the green demolition of built assets that are at the end of their life cycle and that pose a risk to public health and safety, the rehabilitation of heritage structures, soil remediation, water system repairs and various enhancements that will improve the overall visitor experience of these sites.

STRUCTURES

Many structures within the NCC's asset portfolio, including various types of walls, underpasses, escarpments, lookout platforms and rail systems, are in poor condition and require urgent rehabilitation. The NCC will implement a program to address the maintenance requirements of these assets to ensure public safety, asset protection and heritage preservation.

RENTAL PROPERTIES

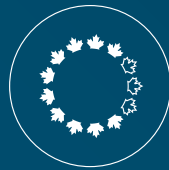
Many properties within the NCC's residential, agricultural and commercial portfolios require work to address deferred maintenance issues. Planned works will correct structural deficiencies, support interior and exterior rehabilitation requirements, protect character-defining heritage features, update electrical systems, improve energy efficiency, replace aging elevators, and enhance accessibility. These interventions will extend the longevity of these assets and ensure that they remain safe, functional spaces.

COMMEMORATIONS

To enable the commemoration program to continue to fulfill its mandate of celebrating and enhancing the Capital, the NCC will invest in necessary conservation treatments and life cycle interventions to conserve the monuments and public art under its stewardship.

SUSTAINABLE DEVELOPMENT

As part of the NCC's efforts to align its Sustainable Development Strategy with the Federal Sustainable Development Strategy, 2022–2025, the corporation will initiate projects that enhance access to nature, improve the quality of the built environment, increase water and energy efficiencies within the real estate portfolio, protect the public from toxic substances, and enhance the resilience of its assets to extreme weather events. These initiatives will allow the NCC to build a greener and healthier Capital Region that will thrive for generations to come.



NATIONAL CAPITAL COMMISSION
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