



# NATIONAL CAPITAL COMMISSION COMMISSION DE LA CAPITALE NATIONALE

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Summary of the  
Corporate Plan  
2017–2018 to 2021–2022

Canada

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National Capital Commission

Summary of the Corporate Plan 2017–2018 to 2021–2022

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# Table of Contents

Message From the Chair and Chief Executive Officer .....	2
Corporate Governance .....	3
Operating Context .....	11
Strategic Directions, Priorities, and Key Outcomes and Outputs .....	20
Financial Tables .....	34
Appendices .....	41

## MESSAGE FROM THE CHAIR AND CHIEF EXECUTIVE OFFICER

Canada's Capital is a national symbol which embodies the traditions and values that unite Canadians. It rightfully honours those who have contributed to the building of our nation, and celebrates our greatest achievements.

The next five years will see important milestones for both the Capital Region and the National Capital Commission (NCC). The year 2017 marks Canada's sesquicentennial, and the Capital will be a central site for the celebration of this historic anniversary. To contribute to Canada 150, the NCC will complete many significant projects that have been under way for the past few years, which will offer unique experiences for visitors and residents. Central to our efforts is the inauguration of the Confederation Pavilions, some of the Capital's most distinctive—yet underutilized—heritage buildings. Following the sesquicentennial, these buildings will stand as lasting legacies for future generations to experience.

The NCC is also launching the Plan for Canada's Capital, 2017–2067. This plan sets a long-term vision for the Capital Region as a symbol of our country's history and diversity, a true reflection of our democratic values, and our commitment to a flourishing and sustainable future. It also proposes 17 milestone projects to be implemented over the next 50 years, which will contribute to creating a Capital Region that is ecologically sustainable in its picturesque natural setting, as well as a thriving place, connected to the world in a digital age.

Other major projects are also on the horizon, such as the redevelopment of LeBreton Flats, the Chaudières islands, the Bronson Pulp Mill ruins and Richmond Landing, and Nepean Point, as well as the revitalization of the Ottawa River shorelines. These projects will greatly transform the Capital Region, contributing to its distinctive signature.

As the principal steward of Canada's Capital Region, the NCC is the caretaker of many of the region's unique natural landscapes and built assets that reflect our nation's symbolic, natural and cultural heritage. Recognizing challenges in maintaining these assets, the corporation will work with the government to ensure that it has sufficient funding to be able to make adequate annual investments to maintain and conserve these assets, and contribute to the enduring legacy of the Capital Region.

Engagement and a citizen-focused approach remain fundamental to all our activities. We will continue to provide meaningful opportunities to bring more people into the NCC's planning and decision-making processes, recognizing the role that all Canadians should have in building a better Capital Region. To this end, the NCC will work with others in an open and transparent, inclusive, and innovative way to achieve common goals. This will include engagement with residents, as well as with other levels of government, stakeholders, partners and local Indigenous communities.

We are at a time of great transformation in the Capital Region. Through our work as planners and stewards of the region, and through the contribution of our partners, we will continue to build a capital worthy of our nation, a capital that is an inspiring place to live and for all to visit.



*Marc Seaman*  
Chair



*Dr. Mark Kristmanson*  
Chief Executive Officer





# CORPORATE GOVERNANCE

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## Mandate

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

As a federal Crown corporation, the NCC is subject to Part X of the *Financial Administration Act*. The NCC reports to Parliament through the minister of Canadian Heritage, who is designated as the minister for the purposes of the *National Capital Act*.

## Mission

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

## Guiding Principles

To guide the conduct of its activities, the NCC abides by the following principles. These principles support the priorities established by the federal government for Crown corporations.

### ACCOUNTABILITY

The NCC is committed to serving the public with pride and to being responsible and respectful by applying prudent fiscal management.

### OPENNESS AND TRANSPARENCY

The NCC is committed to ensuring the openness and transparency of its activities, and to seeking public and stakeholder feedback, recognizing that the nation's capital is for all Canadians to enjoy.

### CLARITY

The NCC sets clear priorities, and is committed to creating a shared vision for Canada's Capital Region on behalf of all Canadians.

### INTEGRITY

The NCC interacts with clients, partners and the public with integrity, honesty, respect and fairness.

### LEADERSHIP AND INNOVATION

The NCC values creativity and innovation, based on knowledge and research. It fosters efforts to be proactive in finding solutions to problems and to lead by example.



## Organizational Pillars

Central to everything the NCC does are ongoing initiatives to put people first and to build a greener capital. Both are embedded in the culture of the NCC.

### PUTTING PEOPLE FIRST

The NCC is committed to creating a stimulating and engaging work environment for its employees, and to having a representative workforce. When dealing with the public, the NCC strives to be an open and transparent organization that achieves excellence in client service and public engagement.

### BUILDING A GREENER CAPITAL

As the principal steward of federal lands in Canada's Capital Region, the NCC is committed to building a greener capital to ensure the long-term sustainability of the region.

## Governance

### COMPOSITION, ROLES AND RESPONSIBILITIES OF THE BOARD OF DIRECTORS

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

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

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

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

### BOARD APPOINTMENTS

The minister responsible for the *National Capital Act* appoints board members with the approval of the Governor-in-Council, while the Governor-in-Council appoints the chair and CEO. As of February 2016, a new appointment process is in place for Governor-in-Council appointments, including chairs, heads and members of boards of directors. The new requirements establish an open, transparent and merit-based selection process for Governor-in-Council appointments. Under this process, interested individuals can apply to the government for appointment. A selection committee will assess candidates and identify those found to be 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 City of Ottawa and Ville de Gatineau as participants in all board meetings on an ex officio, non-voting basis. This agreement was formalized by the mayors, in the presence of the Minister responsible for the NCC, with the signing of a statement of agreement, in April 2016.

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.

### 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, and municipal participation at board of directors meetings. The NCC charters set forth the duties and responsibilities of the board of directors and corporate committees.

The corporation's governance framework is reviewed by the Governance Committee once every three years to ensure that it continues to reflect corporate governance best practices and to meet the requirements of the corporation. The next scheduled review will be completed in 2017–2018.



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

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

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

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

## REMUNERATION

Remuneration for the board of directors is set by the Governor-in-Council, and follows the Privy Council Office's Remuneration Guidelines for Part-Time Governor-in-Council Appointees in Crown Corporations. The chair of the board of directors receives an annual retainer 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 do not receive remuneration.

## COMMITTEES

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

### **Corporate Committees**

**The Executive Committee** is called upon when necessary to deal with specific business or issues. In such cases, the board of directors can delegate certain powers and functions to this committee. Currently, these delegated powers include limited power to grant approvals of leases for a period greater than five years, easements for a period exceeding 49 years, and level 1 and 2 of federal land use, design and transaction approvals.

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

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

### **Advisory and Special Committees**

Advisory and special committees provide technical advice to the CEO and executive management 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. In 2016–2017, the NCC initiated open calls of interest for positions on the advisory committees.

### *Advisory Committees*

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

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

### *Special Committees*

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

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

### REPORTING TO PARLIAMENT AND CANADIANS

As a federal Crown corporation, the NCC is subject to Part X of the *Financial Administration Act*. The NCC reports to Parliament through the minister of Canadian Heritage, who is designated as the minister for the purposes of the *National Capital Act*.

### INDEPENDENT AUDIT

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

The NCC, as a federal Crown corporation, is subject to a special examination by the OAG every 10 years. The special examination is performed to obtain assurance that, based on the criteria established for the examination, there are no significant deficiencies in the corporation's systems and practices selected for the examination. The latest special examination began in 2016. The OAG's special examination report is to be tabled in Parliament in fall 2017.

### OMBUDSMAN

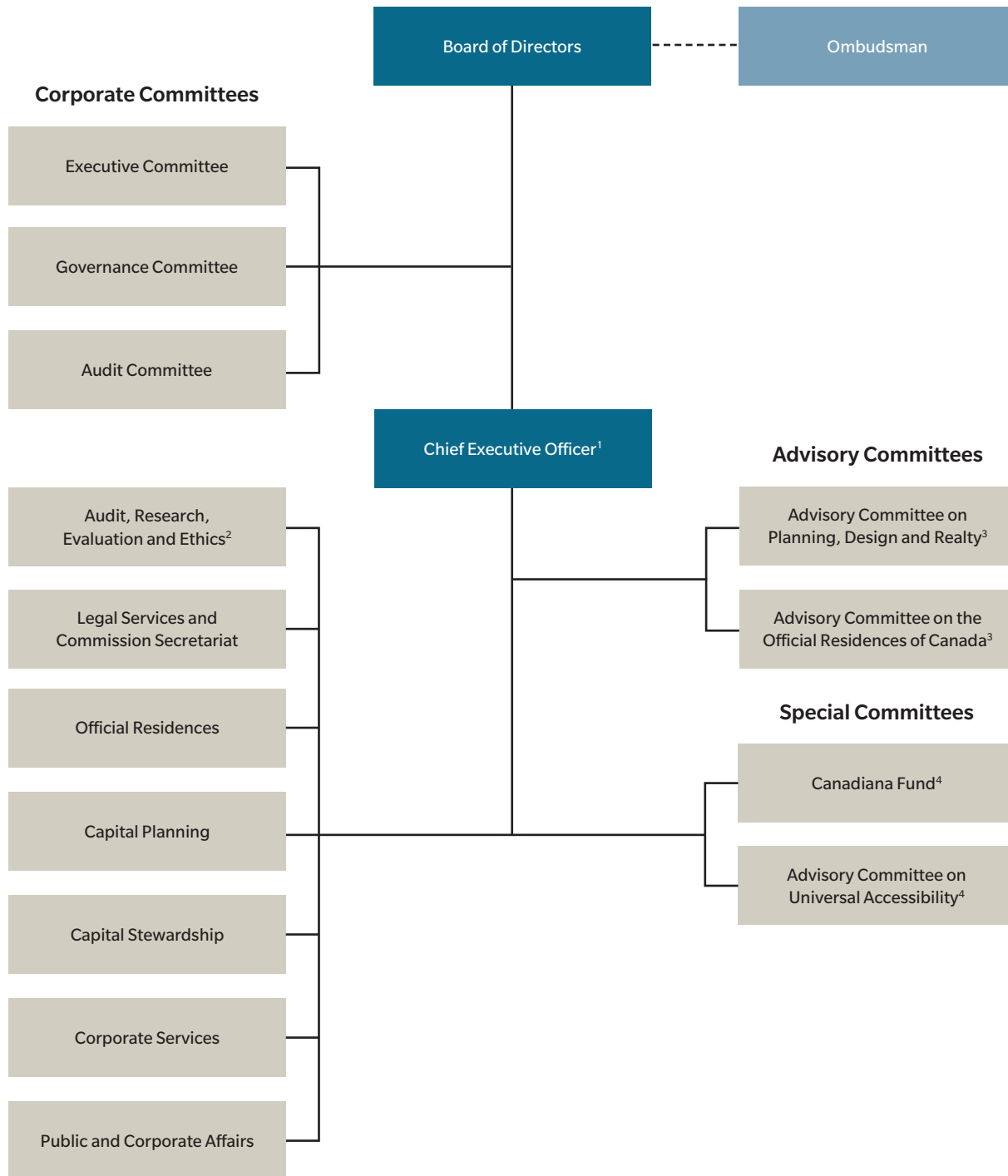
Appointed by the board of directors, the NCC ombudsman serves as an independent and confidential resource for the public to solve complaints when all other internal avenues of redress are exhausted. When appropriate, the ombudsman will intervene or investigate with a view to settling a complaint in a fair way, using the simplest, least adversarial process possible. The ombudsman is required to submit an annual report on his or her activities to the board of directors. This annual report is made available to the public on the ombudsman's website.

### ORGANIZATIONAL STRUCTURE

The organizational structure of the NCC illustrates relationships between the board of directors and the executive management group, 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 the branches of the NCC. The branch executive directors are responsible for ensuring that the corporation's key sectors of activity are implemented and well managed.



## STRUCTURE OF THE NATIONAL CAPITAL COMMISSION



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



# OPERATING CONTEXT

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## Core Responsibilities: Building a Dynamic, Inspiring and Sustainable Capital Region

Canada's Capital Region represents the heart of our great nation. It is the centre of our democracy, and a symbol of the country's collective history, heritage, culture and natural features. It embodies the spirit of what it means to be Canadian. With a mandate reaching back over a century, the NCC serves as both the Capital Region's primary long-term planner and the principal steward of federal lands. The NCC's main functions and operations are divided between these two responsibilities. To carry out these responsibilities, the NCC also has a series of internal services that support the delivery of programs and activities, and the management of resources.

### LONG-TERM PLANNING

As the Capital Region's coordinator of long-term planning for federal lands, the NCC works to enhance the natural and cultural character of the Capital to ensure that it exemplifies Canada's rich past, its vibrant present and its vital future. In every aspect of its planning activities, the NCC upholds the highest standards of excellence.

The main component of the NCC's functions in this area is the development and implementation of long-term plans for the Capital Region.<sup>1</sup> This includes the Plan for Canada's Capital, which provides the overall direction and future vision for the federal elements of the region over a 50-year period, as well as master plans for key sectors of the Capital, such as Gatineau Park, the Greenbelt and the Capital's core area. In addition, the NCC seeks to foster a dialogue on regional transportation and environmental planning with federal partners, the municipalities of the region and the provinces of Ontario and Quebec.

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1. A diagram of the Capital planning framework can be found in Appendix B.



As part of its responsibilities for coordinating and overseeing the use of federal lands in the Capital Region, the NCC grants approvals for land use, design and real estate disposal transactions that involve federal lands. The purpose is to ensure that they are planned and designed to standards appropriate to the significance of the Capital.

### STEWARDSHIP AND PROTECTION

Being a good steward means being trusted to keep past legacies alive, in order for present and future generations to have the opportunity to enjoy and experience them. As the largest landowner in Canada's Capital Region and caretaker of a diverse portfolio of assets, the NCC cares for and protects vital public places that are of high value and intrinsic to Canada's symbolic, natural and cultural heritage. The NCC is responsible for managing and maintaining 537 square kilometres of lands in the Capital Region, including Gatineau Park and the Greenbelt and 13 urban parks in the region. Among the physical assets in the NCC's portfolio are over 425 kilometres of multi-use pathways and parkways, 145 bridges, as well as over 1,700 properties, including 1,000 buildings, 125 interpretive panels and commemorative plaques, and 65 national commemorative sites and works of public art.

The NCC is also the custodian of the six official residences in the Capital Region, responsible for the long-term planning, capital works and ongoing maintenance of these residences. In this role, the NCC ensures that the official residences provide safe and appropriate accommodation for Canada's official leaders; are furnished, maintained and rehabilitated to preserve their national heritage; and serve as inspiring properties and grounds for holding state events and ceremonies.

The NCC is also responsible for providing access to and use of its assets to enable residents and visitors alike to discover and experience the year-round natural beauty and rich recreation options of the Capital Region. This ranges from cross-country skiing, snowshoeing and four-season camping in Gatineau Park, to skating on the 7.8 kilometres of the Rideau Canal Skateway, to cycling on more than 50 kilometres of car-free parkways on Sunday Bikedays.

### INTERNAL SERVICES

To assist its ongoing planning and stewardship roles, the NCC has a series of internal services. 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; and information technology (IT) infrastructure.

## NCC ASSETS



6 official residences



1,700 properties, 1,000 buildings



145 bridges



65 commemorations and public art displays



125 interpretive panels and commemorative plaques



13 urban parks



300 km of pathways



125 km of parkways



Gatineau Park and the Greenbelt



Drainage systems, hundreds of culverts



2,800 various other assets (e.g. electrical, mechanical, water systems)



Over 400 walls

Approximate replacement value: \$1.7 billion

## Analysis of the Environment

As part of its annual strategic planning process, the NCC surveys external trends, from global, national and regional perspectives, that may influence the corporation in the conduct of its business in the coming years.

The following describes the most significant trends affecting the NCC, as detailed in the 2016 horizon scan.

### GOVERNMENT AND POLITICS

The federal government's agenda is focused on growing the middle class, open and transparent government, a clean environment, a strong economy, and renewed relations with Indigenous peoples. There has also been an increased emphasis on openness and transparency, results management, and reporting on outcomes across the whole of government.

The provincial governments of both Ontario and Quebec continue to prioritize economic growth and job creation, education and skills development, and investment in infrastructure. The City of Ottawa and Ville de Gatineau remain valuable partners for the NCC in its various planning projects. In addition, the participation of the mayors of Ottawa and Gatineau, as well as other regional representatives at NCC board of directors meetings, provides the opportunity for discussion on important issues for the Capital Region, such as urban planning, regional transportation and environmental sustainability.

### ECONOMY

In the past year, there have been significant changes to the overall economic outlook, fiscal and monetary policy, and the real estate market. The low Canadian dollar is expected to lead to an increase in tourism from the United States, which in turn may have an impact on the number of visitors to the National Capital Region and users of NCC assets. The federal government has committed to modest budget deficits over the next four years. Programs and spending increases are focused on infrastructure, public transit, creating jobs for the middle class and a new global skills strategy. Infrastructure spending targeted to provincial and municipal governments could lead to partnership opportunities for the NCC.

### ENVIRONMENT

The environment is a key priority for the government, and a priority that goes hand in hand with a strong economy. Climate change, investment in green technologies and infrastructure, protecting fresh water, and a review of Canada's environmental assessment processes are among the government's policy priorities.

To contribute to building a greener capital, the NCC will act as a leader in promoting excellence in environmental sustainability for the region. The NCC will update its environmental strategy to incorporate innovative best practices, and build on the federal government's new sustainable development strategy. As Canada addresses the challenge of climate change, the NCC will need to ensure that investments in its assets focus on the reduction of greenhouse gas emissions.



## **SOCIETY**

The demographic face of Canada is constantly evolving. The NCC needs to continually evaluate how it can best deliver its programs and services to meet the needs of these changing demographics.

## **SOCIAL MEDIA**

As social media, digital technologies and Internet use continues to grow in numbers and importance, organizations and businesses are being challenged to keep pace and engage followers in new and meaningful ways. This has had an impact on how the NCC delivers its services, how it manages its information, and how it communicates with the general public through social media and digital technologies—for which the NCC is recognized as being at the leading edge of federal Crown corporations. The NCC will continue its efforts through various social media, such as Facebook, Twitter and Periscope, to increase its audience reach, and further advance its engagement, openness and transparency.

## **URBAN PLANNING**

As the National Capital Region's urban population grows, planning practices are shifting to accommodate a densified and expanding core. To counterbalance this growth, new urban planning priorities are contributing to the creation of healthy cities. A number of greening trends and practices are affecting how cities are planned and developed. Moreover, progress has been made toward quantifying quality of life factors that were not previously measured in standard monetary values.

## **INFRASTRUCTURE**

While governments at all levels have increased infrastructure funding in recent years, Canada's aging infrastructure remains at risk. With the increasing importance of infrastructure investment and development in today's economy, the NCC continues to play a vital role in Canada's Capital Region, through its long-term planning and stewardship functions with respect to federal lands, as well as through the federal land use, design and transaction approval process. With the government's plans to invest further in infrastructure, there may be opportunities for the NCC to work with partners to leverage funding for priority infrastructure projects.

## **Financial Outlook**

In 2017–2018, operating appropriations are \$67.6 million, while revenues from leasing, easements and other sources are expected to reach \$35 million.

The NCC's 2017–2018 to 2021–2022 Financial Plan proposes to utilize \$24.4 million in operating reserves to balance its operating budgets over the five-year planning period. The reserves will be used to deliver key projects and offset pressures in the following manner: \$11.7 million over five years to offset inflationary pressures on goods and services; \$7.6 million for term employees, and \$0.9 million for marketing and programs primarily related to Canada's sesquicentennial celebrations; \$1.8 million for the redevelopment of LeBreton Flats; \$1.5 million for the short-term initiative related to the maintenance of assets in the leasing portfolio; \$0.7 million related to the impact of invasive species; and \$0.2 million for other expenditures.

The NCC will require new approaches to respond to ongoing budgeting challenges and will return to balanced budgets by limiting its capital investments to funded levels, while exploring opportunities for increased revenues and parliamentary appropriations. Given the cumulative impact of past cost reduction programs, it will be difficult to implement new cost containment or reduction initiatives without affecting core services.

In 2017–2018, capital appropriations are projected at \$24.3 million with a total of \$147 million expected to be invested over the five-year planning period. This includes new assets and major capital repairs to extend the life of existing deteriorating assets. Funding will come from \$118 million in parliamentary appropriations, \$23 million from the Acquisition and Disposal Fund, as well as by drawing down the \$6.5 million remaining in designated funds earmarked for capital expenditures.

#### **ASSET MAINTENANCE AND LIFECYCLE MANAGEMENT FUNDING GAP**

The NCC is the owner of a large portfolio of natural and built assets, many of which are of national significance. The investment required to properly maintain the NCC's extensive asset base has well exceeded the NCC's parliamentary appropriations and budget allocations for years. Despite being faced with inflation and increasing costs, a growing asset base, and new priorities and challenges—such as an increased need for security, new environmental requirements, health and safety regulations, and invasive species—the NCC has not received any permanent increases in funding since 2009–2010. As a result, the NCC has had to

defer maintenance on some assets in order to ensure that priority work can be undertaken. The cumulative effects of deferred maintenance is being felt, as the NCC is faced with a growing number of assets that will continue to deteriorate, if funding shortfalls are not addressed in a timely manner. The NCC will work with the government to ensure that it has sufficient funding to be able to make adequate annual investments to maintain its assets.

## **Key Corporate Risks**

The NCC has adopted an enterprise risk management framework, which formalizes the corporation's approach to managing risks. This framework is applied to decision making, project management and planning. Enterprise risk management is integrated into the NCC's planning and reporting cycle through a risk profile exercise, which helps to identify the key corporate risks and corresponding risk response measures. Corporate risks are linked directly to the organization's performance and risk trends, and the effectiveness of risk response measures are reported to the board of directors each quarter.

As part of the annual risk identification exercise for the corporate risk profile, four interrelated key corporate risks were identified as having the most significant potential impact on the NCC during the planning period.

### FINANCIAL CAPACITY

In a financially challenging business environment, there is a risk that the NCC will be unable to maintain sufficient levels of resources in order to effectively manage and maintain its assets, and deliver on its priorities.

As part of its measures to respond to financial capacity risks, the NCC will undertake the following:

- continue to implement process improvements and business optimization;
- evaluate the ideal use of available resources to deliver priorities;
- address the deferred maintenance shortfall for assets and life cycle management funding gaps through a funding request to ensure that assets are properly maintained; and
- implement plans to increase revenues and optimize land use.

### HUMAN RESOURCE CAPACITY

In an increasingly competitive labour market, there is a risk that the NCC will be unable to recruit, train and retain a skilled and diverse workforce in order to effectively lead and deliver the corporation's activities.

As part of its measures to respond to human resource capacity risks, the NCC will undertake the following:

- enhance human resource planning and monitoring to recruit, manage and retain a talented workforce;
- ensure that the workforce is representative of the Canadian population;
- implement tools to retain corporate memory;

- provide training and development in alignment with employee learning needs and succession planning objectives; and
- develop and implement strategies to improve employee workload, as well as working conditions and environment.

### INFLUENCE AND REPUTATION

Collaboration and obtaining buy-in are essential to realize a shared vision for Canada's Capital Region. There is a risk that the NCC will be unable to exert sufficient influence in the region, and therefore be unable to secure the necessary support to accomplish federal objectives. The NCC's reputation also affects its influence with stakeholders, partners and the public.

As part of its measures to respond to influence and reputational risks, the NCC will undertake the following:

- continue to ensure public and stakeholder engagement and to implement strong and proactive communications;
- ensure proactive influence in urban planning, development and capital projects;
- continue proactive media engagement and relations;
- engage and leverage strategic partnerships and networks, including the board of directors and the mayors of Ottawa and Gatineau, to advance NCC and regional objectives;
- continue to advance openness and transparency objectives;



## OPERATING CONTEXT

- continue to monitor and track the NCC's reputation; and
- remain attuned to user needs, and streamline processes in order to provide client services that are aligned with achieving corporate excellence.

### SAFETY AND SECURITY

Safety and security have become important government priorities, and are of utmost importance for the NCC in carrying out its mandate. There is a risk that the NCC will be unable to ensure the safety and security of its lands and assets and their users, as well as its operations and employees.

As part of its measures to respond to safety and security risks, the NCC will undertake the following:

- continue to undertake regular inspections of lands and assets;
- ensure that corporate security and workplace health and safety policies and procedures are up-to-date;
- ensure that business continuity and disaster recovery plans are in place and up-to-date;
- determine critical infrastructure assets and ensure that threat and risk assessments are undertaken;
- maintain and manage up-to-date and relevant IT security infrastructure, and provide employee security awareness training; and
- continue to participate in the Government of Canada's security planning initiatives and committees.

### RESIDUAL RISKS

With the implementation of the response measures described above, the residual probability of occurrence and the severity of impact are described in the heat map below. These risks will be monitored on a quarterly basis to assess the effectiveness of the measures established to respond to them. Should these risks increase during the planning period, the NCC will evaluate the need to implement additional measures.

LIKELIHOOD	HIGH		Financial Capacity	
	MEDIUM		HR Capacity / Influence and Reputation	Safety and Security
	LOW			
		LOW	MEDIUM	HIGH
		IMPACT		



# STRATEGIC DIRECTIONS, PRIORITIES, AND KEY OUTCOMES AND OUTPUTS

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## 2017–2018 Performance Objectives

The table below lists the NCC's performance measures for 2017–2018. These targets were derived from the NCC's Corporate Performance Measurement Framework. Performance objectives are included in five categories: real property leasing, project management, federal approvals, engagement and outreach, and employment equity.

Performance against these objectives, along with other measures of the Corporate Performance Measurement Framework, will be assessed as part of the NCC's quarterly performance reports. The NCC will publish its year-end performance against these objectives in the 2017–2018 annual report.

INDICATOR	2017–2018 PERFORMANCE MEASURES	
<b>Real Property Leasing</b> <ul style="list-style-type: none"> <li>• Residential</li> <li>• Commercial</li> <li>• Agricultural</li> </ul>	<b>Vacancy Rate Target</b> <ul style="list-style-type: none"> <li>• 4%</li> <li>• 4%</li> <li>• 4%</li> </ul>	<b>Revenue Target</b> <ul style="list-style-type: none"> <li>• \$3.3 million</li> <li>• \$14.8 million</li> <li>• \$0.7 million</li> </ul>
<b>Project Management</b> <ul style="list-style-type: none"> <li>• Projects on time</li> <li>• Projects within scope</li> <li>• Projects on budget</li> </ul>	<b>Project Status*</b> <ul style="list-style-type: none"> <li>• % of planned projects delivered on time</li> <li>• % of planned projects completed within scope</li> <li>• % of projects completed on budget</li> </ul> <p>* Measure to be tracked in 2017–2018 to establish a baseline for future-year targets.</p>	
<b>Federal Approvals</b> <ul style="list-style-type: none"> <li>• Level 1</li> <li>• Level 2</li> <li>• Level 3</li> </ul>	<b>Approval Service Level Agreement Target</b> <ul style="list-style-type: none"> <li>• 75% of service level agreement timing met</li> <li>• 75% of service level agreement timing met</li> <li>• 75% of service level agreement timing met</li> </ul>	
<b>Engagement and Outreach</b> <ul style="list-style-type: none"> <li>• Social media engagement and followership</li> <li>• Participant satisfaction with NCC public engagement activities</li> </ul>	<b>Level of Engagement Target</b> <ul style="list-style-type: none"> <li>• Increase in total social media engagement and followership over the previous year</li> <li>• Rating of participant satisfaction with the NCC's public engagement activities by year-end</li> </ul>	
<b>Employment Equity</b> <ul style="list-style-type: none"> <li>• Women</li> <li>• Aboriginal persons</li> <li>• Persons with disabilities</li> <li>• Members of a visible minority</li> </ul>	<b>Federal Government Guidance</b> <ul style="list-style-type: none"> <li>• 48%</li> <li>• 2%</li> <li>• 4%</li> <li>• 22%</li> </ul>	<b>NCC Objectives</b> <ul style="list-style-type: none"> <li>• 50%</li> <li>• 2%</li> <li>• 4%</li> <li>• 10%*</li> </ul> <p>* Target established in 2016–2017. The NCC's objective is to meet federal government guidance by 2020–2021.</p>



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## PROJECTS OVER THE 2017–2018 TO 2021–2022 PLANNING PERIOD

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### 1. LEBRETON FLATS REDEVELOPMENT

The NCC will negotiate with the preferred proponent to reach an agreement on the terms and conditions governing the future development of the site. Along with other projects being undertaken in the surrounding area, these collective works will help transform and regenerate LeBreton Flats to create a signature destination of national significance.



### 2. VICTORIA ISLAND

As part of its broader strategy to engage Indigenous peoples, the NCC will work with the Victoria Island Steering Committee to define and realize an Algonquin-led long-term vision for the island.



### 3. RICHMOND LANDING AND BRONSON PULP MILL RUINS

The historical sites at Richmond Landing and the Bronson Pulp Mill ruins will be redeveloped to capitalize on the natural beauty of the shorelines, while improving the public experience by enhancing accessibility and connectivity, as well as providing wayfinding and interpretation.



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## PROJECTS OVER THE 2017–2018 TO 2021–2022 PLANNING PERIOD

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### 4. SHORELINE IMPROVEMENTS

The NCC will continue efforts to offer public access and new connections to discover the Capital Region's shorelines and waterways. The implementation of commercial activation points will create new nodes for activity and animation. To contribute to safeguarding a healthy river ecosystem in the region, the NCC will continue its collaboration with partners to promote the ecological sustainability of regional waterways.



### 5. PLANS FOR THE SIR JOHN A. MACDONALD RIVERFRONT PARK AND THE OTTAWA RIVER NORTH SHORE

In keeping with its vision for the Capital's shorelines, the NCC will finalize its plans for the Sir John A. Macdonald Parkway riverfront, as well as the north shore of the Ottawa River. Through the realization of these plans, the NCC will enhance animation opportunities, celebrate cultural heritage attributes, and complete environmental rehabilitation for these natural features of the Capital Region.



### 6. NATIONAL HOLOCAUST MONUMENT

The NCC will complete the construction and site commissioning for the National Holocaust Monument. This national monument located at LeBreton Flats will ensure that the lessons of the Holocaust remain within the national consciousness.



### 7. 7 CLARENCE STREET

The new building at 7 Clarence will serve as the International Pavilion as part of the NCC's 2017 Confederation Pavilions. The International Pavilion will showcase exhibitions of diplomatic missions in collaboration with foreign embassies. This work will be completed as part of a series of projects in the ByWard Market, including the rehabilitation of the historic Tin House Court, to help improve accessibility and provide space for public art.



### 8. NEPEAN POINT

A design competition will be launched in 2017 to renew the site, improve its accessibility and give it a unique character as a signature space for Canada's Capital.



### 9. GATINEAU PARK

The NCC will review and rehabilitate amenities in Gatineau Park to improve the visitor experience and universal accessibility. The NCC will work with Gatineau Park user groups to optimize the recreational trail network, while reducing the ecological impacts of unofficial trails. As well, the historic O'Brien House and the Strutt House will be rehabilitated for use as part of the 2017 Confederation Pavilions program.

## Strategic Directions and Priorities for the 2017–2018 to 2021–2022 Planning Period

The NCC's mission is to ensure that Canada's Capital Region is a source of pride for Canadians. With a mandate reaching back over a century, the NCC is responsible for preparing plans for and assisting in the development, conservation and improvement of federal lands in Canada's Capital Region.

For the 2017–2018 to 2021–2022 planning period, three strategic directions will guide the NCC in delivering its agenda over the next five years.

- Plan, develop and improve the NCC's assets such that they inspire Canadians with a lively, distinctive and sustainable National Capital Region.
- Conserve and celebrate natural assets, cultural landscapes and built heritage of national interest under the NCC's stewardship.
- Strengthen relations with the community, all orders of government and Indigenous peoples in order to foster a cohesive and thriving National Capital Region.

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

The NCC's six priorities for the planning period are the following.

1. Facilitate and support LeBreton Flats and the islands in becoming a signature destination of national significance.
2. Offer public access and new connections for Canadians to discover the shorelines and waterways.
3. Modernize the NCC's planning framework, and renew the long-term plan for Gatineau Park.
4. Create lasting legacies to serve as sources of pride for Canadians, including the official residences of Canada.
5. Be a value-added partner in support of Canada's Capital Region.
6. Demonstrate corporate excellence such that the NCC is recognized as an exemplary federal Crown corporation and steward of federal lands and assets.

To be successful in moving forward with its agenda and goals over the next five years, the NCC will require the collaboration and contribution of all those who have a stake in the Capital Region. To this end, the NCC will work with others in an open and transparent, inclusive, and innovative way to achieve common goals.

## Key Expected Outcomes and Outputs for the 2017–2018 to 2021–2022 Planning Period

The following sections summarize the initiatives that the NCC will undertake over the planning period for each of its six priorities.

### Priority 1: Facilitate and support LeBreton Flats and the islands in becoming a signature destination of national significance.

#### *Expected Outcomes*

##### **Intermediate**

Improved linkages, accessibility, wayfinding and public access to LeBreton Flats and the islands.

##### **Long-term**

An enhanced experience through a vibrant and distinctive Capital district at LeBreton Flats and on the islands.

Located on the western edge of the core of the Capital, in the shadow of Parliament Hill, LeBreton Flats and the surrounding Chaudières, Albert and Victoria islands occupy one of the most beautiful waterfront sites in Canada's Capital Region. Rich in

history, the site has played an important role in the evolution of Canada's Capital, and remains one of the region's few largely undeveloped urban areas. To revitalize the area, the NCC will continue to advance its priority to facilitate and support the transformation and redevelopment of LeBreton Flats and the islands.

In moving forward with its plans for the long-term redevelopment of LeBreton Flats, the NCC will pursue negotiations with the preferred proponent, with the goal of reaching an agreement on the terms and conditions governing the future development.

The NCC will move forward with its phased projects to create linkages, improve accessibility, and provide wayfinding and interpretation at the Bronson Pulp Mill ruins and Richmond Landing. The NCC will also ensure that improvements undertaken at key sites in the surrounding area, such as the Chaudières and Albert islands, incorporate public access and pathway connections to allow for seamless connectivity to LeBreton Flats and other points of interest.

As part of its broader strategy to engage Indigenous peoples, the NCC will continue its dialogue, and proceed with consultations on projects being undertaken at LeBreton Flats and the surrounding area. This will include advancing the work of the Victoria Island Steering Committee with the Algonquin First Nation. In addition, the NCC will work with the Algonquin community to develop a long-term vision and plan for Victoria Island. This work will include a study to examine the potential for establishing an Indigenous centre on the island.

## KEY OUTPUTS

### LEBRETON FLATS REDEVELOPMENT

#### 2017–2018 Target

- Continue negotiations with the preferred proponent, and reach an agreement on the terms and conditions governing the future development.

#### 2018–2019 Target

- Pending an agreement, seek the required federal approvals.

### RICHMOND LANDING AND BRONSON PULP MILL RUINS IMPROVEMENTS

#### 2018–2019 Target

- Complete planned improvements at Richmond Landing.

#### 2019–2020 Target

- Complete planned improvements at the Bronson Pulp Mill ruins.

### INDIGENOUS CENTRE ON VICTORIA ISLAND

#### 2018–2019 Target

- Complete a study to assess establishing an Indigenous centre as part of the long-term vision and plan for Victoria Island.

Priority 2: Offer public access and new connections for Canadians to discover the shorelines and waterways.

#### *Expected Outcomes*

##### **Intermediate**

Enhanced connectivity, ecological management, and safety and security along the shorelines and pathways.

##### **Long-term**

Seamless connectivity and access to the shorelines and waterways in the Capital Region.

The shorelines and waterways of the Ottawa, Gatineau and Rideau rivers represent some of the Capital Region's greatest natural features, along with the historic Rideau Canal that winds through the centre of the Capital. The NCC will continue in its efforts to offer public access and new connections for Canadians to discover the Capital's shorelines and waterways, and will promote a vibrant river culture that celebrates these distinctive features of the region.

In keeping with its vision for the Capital's shorelines, the NCC will finalize its plans for the Ottawa River waterfront. This will include plans for the Sir John A. Macdonald Riverfront Park, as well as plans for the north shore of the Ottawa River. Through the realization of these plans, the NCC will enhance animation opportunities, celebrate cultural heritage attributes, and complete environmental rehabilitation for these natural features of the Capital Region.



To contribute to safeguarding a healthy river ecosystem in the region, the NCC will continue its collaboration with partners to promote the ecological sustainability of regional waterways. Part of these efforts will include cooperating in a summit of Ottawa River stakeholders to discuss how best to work together to address common challenges concerning the ecological management of waterways. In addition, the NCC will seek to establish an advisory committee to guide the implementation of the Ottawa River north shore sector plan.

As part of the Multi-Year Capital Program, priority infrastructure improvements to enhance connections, safety and security along shoreline areas will be undertaken.<sup>2</sup> This will include projects aimed at shoreline stabilization to combat soil erosion. Additionally, the NCC will seek to implement commercial activation points along the shorelines, such as the Header House in Major's Hill Park, where nodes can be created for animation and activity. As well, the NCC will move forward with plans for the rehabilitation of Nepean Point to revitalize the site, and integrate it with existing plans for the shorelines, such as the vision for the Rideau Canal to Rideau Falls waterfront promenade.

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## KEY OUTPUTS

### PLANS FOR THE SHORELINES AND WATERWAYS

#### 2017–2018 Targets

- Complete public consultations and seek approval of plans for the Sir John A. Macdonald Riverfront Park and the Ottawa River North Shore Linear Park between Ruisseau de la Brasserie (Brewery Creek) and Leamy Lake.

### SAFEGUARDING A HEALTHY RIVER ECOSYSTEM

#### 2017–2018 Targets

- Cooperate with regional partners on a summit of Ottawa River stakeholders to discuss common challenges concerning the ecological management of waterways.
- Establish an advisory committee to guide the implementation of the Ottawa River north shore sector plan.

### SHORELINE INFRASTRUCTURE AND ACTIVATION POINTS

#### 2017–2018 Target

- Develop plans to implement commercial activation points along the shorelines of the Capital Region as nodes for animation and activity.

### NEPEAN POINT REVITALIZATION

#### 2017–2018 Target

- Select the winning proposal for the Nepean Point revitalization design competition.

#### 2018–2019 Target

- Initiate green demolition of Nepean Point to allow construction to begin.

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2. A table presenting key projects of the Multi-Year Capital Program for 2016–2017 to 2018–2019 can be found in Appendix D.

### Priority 3: Modernize the NCC’s planning framework, and renew the long-term plan for Gatineau Park.

#### *Expected Outcomes*

##### **Intermediate**

Modern and innovative planning tools.

##### **Long-term**

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

The NCC and its predecessors have been responsible for setting the long-term planning direction for federal lands in the Capital Region for more than a century. These plans have shaped the Capital Region of today, contributing to its distinctive signature—in terms of both its natural and its built characteristics. To ensure that its planning tools are modern and innovative, as well as able to support its vision for the continued evolution of the Capital Region, the NCC will continue to evolve its planning framework.

Central to the NCC’s modernization efforts will be the launch and implementation of the Plan for Canada’s Capital, 2017–2067. This plan will provide the vision for the evolution of federal lands in the region for the next 50 years, and will serve as the foundation for all other components of the NCC’s planning framework.

The NCC will also advance the renewal of other key plans for the Capital Region. As part of the renewal of the Gatineau Park Master Plan, the NCC will launch public consultations on the plan’s future directions and objectives. The feedback received as part of these consultations will help to shape the next master plan.

In addition, the NCC will move forward with the development of the next iteration of its corporate environmental strategy. Public and stakeholder consultations will be held to help in defining the areas of action and objectives for the updated strategy. The environmental strategy will serve as an overarching element to be included in all master plans and as part of operations to help shape tangible objectives and lasting impacts that will contribute to building a greener Capital Region.

Other work to support the modernization of the planning framework will focus on developing clear and concise policies, simplifying processes to be more efficient and timely, and fostering a better understanding of requirements among proponents seeking federal approvals. Also, through its responsibility for granting federal land use, design and transaction approvals, the NCC will support major projects being undertaken in the Capital Region over the next five years, such as the rehabilitation of the Parliamentary Precinct and the City of Ottawa’s western light rail transit line extension.

## KEY OUTPUTS

### GATINEAU PARK MASTER PLAN

#### 2017–2018 Target

- Continue the review, and conduct public and stakeholder consultations on the future directions for the Gatineau Park Master Plan.

#### 2020–2021 Target

- Seek approval from the board of directors for the Gatineau Park Master Plan to proceed with its implementation.

### NCC ENVIRONMENTAL STRATEGY

#### 2017–2018 Target

- Launch public and stakeholder consultations on the NCC environmental strategy.

#### 2018–2019 Target

- Seek approval from the board of directors, and begin to implement the renewed NCC environmental strategy.

### SUPPORTING POLICES FOR THE PLANNING FRAMEWORK

#### 2017–2018 Target

- Initiate consultation with stakeholders on the draft update to the Parkways Policy.

#### 2018–2019 Targets

- Complete the NILM review.
- Seek approval from the board of directors for the renewed Parkways Policy.

#### 2019–2020 Target

- Begin the development of a renewed views protection policy for the Capital.

Priority 4: Create lasting legacies to serve as sources of pride for Canadians, including the official residences of Canada.

#### *Expected Outcomes*

##### **Intermediate**

Assets under the NCC's stewardship represent the nation's symbolic, natural and cultural heritage.

##### **Long-term**

NCC legacy assets serve as a source of pride among Canadians.

Canada's Capital Region is a place where our nation's unique past, present and future come alive for Canadians to experience. To help preserve the region's heritage, as well as to contribute to its future, the NCC's priority is to create lasting legacies that will serve as sources of pride for Canadians.

As part of Canada's sesquicentennial celebrations, the NCC will implement its program for 2017. This will include launching long-term plans, such as the Plan for Canada's Capital, 2017–2067, and the Capital Illumination Plan; making investments to beautify the Capital; and offering some of the Capital's most iconic built heritage assets as Confederation Pavilions. As well, the NCC will support its partners' initiatives, including special events for Canada Day and Winterlude, as well as other signature events in Ottawa and Gatineau. Following the 2017 celebrations, the NCC will work to ensure that selected projects continue as enduring legacies of this anniversary.

As the steward of the six official residences in Canada's Capital Region, the NCC is responsible for managing some of the region's most historic properties, which also serve as the homes of Canada's political leaders and accommodations for dignitaries visiting from other countries. In this role, the NCC will carry out the necessary work to maintain and rehabilitate these important symbolic institutions. Part of this work will include implementing long-term plans for Rideau Hall, which involves major projects such as the redevelopment of the front entrance forecourt and the construction of a new operations zone.

Additionally, the NCC is continuing to work with its federal partners to develop a plan for the future residence of Canada's prime minister. The goal will be to provide healthy, safe and secure facilities that will function as the private residence for the prime minister, and his or her family, while also providing the services required to support the prime minister in his or her official role.

The NCC will also continue to work with partners to advance national commemorative projects in the Capital Region that honour key historical contributions and experiences of people in Canada and around the world. This will include the commissioning of the site for the National Holocaust Monument, following its unveiling, and continuing to support Canadian Heritage on other monuments, memorials and works of public art in the Capital Region.

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## KEY OUTPUTS

### PROJECTS FOR CANADA'S SESQUICENTENNIAL CELEBRATIONS

#### 2017–2018 Targets

- Implement projects and programming for Canada's sesquicentennial celebrations.
- Ensure that selected project legacy elements are in place.

### NATIONAL HOLOCAUST MONUMENT

#### 2017–2018 Target

- Complete all construction and site commissioning for the public unveiling of the National Holocaust Monument.



## Priority 5: Be a value-added partner in support of Canada's Capital Region.

### *Expected Outcomes*

#### **Intermediate**

Canadians, Indigenous peoples, stakeholders and partners are engaged on objectives for the Capital Region.

#### **Long-term**

Strong relationships, strategic partnerships and collaboration are fostered in support of common goals for the Capital Region.

As a value-added partner, the NCC will continuously seek to build strong relationships, foster strategic partnerships, and collaborate with a diverse range of citizens, partners and stakeholders in support of Canada's Capital Region.

Central to the NCC's approach will be a continued focus on citizen, stakeholder and partner engagement. In this regard, the NCC will conduct national outreach events across Canada, as part of the launch of the Plan for Canada's Capital. The events will aim to showcase the elements of the plan to Canadians, and communicate the long-term vision put forward for the Capital Region.

To engage with Indigenous peoples in the region, the NCC will support the government's reconciliation agenda, through continued dialogue with the Algonquin First Nation and other Indigenous peoples. To complement these efforts, the NCC will establish an internal working group on relations and engagement with Indigenous peoples.

The NCC will also continue with its Capital Urbanism Lab events and the lecture series program, where leaders, experts and the public come together to discuss and exchange ideas about various ongoing and emerging topics related to the Capital, including youth engagement, regional environmental sustainability and regional transportation.

As part of its ongoing collaboration with regional municipalities, including the City of Ottawa and Ville de Gatineau, the MRC des Collines-de-l'Outaouais, and the municipalities of Chelsea, La Pêche and Pontiac, the NCC will explore ways to further strengthen its relationship with these and other municipalities, and to work in partnership on common regional objectives.

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## KEY OUTPUTS

### **NATIONAL OUTREACH**

#### 2017–2018 Target

- Hold outreach events in select cities across Canada as part of the launch of the Plan for Canada's Capital.

### **ENGAGEMENT OF INDIGENOUS PEOPLES**

#### 2017–2022 Target

- Continue to engage the Algonquin First Nation leadership.

### **CAPITAL URBANISM LAB PROGRAM**

#### 2017–2022 Target

- Implement events as part of the lecture series and Capital Urbanism Lab program.

### **MUNICIPAL RELATIONSHIP CHARTERS**

#### 2017–2018 Target

- Begin to develop relationship charters with municipalities in the Capital Region.

**Priority 6: Demonstrate corporate excellence such that the NCC is recognized as an exemplary federal Crown corporation and steward of federal lands and assets.**

*Expected Outcomes*

**Intermediate**

Operations and processes support sound decision making and stewardship of assets of national importance.

**Long-term**

Operations are exemplary.

In all of its activities and operations, the NCC's priority is to stand as an exemplary federal Crown corporation and steward of lands and assets.

In promoting corporate excellence for its operations, the NCC will strive to meet the highest standards of efficiency, economy, effectiveness and innovation in all that it does. Building on the implementation of a new financial and asset management system, the NCC will examine opportunities for the continuous improvement of its business processes and operations in order to achieve greater efficiencies, better client services and savings.

As part of its long-term financial sustainability strategy, the NCC will identify opportunities and partnerships that could be leveraged to augment its revenue generation, organizational capacity, and optimization of lands and other assets. This will include continuing with the multi-year strategy to optimize NCC land assets and ensure that they are used in a way that realizes their best possible value.

The NCC will continue to explore opportunities to further strengthen the openness and transparency of its operations. To support corporate performance, accountability and decision making, the NCC will evolve its performance and risk management frameworks to align with new government requirements and public sector best practices. In order to attract, manage and retain a workforce of the highest calibre, the NCC will implement new strategies for employee engagement, mental health and talent management. In addition, following the OAG special examination, the NCC will implement management action plans responding to the OAG's findings.

As the largest landowner in Canada's Capital Region, the NCC cares for and protects vital public places that are unique to the nation's symbolic, natural and cultural heritage. To be an exemplary steward, the NCC will pursue a series of initiatives to ensure that its portfolio of lands and assets is adequately managed, maintained, rehabilitated and protected.

The NCC will carry out priority capital investments and rehabilitation projects identified in the Multi-Year Capital Program within current budgets to address aging infrastructure, life cycle management, health and safety issues, and universal accessibility. These works will be undertaken on the NCC's extensive asset portfolio, which includes heritage buildings, the six official residences in the Capital Region, rental properties, multi-use pathways, bridges, trails and parkways, and natural assets such as urban parks, Gatineau Park and the Greenbelt.

To ensure financial sustainability, as well as the ability to adequately address risks associated with life cycle management and its deteriorating asset base, the NCC will work with the Government of Canada to ensure that infrastructure and other valuable federal assets in Canada's Capital Region are restored to meet the needs of Canadians, and remain safe, sustainable and resilient for years to come.

In addition, the NCC will work to conserve, protect and manage its lands, green spaces, urban parks, Gatineau Park and the Greenbelt, in order that current and future generations may use, enjoy and appreciate these natural settings.

Working with partners, the NCC will take action to ensure the ecological sustainability of Gatineau Park and the Greenbelt and conserve native biodiversity, while allowing users to experience these natural jewels of the Capital Region.

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## KEY OUTPUTS

### HUMAN RESOURCE MANAGEMENT

#### 2017–2018 Target

- Implement the employee mental health action plan.

### PERFORMANCE MEASUREMENT AND RISK MANAGEMENT FRAMEWORKS

#### 2017–2018 Target

- Implement measures developed as part of Phase II of the Performance Measurement Framework for integration in quarterly performance reporting.

#### 2017–2019 Target

- Develop and implement modifications to enhance risk management frameworks.

### REVENUE GENERATION

#### 2017–2022 Target

- Develop an action plan for revenue generation, with specific targets for the planning period.

### MOBILE TECHNOLOGY STRATEGY

#### 2017–2022 Target

- Continue the implementation of a strategy to phase in the use of IT infrastructure and tools for a mobile work environment.

### BUSINESS PROCESS IMPROVEMENTS

#### 2017–2022 Targets

- Optimize the monitoring and reporting of asset conditions, and improve information management of condition data.
- Continue to review business processes and the supporting corporate administrative policies and procedures, with the aim of streamlining processes to improve efficiencies, workflows and client service over the planning period.



# FINANCIAL TABLES

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## OPERATING BUDGET FOR THE YEARS ENDING MARCH 31, 2016 TO 2018

(IN THOUSANDS OF DOLLARS)

<b>FUNDING</b>	<b>2017-2018 Budget</b>	<b>2016-2017 Budget</b>	<b>2016-2017 Forecast</b>	<b>2016-2017 Variance</b>	<b>2015-2016 Budget</b>	<b>2015-2016 Actual</b>	<b>2015-2016 Variance</b>
Operating appropriations	67,591	67,806	67,970	164	69,056	67,712	(1,344)
Revenues	35,163	38,025	39,771	1,746	36,060	32,400	(3,660)
Funding from the Acquisition and Disposal Fund	886	754	334	(420)	756	457	(299)
	103,640	106,585	108,075	1,490	105,872	100,569	(5,303)
<b>EXPENDITURES</b>							
Capital Planning <sup>1</sup>	5,372	3,053	5,068	(2,014)	2,584	2,492	92
Capital Stewardship and Protection <sup>2</sup>	75,328	79,111	78,692	419	76,768	64,765	12,003
Internal Services	33,520	31,825	33,060	(1,235)	32,870	32,176	694
	114,220	113,989	116,820	(2,830)	112,222	99,433	12,789
<b>EXCESS OF (EXPENDITURES OVER FUNDING) FUNDING OVER EXPENDITURES</b>	(10,580)	(7,404)	(8,745)	(1,340)	(6,350)	1,136	7,486
<b>CARRY-OVER AT BEGINNING OF YEAR</b>	29,711	36,036	39,002	2,966	34,808	37,866	3,058
Realignment between capital and operating carry-over	1,783	(1,550)	(546)	1,004	0	0	0
<b>CARRY-OVER AT END OF YEAR</b>	20,914	27,082	29,711	2,630	28,458	39,002	10,544

1. Reflects the program, not the organizational structure.

2. Ibid.

## CAPITAL BUDGET FOR THE YEARS ENDING MARCH 31, 2016 TO 2018

(IN THOUSANDS OF DOLLARS)

<b>FUNDING</b>	<b>2017-2018 Budget</b>	<b>2016-2017 Budget</b>	<b>2016-2017 Forecast</b>	<b>2016-2017 Variance</b>	<b>2015-2016 Budget</b>	<b>2015-2016 Actual</b>	<b>2015-2016 Variance</b>
Capital appropriations	24,305	22,399	22,789	390	23,665	22,665	(1,000)
Funding from the Acquisition and Disposal Fund	3,000	12,000	11,828	(172)	2,000	2,526	526
	27,305	34,399	34,617	218	25,665	25,191	(474)
<b>EXPENDITURES</b>							
<b>Capital Stewardship and Protection</b>							
Roads and bridges	3,366	3,695	3,153	542	1,532	4,503	(2,971)
Historical properties	3,640	14,370	18,446	(4,076)	5,477	7,865	(2,388)
Rental properties	3,039	3,350	3,840	(490)	5,864	1,462	4,402
Development properties	463	1,996	1,109	887	3,838	561	3,277
Green assets	6,380	4,035	4,598	(563)	3,111	2,260	851
Other	7,195	6,228	7,467	(1,239)	5,526	4,143	1,383
	24,083	33,674	38,613	(4,939)	25,348	20,794	4,554
Real property acquisitions	3,000	12,000	11,828	172	2,000	2,526	(526)
	27,083	45,674	50,441	(4,767)	27,348	23,320	4,028
<b>ALL PROGRAMS</b>							
Equipment	775	2,480	2,448	32	2,920	3,474	(554)
<b>TOTAL CAPITAL EXPENDITURES</b>	27,858	48,154	52,889	(4,735)	30,268	26,794	3,474
<b>EXCESS OF (EXPENDITURES OVER FUNDING) FUNDING OVER EXPENDITURES</b>	(553)	(13,755)	(18,272)	(4,517)	(4,603)	(1,603)	3,000
<b>CARRY-OVER AT BEGINNING OF YEAR</b>	8,284	20,407	26,010	5,603	20,330	27,613	7,283
Realignment between capital and operating carry-over	(1,783)	1,550	546	(1,004)	0	0	0
<b>CARRY-OVER AT END OF YEAR</b>	5,948	8,202	8,284	82	15,727	26,010	10,283

STATEMENT OF FINANCIAL POSITION AS AT MARCH 31, 2016 TO 2022

(IN THOUSANDS OF DOLLARS)

	2015-2016 Actual	2016-2017 Forecast	2017-2018 Projection	2018-2019 Projection	2019-2020 Projection	2020-2021 Projection	2021-2022 Projection
<b>FINANCIAL ASSETS</b>							
Cash and cash equivalents	92,648	60,482	45,807	31,993	40,513	29,890	18,470
Restricted cash and cash equivalents – light rail transit	62,465	63,408	64,366	65,338	0	0	0
Accounts receivable							
Federal government departments and agencies	5,346	4,598	4,598	4,598	4,598	4,598	4,598
Others	3,785	3,255	3,255	3,255	3,255	3,255	3,255
Investments	18,987	19,044	19,086	19,114	18,375	19,375	20,375
	183,231	150,787	137,112	124,298	66,741	57,118	46,698
<b>LIABILITIES</b>							
Accounts payable and accrued liabilities							
Federal government departments and agencies	4,876	5,636	5,636	5,636	5,636	5,636	5,636
Others	14,361	16,599	16,599	16,599	16,599	16,599	16,599
Light rail transit	59,800	59,856	59,927	60,012	0	0	0
Provision for environmental cleanup	50,345	49,481	42,621	34,393	33,578	33,578	33,578
Deferred revenue	12,412	12,154	11,967	11,775	11,577	11,375	11,184
Employee future benefits	4,551	4,441	4,301	4,173	4,055	3,946	3,946
Other liabilities	1,856	7,425	8,675	9,925	10,690	10,242	9,794
	148,201	155,592	149,726	142,513	82,135	81,376	80,737
<b>NET FINANCIAL ASSETS (LIABILITIES)</b>	35,030	(4,805)	(12,614)	(18,215)	(15,394)	(24,258)	(34,039)
<b>NON-FINANCIAL ASSETS</b>							
Tangible capital assets	608,254	642,151	649,117	657,418	662,106	670,508	678,131
Prepaid expenses	2,472	5,587	4,436	3,285	2,518	2,518	2,518
Other non-financial assets	2,350	2,173	1,996	1,819	1,642	1,465	1,288
	613,076	649,911	655,549	662,522	666,266	674,491	681,937
<b>ACCUMULATED SURPLUS</b>	648,106	645,106	642,935	644,307	650,872	650,233	647,898

STATEMENT OF OPERATIONS AND ACCUMULATED SURPLUS FOR  
THE YEARS ENDING MARCH 31, 2016 TO 2022

(IN THOUSANDS OF DOLLARS)

	2015-2016 Actual	2016-2017 Forecast	2017-2018 Projection	2018-2019 Projection	2019-2020 Projection	2020-2021 Projection	2021-2022 Projection
<b>REVENUES</b>							
Rental operations and easements	23,603	22,508	23,504	23,398	23,853	24,439	24,447
Interest	1,808	2,095	1,703	1,520	1,258	843	523
Headquarters sublease	2,055	2,277	2,277	2,277	1,729	0	0
User access fees	2,710	2,737	2,843	2,844	2,741	2,742	2,743
Recoveries	2,022	10,049	4,185	3,253	1,456	1,149	1,149
Other revenues	1,002	485	923	925	926	928	930
Net gain on disposal of tangible capital assets	0	1,435	0	0	7,711	0	0
	33,200	41,586	35,435	34,217	39,674	30,101	29,792
<b>EXPENSES</b>							
Capital Planning	4,036	5,068	5,372	4,727	4,763	4,800	4,832
Capital Stewardship and Protection	84,109	95,312	88,417	84,525	81,593	82,558	83,595
Internal Services	33,105	34,965	35,713	35,183	33,987	30,245	30,564
	121,250	135,345	129,502	124,434	120,343	117,604	118,990
<b>DEFICIT BEFORE FUNDING FROM THE GOVERNMENT OF CANADA</b>	(88,050)	(93,759)	(94,067)	(90,218)	(80,669)	(87,503)	(89,199)
<b>FUNDING FROM THE GOVERNMENT OF CANADA</b>							
Parliamentary appropriations for operating expenditures	67,712	67,970	67,591	66,133	64,755	64,484	64,484
Parliamentary appropriations for tangible capital assets	22,665	22,789	24,305	25,457	22,479	22,380	22,380
	90,377	90,759	91,896	91,590	87,234	86,864	86,864
<b>SURPLUS (DEFICIT) FOR THE YEAR</b>	2,327	(3,000)	(2,171)	1,372	6,565	(639)	(2,335)
<b>ACCUMULATED SURPLUS AT BEGINNING OF YEAR</b>	645,779	648,106	645,106	642,935	644,307	650,872	650,233
<b>ACCUMULATED SURPLUS AT END OF YEAR</b>	648,106	645,106	642,935	644,307	650,872	650,233	647,898



STATEMENT OF CHANGE IN NET FINANCIAL ASSETS FOR  
THE YEARS ENDING MARCH 31, 2016 TO 2022

(IN THOUSANDS OF DOLLARS)

	2015-2016 Actual	2016-2017 Forecast	2017-2018 Projection	2018-2019 Projection	2019-2020 Projection	2020-2021 Projection	2021-2022 Projection
<b>SURPLUS (DEFICIT) FOR THE YEAR</b>	2,327	(3,000)	(2,171)	1,372	6,565	(639)	(2,335)
Acquisition and improvement of tangible capital assets	(32,721)	(52,437)	(25,890)	(27,430)	(27,366)	(27,914)	(27,383)
Amortization of tangible capital assets	17,394	17,925	18,924	19,129	19,374	19,512	19,760
Net loss (gain) on disposal of tangible capital assets	732	(1,435)	0	0	(7,711)	0	0
Proceeds from disposal of tangible capital assets	124	2,050	0	0	11,015	0	0
Writedowns of tangible capital assets	1,125	0	0	0	0	0	0
	(13,346)	(33,897)	(6,966)	(8,301)	(4,688)	(8,402)	(7,623)
Change in prepaid expenses	86	(3,115)	1,151	1,151	767	0	0
Change in other non-financial assets	(601)	177	177	177	177	177	177
	(515)	(2,938)	1,328	1,328	944	177	177
<b>INCREASE (DECREASE) IN NET FINANCIAL ASSETS</b>	(11,534)	(39,835)	(7,809)	(5,601)	2,821	(8,864)	(9,781)
<b>NET FINANCIAL ASSETS (LIABILITIES) AT BEGINNING OF YEAR</b>	46,564	35,030	(4,805)	(12,614)	(18,215)	(15,394)	(24,258)
<b>NET FINANCIAL ASSETS (LIABILITIES) AT END OF YEAR</b>	35,030	(4,805)	(12,614)	(18,215)	(15,394)	(24,258)	(34,039)

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STATEMENT OF CASH FLOWS FOR THE YEARS ENDING MARCH 31, 2016 TO 2022

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(IN THOUSANDS OF DOLLARS)

	<b>2015-2016 Actual</b>	<b>2016-2017 Forecast</b>	<b>2017-2018 Projection</b>	<b>2018-2019 Projection</b>	<b>2019-2020 Projection</b>	<b>2020-2021 Projection</b>	<b>2021-2022 Projection</b>
Cash flows used by operating activities	(1,177)	(3,116)	(10,122)	(2,897)	(3,060)	(4,092)	(5,420)
Cash flows provided (used) by capital activities	(9,441)	(28,050)	(3,553)	(9,917)	(54,497)	(5,531)	(5,000)
Cash flows provided (used) by investing activities	67	(57)	(42)	(28)	739	(1,000)	(1,000)
<b>DECREASE IN CASH AND CASH EQUIVALENTS</b>	(10,551)	(31,223)	(13,717)	(12,842)	(56,818)	(10,623)	(11,420)
<b>CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR</b>	165,664	155,113	123,890	110,173	97,331	40,513	29,890
<b>CASH AND CASH EQUIVALENTS AT END OF YEAR</b>	155,113	123,890	110,173	97,331	40,513	29,890	18,470

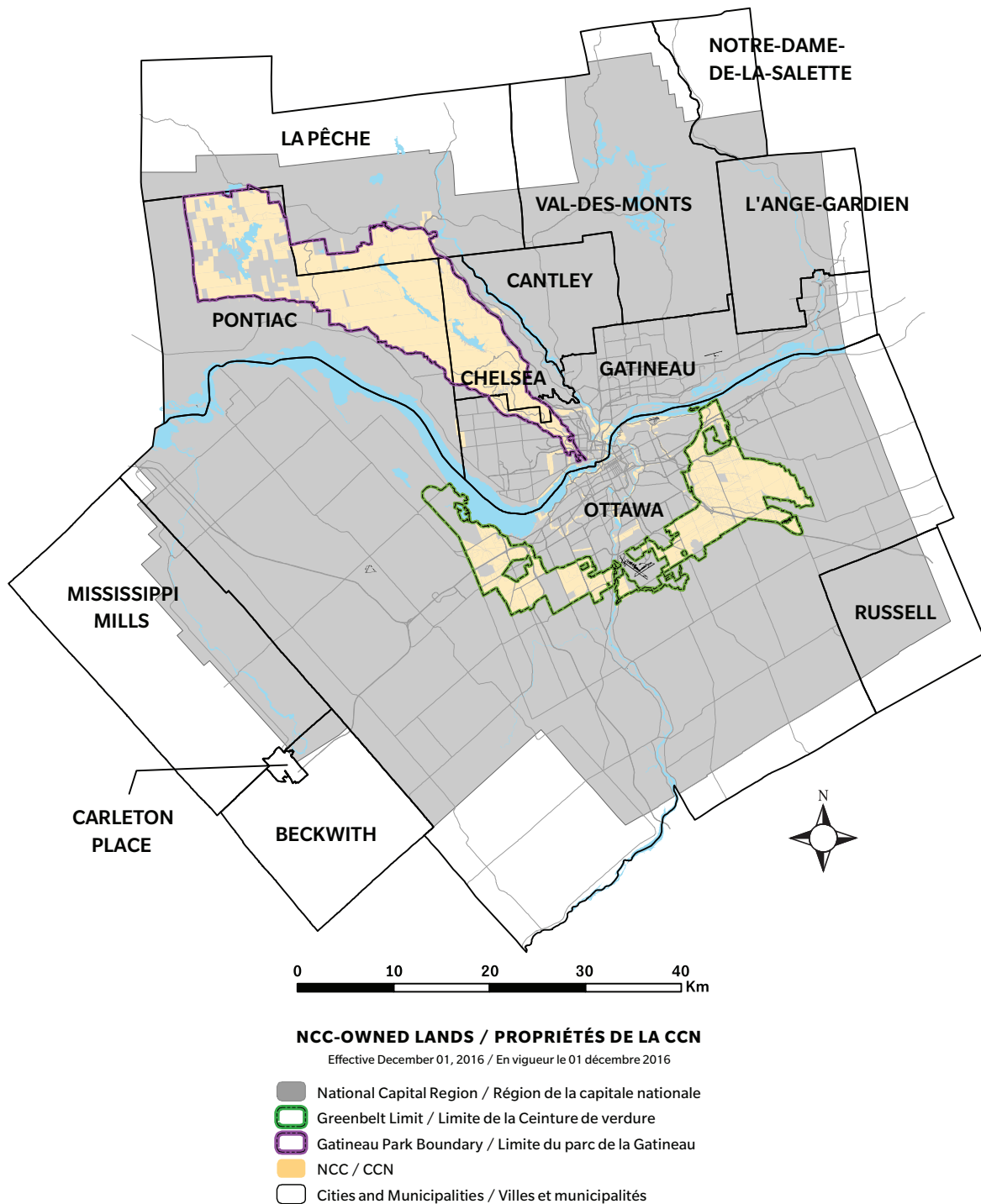


# APPENDICES

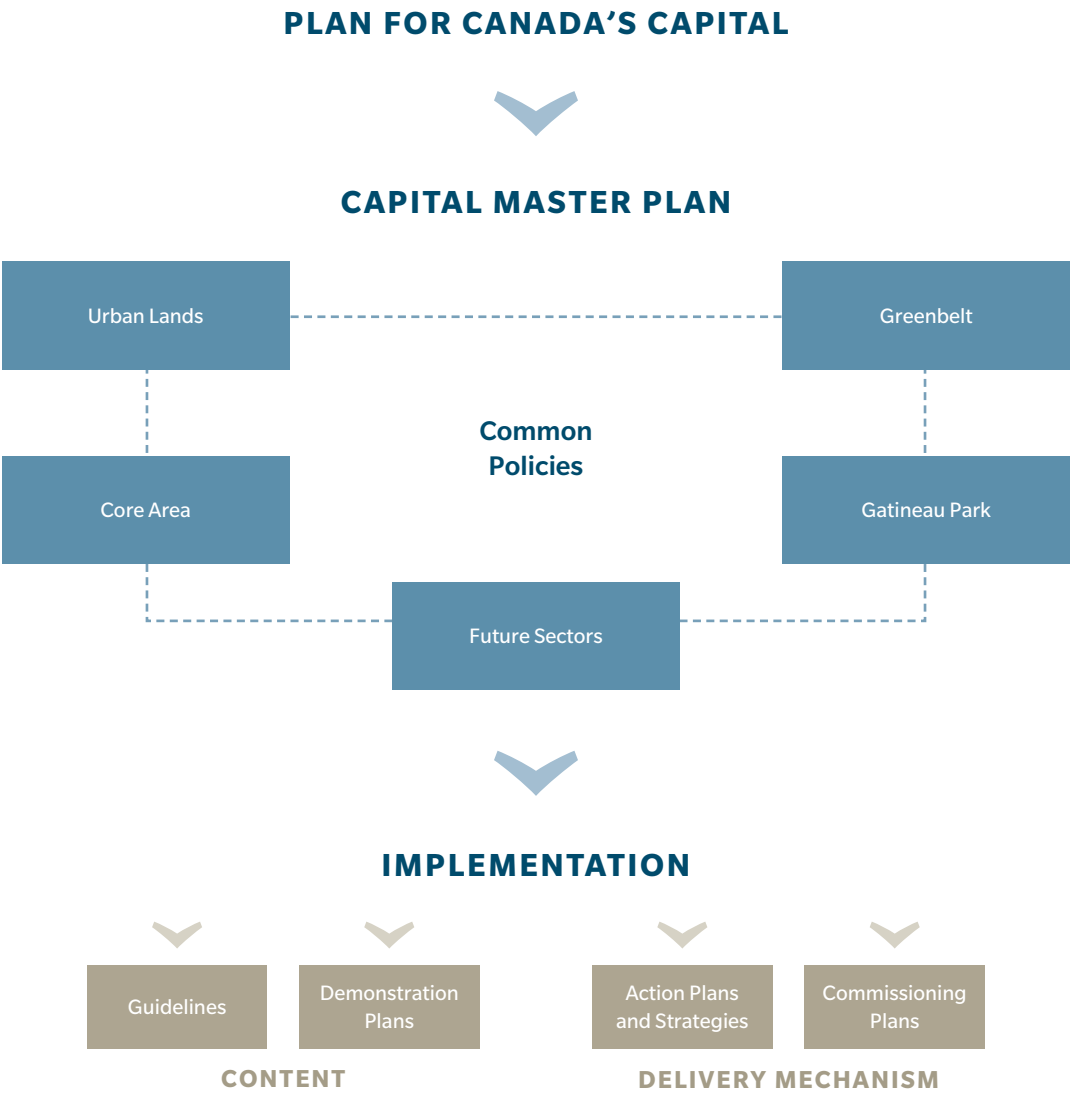
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## NCC-Owned Lands

The map below shows the boundaries of the National Capital Region, as well as NCC-owned lands.







## Charting the Course for the Next 50 Years: The Plan for Canada's Capital, 2017–2067

For more than a century, the NCC and its predecessors have embraced urban planning to promote the development, conservation and improvement of the National Capital Region, with the aim of ensuring that the nature and character of the seat of the Government of Canada reflect its national significance. These efforts have produced the lively network of parks and open spaces, public shorelines, campuses, and clusters of government institutions, monuments and symbolic boulevards that now define the area.

In 2017, the NCC will launch the next Plan for Canada's Capital, which charts the future of federal lands in the National Capital Region between Canada's sesquicentennial in 2017 and its bicentennial in 2067.

The Plan for Canada's Capital is the pre-eminent planning document of the NCC and its Capital Planning Framework. The focus on federal land reflects the NCC's mandate as defined in the *National Capital Act*. Expressing a clear vision for the future,

this plan focuses on creating and maintaining memorable public spaces in the Capital that are attractive, dynamic and inclusive for all Canadians, as well as for visitors from other countries. The planning horizon is 50 years, beyond the time frame associated with most municipal planning documents. This long view is critical to ensure the enduring distinctiveness of the Capital and the creation of new Capital elements.

The Plan's geographic focus straddles provincial and municipal boundaries. Taking this into consideration, the Plan acknowledges that the Capital is an open system with an interrelated complex of symbolic, natural, ecological, economic and mobility systems and an intricate network of relationships between the role of federal lands and other lands in the region. It also considers emerging challenges of the 21st century now facing the region. These include continued population growth and urbanization, a demographic trend toward an older population, pressure to conserve fresh water and land as scarce resources that need stewardship, rapid technological change, the growing competitiveness of city-regions for capital and human resources, climate change, and security risks.

## Vision for the Capital Region

The vision for the Capital Region in 2067 put forth in the Plan for Canada's Capital is as follows:

*Canada's Capital is a symbol of our country's history and diversity, a true reflection of our democratic values and our commitment to a flourishing and sustainable future.*

To support this vision, the Plan for Canada's Capital will advance a series of initiatives under three key themes.

### AN INCLUSIVE AND MEANINGFUL CAPITAL

The Capital is a focal point for our nation, linked in the minds of Canadians to powerful memories, meaningful images and vivid emotions. The buildings, monuments and sites at the very heart of the Capital attest to Canada's parliamentary system and its constitutional monarchy.

### A PICTURESQUE AND NATURAL CAPITAL

In 2067, the Capital will be even more vivid and picturesque as the home to an exceptionally vast network of natural areas that contribute immensely to the quality of life and character of the Capital Region. Beautifully designed landscapes grace the Capital and offer numerous picturesque settings, adding to its unique character. Protected natural areas are one of the greatest legacies of Capital building.

### A THRIVING AND CONNECTED CAPITAL

A growing urban region presents many opportunities to make the Capital a cosmopolitan and appealing place to live, work and visit. Thriving means that the region is prosperous, lively and enjoyable. A wide range of social, economic and cultural opportunities exists. The Capital's built heritage is an essential component of the economic and cultural landscape. The ease of moving around and interacting with other people in public places facilitates social connections.

## Milestone Projects for the Capital Over the Next 50 Years

The Plan for Canada's Capital identifies several key projects that federal agencies should implement between now and the bicentennial of Canada's Confederation in 2067. The completion of these great works of strategic importance will require the availability of resources and the active participation of the NCC's vital federal, provincial and municipal partners, as well as other stakeholders.

The Plan for Canada's Capital puts forward 17 milestone projects that will further enhance and shape the Capital, and inspire Canadians and their political leaders from the sesquicentennial to the bicentennial of Confederation and beyond. They are proposed as Canada's next phase of transforming and enhancing the Capital. These projects will continue to ensure that the nature and the character of the seat of the Government of Canada emphasize its national significance through much of this century.

### *17 Milestone Projects for the Capital Region*

1. Parliamentary and Judicial precincts
2. Renewed official residence for the prime minister of Canada
3. National cultural and scientific institutions
4. New and inspired sites for major commemorations
5. A place of special significance: Victoria Island (*Kabeshinân Minitig*)
6. Reimagined Confederation Boulevard and its connections
7. Secured ecological corridors and protected natural environment
8. Regeneration of the Capital urban forest
9. New Gatineau Park Visitor Centre and improved trails
10. Accessible and enhanced shorelines and green spaces
11. Completion of the Greenbelt Pathway network
12. Development of LeBreton Flats and the islands sites
13. Ruisseau de la Brasserie sector and Wright-Scott House revitalization
14. Improved urban integration of federal employment areas
15. Capital Illumination Plan
16. Nepean Point rejuvenation and completion of the Rideau Canal to Rideau Falls waterfront promenade
17. Improved interprovincial transportation

## Partnerships and Engagement

Building partnerships is essential to achieving a great world capital. A key objective of the Plan for Canada’s Capital is to balance the Capital Region’s role in representing Canada to our nation and the world on the one hand, and to support local interests held by the region’s citizens on the other. The Capital Region’s success relies on ensuring that the region remains a prosperous, vital and dynamic place. Other federal departments and agencies, provincial and municipal institutions, the private sector, and community-based organizations contribute significantly to the development and vitality of the Capital. Together, the NCC and its partners have a shared responsibility for implementing the vision of the Plan for Canada’s Capital to ensure that their work contributes to the successful evolution of the Capital Region over the next 50 years.



APPENDIX D: MULTI-YEAR CAPITAL PROGRAM FOR THE YEARS  
ENDING MARCH 31, 2017 TO 2019

	(IN THOUSANDS OF DOLLARS)					
	2016–2017 Forecast		2017–2018 Projection		2018–2019 Projection	
<b>ROADS AND BRIDGES</b>						
Confederation Boulevard program	2,152		500		800	
Automated parking management system	240		200		0	
Culvert rehabilitation, Gatineau Park	179		166		150	
Portage Bridge rehabilitation	200		2,000		0	
Rehabilitation, other roads and bridges	382		500		250	
	3,153	6%	3,366	12%	1,200	3%
<b>HISTORICAL PROPERTIES</b>						
Property rehabilitation, O'Brien House	3,070		830		0	
Official Residences Program	10,207		2,220		1,420	
Property rehabilitation, Sussex Drive	3,665		0		0	
Rehabilitation, other historical properties	1,504		590		0	
	18,446	35%	3,640	13%	1,420	4%
<b>RENTAL PROPERTIES</b>						
Rehabilitation program, rental properties	519		1,579		800	
Property rehabilitation, 30 Metcalfe and 100 Sparks	0		0		1,000	
Property rehabilitation, 50 Sussex	540		1,460		0	
Redevelopment, 7 Clarence Street	2,781		0		0	
	3,840	7%	3,039	11%	1,800	5%
<b>DEVELOPMENT PROPERTIES</b>						
LeBreton Flats redevelopment	1,109	2%	463	2%	7,591	22%
<b>GREEN ASSETS</b>						
Nepean Point rehabilitation	0		500		3,000	
Rideau Canal railing replacement	100		1,200		0	
Site development, Bronson Pulp Mill ruins	253		850		1,169	
Site development, Richmond Landing	700		500		5,330	
Gatineau Park rehabilitation program	217		250		50	
Leamy Creek bridge reconstruction, Voyageurs Pathway	1,885		30		0	
Pathway and trail rehabilitation program	409		1,550		0	
Other green asset projects and programs	1,034		1,500		2,200	
	4,598	9%	6,380	22%	11,749	34%
<b>OTHER</b>						
Other projects and programs	7,467	14%	7,195	26%	5,779	16%
<b>REAL PROPERTY ACQUISITIONS</b>	11,828	22%	3,000	11%	5,000	14%
<b>ALL PROGRAMS – EQUIPMENT</b>	2,448	5%	775	3%	835	2%
	52,889	100%	27,858	100%	35,374	100%

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

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On July 16, 2015, certain Crown corporations, including the NCC, were directed by the Governor-in-Council to align their policies, guidelines and practices with Treasury Board of Canada Secretariat (TBS) policies, directives and related instruments on 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 projections to the end of the five-year planning period.

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

	<b>2015–2016 Actual</b>	<b>2016–2017 Forecast</b>	<b>2017–2018 Budget*</b>
<b>TRAVEL</b>	358,205	380,109	384,860
<b>HOSPITALITY</b>	74,480	78,700	79,685
<b>TRAINING AND CONFERENCES</b>	276,005	311,540	315,435

\* Assumes 1.25 percent inflation over the planning period.



