



NATIONAL CAPITAL COMMISSION

ANNUAL REPORT
2015–2016



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2015–2016 Performance Highlights

15,249

Engaged more than 15,000 citizens in planning, developing and building a vibrant Capital Region that is an inspiring reflection of Canada and Canadians

94,091

Followed by more than 94,000 people on various social media outlets

153,344

Recorded more than 153,000 interactions across multiple social media platforms

13,271

Responded to more than 13,000 requests and inquiries from the public

400,000

An estimated 400,000 people visited Gatineau Park in fall 2015, and nearly 6,900 participated in special Fall Rhapsody activities

18,872

Despite temperatures above winter averages, the number of skating visits per day reached nearly 19,000—an increase of 10% over the previous year

48,209

The estimated number of visits to Gatineau Park beaches exceeded 48,000, an increase of 9% over the previous year

\$17.7 M

The National Capital Commission's rental portfolio generated \$17.7 million in revenues

MESSAGE FROM THE CHAIR

It has been my honour and pleasure to serve as chair of the National Capital Commission (NCC) for nine years. An essential aspect of my contribution to the Commission has been to seek out every opportunity to enhance the openness and transparency of the organization.

This began in 2006–2007 when we first opened our board meetings to the general public. We have since continued to embrace public and stakeholder engagement as a framework for all our activities, encouraging further measures throughout the years. These efforts have thus improved the functioning of the NCC, as well as contributing to the organization's achievements in the pursuit of its strategic objectives and in fulfilling its mandate as primary long-term planner and steward of the Capital Region.

Looking back on 2015–2016, I recognize with great pride the accomplishments of the NCC in all domains of its activities. This was also a year of significant transition, both at the organizational level and within government.

We were pleased to welcome five new members to our board: Victor Brunette, Brian Coburn, Carol Loughrey, Lisa Macdonald and Basil Stewart, whose wisdom and knowledge have contributed to advancing the work of the NCC and have been invaluable to its success. I would also like to recognize the continued contribution of our longer-serving board members, both current and outgoing: Jacqueline Holzman, Norman Hotson, Aditya Jha, Richard Jennings, Eric Mackenzie, Michael Pankiw, Bob Plamondon, Michael Poliwoda, Denys Rivard, Kay Stanley and Jason Sordi. Our board

has collective experience and subject matter expertise in a variety of key sectors including business, government, economic development, finance, urban planning, architecture and natural resources. As chair of the board, I have found it truly rewarding to work with these great Canadians, who represent a strong blend of local and regional perspectives from across the country, on such worthwhile projects for Canada.

Following the fall 2015 election, the change in government also effectuated a transition for the NCC. As chair, I welcome the decision of the Prime Minister to reintegrate the NCC into the portfolio of Crown corporations under the minister of Canadian Heritage. It has been a great pleasure to work with the new Minister of Canadian Heritage, the Honourable Melanie Joly, to advance many important files for the Capital. I believe that the efforts made by the NCC to encourage openness and transparency were not only welcomed by the incoming minister, but led to practical and concrete suggestions on how the NCC could make further progress on this important objective.

This year, we welcomed the mayors of Ottawa and Gatineau to the board of directors as ex-officio, non-voting participants. We look forward to working with our municipal partners in the coming years to continue advancing a dynamic vision for planning, transportation, tourism and regional development in the National Capital Region.



Indeed looking back on the year, I feel that the NCC has become an exemplar among federal Crown corporations in its openness and transparency, and in its high degree of public engagement, about which you will read more fully in this report.

I would also like to acknowledge the exemplary work of our advisory committees this year. The Advisory Committee on Planning, Design and Realty held close to 10 meetings in 2015–2016, and informed the long-range plans, design proposals and direction on nearly 30 files. It also provided a measured and disciplined response to high-profile files, such as the Memorial to the Victims of Communism, to help ensure that they reflect the priorities and values of Canadians. I would also like to thank the Advisory Committee on the Official Residences of Canada, as well as acknowledge the work of the Canadiana Fund. I extend my warm thanks to the donors of artwork and furniture to the fund in 2015–2016.

The role of our board is to ensure that the NCC is building a capital that connects with all Canadians, providing them with a meaningful source of national pride and inspiration. Our board played a vital role this year in granting federal land use and

design approvals for several important projects being undertaken in the Capital Region, such as the design of the Visitor Welcome Centre on Parliament Hill, renovations to the Canada Science and Technology Museum, landscape redevelopment and rejuvenation at the Canadian Museum of Nature, and a memorial plaque in honour of Corporal Nathan Cirillo.

My term as the chair of NCC's board will close at the end of 2016–2017. Over the past few years, we have made great progress not only to sustain and further enhance the Capital, but to increase the NCC's capacity to be more open, responsive and effective in moving ahead. I remain as optimistic as ever about the future of Canada's Capital Region. I look forward to completing a decade of service with the NCC, with the legacy of a series of accomplishments that will help lead Canada into its 150th anniversary in 2017 and into the future.

Russell Mills *Chair*

MESSAGE FROM THE CEO

It has been a year of noteworthy accomplishments and transitions at the National Capital Commission (NCC) as it continues to become a more citizen-focused organization. I am pleased that this report demonstrates significant and continued efforts towards this important objective.

Dating back to the creation of the Ottawa Improvement Commission by Sir Wilfrid Laurier in 1898, the NCC has held the great responsibility of *ensuring that the nature and character of the seat of the Government of Canada may be in accordance with its national significance*. In communicating with citizens from within and outside the Capital Region, I often hear that the nation's Capital should be welcoming, green, picturesque, and symbolic of Canada's diversity. Reflecting on the past year, I believe we have progressed significantly in advancing this vision through a wide range of activities and achievements.

I thank our Chair, Russell Mills, and fellow board members, who engaged regularly with me, providing valuable knowledge and expertise in support of the NCC's work throughout the year. I also thank the Honourable Melanie Joly, Minister of Canadian Heritage, for her confidence in the NCC and her support of the major initiatives that are laying the cornerstone for its legacy in the 21st century.

In 2015–2016, the NCC achieved a significant milestone on a key planning priority: *making LeBreton Flats a signature destination of national significance*. The competitive process launched for the site's redevelopment yielded two distinguished finalists

whose respective visions for the site captured the imagination of the entire Capital Region. I believe the NCC's approach to selecting a preferred proponent struck the right balance between the need for confidentiality in a highly competitive procurement process, and openness, transparency and substantive public consultation.

As CEO, I am proud that the public consultations for this development set a new standard for the NCC, in terms of both their quality and their iterative influence in the evaluation process. Restoring a lively community on LeBreton Flats is the centrepiece of the NCC's large-scale, long-term and sustainable reanimation of these historic urban lands on the Capital's waterfront. This vision also includes a new urban park, the National Holocaust Monument, and new amenities at Richmond Landing, all to be completed for 2017.

This year, Canadians also responded enthusiastically to the call for 17 transformative ideas to carry the Capital from its sesquicentennial in 2017 to its bicentennial in 2067. The best of these ideas will be incorporated into the visionary Plan for Canada's Capital, to be finalized for the coming anniversary year. Throughout this report, you will notice substantive progress on a wide range of initiatives, including Canada's first Capital Illumination Plan.



The NCC also made key governance changes this year, working closely with Minister Joly to introduce formal participation of the region's mayors in the NCC's board meetings. The presence of the mayors of Ottawa and Gatineau augurs well for a concerted approach to advancing the interests of the Capital Region in the years to come. In a world of increasingly competitive city-regions, collaborative leadership between the NCC and the municipalities is critical to our region's continued cultural, social and economic success.

The tremendous accomplishments of this year are the result of the hard work and dedication of the NCC's employees. We strive every day to build a Capital that is a source of pride and inspiration for all Canadians. I would also like to thank our partners,

stakeholders and contractors who make critical contributions to this mission, some of which are highlighted in this report.

Of these stakeholders, I will mention here the deepening bond between the NCC and the Algonquin First Nation, upon whose traditional lands Canada's Capital is located. The birchbark motif on the cover of this year's Annual Report is meant to signify the NCC's environmental stewardship and also its close relationship with Canada's Indigenous peoples. It evokes the gift to the NCC of a fine birchbark canoe built by a revered Algonquin Elder, the late William Commanda. This beautiful artefact is proudly displayed in the Gatineau Park Visitor Centre.

In the coming year, the NCC will continue to engage the public, collectively creating a Capital that inspires and unites. It is an honour and an inspiration to lead this organization in an era of substantive developments in Canada's Capital Region. I look forward to building upon this momentum as Canada prepares for a truly memorable celebration of its 150th anniversary in 2017.

Dr. Mark Kristmanson *Chief Executive Officer*



OPENNESS AND TRANSPARENCY

The National Capital Commission is dedicated to building a dynamic, sustainable, inspiring capital that is a source of pride for all Canadians and a legacy for generations to come.

For over a decade, the National Capital Commission has strived to conduct its affairs with partners, stakeholders and the public openly, inclusively and transparently.

This began in 2006, when the board of directors meetings were opened to the public for the first time. In 2014, the NCC also began to leverage the possibilities provided by online technology, and extended the reach of its public meetings through live webcast. Various social media platforms were also explored, including Twitter, Instagram and YouTube, to ensure continued and open interaction with the public, and to reach it in new and innovative ways.

In 2015–2016, the NCC expanded upon its commitment to openness and transparency even further, by increasing the number of items it would discuss on the public board of directors agenda. With technology becoming an increasingly valuable tool for citizen engagement, the NCC is in parallel, working to enhance its online presence by live-streaming more events and leveraging its website and social media tools.

◀ A view from 40 Elgin, the National Capital Commission's headquarters. Openness and transparency have over the years, facilitated many different perspectives for building a dynamic and inspiring capital region.

"The government's general commitment to openness and transparency opens the door for us . . . to actually push the envelope. Let's see how far we can go."

Dr. Mark Kristmanson
Chief Executive Officer



Municipal Participation at Board of Directors Meetings

The NCC's work to improve openness and transparency throughout the years led to a major milestone in 2015–2016. On February 29, 2016, the board of directors voted in favour of inviting the mayors of Ottawa and Gatineau to join as ex-officio, non-voting participants. Moving forward, the mayors will be able to ask questions and participate in debates at all public and in-camera board meetings and the board of directors' annual planning retreat, only excepting the occasional matter governed by cabinet confidence, or to avoid conflict of interest. This governance milestone will help facilitate greater federal-municipal collaboration in a number of key areas, including urban planning, transportation, tourism and regional development—all for the benefit of building an inclusive and memorable Capital Region.

Public Engagement Highlights

- Hosted 45 public engagement events
- Engaged more than 15,000 participants, including nearly 3,000 in person
- 39 meetings with individual citizens
- 203 meetings with interest groups and stakeholders
- 75 meetings with elected officials
- 10 regular meetings with the mayors of Ottawa and Gatineau



Consulting Canadians on Their Capital

As the federal institution entrusted to fulfill the Capital's promise of value to local residents and visitors, a critical part of the National Capital Commission's work is ensuring that public and stakeholder input is factored into all of its activities through consultation and engagement. Building a better capital involves bringing together people with diverse perspectives and experiences to foster open dialogue and create cohesion among citizens. For these reasons, public and stakeholder input is essential to the NCC's work.

In 2015–2016, several high-profile consultations were launched, including the redevelopment of LeBreton Flats and the Plan for Canada's Capital. The NCC also led consultations on a wide range of plans and projects including Algonquin Anishinaabe First Nations celebrations during Fall Rhapsody, planning for the Sir John A. Macdonald Parkway Riverfront Linear Park, preserving heritage properties, managing unofficial trails in Gatineau Park and addressing accessibility barriers in the downtown core.

The engagement results observed from this year's efforts in openness and transparency are highly encouraging, as the NCC continues to focus its efforts on being a citizen-focused organization. As a result, the NCC has become a source for benchmarking among federal Crown corporations, and an exemplar for best practices in public and stakeholder engagement.

Social Media Engagement Highlights

- 94,000 followers on social media, a 32% increase over last year
- More than 117,000 social media interactions
- More than 4.6 million hits online, a 25% increase over last year
- 4,966 followers on Twitter: @NCC_CCN
- 3,843 Facebook likes
- 2,586 Instagram followers: ncc_ccn
- #FallRhapsody Photo Contest received +1,000 photos



THE YEAR IN REVIEW

With a mandate reaching back over a century, the NCC's mission looks decades ahead. We are responsible for building a national capital region that not only reflects its status as Canada's seat of government, but is a meaningful symbol of our nation's rich history and culture as it continues to evolve.

The NCC is dedicated to building a dynamic and inspiring capital region that is a source of pride for all Canadians in three key ways:

1. long-term planning;
2. capital stewardship; and
3. creative partnerships.

With the lead-up to Canada's sesquicentennial, the year 2015–2016 marks significant milestones. In many ways, our work over the past year has helped set the foundation for a promising and sustainable future for the Capital Region.



National Capital Commission
Commission de la capitale nationale



LeBreton Consultation





LONG-TERM PLANNING

As long-term planner, we enhance the natural and cultural character of Canada's Capital Region to ensure that it is an inspiring source of pride for all Canadians.

The National Capital Commission embraces a wide body of advice and opinions to bring forward a vision that encapsulates the Capital Region's remarkable past and connects it with the promising future that lies ahead. As the primary federal long-term planner for the nation's Capital, the NCC's main focus is on enhancing the natural and cultural character of the Capital Region to ensure that all Canadians can look to it with pride and inspiration for years to come.

Our work represents the continuation of an extensive history of planning by the NCC and its predecessors for more than 100 years. This includes the first comprehensive urban development plans for the region at the turn of the 20th century, the 1903 Todd Plan and the 1915 Holt-Bennett Plan, the postwar Gréber Plan, which led to the creation of the National Capital Commission, and the Plan for Canada's Capital in both 1988 and 1999. Collectively, these plans have helped shape the region significantly, with the creation of the Greenbelt and expansion of Gatineau Park, the completion of Confederation Boulevard, and numerous restoration and rehabilitation projects.

Building on the legacies of these plans, the NCC is advancing its Plan for Canada's Capital 2017–2067, which will provide a renewed vision for the evolution of the Capital Region for the next 50 years.

In our long-term planning initiatives, we maintain our commitment to openness and transparency by seeking public and stakeholder feedback, recognizing that the nation's Capital is here for all Canadians to enjoy.

Two open houses:

+2,000 in-person participants, 1,000 on webcast

Online survey:

7,939 responses

LeBreton Flats Redevelopment

The year 2015 was momentous for the redevelopment of LeBreton Flats.

As one of the Capital Region's most beautiful and significant sites, this 21-hectare area of prime land just west of the Parliament Buildings is steeped in the history of Canada. From its time as part of a major trading route after the War of 1812 to serving as a hub for industrial activity up until World War II, LeBreton Flats has in recent years been under an extensive period of planning and re-visioning.

This year, the NCC moved forward on its long-standing priority of revitalizing LeBreton Flats. Continuing the process that began last year, proposals for the redevelopment of the site were evaluated, and two short-listed proponents were determined by the end of the year. Acting as an external fairness monitor, P1 Consulting oversaw this competitive process to ensure its integrity.

In responding to the NCC's call to the private sector for imaginative approaches, both proposals outlined creative visions to realize the potential of the site. To inform its decision-making process, the NCC also effectively balanced the need to protect confidentiality in a highly competitive procurement process with its commitment to openness and transparency. After receiving extensive public input



through two open houses in January 2016 and an online survey in February, the evaluation team assessed both proposals and recommended its highest-ranked proponent to the NCC's board of directors in April 2016—RendezVous LeBreton Group.

If the discussions for the redevelopment of LeBreton Flats currently under way succeed, the surrounding community will have further opportunities through the municipal process to enhance this transformation and improve connectivity in the coming years. In addition to working with RendezVous LeBreton Group to meet key milestones for the project over the long term, the NCC will also complete interim improvements to revitalize the area in fall 2016. Collectively, all of this work will help transform LeBreton Flats into a signature destination of national significance for the region.

LeBreton Flats Redevelopment Timeline

Sep 2014

Request for qualifications begins

Jan 2015

Request for qualifications closes, five proposals received

Apr 2015

Request for proposals process begins with four qualifying proponents

Dec 2015

Request for proposals closes, two short-listed proponents announced

Plan for Canada's Capital Consultation Highlights

- 1,800 responses
- 800 online surveys completed
- 1,000 comments on social media
- 1,200 individual ideas

The Plan for Canada's Capital

Through visionary long-term planning, the National Capital Commission aims to build a capital region that is vibrant and distinctive, and that connects the legacies of the past with the future aspirations and values of all Canadians.

The NCC has a long-term planning horizon that spans over 50 years and envisions the Capital on a longer time horizon than most jurisdictions. The National Capital Region has seen great changes since Canada's centennial in 1967. In 2017, Canada will celebrate its 150th anniversary. Looking to the future, what should the Capital Region look like in 2067—200 years after Confederation?

This year, the NCC worked to modernize the Plan for Canada's Capital (PFCC) and set the planning direction that will carry the region from 2017 to Canada's bicentennial. This PFCC is the signature planning framework that will shape the vision for the future of the Capital Region, outlining the use of federal lands, buildings, parks, transportation facilities and symbolic spaces. The goal of this plan is to ensure that the region continues to be nationally significant, reflects how far Canada has come as a nation and builds a lasting legacy for future generations.

To provide Canadians with a meaningful opportunity to contribute to the plan, the NCC launched an online public consultation in December, asking people for their big ideas for 17 major milestone projects to improve and transform the capital over the next 50 years.

Ideas received are currently being reviewed, and one round of additional consultations is planned for summer 2016. Ideas received for building an inspiring capital include:

- **Renewing the urban forest by planting more trees**—*"Lots of green space. How about planting 150,000 trees for Canada's 150th birthday?"*
- **Increasing access to the Ottawa River and shorelines**—*"Let's see actual placemaking along the canal and rivers. Our waterfronts are all about movement."*
- **Creating a national botanical garden**—*"It can be used to teach and inspire about climate change adaptation, urban agriculture, natural history and much more."*
- **Improving pathways and cycling infrastructure**—*"By 2067, it would be great to see Ottawa as the cycling capital of Canada."*

Canadians should have a say in building their Capital. The NCC will encourage the dialogue to continue, as it works toward finalizing the PFCC. Members of the public are invited to follow along through the NCC website, or on social media through Twitter, Facebook and Instagram with #Capital2067.

Jan 2016

Open public and stakeholder consultations on proposals from two short-listed proponents

Apr 2016

Announcement of highest-ranked proposition to NCC board of directors; beginning of negotiations

2017–2018

Federal approvals and announcement of successful proponent

2017–2019

Municipal approval process



Improving Shorelines and Waterways

The National Capital Region's shorelines and waterways represent some of its best natural assets, with the Ottawa, Gatineau and Rideau rivers flowing through the region. Ensuring public access and improving connections to these areas is one of the NCC's priorities. In 2015–2016, the vision and plan to create linear parks along some of the most prominent shorelines in the region continued to advance.

Consultations on the development plans and draft concepts for the Sir John A. Macdonald Parkway Linear Park, which have been shaped by public input, continued this year. Approximately 140 participants attended the in-person consultations and more than 2,000 online surveys were completed. The NCC also conducted similar consultations on the improvement plan for the Ottawa River north shore.

The NCC began the final planning phases for the Bronson Pulp Mill Ruins and Richmond Landing revitalization projects, following the public and Indigenous peoples consultations launched last year, as well as further research and analysis of the sites. Over the next year, the NCC will finalize the design plans, which will outline its work to improve accessibility, enhance connectivity, create linkages, and provide wayfinding and interpretation.

The NCC looks forward to making improvements to enhance the public experience of the Ottawa River and its features—an important link to the ongoing redevelopment of LeBreton Flats, as well as an inspiring gathering place for Canadians to celebrate the nation's 150th anniversary in 2017.



Modernizing the Planning Framework

Throughout the year, the NCC has updated its planning framework, which will guide much of its work moving forward. This will not only reflect current planning realities, but will also respond to changes that may arise in the future, while ensuring that the NCC's work continues to be based on solid planning principles and processes. The NCC also hopes to transform its planning framework to be more responsive, integrated, streamlined and aligned with the planning work that continues to advance in collaboration with others in the region.

One of the major steps taken this year is the development of new draft guidelines to improve the land use and design approval process for projects on federal lands in the Capital Region. The NCC wants to engage clients earlier in the process and provide them with more value in the design review process. The use of design guidelines is a best practice in the field of planning and design, as it helps clarify policies, simplify processes and provide greater overall transparency. With this, the NCC hopes to add value to foster greater design excellence in the proposals it receives for projects to build a better capital.

Capital Illumination Plan

As part of its progress toward 2017 and Canada's 150th anniversary, the NCC completed the first phase of an illumination plan for the core of Canada's Capital, which provides a set of lighting guidelines to emphasize its nighttime beauty while enhancing its identity. Throughout the year, a series of public consultations and stakeholder workshops was held to gather opinions on ways to illuminate the heart of the capital and to confirm the vision and thematic experiences of the plan.

To date, citizen, stakeholder, federal and municipal participants in the creation of the Capital Illumination Plan exceeded 150. This initiative also provides an opportunity to showcase the Capital's art and architecture at night and its various shoreline views in a balanced and sustainable manner.



CAPITAL STEWARDSHIP

As the principal steward of vital public places across the Capital Region, we safeguard its symbolic, natural and cultural heritage.

Our country is endowed with a vast and strikingly beautiful natural environment, which is to be both enjoyed and protected by all Canadians. As the main steward and caretaker of the nation's Capital, the National Capital Commission manages, maintains, rehabilitates and protects key natural and cultural assets around the Capital Region. Much of this work involves the front-line delivery of services for many of the parks, pathways, buildings, facilities and monuments that residents and visitors enjoy year-round.

◀ As the steward of Gatineau Park, the National Capital Commission offers programs and activities that allow Canadians to discover and enjoy its natural and cultural assets year-round.



Improving the Year-Round Visitor Experience in Gatineau Park

The Capital Region’s year-round natural beauty and wealth of recreational activities all come together in Gatineau Park—the 36,131-hectare conservation park located in the Outaouais region of Quebec.

There is no shortage of activities in Gatineau Park, including camping, hiking, cycling, swimming, boating, fishing, cross-country skiing and snowshoeing. This year the National Capital Commission opened the snowshoe trails for snow biking—a response to growing demand for an increasingly popular winter activity.

To facilitate the Park’s enjoyment for all Canadians, the NCC’s responsibility as the steward of this incredible natural asset includes the year-round maintenance of more than 200 kilometres of trails and numerous campgrounds, beaches, scenic outlooks and historical buildings. While conservation remains the priority, the NCC actively encourages people to visit and enjoy the Park, while respecting the long-term sustainability of the Park’s environment and ecosystems.

To guide the long-term outlook for the Park, the NCC will begin the renewal of the Gatineau Park Master Plan next year. This plan will help set the future course for the Park, while building on its enduring legacy as one of the defining features of our Capital Region.

Capital Stewardship Highlights

Gatineau Park

- more than 7,700 skiers and snowshoers purchased season passes
- first year for snow biking on the snowshoe trails

Rideau Canal Skateway

- launched the 46th season of the Rideau Canal Skateway—the world’s largest skating rink
- more than 330,000 visits this season
- social media impact: 30,842 Facebook likes, 6,650 Twitter followers and 2,626 Instagram followers



2015–2016 Year-Round Visitors to Gatineau Park

- 107,619 visitors through the 33 Scott Road Visitor Centre—3,871 more than last year
- 48,209 estimated beach visitors this summer—4,059 more than last year
- 44,778 visitors to Mackenzie King Estate—1,471 more than last year
- 6,882 winter ski passes sold

Over the next few years, the NCC will continue reviewing and rehabilitating the Park’s amenities to improve the experience for all visitors in each of the four seasons. The NCC’s long-term goal is to keep improving and increasing visits to Gatineau Park, while working with the surrounding municipalities on the common priority of ensuring the strong stewardship and long-term sustainability of this impressive natural treasure. This will involve ongoing consultation and collaboration with key user groups. For example, this year the NCC held a series of workshops on how unofficial trails in the Park are being used and managed, as there are implications for animal habitats, ecosystems and public safety.

Gatineau Park Highlights

- More than 6,000 passengers used a free shuttle service that ran from Camp Fortune to lookouts throughout the Park during Fall Rhapsody, reducing congestion, minimizing the ecological impacts and improving the visitor experience. This pilot project was initiated in collaboration with local municipalities, MRC des Collines-de-l’Outaouais, the Société de transport de l’Outaouais and the RCMP.
- A new day shelter was built at Renaud Lake.
- A new universally accessible pedestrian bridge was installed for the Sugarbush Trail.
- Culverts along the Gatineau Parkway were cleaned and replaced to ensure proper drainage of surface waters.
- The dam at Denison Lake was repaired to protect surrounding infrastructure from flooding.

Parks

- continued rehabilitation of Confederation Park in preparation for 2017
- planted 7,000 tulips in Commissioners Park in honour of the 70th anniversary of the first gift of Dutch tulips sent to Canada

Pathways

- marked the 45th season of Sunday Bikedays, one of our longest-running programs
- announced a partnership with the U.S. Embassy and the City of Ottawa to build dedicated bike lanes and replace barriers along Mackenzie Avenue, in time for Canada’s 150th anniversary
- in collaboration with the Westboro Beach Community Association, inaugurated a multi-use winter activity trail along Sir John A. Macdonald Parkway, connecting the Canadian War Museum to Westboro Beach



"We're looking for people who are passionate, who have an interest in sustainable agriculture, who want to integrate and be part of their local communities."

Bill Leonard
Director, Real Estate

Realizing the Potential of the Greenbelt

The Greenbelt—a 20,000-hectare crescent of land encircling Ottawa—is a symbol for how the country's rich rural tradition lives on in the nation's Capital. The National Capital Commission's role is to serve as the caretaker of this "emerald necklace" of the Capital Region to ensure that it can continue providing value to residents and visitors in terms of conservation, recreation, heritage and agriculture.

Farming in the Capital

With 5,400 hectares of quality farmland, the Greenbelt helps demonstrate not only that sustainable agriculture is possible in near-urban settings, but that we can develop a strong farming sector in the Capital Region to supply local food needs.

In 2015–2016, the NCC issued requests for proposals to establish sustainable farming on seven agricultural properties of varying size in the Greenbelt, including the historic Powell House on Ridge Road and the Log Farm off Cedarview Road.

Through this initiative, the NCC will strive to find highly skilled and passionate individuals to help fulfill the potential of these farms located in the heart of the Capital Region. In the call for proposals, the NCC highlighted the need for sustainability, diversity and creativity in agriculture as key priorities. In addition to helping preserve our country's rich farming heritage, these individuals will also have a real, positive impact on the local community.

Restoring the Pinhey Sand Dunes

This year the NCC continued its work to restore the Pinhey Sand Dunes, in partnership with the City of Ottawa, the Trillium Foundation of Ontario, Biodiversity Conservancy International and groups of tireless community volunteers. As the region's only inland sand dune complex, this rare ecosystem has survived over 10,000 years and is life sustaining, as it is home to many plants and animals that rely on its unique natural features. In 2015–2016, the NCC also formed a partnership with Carleton University and helped to engage close to 1,000 students to advance the restoration and expansion of the Pinhey Sand Dunes while learning about the valuable biodiversity of the site.

National Capital Commission Assets

10%

The National Capital Commission owns over 10 percent of the lands in Canada's Capital Region, totalling 473 km², and 20 percent of the lands in the Capital's core. This makes the National Capital Commission the region's largest landowner.

361 km²

The National Capital Commission is responsible for the management of Gatineau Park, which covers an area of 361 km². Some 2.7 million visits to Gatineau Park are made each year.

Managing Canada's Official Residences

In its stewardship role, the NCC is responsible for managing the six historic official residences that serve as the homes of Canada's political leaders, as well as accommodation for visiting dignitaries from other countries.

This year, the NCC played an important role in supporting the official residences transition during the months leading up to, and after, the federal election. With the arrival of a new government, the NCC completed its transition of leadership at four of the residences, including the relocation of the Prime Minister to Rideau Cottage. Many staff members worked nights and weekends to ensure a successful process.

Additionally, the NCC facilitated and coordinated approximately 175 events at Rideau Hall, including the swearing-in of the Prime Minister and cabinet, the Canada Army Run and the Governor General's Winter Celebration. Together, these events brought nearly 275,000 people to Rideau Hall this year.

Over the next few years, the NCC will continue implementing projects to improve the health, safety and security of all official residences.

Exploring Possibilities for 24 Sussex Drive

This year presented an opportunity for the NCC to envision the future of 24 Sussex Drive—the home of Canada's prime minister. The NCC recognizes the importance of new and emerging security concerns, improving environmental sustainability standards, and the overall livability and functionality of the property. The NCC will continue working with partners to examine and develop concrete options to be presented to the government.

25 Years of the Canadiana Fund

In 1990, a group of dedicated volunteers joined together to create the Canadiana Fund. Its purpose is to enhance the beauty and significance of state areas of the official residences, through public donations of furnishings, paintings and *objets d'art*, or the funds to purchase them.

Over the past 25 years, the Canadiana Fund's contribution to the official residences has been immense, whether in the form of artwork, furniture, or rare and precious objects. During this time, the Canadiana Fund has donated more than 1,700 items, the value of which is more than \$8 million.



"This is a once-in-a-generation opportunity to address the debate about maintaining 24 Sussex Drive."

Dr. Mark Kristmanson
Chief Executive Officer

200 km²

The National Capital Commission is responsible for the management of the Greenbelt, which covers an area of 200 km². The Greenbelt provides 150 kilometres of trails for recreational activities.

106 km

The National Capital Commission owns 106 km of parkways in Ottawa and Gatineau Park, as well as more than 200 km of recreational pathways that are part of the Capital Pathway network.

Revitalizing Our Heritage Buildings for 2017

Within a portfolio of 1,664 properties, the NCC oversees more than 70 federally designated heritage buildings throughout the Capital Region. These properties are symbols of our nation's history and the evolution of the Capital, and provide unique opportunities for bringing the past to life for current and future generations.

Inspired by a vision to better highlight these assets, the NCC initiated work to leverage some of its lesser-known or underutilized heritage properties and transform them into places of celebration in time for Canada's 150th anniversary in 2017.

Showcasing Canadian Diplomacy at 7 Clarence Street

This year marked the start of the construction on 7 Clarence Street in the Byward Market, with a new design that represents the heritage aspects of the surrounding area. The new building will serve as part of the 2017 Confederation Pavilions program, showcasing exhibitions of 13 diplomatic missions in collaboration with foreign embassies. The final design concept was shaped by input gathered from a series of community and stakeholder consultations, which resulted in significant changes from the initial design. 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.



Connecting Rural and Urban Communities at Moore Farm

This year the NCC also signed a five-year lease to transform the Moore Farm Estate into the Centre d'écologie et d'agriculture urbaine de Gatineau—a centre of excellence for sustainable urban agriculture in the Capital Region. Dating back to the early 20th century, this site is an elegant heirloom of the region's and the country's agricultural history, representing the legacy of family farming that spanned generations. Working with the Coopérative de solidarité de la ferme Moore, the plan is to turn the historic 10.4-hectare property into one of the Confederation Pavilions for 2017, complete with an educational centre, a boutique with locally farmed products, a café and year-round activities.

National Capital Commission Assets

15

The National Capital Commission manages 15 urban parks and green spaces in the Capital Region, including Confederation Park, Vincent Massey Park, Major's Hill Park and Jacques-Cartier Park.

1,664

The National Capital Commission manages 1,664 properties in its real estate portfolio. This includes 560 properties leased for residential, agricultural, institutional, recreational and commercial purposes.

Preserving Modern Architecture Through Strutt House

In 2015, the NCC announced a five-year lease with the Strutt and Getty foundations to preserve and develop Strutt House, the former residence of Canadian architect James Strutt. Located in Gatineau Park, this unique 60-year-old modernist property will be rehabilitated and opened to the public in 2017 as a Confederation Pavilion, with future plans to use it as a space for meetings, seminars and conferences.

Honouring Canada's Past Through National Commemorations

Part of the NCC's stewardship role involves working closely with the federal government to support the establishment of national commemorations that honour the key historic contributions and experiences of people in our country and around the world. This year, the NCC provided the necessary land use and design approvals and was involved in the design phase to move forward on several monuments across the Capital Region.

The NCC collaborated with the design team for the National Holocaust Monument, which included award-winning architect Daniel Libeskind and renowned Canadian photographer Edward Burtynsky. Throughout 2015–2016, this project underwent an extensive tender process. Construction will begin this

coming year, with the goal of completing and unveiling the monument in spring 2017 to coincide with Yom HaShoah, the Holocaust Remembrance Day.

Additionally, in 2015–2016, the NCC continued to work with the Department of Canadian Heritage to build a dignified national Memorial to the Victims of Communism. To this end, the board of directors approved the proposed site west of the terraces of the Garden of the Provinces and Territories, rescinding its previous decision and returning to its initial recommendation. This approval is the first of three that will be required from the NCC's board to advance this commemoration initiative. The NCC also continues to work with the Department of Canadian Heritage and Canada's Building Trades Unions to build a monument that celebrates the continuous contributions made to society by the men and women who work in the building and construction trades, while commemorating the losses endured while carrying out their work.

6

The National Capital Commission is responsible for managing the six official residences in the Capital Region. This includes Rideau Hall, 24 Sussex Drive, Stornoway, Harrington Lake, the Farm and 7 Rideau Gate.

7.8 km

The National Capital Commission is responsible for managing the 7.8-kilometre Rideau Canal Skateway, the world's largest outdoor skating rink. About one million people visit the Skateway each season. The Skateway generates some \$160 million annually for the Capital Region's economy.



CREATIVE PARTNER

As a creative partner, we promote excellence in development, conservation and improvement in order to strengthen the distinctive quality of Canada's Capital Region.

In the ongoing pursuit of creativity and innovation, the National Capital Commission is a value-added partner that builds strong relationships, fosters strategic partnerships, and collaborates with a diverse range of citizens and stakeholders across the Capital Region. Through this approach, the NCC hopes to ensure that all Canadians can contribute in meaningful ways to building a distinct and inspiring Capital.

◀ Since the opening of the Rideau Canal Skateway in 1970, the National Capital Commission has cultivated a vast body of experience in managing and maintaining the Skateway, and continues to creatively engage partners and sponsors in its annual operations.

"By providing a forum for the exchange of ideas and thought-provoking debate on the future of our capital, we hope to encourage greater civic participation and innovation in the design, planning and sustainable development of our region."

Dr. Mark Kristmanson
Chief Executive Officer

Engaging Citizens at the Capital Urbanism Lab

Throughout the year, the NCC brings together groups of interested citizens, community leaders and experts in our Capital Urbanism Lab—an innovative gathering space aimed at fostering dialogue on topics related to planning and stewardship in the Capital Region. In addition to public consultations and stakeholder meetings, the NCC also conducts lecture series.

In 2015–2016, the Capital Urbanism Lab program covered a wide range of topics and involved renowned experts in their fields. Some of the most noteworthy from the year include:

- Placemaking and Capital Identity, a historic first visit and presentation by president and director of the Commission de la capitale nationale du Québec (CCNQ) Françoise Mercure, along with CCNQ's director of planning and architecture, Juan Vargas;
- Conserving the Modern, a discussion on conserving modern architecture and design, featuring expert panellists from across Canada;
- Eco-design for Cities and Suburbs, a discussion on the importance of preserving the harmony between sustainable design and environmental measures;
- Secrets of Nature, a lecture series where researchers and biologists presented their findings on the NCC's most treasured assets—Gatineau Park and the Greenbelt, as well as the Capital's urban lands;
- Tactical Urbanism, a discussion on improving the socio-cultural aspects of urban areas; and
- The ART of City Building, a discussion on the importance of arts and culture for a city's success.

The NCC also live-streams its lab events to reach out beyond the physical space and provide more people with the opportunity to follow the conversation online.



Engaging Indigenous Groups and Communities

The NCC is committed to building strong relations with Indigenous peoples in the Capital Region and ensuring that their interests and culture are represented in various programs, initiatives and projects.

As part of its 2015 Fall Rhapsody program, the NCC celebrated Anishinabe Nibin (Algonquin Summer) in collaboration with the communities of Kitigan Zibi Anishinabeg and Pikwàkanagàn. For the second year in a row, visitors had the opportunity to learn more about the traditional Algonquin way of life, and to watch artists and artisans at work. These special activities featured demonstrations of the steps in making a birchbark canoe—a skill possessed by few—traditional and modern ways of making maple syrup, displays of crafts inspired by Algonquin ancestral traditions, and nature interpretation.

With significant changes coming to LeBreton Flats and the surrounding area, the NCC is conducting consultations with Indigenous peoples regarding various development and capital projects.

Capital Urbanism Lab Highlights

- 719 in-person participants
- 703 live on Periscope

This year the NCC also initiated the creation of a steering committee with the Algonquin delegation of chiefs and elders to discuss and enhance the stewardship of Victoria Island. The NCC continues to hold discussions with First Nations representatives of Pikwàkanagàn and Kitigan Zibi regarding the revision of current protocol on archaeology. Similarly, the NCC is aligning its 2016–2017 fiscal year to host Capital Urbanism Labs that celebrate Aboriginal architecture, literature and culture.

Establishing Key Partnerships for Popular Attractions

The successful delivery of many popular programs and initiatives requires close collaboration with corporate sponsors and volunteer partnerships.

This year, the NCC opened the 7.8-kilometre-long Rideau Canal Skateway for its 46th season. Along with the many sponsors that support the Skateway every year, this year the NCC worked closely with two new major sponsors: CIBC—our presenting sponsor—and Nokia. Although mild winter weather conditions made this the shortest season on record, 330,000 people visited the Skateway this year. Additionally, this was the 45th season for Sunday Bikedays, which was launched with our 16-year title sponsor Alcatel-Lucent (now Nokia). With the help of many community volunteers throughout the summer, the NCC helped people take advantage of more than 50 kilometres of scenic, vehicle-free parkways.

In preparation for the 2017 celebrations, the NCC also negotiated a partnership with Home Hardware, the Communities in Bloom program, horticultural specialists Vanhof and Blokker, and the Embassy of the Kingdom of the Netherlands for the Canada 150 tulip bulb.



Making Connections to Protect and Strengthen Natural Assets

Throughout the year, the NCC developed strategic partnerships with organizations in the community to support and sustain the Capital Region's significant natural assets. For Gatineau Park, the NCC is working with scientific organizations and local schools to bolster research on the area's natural resources and biodiversity; collaborating with the Friends of Gatineau Park to deliver quality programming through a three-year agreement; and supporting the regional tourism initiatives of adjacent municipalities to draw more visitors to areas like Meech Creek Valley and Luskville during Fall Rhapsody. This year, the NCC also worked with Carleton University on environmental stewardship initiatives in the Greenbelt, including research on species at risk and the conservation of Stony Swamp and Pinhey Sand Dunes.



LOOKING TO THE FUTURE

The Capital Region is—and will continue to be—a living vision of Canada. From the historic Victorian-era character of the Parliament, to the vast natural beauty of our parks and rivers, to the promise of bold modern developments, this is a place where our nation's unique past, present and future come alive for all Canadians to experience.

Looking ahead several years, the National Capital Commission's work will be critical for setting the path forward for the Capital Region.

Reflecting on the Capital's Future

To build a lasting legacy for generations to come, the NCC is looking decades ahead to ensure it continues to fulfill the mandate of its founding legislation, which is to build a Capital Region where the nature and character of the seat of the Government of Canada reflect its national significance.

This mandate sparks inspiration and creativity as the NCC envisions the future possibilities of the region. Looking back, this long-term perspective has helped shape the Capital we know today. With the continued preservation of Gatineau Park and the Greenbelt, protected views of Parliament, creation of urban parks and building of hundreds of kilometres of parkways and pathways throughout the region, the NCC is consistently working to both protect and improve our nation's Capital.

Building a Strong Foundation for Long-Term Planning

Looking ahead, the NCC's activities will continue to be shaped by the need to balance the long-term sustainability of the Capital with the goal of ensuring the best possible experience for the people who live here and visit year-round.

A central part of the NCC's work is building a greener capital, enhancing not only how the region's key natural assets are protected but also how green infrastructure is valued. In pursuing this goal, the NCC will prioritize reviewing, consulting on and finalizing the Gatineau Park Master Plan by 2020–2021 as well as ongoing collaboration on the Ottawa River Action Plan and other initiatives to promote environmental sustainability in the region. The NCC will also initiate the renewal of its own corporate environmental strategy next year.

To complement all of these efforts, proactive engagement and a citizen-focus will continue to be a priority. In addition to holding public and stakeholder consultation activities, the implementation of a new comprehensive, integrated communications plan is under way, which outlines a strategic approach to ensure that all Canadians understand the NCC's role in building the Capital. Additionally, the participation of the mayors of Ottawa and Gatineau on the board of directors this coming year will provide a unique understanding of local needs and interests, while also providing a solid foundation for federal-municipal collaboration moving forward.



Contributing to Major Work to Come

Much of the work the National Capital Commission is undertaking and supporting over the next few years will have a significant, lasting impact on the Capital Region.

Canada's 150th Anniversary

Next year marks a significant milestone in Canada's history as a nation. As the primary long-term planner and principal steward of the Capital, the NCC has a critical role in ensuring that the region is the leading destination for people from all across the country to come and celebrate this momentous occasion.

In addition to completing major plans, including the PFCC and the Capital Illumination Plan, over the next year the NCC will undertake work across the region to help prepare the Capital for 2017. This includes working with public, private and non-profit partners to leverage real property assets and transform them into places for commemoration and celebration, such as the Confederation Pavilions. The NCC will also work with partners across the region on several beautification projects, such as enhancing features of Confederation Boulevard and planting a unique tulip species in time for the celebration. The NCC will also support partners' initiatives by prioritizing federal land use approvals and permits for major events. As well, we will support key partnerships such as the project with the U.S. Embassy and the City of Ottawa to build dedicated bike lanes and replace barriers along Mackenzie Avenue, in time for Canada's 150th anniversary.

LeBreton Flats

The announcement of the highest-ranked proponent for the redevelopment of LeBreton Flats marks the beginning of a long-term process that will greatly transform Ottawa's waterfront. Negotiations and discussions with RendezVous LeBreton are under way, with the goal of finalizing all due diligence requirements by the end of 2016–2017. The NCC anticipates seeking necessary federal government approvals in 2017–2018 and municipal approvals in 2018–2019. Throughout this process, the NCC will also ensure it fulfills its duty to consult Indigenous peoples. Once the consultations are completed, this major redevelopment project will be under way.

To complement the building of a new anchor institution, the NCC will complete site work for interim improvements to bring more life and activity to the area in 2016–2017. This project will repurpose a portion of the current landscape to build a public green space that celebrates Anishinabe (Algonquin) culture and values that reflect "looking after the earth." This area will also see significant work to help improve access to the Capital Region's shorelines and waterways.

Collectively, this work will help provide more seamless connectivity throughout the Capital's core and, over the long term, restore community life in the area.

Becoming a More Diverse and Inclusive Workplace

In April 2016, the NCC was recognized by Employment and Social Development Canada (ESDC) for its outstanding achievement in the representation of women, Aboriginal peoples and persons with disabilities in the workplace.

The NCC joined 31 other private and public sector employers, all of which were acknowledged at ESDC's inaugural Employment Equity Achievement Awards held in four cities across Canada.

Light Rail Transit

The NCC will continue working closely with the City of Ottawa on advancing plans for the new light rail transit (LRT) system. This year, land transfer agreements to the City for use of real property assets for Phase I of the LRT project were finalized, and the board approved plans for the western extension of the LRT along the Sir John A. Macdonald Parkway. Reflecting the cooperation and collaboration needed between the NCC and municipal authorities, these agreements were critical for moving forward with the project. Additionally, this agreement is aligned with the NCC's goals of maintaining unimpeded views of the parkway's natural features and protecting access to waterways and shorelines, which will be advanced by the creation of a linear park in the years ahead.

The NCC will continue providing the support needed to move forward with the next phase of the LRT, which will be an important sustainable transportation link for the Capital Region in the future.

Ensuring Corporate Excellence

In three years, the National Capital Commission will celebrate its 60th anniversary. This upcoming milestone is a reminder to reflect on how far we have come as an organization. It also allows the corporation to look forward to ensure that it continues to serve partners and the public with the highest standards. Over the course of the next few years, the NCC

will continuously push for corporate excellence as an exemplary federal Crown corporation and will challenge itself to better serve Canadians.

Next year, the NCC is aiming to implement new processes and tools as part of a business optimization initiative, as well as enhance its financial management framework. This process will support the delivery of the corporation's mandate, while ensuring the continued alignment of resources. Optimizing corporate operations also allows the NCC to improve existing assets as needed. To promote more innovation in the workplace, the NCC will look to improve its mobile technology and infrastructure assets, as well as implement improved open data solutions. Taken together, these steps represent an active push by the NCC and its employees to meet the highest standards of client service, efficiency, effectiveness and innovation.

The NCC will continue to align with government priorities in performance measurement and results-based management. Over the course of the year, the NCC made great strides in the formulation and creation of a performance measurement framework. This framework spans critical categories including finance, human resources, stewardship, planning and federal land use design, and transaction approvals. The NCC will continue to refine its approach over the course of the year to ensure the corporation's measures are current, valid, reliable and reflective of its diverse and extensive mandate.

The NCC will remain focused on openness and transparency through its emphasis on citizen and stakeholder participation. Consultation, engagement and proactive communications will be at the centre of the corporation's efforts to reach out and connect with those who call the Capital Region home, as well as Canadians across the country. The NCC will also continue its collaboration and partnerships with governments across the region and its work on projects and issues of common interest that build a dynamic, sustainable and inspiring capital that is a source of pride for all Canadians and a legacy for generations to come.



CORPORATE GOVERNANCE

Mandate

The National Capital Commission (NCC) is a federal Crown corporation created by Canada's Parliament in 1959 under the *National Capital Act*. The corporation is responsible for planning, as well as taking part in the development, conservation and improvement of Canada's Capital Region. It 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.

The NCC is subject to the accountability regime set out in Part X of the *Financial Administration Act*. It 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

Accountability

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

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.

Openness and Transparency

The NCC strives to conduct its affairs with its partners, stakeholders and the public openly, transparently, collaboratively and inclusively.

Leadership and Innovation

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

Organizational Pillars

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.

◀ The Central Chambers Building, a national historic site, is the headquarters of the National Capital Commission and the workplace of the majority of the organization's 402 employees.

Board of Directors

Composition, Roles and Responsibilities

The NCC's national board of directors brings together people of relevant professional backgrounds from the Capital Region and from across Canada. As defined in the *National Capital Act*, the board consists of a chairperson, a CEO and 13 other members, representing the Capital Region and other parts of the country. At this time, seven members of the board represent Canada's Capital Region (including the chair and CEO), while the remaining eight members represent a geographic balance from across Canada. 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 the CEO. There is currently one vacancy on the board.

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.

In 2015–2016, the board accomplished the following:

- held 5 public meetings, 5 in-camera meetings, 8 in-camera conference calls, an annual public meeting and a seventh annual strategic planning session
- reviewed 164 federal land use and design applications including approvals for the Global Centre for Pluralism headquarters on Confederation Boulevard, the Parliament Hill Visitor Welcome Centre design, and landscape redevelopment and rejuvenation at the Canadian Museum of Nature
- amended the NCC corporate by-laws to include the mayors of Ottawa and Gatineau as ex-officio, non-voting participants at board of directors meetings
- enhanced the openness and transparency of its meetings by allowing more items to be discussed at public sessions of board meetings

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. This agreement was formalized by the mayors of Ottawa and Gatineau with the signing of a statement of agreement in April 2016.

As ex-officio, non-voting participants, the mayors—like all other members—will have the privilege of fully participating in discussions by raising questions and making comments during meetings of the NCC's board, with the exception of certain items that will remain for NCC board consideration only. The participation is governed by the same code of conduct, confidentiality provisions and conflict of interest rules required of NCC board members.

National Capital Commission Board of Directors^{1, 2, 3, 4}



Russell Mills
Ottawa, Ontario
Chair
April 30, 2012, to
April 29, 2017
A, B, C, 1, 2



Dr. Mark Kristmanson
Ottawa, Ontario
Chief Executive Officer
February 3, 2014, to
February 2, 2019
A, B, C, 1, 2



Victor Brunette
Gatineau, Quebec
June 18, 2015, to
June 17, 2019
1



Brian Coburn
Ottawa, Ontario
June 18, 2015, to
June 17, 2019
C



Norman Hotson
Vancouver,
British Columbia
January 30, 2014, to
January 29, 2018
2, C



Aditya Jha
Mississauga, Ontario
March 26, 2015, to
March 25, 2019
2, B



Carol Loughrey
Fredericton,
New Brunswick
July 1, 2015, to
June 30, 2019
B, C



Lisa M. Macdonald
New Glasgow,
Nova Scotia
July 1, 2015, to
June 30, 2019
C



Michael Pankiw
Edmonton, Alberta
December 17, 2013, to
December 16, 2017
1, B



Bob Plamondon
Ottawa, Ontario
May 14, 2014, to
May 13, 2018
A, B



Michael Poliwoda
Gatineau, Quebec
November 1, 2012, to
October 31, 2016
A, C



Denys Rivard
Montréal, Quebec
December 17, 2013, to
December 16, 2017
B, C



Kay Stanley
Ottawa, Ontario
June 21, 2012, to
June 20, 2016
A, C



Basil L. Stewart
Summerside,
Prince Edward Island
June 18, 2015, to
June 17, 2019
B

Corporate Committees

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

Advisory Committees

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

1 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 at all board meetings on an ex-officio, non-voting basis.

2 Jacquelin Holzman, Richard P. Jennings, Eric D. MacKenzie and Jason M. Sordi also served on the board of directors in 2015–2016.

3 François Paulhus resigned from the board of directors effective March 11, 2016.

4 As at March 31, 2016, there was one vacancy on the board of directors.

Non-voting, Ex-officio Participants



Maxime Pedneaud-Jobin
Mayor of the City
of Gatineau



Jim Watson
Mayor of the City
of Ottawa

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 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 also asks the executive management committee to evaluate its performance.

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 and observe the public session. The NCC also holds an annual public meeting. At the annual public meeting, members of the public are

able to express their ideas and ask questions directly to the board. In 2015, the scope of the annual public meeting was expanded to include direct public input in a workshop to discuss the NCC's strategic priorities for the coming year. All public board sessions are accessible via live webcast on the NCC's website and YouTube, with live updates provided via Twitter. Meeting agendas and other documents, such as the CEO's report on activities, are also posted on the NCC website.

Committees

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

Corporate Committees

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

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

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

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.

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 and the Governor General's official residence in Québec City. Committee members are experts in interior design, architecture, heritage and real estate development.

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

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

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 for all reasonable out-of-pocket expenses, including travel, accommodation and meals, while performing their duties. The chair of the Audit Committee receives an additional retainer of \$2,000 per year.

As *ex-officio*, non-voting participants, the mayors of Ottawa and Gatineau are not entitled to receive remuneration.

Board of Directors Remuneration

Earned from April 1, 2015, to March 31, 2016

Board Members	Retainer ¹	Per Diems ^{1, 2, 4, 5}	For Travel ^{2, 3}	Total	Attendance					
					Board Meetings 12 days	Committee Meetings (Corporate and Advisory)				
	\$ (A)	\$ (B)	\$ (C)	\$ (A+B+C)		EC 0.5 day	AC 2.5 days	GC 2 days	ACPDR 7.5 days	ACORC 2.5 days
Victor Brunette*	1,250	3,375	0	4,625	7	–	–	–	3.5	–
Brian Coburn*	1,250	3,563	0	4,813	12	–	–	1.5	–	–
Jacquelin Holzman***	1,857	1,125	0	2,982	1.5	–	–	–	2	–
Norman Hotson	3,663	3,938	969	8,569	9	–	–	1	–	2.5
Richard P. Jennings***	1,857	563	0	2,420	2	–	–	0.5	–	–
Aditya Jha	2,550	4,500	0	7,050	7	–	2	–	–	2
Carol Loughrey**	1,250	2,813	615	4,677	7	–	1	1	–	–
Lisa M. Macdonald**	1,250	3,000	820	5,070	8	–	–	1.5	–	–
Eric D. MacKenzie****	2,000	2,531	750	5,281	3.5	0.5	1	–	–	–
Russell Mills	9,400	38,719	0	48,119	12	0.5	2.5	2	6.5	2.5
Michael Pankiw	5,766	7,125	2,594	15,485	12	–	2.5	–	6.5	–
Bob Plamondon	2,638	6,625	0	9,263	9	0	1.5	–	–	–
Michael Poliwoda	4,000	4,813	0	8,813	11.5	0.5	–	1.5	–	–
Denys Rivard	4,000	4,688	500	9,188	10	–	2	2	–	–
Jason M. Sordi****	2,000	1,125	0	3,125	2.5	–	1	–	–	–
Kay Stanley	4,000	7,188	0	11,188	11.5	0	–	2	–	–
Basil L. Stewart*	1,250	3,750	1,750	6,750	10	–	1.5	–	–	–
Total	50,914	99,625	7,998	158,537						

1. Rates per Privy Council Order 2002–368, effective October 1, 2000, rounded to nearest whole dollar.
2. Includes attendance at briefing sessions, strategic planning sessions, electronic votes and, for the chair, includes per diems for executive duties approved by the board.
3. Remuneration for travel is based on the geographical location of the residence of commission members and does not cover travel expenses, which are reimbursed to members based on reasonable out-of-pocket expenses.
4. Includes attendance at public and in-camera meetings of the board and the board's strategic planning session.
5. Russell Mills is an ex-officio member on the advisory committee, and receives a per diem for attending meetings or meeting lunches.
6. As non-voting, ex-officio participants, the mayors of Gatineau and Ottawa do not receive remuneration for participating at board activities.

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

* From June 18, 2015

** From July 1, 2015

*** Until June 17, 2015

**** Until June 30, 2015

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 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 that 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 OAG also carries out a special examination at least once every 10 years to provide reasonable assurance that assets are safeguarded and controlled; that financial, human and physical resources are managed economically and efficiently; and that corporate operations are carried out effectively. The next special examination is scheduled to begin in 2016.

National Capital Commission Ombudsman

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

Organizational Structure

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 reports on the NCC's performance and activities to the board of directors, and is supported by an executive management team that represents each branch of the NCC. The branch executive directors are responsible for ensuring that the corporation's key sectors of activity are implemented and well managed.

Executive Management Committee

Dr. Mark Kristmanson

Chief Executive Officer

Mark Dehler

General Counsel and Commission Secretary

Michel Houle

Executive Director, Corporate Services,
and Chief Financial Officer

Gary Lacey

Executive Director, Capital Stewardship

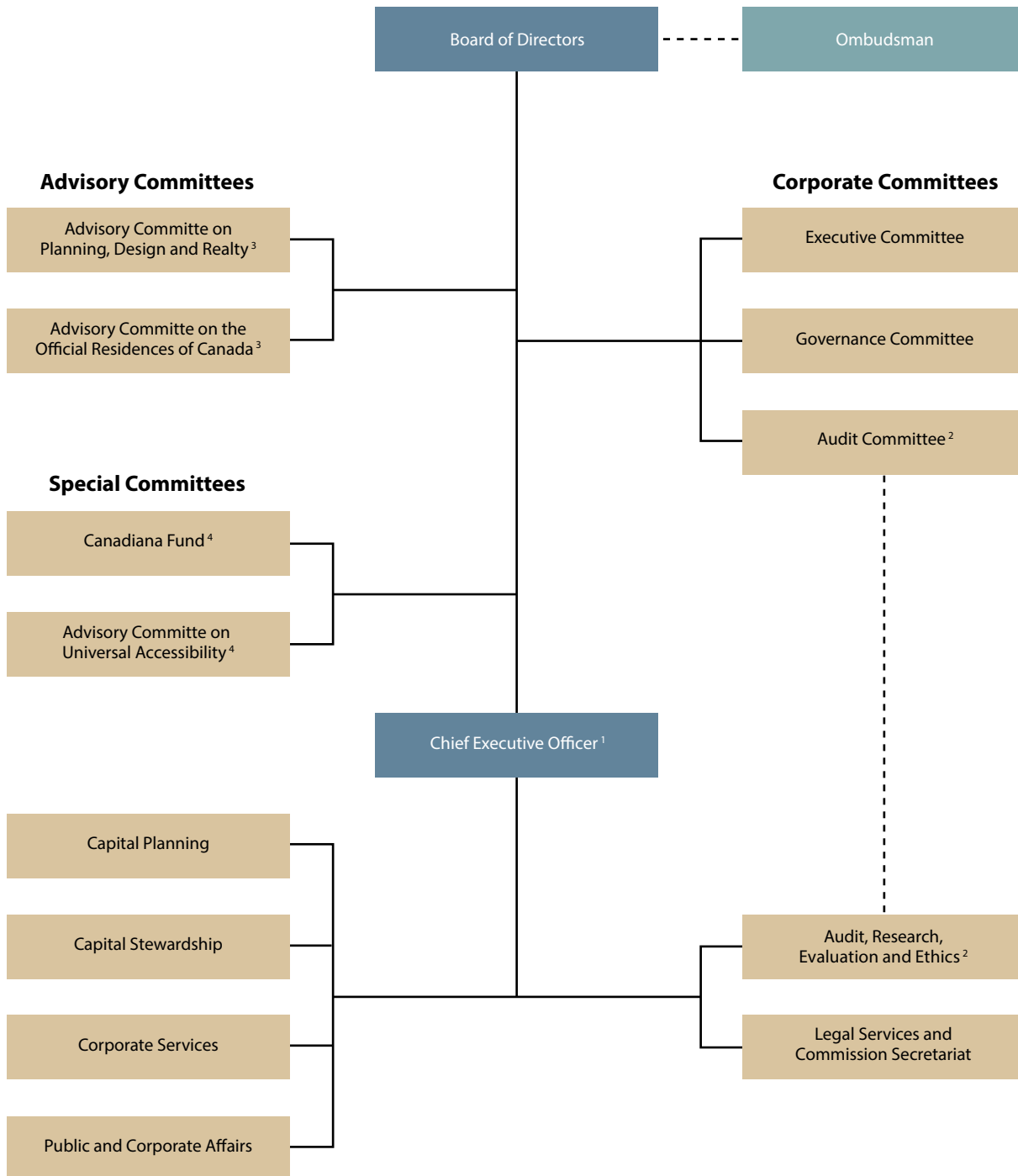
Natalie Page

Executive Director, Public and Corporate Affairs

Stephen Willis

Executive Director, Capital Planning

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.

24 Sussex Drive has been home to Canada's prime ministers for more than 50 years. With its historical significance and architectural elements, this National Capital Commission asset is more than a familial residence; it is a national symbolic institution. >

MANAGEMENT DISCUSSION AND ANALYSIS



Five-Year Key Financial Highlights

For the years ended March 31 (in thousands of dollars)

	2016	2015	2014	2013	2012
Operating Funding					
Parliamentary appropriations for operating expenditures	67,712	68,781	71,839	81,576	84,290
Operating revenues	33,200	32,804	32,318	38,590	35,876
	100,912	101,585	104,157	120,166	120,166
Cost of Operations	121,250	143,020	115,251	143,879	142,603
Capital Funding					
Parliamentary appropriations for capital expenditures	22,665	23,665	27,823	27,258	23,196
Major Capital Projects					
LeBreton Flats redevelopment	653	2,077	3,298	3,117	738
Official residences	6,102	2,744	6,156	7,703	5,451
Real property acquisitions	2,526	822	1,035	305	910
Capital Assets					
Land	299,736	292,614	281,434	282,500	292,006
Buildings, infrastructure and leasehold improvements (net of amortization)	303,297	300,068	301,672	294,856	286,386
Investments in capital assets	26,794	22,480	29,394	35,608	25,075
Acquisition & Disposal Fund	33,775	36,197	36,896	37,616	37,330

Figures for 2011–2012 and 2012–2013, inclusively, reflect revenues, expenses and parliamentary appropriations associated with activities transferred to Canadian Heritage in September 2013. Figures for 2013–2014, 2014–2015 and future years are net of any financial impact from those transferred activities.

* Variations in year-over-year cost of operations are mainly attributable to one-time expenditures, which are further described in the Financial Performance section on page 64 of the present 2015–2016 Annual Report.

Five-Year Key Operating Highlights

For the years ended March 31

	2016	2015	2014	2013	2012
Number of employees	402	401	402	490	487

2015–2016 Operating Environment

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

External Trends

The demographic face of Canada is constantly evolving. The growing number of seniors, Canadians born abroad and post-secondary educated individuals will be reflected both in the NCC's pool of potential employees and in the users of its assets. The NCC needs to continually evaluate how it may best deliver its programs and services to meet the needs of these changing demographics. There has also been a shift in how people seek, share and use information. Technological advances paired with new standards in openness and transparency practices create a security risk that must be weighed against opportunities for innovation in the delivery of services through social media and digital technologies.

While provincial and municipal government priorities remain largely unchanged, federal politics have significantly shifted over the last year. With the election of a new federal government, the NCC has worked over the past year to align with the government's direction and support its priorities. Budget 2016 allocates the greatest portion of funding to supporting the middle class, ensuring a better future for Indigenous peoples and prioritizing a clean growth economy. As Canada's Capital Region's population and infrastructure grow, urban intensification will increasingly become a defining factor of the NCC's planning needs, while the new government's prioritization of a clean growth economy may influence planning and conservation practices, both in the NCC's green spaces and in the urban core. Changes in internal practices must respond to these external trends and continue to be bolstered by Indigenous and public consultation and engagement.

Internal Trends

Corporate Financial Sustainability

The NCC implemented a Corporate Financial Sustainability Strategy, to come fully into effect in 2015–2016 and future years. The goal of this exercise was to find cost efficiencies to balance financial challenges resulting from inflationary increases in property maintenance costs and the need to fund economic salary increases. As a result of the Corporate Financial Sustainability Strategy, the NCC continues to identify new business partnerships, review the management of its real property asset portfolio, streamline business processes and seek cost reductions by exploiting new technologies and equipment.

Operating Budget Freeze

In its economic update of November 2013, the federal government announced a two-year freeze (2014–2015 and 2015–2016) of operating budgets of federal organizations, which necessitated the self-funding of economic salary increases during this period. The actual future financial impact on NCC's resources is unknown at this time as the collective agreement expired December 31, 2014, and a settlement has yet to be reached. The NCC anticipates that the impact of this two-year freeze will total approximately \$1.1 million annually, based on an average of economic increases granted in recent years.

Core Business Lines

With a mandate reaching back over a century, the National Capital Commission is responsible for preparing plans for and assisting in the development, conservation and improvement of federal lands in Canada's Capital Region. As such, the NCC serves as both the Capital Region's primary long-term planner and the principal steward of federal lands. To enable these responsibilities, the NCC also has a series of internal services that support the delivery of programs and activities, and the management of resources. Through these activities, the NCC works every day to build a dynamic, inspiring and sustainable Capital Region that is a source of pride for all Canadians and a legacy for generations to come.

Capital 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, vibrant present and vital future. The main component of the NCC's functions in this area is the development and implementation of long-term plans for the Capital Region. 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 partners, municipalities and the two provinces.

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.

In 2015–2016, the cost of operations for this business line was \$4.0 million, accounting for 3 percent of total operating costs.

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 have high value and are intrinsic to Canada's symbolic, natural and cultural heritage. 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 Capital parkways on Sunday Bikedays.

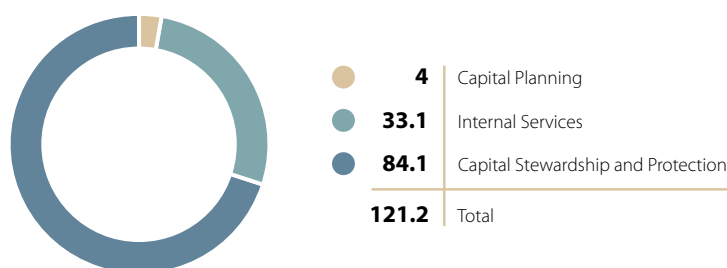
In 2015–2016, the cost of operations for this business line was \$84.1 million, accounting for 70 percent of total operating costs. It also generated \$23.6 million in revenue from rental operations and easements.

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; information technology (IT) infrastructure; communications, public consultation, engagement and outreach; and reporting to Parliament and Canadians.

In 2015–2016, the cost of operations for this business line was \$33.1 million, accounting for 27 percent of total operating costs.

Proportion of Expenses by Program, 2015–2016 (in millions of dollars)



Key Performance Drivers

Shared Responsibility and Focus

The National Capital Commission strives to strengthen and nurture alliances with the public, stakeholders, other federal partners, provincial and municipal governments, elected officials, sponsors, partners, and volunteers, as part of a shared commitment to building a signature capital.

Engagement and Support

To build a signature capital, renowned as a green space and a heritage space, the NCC needs to ensure that it engages Canadians in constructive dialogue. It also strives to be open and transparent. This fosters a climate of trust, which in turn, builds good relationships and supportive partnerships between the corporation and local municipalities, elected officials, partners and sponsors, residents, stakeholders, and all Canadians.

Assets Under the National Capital Commission's Stewardship

- Approximately 450 km² of land in Gatineau Park and the Greenbelt;
- 15 urban parks and green spaces, including Confederation Park, Vincent Massey Park, Major's Hill Park and Jacques-Cartier Park;
- 106 km of parkways;
- more than 200 km of recreational pathways;
- 40 bridges, including the Champlain and Portage interprovincial bridges;
- 1,664 properties, including the six official residences in Canada's Capital Region.

Innovation, Adaptability and Responsiveness

The NCC needs to innovate to be able to adapt and respond to a constantly changing environment. This ensures that the corporation's ways of doing business remain efficient, responsive and financially responsible. Central to the NCC's approach to innovation is its commitment to engagement, collaboration and being a value-added partner. By engaging with the academic community, residents, world-renowned professionals, stakeholders, and the private and public sectors, the NCC is able to adopt a broader perspective and be more open to imaginative and innovative projects befitting a capital city.

Capability to Deliver Results

National Capital Commission Lands and Assets

As the largest landowner in Canada's Capital Region and the steward of a diverse real property portfolio, the NCC is the guardian of many nationally significant lands and public assets. These lands, as well as natural and built assets, serve as stages for national events and celebrations, and as places to showcase and celebrate Canadian history, as well as being key destinations that residents and visitors to the Capital Region can enjoy year-round.

Employees

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

Partners and Sponsors

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

Volunteers

Volunteers are an important asset for the NCC, not only to support the successful delivery of its programs and services, but also to contribute to making Canada's Capital Region a source of national pride and significance. Volunteers donate their time to make it possible for residents and visitors to ski and hike in Gatineau Park, discover the Mackenzie King Estate, cycle along car-free parkways during Nokia Sunday Bikedays, skate on the Rideau Canal Skateway and admire the historic Maplawn gardens.

The National Capital Commission owns 473 km² of land, which is more than 10 percent of the land in Canada's Capital Region and almost 20 percent of the lands within the core of the Capital.

In 2015–2016, about 180 individuals volunteered a total of 5,800 hours of service to the NCC.

Enterprise Risk Management

The National Capital Commission has adopted an enterprise risk management framework, which formalizes its approach to managing risks. The NCC applies this framework in its decision making, project management and planning. Enterprise risk management is integrated into the corporation's planning and reporting cycle through a risk profile exercise, which helps to identify the key corporate risks and corresponding mitigation measures for the planning period. Key corporate risks are monitored throughout the year, and risk trends and the efficacy of mitigation measures are reported to the board of directors each quarter.

The key corporate risks identified for 2015–2016 were transformation, capacity, and reputation and influence.

Transformation

Transformation risks relate to the NCC's ability to successfully consolidate its actions and build on its century-old role of planner and steward of Canada's Capital Region in a modern and innovative way. To mitigate this risk, the NCC maintains relationships with the municipalities; proactively manages change; aligns strategic directions and corporate priorities with its mandate; and actively engages with all Canadians, residents of the Capital Region, stakeholders and partners, and elected officials.

Capacity

Capacity risks relate to the NCC's ability to maintain sufficient financial resources, to have the appropriate employee skill sets and corporate memory in place, and to be resilient to a changing business environment in order to effectively deliver its mandate. To mitigate this risk, the NCC explores new ways of doing business; optimizes business processes; ensures the optimal allocation and distribution of resources; implements tools to retain corporate memory; prioritizes and adapts to changing needs; builds corporate resilience to change; implements human resource planning, monitoring and performance management; and finds new opportunities to generate revenues, and seeks sponsorship and cost-sharing funding.

Reputation and Influence

Reputation and influence risks relate to the NCC's ability to maintain a positive reputation and exert influence with partners, stakeholders, the public and elected officials. A loss of reputation may affect the NCC's ability to deliver its mandate. To mitigate this risk, the NCC uses strong and proactive communications; provides quality client service; secures and leverages appropriate partnerships; and exercises influence in urban development and capital projects.

Corporate Social Responsibility

The National Capital Commission is dedicated to promoting the principles of corporate social responsibility in all that it does. This means using environmentally sound practices, being a value-added partner, conducting its business in an open and transparent way, protecting the heritage of the Capital, planning a universally accessible capital, fostering a diverse and culturally aware workforce, and promoting ethical behaviour.

Performance by Objective

The following summarizes the NCC's performance against its planned objectives included in the Summary of the 2015–2016 to 2019–2020 Corporate Plan. By year-end, the NCC either met or partially met 91 percent of its 2015–2016 key expected outputs and commitments.

Performance Rating Guide

The NCC's performance rating guide is used to measure the achievement or progress against targets set out in the Summary of the 2015–2016 to 2019–2020 Corporate Plan. Performance evaluation at year-end is based on the four categories described below.

Rating	Definition
Met	Used for short- or long-term goals where the target was achieved (within 5%) for the period in review.
Partially Met	Used for short- or long-term goals where 75% to 95% of the established target was achieved for the period in review.
Not Met	Used for short-term goals where less than 75% of the established target was achieved for the period in review.
Not Applicable	Used for projects where achievement of the target can be determined only upon completion, where targets are changing and evolving in scope, and/or where targets are not led by the NCC.

Priorities for the 2015–2016 to 2019–2020 Planning Period

Priority 1:

Make LeBreton Flats and the Chaudières and Albert islands a signature destination of national significance.

Key Expected Output	2015–2016 Target	2015–2016 Actual
LeBreton Flats Long-Term Redevelopment <ul style="list-style-type: none"> Complete the request for proposals, and initiate negotiations with the selected proponent. 	By end of 2015–2016	Met
<ul style="list-style-type: none"> Finalize the execution agreement with the proponent, and seek government approvals. 	By end of 2016–2017	Not Applicable
LeBreton Flats Transition Development <ul style="list-style-type: none"> Substantially complete the transition development project. 	By September 2016	Partially Met

The year 2015–2016 marked the completion of a successful competitive process for the redevelopment of LeBreton Flats. The NCC completed its request for proposals and effectively balanced the need for confidentiality while maintaining the openness, transparency and inclusiveness of the process.

The NCC hosted a series of public and online consultations, and held briefings with several stakeholder groups including Indigenous peoples, members from the media and elected officials. With the public input received from more than 7,900 consultation participants and with the oversight of an independent third-party monitor, the evaluation committee assessed the final proposals and recommended RendezVous LeBreton as its highest-ranked proponent. The NCC anticipates completing its due diligence requirements for the selection of a winning proponent in 2016–2017.

In the interim, site improvements for the LeBreton Flats transition development project are under way, with the objective of enhancing the safety, security and accessibility of the site. Upon completion in fall 2016, the LeBreton Flats transition development project will serve as a hub for connectivity that celebrates the Anishinabe Algonquin philosophy of harmony.

Key Expected Output	2015–2016 Target	2015–2016 Actual
Bronson Pulp Mill Ruins and Richmond Landing Public Access • Complete the final design for the sites.	By early 2016	Not Applicable
• Open the sites for public use.	By June 2017	Not Applicable
Windmill Development Group Zibi Project • Define federal interests, with respect to lands required for Windmill Development Group's Zibi project, and prepare for land transfer negotiations.	By end of 2015–2016	Not Applicable

Long-term timelines and schedules for the design and improvement of the Bronson Pulp Mill Ruins and Richmond Landing sites were revised in 2015–2016, and a phased implementation plan for the completion of both initiatives was integrated in the 2016–2017 to 2020–2021 Corporate Plan. The NCC issued contracts for site designs in 2015–2016, and held a series of consultations with Indigenous peoples and members of the public to seek feedback on improvement plans. Preliminary design concepts were presented to the Advisory Committee on Planning, Design and Realty in December 2015 and are now being refined to incorporate the committee's feedback. In the meantime, the NCC continues to advance discussions with the City of Ottawa for the completion of land transfers and the alignment of property transactions for the delivery of the initiatives as required.

In terms of the Windmill Development Group's Zibi project, discussions are ongoing to leverage federal land interest to enhance public access to the Chaudières Falls and the Ottawa River waterfront, as well as pathway connections and green space. The NCC will continue to support this initiative, and is planning to hold consultations with the Algonquin First Nations, as required.

Priority 2:

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

Key Expected Output	2015–2016 Target	2015–2016 Actual
Shoreline and Waterway Improvements • Complete the vision and plan for a linear park along the shorelines of the Sir John A. Macdonald Parkway and the north shore of the Ottawa River between Brewery Creek and Leamy Lake, for inclusion in the NCC master plan.	By end of 2015–2016	Partially Met

Given the level of public interest received regarding the vision and plan for a linear park along the shorelines of the Sir John A. Macdonald Parkway and the north shore of the Ottawa River, the NCC extended its stakeholder consultations in 2015–2016. Two rounds of public consultations were completed. Nearly 140 participants attended the events, and up to 2,000 used various platforms to provide their feedback on the vision and plan for both initiatives.

In spring 2016, the City of Ottawa allocated \$30 million to the cost of designing and implementing improvements to Sir John A. Macdonald Parkway lands, including the development of a new linear park. Substantial design completion of both projects is anticipated for 2016–2017.

Priority 3:

Modernize the NCC's planning framework and complete the Plan for Canada's Capital.

Key Expected Output	2015–2016 Target	2015–2016 Actual
Plan for Canada's Capital • Finalize the revised Plan for Canada's Capital.	By end of 2015–2016	Partially Met
NCC Master Plan • Complete the Capital urban lands chapter of the NCC master plan.	By end of 2015–2016	Met
Non-National Interest Land Mass (non-NILM) Lands Optimization • Complete the non-NILM land optimization exercise.	By end of 2015–2016	Met

The NCC substantially advanced the revised Plan for Canada's Capital (PFCC)—a foundational element of its strategic planning framework. Further to a series of stakeholder consultations held in early 2015–2016, the NCC launched an extensive round of online consultations to provide Canadians with an opportunity to contribute to the development of the plan. Up to 1,800 participated in the process and provided more than 1,000 separate ideas for the PFCC. These will be reviewed and narrowed down to 17 transformative ideas that will shape the vision for the nation's Capital, from Canada's sesquicentennial in 2017 to its bicentennial in 2067. A presentation revealing the final iteration of the PFCC will be delivered to the board of directors before the end of 2016–2017. The NCC also finalized the capital urban lands chapter of the NCC's master plan in 2015–2016 ahead of schedule, and initiated the commissioning plan for the elaboration of related policy documents and priority action items.

In parallel, the NCC completed its analysis for the non-NILM lands optimization initiative in 2015–2016. Inspections of the five properties, which were identified in the 2015–2016 to 2019–2020 Corporate Plan, were concluded in fall 2015, and the continued evaluation of parcels for eventual disposals is under way. The NCC will continue to prioritize the identification of the best possible and highest value of non-NILM lands in future years as required.

Priority 4:

Ensure the successful delivery of national commemorative projects.

Key Expected Output	2015–2016 Target	2015–2016 Actual
National Holocaust Monument • Substantially complete the installation of the National Holocaust Monument.	By end of 2015–2016	Not Met
National Capital Military Commemoration Plan • Complete the National Capital Military Commemoration Plan.	By end of 2015–2016	Not Applicable

The NCC completed the analysis of the construction tender for the installation of the National Holocaust Monument on behalf of the Department of Canadian Heritage in early 2015–2016 and, upon evaluation, determined that all bids exceeded the dollar value of the World Trade Organization (WTO) and North American Free Trade Agreement (NAFTA) brackets.

As a result, the NCC conducted design refinements and technical re-specifications during the year, and re-launched and awarded the construction tender by the end of 2015–2016. The NCC as the steward of the Capital will oversee the project to completion. Construction work began in spring 2016, and unveiling is on track for spring 2017.

In addition, the NCC's board of directors granted its approval in principle of the National Capital Military Commemoration Plan in 2015–2016. The NCC anticipates incorporating policies into the plan that promote scientific, cultural, political and historical commemorations, as well as military commemorations in future years.

Priority 5:

Be a value-added partner in Canada's Capital Region.

Key Expected Output	2015–2016 Target	2015–2016 Actual
Stakeholder, Government and Community Relations Plan • Develop and implement a comprehensive plan for stakeholder, intergovernmental and community relations focusing on engagement, consultation and awareness building.	By end of 2015–2016	Met

The NCC proactively implemented government and community relations to support its activities and initiatives throughout the year. In the first half of 2015–2016, a government relations approach was drafted and presented under the NCC's integrated Strategic Communications, Marketing, Public Affairs and Government Relations Plan. Implementation of the government relations approach is well under way, consisting of the continued engagement of municipal, provincial and federal stakeholders, as well as members of various communities for the elaboration of projects and plans in the National Capital Region.

In response to the government transition resulting from the fall 2015 federal election, the NCC also applied proactive government relations strategies to ensure sufficient support and information are provided to key stakeholders as required. This includes:

- outreach efforts with newly elected and local members of Parliament;
- the completion of four successful official residences transitions;
- the preparation of briefing materials further to the fall 2015 federal election as required; and
- several discussions and meetings with the minister of Canadian heritage for continued alignment, proactive planning and communications.

Priority 6:

Demonstrate corporate excellence such that the NCC is recognized as an exemplary federal Crown corporation.

Key Expected Output	2015–2016 Target	2015–2016 Actual
Business Optimization Initiative <ul style="list-style-type: none"> Review and streamline all financial processes and systems, including budgeting, financial reporting and procurement. 	By end of 2015–2016	Partially Met
<ul style="list-style-type: none"> Finalize a review of asset management processes and systems. 	By end of 2016–2017	Not Applicable
Accommodation Strategy <ul style="list-style-type: none"> Implement a strategy to optimize the NCC's needs for its headquarters. 	By end of 2015–2016	Met

The NCC substantially advanced the financial processes and systems component of the Business Optimization Initiative in 2015–2016. A series of joint workshops was held in summer 2015 to identify systems requirements and define business processes, which resulted in the successful completion of the needs analysis phase by fall 2015. A structured systems testing process was subsequently initiated, and resulted in the need to assess technical gaps prior to the anticipated launch date.

As a result, the NCC determined it was necessary to extend the business optimization systems training into 2016–2017 to ensure successful and seamless integration. Employee training is under way, and the NCC is on track for complete rollout in order to go live on July 1, 2016. The review of asset management processes and systems is planned for initiation in 2016–2017, along with the continued implementation of financial processes, systems and tools.

In 2015–2016, the NCC successfully implemented a strategy to optimize its headquarters and negotiated a lease amendment with Allied Property Real Estate Investment Trust (REIT).

Key Expected Output	2015–2016 Target	2015–2016 Actual
Performance Measurement Framework <ul style="list-style-type: none"> Complete the initial development and implementation of the performance measurement framework. 	By end of 2015–2016	Met
<ul style="list-style-type: none"> Identify additional required performance data for a more robust performance measurement framework. 	By fall 2016	Not Applicable
Corporate Image and Communications Strategy <ul style="list-style-type: none"> Implement a renewed image, and leverage a multi-tiered proactive communications strategy to support the NCC's mandate and added-value role in the Capital Region. 	By end of 2015–2016	Met
Client Relationship Management Framework <ul style="list-style-type: none"> Complete a review of the NCC's client relationship management approach, focusing on addressing client issues so that they may be promptly resolved, and lead to long-term positive relationships. 	By end of 2015–2016	Met

The NCC's Corporate Performance Measurement Framework (CPMF), phase one, was developed, presented and approved by the board of directors in fall 2015. Findings from the first phase of the CPMF were integrated in various accountability documents including quarterly performance reports, the NCC's 2015–2016 annual report and, most recently, the 2016–2017 to 2020–2021 Corporate Plan and Treasury Board submission. The NCC initiated its gap analysis to improve the validity and reliability of the CPMF in spring 2016, and is on track for seeking board of directors' feedback for the second phase of the initiative by fall 2016.

The NCC's 2016–2018 Integrated Communications Strategy was completed and presented to the board of directors in fall 2015. The main components of the strategy include a creative content management approach to tell the NCC's story across multiple channels, including digital and social media; a proactive approach to media relations; and an innovative approach to public and stakeholder engagement.

The NCC also completed its analysis to determine the optimal approach for addressing client issues so that they may be resolved and transformed into positive, long-term relationships. Preliminary findings revealed that the NCC's overall complainer-to-caller ratio is significantly more positive than the industry standard. The NCC anticipates exploring subject matter expert recommendations further in 2016–2017, so that it may leverage the information generated from the client relationship management system on a monthly basis.

Other commitments for the 2015–2016 to 2019–2020 planning period

Stewardship of Lands and Properties

Key Expected Output	2015–2016 Target	2015–2016 Actual
Nepean Point Rehabilitation		
• Launch a design competition for the redevelopment of Nepean Point.	By end of 2015–2016	Not Met
• Initiate the rehabilitation of Nepean Point.	By spring 2017	Not Applicable
Official Residences		
• Implement required projects to maintain, rehabilitate and improve the health, safety and security of the official residences.	By end of 2015–2016	Met
• Complete the operations zone at the Rideau Hall campus.	By end of 2016–2017	Not Applicable

The NCC finalized all required plans and guidelines for the redevelopment and rehabilitation of Nepean Point in 2015–2016. Given the ongoing evaluation of options for the optimal distribution of resources to advance priority capital projects, as well as the need for Nepean Point for 2017 celebrations, the NCC deferred the launch of the design competition to 2016–2017. The NCC anticipates initiating rehabilitation work in 2017–2018 and completing all Nepean Point site improvements by the end of 2018–2019.

The NCC advanced various initiatives to improve the health, safety and security of the official residences in 2015–2016. Total capital expenditures for official residences upgrades and improvements reached \$6.1million in 2015–2016. This includes:

- upgrades to the Monck Wing of the Rideau Hall main building;
- rehabilitation of the cafeteria;
- replacement of the Princess Anne and dining room roofs; and
- improved universal accessibility as part of a newly installed elevator at the Princess Anne entrance.

Subsequent to the fall 2015 federal election, the scope of the Rideau Hall operations zone rehabilitation was reviewed and re-evaluated. The NCC has since resumed work, and is anticipating commencing construction in 2017–2018.

Environmental Protection and Conservation

Key Expected Output	2015–2016 Target	2015–2016 Actual
Decontamination of NCC Lands • Complete site assessments and remediation projects on NCC lands.	By end of 2015–2016	Met
Invasive Species • Implement a multi-year strategy for dead and dying trees affected by the emerald ash borer that pose a risk to public safety and property.	By end of 2015–2016	Met

The NCC completed 57 site assessments in 2015–2016, far exceeding its pre-established annual objective. Seven scheduled multi-year remediation projects are also under way, with one successfully completed by year's end. This includes significant advancements in the remediation of the former Ridge Road landfill, in ongoing monitoring of the Bayview site, in the complete remediation of the Stanley Avenue Park North sector and in continued post-remediation monitoring of the Richmond Landing site. The NCC will continue to advance its environmental stewardship objectives and to contribute to the overall Federal Contaminated Sites Action Plan. New Treasury Board contributions for the remediation of NCC sites for 2016–2017 and 2017–2018 totalled \$785,000. This is in addition to the current \$9 million in remediation funds approved as part of the current program cycle for the period of 2016–2017 to 2019–2020.

The NCC also continued its work in the management of invasive species in urban lands and in the mitigation of health and safety risks associated with the emerald ash border. Since April 1, 2015, approximately 2,000 dead trees were removed, and up to 800 trees were planted in the affected areas.

Transportation Planning

Key Expected Output	2015–2016 Target	2015–2016 Actual
Ottawa Light Rail Transit Phase I • Finalize the transfer agreement for lands to be conveyed to the City of Ottawa for permanent and temporary system use as part of the Phase 1 of the Ottawa light rail transit.	By end of 2015–2016	Met

Pedestrian and Cycling Initiatives

Key Expected Output	2015–2016 Target	2015–2016 Actual
Fifth Avenue and Clegg Street Crossing • Improve cyclist and pedestrian safety at Fifth Avenue and Clegg Street.	By end of 2015–2016	Met

The NCC continued to collaborate with the City of Ottawa on the first and second phase of the Ottawa light rail transit (OLRT) system in 2015–2016. Land transfer agreements were finalized for permanent and temporary use as part of the OLRT initiative. Joint working groups were also established with the objective of maintaining an open dialogue and evaluating progress against memorandum of understanding (MOU) deliverables as required.

The NCC, in partnership with the City of Ottawa, completed all planned improvements to the pedestrian canal crossing point between Fifth Avenue and Clegg Street. To ensure better safety for cyclists and pedestrians, traffic lights were also installed and became fully operational in early 2015–2016.

Outdoor Experiences

Key Expected Output	2015–2016 Target	2015–2016 Actual
Event and Festival Guidelines <ul style="list-style-type: none"> Implement new event and festival guidelines, including an industry standard rent approach for events held on NCC lands. 	By end of 2018–2019	Not Applicable
Gatineau Park and the Greenbelt <ul style="list-style-type: none"> Rehabilitate visitor amenities to increase site visitation and use in the Pontiac sector of Gatineau Park. Collaborate with the municipalities surrounding Gatineau Park to enhance programming that will attract visitors to their respective sectors during Fall Rhapsody. 	By end of 2015–2016	Met
<ul style="list-style-type: none"> Install new signage to better identify key points of entry to the Greenbelt. 	By end of 2017–2018	Not Applicable
<ul style="list-style-type: none"> Complete the rehabilitation of the campground at Philippe Lake in Gatineau Park to increase site visitation and use, and maximize camping revenues. 	By end of 2018–2019	Not Applicable

Various consultations and community meetings were held in 2015–2016 to help strengthen partnerships and improve collaboration with the municipalities surrounding the Gatineau Park. This included seven meetings with the municipalities of La Pêche, Pontiac and Chelsea regarding planning, urbanism and recreation, as well as nine consultations regarding responsible trail management with approximately 80 user groups. The NCC also developed partnerships with 47 scientific organizations and local schools to enhance natural resources knowledge and improve biodiversity in the Gatineau Park.

A high-level strategy along with proposed plans and financial analysis for the rehabilitation of the campground at Philippe Lake were presented to the executive management committee and to the board of directors in 2015–2016. The NCC is currently reviewing its action plan for increasing site visitation and maximizing camping revenues, and is anticipating presenting its revised recommendations to the board of directors before the end of 2016–2017.

In early 2015–2016, the NCC also proposed areas of intervention in the Greenbelt to the Advisory Committee on Universal Accessibility, and is anticipating obtaining further feedback in winter 2016. In addition, four universal accessibility rest room facilities were installed at Stoney Swamp. In the interim, resurfacing work, boardwalk modifications and improvements to signage throughout the Greenbelt is under way, as well as universal accessibility modifications to parking areas, picnic tables and outhouses as required.

Financial Performance

Parliamentary Appropriations

In 2015–2016, the NCC was granted a total of \$90.4 million in parliamentary appropriations for both operating and capital expenditures. This represented a \$2.0 million decrease from 2014–2015 appropriations (\$92.4 million) (see Chart 1 and Table 1). The year over year decrease was due primarily to the transfer of Federal Contaminated Sites Action Plan (FCSAP) surplus remediation funds to Public Service and Procurement Canada and Indigenous and Northern Affairs Canada (\$2.0 million and \$1.0 million respectively), which was offset by an increase in FCSAP funding (\$2.0 million). The balance of the decrease was due to the deferral of funding for the National Holocaust Monument (\$0.6 million) to 2016–2017 and the conclusion of the Garden of the Provinces and Territories transfer from Public Services and Procurement Canada (\$0.4 million in 2014–2015).

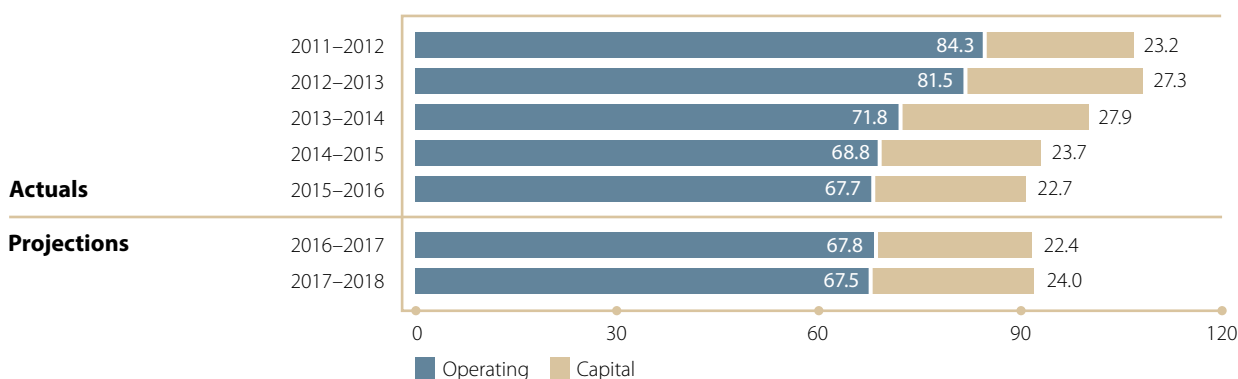
Table 1: Parliamentary Appropriations, 2014–2015 to 2017–2018 (in thousands of dollars)

	Actuals			Projections	
	2014–2015	2015–2016	Variance	2016–2017	2017–2018
Operating	64,737	70,725	5,988	67,806	67,590
Supplementary – Operating	4,044	(3,013)	(7,057)	–	–
Sub-total	68,781	67,712	(1,069)	67,806	67,590
Capital	23,630	23,665	35	22,399	23,965
Supplementary – Capital	35	(1,000)	(1,035)	–	–
Sub-total	23,665	22,665	(1,000)	22,399	23,965
Total appropriations	92,446	90,377	(2,069)	90,205	91,555

Figures for 2014–2015 and future years are net of any financial impact from activities transferred to Canadian Heritage in September 2013.

Total appropriations are expected to remain relatively stable in 2016–2017, decreasing by \$0.2 million to \$90.2 million as compared to 2015–2016 actuals. Notable changes include increased funding for the Victims of Communism (\$0.9 million) and National Holocaust monuments (\$2.0 million) due to the reprofiling of funds from 2015–2016. This will be partially offset by the non-inclusion of reimbursements for specific employee benefits (\$1.0 million), the elimination of the reimbursement of accommodation for the Department of Canadian Heritage (\$0.9 million), reduced FCSAP funding due to the transition from Phase II to Phase III (\$0.9 million) and an additional reduction in funding for the purchase of the Weston lands (\$0.3 million).

Chart 1: Parliamentary Appropriations, 2011–2012 to 2017–2018 (in millions of dollars)



Figures for 2011–2012 and 2012–2013, inclusively, reflect revenues, expenses and parliamentary appropriations associated with activities transferred to Canadian Heritage in September 2013. Figures for 2013–2014, 2014–2015 and future years are net of any financial impact from those transferred activities.

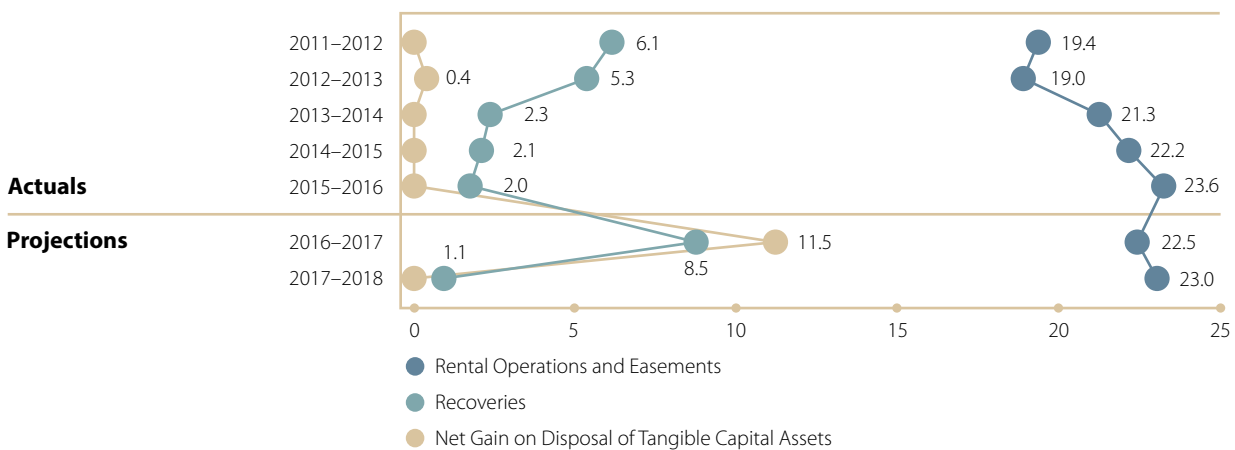
Revenues

The NCC generated \$33.2 million in operating revenues in 2015–2016, a \$0.4 million increase from 2014–2015 (\$32.8 million). The variation is mainly attributable to an increase in rental and easement revenues (\$1.4 million), offset by decreases in interest revenues (\$0.4 million), subleasing revenues (\$0.3 million) and other revenues (\$0.3 million).

Rental operations and easements provided the largest source of operating revenues in 2015–2016, representing 71 percent (68 percent in 2014–2015) of total operating revenues (see Chart 2). All sources of operating revenues are expected to remain relatively stable in future years; with the exception of planned recoveries of \$7.3 million for the National Holocaust and the Victims of Communism monuments in 2016–2017, and other revenues, usually in the form of net gains on the disposal of tangible capital assets, which vary based on the nature of asset and level of activity.

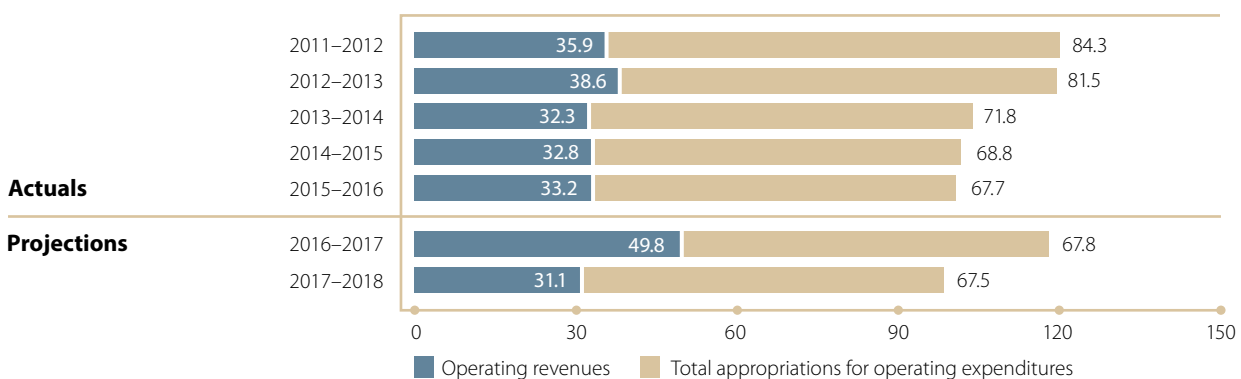
Overall, funding for operations (parliamentary appropriations and operating revenues) for 2015–2016 was lower than in 2014–2015 (see Chart 3), primarily as a result of reduced parliamentary appropriations.

Chart 2: Main Source of Operating Revenues, 2011–2012 to 2017–2018 (in millions of dollars)



Figures for 2011–2012 and 2012–2013, inclusively, reflect revenues, expenses and parliamentary appropriations associated with activities transferred to Canadian Heritage in September 2013. Figures for 2013–2014, 2014–2015 and future years are net of any financial impact from those transferred activities.

Chart 3: Total Operating Funding, 2011–2012 to 2017–2018 (in millions of dollars)



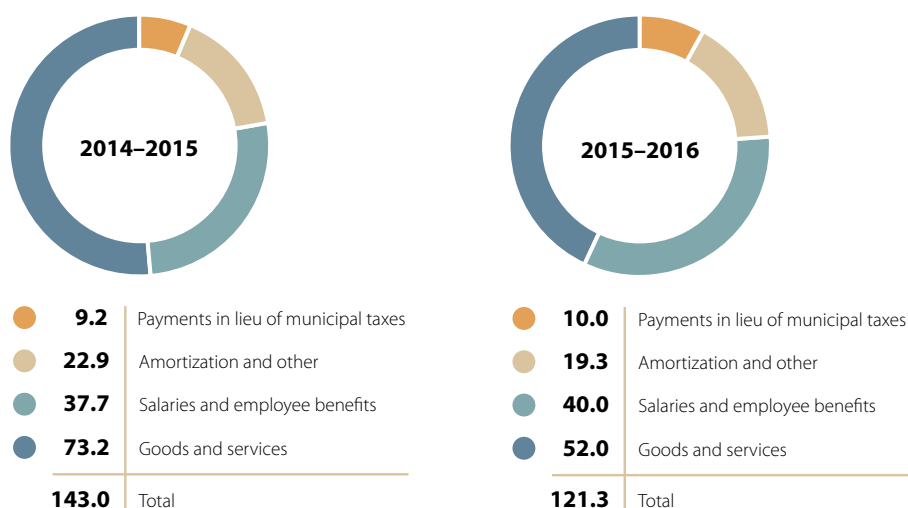
Figures for 2011–2012 and 2012–2013, inclusively, reflect revenues, expenses and parliamentary appropriations associated with activities transferred to Canadian Heritage in September 2013. Figures for 2013–2014, 2014–2015 and future years are net of any financial impact from those transferred activities.

Expenses

Total expenses as detailed by object in Note 11 of the financial statements (see Chart 4), decreased by 15 percent to \$121.3 million (\$143.0 million in 2014–2015). The \$21.7 million decrease year over year was due primarily to the NCC's contribution to the City of Gatineau for the Jacques-Cartier Street refurbishment initiative (\$10.0 million), the increase in the provision for environmental cleanup (\$10.8 million), and the writeoff of both infrastructure at LeBreton Flats and the bike-sharing program (\$3.6 million) in 2014–2015. These were partially offset over the course of the year by increases in employee future benefits resulting from the recognition of a liability for accrued sick leave (\$1.3 million), and increased payments in lieu of taxes in the amount of \$0.8 million.

Going forward, operating expenditures will be reduced by an average of approximately \$2.0 million annually over the first four-year term of a restructured leasing agreement for headquarters accommodation. Following the completion of an internal study undertaken in fiscal year 2015–2016 to determine the level of resourcing required for the NCC to adequately maintain its approximately \$600 million (net book value) in non-financial assets, during 2016–2017, next steps will be undertaken to secure stable base funding to ensure both adequate condition of its asset portfolio and long-term organizational sustainability.

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



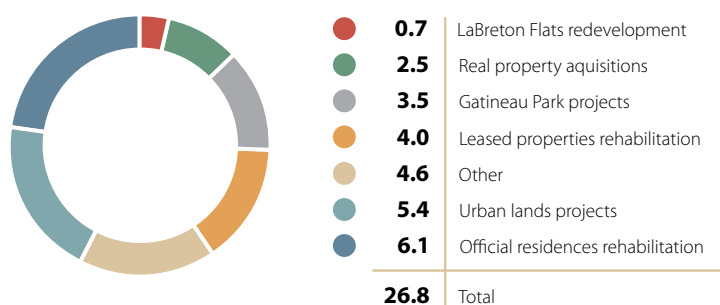
Figures for 2014–2015 are net of any financial impact from activities transferred to Canadian Heritage in September 2013.

Capital Expenditures

In 2015–2016, the NCC undertook \$26.8 million in capital expenditures (\$22.5 million in 2014–2015). The 2015–2016 investments include the urban lands portfolio (\$5.4 million) for projects such as the Confederation Boulevard. Investments were also made in leased properties (\$4.0 million), including work on several buildings on Sussex Drive, the 7 Clarence Street redevelopment and the 150 Middle Street tenant fit-up. Other major investments include official residences (\$6.1 million), Gatineau Park (\$3.5 million), real property acquisitions (\$2.5 million), the Business Optimization Financial Operations and Asset Management Project (BO—FOAM) (\$2.9 million) and various other projects (totalling \$2.4 million). Notable increases compared to last year include the official residences rehabilitation (\$3.4 million), mostly due to increased work at Rideau Hall, the BO—FOAM project (\$2.9 million) and real property acquisitions, primarily in Gatineau Park (\$1.7 million). Notable decreases year over year include urban lands projects (\$2.9 million), leased properties rehabilitation (\$1.1 million) and LeBreton Flats redevelopment (\$1.4 million).

The NCC has made progress in advancing many projects, a number of which will reach their conclusion in the near future, including key initiatives in 2016–2017 and 2017–2018 related to the 150th anniversary of Canada. These projects include, but are not limited to, the BO—FOAM project, 7 Clarence Street building construction, the Mackenzie Avenue cycling facility, the Rideau Hall forecourt, the Dairy Building refurbishment and the completion of landscaping at LeBreton Flats.

Chart 5: NCC Capital Expenditures 2015–2016 (in millions of dollars)



Budgetary Analysis

Table 2 provides a detailed analysis of operating results against the 2015–2016 to 2019–2020 Summary of the Corporate Plan and year over year for 2014–2015, based on the 2014–2015 to 2018–2019 Summary of the Corporate Plan. The table also provides operational budgets for 2016–2017, as presented in the 2016–2017 to 2020–2021 Summary of the Corporate Plan.

The revenue shortfall against budget in 2015–2016 was due primarily to an anticipated asset disposal that was not finalized by year end as well as recoveries for two major commemoration projects, which were delayed. This was partially offset by higher than budgeted proceeds from rental operations and revenues from easements (\$2.8 million).

The actual cost of operations was \$7.2 million lower than budget, primarily as a result of commemoration projects (National Holocaust and Victims of Communism monuments) that were delayed.

Expense Management and Cost Containment

Given the uncertainty of future central salary funding, the NCC will continue its efforts in expense management and cost containment, and work with the Government of Canada to explore long-term solutions to its financial pressures.

By April 1, 2015, the NCC had fully absorbed its share of the \$1.8 million cumulative reduction in operating appropriation as part of the Deficit Reduction Action Plan in the 2012 budget.

Further, the corporation is moving forward with its initiative in finding internal efficiencies. Any future operational savings will be used to fund salaried impacts as they arise.

Table 2: Statement of Operations and Accumulated Surplus for the Years Ending March 31

(in thousands of dollars)

	2016–2017	2015–2016			2014–2015		
	Budget	Budget	Actual	Variance	Budget	Actual	Variance
Revenues							
Rental operations and easements	22,508	20,840	23,603	2,763	19,427	22,187	2,760
Interest	2,041	2,144	1,808	(336)	2,717	2,236	(481)
Headquarters sublease	2,277	2,216	2,055	(161)	2,022	2,333	311
User access fees	2,587	2,544	2,710	166	1,900	2,707	807
Recoveries	8,453	8,242	2,022	(6,220)	2,918	2,130	(788)
Other revenues ¹	11,957	4,166	802	(3,364)	5,706	1,143	(4,563)
Monetary sponsorship	–	–	200	200	–	68	68
	49,823	40,152	33,200	(6,952)	34,690	32,804	(1,886)
Expenses							
Capital Planning	3,053	2,584	4,036	(1,452)	3,530	3,980	(450)
Capital Stewardship and Protection	94,368	92,124	84,109	8,015	90,781	105,788	(15,007)
Internal Services	32,718	33,744	33,105	639	30,797	33,252	(2,455)
	130,139	128,452	121,250	7,202	125,108	143,020	(17,912)
Deficit before funding from the Government of Canada	(80,316)	(88,300)	(88,050)	250	(90,418)	(110,216)	(19,798)
Funding from the Government of Canada							
Parliamentary appropriations for operating expenditures	67,806	69,056	67,712	(1,344)	64,737	68,781	4,044
Parliamentary appropriations for tangible capital assets	22,399	23,665	22,665	(1,000)	23,630	23,665	35
	90,205	92,721	90,377	(2,344)	88,367	92,446	4,079
Surplus (deficit) for the year	9,889	4,421	2,327	(2,094)	(2,051)	(17,770)	(15,719)
Accumulated surplus at beginning of the year	648,106		645,779			663,549	
Accumulated surplus at end of the year	657,995		648,106			645,779	

¹ Other revenues include gain on disposal of tangible capital assets of \$11.47 million

FINANCIAL STATEMENTS

for the year ended March 31, 2016



Statement of Management Responsibility

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

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

The NCC's external auditor, the Auditor General of Canada, audits the financial statements and reports to the minister of Canadian heritage.

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



Dr. Mark Kristmanson
Chief Executive Officer



Michel Houle, CPA, CMA
Executive Director, Corporate Services
and Chief Financial Officer

Ottawa, Canada
29 June 2016



INDEPENDENT AUDITOR'S REPORT

To the Minister of Canadian Heritage

Report on the Financial Statements

I have audited the accompanying financial statements of the National Capital Commission, which comprise the statement of financial position as at 31 March 2016, and the statement of operations and accumulated surplus, statement of change in net financial assets and statement of cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

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

Auditor's Responsibility

My responsibility is to express an opinion on these financial statements based on my audit. I conducted my audit in accordance with Canadian generally accepted auditing standards. Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Opinion

In my opinion, the financial statements present fairly, in all material respects, the financial position of the National Capital Commission as at 31 March 2016, and the results of its operations, changes in its net financial assets, and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Report on Other Legal and Regulatory Requirements

As required by the *Financial Administration Act*, I report that, in my opinion, the accounting principles in Canadian public sector accounting standards have been applied on a basis consistent with that of the preceding year.

Further, in my opinion, the transactions of the National Capital Commission that have come to my notice during my audit of the financial statements have, in all significant respects, been in accordance with Part X of the *Financial Administration Act* and regulations, the *National Capital Act*, the by-laws of the National Capital Commission, and the directive issued pursuant to section 89 of the *Financial Administration Act* described in Note 1 to the financial statements.



Etienne Matte, CPA, CA
Principal
for the Auditor General of Canada

29 June 2016
Ottawa, Canada

NATIONAL CAPITAL COMMISSION

Statement of Financial Position

As at 31 March (in thousands of dollars)

	2016	2015
Financial Assets		
Cash and cash equivalents (Note 3)	92,648	97,556
Restricted cash and cash equivalents – light rail transit (Note 4)	62,465	68,108
Accounts receivable		
Federal government departments and agencies	5,346	3,605
Others	3,785	3,685
Investments (Note 3)	18,987	18,831
	183,231	191,785
Liabilities		
Accounts payable and accrued liabilities		
Federal government departments and agencies	4,876	671
Others	14,361	16,260
Light rail transit (Note 4)	59,800	66,669
Provision for environmental cleanup (Note 5)	50,345	43,850
Deferred revenue (Note 6)	12,412	12,061
Employee future benefits (Note 7)	4,551	3,674
Other liabilities (Note 8)	1,856	2,036
	148,201	145,221
Net Financial Assets	35,030	46,564
Non-Financial Assets		
Tangible capital assets (Note 9)	608,254	594,908
Prepaid expenses	2,472	2,558
Other non-financial assets (Note 10)	2,350	1,749
	613,076	599,215
Accumulated Surplus	648,106	645,779

Contractual obligations and contingent liabilities (Notes 13 and 14)
The notes are an integral part of the financial statements.

Approved by the Board of Directors



Russell Mills
Chair, Board of Directors



Bob Plamondon FCPA, FCA
Chair, Audit Committee

NATIONAL CAPITAL COMMISSION

Statement of Operations and Accumulated Surplus

For the year ended 31 March (in thousands of dollars)	2016 Budget	2016 Actual	2015 Actual
	(Note 2)		
Revenues			
Rental operations and easements	20,840	23,603	22,187
Interest	2,144	1,808	2,236
Monetary sponsorship	–	200	68
Headquarters sublease	2,216	2,055	2,333
User access fees	2,544	2,710	2,707
Recoveries	8,242	2,022	2,130
Other revenues	4,166	802	1,143
	40,152	33,200	32,804
Expenses (Notes 1 and 11)			
Capital Planning	2,584	4,036	3,980
Capital Stewardship and Protection	92,124	84,109	105,788
Internal Services	33,744	33,105	33,252
	128,452	121,250	143,020
Deficit before funding from the Government of Canada	(88,300)	(88,050)	(110,216)
Funding from the Government of Canada			
Parliamentary appropriations for operating expenditures (Note 12)	69,056	67,712	68,781
Parliamentary appropriations for tangible capital assets (Note 12)	23,665	22,665	23,665
	92,721	90,377	92,446
Surplus (Deficit) for the year	4,421	2,327	(17,770)
Accumulated surplus at beginning of the year	659,632	645,779	663,549
Accumulated surplus at end of the year	664,053	648,106	645,779

The notes are an integral part of the financial statements.

NATIONAL CAPITAL COMMISSION

Statement of Change in Net Financial Assets

For the year ended 31 March (in thousands of dollars)	2016 Budget	2016 Actual	2015 Actual
	(Note 2)		
Surplus (Deficit) for the year	4,421	2,327	(17,770)
Acquisition and improvements of tangible capital assets (Note 9)	(29,997)	(32,721)	(31,283)
Amortization of tangible capital assets (Note 9)	17,619	17,394	17,462
Net loss/(gain) on disposal of tangible capital assets	(3,570)	732	4,224
Proceeds from disposal of tangible capital assets	5,100	124	–
Writedowns of tangible capital assets	–	1,125	1,231
	(10,848)	(13,346)	(8,366)
Change in prepaid expenses	–	86	(113)
Change in other non-financial assets	177	(601)	(374)
	177	(515)	(487)
Decrease in net financial assets	(6,250)	(11,534)	(26,623)
Net financial assets at beginning of the year	57,978	46,564	73,187
Net financial assets at end of the year	51,728	35,030	46,564

The notes are an integral part of the financial statements.

NATIONAL CAPITAL COMMISSION

Statement of Cash Flows

For the year ended 31 March (in thousands of dollars)	2016	2015
Operating Activities		
Cash receipts from parliamentary appropriations for operating expenditures	69,977	68,255
Cash receipts from rental operations and easements	20,744	22,087
Cash receipts from other operations	8,013	9,379
Cash paid to suppliers	(62,677)	(68,862)
Cash paid to employees	(38,479)	(38,221)
Interest received	2,105	2,618
Disbursements for contaminated sites	(860)	(990)
Cash flows used by operating activities	(1,177)	(5,734)
Capital Activities		
Disbursements for light rail transit project	(6,125)	(7,350)
Cash receipts from parliamentary appropriations for tangible capital assets	23,665	23,665
Acquisition and improvements of tangible capital assets	(26,891)	(23,288)
Proceeds from disposal of tangible capital assets	124	-
Disbursements for environmental cleanup	(214)	(1,293)
Cash flows used by capital activities	(9,441)	(8,266)
Investing Activities		
Cash receipts for the light rail transit project	698	962
Disbursements for light rail transit project	(205)	(183)
Disbursements for investments purchased	(1,476)	(948)
Cash receipts from investments sold	1,050	9,709
Cash flows provided by investing activities	67	9,540
Decrease in cash and cash equivalents	(10,551)	(4,460)
Cash and cash equivalents at beginning of the year	165,664	170,124
Cash and cash equivalents at end of the year	155,113	165,664
Represented by:		
Cash and cash equivalents	92,648	97,556
Restricted cash and cash equivalents – light rail transit	62,465	68,108
	155,113	165,664

The notes are an integral part of the financial statements.

1. Authority and Objectives

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

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

In July 2015, the Corporation was issued a Directive (P.C. 2015–1106) pursuant to Section 89 of the *Financial Administration Act* to align its travel, hospitality, conference and event expenditure policies, guidelines and practices with Treasury Board policies, directives and related instruments on travel, hospitality, conference and event expenditures in a manner consistent with its' legal obligations. The NCC was also to report on the implementation of this Directive in its next corporate plan. During the year, the NCC revised the Business Travel, Hospitality, Conference and Event Expenditure policy and adopted all aspects of the Directive. Reporting on the implementation of this directive was included in the *2016–2017 to 2020–2021 Corporate Plan*.

Program Definitions and Objectives

The NCC delivers its mandate through its program alignment architecture (PAA), which consists of a strategic outcome and three programs (including Internal Services). The PAA is the list of programs on which the NCC bases its reporting to Parliament and Canadians.

Capital Planning

Through the Capital Planning program, the NCC guides and coordinates the use of federal lands to ensure that they inspire Canadians, meet the needs of government and reflect the role and significance of the Capital. Through long-term plans, the identification of the National Interest Land Mass (NILM), and review and approval processes, the NCC is able to ensure that land use in Canada's Capital Region reflects and respects the significance, natural environment, and heritage of the Capital. The NCC also collaborates with federal, provincial and municipal governments on transportation issues.

Capital Stewardship and Protection

Through Capital Stewardship and Protection, the NCC aims to protect assets of national significance in Canada's Capital Region and to continue to enhance the Capital for future generations of Canadians. As steward of federal lands and assets in the region, the NCC rehabilitates, manages, develops maintains and safeguards the Capital's most treasured natural, cultural and heritage assets, while ensuring that safe, respectful and appropriate public access is maintained. The NCC also promotes and regulates public activities on federal lands and conserves natural resources through sound environmental management. Through its involvement in land development projects, its acquisition of national interest properties and its disposal of surplus properties, the NCC is further able to ensure that its vision for the Capital is reflected in Canada's Capital Region.

Internal Services

Internal Services are groups of related activities and resources that are administered to support the needs of programs and other corporate obligations of the NCC.

2. Significant Accounting Policies

A. Basis of Accounting

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

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

Intangibles assets are not recognized in the financial statements.

Measurement Uncertainty

The preparation of financial statements in accordance with PSAS requires management to make estimates and assumptions that affect the reported values of financial assets, liabilities and non-financial assets at the date of the financial statements, and the reported amounts of revenue and expenses for the reporting period. Estimated useful lives of tangible capital assets, unsettled land exchange, provision for environmental cleanup, employee future benefits, writedowns of tangible capital assets and recognition of contingent liabilities are the most significant items for which estimates are used. Actual results could materially differ from those estimates.

Budget Figures

The 2015–2016 budget figures, as presented in the *2015–2016 to 2019–2020 Corporate Plan*, are included, as appropriate in the Statement of Operations and Accumulated Surplus and the Statement of Change in Net Financial Assets.

B. Cash and Cash Equivalents

Cash and cash equivalents include cash and highly liquid investments. These investments purchased three months or less from maturity, are recorded at cost.

C. Investments

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

D. Assets Held for Sale

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

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

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

E. Provision for Environmental Cleanup

The NCC recognizes a provision for environmental cleanup and an expense for the costs associated with the remediation of contaminated sites when all of the following conditions are prevalent: an environmental standard exists; the level of contamination has been determined to exceed the environmental standard; the NCC is directly responsible or accepts responsibility; it is expected that future economic benefits will be given up; and a reasonable estimate of the amount can be made at that time. However, where the criteria for recognizing a liability are met and the contamination occurred prior to the NCC's acquisition of the land, the costs associated with the cleanup necessary to prepare the land for its intended use form an integral part of the capital costs, and are capitalized to "Land" (Note 9). When ongoing operation, maintenance and monitoring are an integral part of the remediation strategy for a contaminated site, the estimate of the liability would include the costs for such activities.

The NCC expects that future economic benefits will be given up when there is a risk to public safety and security, planned development or disposal of the land or where public documents and Treasury Board decisions indicate that the NCC has a responsibility to the public that leaves it little or no discretion in relieving itself of the obligation. In the event that it is not possible to determine if a future economic benefit will be given up, but an amount can be reasonably estimated, a contingent liability will be disclosed in the Notes to the Financial Statements.

The costs related to the management and remediation of contaminated sites may vary depending on the land use as determined during the urban planning process and the development of the Plan for Canada's Capital. These costs are adjusted annually to reflect the time value of money, new obligations with respect to environmental evaluations, changes in management estimates and actual costs incurred.

F. Employee Future Benefits

i. Pension Benefits

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

ii. Other Benefit Plans

Severance benefits, workers’ compensation benefits, maternity or parental leave benefits, and sick leave benefits represent the obligations of the NCC that require settlement by future payments.

Severance Benefits: In February 2013, a new collective agreement was signed, resulting in the elimination of the accumulation of severance benefits. Consistent with this collective agreement, all indeterminate employees were entitled to severance payments equal to one week’s pay for each complete year of continuous employment and, in cases of a partial year of continuous employment, one week’s pay multiplied by the number of days of continuous employment divided by 365, to a maximum of 30 weeks. All term employees were entitled to a severance payment equal to one week’s pay for each complete year of continuous employment, to a maximum of 30 weeks. Employees affected by these changes had the option of collecting, during the 2013–2014 fiscal year, the full or partial amount of the severance benefit accrued up to the collective agreement signing date, or of collecting, at the time of termination of employment at the NCC, the full or remaining amount of the accumulated weeks of severance.

As at 31 March 2016, the NCC recorded a liability for employees who delayed the payment of their severance benefit until the time of termination. Management uses the employee’s salary in effect at 31 March 2016, to calculate the value of the remaining obligation.

Workers’ Compensation Benefits: Workers’ compensation benefits represent an obligation that requires settlement by future payment. The NCC is subject to the *Government Employees Compensation Act* and, is therefore not mandatorily covered under any provincial workers’ compensation act. As a self-insured employer, the NCC is accountable for the obligations assumed since its establishment. The NCC’s obligations, for workers’ compensation benefits and post-employment benefits for employees in receipt of long-term disability benefits, are based on known disability and survivor pension awards and other potential awards resulting from accidents occurring up to the measurement date. The obligation is determined using management’s best estimates and actuarial data obtained from the Workplace Safety and Insurance Board of Ontario.

Maternity or Parental Leave Benefits: Maternity or parental leave benefits represent an obligation that results in settlement during the next fiscal year. The benefits are event-driven, and are paid during an employee’s absence on maternity or parental leave.

Sick Leave Benefits: Most employees of the NCC are entitled to accumulating sick leave benefits as provided for under their conditions of employment. The NCC recognizes the cost of future sick leave benefits over the periods in which the employees render services through an obligation based on the probability of usage as per historical data.

Notes to the Financial Statements

For the year ended 31 March 2016

G. Deferred Rent Inducement

The NCC currently leases its headquarters office space. Moving expenses and major leasehold improvements incurred by the lessor under the lease to accommodate NCC needs, have been recorded as deferred rent inducement as at the effective date of the lease, and are amortized over the term of the lease. The amortization of the rent inducement is recorded under the “Goods and services” expense (Note 11).

H. Tangible Capital Assets

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

Improvements that extend the useful life of buildings, infrastructure and equipment are capitalized and amortized according to their respective asset class. Land improvements and other development costs are capitalized once they meet the definition of an asset and there are expected future economic benefits associated with those costs.

Construction in progress represents assets that are not yet available for use and therefore are not subject to amortization.

Antiques and works of art of the NCC are not recorded as tangible capital assets in the financial statements, but as an expense when they are acquired or donated, as disclosed in Note 11. Antiques and works of art consist primarily of monuments, paintings, furniture and sculptures.

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

Tangible Capital Assets

Buildings	20 or 40 years
Parkways and roadways	25 years
Bridges	25 or 45 years
Park landscaping and improvement	20 or 25 years
Leasehold improvements	The lesser of the term of the lease or the estimated useful life of the asset
Office equipment, machinery and equipment	5 or 10 years
Vehicles	5 years
Computers and software	3 years

I. Non-Monetary Transactions

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

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

Finally, the NCC may receive without compensation, services provided by other government agencies. These services are not recognized in the NCC’s Statement of Operations and Accumulated Surplus.

J. Revenue Recognition

Revenues result primarily from rental operations and easements, net gains on disposal of tangible capital assets, interest, sponsorship compensation, headquarters sublease, user access fees, recoveries and other revenues (e.g. merchandising and advertising sales, concession revenues, contributions and revenues resulting from non-related party donations not subject to externally imposed stipulations).

The NCC recognizes revenue when the transactions or events giving rise to the revenues occur. Normally, revenues are recognized when persuasive evidence of an arrangement exists, services have been provided or goods have been delivered, the amount is fixed and determinable, and collection is reasonably assured. The NCC also recognizes Deferred revenue when payments are received in advance.

K. Parliamentary Appropriations

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

L. Contingent Liabilities

Contingent liabilities are potential liabilities, which may become actual liabilities when one or more future events occur or fail to occur. To the extent that the future event is likely to occur or fail to occur, and a reasonable estimate of the obligation can be made by the NCC, an estimated liability is accrued and an expense recorded. If the likelihood is not determinable or an amount cannot be reasonably estimated, the contingency is disclosed in the Notes to the Financial Statements.

Notes to the Financial Statements

For the year ended 31 March 2016

M. Financial Instruments

The NCC identifies, assesses and manages financial risks in order to minimize their impact on the NCC's results and financial position. The NCC manages its financial risks in accordance with specific criteria, as disclosed in Note 15, and does not engage in speculative transactions or use derivative financial instruments.

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

3. Cash and Cash Equivalents and Investments

The NCC's policy is to invest excess cash in guaranteed investment certificates, bankers' acceptances, guaranteed notes, term deposits, and securities of the Government of Canada, provincial or municipal governments. These types of investments are purchased from a member of the Canadian Payments Association and are redeemable on short notice.

A. Cash and Cash Equivalents

As at 31 March 2016, Cash and cash equivalents include \$92.6 million (\$97.6 million in 2015) in cash, invested at a weighted average interest rate of 1.2 percent (1.4 percent in 2015).

B. Investments

As at 31 March 2016, long-term portfolio of investments includes bonds of provincial governments, totalling \$19.0 million (\$18.8 million in 2015) invested at a weighted average interest rate of 3.8 percent (3.8 percent in 2015).

(in thousands of dollars)	2016		2015	
	Cost	Quoted Market Value	Cost	Quoted Market Value
Federal government	-	-	254	254
Provincial governments	18,987	20,522	18,577	20,555
	18,987	20,522	18,831	20,809

Notes to the Financial Statements

For the year ended 31 March 2016

C. Designated Funds

As at 31 March 2016, Cash and cash equivalents included \$47.9 million (\$51.6 million in 2015) in designated funds whose use is designated or limited for the sole purpose for which they have been segregated. The following funds are segregated.

(in thousands of dollars)	2016	2015
Revitalization of Sparks Street in Ottawa	595	592
Revitalization of the Official Residences	–	668
Redevelopment of LeBreton Flats	9,315	9,775
Federal Contaminated Sites Action Plan (FCSAP)	1,697	1,843
Redevelopment of industrial lands on the north shore of the Ottawa River	2,558	2,530
Acquisition of real property ¹	33,769	36,197
	47,934	51,605

¹ These funds are used to acquire and dispose of real properties. During the period, proceeds on disposal and interest revenues amounted to \$0.6 million (\$0.5 million in 2015), with associated expenditures totalling \$3.0 million (\$1.2 million in 2015).

4. Light Rail Transit

The City of Ottawa has undertaken a significant project to convert the existing bus rapid transit system to a light rail transit system. This system will affect several NCC properties, which are subject to change until such time as the actual land requirements are finalized. In consideration of this, the NCC and the City of Ottawa (the City) signed a memorandum of understanding (MOU) on 9 October 2012 by which the NCC granted the City a temporary construction easement over the affected NCC properties in order to provide access. Further to this, the NCC and the City committed to enter into a transfer agreement, on or before 30 June 2015, outlining the rights and obligations for each party regarding property rights in perpetuity, necessary to the completion of the project by 31 December 2019. Included in the transfer agreement are the final resolutions of various historically transferred land conventions dated 1984, 1996, and 2006, and referred to as the “Legacy Agreements”.

As per the MOU, the City delivered to the NCC a security deposit of \$49.0 million on 30 January 2013 which is held in a separate interest-bearing account, and represents the estimated market value of all NCC properties required by the City subject to further adjustment. The NCC also received a performance deposit of \$24.5 million in support of the City’s obligations, which is also held in a separate interest-bearing account.

All of these amounts and accumulated interest are segregated in the Statement of Financial Position, reflective of the external restrictions imposed. The NCC and the City expect these amounts to be adjusted on an ongoing basis during the project’s execution, as the necessary final property identification, evaluations and conveyances are completed. Any amounts, either kept by the NCC or returned to the City following adjustments will include the interest earned on the determined amount.

During 2014, an additional security deposit of fifteen thousand dollars was received from the City, as the result of an amendment to the MOU. This amount is also held in a separate interest-bearing account.

On 30 September 2014, as per the MOU, the NCC received confirmation from the City regarding land and real property rights requirements. This included the fee simple, permanent easement and temporary construction easement requirements. The receipt of these documents fulfilled certain performance deposit requirements and, as a result, the NCC returned \$7.4 million plus accrued interest to the City.

Notes to the Financial Statements

For the year ended 31 March 2016

On 30 June 2015 and as per the MOU, the transfer agreement between the NCC and the City was entered into. This agreement confirmed the final market value for each land site required by the City in terms of the properties required for the light rail transit system. As a result and per the MOU, certain performance deposit requirements were met and therefore the NCC returned \$6.1 million plus accrued interest to the City. The properties in the areas of Hurdman, Tremblay road and downtown (Tunnel Chambers and Shaw Centre) will be negotiated at fair market value, whereas the properties in the LeBreton Flats area will be transacted at nominal value. The net book value of the lands total \$2.2 million, as at 31 March 2016. A significant net gain will be recognized by the NCC when the “as built drawings” are reviewed and accepted by the NCC. The finalized drawings are to be delivered by the City to the NCC by 30 June 2019.

The following table includes amounts that have either been received or returned, as well as the net interest earned to date. During the year, net interest of \$0.5 million has been recorded and included in the Financial Assets under “Restricted cash and cash equivalents – light rail transit” and under the “Light rail transit” liability as at 31 March 2016. The accumulated interest recorded as at 31 March 2016, was \$2.4 million.

The “Restricted cash and cash equivalents – light rail transit” under Financial assets, is as follows.

(in thousands of dollars)	Amount received	Amount returned	Interests	2016 Total	2015 Total
Security deposit	49,015	–	1,979	50,994	50,454
Performance deposit	24,500	(13,475)	446	11,471	17,654
Total	73,515	(13,475)	2,425	62,465	68,108

As at 31 March 2016, the NCC has recognized revenues totalling \$1.2 million (\$0.4 million in 2015) as it continues to provide the City access to the light rail transit properties for a defined period of time. The “Light rail transit” liability has been reduced accordingly and totals \$59.8 million (\$66.7 million in 2015).

5. Provision for Environmental Cleanup

As part of the Environmental Management Framework, the NCC developed a risk-based approach for the management of contaminated sites. This proactive approach is a management tool to ensure that the necessary steps are taken to identify, assess, classify and prioritize contaminated sites, and thus ensure public safety and security. To classify the sites in order of priority, all 1,503 property assets owned by the NCC were the object of preliminary environmental assessments which involved researching the historical use of the land and its current use and, for those sites posing the greatest risk, an initial or detailed assessment was performed to confirm the degree of contamination.

Notes to the Financial Statements

For the year ended 31 March 2016

As at 31 March 2016, the following table presents the classification of sites owned by the NCC.

(in thousands of dollars)	2016	2015
Contaminated sites exceeding the environmental standard		
Sites included in the liability or contingent liability	40	36
Other contaminated sites	229	232
Total contaminated sites exceeding the environmental standard	269	268
Sites lacking environmental information for classification	357	340
Sites not exceeding the environmental standard	877	882
Total sites owned by the NCC	1,503	1,490

The NCC has identified 269 sites that contain levels of contaminants above acceptable environmental standards. The NCC land portfolio was contaminated primarily by former commercial and industrial operations. Multiple sources of contamination are associated with the former industrial and commercial sites, the principal contaminants being; metals, polycyclic aromatic hydrocarbons (PAHs), petroleum hydrocarbons, volatiles (e.g. methane) and organic compounds (e.g. trichloroethene). A liability of \$50.3 million (\$43.9 million in 2015) has been recognized for the contaminated sites where it is likely that future economic benefits will be given up. This liability represents management's best estimate of the funds required to complete the environmental cleanup, and is based on information available as at the date of the financial statements. Of the liability, \$31.7 million (\$26.0 million in 2015) has been capitalized to the cost of the land.

Further, the NCC estimates an unrecorded contingent liability of \$474.3 million (\$466.7 million in 2015). This amount is based on remediation activities where an environmental assessment was sufficient to calculate a reasonable estimate for the liability. However, it is impossible to determine if future economic benefits will actually be given up. The remaining 229 sites have levels of contaminants above the environmental standard. Further, these sites have been assessed by management as low corporate priority for the following reasons: they pose no public health or safety issues, are not slated for development or disposal, it is unlikely that the NCC will give up future economic benefits; they are secured sites or the NCC does not have sufficient information to assess a liability. Secured sites are those where the necessary studies, remediation and other risk management actions have been taken, consistent with the designated use of the site.

The valuation of the liability is based on the estimated value of the remediation activities required. This figure is indexed for the time value of money, every year, using the Bank of Canada rate. The indexation rate used in 2016 is 2.1 percent (2.4 percent in 2015).

In line with the NCC's Environmental Management Framework, 357 sites are not a priority, as they do not pose a public health or safety risk. These sites therefore, have not been the subject of an environmental assessment to establish if the suspected contaminants are present and exceeding environmental standards, or the contamination has not yet been determined. Aside from the preliminary assessment regarding the historical use, no further evaluation has been performed.

The preliminary environmental assessments found 877 sites were either not contaminated or found to be within the environmental standards.

6. Deferred Revenues

Deferred revenues are composed of the following.

(in thousands of dollars)	2016	2015
Deferred rental revenues	8,278	8,408
Deferred easement and license of occupation revenues	2,795	2,863
Other deferred revenues	1,339	790
	12,412	12,061

The deferred rental revenue is primarily the present value of the minimum future lease payments that the NCC has collected under land lease agreements. The present value for the current agreements was determined using discount rates of 4.27 percent, 6.01 percent and 6.5 percent. This deferred rental revenue will be recognized as income over the term of the lease agreements, which have different termination dates extending to 2068. During the year, \$0.4 million (\$0.4 million in 2015) of deferred rental revenue was recognized as income.

7. Employee Future Benefits

A. Pension Benefits

Substantially all of the employees of the NCC are covered by the Public Service Pension Plan (the “Plan”), a contributory defined benefit plan established through legislation and sponsored by the Government of Canada. Contributions are required by both the employees and the NCC. The President of the Treasury Board of Canada sets the required employer contributions, based on a multiple of the employee’s required contribution. The required employer contribution rate for 2015 and 2016 was dependent on the employee plan contribution start dates. For plan participation prior to 2013 the NCC’s contribution rate effective at year-end was 1.15 times (1.28 in 2015) the employee contribution. For plan participation beginning on 1 January 2013 or later, the NCC’s contribution rate effective at year-end was 1.11 times (1.28 in 2015) the employee’s contribution. NCC and employee contributions to the Plan for the year were as follows.

(in thousands of dollars)	2016	2015
NCC’s contributions	4,045	3,943
Employee contributions	3,349	2,931

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

Notes to the Financial Statements

For the year ended 31 March 2016

B. Severance, Workers' Compensation, and Maternity or Parental Benefits

The severance benefits ceased to accumulate when the new collective agreement was signed in February 2013. As at 31 March 2016, the severance benefit represents the obligation for employees who delayed payment until the time of termination.

The NCC also provides workers' compensation benefits, based on benefits determined by the Workplace Safety and Insurance Board of Ontario. The value of the accrued obligation for workers' compensation is determined using actuarial data from the Workplace Safety and Insurance Board of Ontario.

In addition, the NCC provides maternity or parental benefits in accordance with the conditions of employment for the different groups of employees. The maternity or parental benefits represent for the NCC an obligation that entails settlement in the next year.

Finally, the NCC provides cumulative sick leave benefits to its employees. Employees accumulate unused sick leave days which may be used in future years. An employee's unused sick leave balance is carried forward until the employee departs the NCC, at which point any unused balance lapses. The NCC estimates its sick leave obligation based on the probability of usage by employees, based on historical data.

The accrued benefit obligation for these plans amounts to \$4.6 million (\$3.7 million in 2015) and is presented in the table below. These other benefit plans are not pre-funded, and thus have no assets, resulting in a plan deficit equal to the accrued benefit obligation.

Benefits will be paid from the NCC's future appropriations and other sources of revenue. Information about the plan, measured as at the Statement of Financial Position date, is as follows.

(in thousands of dollars)	2016	2015
Accrued benefit obligation, beginning of year	3,674	4,243
Cost for the year	1,650	(21)
Benefits paid during the year	(773)	(548)
Accrued benefit obligation, end of year	4,551	3,674

8. Other Liabilities

Other liabilities are composed of the following.

(in thousands of dollars)	2016	2015
Deferred rent inducement	669	852
Unsettled land exchange ¹	1,000	1,000
Unsettled expropriation ²	187	184
	1,856	2,036

¹ The unsettled land exchange will be completed when the third parties involved in the exchange are ready to receive the goods and/or services under the agreement.

² The unsettled expropriation is payable on demand.

9. Tangible Capital Assets

	Cost			Accumulated Amortization			Net Book Value			
	Opening Balance	Acquisitions	Disposals/ Adjustments ³	Closing Balance	Opening Balance	Amortization Expense	Disposals/ Adjustments	Closing Balance	March 31, 2016	March 31, 2015
Land¹	292,614	7,932	810	299,736	–	–	–	–	299,736	292,614
Buildings and infrastructure^{2,3}										
Parkways, bridges and roadways	251,621	3,915	(2)	255,538	151,945	5,167	(10)	157,122	98,416	99,676
Historical properties	113,624	6,150	196	119,578	60,415	2,457	4	62,868	56,710	53,209
Rental properties	115,871	3,749	58	119,562	62,931	2,171	–	65,102	54,460	52,940
Parks	96,979	1,278	561	97,696	53,707	2,656	49	56,314	41,382	43,272
Administrative and service buildings	28,426	1,259	312	29,373	15,381	833	264	15,950	13,423	13,045
Recreational properties	31,755	11	843	30,923	22,080	636	841	21,875	9,048	9,675
Gatineau Park	25,762	1,988	5	27,745	16,661	615	–	17,276	10,469	9,101
Development properties	18,397	996	312	19,081	10,078	682	11	10,749	8,332	8,319
Greenbelt	36,252	1,061	270	37,043	28,614	735	240	29,109	7,934	7,638
Leasehold improvements	11,937	554	–	12,491	8,744	624	–	9,368	3,123	3,193
Equipment⁴										
Office equipment, machinery and equipment	6,720	457	59	7,118	5,450	262	50	5,662	1,456	1,270
Computers and software ²	5,266	2,993	88	8,171	4,661	399	87	4,973	3,198	605
Vehicles	1,410	378	167	1,621	1,059	157	162	1,054	567	351
	1,036,634	32,721	3,679	1,065,676	441,726	17,394	1,698	457,422	608,254	594,908

1 The land cost includes \$0.2 million in 2015 of unsettled expropriation and land exchange.

2 The total cost of building and infrastructure and computers and software include \$18.2 million (\$18.9 million in 2015) of construction in progress. When completed, the cost of these projects will be amortized on the basis of their estimated useful life.

3 The disposals and adjustments column include writedown of \$1.1 million in buildings and infrastructure.

4 As at 31 March 2016, no asset held for sale was disclosed separately.

10. Other Non-financial Assets

As part of a non-monetary transaction carried out during 2001–2002, the NCC transferred properties, and is committed to render services to the former City of Hull. In exchange, the City also transferred properties and is committed until 2022 to maintain parks and roads belonging to the NCC. As of 31 March 2016, the unamortized present value of these maintenance services, discounted at the interest rate of 6.5 percent, amounts to \$1.0 million (\$1.2 million in 2015). This non-financial asset is recognized on a straight line basis, and the expense of \$0.2 million is included under “Goods and services” in Note 11.

In 2014–2015, the NCC entered into an agreement with the City of Ottawa. The City of Ottawa will transfer specific land to the NCC by 31 December 2019 in accordance with the “Legacy Agreement” convention. This non-financial asset represents \$0.6 million.

During the year, the NCC entered into an agreement and put on deposit, \$0.8 million for a future property acquisition. The transaction is subject to several conditions that are to be met by 31 January 2017. In the event that the conditions are not met to the NCCs satisfaction, the deposit plus interest will be refunded and the transaction will be considered null and void.

11. Expenses by Object

The following provides a summary of expenses by object.

(in thousands of dollars)	2016 Budget	2016 Actual	2015 Actual
Goods and services	62,551	52,044	73,231
Salaries and employee benefits	39,132	39,955	37,700
Amortization	17,619	17,394	17,462
Payments in lieu of municipal taxes	9,150	10,000	9,172
Net loss on disposal of tangible capital assets	–	732	4,224
Writedowns of tangible capital assets	–	1,125	1,231
	128,452	121,250	143,020

Antiques, works of art and monuments acquired or built by the NCC and those donated to the Canadiana Fund or the NCC are not recorded as tangible capital assets but are recorded as expenses and are included in “Goods and services.” For the period ended 31 March 2016, the value of antiques, works of art and monuments totalled \$0.2 million (\$1.7 million in 2015).

For the period ended 31 March 2016, In-Kind goods received by the NCC represented \$0.3 million (\$0.2 million in 2015) of “Goods and services” expense.

Notes to the Financial Statements

For the year ended 31 March 2016

12. Parliamentary Appropriations

(in thousands of dollars)	2016	2015
Parliamentary appropriations for operating expenditures		
Amount received during the year	69,056	67,860
Amount receivable at the end of the year	2,301	921
Amount payable at the end of the year	(3,013)	–
Revenue deferred to next year	(632)	–
	67,712	68,781
Parliamentary appropriations for tangible assets		
Amount received during the year	23,665	23,665
Amount payable at the end of the year	(1,000)	–
	22,665	23,665
Parliamentary appropriations approved and recorded during the year	90,377	92,446

13. Contractual Obligations

i. The NCC has entered into agreements for services that amount to \$52.5 million (\$55.6 million in 2015) and office accommodation leases that amount to \$38.7 million (\$49.3 million in 2015). These agreements, which total \$91.2 million (\$104.9 million in 2015), have differing termination dates, with the latest ending in 2047. The service agreements are contracts mainly related to IT Services and the management and maintenance of NCC's lands and properties.

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

(in thousands of dollars)	Leases ¹	Services	Total
2016–2017	10,268	15,684	25,952
2017–2018	10,394	11,226	21,620
2018–2019	10,523	9,511	20,034
2019–2020	7,505	6,034	13,539
2020–2021	–	1,441	1,441
2021 and thereafter	–	8,645	8,645

1. Refer to Note 17 – Subsequent Event

ii. The NCC has entered into contracts for capital expenditures of approximately \$6.8 million (\$5.1 million in 2015). Payments under these contracts are expected to be made within the next fiscal years.

14. Contingent Liabilities

A. Claims

In the normal course of business and due to the NCC's ownership of lands in the National Capital Region, claims have been made against the NCC, totalling a net amount of \$6.6 million (\$8.0 million in 2015), excluding interest and other costs. These claims result primarily from alleged personal injuries sustained on NCC lands, which often leads to the NCC being named as one of several parties in a litigation. To mitigate this legal risk, the NCC will file counterclaims, cross-claims and third-party claims, as appropriate. Due to the complex and lengthy legal process, outcomes are often not determinable until the claim is finally settled. Nevertheless, it is the opinion of management that certain of these claims will result in settlements approximating \$0.5 million (\$0.3 million in 2015) which has been recorded as a liability during the year. Future payments resulting from claims where final settlements, if any, are currently unpredictable with any degree of accuracy will be accounted for in the year in which the liability becomes likely.

B. Contingent Liabilities for Environmental Cleanup

The NCC also has a contingent liability of \$474.3 million (\$466.7 million in 2015) with respect to the environmental cleanup, which is presented in more detail in Note 5.

15. Financial Instruments

A. Credit Risk

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

The maximum exposure of the NCC to credit risk at 31 March 2016, is as follows.

(in thousands of dollars)	2016	2015
Cash and cash equivalents	92,648	97,556
Restricted cash and cash equivalents – light rail transit	62,465	68,108
Accounts receivable		
Federal departments and agencies	5,346	3,605
Others	3,785	3,685
Investments	18,987	18,831
	183,231	191,785

Notes to the Financial Statements

For the year ended 31 March 2016

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

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

The credit risk associated with accounts receivable is minimized, since a large base of customers are federal, provincial or municipal entities. Furthermore, credit assessments are done for all new tenants. The NCC records allowances for potential credit losses, and any such losses to date have been within management's expectations.

There has been no change, other than that previously mentioned, in the level of risk compared with the previous fiscal year, and there has been no change in the practice used for managing credit risk.

Management believes that concentrations of credit risk with respect to accounts receivable are limited due to the credit quality of the parties' extended credit, as well as the large number of federal, provincial, municipal and smaller customers.

At 31 March 2016, accounts receivable from federal, provincial or municipal entities comprised 60 percent (66 percent in 2015) of the total amounts due.

The following table presents an analysis of the age of Accounts Receivable not impaired as at 31 March 2016.

(in thousands of dollars)	2016	2015
Accounts receivable net of allowance for doubtful accounts:		
Less than 30 days past billing date	6,898	5,738
30 – 60 days past billing date	610	61
61 – 90 days past billing date	70	34
Greater than 90 days past billing date	1,710	1,663
	9,288	7,496
Allowance for doubtful accounts	(157)	(206)
	9,131	7,290

Notes to the Financial Statements

For the year ended 31 March 2016

The NCC must make estimates in respect of the Allowance for doubtful accounts. The type of clients, historical payment trend, economic conditions, reasons for the accounts being past due and line of business from which the receivable arose are all considered in the determination of when to include provisions for past due accounts. These same factors are considered when determining whether to write off amounts against Accounts receivable. Amounts subsequently recovered from accounts previously written off are credited to the allowance account in the period of recovery.

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

(in thousands of dollars)	2016	2015
Allowance for doubtful accounts		
Balance at beginning of year	206	346
Bad debt expense	18	13
Amounts written off and recoveries	(67)	(153)
Balance at end of year	157	206

The NCC believes that this allowance for doubtful accounts is sufficient to cover the risk of default. There are no other financial assets past due or impaired as at 31 March 2016.

B. Liquidity Risk

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

There has been no change in the level of risk compared with the previous fiscal year, and there has been no change in the practice used for managing liquidity risk.

The following table presents an analysis of the estimated maturities of the financial liabilities as at 31 March 2016.

(in thousands of dollars)	2016	2015
Accounts payable and accrued liabilities		
Less than 90 days	13,043	11,980
90 – 365 days	6,194	4,951
	19,237	16,931
Other liabilities – Unsettled expropriation		
More than 365 days	187	184
	19,424	17,115

Notes to the Financial Statements

For the year ended 31 March 2016

C. Market Risk

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

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

Here is an overview of the NCC's interest rate exposure as at 31 March 2016.

(in thousands of dollars)	2016	2015
Cash and Cash Equivalents and Investments		
Cash and cash equivalents – Market interest rate	92,648	97,556
Restricted cash and cash equivalents – light rail transit – Market interest rate	62,465	68,108
Investments more than 365 – Fixed interest rate	18,987	18,831
	174,100	184,495

The interest rate exposure of the NCC arises from its interest-bearing financial assets. Cash and cash equivalents earn interest at market rate. The NCC's objective is to manage its exposure to the interest rate risk of its cash and cash equivalents by maximizing the interest income earned on excess of funds, while maintaining the minimum liquidity necessary to conduct operations on a day-to-day basis. Fluctuations in market interest rate could have an effect on the NCC's interest revenue derived from cash and cash equivalents. If interest rates for the year ended 31 March 2016, had been 50 basis points lower or higher, with all other variables held constant, interest revenue for the same period would have been impacted by \$0.5 million (\$0.5 million in 2015) lower or higher respectively.

The approach to the Restricted cash and cash equivalents – light rail transit is identical to that of the NCC's cash and cash equivalents management. Bearing this in mind, had interest rates for the year ended 31 March 2016, been 50 basis points lower or higher, with all other variables held constant, interest earned and allocated to the restricted cash and cash equivalents to light rail transit for the same period would have been \$0.3 million (\$0.4 million in 2015) lower or higher, respectively.

Investments include bonds of the Government of Canada and the provincial governments at a fixed interest rate with an average term to maturity of 4.7 years (5.0 years in 2015). These investments are indirectly affected by fluctuations of fair value, due to fluctuations of the market interest rate. However, there is no impact on the interest revenue that the NCC derives from long-term investments.

There has been no change in the level of risk compared with the previous fiscal year, and there has been no change in the practice used for managing market risk.

16. Related Party Transactions

The NCC is related by virtue of ownership to all Government of Canada departments, agencies and Crown corporations, and is financed primarily by the Parliament of Canada. In addition to the related party transactions described below, and those disclosed elsewhere in these financial statements, the NCC also enters into transactions with Crown entities. In the normal course of business, and on normal trade terms applicable to all individuals and enterprises, the NCC incurred expenses totalling \$7.6 million (\$7.5 million in 2015) for utilities, rental of space, tangible capital assets and services purchased from other government departments and agencies, and earned revenues totalling \$4.9 million (\$6.3 million in 2015) from services rendered, rental operations and sales of tangible capital assets.

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

17. Subsequent Event

During the year, the NCC began negotiations with its landlord for a lease extension regarding their Headquarters located at 40 Elgin Street. The NCC received Governor-in-Council consent on 20 May 2016 for the lease extension which is set to begin on 1 June 2016 and end 30 April 2041.

As required per the lease agreement, the NCC will pay a termination fee of \$4.0 million on 2 June 2016.

The impact on operational expenses to the end of the original lease, before any recoveries (sublet) and rent inducement is as follows.

(in thousands of dollars)	As per Note 13 – Contractual Obligations	Payments under Lease Extension	Savings (Excess)
2016–2017	10,268	11,445	(1,177)
2017–2018	10,394	6,943	3,451
2018–2019	10,523	7,082	3,441
2019–2020	7,505	4,963	2,542

The landlord will provide a rent inducement of \$4.6 million on 2 June 2016 to assist the NCC with the cost of refitting the space as per its current and future business needs. This amount is not included in the above analysis.

18. Comparative Figures

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

APPENDICES



Appendix I

Committees of the Board, Advisory Committees and Special Committees as at March 31, 2016

Executive Committee

Chairperson

Russell Mills

Members

Dr. Mark Kristmanson
Bob Plamondon
Michael Poliwoda
Kay Stanley

Audit Committee

Chairperson

Bob Plamondon

Members

Aditya Jha
Carol Loughrey
Michael Pankiw
Denys Rivard
Basil L. Stewart

Ex-Officio Members

Russell Mills
Dr. Mark Kristmanson

Governance Committee

Chairperson

Kay Stanley

Members

Brian Coburn
Norman Hotson
Carol Loughrey
Lisa M. MacDonald
Michael Poliwoda
Denys Rivard

Ex-Officio Members

Russell Mills
Dr. Mark Kristmanson

Advisory Committee on Planning, Design and Realty

Chairperson

Larry Beasley, Vancouver, B.C.

Vice-Chairperson

Eha Naylor, Toronto, Ont.

Members

Paul J. Bedford, Toronto, Ont.
Sarah Bonnemaison, Halifax, N.S.
Anne Cormier, Montréal, Que.
Clément Demers, Montréal, Que.
Gordon Harris, Vancouver, B.C.
Julian Smith, Queenston, Ont.
Marc Letellier, Québec, Que.
Vivian Manasc, Edmonton, Alta.
Ann McIlroy, Toronto, Ont.

Ex-Officio Members

Russell Mills
Dr. Mark Kristmanson

Board Members

Victor Brunette
Michael Pankiw

Advisory Committee on the Official Residences of Canada

Chairperson

Christina Cameron, Montréal, Que.

Vice-Chairperson

Richard Alway, Toronto, Ont.

Members

Richard Lindo, Ottawa, Ont.
Germain Mathieu, Ottawa, Ont.
Gerry McGeough, Vancouver, B.C.
Cynthia Street, Halifax, N.S.
Dorothy Stern, Ottawa, Ont.

Ex-Officio Members

Russell Mills
Dr. Mark Kristmanson

Board Members

Norman Hotson
Aditya Jha

Canadiana Fund

Chairperson

Cynthia Price, Montréal, Que. (Co-Chair)
Grant Jameson, Ottawa, Ont. (Co-Chair)

Members

Marion Beyea, Fredericton, N.B.
Anne Fotheringham, Toronto, Ont.
Shane O'Dea, St. John's, N.L.
Gerald Pittman, Calgary, Alta.
Douglas B. Richardson, Saskatoon, Sask.
Joan Richardson, Winnipeg, Man.
Fei Wong, Vancouver, B.C.
Harvey Slack, Ottawa, Ont.
(Executive Director Emeritus)

Advisory Committee on Universal Accessibility

Chairperson

Gary Lacey, National Capital Commission

Vice-Chairperson

Bob Brown, Ottawa, Ont.

Members

André Sanche, Gatineau, Que.
Barry McMahon, Ottawa, Ont.
Mona Lamontagne, National Capital Commission
Stephen Willis, National Capital Commission

Appendix II

Partners and Sponsors

The success of the National Capital Commission's programming and activities depends on the support and contributions of many partners and corporate sponsors. The NCC has benefited from a strong network of collaborators, and would like to take this opportunity to acknowledge and thank the following organizations, which contributed to NCC programming and activities in 2015–2016.

NCC Partners

Algonquin to Adirondacks Collaborative	Coopérative de solidarité de la ferme Moore	Global Centre for Pluralism
Alpine Club of Canada – Ottawa Section	Coopérative des paramédics de l'Outaouais	Government of Ontario
Alta Vista Animal Hospital	Cross Country Canada	Governor General of Canada
Animals in War Dedication Committee	Delegation of the European Union	Greenbelt Coalition of Canada's Capital Region
Association des auteurs et auteures de l'Outaouais	Dovercourt Recreation Centre	Groupe Poliquin-Wakefield Group Inc.
Bell Media (Astral: Rouge 94.9 FM and NRJ 104.1 FM)	Eastern Chapter of the Society of Ontario Nut Growers	Guid'Amies franco-canadiennes
Biodiversity Conservancy International	École secondaire Mont-Bleu	Hardwood Ski and Bike
Bird Studies Canada	Embassy of Belgium	Haunted Walks of Ottawa
ByWard Market BIA	Embassy of Hungary	Holland Bulb Market
Canada Science and Technology Museum	Embassy of Ireland	Home Hardware
Canadian Building Trades	Embassy of Mongolia	House of Commons
Canadian Capital Cities Organization	Embassy of Switzerland	Hydro One Inc.
Canadian Fallen Firefighters Foundation	Embassy of the Federal Republic of Germany	Independent Filmmakers Co-operative of Ottawa
Canadian Food Inspection Agency	Embassy of the Kingdom of the Netherlands	Indigenous and Northern Affairs Canada
Canadian Football League	Embassy of the Republic of Cuba	Kanata Nordic Ski Club
Canadian Garden Council	Embassy of the Republic of Poland	Kitigan Zibi Anishinabeg
Canadian Heritage	Embassy of the Republic of the Philippines	Kiwanis Club of Ottawa
Canadian Museum of History	Embassy of the State of Israel	KPMG LLP
Canadian Museum of Nature	Embassy of the United States of America	L'Institut des Sciences de la Forêt Tempérée
Canadian Red Cross	Employment and Social Development Canada	Laurier House
Canadian Ski Marathon	Fédération des clubs de motoneigistes du Québec (FCMQ)	Le réseau d'étude et de surveillance des écosystèmes forestiers québécois
Canadian Tulip Festival	Festival de montgolfières de Gatineau	Leave No Trace Canada
Cape Farewell	Festival franco-ontarien	LeDroit
Capital Cruises	FloraQuebeca	Les Grands feux du Casino du Lac-Leamy
Carleton Regional Snowmobile Club	Forêt Québec	Library and Archives Canada
Carleton University	Friends of Gatineau Park	Library of Parliament
Cégep de l'Outaouais	Friends of Maplelawn Garden	Macoun Field Club
Chelsea Trails	Friends of the Mer Bleue	McGill University
Child and Youth Friendly Ottawa	Gatineau Loppet	Ministère de l'Énergie et des Ressources naturelles du Québec
Citizens for Safe Cycling	Gatineau Valley Historical Society	Ministère des Forêts, de la Faune et des Parcs du Québec
City of Ottawa	George Weston Limited	Ministère du Développement durable, de l'Environnement et de la Lutte contre les changements climatiques du Québec
Club optimiste de Hammond	Girl Guides of Canada	Mississippi Valley Conservation Authority
Commerce Chelsea	Global Affairs Canada	Montréal Biodôme
Commonwealth Games Canada		
Communities in Bloom		

Mont-Sainte-Anne
 MosaiCanada 150/2017
 MRC des Collines-de-l'Outaouais
 Municipality of Chelsea
 Municipality of La Pêche
 Municipality of Pontiac
 Nakkertok Nordic
 National Arts Centre
 National Gallery of Canada
 Nature Conservancy of Canada
 Nordik Spa-Nature
 Nut Growers
 OC Transpo
 Office of the Secretary to
 the Governor General
 Ontario Ministry of Natural Resources
 and Forestry
 Ontario Ministry of Transportation
 Orchid Specialist Group (North America
 Regional Group)
 Orienteering Ottawa
 Orléans Nordic Ski Club
 Ottawa Citizen
 Ottawa International Airport
 Ottawa International Children's Festival
 Ottawa Mountain Bike Association
 Ottawa Public Health
 Ottawa Valley Kite Club
 Ottawa–Gatineau Geoheritage Project
 Outaouais Birding Club
 Para Transpo
 Parks Canada
 Pecco's
 Pizza de Luigi
 Pontiac Equestrian Association
 Premiers soins Medtrakevac
 Public Works and Government
 Services Canada
 Queen's University
 Ramsayville Equestrian Club
 RBC Ottawa Bluesfest

Relais plein air du parc de la Gatineau
 Rideau Valley Conservation Authority
 Rogers Media (Y101.1 FM and
 105.3 KISS FM)
 Rotary Club of Ottawa
 Royal Canadian Mounted Police
 Senate of Canada
 Service Action Communautaire
 Outaouais
 Service Canada
 Sheraton Ottawa Hotel
 Ski Tour Canada
 Société de transport de l'Outaouais
 Société des établissements de plein
 air du Québec
 South Nation Conservation Authority
 Sparks Street Mall – BIA
 Strutt Foundation
 Supreme Court of Canada
 Tamarack Ottawa Race Weekend
 TD Ottawa Jazz Festival
 Telefilm Canada
 The Royal Canadian Geographical
 Society
 Tourism Ottawa
 Tourism Outaouais
 Trans Canada Trail Foundation
 Transcollines
 Tribute to Liberty
 Université du Québec en Outaouais
 University of Ottawa
 University of Toronto
 Vanhof & Blokker
 Vélo-Services
 Veterans Affairs Canada
 Ville de Gatineau
 Volleyball Canada
 Wakefield – La Pêche Chamber

NCC Sponsors

Alcatel-Lucent Canada Inc. – Nokia
 Canadian Imperial Bank of
 Commerce (CIBC)
 CEECAM Corporation
 Conseil des écoles publiques de
 l'Est de l'Ontario (CEPEO)
 Enbridge
 Giant Tiger
 GoodLife Fitness
 Gowling Lafleur Henderson LLP
 MEC (Mountain Equipment Co-op)
 Ontario Lottery and Gaming
 Corporation (OLG)
 PepsiCo Canada
 Pizza Pizza Limited
 Rideau Centre
 Velofix Mobile Bike Shop (Ottawa)

Appendix III

Employees of the National Capital Commission

The National Capital Commission would like to thank all its employees for their commitment, dedication and hard work in making 2015–2016 a successful year.

Acar, Nathalie	Boileau, Katrine	Cook, Sandra	Fares, Tony
Al-Koutsi, Micheline	Bolduc, Guillaume	Copelli, Ivana	Faucher, Louis
Allaf, Sherine	Booth, Judy	Cordeiro, Magda	Feeny, Daniel
Alves, Fatima	Booth, Michael	Corriveau, Marc	Fisher, Susan
Amyot, Anne Marie	Borsboom, Marlene	Corriveau, Maurice	Fournier, Isabelle
Anctil, Shawn	Bouchard, Yannick	Côté, Jacques	Fournier, Mario
Antoine, Deborah	Boulet, Marie-France	Coulombe, Marilyne	Fournier, Philippe
Archambault, Alain	Boulianne, Éric	Crossan, Carole	Friedman, Elaine
Aspirot, Sylvie	Bourdeau, Dominique	Currie, Johanna	Frigon, Geoffrey
Badgley, Ian	Bourgon, Marie-Pier	Cyr, Sarah	Gagnon, Nelson
Bagaya, Ruby	Bousbia, Kheir-Eddine	Dabrowski, Mark	Galindez, Juan
Bailey, Richard	Brière, Patrice	Dagg, Sarah	Galipeau, Nicole
Barakengera, Martin	Brisson, Mathieu	Daigneault, Francois	Gallant, Mark
Barbarie, Diane	Brochu, Marie-Pier	Daigneault, Richard	Galletti, Nicholas
Barbe, Marie-France	Brown, James	Dandurand Manley, Yannick	Gaspar, Frederico
Barker, Louise	Brown, James W.	David, Alain	Gaston, Katherine
Barley, Joanne	Bullock, Amy	Davis, Stefan	Gendron, Paul
Barrie, Rachel	Bunch, Rebecca	Dawson, Janice	Geoffroy, Jocelyne
Bastin, Martine	Bunting, Patrick	Deguire, Danielle	Germano, Tanya
Beaudoin-Roy, Isabelle	Bureau, Lucie	Deguire, Sébastien	Ghozzi, Emina
Beaulieu, Jean-Michel	Bureau, Marie-Andrée	Dehler, Mark	Giancaterino, Rosanna
Beauprie, Roderick	Burleton, Mark	Delfing, Wolfgang	Girard, Stéphanie
Beauregard, Anne Carole	Cadieux, Nancy	Delisle, Stéphanie	Girard-Ruel, Emilie
Beausoleil, Luc T.	Candow, Sandra	Demers, Madeleine	Giroux, Martin
Beauvais-Doucet, Isabel	Cantin, Claude	Denis, Pierre-Luc	Godard, Sylvain
Bédard, Chantal	Carrière, Mariline	Desmarais, François	Gooding, Jimmy
Bédard, Valérie	Castagne, Brigitte	Desrosiers, Sophie	Goulet, Julie
Beggs, Carole	Castonguay, France	Devine, Bruce	Groulx, Luc
Bégin, Daniel	Cedeño, Pedro	Dhunnoo, Lakshna	Grudniewicz, Dorota
Bélair, Stéphane	Chabiague, Pierre	Dignard, Nikki	Hagen, Andrew
Bélanger, Natalie	Chakraburttty, Binitha	Dimanche, Goldy	Hall, Geoffrey
Bélanger, Nicolas	Chalhoub, Nancy	Dods, Douglas	Hall, John
Bellemare, Line	Charbonneau, Jean	Dorego, Pierre-Olivier	Harrison, Richard
Benoit, Karen	Charbonneau, Joanne	Dorner, Kathleen	Hayes, Maureen
Bergeron, Stéphane	Charette, Yoland	Dostaler, Marc	Heaney, Anne
Bergeron, Stéphanie	Charlebois, France	Downey, Dakota	Henrie, Céline
Bernadin, Wanito	Charron, Hugues	Drummond, Ronald	Henry, Michel
Bertoli, Christian	Charron, Paul	Duckett, Jacqueline	Hetherington, Christopher
Bertrand, Valérie	Chartrand, Shirley	Durepos, Carmen	Hiard, Benjamin
Beslic, Branka	Châtigny, Guylain	Durocher, Chadwick	Hinchliff-Milne, Jayne
Biagé, Michel	Chow, Gary	Dziwinski, Christopher	Hine, Kim
Bian, Gregory	Clermont, Steven	Eagen, Allison	Hon, Ronald
Bied, Caroline	Cloutier, Sylvain	El-Hajjar, Sylvie	Hoskins, Joseph
Bisson, François	Coallier, Francois	Elias, Daniel	Houle, Michel
Blackburn, Chad	Collette, Marie-Violaine	Elson, Donald	Hoyt, Christopher
Blais, Nathalie	Collette, Michel	Esposito, Frank	Hrnchiar, Janet
Blias Cabezas, John	Comtois, Jean-Gilles	Ethier, Annie	Hughes, Isabelle
Blouin, Jonathan	Connolly, Sheena	Evans, Véronique	Hutchinson, Julia

Hutchison, Jason	MacKeigan, Sarah	Nguyen, Thac Anh	Shaw, Gregory
Jacob, Jocelyne	MacNeil, Miriam	Oates, Michael	Sheehy, Paul
Jalbert, Céline	Malette, Nathalie	Ouattara, Mahamadou	Shelly, Derek
Jeaurond, Pierre	Malkin, David	Page, Gary	Shi, Yin
Johnson, Marcel	Malone-Bianconi, Ann	Page, Natalie	Simard, Valérie C.
Johnston-Main, Derek	Marcotte, Arthur	Pageot, Hélène	Soulard, Eric
Joiner, Gregory	Marion, Eric	Papineau, Marc	Spence, Christine
Jubea, Esenia	Marks, Laura	Paquette, Isabel	Spooner, Elizabeth
Katic, Eva	Martel, Mathieu	Paquette, Rachel	St Pierre, Jean-François
Kehoe, Gregory	Martineau, Jacques	Pelletier, Cédric	St-Amour, Marc
Keklikian, Arto	Massé, Christian	Penna, Maurizio	Stansel, Kirsten
Kelly, Jennifer	Masterson, James	Permiakova, Ekaterina	St-Denis, France
Keogh, Emily	Mayer, Ginette	Pérusse, Marie-Sylvie	Stephenson, Lindsay
Kibsey, Philip	McCarthy, Catherine	Phillips, Neil	St-Jacques, Katia
Kristmanson, Mark	McCreary, Scott	Pink, Jason	Tadi, Rita
Labelle, Karine	McCullagh, Diane	Poitras, Marc-Antoine	Talbot, Patricia
Labelle, Nicole	McDougall, Jeffrey Mark	Pompura, Kristina	Tam, Karen
Labelle, Richard	McEnroe, Tammy	Poulin, Suzie	Tenasco, Rene
Labonté, Christian	McGowan, Janet	Préfontaine, Vanessa	Thibault, Lucie
Lacelle, France	McGregor, Kimberly	Pritchard, Tracy	Thibodeau, Rosie-Anne
Lacey, Gary	McIntyre, Matthew	Pronovost, Alain	Thiboutot, Sébastien
Ladouceur, Claude	McKenzie, Andrea	Provost, Linda	Thomson, Heather
Lafleur, Marie-Josée	McKeown, Cynthia	Pucci, Pierino	Thorpe, Drew
Lafrance, Gilles	McNamara, Jennifer	Pullen, Lynne	Tiedemann, Kenneth
Lagueux, Sylvie	McRae, James	Racine, Michel	Tomlinson, Matthew
Laliberté, Pascale	Meek, Christopher	Reid, Bernard	Trabelsi, Faouzi
Lalonde, Anne Julie	Melo, Elizabeth	Rheault, Nathalie	Tremblay, Camille
Lalonde, Sylvie	Melo-Vieira, Jonathan	Robert, Claude	Tremblay, Mario
Lambert, Josée	Ménard, Anne	Robertson, Stephen	Tremblay-Dextras, Caroline
Lambert-Charette, Julien	Mercier, Geneviève	Roche, Bryan	Trudeau, Stéphane
Lamontagne, Mona	Mercier, Michel	Rollin, Tina	Turcotte, Dominique
Langlois, Carl	Meyers, Betty-Ann	Rouette, Valérie	Turgeon, Eric
Lanthier, Céline	Mignault, Louise	Rouire, Patrick	Turpin, Luc
Lapensée, Allan	Milicevic, Janja	Rousseau, Marc	Verreault, Catherine
Lapierre, Marc	Miller, Manon	Roy Choudhury, Someshwar	Verret, Joanie
Laurin, Christian	Milotte, Michèle	Roy, Natalie	Villeneuve, Marie-Paule
Laurin, Roland	Miner, Chantal	Rozon, Julie T.	Villeneuve, Mathieu
Lauzon, Isabelle	Mohamed Ahmed, Araksan	Ruel, Catherine	Vondette, Kathryn
Lauzon, Luc	Monaghan, Kimberly	Ruel, Marie Carmelle	Vukovic, Stjepan
Laverty, Tom	Moncion, Jocelyne	Russell-Evans, Lyna	Vydykhan, Sophie N.
Le Quéré, Alain	Monette, Manon	Sabourin, Carolyn	Watson, Andrew
Leahy, Marc	Monette, Nancy	Sabourin, Joëlle	Welsh, Timothy
LeBlanc, Karen	Monette, Sylvie	Saint-Denis, Michel	Westwood, Nicholas
Leclair, Yves	Moore, Richard	Samba, Mugoli	Williamson, Heather
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Email: info@ncc-ccn.ca • Fax: 613-239-5063
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