



NATIONAL CAPITAL COMMISSION

Summary of the
Corporate Plan
2016–2017 to 2020–2021



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National Capital Commission
Summary of the Corporate Plan 2016–2017 to 2020–2021
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*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.*

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 are made to Gatineau Park each year.

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 over **200 km of recreational pathways** that are part of the Capital Pathway network.

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**.

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.



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MESSAGE FROM THE CHAIR AND CHIEF EXECUTIVE OFFICER

Canada's Capital Region represents the heart of our great nation. It is the centre of our democracy, and a symbol of the country's collective history, heritage, culture and natural features. It embodies the spirit of what it means to be Canadian.

With a mandate going back over a century, the National Capital Commission (NCC) serves as both the Capital Region's primary long-term planner and the principal steward of federal lands. In doing so, the NCC is dedicated to ensuring that Canada's Capital Region is a dynamic and inspiring source of pride for all Canadians, and a legacy for generations to come.

This summary of the corporate plan outlines the NCC's planned course of action for the next five years to continue building a dynamic, sustainable, inspiring and thriving Capital Region. Priorities include making LeBreton Flats and the surrounding areas a signature destination of national significance; offering better public access and new connections for Canadians to discover the shorelines and waterways in the Capital Region; modernizing the NCC's long-term planning framework to continue to build planning tools in a modern and innovative fashion; and ensuring the successful delivery of national commemorative projects and lasting legacies.

Critical to the NCC's success is openness and transparency, and the collaboration and contribution of all those who have a stake in the region. While these have been long-standing priorities, the NCC will continue to explore and leverage new opportunities to reach out to Canadians and Indigenous peoples. Being an exemplary federal Crown corporation and a value added-partner that advocates for, and contributes to, promoting and strengthening the distinctive qualities of the region remains a priority.

As our country approaches its sesquicentennial in 2017, the NCC's and its predecessors' efforts to build a capital that not only reflects the seat of Canada's government, but is also representative of our collective experiences will be on display for Canadians and the world to celebrate this momentous occasion. This significant milestone provides the opportunity not only to reflect on past accomplishments, but also to look forward to the future, with the National Capital Region being a source of pride for all Canadians and a legacy for generations to come.



Russell Mills
Chair



Dr. Mark Kristmanson
Chief Executive Officer



CORPORATE PROFILE

Mandate

The National Capital Commission (NCC) is a federal Crown corporation created by Canada's Parliament in 1959 under the *National Capital Act*. The 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.

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

LEADERSHIP AND INNOVATION

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

Organizational Pillars

PUTTING PEOPLE FIRST

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

BUILDING A GREENER CAPITAL

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

Governance

COMPOSITION, ROLES AND RESPONSIBILITIES OF THE BOARD OF DIRECTORS

The NCC's national board of directors, brings together people of relevant professional backgrounds, from the Capital Region and across Canada. As defined in the *National Capital Act*, the board consists of a chairperson, a chief executive officer (CEO) and 13 other members, 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 mayors of the cities of Ottawa and Gatineau are also participants in all board meetings, on an ex-officio, non-voting basis.

The minister responsible for the *National Capital Act* appoints board members with the approval of the Governor-in-Council, while the Governor-in-Council appoints the chair and CEO. At the beginning of 2016–2017, there was one vacancy on the Board. The terms of two Board members are to be completed in 2016–2017.

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.

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, in the presence of the Minister responsible for the NCC, with the signing of a statement of agreement in April 2016.

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

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.

Remuneration for the board of directors is set by the Governor-in-Council, and follows the Privy Council Office’s Remuneration Guidelines for Part-Time Governor-in-Council Appointees in Crown Corporations. As ex-officio, non-voting participants, the mayors of Ottawa and Gatineau are not entitled to receive remuneration.

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 the public session in person or to view proceedings online, via live webcast on the NCC’s website and YouTube. Live updates of meeting proceedings are also provided via social media. Meeting agendas and other documents, such as the CEO’s report on activities, are also posted on the NCC website.

The NCC also holds an annual public meeting. 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.

COMMITTEES

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

Corporate Committees

The Executive Committee is called upon when necessary to deal with specific business or issues. In such cases, the board of directors can delegate certain powers and functions to this committee. Currently, these delegated powers include 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, the governor general's official residence in Québec City. Committee members are experts in interior design, architecture, heritage and real asset management.

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

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

REPORTING TO PARLIAMENT AND CANADIANS

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

INDEPENDENT AUDIT

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

The 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 began in 2016.

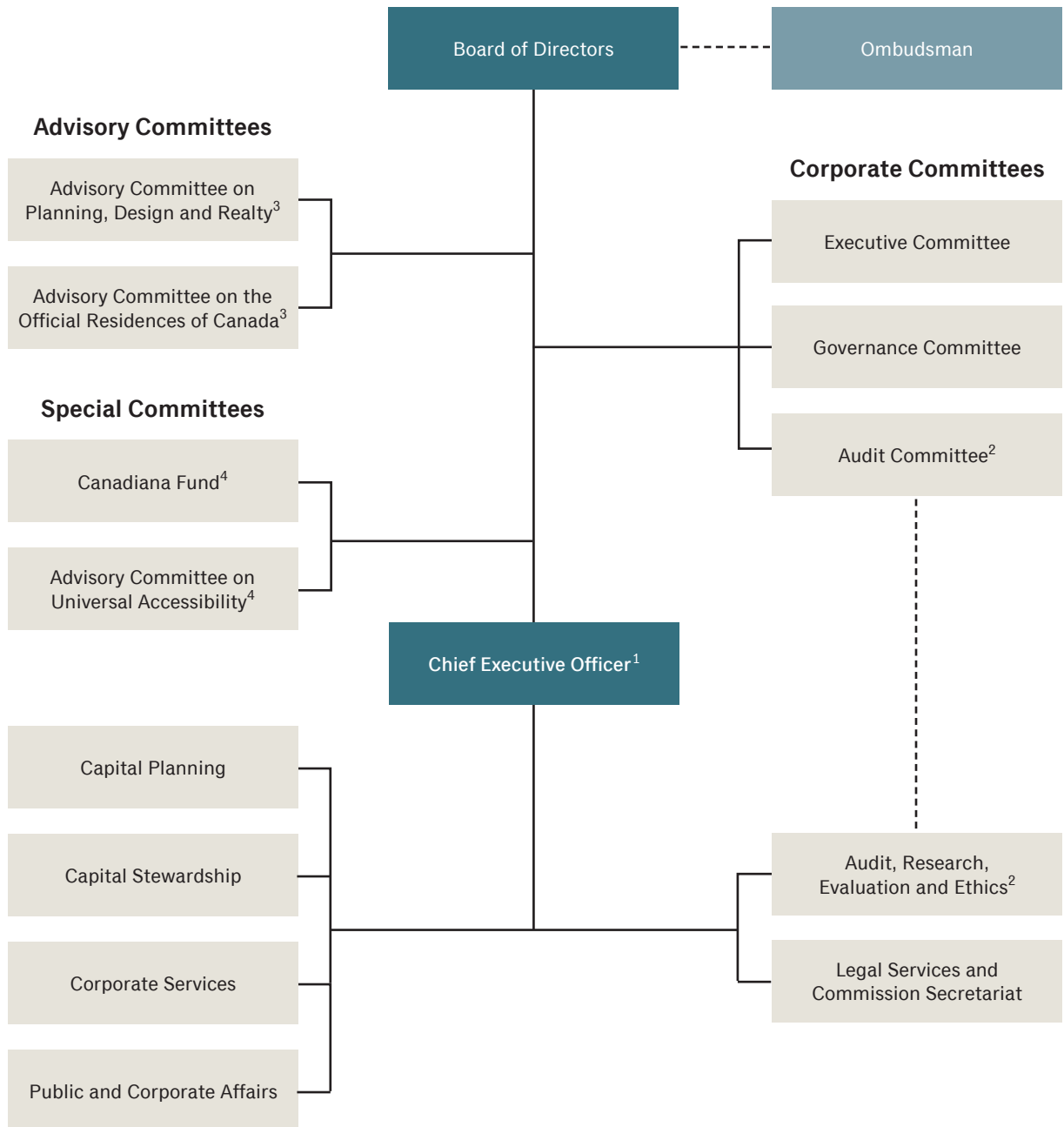
NATIONAL CAPITAL COMMISSION OMBUDSMAN

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

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

NCC ORGANIZATIONAL STRUCTURE



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



OPERATING CONTEXT

Building a Dynamic, Inspiring and Sustainable Capital Region

The NCC serves as both the Capital Region's primary long-term planner and the principal steward of federal lands. The NCC's main functions and operations are divided between these two responsibilities. To 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.

LONG-TERM PLANNING

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

The main component of the NCC's functions in this area is the development and implementation of long-term plans for the Capital Region. This includes the Plan for Canada's Capital, which provides the overall direction and future vision for the federal elements of the region over a 50-year period, as well

as master plans for key sectors of the Capital, such as Gatineau Park, the Greenbelt and the Capital's core area. In addition, the NCC seeks to foster a dialogue on regional transportation and environmental planning with federal partners, the municipalities of the region and the 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.

CAPITAL STEWARDSHIP

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.

◀ Mackenzie King Estate ruins, Gatineau Park.



▲
Rideau Hall, the official residence of the governor general of Canada.

The NCC's stewardship responsibilities extend to a diverse real property and asset portfolio. The NCC is responsible for managing and maintaining 473 square kilometres of lands in the Capital Region, including Gatineau Park and the Greenbelt. Among the physical assets in the NCC's portfolio are some 300 kilometres of multi-use pathways and parkways, as well as over 1,600 properties. The NCC is also the custodian of the six official residences in the Capital Region, as well as several national commemorative sites. To preserve and rehabilitate these assets, the NCC regularly undertakes construction, development and improvement projects.

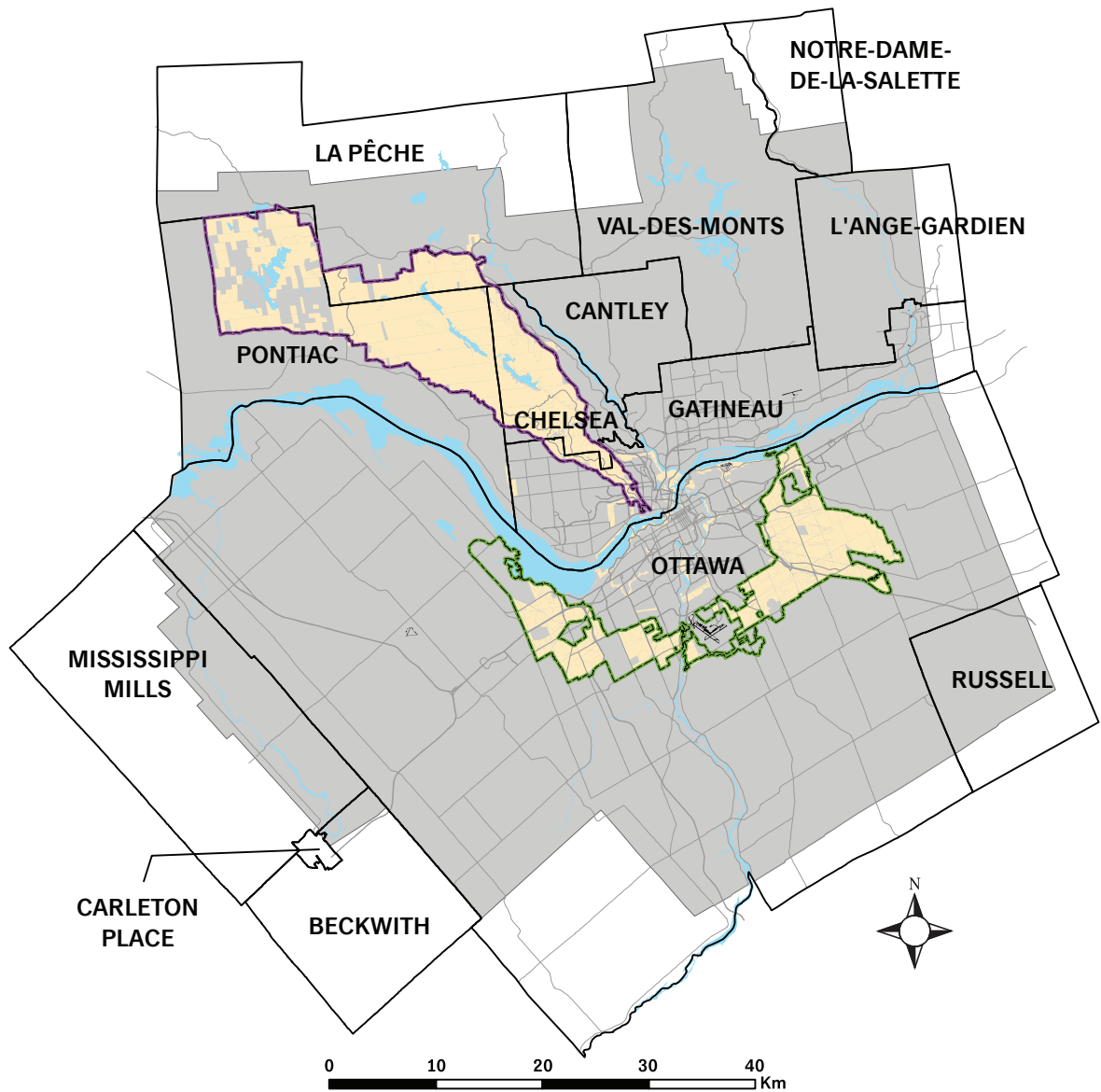
The NCC is also responsible for providing access to and use of its assets to enable residents and visitors alike to discover and experience the year-round natural beauty and rich recreation options of the Capital Region. This ranges from cross-country skiing, snowshoeing and four-season camping in Gatineau 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.

INTERNAL SERVICES

To assist its ongoing planning and stewardship roles, the NCC has a series of internal services. These functions support the NCC's management of financial and human resources; governance structures, including the board of directors and committees; public affairs, communications and marketing; reporting to Parliament and Canadians; and information technology (IT) infrastructure.

NCC-Owned Lands

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



NCC-OWNED LANDS / PROPRIÉTÉS DE LA CCN

Effective December 9, 2015 / En vigueur le 9 décembre 2015

- National Capital Region / Région de la capitale nationale
- Greenbelt Limit / Limite de la Ceinture de verdure
- Gatineau Park Boundary / Limite du parc de la Gatineau
- NCC / CCN
- Cities and Municipalities / Villes et municipalités

NCC Program Alignment Architecture

The NCC delivers its mandate through a program alignment architecture (PAA) comprised of one strategic outcome and three programs (including Internal Services). The PAA is the authoritative list of programs on which the NCC bases its reporting to Parliament and Canadians. The NCC's strategic directions and corporate priorities for the planning period align with and contribute to the PAA's strategic outcome and the expected results for each of the programs and subprograms defined in the PAA.

A visual representation of the PAA structure, along with descriptions and objectives of each program and subprogram, is provided on the following pages.

CAPITAL PLANNING

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 National Interest Land Mass (NILM) lands, and federal land use, design and transaction approvals, the NCC is able to ensure that federal land use in Canada's Capital Region reflects and respects the significance, natural environment and heritage of the Capital.

The Capital Planning program consists of two subprograms, namely Long-Term Planning, Design and Land Use Approvals, and Transportation Planning.

Long-Term Planning, Design and Land Use Approvals

The NCC guides the use and physical development of federal lands in Canada's Capital Region through the ongoing development of a Capital planning framework. The NCC believes that planning is an active, continuous process that must be undertaken in collaboration with stakeholders. Through land use plans, the NCC guides the long-term land use, development and management of federal lands. Lands required for the long-term functioning and experience of the Capital are identified as NILM, to be held in trust as a legacy for future generations. The NCC coordinates development and ensures excellence in design and planning by reviewing and approving proposals for land use changes, designs and land disposals on federal lands in Canada's Capital Region.

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

Transportation Planning

The NCC is committed to sustainable transportation in Canada's Capital Region. The corporation collaborates with its partners in the region to address interprovincial transportation planning, as well as to facilitate transportation projects through federal land use and design approvals.

CAPITAL STEWARDSHIP AND PROTECTION

Through Capital Stewardship and Protection, the NCC aims to safeguard assets of national significance in Canada's Capital Region. 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.

The Capital Stewardship and Protection program consists of four subprograms, namely Land and Property Stewardship, Environmental Protection and Conservation, Official Residences, and Outdoor Experience.

Land and Property Stewardship

Through Land and Property Stewardship activities, the NCC works toward ensuring that its extensive portfolio of assets (including land, property and civil assets such as bridges and pathways) is managed, maintained, rehabilitated and protected, while adhering to principles of sustainability. Design, rehabilitation and land development activities contribute to the ongoing preservation and improvement

of parks, parkways, recreational facilities, monuments and other built heritage, including rental properties. The NCC leases properties to finance their restoration, life cycle management and protection, and in order to ensure that commercial properties in its rental portfolio reflect the character of and vision for Canada's Capital Region. The NCC is also responsible for grounds maintenance for high-profile federal sites in the core area (e.g. Parliament Hill and the Supreme Court of Canada). In addition, the NCC acquires and disposes of lands in accordance with its long-term plans and vision for the Capital, in order to ensure optimal use of its existing assets. The NCC also makes payments in lieu of (property) taxes on its portfolio of lands and properties.

A table presenting key projects of the Multi-Year Capital Program for 2015–2016 to 2017–2018 can be found in Appendix B.

Environmental Protection and Conservation

As part of its environmental stewardship, the NCC conducts environmental assessments, monitoring and decontamination to ensure that projects and activities can be undertaken on NCC lands with minimal risk to the environment. The NCC has a team of conservation officers to ensure that the use of NCC natural areas by residents and visitors respects the need to protect wildlife, including species at risk. Comprehensive and long-term natural resource management is in place to increase scientific understanding and better manage and conserve the NCC's lands and its many high-value ecosystems in Gatineau Park and the Greenbelt.

PROGRAM DESCRIPTIONS

Official Residences

The official residences include some of the oldest and most valuable heritage architecture in Canada. The NCC, as steward of the six official residences in Canada's Capital Region, ensures that the residences are furnished, maintained and rehabilitated to safeguard their historical character, as well as to provide safe and appropriate accommodations for Canada's official leaders. These inspiring properties and grounds must also be maintained to conduct important state events and ceremonies. The NCC's responsibilities include the provision of grounds maintenance, floral design services, greenhouse operations and horticultural expertise; the implementation of renewal projects; the creation and application of interior design; and the selection of furniture and artifacts for the Crown collection. Long-term rehabilitation plans are carried out according to funding allocated by the government, with an emphasis on health and safety issues, as well as the preservation of the Capital Region's symbolic national heritage assets.

Outdoor Experience

The objective of Outdoor Experience is to encourage Canadians to immerse themselves in, appreciate and enjoy the Capital's distinctive natural setting and human-made features, and understand their significance. The NCC provides access for visitors and residents in Canada's Capital Region to parks (including Gatineau Park); green spaces; recreational venues,

such as the Rideau Canal Skateway, the Capital Pathway network, beaches, trails and campsites; and the Greenbelt. In addition to these venues, through programs such as Sunday Bikedays, Fall Rhapsody, and a variety of outdoor summer and winter activities, Canadians can experience the Capital Region in an active manner and appreciate the national significance of its natural assets.

INTERNAL SERVICES

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

Internal Services consists of two subprograms, namely Governance, Management and Oversight Services, and Resource Management Services.

Governance, Management and Oversight Services

Governance, Management and Oversight Services includes Legal Services and Commission Secretariat, Audit and Corporate Ethics, Corporate Planning, and the Office of the Chief Executive Officer.

Resource Management Services

Resource Management Services includes Finance and Procurement, Human Resources, Information Technology Services, Information Management, Corporate Security, Public Affairs, Communications, Graphic Design Services, and Marketing.

STRATEGIC OUTCOME

Canada's Capital Region is of national significance and a source of pride for Canadians.

EXPECTED RESULT

Federal lands, buildings and infrastructure reflect the role and significance of a national capital.

EXPECTED RESULT

Capital assets are protected for current and future generations of Canadians.

Capital Planning

Long-Term Planning, and Design and Land Use Approvals

Federal lands and buildings reflect the needs of government, are in keeping with the role and significance of a capital, and are a source of inspiration for Canadians.

Transportation Planning

Sustainable mobility facilitates the movement of people and goods, and contributes to the functioning and experience of the Capital in a sustainable manner, reflecting its unique features and purpose.

Capital Stewardship and Protection

Land and Property Stewardship

Capital assets are maintained, managed, rehabilitated and protected in a sustainable manner, reflecting their unique features and purpose.

Environmental Protection and Conservation

The Capital's natural areas are safeguarded for current and future generations of Canadians.

Official Residences

Accommodations for Canada's official leaders are appropriate and safe, and serve as inspiring settings for state events and ceremonies.

Outdoor Experience

Canadians actively experience and appreciate the natural areas of the Capital.

CORPORATE-WIDE OPERATIONAL SUPPORT

Internal Services

**Governance, Management and Oversight Services
Resource Management Services**

Analysis of the Operating Environment

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

The following describes the most significant trends affecting the NCC, as detailed in the 2015 horizon scan.

GOVERNMENT AND POLITICS

Federal politics have seen a significant shift over the past year. With the election of a new government have come new priorities, as well as a different style of leadership and different delivery approach. New government priorities include growing the middle class, open and transparent government, a clean environment, a strong economy, and renewed relations with Indigenous peoples. These priorities will be incorporated in the NCC's plans over the next five years.

ECONOMY

The year 2015 saw significant changes to the overall economic outlook, as well as to fiscal and monetary policy, with repercussions seen on global, national and local scales. The low Canadian dollar is expected to lead to an increase in tourism from the United States, which in turn may have an impact on the number of visitors to the National Capital Region and users of NCC assets. Further, the federal government's commitment to a strong economy and stimulus spending could lead to infrastructure growth in the Capital Region.

ENVIRONMENT

The environment is a key priority for the Government. Climate change, investment in green technologies and infrastructure, protecting fresh water, and a review of Canada's environmental assessment processes are among the Government's policy priorities. As the principal steward of federal lands in the Capital Region, and the region's largest land-owner, the NCC holds a position of influence to help ensure the environmental sustainability of the region.

SOCIETY

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.

SOCIAL MEDIA

Social media usage is characterized by a shift in how people seek, share and use information. Organizations and businesses are being challenged to keep pace and engage their audiences in new and meaningful ways. Social media is the fastest-growing outlet for communications, advertising and the delivery of services. The NCC must continue to make effective and innovative use of social media to tell its story. This means continuing efforts through various social media outlets (Facebook, Twitter, YouTube and so on) to increase its audience reach and further advance its openness and transparency agenda.

OPERATING CONTEXT

NCC multi-use pathway on the interprovincial Alexandra Bridge. ▾



SECURITY

Security has become a growing concern for Canada. The NCC must ensure the physical security of its assets and work spaces. Ensuring that business continuity and disaster recovery plans are in place and up-to-date, and maintaining and managing up-to-date and relevant IT security infrastructure are part of the NCC's risk mitigation strategies. As the owner of a large portfolio of assets, many of them of national significance, the NCC will continue to collaborate with other partners in the Government of Canada's security planning initiatives.

PLANNING AND INFRASTRUCTURE

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

Key Corporate Risks

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

As part of the annual review of the corporate risk profile, the NCC confirmed three key risks that could have a significant impact on the corporation.

CAPACITY

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

The NCC's mitigation strategies to address capacity risks include continuing to implement process improvements and business optimization; prioritizing and adapting to changing needs and financial contexts; continuing to implement information management tools to safeguard corporate memory; and continuing to enhance human resource planning and monitoring to attract, manage and retain a talented workforce.

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.

The NCC's mitigation strategies to address reputation and influence risks include continuing to ensure engagement and to implement strong and proactive communications; continuing to build awareness of the NCC's mandate and added value to the Capital Region; ensuring proactive influence in urban planning, development and Capital projects; continuing to leverage appropriate partnerships; and advancing efforts to improve the openness and transparency of operations.

SAFETY AND SECURITY

Safety and security risks relate to the NCC's ability to ensure the safety and security of its lands and assets, the users of these lands and assets, and its operations and employees.

The NCC's mitigation measures to address safety and security risks include continuing to undertake regular inspections of lands and assets; ensuring that security plans for key lands and assets, corporate security, workplace health and safety policies and procedures, and business continuity and disaster recovery plans are in place and up-to-date; maintaining and managing up-to-date and relevant IT security infrastructure; and continuing to participate in the Government of Canada's security planning initiatives.

A view of Pink Lake from a ►
lookout in Gatineau Park.



STRATEGIC DIRECTIONS,
PRIORITIES AND
KEY EXPECTED OUTPUTS



1. LEBRETON FLATS REDEVELOPMENT

The NCC will select a winning proposal for the long-term development of LeBreton Flats. Along with other development projects being undertaken in the surrounding area, these collective works will help transform and regenerate LeBreton Flats to create a signature destination of national significance for the region.



2. LEBRETON FLATS HARMONY PARK

The NCC will complete site work to bring more life and activity to LeBreton Flats. A portion of the current landscape will be repurposed to build a public green space that celebrates Anishinabe (Algonquin) culture and values that reflect “looking after the earth,” along with artistic horticultural design, interpretive elements and public art.



3. NATIONAL HOLOCAUST MONUMENT

In collaboration with Canadian Heritage, the NCC has undertaken the creation of this important new monument, which will ensure that the lessons of the Holocaust remain within the national consciousness.



4. 7 CLARENCE STREET

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



5. SHORELINE IMPROVEMENTS

The NCC will continue to identify signature sites for the Ottawa Riverfront Placemaking Initiative, and will work with proponents toward future projects, such as a linear park along the north shore of the Ottawa River between Brewery Creek and Leamy Lake.



6. LINEAR PARK ALONG THE SIR JOHN A. MACDONALD PARKWAY

This project seeks to put the “park” back into the “parkway” by creating a signature riverfront linear park that will run from the Canadian War Museum at LeBreton Flats to Britannia Beach, incorporating the many existing beaches, rapids and lookouts along the way.



7. RICHMOND LANDING AND BRONSON PULP MILL RUINS

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



8. NEPEAN POINT

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



9. GATINEAU PARK

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

2016–2017 Performance Objectives

The table below lists the NCC’s performance objectives for 2016–2017. These targets were derived from Phase 1 of the corporate performance measurement framework, which was completed in 2015–2016. Performance objectives will be measured in four categories: real property leasing, project management, engagement and outreach, and employment equity.

Performance against these objectives will be assessed as part of the NCC’s quarterly performance reports. Year-end performance against these objectives will be published in the 2016–2017 annual report.

MEASURES	2016–2017 OBJECTIVES	
Real Property Leasing <ul style="list-style-type: none"> Residential Commercial Agricultural 	Vacancy Rate <ul style="list-style-type: none"> 6% 4% 6% 	Revenue <ul style="list-style-type: none"> \$3.3 million \$16.3 million \$1.0 million
Project Management <ul style="list-style-type: none"> Project completion Deviation from plan Capital expenditures 	Project Status <ul style="list-style-type: none"> 90% or more of planned project phases are completed by year-end 10% or less of planned projects are cancelled or postponed by year-end 90% or more of planned capital expenditures are reached by year-end 	
Engagement and Outreach <ul style="list-style-type: none"> Social media engagement and followership Public consultations 	Level of Engagement <ul style="list-style-type: none"> 20% increase in total social media engagement and followership over the previous year 90% of projected consultations completed by year-end 	
Employment Equity <ul style="list-style-type: none"> Women Aboriginal persons Persons with disabilities Members of a visible minority 	Federal Government Guidance <ul style="list-style-type: none"> 48% 2% 4% 22% 	NCC Objectives <ul style="list-style-type: none"> 50% 2% 4% 10%* <p>* Interim target for 2016–2017. The NCC’s objective is to meet federal government guidance by 2020–2021.</p>

Strategic Directions and Priorities for the 2016–2017 to 2020–2021 Planning Period

The NCC’s mission is to ensure that Canada’s Capital Region is of national significance and a source of pride for Canadians. Drawing on a long tradition of over a century of planning and stewardship, the NCC has carried forward this mission to foster a beautiful and dignified Capital Region that is a source of pride and inspiration for all Canadians.

For the 2016–2017 to 2020–2021 planning period, three strategic directions will guide the NCC as it delivers its agenda to continue to build a dynamic, sustainable, inspiring and thriving Capital Region.

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

To realize these strategic directions, the NCC will concentrate its efforts on six priorities over the planning period. These priorities represent the continuation of many important efforts undertaken by the NCC over the past few years to inspire excellence, and to transform and build lasting contributions to Canada’s Capital Region. The NCC’s six corporate priorities for the planning period are the following.

1. **Make LeBreton Flats and the islands a signature destination of national significance.**
2. **Offer public access and new connections for Canadians to discover the shorelines and waterways.**
3. **Modernize the NCC’s planning framework and renew the long-term plan for Gatineau Park.**
4. **Create lasting legacies for Canada’s sesquicentennial in 2017.**
5. **Be a value-added partner in Canada’s Capital Region.**
6. **Demonstrate corporate excellence such that the NCC is recognized as an exemplary federal Crown corporation and steward of federal lands and assets.**

To be successful in moving forward with its agenda and objectives for the coming years, the NCC will require the collaboration and contribution of all those who have a stake in the Capital Region. The NCC will work with others in an open and transparent, inclusive, and innovative way to achieve common goals and advance projects that continue to build the Capital Region as an inspiring place, a source of pride for all Canadians and a legacy for generations to come.

Key Expected Outputs for the 2016–2017 to 2020–2021 Planning Period

The following section summarizes the initiatives that the NCC will undertake over the course of the planning period for its six corporate priorities.

Priority 1: Make LeBreton Flats and the islands a signature destination of national significance.

Located on the western edge of the core of the Capital, in the shadow of the Parliament Buildings, LeBreton Flats and the surrounding Chaudières, Albert and Victoria islands occupy one of the most beautiful waterfront sites in Canada’s Capital Region. Rich in history, they have played an important role in the evolution of Canada’s Capital, and remain as one of the region’s few largely undeveloped urban areas. To realize the full potential of the area as a vibrant destination in Canada’s Capital Region, the NCC will continue to advance its priority to transform and regenerate LeBreton Flats and the islands to create a signature destination of national significance.

Following public consultations and the selection of the winning proposal for the long-term development of LeBreton Flats, the NCC will finalize the solicitation process with the successful proponent and then seek necessary government approvals for required land transactions. This redevelopment will also complement the NCC’s LeBreton Flats Harmony Park, which will create a new public space to bring life and activity to the area.

As part of its broader strategy with respect to Indigenous peoples, the NCC will actively participate in meaningful dialogue and consultation with Indigenous peoples on development projects being undertaken at LeBreton Flats and the surrounding areas, as well as work in concert with these groups to develop a management strategy for the future use of Victoria Island.

To improve connectivity and enhance the public experience of the Ottawa River shorelines and islands, the NCC will move forward with its phased projects to create linkages, improve accessibility and provide wayfinding and interpretation at the Bronson Pulp Mill ruins and Richmond Landing historic sites.

KEY EXPECTED OUTPUTS

LEBRETON FLATS REDEVELOPMENT

Short-Term Target (2016–2017)

- Complete the solicitation process and contract terms and conditions with the winning proponent.

LEBRETON FLATS HARMONY PARK

Short-Term Target (2016–2017)

- By fall 2016, complete all site work and interpretive elements.

RICHMOND LANDING AND BRONSON PULP MILL RUINS IMPROVEMENTS

Short-Term Target (2016–2017)

- Complete all work to finalize the site designs for Richmond Landing and the Bronson Pulp Mill ruins.

Long-Term Target

- By the end of 2018–2019, substantially complete planned improvements at Richmond Landing and the Bronson Pulp Mill ruins.

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

The shorelines and waterways of the Ottawa, Gatineau and Rideau rivers represent some of the Capital Region’s greatest natural features, along with the historic Rideau Canal that winds through the centre of the Capital. To ensure that Canadians can enjoy these important natural features, the NCC will continue to offer public access and new connections to discover the shorelines and waterways. The NCC will promote a vibrant river culture celebrating the distinctive character that the shorelines and waterways contribute to the Capital Region.

To support this priority, the NCC will finalize plans to transform the shorelines along the Sir John A. Macdonald Parkway and the north shore of the Ottawa River in the core area of the Capital Region into future linear parks. The linear parks will help to enhance animation opportunities, celebrate cultural heritage attributes and complete environmental rehabilitation for these natural icons of the Capital Region. The concepts and principles put forward in these plans will offer foundational elements to inform the NCC’s long-term vision for the next shorelines and waterways master plan. Additionally, the NCC will examine options to optimize its waterfront assets, including for Bate Island and the construction of a dock and water taxi landing at the Royal Canadian Navy Monument at Richmond Landing.

To contribute to safeguarding a healthy river ecosystem in the region, the NCC will continue its collaboration with other partners on the Ottawa River Action Plan. As well, planned projects for shoreline restoration and rehabilitation at Leamy Lake and along the Gatineau River will be implemented. To ensure that pedestrians and cyclists can enjoy the picturesque views of the Ottawa River, investments will be made in recreational pathway infrastructure, and efforts made to enhance connections, safety and security along priority shoreline areas of the Capital Pathway network.

KEY EXPECTED OUTPUTS

PLANS FOR THE SHORELINES AND WATERWAYS

Short-Term Targets (2016–2017)

- Complete the plan for a linear park along the shorelines next to the Sir John A. Macdonald Parkway.
- Complete the plan for a linear park along the north shore of the Ottawa River between Brewery Creek and Leamy Lake.

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

The NCC and its predecessors have been responsible for setting the long-term planning direction for federal lands in the Capital Region for more than a century. These plans have shaped the Capital Region of today, contributing to its distinctive signature—in terms of both its natural and its built characteristics. In continuing this long tradition, the NCC’s priority is to modernize its planning framework, and renew the next long-term plan for the management of Gatineau Park. Through this priority, the NCC will continue to build its planning tools in a modern and innovative fashion to achieve its vision for the continued evolution of the Capital Region in the years to come.

The cornerstone of the NCC’s efforts to support this priority will include finalizing the next Plan for Canada’s Capital, which will provide the long-term planning vision for the evolution of federal elements of the region for the next 50 years: from 2017 to Canada’s bicentennial in 2067. As part of its modernization efforts, the NCC will continue to transform its planning framework by developing clear and concise policies, simplifying processes to be more efficient and timely, and fostering a better understanding of requirements among proponents seeking federal approvals. As well, multi-year efforts to optimize non-NILM assets to ensure that the best possible use of these lands will continue.

KEY EXPECTED OUTPUTS

PLAN FOR CANADA’S CAPITAL

Short-Term Target (2016–2017)

- Seek NCC Board of Director endorsement of the Plan for Canada’s Capital for its implementation in 2017.

GATINEAU PARK MASTER PLAN

Short-Term Target (2016–2017)

- Begin the review of the 2005 Gatineau Park Master Plan, and prepare for public consultations.

Long-Term Target

- By the end of 2020–2021, finalize the Gatineau Park Master Plan.

Priority 4: Create lasting legacies for Canada's sesquicentennial in 2017.

When Canada celebrates its sesquicentennial in 2017, Canada's Capital Region will be a central hub of celebration and commemoration of this significant anniversary. As the largest landowner and principal steward of Canada's Capital Region, the NCC will have a significant role in contributing to these celebrations. As such, the NCC will support the Government's plans for 2017 through its priority to work with partners and undertake initiatives to build lasting legacies that celebrate and commemorate this special anniversary and serve as a source of pride for Canadians.

The NCC's efforts for 2017 will leverage the corporation's real property assets and planning functions to realize a series of legacy initiatives, including a series of Capital improvements that will create engaging experiences throughout the Capital Region. The NCC's program for 2017 will focus on five main sectors of activity.

First, new long-term plans will be launched for Canada's Capital Region in 2017. This will include the next Plan for Canada's Capital 2017–2067 and the Capital Illumination Plan. Second, to offer its real property assets as places of celebration and commemoration, the NCC will optimize certain assets by transforming them into a series of Confederation Pavilions in collaboration with other public, private and non-profit agencies.

Third, improvement projects will be undertaken to enhance NCC assets to allow residents and visitors to experience iconic features of the region. Among the planned projects is the redevelopment of the Tin House Court block in the ByWard Market. As well, the NCC will contribute, on behalf of Canadian Heritage, technical expertise and project management for construction services for the National Holocaust Monument.

Fourth, to showcase the Capital Region to visitors during 2017, the NCC will work with partners throughout the region on a beautification program. Beautification initiatives to be undertaken will include works to beautify Confederation Boulevard—the Capital's ceremonial route which links major national institutions—and the release of a special commemorative Canada 150 tulip. This tulip will be planted across the region, offered to provinces and territories, and made available for sale to the public across the country.

Finally, the NCC will facilitate partner initiatives and support major events in the region by prioritizing federal approvals for partner projects and enabling the use of its lands as Capital stages to host events such as Winterlude, Canada Day, events planned by the City of Ottawa and Ville de Gatineau, as well as other cultural events in the region.

KEY EXPECTED OUTPUTS

CAPITAL ILLUMINATION PLAN

Short-Term Target (2016–2017)

- Complete the Capital Illumination Plan, and work with partners to implement pilot projects from the plan in 2017.

CONFEDERATION PAVILIONS

Short-Term Target (2016–2017)

- Open 7 Clarence Street as an international pavilion as part of the NCC's Confederation Pavilions for 2017.

NATIONAL HOLOCAUST MONUMENT

Short-Term Target (2016–2017)

- Substantially complete the construction of the National Holocaust Monument.

Long-Term Target

- By April 2017, unveil the National Holocaust Monument to the public.

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

The NCC will work to foster a cohesive and thriving Capital Region through its priority to be a value-added partner that advocates for, and contributes to, promoting excellence and strengthening the distinctive qualities of the region. Central to this approach will be a continuous focus on citizen, stakeholder and partner engagement, and collaboration with the City of Ottawa, Ville de Gatineau and other municipalities in the Capital Region. The NCC will work to engage, build awareness, strengthen strategic alliances and identify partnership opportunities. Additionally, the NCC will seek to increase its outreach and engagement efforts across Canada by leveraging digital and social media over various platforms. Efforts in this area will include implementing a three-year integrated communications plan, and launching a renewed corporate image and website. This will allow the NCC to raise awareness of the Capital Region, its mandate and assets, as well as offer innovative ways to allow Canadians to join the conversation about the Capital.

Building on the successful launch of its Capital Urbanism Lab in 2014, the NCC will continue Lab events and the lecture series program, where leaders, experts and the public come together to discuss and exchange ideas about various ongoing and emerging topics related to the planning and stewardship of the Capital.

To enhance the coordination of planning efforts across Canada’s Capital Region, the NCC will collaborate with the region’s local governments on plans related to land use, the environment, infrastructure and regional transportation. For example, in terms of infrastructure development projects, the NCC will work with the Embassy of the United States of America and the City of Ottawa on building dedicated cycling lanes and installing security bollards on Mackenzie Avenue to replace the security barriers that were installed after the September 11, 2001, terrorist attacks in the United States. As well, the NCC will conduct a review of potential federal sites for the new Civic Campus of The Ottawa Hospital to ensure that this world-class health-care facility benefits from a strong planning foundation. The NCC will also continue to work with partners on the delivery of national commemorative projects in the Capital Region.

KEY EXPECTED OUTPUTS

PROACTIVE COMMUNICATIONS, ENGAGEMENT AND OUTREACH

Short-Term Targets (2016–2017)

- Implement the three-year Integrated Communications Plan, whose objective is for Canadians to understand and value the NCC’s contribution to Capital building.
- Launch a renewed corporate image and website.

MACKENZIE AVENUE CYCLING LANES

Short-Term Target (2016–2017)

- Support the Embassy of the United States of America and the City of Ottawa in improving the visual character of Mackenzie Avenue and providing improved and protected cycling conditions, through the construction of dedicated cycling lanes and security bollards on Mackenzie Avenue, to be completed by 2017.

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

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

Corporate Operations

Openness and transparency will remain a key area of focus for the corporate excellence agenda. The corporation will continue its long-standing commitment to meeting the highest standards in this regard, and will seek new and innovative ways to further strengthen the openness and transparency of its operations. This includes the participation of the mayors of the cities of Ottawa and Gatineau in all board meetings on an ex-officio, non-voting basis. As well, the NCC intends to invite representation from the surrounding municipalities in the Capital Region from time to time to NCC board meetings on subjects pertaining to their communities.

In promoting corporate excellence for its operations, the NCC will strive to meet the highest standards of efficiency, economy, effectiveness and innovation in all that it does. To support these standards, the NCC will implement new processes and tools, developed as part of a business optimization exercise to ensure the sound operation and financial management of internal processes, service delivery

and asset management. To promote an innovative work environment, the NCC will seek to establish a mobile technology strategy for the corporation. It will also explore options toward progressively implementing open data solutions. To improve corporate performance and accountability, the NCC will continue to move forward with the implementation of its corporate performance measurement framework, and set service delivery targets against which performance will be measured.

Being an exemplary Crown corporation also means providing high-value client services. As part of its efforts in this area, the NCC will work to enhance its citizen and client relationship management frameworks in order that the corporation may better serve Canadians. The NCC will also work proactively with proponents seeking federal approvals to help them better understand requirements, which in turn will help to improve the quality of submissions and the timeliness of the federal land use and design process, as well as increase the design excellence of proposals.

The strength of the NCC is in its employees. The corporation will seek to enhance its corporate talent management program to attract, manage and retain a workforce of the highest calibre to carry out its valued mandate. Acknowledging the importance of the youth demographic in contributing to the NCC's mandate—the NCC employs over 100 students during the peak summer season each year—one of the areas of focus will be on exploring opportunities to engage the youth labour market. Other areas of focus will include promoting diversity and employment equity within the corporation.

Stewardship of Lands and Assets

As the largest landowner in Canada’s Capital Region, the NCC cares for and protects vital public places that are unique to the nation’s symbolic, natural and cultural heritage. To be an exemplary steward, the NCC will pursue a series of initiatives to ensure that its portfolio of lands and assets is adequately managed, maintained, rehabilitated and protected. The goal is to ensure that these lands and assets contribute to the long-term sustainability of the Capital Region and that they may be enjoyed by current and future generations.

As part of its efforts, the NCC will undertake priority capital investments and rehabilitation projects identified in the Multi-Year Capital Program to address aging infrastructure, life cycle management, and health and safety issues. As well, as the steward of the six official residences in Canada’s Capital Region, the NCC will carry out the necessary works to maintain, rehabilitate and improve the health, operability, safety and security of these important symbolic institutions. This will include examining options to rehabilitate 24 Sussex Drive to ensure that the residence is safe, livable and functional for Canada’s prime minister. To be a premier landlord in the Capital Region, the NCC will implement a national leasing policy to ensure that it provides exemplary service to its lessees, and optimizes its rental properties.

To support the ecological sustainability of the Capital Region, the NCC will renew its corporate environmental strategy. Site assessments and the decontamination of NCC-owned properties will continue, including those that receive funding under the Federal Contaminated Sites Action Plan. In addition, the NCC will work to conserve, protect and manage

its lands, green spaces, urban parks, Gatineau Park and the Greenbelt, in order that current and future generations may use, enjoy and appreciate these natural settings. Key to this approach will be balancing the needs of users with long-term sustainability and stewardship principles. To improve the recreational offer in Gatineau Park and the Greenbelt, the NCC will review and rehabilitate amenities to improve the visitor experience and universal accessibility.

KEY EXPECTED OUTPUTS: CORPORATE OPERATIONS

BUSINESS OPTIMIZATION

Short-Term Target (2016–2017)

- Implement new processes and tools developed as part of the business optimization exercise.

FINANCIAL MANAGEMENT FRAMEWORK

Short-Term Target (2016–2017)

- Enhance the NCC’s financial management framework to ensure the continued alignment of resources, and address any issues emerging with the corporation’s mandate and key deliverables.

HUMAN RESOURCE MANAGEMENT FRAMEWORK

Short-Term Targets (2016–2017)

- Implement an employee engagement strategy.
- Implement a corporate talent management program.

PERFORMANCE MEASUREMENT FRAMEWORK

Short-Term Target (2016–2017)

- Refine performance data for a more robust performance measurement framework, including client-service delivery targets.

MOBILE TECHNOLOGY STRATEGY

Short-Term Target (2016–2017)

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

CLIENT- AND CITIZEN-FOCUSED RELATIONSHIP MANAGEMENT

Short-Term Target (2016–2017)

- Enhance the NCC’s client- and citizen-focused relationship management approach, focusing on addressing issues in order that they may be promptly resolved, and lead to long-term positive relationships.

KEY EXPECTED OUTPUTS: STEWARDSHIP OF LANDS AND ASSETS

NATIONAL LEASING PORTFOLIO POLICY

Short-Term Target (2016–2017)

- Implement a national leasing portfolio policy to optimize the NCC’s leased assets, and become a premier landlord in the Capital Region.

NCC ENVIRONMENTAL STRATEGY

Short-Term Targets (2016–2017)

- Commence the renewal of the NCC’s corporate environmental strategy.

DECONTAMINATION OF NCC LANDS

Short-Term Target (2016–2017)

- Complete additional site assessments and remediation projects on NCC lands.

EVENT AND FESTIVAL GUIDELINES

Long-Term Target

- By the end of 2018–2019, implement new event and festival guidelines, including an industry standard rent approach for events held on NCC lands.

GATINEAU PARK AND THE GREENBELT

Short-Term Targets (2016–2017)

- Rehabilitate visitor amenities to increase site visitation and use in the Pontiac sector of Gatineau Park.
- Collaborate with the surrounding municipalities of Gatineau Park to offer new programming that will attract visitors to their respective sectors during Fall Rhapsody.
- Install new signage to better identify universally accessible trails in the Greenbelt.

A view of the front atrium at the
National Capital Commission’s headquarters. ▶



FINANCIAL TABLES

OPERATING BUDGET FOR THE YEARS ENDING MARCH 31, 2015 TO 2017

(IN THOUSANDS OF DOLLARS)

FUNDING	2016-2017	2015-2016	2015-2016	2015-2016	2014-2015	2014-2015	2014-2015
	Budget	Budget	Forecast	Variance	Budget	Actual	Variance
Operating appropriations	67,806	69,056	67,361	(1,695)	64,737	68,781	4,044
Revenues	38,025	36,060	31,351	(4,709)	29,553	32,046	2,493
Funding from the Acquisition and Disposal Fund	754	756	334	(422)	626	383	(243)
	<u>106,585</u>	<u>105,872</u>	<u>99,046</u>	<u>(6,826)</u>	<u>94,916</u>	<u>101,210</u>	<u>6,294</u>
 EXPENDITURES							
Capital Planning ¹	3,053	2,584	2,960	(376)	3,530	2,437	1,093
Capital Stewardship and Protection ²	79,111	76,768	66,059	10,709	74,080	74,250	(170)
Internal Services	31,825	32,870	31,856	1,014	30,277	32,333	(2,056)
	<u>113,989</u>	<u>112,222</u>	<u>100,875</u>	<u>11,347</u>	<u>107,887</u>	<u>109,020</u>	<u>(1,133)</u>
 EXCESS OF EXPENDITURES OVER FUNDING	(7,404)	(6,350)	(1,829)	4,521	(12,971)	(7,810)	5,161
 CARRY-OVER AT BEGINNING OF YEAR	36,036	34,808	37,865	3,057	56,412	55,675	(737)
Realignment between capital and operating carry-over	(1,550)	0	0	0	(10,000)	(10,000)	0
 CARRY-OVER AT END OF YEAR	<u>27,082</u>	<u>28,458</u>	<u>36,036</u>	<u>7,578</u>	<u>33,441</u>	<u>37,865</u>	<u>4,424</u>

1. Reflects the program, not the organizational structure.

2. Ibid.

CAPITAL BUDGET FOR THE YEARS ENDING MARCH 31, 2015 TO 2017

(IN THOUSANDS OF DOLLARS)

FUNDING	2016-2017 Budget	2015-2016 Budget	2015-2016 Forecast	2015-2016 Variance	2014-2015 Budget	2014-2015 Actual	2014-2015 Variance
Capital appropriations	22,399	23,665	22,665	(1,000)	23,630	23,665	35
Funding from the Acquisition and Disposal Fund	12,000	2,000	1,748	(252)	4,000	822	(3,178)
	34,399	25,665	24,413	(1,252)	27,630	24,487	(3,143)
EXPENDITURES							
Capital Stewardship and Protection							
Roads and bridges	3,695	1,532	5,229	(3,697)	4,544	5,832	(1,288)
Historical properties	14,370	5,477	7,054	(1,577)	4,703	5,422	(719)
Rental properties	3,350	5,864	1,242	4,622	3,785	3,835	(50)
Development properties	1,996	3,838	1,046	2,792	6,666	2,317	4,349
Green assets	4,035	3,111	4,371	(1,260)	5,075	2,858	2,217
Other	6,228	5,526	7,276	(1,750)	5,833	997	4,836
	33,674	25,348	26,218	(870)	30,606	21,261	9,345
Real property acquisitions	12,000	2,000	1,748	252	4,000	822	3,178
	45,674	27,348	27,966	(618)	34,606	22,083	12,523
ALL PROGRAMS							
Equipment	2,480	2,920	3,654	(734)	480	397	83
TOTAL CAPITAL EXPENDITURES	48,154	30,268	31,620	(1,352)	35,086	22,480	12,606
EXCESS OF (EXPENDITURES OVER FUNDING) FUNDING OVER EXPENDITURES	(13,755)	(4,603)	(7,207)	(2,604)	(7,456)	2,007	9,463
CARRY-OVER AT BEGINNING OF YEAR	20,407	20,330	27,614	7,284	17,606	15,607	(1,999)
Realignment between capital and operating carry-over	1,550	0	0	0	10,000	10,000	0
CARRY-OVER AT END OF YEAR	8,202	15,727	20,407	4,680	20,150	27,614	7,464

STATEMENT OF FINANCIAL POSITION AS AT MARCH 31, 2015 TO 2021

(IN THOUSANDS OF DOLLARS)

FINANCIAL ASSETS	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
	Actual	Forecast	Projection	Projection	Projection	Projection	Projection
Cash and cash equivalents	97,556	89,809	56,460	42,357	40,733	46,543	38,985
Cash and cash equivalents restricted to light rail transit	68,108	69,316	70,293	71,354	72,432	0	0
Accounts receivable							
Federal government departments and agencies	3,605	3,266	3,266	3,266	3,266	3,266	3,266
Others	3,685	3,338	3,338	3,338	3,338	3,338	3,338
Investments	18,831	18,868	33,891	35,229	29,451	29,332	30,032
	191,785	184,597	167,248	155,544	149,220	82,479	75,621
LIABILITIES							
Accounts payable and accrued liabilities							
Federal government departments and agencies	671	847	847	847	847	847	847
Others	16,260	20,526	20,526	20,526	20,526	20,526	20,526
Light rail transit	66,669	66,990	67,080	67,254	68,328	0	0
Provision for environmental cleanup	43,850	43,032	40,299	33,386	32,188	28,403	28,403
Deferred revenue	12,061	11,085	10,685	10,285	9,885	9,485	9,085
Employee future benefits	3,674	3,097	3,112	3,127	3,141	3,156	3,171
Other liabilities	2,036	1,823	1,610	1,397	1,184	1,034	1,004
	145,221	147,400	144,159	136,822	136,099	63,451	63,036
NET FINANCIAL ASSETS	46,564	37,197	23,089	18,722	13,121	19,028	12,585
NON-FINANCIAL ASSETS							
Tangible capital assets	594,908	608,551	632,725	640,882	650,911	653,917	660,029
Prepaid expenses	2,558	2,495	2,495	2,495	2,495	2,495	2,495
Other non-financial assets	1,749	1,572	1,395	1,218	1,041	864	687
	599,215	612,618	636,615	644,595	654,447	657,276	663,211
ACCUMULATED SURPLUS	645,779	649,815	659,704	663,317	667,568	676,304	675,796

STATEMENT OF OPERATIONS AND ACCUMULATED SURPLUS FOR
THE YEARS ENDING MARCH 31, 2015 TO 2021

(IN THOUSANDS OF DOLLARS)

REVENUES	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
	Actual	Forecast	Projection	Projection	Projection	Projection	Projection
Rental operations and easements	22,187	23,127	22,508	23,004	22,898	23,353	23,939
Interest	2,236	2,016	2,041	1,698	1,365	1,346	1,365
Headquarters sublease	2,333	2,325	2,277	2,277	2,277	1,729	0
User access fees	2,707	2,685	2,587	2,587	1,960	3,084	3,084
Recoveries	2,130	1,102	8,453	1,149	1,149	1,149	1,149
Other revenues	1,211	490	485	420	420	420	420
Net gain on disposal of tangible capital assets	0	83	11,472	0	0	7,711	0
	32,804	31,828	49,823	31,135	30,069	38,792	29,957
EXPENSES							
Capital Planning	3,980	2,960	3,053	2,693	2,022	2,024	2,047
Capital Stewardship and Protection	105,788	82,133	94,368	83,103	81,293	82,241	83,556
Internal Services	33,252	32,725	32,718	32,957	33,105	33,025	31,726
	143,020	117,818	130,139	118,753	116,420	117,290	117,329
DEFICIT BEFORE FUNDING FROM THE GOVERNMENT OF CANADA	(110,216)	(85,990)	(80,316)	(87,618)	(86,351)	(78,498)	(87,372)
FUNDING FROM THE GOVERNMENT OF CANADA							
Parliamentary appropriations for operating expenditures	68,781	67,361	67,806	67,266	65,205	64,755	64,484
Parliamentary appropriations for tangible capital assets	23,665	22,665	22,399	23,965	25,397	22,479	22,380
	92,446	90,026	90,205	91,231	90,602	87,234	86,864
SURPLUS (DEFICIT) FOR THE YEAR	(17,770)	4,036	9,889	3,613	4,251	8,736	(508)
ACCUMULATED SURPLUS AT BEGINNING OF YEAR	663,549	645,779	649,815	659,704	663,317	667,568	676,304
ACCUMULATED SURPLUS AT END OF YEAR	645,779	649,815	659,704	663,317	667,568	676,304	675,796

STATEMENT OF CHANGE IN NET FINANCIAL ASSETS FOR
THE YEARS ENDING MARCH 31, 2015 TO 2021

(IN THOUSANDS OF DOLLARS)

	2014-2015 Actual	2015-2016 Forecast	2016-2017 Projection	2017-2018 Projection	2018-2019 Projection	2019-2020 Projection	2020-2021 Projection
SURPLUS (DEFICIT) FOR THE YEAR	(17,770)	4,036	9,889	3,613	4,251	8,736	(508)
Acquisition and improvement of tangible capital assets	(31,283)	(31,211)	(47,025)	(26,803)	(28,916)	(25,492)	(25,383)
Amortization of tangible capital assets	17,462	17,532	17,934	18,646	18,887	19,182	19,271
Net loss (gain) on disposal of tangible capital assets	4,224	(83)	(11,472)	0	0	(7,711)	0
Proceeds from disposal of tangible capital assets	0	119	16,389	0	0	11,015	0
Writedowns of tangible capital assets	1,231	0	0	0	0	0	0
	(8,366)	(13,643)	(24,174)	(8,157)	(10,029)	(3,006)	(6,112)
Change in prepaid expenses	(113)	63	0	0	0	0	0
Change in other non-financial assets	(374)	177	177	177	177	177	177
	(487)	240	177	177	177	177	177
INCREASE (DECREASE) IN NET FINANCIAL ASSETS	(26,623)	(9,367)	(14,108)	(4,367)	(5,601)	5,907	(6,443)
NET FINANCIAL ASSETS AT BEGINNING OF YEAR	73,187	46,564	37,197	23,089	18,722	13,121	19,028
NET FINANCIAL ASSETS AT END OF YEAR	46,564	37,197	23,089	18,722	13,121	19,028	12,585

STATEMENT OF CASH FLOWS FOR THE YEARS ENDING MARCH 31, 2015 TO 2021

(IN THOUSANDS OF DOLLARS)

	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
	Actual	Forecast	Projection	Projection	Projection	Projection	Projection
Cash flows provided (used) by operating activities	(5,734)	2,334	(7,983)	(5,528)	(1,982)	(2,773)	(3,858)
Cash flows provided (used) by capital activities	(8,266)	(8,836)	(9,366)	(6,176)	(4,342)	(63,968)	(3,000)
Cash flows provided (used) by Investing activities	9,540	(37)	(15,023)	(1,338)	5,778	119	(700)
DECREASE IN CASH AND CASH EQUIVALENTS	(4,460)	(6,539)	(32,372)	(13,042)	(546)	(66,622)	(7,558)
CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR	170,124	165,664	159,125	126,753	113,711	113,165	46,543
CASH AND CASH EQUIVALENTS AT END OF YEAR	165,664	159,125	126,753	113,711	113,165	46,543	38,985

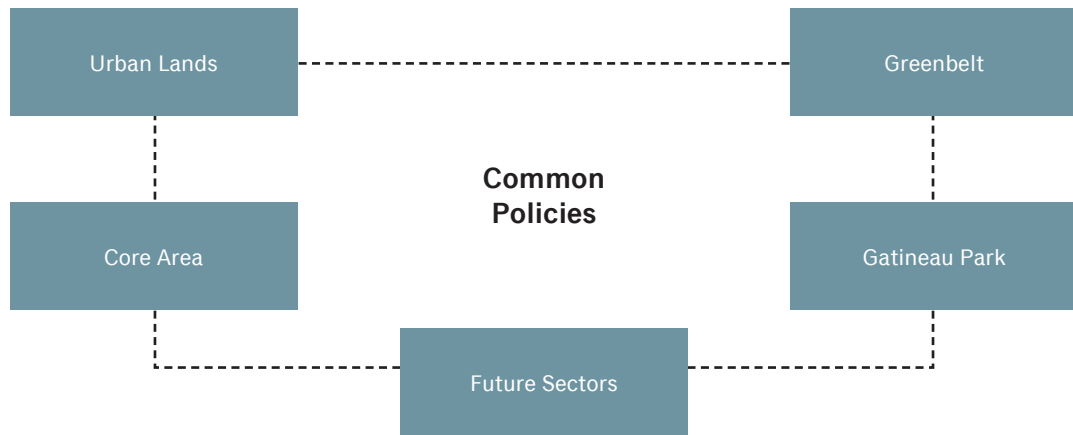


APPENDICES

PLAN FOR CANADA'S CAPITAL



CAPITAL MASTER PLAN



IMPLEMENTATION



◀ Decorative maple leaf on a bench on the Rideau Canal Esplanade.

APPENDIX B: MULTI-YEAR CAPITAL PROGRAM FOR THE YEARS
ENDING MARCH 31, 2016 TO 2018

(IN THOUSANDS OF DOLLARS)

ROADS AND BRIDGES	2015-2016 Forecast		2016-2017 Projection		2017-2018 Projection	
Confederation Boulevard program	1,104		3,410		500	
Automated parking management system	878		0		200	
Culvert rehabilitation, Gatineau Park	1,456		0		700	
Rehabilitation, other roads and bridges	1,791		285		50	
	<u>5,229</u>	17%	<u>3,695</u>	8%	<u>1,450</u>	5%
HISTORICAL PROPERTIES						
Property rehabilitation, Sussex Drive	0		2,138		412	
Official residences program	5,740		8,588		1,747	
Property rehabilitation, O'Brien House	0		3,120		780	
Rehabilitation, other historical properties	1,314		524		350	
	<u>7,054</u>	22%	<u>14,370</u>	30%	<u>3,289</u>	11%
RENTAL PROPERTIES						
Rehabilitation program, rental properties	1,242		350		1,539	
Property rehabilitation, 30 Metcalfe and 100 Sparks	0		0		200	
Property rehabilitation, 50 Sussex	0		0		2,000	
Redevelopment, 7 Clarence Street	0		3,000		0	
	<u>1,242</u>	4%	<u>3,350</u>	7%	<u>3,739</u>	12%
DEVELOPMENT PROPERTIES						
LeBreton Flats redevelopment	1,046	3%	1,996	4%	3,156	10%
GREEN ASSETS						
Nepean Point rehabilitation	46		0		0	
Rideau Canal railing replacement	0		0		1,200	
Site development, Bronson Pulp Mill ruins	750		200		2,930	
Site development, Richmond Landing	500		200		1,600	
Gatineau Park rehabilitation program	491		100		400	
Leamy Creek Bridge reconstruction	502		2,085		30	
Pathway and trail rehabilitation program	657		550		600	
Shoreline rehabilitation, Voyageurs Corridor	0		0		30	
Other green asset projects and programs	1,425		900		500	
	<u>4,371</u>	13%	<u>4,035</u>	8%	<u>7,290</u>	24%
OTHER						
Recreational facilities	636		0		0	
Other projects and programs	6,640		6,228		7,892	
	<u>7,276</u>	23%	<u>6,228</u>	13%	<u>7,892</u>	27%
REAL PROPERTY ACQUISITIONS						
	1,748	6%	12,000	25%	3,000	10%
ALL PROGRAMS – EQUIPMENT						
	3,654	12%	2,480	5%	325	1%
	<u>31,620</u>	100%	<u>48,154</u>	100%	<u>30,141</u>	100%

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

On July 16, 2015, certain Crown corporations, including the NCC, were directed by the Governor-in-Council to align their policies, guidelines and practices with Treasury Board of Canada Secretariat (TBS) policies, directives and related instruments on travel, hospitality, conference and event expenditures in a manner that is consistent with their legal obligations. They were also directed to report on the implementation of this order-in-council in their next summary of the corporate plan.

Since the effective date of the directive, the NCC has moved forward with adapting its administrative policies to comply with the necessary requirements. A comprehensive review of the NCC's travel and hospitality policies was undertaken to identify policy gaps in comparison with the TBS directive. Modifications were made to approval authorities and limits regarding the authorization of hospitality and event expenditures. The NCC amended its by-laws in September 2015 to comply with the requirements of the directive. A revised business travel, hospitality, conference and event expenditures policy, along with revised guidelines, forms and procedures, has also been implemented. All aspects of the TBS directive have been adopted, as required.

Furthermore, quarterly travel and hospitality expenses for the Chair and CEO are posted on the NCC's website. Quarterly travel and hospitality expenses are now also posted for members of the Board of Directors and NCC executive management.

The following table outlines the NCC's total annual expenditures for travel, hospitality, and training and conference fees, as well as projections for the next fiscal year.

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

	2012–2013* Actual	2013–2014* Actual	2014–2015 Actual	2015–2016 Forecast	2016–2017 Budget**
TRAVEL	402,291	397,446	331,383	344,000	350,890
HOSPITALITY	103,827	80,516	66,111	66,520	67,850
TRAINING AND CONFERENCES	335,741	343,286	320,517	216,550	220,880

* Excludes activities that were transferred to Canadian Heritage effective September 30, 2013.

** Assumes 2 percent inflation.

