



NATIONAL CAPITAL COMMISSION

---

**SUMMARY OF THE CORPORATE PLAN  
2009–2010 TO 2013–2014**



## **FOR MORE INFORMATION**

### **National Capital Commission**

202–40 Elgin Street  
Ottawa, Canada K1P 1C7  
Telephone: 613-239-5000  
Toll-free: 1-800-465-1867  
TTY: 613-239-5090  
Toll-free TTY: 1-866-661-3530  
[www.canadascapital.gc.ca](http://www.canadascapital.gc.ca)  
Email: [info@ncc-ccn.ca](mailto:info@ncc-ccn.ca)

### **Capital Infocentre**

90 Wellington Street  
Ottawa, Canada K1P 5A1  
Telephone: 613-239-5000  
Toll-free: 1-800-465-1867  
Fax: 613-239-5063

### **Capital Group Reservations**

Telephone: 613-239-5100  
Toll-free: 1-800-461-8020  
Fax: 613-239-5758  
Email: [reservat@ncc-ccn.ca](mailto:reservat@ncc-ccn.ca)

### **Volunteer Centre**

Telephone (general information): 613-239-5373  
Fax: 613-239-5133  
Email: [volunteer\\_benevoles@ncc-ccn.ca](mailto:volunteer_benevoles@ncc-ccn.ca)

### **National Capital Commission Library**

Telephone (Librarian): 613-239-5123  
Fax: 613-239-5179

National Capital Commission  
Summary of the 2009–2010 to 2013–2014 Corporate Plan  
Catalogue number: W91-2/2009  
ISBN: 978-0-662-06867-9

09-031

# TABLE OF CONTENTS

## CHAIR'S MESSAGE

Room to Talk .....	2
--------------------	---

## CHIEF EXECUTIVE OFFICER'S MESSAGE

Leading the Way .....	3
-----------------------	---

## CORPORATE PROFILE

National Capital Commission .....	6
-----------------------------------	---

## OPERATING ENVIRONMENT / STRATEGIC ISSUES AND DIRECTIONS

Challenges, Risks and Opportunities .....	12
Key Assumptions and Risks .....	13
Planning in Collaboration .....	14

## OBJECTIVES, STRATEGIES AND PERFORMANCE INDICATORS

1. Animating and Promoting the Capital .....	16
2. Capital Planning, Design and Land Use .....	19
3. Real Asset Management and Stewardship.....	21
4. Corporate Services .....	25

## FINANCIAL TABLES

2009–2010 Operating Budget .....	28
2009–2010 Capital Budget .....	29
Balance Sheet .....	30
Statement of Operations and Comprehensive Income .....	31
Statement of Equity.....	32
Statement of Cash Flows.....	33

## APPENDICES

Appendix A: NCC-Owned Lands.....	36
Appendix B: Review of the NCC's 2008–2009 Performance to November 30, 2008.....	37
Appendix C: NCC Organizational Structure.....	40
Appendix D: Land Use Planning Framework .....	41
Appendix E: LeBreton Flats Land Use Map.....	45
Appendix F: Multi-Year Capital Program.....	46



## CHAIR'S MESSAGE

# ROOM TO TALK

When I arrived as chair of the board in 2007, I promised that the NCC would develop a better, more open relationship with the public. And we have done so. In recent months, the Commission has wholeheartedly responded to the challenge of increased transparency, and we remain committed to ensuring that the public is appropriately informed and involved in planning and building a capital for all Canadians.

As a visible symbol of that determination, the NCC is now renovating the boardroom at its headquarters in downtown Ottawa. There, it has introduced new seating for the public, as well as simultaneous interpretation, webcasting and electronic screens for the sharing of information. These innovations are a concrete expression of our intention to operate more openly, and they show the distance we have already come toward engaging the public in our work.

The boardroom symbolizes the engagement of not just local residents but also Canadians at large. Here, 15 board members will gather from all parts of Canada, bringing knowledge and expertise in a variety of fields to the table to help shape the future capital. These board members represent the country geographically; they also have a range of skills to help them guide the corporation effectively and to exercise the role of oversight.

Trends in our operating environment and challenges — including the eroding infrastructure in Canada's Capital Region, environmental issues and changing demographics in Canada — have shaped the present plan. The board will continue to debate these issues and to help refine the plan as time passes. And from now on, you — as members of the public — are invited to listen and to join the conversation.

Russell Mills  
Chair



## CHIEF EXECUTIVE OFFICER'S MESSAGE

# LEADING THE WAY

Three words dominate the present plan: “leadership”, “partnership” and “collaboration”. These are ideas that will shape our thinking and define our activities for the foreseeable future. In that regard, this plan outlines our intentions to identify and pursue new partnerships.

We have learned that reaching out to the public is just as important as finding new ways to work with federal and municipal partners. The NCC plans to continue to engage Canadians, not just as passive supporters, but also as active contributors to planning and programming. We will continue to build on public and media relations, improve communications, and speak more often and more directly to the public.

The NCC has started to review and update its land use planning framework, and will engage and consult stakeholders, partners and, most importantly, Canadians in general over the course of the next five years, to develop a shared vision for the Capital Region. The NCC will take the lead in building a strong regional framework for sustainable transportation plans, which are the key to developing effective land use plans that work for everyone.

The present plan also envisages new and ambitious targets for the environment. The NCC has always functioned as a steward of the environment. Now, we want our new environmental strategy — which introduces objectives from reducing waste to promoting and enhancing biodiversity to combatting climate change — to be an example that will inspire Canadians.

If we do our work well, much will have changed in five years' time. The public will have engaged more strongly in helping to build the Capital Region. A collaborative model will exist that channels the energies of federal, provincial and municipal partners toward shared goals. The NCC will have adjusted its master plans to reflect new realities. It will have developed new programs to make Canada's Capital more truly representative of Canadian diversity. Young Canadians, in particular, will see themselves more clearly reflected in the Capital. And Canada's Capital Region will have developed into a model of environmental stewardship for the rest of the country.

In 2017, just eight years from now, Canada will celebrate 150 years of nationhood. The NCC and Canada's Capital Region will be ready.

Marie Lemay, P.Eng., ing.  
Chief Executive Officer







## **CORPORATE PROFILE**

---

## NATIONAL CAPITAL COMMISSION

---

### MISSION

Creating national pride and unity through Canada's Capital Region.

### MANDATE: CREATING THE CAPITAL

The National Capital Commission (NCC) was created by Parliament in 1959 as the organization to fulfill the newly enacted *National Capital Act*. The *National Capital Act* of 1958, amended in 1988, directs the NCC to undertake the following:

- 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; and
- to organize, sponsor or promote such public activities and events in the National Capital Region as will enrich the cultural and social fabric of Canada, taking into account the federal character of Canada, the equality of status of the official languages of Canada and the heritage of the people of Canada.

The NCC's mandate includes coordinating the policies and programs of the Government of Canada with respect to the organization, sponsorship or promotion by federal departments of public activities and events related to Canada's Capital Region; and approving building design and land use, as well as any change in use related to federal lands in Canada's Capital Region.

## BUILDING THE CAPITAL, NCC LANDS AND THE NATIONAL INTEREST LAND MASS

The NCC and its predecessors have a long history of acquiring strategic lands to support the building of the Capital as we know it today. Today, the NCC owns some 471 square kilometres of land, primarily lands of national interest, which represents some 10 percent of Canada's Capital Region on both sides of the Ottawa River, in Ontario and Quebec (*refer to the map in Appendix A*), making the NCC the region's single-largest landowner.

The concept of "lands of national interest" (National Interest Land Mass, or NILM) refers to lands required for the long term to support the unique functions of the Capital, and this designation extends to all federally owned lands in Canada's Capital Region, not just NCC-owned lands. As steward of a large and diverse land and asset base, the NCC undertakes to preserve, sustain and manage those assets, in order to enrich Canadians' experience with respect to their capital.

### REPORTING TO PARLIAMENT

The NCC is a Crown corporation which reports to Parliament through the Minister of Transport, Infrastructure and Communities. Further, the Minister of Foreign Affairs has been assigned as Minister of State (National Capital Commission) to assist the Minister of Transport, Infrastructure and Communities in the carrying out of his responsibilities.

### REVIEW OF RECENT NCC PERFORMANCE

The NCC is meeting the performance targets set in the Summary of the 2008–2009 to 2012–2013 Corporate Plan. Appendix B provides a performance review up to November 30, 2008.



## LEGISLATIVE CONTEXT

As a Crown corporation, the NCC strives to achieve maximum efficiency in its operations, and is subject to the accountability regime set out in Part X of the *Financial Administration Act*. This legislative framework provides the managerial independence the NCC must have to guide the development of federal lands in the Capital over the long term; the flexibility to harmonize its plans with those of other levels of government in the region; and the authority to enter into partnering arrangements that will further mutual objectives of the corporation and its partners.

## GOVERNANCE AND ACCOUNTABILITY

The NCC is governed by a 15-member national board of directors (the Commission), with the support of a number of board and advisory committees. The Office of the Auditor General of Canada (OAG) conducts an annual audit of the NCC's financial accounts to verify that financial statements reflect the corporation's true financial position and operating results, and that its transactions have been carried out in accordance with Part X of the *Financial Administration Act*. The OAG conducts a special examination every five years — the most recent completed in 2007 — to confirm that assets are being safeguarded and controlled; that financial, human and physical resources are being managed efficiently; and that corporate operations are being conducted effectively.

## STRUCTURE

The organizational structure of the NCC, presented in Appendix C, illustrates relationships between the Commission and the executive management group, the various committees (both corporate and advisory) and the program areas. The corporation has approximately 500 employees who work on the planning, building, promotion and meaningful use of Canada's Capital.

## GUIDING PRINCIPLES

The NCC, as a steward of the public trust, has developed a series of principles to guide its business actions.

### 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 for all Canadians.

### Integrity

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

### Openness and Transparency

The NCC will conduct its affairs openly, collaboratively and inclusively. It will consult with stakeholders and remain responsive in its business approach.

### Leadership and Innovation

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

## THE NCC AT WORK

The NCC delivers on its responsibilities to Parliament and the public within a framework of one strategic outcome and four program activities (*see the chart illustrating the NCC's Program Activity Architecture on page 8*). The framework is based on a series of expected results against which the corporation's performance is measured.

Optimum contribution of federal lands and public programs in creating a capital  
as a source of pride and of national significance



STRATEGIC OUTCOME

Canadians have a better understanding of their capital and identify with its role and significance.

Federal lands reflect the role and significance of the Capital as an appropriate setting for the seat of government and for national events and commemorations.

Federal assets under the responsibility of the NCC (parks and green spaces, leased properties, official residences, recreational pathways, buildings, bridges, and roads) are developed, maintained and managed in accordance with their national capital significance, in order to enrich visitors' and residents' experience in the Capital.

To provide corporate-wide operational support to guide strategic, financial, legal and human resource management, as well as technological tools and expertise to ensure the effective and efficient operation of the corporation.



EXPECTED RESULTS



PROGRAM ACTIVITIES

**Animating and Promoting the Capital**

**Events, Interpretation Programs and Commemorations**

NCC programs and services enrich the Capital experience and help Canadians appreciate the significance of its sites and symbols and celebrate their nationhood.

**Marketing and Communications**

The message of Canada's Capital, as a place to experience our heritage, culture and achievements, is communicated to Canadians.

**Capital Planning, Design and Land Use**

**Land Use Planning Framework and NILM Review**

**Transportation**

**Federal Land Use and Design Approvals**

**Real Asset Management and Stewardship**

**Core Capital Projects**

NCC core area projects contribute to the symbolic, political, cultural and administrative primacy of the heart of the Capital.

**Land and Real Asset Management**

Federal assets, including public amenities under the responsibility of the NCC, are managed and rehabilitated for public use.

**Official Residences**

The official residences are furnished, maintained and rehabilitated to safeguard their national heritage and to provide safe and appropriate accommodations for Canada's official leaders, as well as inspiring properties and grounds for the conduct of state events and ceremonies.

**Payments in Lieu of Municipal Taxes**

Payments to municipalities and school boards in Quebec are made in a timely manner.

**Corporate Services**

**Governance and Public Affairs**

**Central Services**

**Human Resources**

### ➤ Animating and Promoting the Capital

The objective is to generate pride and promote unity through programming in the Capital. The main products are a series of high-impact events (notably Canada Day and Winterlude), interpretive programs and commemorations. As well, this program activity works to increase Canada-wide awareness of the Capital by means of national marketing and communications campaigns that present the Capital as a place where Canadians can experience Canadian heritage, culture and achievements.

### ➤ Capital Planning, Design and Land Use

This program activity guides the use and physical development of federal lands, coordinates development and ensures excellence in design and planning on federal lands in order that they are appropriate to the role and significance of the Capital. Products include long-term visionary plans, prepared in consultation with other planning jurisdictions and departments, to guide land uses, development and management of the Capital's lands, as well as the identification of the NILM to be held in trust for future generations. Under the *National Capital Act*, the NCC is responsible for the review and approval of all proposals for land use changes, designs and land disposals on federal lands in Canada's Capital Region to ensure that they are appropriate to their significance, natural environment and heritage. The NCC develops strategies and facilitates federal involvement in Canada's Capital Region transportation and transit, and participates in joint studies with provincial and municipal partners to address interprovincial and urban transportation issues. Programs also include the management of the NCC's built heritage, cultural landscapes, archaeological assets and collections, as well as the approval of heritage building designations in the Capital.

### ➤ Real Asset Management and Stewardship

The NCC manages and protects physical assets of national significance in Canada's Capital Region as a legacy for future generations of Canadians. Its objectives are to enhance the rich cultural heritage and natural environment of Canada's Capital and to optimize the contribution of the NCC's extensive lands and buildings in support of the programs and mandate of the corporation, while ensuring that NCC assets are appropriately accessible to the public. Environmental assets and liabilities are managed in a sustainable and responsible manner. The NCC manages its assets through the application of relevant policies and regulations and by means of a life cycle maintenance and rehabilitation program. The NCC's duties with regard to its real asset base include safeguarding and preserving the Capital's most treasured cultural, natural and heritage assets (including the official residences); the promotion and regulation of public activities on federal lands; natural resource protection and management; environmental stewardship; and the delivery of visitor and recreational services and programs. Where appropriate, the assets are used to generate a stream of revenues to complement federal appropriations in supporting the work of the corporation. Land development projects are carried out to enhance the Capital for future generations. This program activity is also responsible for the acquisition of properties of national interest and the disposal of surplus properties. These activities are carried out in close cooperation with the cities of Ottawa and Gatineau and federal organizations. The NCC also pays Payments in Lieu of Taxes (PILT) to municipalities and school boards in Quebec.

### ➤ Corporate Services

This program activity promotes the efficient and productive use of resources through centrally provided corporate services to all business lines. It produces legislatively required documents and reports. It conducts internal audits, evaluations and research. It supplies financial, technical, legal, communications and administrative support to the NCC, and manages human resources.





➤ **OPERATING  
ENVIRONMENT**

➤ **STRATEGIC ISSUES  
AND DIRECTIONS**

---

## **CHALLENGES, RISKS AND OPPORTUNITIES**

---

The NCC's operations are affected by trends in its operating environment, including social, economic, political, technological, legal and cultural environments. Trends in specific operating sectors are also relevant to the NCC, including energy use, the environment, urban planning, architecture and design, heritage preservation, transportation, safety and security, and tourism. Trends in four key areas have been identified as possibly having the greatest potential impact on the NCC's business environment.

### **STEWARDSHIP**

There is a growing sentiment that the current state of infrastructure across Canada is increasingly an impediment to economic and social growth, particularly in Canada's Capital Region. Infrastructure in general is getting older, costs more to maintain and is used beyond capacity. Other related issues, such as urban transit, heritage property management and densification, are also looming on the horizon. In terms of the natural environment, there is strong interest in the concept of a green capital, a model of good environmental governance and timely action in the face of climate change. The principles of sustainable development must be considered in managing all NCC assets.

### **DEMOGRAPHY**

Canadian demography is changing as a result of increased immigration and an aging population. Other demographic factors expected to affect society are generational differences, urbanization, health and education, income, diversity, and population mobility. A rapidly shifting social environment, brought about by demographic changes, is challenging the NCC, which needs to reflect the nation in Canada's Capital Region in order to deliver on its mandate. Capturing the spirit of a nation requires ongoing dialogue and collaboration with Canadians, as well as leadership and continuous adaptation.

### **TECHNOLOGY**

Technological change is causing a rapid paradigm shift. The Internet and mobile communications have substantially increased the accessibility and flow of information. People are also more connected globally. Deploying technological advances in future planning, programming and stewardship initiatives presents a challenge initially, but is ultimately rewarding when the technology is successfully applied. In 2017, the NCC plans to celebrate the 150th anniversary of Confederation. This occasion will be an opportunity to communicate the Capital to Canadians using the vast potential of technology.

### **ECONOMY**

With the world's economy suffering declines, Canada's government has adopted the protection of Canada's economy as its top priority. Government budgetary and expenditure management measures will inevitably affect Crown corporations. The NCC will continue to meet the expectations of Canadians, by dedicating itself to sustainable development and by building new partnerships.



---

## **KEY ASSUMPTIONS AND RISKS**

---

The following outlines the key assumptions and risks that have or may have an impact on the plans as identified within the 2009–2010 to 2013–2014 NCC Corporate Plan.

### **MANDATE REVIEW**

A mandate review of the NCC was completed in December 2006. At the time of finalizing the corporate plan for 2009–2010 to 2013–2014 (in winter 2009), the government had not yet announced its position. The NCC will report on the implementation of the mandate review, once completed, in subsequent corporate plans and annual reports.

### **FUNDING**

No changes to the funding model are anticipated. Operating and capital appropriations and generated revenues are expected to remain stable over the planning period.

### **OPENNESS AND TRANSPARENCY**

The NCC will continue to implement its culture change initiative, and will introduce new processes to support a more open and transparent way of doing business.

### **HUMAN RESOURCES**

The NCC operates in a number of different and specialized sectors that have an extensive and complex operating history. Attracting and retaining qualified staff are essential to its success. Staff orientation, ongoing training and development, the provision of required tools, and succession planning practices are important components in ensuring the continued provision of high quality programs and services.

## **PLANNING IN COLLABORATION**

Annually, the NCC's board of directors and executive management assess and discuss the main risks and challenges facing the organization, considering an analysis of its business environment. The following, which are considered to be the critical strategic issues facing the NCC over the next five years, also provide an outline of the direction the NCC will take, as covered by this corporate plan summary.

### **MANDATE FOR THE FUTURE**

Planning lies at the core of the mandate. As federal steward of natural and built environments in Canada's Capital Region, the NCC needs to develop forward-looking plans in areas such as transportation, heritage preservation, public programming, education, interpretation and commemoration. The recent mandate review confirmed that new tools and resources are needed to support planning. To that end, additional funding has been approved, and legislative amendments to the *National Capital Act* are anticipated. Meanwhile, the revision of the Plan for Canada's Capital and its integration into NCC initiatives across the board is essential to the development of a 21st century capital for Canadians.

### **LONG-TERM PARTNERSHIPS AND SUSTAINABLE COLLABORATION**

Partnership is vital to success. The NCC needs to reach out through education, interaction and consultation to make Canada's Capital Region more representative of and accessible to Canadians, especially youth. In order to realize its vision of the future, the NCC must harmonize its policies and approaches with those of other levels of government. To encourage buy-in to that shared vision, the NCC must also be accountable, attentive and responsive to its federal, provincial/territorial and municipal partners, as well as to the public in general.

## **BUILDING A GREENER CAPITAL**

In order to build a truly "green" capital, the NCC must weave sustainability into plans that extend across jurisdictional boundaries, and address every kind of environmental impact, including those related to the flow of people and vehicles throughout the region. Through collaboration with partners and stakeholders, and by introducing or enhancing sound environmental practices into every area of its business, the NCC can establish itself as a leader in environmental management.

### **2017: CANADA'S LEGACY**

The NCC has a new opportunity to link powerful public programming to the landscape. In 2017, as Canada celebrates 150 years of nationhood, the NCC will reach out to Canadians and to youth in particular, to celebrate Confederation. The return of the Ottawa River shoreline to public use is central to plans for the celebration. The extraordinary riverbanks at the foot of Parliament, around the Ottawa Islands and along the Quebec shore are beautiful; they are also culturally significant. Their restoration as spaces for public use, combined with programming, would give the NCC new capacity to honour Canada's Aboriginal and industrial heritage and to link Canada's founding cultures and two official languages within the Capital core.



## ➤ **OBJECTIVES, STRATEGIES AND PERFORMANCE INDICATORS**

## ➤ STRATEGIC OUTCOME

Optimum contribution of federal lands and public programs in creating a capital as a source of pride and of national significance.

## ➤ PERFORMANCE INDICATOR

Percentage of Canadians who indicate that the Capital is a source of pride and national significance.

## ➤ TARGET

Annually attain a level of 80 percent or more.

## ➤ 1. ANIMATING AND PROMOTING THE CAPITAL

### Objective/Expected Result

Canadians have a better understanding of their capital, and identify with its role and significance.

### Performance Indicator

Percentage of Canadians experiencing the Capital who have a better understanding of their capital, and identify with its role and significance.

### Target

Annually attain a level of 70 percent or more.

**Overview** The NCC will continue to focus on delivering high-impact programming so that Canadians may benefit from and appreciate Canada's Capital Region as a source of national pride and identity. The NCC will ensure that it plays a strong coordination role in programming to the benefit of its federal partners, and will continue to recruit partners and sponsors to support the delivery of flagship events. The NCC will also invest in outreach activities and partnerships to raise awareness of the Capital among Canadians. In particular, it will focus on youth and will use innovative ways to educate, inspire and engage young Canadians.

## 1.1 EVENTS, INTERPRETATION PROGRAMS AND COMMEMORATIONS

### Objective/Expected Result

NCC programs and services enrich the Capital experience and help Canadians to appreciate the significance of its sites and symbols, and to celebrate their nationhood.

### Performance Indicator

Percentage of Canadians experiencing the Capital who indicate that NCC programs and services enrich the Capital experience, and help Canadians appreciate the significance of its sites and symbols and celebrate their nationhood.

### Target

Annually attain a level of 85 percent or more.

### Strategies

- Focus NCC programming to ensure that
  - it is of strong benefit to all Canadians and is appreciated;
  - it has an impact on the pride and identity of Canadians;
  - there is a vested federal interest in delivering programming; and
  - its coordination role is of significant benefit to its federal partners.

- Position the NCC to lead federal institutions in the Capital's celebrations of the 150th anniversary of Confederation in 2017.
- Showcase the programs and services of federal partners in areas complementary to the NCC's programming mandate.
- Use new technologies to renew public programming to ensure that all Canadians, and in particular youth, are represented, with a focus on educating about the Capital, and promoting and creating awareness of the Capital.

## Specific Plans and Key Expected Outputs

### PROGRAMMING EVENTS

As well as continuing to work with partners and sponsors to present annual flagship events (Sound and Light Show, Canada Day, Christmas Lights Across Canada, and Winterlude), the NCC will take the lead, and work with other federal organizations in Canada's Capital Region to mount a celebration of the 150th anniversary of Confederation. For Canada Day, the NCC will consult with partners on options to broaden the program and to increase the national reach and impact. The NCC will also collaborate with various national organizations in the fields of film and theatre, music, television, and sports to showcase Canada's Capital Region and celebrate our nation's greatest talents.

### Key Expected Outputs

- Maintain annual attendance at flagship events and programs:
  - Sound and Light Show (target, 250,000);
  - Canada Day (target, 325,000); and
  - Winterlude (target, 600,000).
- Annually, continue to enter into partnership arrangements with at least 10 federal departments or agencies.

## INTERPRETATION AND OUTREACH

The NCC will enrich programs through interpretation developed through national partnerships, and defined within a 10-year interpretation plan (under development). Working with federal partners, the NCC will renew the Capital Infocentre with enhanced visitor orientation and interpretive services. With particular regard to young Canadians, the NCC will use new technologies to offer inspiring and interactive learning experiences for youth in the Capital and, for those who cannot visit, it will develop cross-country educational programs.

### Key Expected Outputs

- Maintain annual visitation and reach:
  - Parliament Hill programs (target, 700,000 visits);
  - Capital Infocentre services (target, 325,000 visitors); and
- Youth Program reach (target, 500,000 in 2009–2010 and 600,000 by 2013–2014).
- In 2009–2010, initiate the renewal of the Capital Infocentre for completion in 2011–2012.

## COMMEMORATIONS AND PUBLIC ART

The NCC will review and approve all proposals (siting and design) for commemorative works and public art on federal lands. It will also coordinate federal programs to commemorate significant national anniversaries in Canada's Capital Region.

### Key Expected Outputs

- Develop and implement an awareness program of commemorative opportunities in the Capital, with a focus on under-represented themes, to attract a minimum of five new commemoration requests annually over the planning period.
- Mark and support significant national anniversaries identified in Canadian Heritage's five-year commemoration plan (2008–2012).

## 1.2 MARKETING AND COMMUNICATIONS

### Objective/Expected Result

The message of Canada's Capital as a place to experience our heritage, culture and achievements is communicated to Canadians.

### Performance Indicator

Percentage of Canadians who are informed that Canada's Capital is a place to experience our heritage, culture and achievements.

### Target

Annually attain a level of 80 percent or more.

### Strategies

- Increase awareness, among all Canadians, of the Capital as a great place to experience national heritage, culture and achievements, and as an example of environmental leadership.
- Increase the outreach to youth to engage them in defining their capital and making it representative of Canada.
- Renew the NCC website as one of the primary NCC tools for public communication.

## Specific Plans and Key Expected Outputs

The NCC will display a unified corporate image, and will notify members of the public, stakeholders and partners — and increasingly Canadian youth — about upcoming NCC programs and events in a region that is nationally shown to be representative of Canada, a site of cultural celebrations, a model of environmental leadership and a forum for youth engagement. Locally, the message will centre on the NCC's best practices in fulfilling its stewardship role.

### Key Expected Outputs

- Maintain an overall positive tone in media coverage at a level of at least 80 percent.
- Establish at least two new strategic alliances, and focus on high return on investment arrangements with major sponsors, by having at least 60 percent of sponsorship revenues generated by 10 multi-year sponsorship agreements.



## ➤ 2. CAPITAL PLANNING, DESIGN AND LAND USE

### Objective/Expected Outcome

Federal lands reflect the role and significance of the Capital as an appropriate setting for the seat of government and for national events and commemorations.

### Performance Indicators

- Evidence of implementation and influence of NCC plans.
- Results of independent third-party evaluation of NCC long-range plans and federal approval process.

### Targets

- Decisions related to federal land use planning, urban design, asset management and coordination with municipal planning documents are consistent with NCC plans.
- Plans are reviewed and updated in accordance with the NCC land use planning framework.
- Decisions to implement sustainable and efficient transportation strategies by all levels of government reflect the strategic transportation initiative.

**Overview** The planning function remains at the core of the NCC's mandate. The update and completion of plans within the land use planning framework (*see Appendix D*) is critical to ensure a coherent, long-term vision for Canada's Capital Region. To realize that vision, the NCC will make stakeholder and public consultation an integral part of the planning process, helping to ensure that the public is brought in as an active partner. The NCC will pay special attention to engaging youth in the challenge of creating a vision for the Capital. With regard to transportation planning, the NCC will play an enhanced leadership role.

### Strategies

- Complete and update the overall planning framework in parallel with the review of the NILM, by working more closely with cities to better coordinate the timing of planning initiatives, and through extensive stakeholder and public participation, at both local and national levels.
- Continue to explore opportunities to implement the NCC's vision for the Ottawa River islands and shorelines.
- Revise the Plan for Canada's Capital, focusing attention on the youth segment of the population to engage them in setting the vision for Canada's Capital Region.
- Increase the NCC's involvement in transportation planning in Canada's Capital Region.
- Continue to implement federal plans, legislation and policies to safeguard and enhance the built and natural environments of Canada's Capital Region, through application of the federal land use, design and transaction approvals process.

### Specific Plans and Key Expected Outputs

#### OTTAWA RIVER ISLANDS

The NCC will continue to explore opportunities to implement its vision for the Ottawa River islands as a unique meeting place for Canadians, located in close proximity to Parliament Hill, and expressive of a rich diversity of cultural influences (relating to First Nations, trade routes and industrial heritage).

## LAND USE PLANNING FRAMEWORK AND NILM REVIEW

The NCC is currently reviewing the Plan for Canada's Capital (1999) to determine which aspects need to be updated or revised. Master plans, particularly the 1996 Greenbelt Master Plan as well as the Capital Urban Lands Master Plan (under development), will be either updated or completed to take into account issues such as rapid urban growth, and address a complex and often fragmented land base. Both master plans will provide critical input into the full revision of the Plan for Canada's Capital and concurrent review of the NILM. Extensive consultation with partners and the public will form a crucial and integral part of the planning process.

### Key Expected Outputs

- Full revision of the 1999 Plan for Canada's Capital by 2012–2013.
- Completion or revision of the land use planning framework at the master plan level (completion of Capital Urban Lands Master Plan and review of 1996 Greenbelt Master Plan) by 2011–2012.
- NILM review and non-NILM action plan by 2012–2013.

## TRANSPORTATION

As the only agency in the region with planning authority on both sides of the Ottawa River, the NCC will continue to increase its presence and influence in transportation planning in Canada's Capital Region. Consequently, the NCC is participating in initiatives to address significant transportation challenges, and will undertake a more decisive leadership role in the future. In particular, the NCC continues to lead a joint federal–provincial environmental assessment study for future interprovincial crossings. In collaboration with the City of Ottawa and the Société de transport de l'Outaouais, it is also undertaking a strategic planning study for options to integrate interprovincial mass transit within the core area. The revised Plan for Canada's Capital will include a sustainable strategic transportation framework (a green transportation strategy) providing guidelines for the evolution of transportation systems, including public transit, in Canada's Capital Region.

### Key Expected Outputs

- Phase II of the environmental assessment of future interprovincial crossings and approvals, to be done over a three-year period, and to be completed by 2011–2012.
- Integration of interprovincial mass transit in the core area planning study, and approvals to be completed in 2009–2010.

## FEDERAL LAND USE AND DESIGN APPROVALS

In order to protect and contribute to the unique character, identity and quality of Canada's Capital Region, the NCC takes responsibility for all federal land use and design approvals, as well the vetting of all federal proposals to acquire or dispose of land. The NCC has recently evaluated the approval process in light of concerns related to delays, additional requirements and cost increases, and is poised to implement improvements in 2009–2010.

### Key Expected Outputs

- In 2009–2010, implement improvements to the federal land use and design approval process.
- By 2011–2012, achieve a level of stakeholder satisfaction of at least 75 percent relative to the clarity of the federal land use and design approval process and information available.

### ➤ 3. REAL ASSET MANAGEMENT AND STEWARDSHIP

#### Objective/Expected Result

Federal assets under the responsibility of the NCC (parks and green spaces, leased properties, official residences, recreational properties, buildings, bridges, and roads) are developed, maintained and managed in accordance with their national capital significance in order to enrich visitors' and residents' experience in the Capital.

#### Performance Indicator

Percentage of Canadians experiencing the Capital who indicate that federal assets under NCC responsibility enrich their Capital experience.

#### Target

Annually attain a level of 80 percent across a wide range of NCC public assets and services.

**Overview** The NCC will continue to advance and complete projects to enhance the core of the Capital, with an emphasis on safeguarding significant heritage properties. The NCC will play a leadership role in working with partners in developing a renewed environmental strategy. Land acquisition priorities in Gatineau Park will be pursued to safeguard the natural and cultural integrity of the park. Asset management plans will be developed in order to modernize the NCC's leasing portfolio. Finally, the NCC will renew and implement management plans for major recreational assets, and complete rehabilitation priorities at Canada's official residences.

### 3.1 CORE CAPITAL PROJECTS

#### Objective/Expected Result

NCC core area projects contribute to the symbolic, political, cultural and administrative primacy of the heart of the Capital.

#### Performance Indicator

Percentage of Canadians experiencing the Capital who indicate that the NCC core area projects contribute to the significance of the heart of the Capital.

#### Target

Annually attain a level of 80 percent or more.

#### Strategies

- Complete the NILM component of the LeBreton Flats redevelopment, and advance planning for the redevelopment of the non-NILM component.
- Establish Confederation Boulevard as "Canada's main street," a ceremonial and discovery route that symbolically and physically links the founding cultures of Canada, and provides an appropriate setting for national institutions.

- Enhance and animate the heart of the Capital through other core area projects, with an emphasis on significant heritage properties that need to be safeguarded.

### Specific Plans and Key Expected Outputs

#### MAJOR REVITALIZATION PROJECTS

Current major projects include Canlands "A" (a mixed-use development on Sparks Street) and LeBreton Flats. With the NILM portion completed at LeBreton Flats, the NCC will focus on the approach to complete the remaining non-NILM lands.

#### Key Expected Outputs

- Canlands "A": Complete redevelopment by 2012–2013.
- LeBreton Flats: In 2009–2010, determine the approach and obtain approvals for the redevelopment of remaining non-NILM lands, and thereafter initiate redevelopment activities. Advance the development of Blocks U and T for completion by 2013–2014.

## CONFEDERATION BOULEVARD

The NCC will develop the remaining parts of Confederation Boulevard in partnership with external stakeholders, and will undertake life cycle improvements, as required.

### 3.2 LAND AND REAL ASSET MANAGEMENT

#### Objective/Expected Result

Federal assets, including public amenities under the responsibility of the NCC, are managed and rehabilitated for public use.

#### Performance Indicator

Percentage of Canadians experiencing the Capital who indicate that they are satisfied with their experience in using federal assets and public services under the responsibility of the NCC.

#### Target

Annually attain a satisfaction level of 90 percent across a wide range of NCC public assets and services.

#### Strategies

- Demonstrate leadership in environmental management by establishing clear environmental objectives, managing environmental obligations through appropriate scientific research and risks associated with contaminants.
- Continue the gradual acquisition of NILM lands, with a focus on Gatineau Park, and within the limits of available resources.
- Develop an overall strategy for the future management of the NCC's portfolio of leased properties.
- Implement a renewed priority-based approach for the Multi-Year Capital Program in view of the substantial investments required, specifically to safeguard heritage assets.
- Continue the preservation of ecosystems in Gatineau Park, through the implementation of the Gatineau Park Master Plan.
- Pursue strategic partnerships to strengthen the NCC's stewardship role and enhance the Capital experience.

## Specific Plans and Key Expected Outputs

### ENVIRONMENTAL LEADERSHIP

The NCC will establish clear environmental objectives and work collaboratively to achieve them. The corporation is already working on a corporate environmental strategy to articulate a modern, renewed environmental philosophy, taking into account all its activities. The NCC will lead in the development and implementation of environmental best practices, with a focus on combatting climate change, reducing waste, enhancing biodiversity and preventing pollution. Through its Contaminated Sites Management Program, the NCC will work to remediate industrial and landfill sites by performing environmental studies and risk assessments, as required. It will collect baseline information on biodiversity, ecosystems, habitat and species at risk to guide the corporation in the management of natural resources.

#### Key Expected Outputs

- Establish, in 2009–2010, a corporate environmental strategy and specific action plan, and initiate implementation.
- Implement a risk management plan for all contaminated NCC sites.
- Conduct studies within the corporate natural research program to implement the recommendations of the ecosystem conservation plan.

### REAL PROPERTY

The NCC has a long-term objective to acquire NILM properties not yet owned by, or under the control of, the federal government, to ensure the future contribution of these lands to building Canada's Capital Region. The realization of this objective is based on market-driven factors, and is subject to available resources and authorities.

Priorities for the acquisition of NILM properties are established according to the present or proposed use of the land, as well as its function in the NCC's land use plans and how it contributes to fulfilling the NCC's mandate.

For example, the acquisition of private property in Gatineau Park is aimed at preserving the natural and cultural heritage of the park, in accordance with the Gatineau Park Master Plan. In order to ensure the continued preservation of the park, the NCC will continue to prevent further development. The NCC has received Governor-in-Council approval to acquire any or all privately owned real property within the 1997 boundaries of Gatineau Park, Quebec.

Over the next fiscal year, the corporation's planned leasing activity includes some 300 new leases or lease renewals, covering commercial, agricultural, residential, institutional and recreational properties owned by the NCC. Asset management plans will be developed for those properties to improve the NCC's net long-term leasing income, and will be used to finance the restoration, protection and life cycle management of heritage buildings or to support other NCC programs.

The NCC may dispose of property by negotiated sale, public tender, public proposal, invitation for offers or exchange, or by divestiture to other levels of government, according to the principle of fair market value. The NCC has undertaken the review and completion of the Plan for Canada's Capital, the Greenbelt Master Plan and the Capital Urban Lands Master Plan, which will confirm those lands that form part of the NILM.

## OPERATIONS AND MAINTENANCE

The NCC will continue to safeguard and preserve symbolic assets in the Capital in a sustainable and environmentally respectful manner, and it will seek opportunities to communicate and interpret these activities. In the area of ongoing rehabilitation and to ensure that urgent action is taken on a timely basis, the Multi-Year Capital Program is being renewed to act as a priority-based mechanism (*see Appendix F*).

### Key Expected Outputs

- Annually ensure that 99 percent of assets for public use are open, available and in safe condition.
- In 2009–2010, implement a renewed priority-based approach for the Multi-Year Capital Program, and evaluate its impact on efficiency and capacity to deliver.

## THE OUTDOOR CAPITAL

In Gatineau Park, the NCC will, as a priority, continue working to preserve ecosystems through enhanced gateways and conservation planning, as well as through reductions in harmful activities, by means of partnerships and collaboration with organizations and groups that have interests in common. The NCC will continue to manage the Rideau Canal Skateway to enhance its contribution to the Capital experience and highlight its designation as a World Heritage Site. Recreational pathways will be managed according to key priorities established for marketing, public safety and way-finding.

### Key Expected Outputs

- Renew the Rideau Canal Skateway Strategic Plan, focusing on the new management operation model and on the greening strategy, to minimize the environmental impact of the program.
- For Gatineau Park, by the end of 2010–2011:
  - complete a recreational services plan and a heritage conservation plan; and
  - eliminate motorized off-road activities on trails and backcountry roads.
- Develop a five-year action plan to implement the key recommendations of the Capital Pathway Strategic Plan.

### 3.3 OFFICIAL RESIDENCES

#### Objective/Expected Result

The official residences are furnished, maintained and rehabilitated to safeguard their national heritage and to provide safe and appropriate accommodation for Canada's official leaders, as well as inspiring properties and grounds for the conduct of state events and ceremonies.

#### Performance Indicator

Degree to which the official residences are meeting regulatory standards and policy guidelines for appropriate accommodation for Canada's official leaders and as venues for the conduct of state events and ceremonies.

#### Target

Improvements against a baseline assessment of the condition of the official residence buildings, grounds and assets, as determined in 2005–2006.

#### Strategies

- Manage, maintain and rehabilitate Rideau Hall, in keeping with its national significance as the official residence of the Governor General of Canada, as a workplace for the Office of the Secretary of the Governor General, and as a year-round venue for state events, ceremonies and public activities.
- Maintain and rehabilitate 24 Sussex and the other four residences in Canada's Capital Region, in keeping with their national significance and use as official accommodation for Canada's leaders and as venues for state events and activities.
- Acquire and maintain assets and provide services to support the operations and maintenance of the official residences.

#### Specific Plans and Key Expected Outputs

The NCC's priorities will continue to be to address serious health and safety issues, universal accessibility, and improvements to living accommodations, with a focus on 24 Sussex and parts of Rideau Hall. Inflation continues to be a challenge for the NCC in addressing these priorities. The NCC will continue to develop improved tools to communicate to Canadians about the rich heritage of the official residences, in the context of the NCC's accomplishments and plans.

The Canadiana Fund was established to enhance the state areas of Canada's official residences through donations of historical furnishings, art or the funds to acquire those items. The evaluation of the governance structure and operation of the Canadiana Fund will be completed in 2009–2010.

#### Key Expected Output

- Continue to implement the priorities identified in the multi-year capital works program, with a focus on the rehabilitation of 24 Sussex.

### 3.4 PAYMENTS IN LIEU OF TAXES

#### Objective/Expected Result

Payments to municipalities, and school boards in Quebec, are made in a timely manner.

#### Performance Indicator

Percentage of payments in lieu of taxes on municipal properties having been paid by the due date, excluding those being challenged in accordance with the *National Capital Act* and *Payments in Lieu of Taxes Act*.

#### Target

Annually attain a level of 100 percent.

#### Strategy

- Review and analyze municipal property rolls to ensure that the NCC is making fair, reasonable and timely payments in lieu of taxes.



## ➤ 4. CORPORATE SERVICES

### Objective

To provide corporate-wide support to guide strategic, financial, legal and human resource management, as well as technological tools and expertise to ensure the effective and efficient operation of the corporation.

Corporate Services will work closely with all program areas to support the delivery of projects, offer professional expertise and liaise with external federal agencies.

### 4.1 GOVERNANCE AND PUBLIC AFFAIRS

#### Strategies

- Continue the renewal of the NCC's corporate governance structure and processes, in keeping with the evolution of government policies and best practices.
- Continue to improve relationships with the NCC's stakeholders, and ensure that the views of an engaged public are considered as part of the decision-making process, through a variety of mechanisms, including new technologies.
- Systematically assess and manage risks through the implementation of the NCC enterprise risk management framework.

#### Specific Plans and Key Expected Outputs

##### GOVERNANCE

The NCC will review its governance framework, and revise or update its by-laws to reflect changes in mandate or governance structure. It will also introduce charters for the board and board committees. The NCC has established an external ombudsman, reporting directly to the board of directors, to help members of the public to resolve complaints, when other methods or mechanisms of redress have failed. It has also developed an enterprise risk management framework that will be implemented over the next year to ensure an integrated, corporate-wide approach to risk management.

#### Key Expected Outputs

- In 2009–2010, the NCC will
  - complete the review and update of the governance framework and by-laws;
  - implement a code of conduct for employees;
  - receive the first annual report of the ombudsman;
  - implement the enterprise risk management framework, and thereafter continue to improve risk assessment methods and management.

##### PUBLIC AFFAIRS

The NCC will improve public perception of the corporation, and engage members of the public in planning and other activities through proactive communications and consultations. It has opened its annual general meeting, as well as its meetings with special interest groups, to the public. The NCC will review and update policies and plans for public and community relations in keeping with openness and transparency initiatives. It will use new technologies to reach a broader audience, and engage in dialogue with Canadians regarding the vision for Canada's Capital. It has already initiated a review of client service processes and public redress mechanisms, and it plans to develop a client relationship management system.

#### Key Expected Output

- During the planning period, the NCC will focus on improving its client service.

## 4.2 CENTRAL SERVICES

### Strategies

- Deliver central services that provide strategic advantage to the corporation and facilitate effective and efficient management.
- Implement International Financial Reporting Standards to meet regulatory obligations.

### Specific Plans and Key Expected Outputs

As a Crown corporation, the NCC follows sound business and financial practices in conducting its operations, in accordance with government policies and regulations, including the *Financial Administration Act*, and Government Contracts Regulations. Proactive or informal disclosure of information as an alternative to processes under the *Access to Information Act* will continue to be adopted, where feasible, and the NCC will continue to address the recommendations of the Auditor General of Canada after the special examination of 2007.

In accordance with a decision of the Public Sector Accounting Board, the NCC will convert to International Financial Reporting Standards by April 1, 2011. This conversion will fundamentally affect accounting policies, procedures, processes, controls and systems at the NCC.

The NCC is currently developing a strategic research framework to complement the annually updated Three-Year Research Plan. It will also link its multi-year, risk-based program evaluation plan to the enterprise risk management framework and to the corporate planning process to better support decision making. In terms of technological developments, the NCC will introduce new multimedia technologies related to new or improved public services and facilities.

### Key Expected Outputs

- Complete the conversion to International Financial Reporting Standards by April 1, 2011.
- Complete the internal audit plan, and report to the Corporate Audit and Evaluation Committee.
- In 2009–2010, develop and implement a multi-year evaluation plan.

## 4.3 HUMAN RESOURCES

### Strategies

- Continue to implement an integrated human resource management framework to ensure that staff and skills meet evolving business needs.
- Establish human resource plans that are closely linked and reflect the needs and strategies of the NCC's business lines. Ensure effective succession planning, and training and development plans that respond to corporate priorities.

### Specific Plans and Key Expected Outputs

The NCC will integrate human resource planning into the corporate planning process to ensure that staff and skills are matched proactively to evolving business needs. Succession plans are being developed and, over the next year, the NCC will review its employment equity plan to continue moving toward a representative workforce. The NCC continues to promote the use of both of Canada's official languages, and will involve members of the official language minority community in the development of a three-year action plan. A new, four-year collective labour agreement between the NCC and its unionized employees was ratified by both parties in April 2009.

### Key Expected Output

- In 2009–2010, perform the review of the employment equity plan.



## ➤ **FINANCIAL TABLES**

## ➤ OPERATING BUDGET FOR THE YEARS ENDING MARCH 31, 2008 TO 2010

(THOUSANDS OF DOLLARS)

	2009-2010 Budget	2008-2009 Budget	2008-2009 Forecast	2008-2009 Variance	2007-2008 Budget	2007-2008 Actual	2007-2008 Variance
➤ <b>FUNDING</b>							
Operating appropriations	72,551	67,674	71,263	3,589	69,503	67,786	(1,717)
Official residences program	7,076	8,639	6,863	(1,776)	6,723	10,374	3,651
Carry-over	56,016	51,968	60,109	8,141	47,458	56,547	9,089
Revenues	29,471	25,735	30,295	4,560	25,024	30,325	5,301
Capitalization policy impact — from/to capital	0	0	0	0	4,156	0	(4,156)
Funding from the Acquisition and Disposal Fund	613	613	613	0	811	149	(662)
	<u>165,727</u>	<u>154,629</u>	<u>169,143</u>	<u>14,514</u>	<u>153,675</u>	<u>165,181</u>	<u>11,506</u>
➤ <b>EXPENDITURES</b>							
Animating and promoting the Capital	20,042	16,740	19,900	(3,160)	18,083	18,610	(527)
Capital planning, design and land use	5,746	3,229	4,198	(969)	2,550	2,661	(111)
Real asset management and stewardship	60,189	59,533	61,653	(2,120)	61,295	58,319	2,976
Corporate services	27,864	26,842	27,376	(534)	25,753	25,482	271
	<u>113,841</u>	<u>106,344</u>	<u>113,127</u>	<u>(6,783)</u>	<u>107,681</u>	<u>105,072</u>	<u>2,609</u>
➤ <b>EXCESS OF FUNDING OVER EXPENDITURES</b>	<u>51,886</u>	<u>48,285</u>	<u>56,016</u>	<u>7,731</u>	<u>45,994</u>	<u>60,109</u>	<u>14,115</u>

## CAPITAL BUDGET FOR THE YEARS ENDING MARCH 31, 2008 TO 2010

(THOUSANDS OF DOLLARS)

	2009-2010 Budget	2008-2009 Budget	2008-2009 Forecast	2008-2009 Variance	2007-2008 Budget	2007-2008 Actual	2007-2008 Variance
<b>➤ FUNDING</b>							
Capital appropriations	23,213	12,213	22,213	10,000	12,213	12,213	0
Official residences program	8,300	5,721	2,921	(2,800)	5,722	5,722	0
Carry-over	21,655	21,010	20,211	(799)	17,479	21,000	3,521
Capitalization policy impact — to/from operating	0	0	0	0	(4,156)	0	4,156
Funding from the Acquisition and Disposal Fund	9,000	6,583	3,911	(2,672)	14,830	2,930	(11,900)
	62,168	45,527	49,256	3,729	46,088	41,865	(4,223)
<b>➤ EXPENDITURES</b>							
<b>Real Asset Management</b>							
Rockcliffe Parkway	1,980	110	503	(393)	3,300	2,192	1,108
Colonel By Drive infrastructure	600	0	85	(85)	0	0	0
Rehabilitation of service tunnels, Portage Bridge	1,330	0	0	0	0	0	0
Confederation Boulevard program	1,478	875	550	325	455	406	49
Properties rehabilitation, Sussex Drive	2,664	2,230	1,106	1,124	600	280	320
O'Brien House fit-up	500	1,800	615	1,185	1,971	719	1,252
Maison Charron rehabilitation	900	0	0	0	0	0	0
Official residences program	8,654	6,952	4,635	2,317	5,722	4,551	1,171
LeBreton Flats redevelopment	2,400	4,900	1,373	3,527	3,400	1,795	1,605
Sparks Street revitalization	1,140	2,503	1,152	1,351	1,895	165	1,730
Pathway development, Greenbelt	400	0	606	(606)	0	146	(146)
Building rehabilitation, Vincent Massey Park	1,500	0	17	(17)	0	0	0
Building rehabilitation, Philippe Lake	900	500	624	(124)	0	426	(426)
Real property acquisitions	9,000	2,000	3,911	(1,911)	500	2,599	(2,099)
Other projects and programs*	8,813	10,086	11,235	(1,149)	15,571	7,834	7,737
	42,259	31,956	26,412	5,544	33,414	21,113	12,301
<b>All Program Activities</b>							
Equipment	2,646	1,195	1,189	6	490	541	(51)
	44,905	33,151	27,601	5,550	33,904	21,654	12,250
<b>➤ EXCESS OF FUNDING OVER EXPENDITURES</b>	17,263	12,376	21,655	9,279	12,184	20,211	8,027

\* Includes capital projects/programs from other program activities managed under the Multi-Year Capital Program (MYCP).

## ➤ BALANCE SHEET AS AT MARCH 31, 2008 TO 2014

(THOUSANDS OF DOLLARS)

	2007-2008 Actual	2008-2009 Forecast	2009-2010 Projection	2010-2011 Projection	2011-2012 Projection	2012-2013 Projection	2013-2014 Projection
➤ <b>ASSETS</b>							
Current assets	69,322	75,284	71,110	66,431	63,901	61,101	62,573
Deferred charges	2,263	2,086	1,909	1,732	1,555	1,378	1,201
Restricted cash and cash equivalents and investments	75,419	72,259	62,060	45,168	34,889	32,216	29,448
Capital assets	520,556	523,488	547,407	562,678	578,939	585,931	592,654
	<u>667,560</u>	<u>673,117</u>	<u>682,486</u>	<u>676,009</u>	<u>679,284</u>	<u>680,626</u>	<u>685,876</u>
➤ <b>LIABILITIES</b>							
Current liabilities	21,700	23,064	27,407	23,407	23,407	21,469	23,407
Long-term liabilities	269,798	278,574	289,659	303,980	312,480	319,532	326,429
➤ <b>EQUITY</b>	376,062	371,479	365,420	348,622	343,397	339,625	336,040
	<u>667,560</u>	<u>673,117</u>	<u>682,486</u>	<u>676,009</u>	<u>679,284</u>	<u>680,626</u>	<u>685,876</u>

# **STATEMENT OF OPERATIONS AND COMPREHENSIVE INCOME FOR THE YEARS ENDING MARCH 31, 2008 TO 2014**

(THOUSANDS OF DOLLARS)

	2007-2008 Actual	2008-2009 Forecast	2009-2010 Projection	2010-2011 Projection	2011-2012 Projection	2012-2013 Projection	2013-2014 Projection
<b>➤ REVENUE</b>							
Rental operations and easements	19,429	18,260	18,960	18,850	19,050	19,035	19,035
Net gain on disposal of capital assets	0	2,323	1,400	1,400	1,400	1,400	1,400
Interest	6,342	4,095	2,406	2,274	2,116	2,101	2,087
Sponsorship							
Cash	1,318	1,129	966	966	966	966	966
Goods and services	1,170	750	750	750	750	750	750
Headquarters sublease	1,779	1,801	1,802	1,828	1,853	1,880	1,907
User access fees	1,714	1,115	1,115	1,115	1,115	1,115	1,115
Other fees and recoveries	5,253	5,484	5,317	5,327	4,407	3,954	3,796
	<u>37,005</u>	<u>34,957</u>	<u>32,716</u>	<u>32,510</u>	<u>31,657</u>	<u>31,201</u>	<u>31,056</u>
<b>➤ COST OF OPERATIONS</b>							
Animating and promoting the Capital	22,035	21,452	21,598	21,545	21,569	21,153	21,163
Capital planning, design and land use	3,624	4,198	5,746	5,907	3,970	2,959	2,602
Real asset management and stewardship	80,545	80,291	78,932	89,397	79,336	80,851	81,285
Corporate services	25,251	27,794	28,286	28,678	28,488	27,993	27,948
	<u>131,455</u>	<u>133,735</u>	<u>134,562</u>	<u>145,527</u>	<u>133,363</u>	<u>132,956</u>	<u>132,998</u>
<b>➤ NET COMPREHENSIVE LOSS BEFORE FUNDING FROM THE GOVERNMENT OF CANADA</b>	<u>(94,450)</u>	<u>(98,778)</u>	<u>(101,846)</u>	<u>(113,017)</u>	<u>(101,706)</u>	<u>(101,755)</u>	<u>(101,942)</u>
<b>➤ FUNDING FROM THE GOVERNMENT OF CANADA</b>							
Parliamentary appropriations for operating expenditures	78,160	78,126	79,627	79,320	79,111	80,111	80,269
Amortization of deferred capital funding	17,103	16,069	16,160	16,899	17,370	17,872	18,088
	<u>95,263</u>	<u>94,195</u>	<u>95,787</u>	<u>96,219</u>	<u>96,481</u>	<u>97,983</u>	<u>98,357</u>
<b>➤ NET COMPREHENSIVE INCOME</b>	<u>813</u>	<u>(4,583)</u>	<u>(6,059)</u>	<u>(16,798)</u>	<u>(5,225)</u>	<u>(3,772)</u>	<u>(3,585)</u>

## ➤ STATEMENT OF EQUITY FOR THE YEARS ENDING MARCH 31, 2008 TO 2014

(THOUSANDS OF DOLLARS)

	2007-2008 Actual	2008-2009 Forecast	2009-2010 Projection	2010-2011 Projection	2011-2012 Projection	2012-2013 Projection	2013-2014 Projection
➤ <b>RETAINED EARNINGS</b>							
Balance at beginning of year	373,167	376,062	371,479	365,420	348,622	343,397	339,625
Impact of initial adoption of financial instruments standards	341	0	0	0	0	0	0
Net comprehensive income	813	(4,583)	(6,059)	(16,798)	(5,225)	(3,772)	(3,585)
Parliamentary appropriations to acquire and improve non-depreciable capital assets	1,692	0	0	0	0	0	0
Transfer of capital assets from Government of Canada	49	0	0	0	0	0	0
➤ <b>BALANCE AT END OF YEAR</b>	<u>376,062</u>	<u>371,479</u>	<u>365,420</u>	<u>348,622</u>	<u>343,397</u>	<u>339,625</u>	<u>336,040</u>



## ➤ STATEMENT OF CASH FLOWS FOR THE YEARS ENDING MARCH 31, 2008 TO 2014

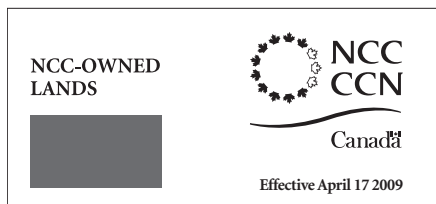
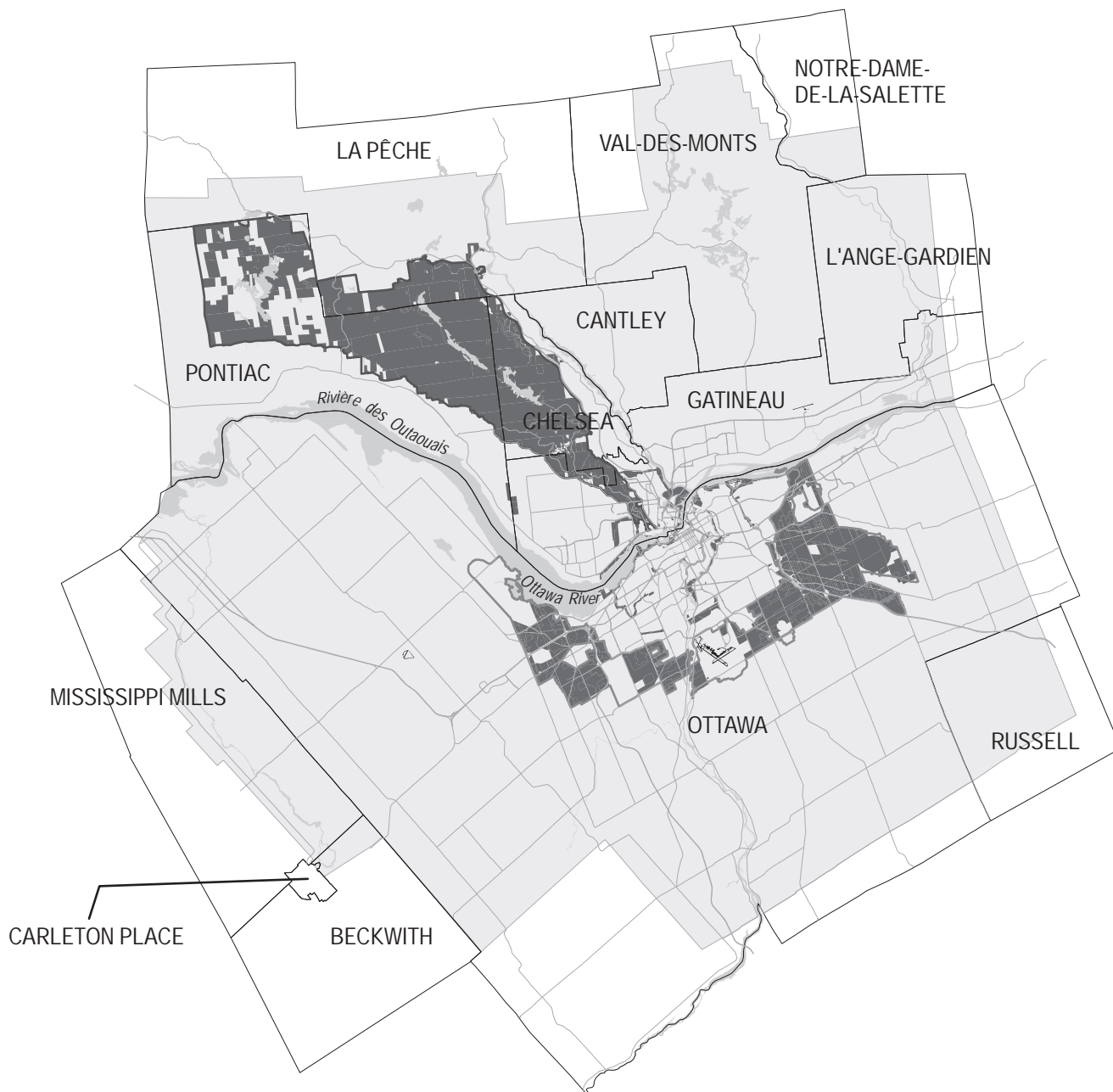
(THOUSANDS OF DOLLARS)

	2007-2008 Actual	2008-2009 Forecast	2009-2010 Projection	2010-2011 Projection	2011-2012 Projection	2012-2013 Projection	2013-2014 Projection
Cash flows from operating activities	8,706	3,371	(2,981)	(13,906)	(2,166)	(2,473)	1,704
Cash flows used in investing activities	9,155	(21,123)	(32,706)	(22,286)	(26,477)	(25,440)	(25,345)
Cash flows from financing activities	17,935	25,134	31,513	31,513	26,113	25,113	25,113
Increase (decrease) in cash and cash equivalents	35,796	7,382	(4,174)	(4,679)	(2,530)	(2,800)	1,472
Cash and cash equivalents at beginning of year	22,852	58,648	66,030	61,856	57,177	54,647	51,847
➤ <b>CASH AND CASH EQUIVALENTS AT END OF YEAR</b>	<u>58,648</u>	<u>66,030</u>	<u>61,856</u>	<u>57,177</u>	<u>54,647</u>	<u>51,847</u>	<u>53,319</u>





## ➤ APPENDICES





## 1. ANIMATING AND PROMOTING THE CAPITAL

**Flagship Events and Programs:** Canada Day was successful. It highlighted important anniversaries, such as the 400th anniversary of Québec City, the 250th anniversary of parliamentary democracy in Nova Scotia and the 150th anniversary of the founding of the Crown Colony of British Columbia. Attendance reached 466,000, with 41 percent of attendees coming from outside Canada's Capital Region. On Parliament Hill, attendance for the Sound and Light Show reached 218,000, 23 percent lower than for the previous year. For Parliament Hill programs, attendance was essentially on target, at 691,000. Programming at LeBreton Flats Park entered its second year, with the Opera Under the Stars and Orchestras in the Park programs. Satisfaction levels were surveyed and found to be quite high, at 98.5 percent and 94 percent, respectively.

**Interpretation:** Building on the successful National War Memorial interpretation initiated over the summer months, interpretive guides were engaged and present during targeted evenings of Vigil Week. The NCC offered public information and answered questions about the Vigil Project 1914–1918 during the four evenings of Remembrance Week 2008. An estimated 15,000 contacts were made.

**Youth Programs:** The reach of educational and youth programs has expanded to 500,000 youth, in addition to almost 20,000 youth taking part in NCC programs in Canada's Capital Region. Nearly 40 percent of them have utilized the NCC's web-based pre-visit resources.

**Commemorations:** The NCC approved siting and planning for two new commemorations, the Canadian Navy Centennial and a memorial commemorating Canada's participation in the Battle of Hong Kong.

**Sponsorship and Partnerships:** The NCC continues to deliver its programs in partnership with a number of federal departments and agencies. Sponsorship revenue levels will likely meet or exceed the annual target this year.

### Variances From Plan

**Flagship Events and Programs:** Canada Day attendance exceeded the target attendance (with 1.5 times as many attendees). The decrease in attendance for the Sound and Light Show on Parliament Hill (13 percent lower than target) is attributable to the overall downturn in the tourism industry in the summer of 2008, as well as to the fact that the show is nearing the end of its five-year cycle. A new show is planned for 2010.

**Capital Infocentre:** The renewal project is delayed, as the request for proposals did not yield any successful submissions. A revised approach will be adopted to realize the project, and the timelines for completion have been extended by two years to 2011–2012.

**Youth Programs:** The reach of educational and youth programs has exceeded target by over 60 percent.

**Public Art Strategy:** The completion of the strategy is deferred by one year to 2009–2010.

## 2. CAPITAL PLANNING, DESIGN AND LAND USE

**Renewal of the Planning Framework:** The evaluation, review and update of the NCC's planning framework (the Plan for Canada's Capital, Capital Urban Lands Master Plan and Greenbelt Master Plan) are all under way, and are essentially on schedule. In order to ensure broad and inclusive consultations with stakeholders and the public, as well as incorporate more extensive research requirements, some phases will be extended and completion dates will be pushed forward accordingly.

**Environmental Assessment Study for Future Interprovincial Crossings:** The NCC has completed public consultations for Phase I, and the consultant has identified the preferred technical corridor. The Planning Feasibility and Needs and Justification Report is essentially complete. The results will be considered and decisions by all partners, regarding moving into Phase II, will be made by the end of the fiscal year.



**Federal Design and Land Use Approvals:** The NCC has engaged in the review and approval of a number of significant design, land use and transaction requests pertaining to federal land. An evaluation of the federal design and land use approval process has been completed, and an action plan to address recommendations is being implemented.

### **Variances From Plan**

**Renewal of the Planning Framework:** Timelines for the revision of the Plan for Canada's Capital and the completion of the Capital Urban Lands Master Plan have been extended by one year and two years, respectively.

**Implementation of the Core Area Sector Plan:** The development of some area plans, in concert with municipal partners, has been delayed, due to partner schedules or priorities.

**Environmental Assessment Study for Future Interprovincial Crossings:** If Phase II is approved by all funding partners, timelines for completion will be extended from the original target of 2009–2010 to 2011–2012.

## **3. REAL ASSET MANAGEMENT AND STEWARDSHIP**

**LeBreton Flats Redevelopment:** Work continues on LeBreton Flats. The Claridge development is progressing.

**Sparks Street (Canlands "A") — 113 Queen Street:** A long-term ground lease has been executed and the design has been approved. Construction is expected to begin in 2009–2010, with substantial completion dates extended by one year to 2011–2012.

**Gatineau Park Land Acquisitions:** The NCC concluded agreements for the acquisition of four significant properties in Gatineau Park, totalling 42.6 hectares, at a value of \$2.16 million, further consolidating federal ownership and protection of the park.

**Land Maintenance Contracts:** The NCC has renewed three five-year land maintenance contracts.

**Leasing Portfolio:** The NCC completed a review of the management of its leasing portfolio, and has proceeded to implement improvements. It has also agreed to enter into a new five-year real estate management services contract.

**Official Residences:** At Rideau Hall, the full exterior rehabilitation of the visitor centre was completed. Design work is under way for the Dome Building, Palmhouse and ceremonial greenhouse. Work has also been initiated for the rehabilitation of the perimeter fence. Investigative and preparatory work for full rehabilitation is ongoing for 24 Sussex.

### **Variances From Plan**

**LeBreton Flats Redevelopment:** Design and construction of municipal infrastructure for Block O (north), as well as the completion of supporting studies for the application to the City of Ottawa for a master subdivision plan, have been deferred.

**Confederation Boulevard:** The design for Sussex Drive South has been completed. Construction has been deferred to 2010–2011 from the plan of 2009–2010 to align with changes in the City of Ottawa's implementation schedule.

**Land Disposal Proceeds:** Disposals of \$2.9 million have been completed this year. The annual target of \$6.0 million will not be met.

**Official Residences:** A target date for the commencement of works at 24 Sussex is still to be confirmed.



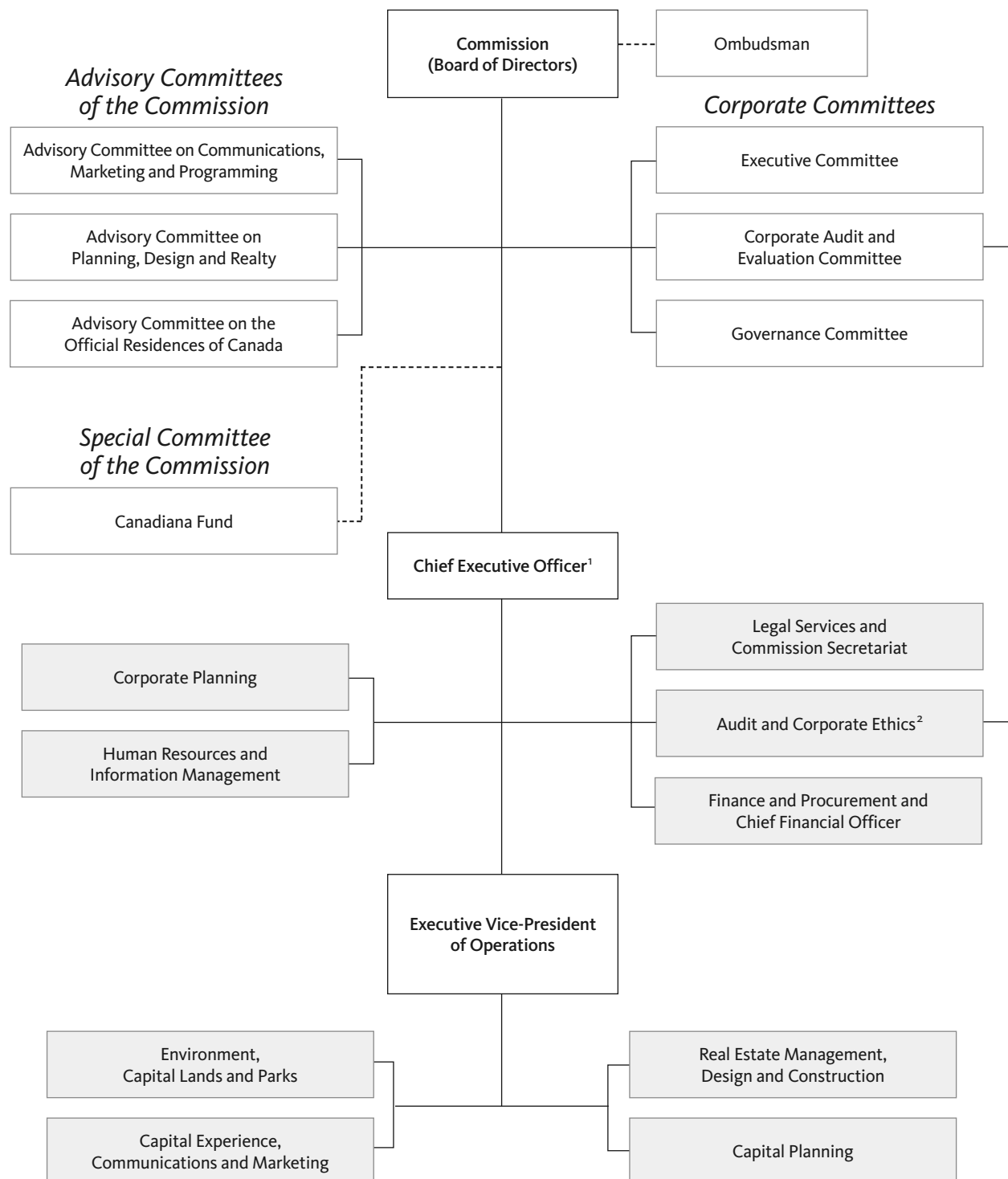
#### 4. CORPORATE SERVICES

**Governance and Public Affairs:** The first NCC external ombudsman was appointed in September 2008, and a formal launch will take place in January 2009.

**Central Services — Financial:** The NCC has received approval to access an incremental ongoing \$5 million in operating funding and \$10 million in capital funding, as announced in the 2007 federal budget. A diagnostic report for the conversion of financial information to International Financial Reporting Standards was completed, and significant resources will need to be utilized to complete the conversion.

##### **Variances From Plan**

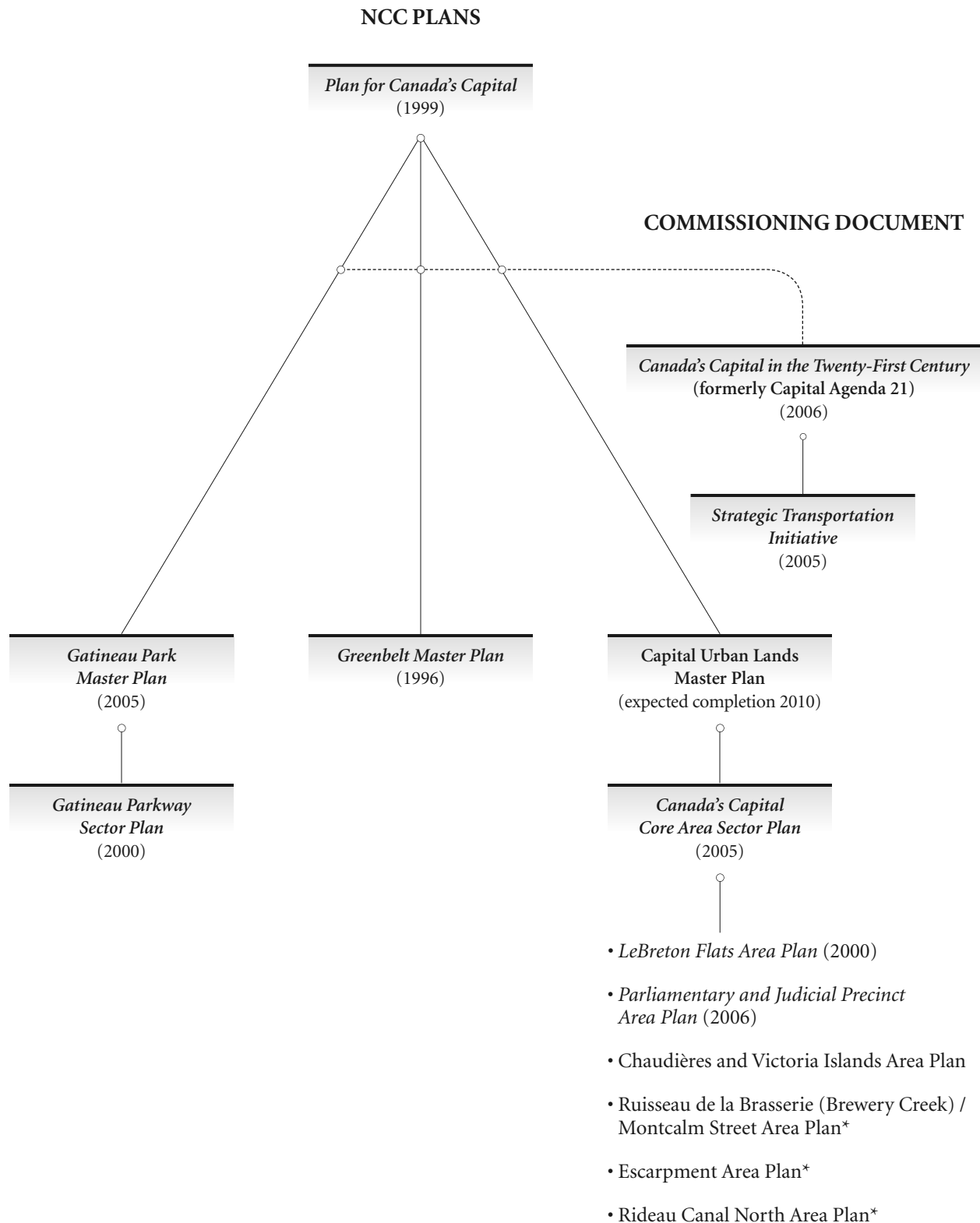
**Governance and Public Affairs:** The review of the corporate by-laws and committee charters has been initiated, with completion deferred by one year to 2009–2010.



1. The Chief Executive Officer is also a member of the Commission.

2. The audit function reports directly to the Corporate Audit and Evaluation Committee.





\* In collaboration with and in support of municipal partners.

## **POLICY PLAN**

A policy plan is a land use plan, approved by the Commission, that directs, through broad policies or strategies, the future development, management and programming of all federal lands within Canada's Capital Region. (For example, the Plan for Canada's Capital is a policy plan.) The policy plan's goals and policies are carried out and refined in master and sector plans. A policy plan takes into consideration the NCC's mandate and that of federal departments in Canada's Capital Region; already approved federal plans; relevant social, economic and environmental matters; and regional or local official plans.

## **COMMISSIONING DOCUMENTS**

Canada's Capital for the Twenty-First Century is a long-term action plan, formerly called Capital Agenda 21, which builds on the policies expressed in the latest policy plan for Canada's Capital Region (i.e. the Plan for Canada's Capital, 1999). The purpose of the action plan is to bring broad, general planning concepts to life and to translate policies into tangible strategies and projects that will shape the Capital of the future in a way that vividly expresses the aspirations and values of Canadians. The basic approach of the NCC and its partners to the continuous building of the Capital focuses on initiatives that will improve and generate significant benefits for the Capital in decades to come.

## **MASTER PLAN**

A master plan is a land use plan, approved by the Commission that develops in further detail the policy directions and strategies already expressed in the Plan for Canada's Capital. A master plan can provide broad development and land use objectives, as well as policies and strategies, including a system for designating lands, land uses and visitor programming opportunities, for an extensive set of federal lands in Canada's Capital Region (e.g. the Greenbelt, Gatineau Park and urban lands areas). A master plan may also address a specific planning theme relating to a broad geographic area, normally comprising Canada's Capital Region. Examples

include a plan for recreational pathway development throughout Canada's Capital Region, and the integrated development plan for the Ottawa River. Master plans reflect the NCC's mandate and that of any other federal custodian departments within the planning area; already approved planning documents (e.g. policy plans); relevant social, economic and environmental matters; and regional or local official plans.

## **SECTOR PLAN**

A sector plan is a land use plan for a smaller geographic area with well-defined boundaries and a range of complementary planning objectives, approved by the Commission or its Executive Committee, that refines the general themes, goals, policies and strategies of a master plan. It provides precise interpretations of land designations, and can address long-term development, environmental, circulation, heritage and visitor objectives, among others. A sector plan provides a framework to simplify management and resolve specific planning issues, and provides general directions for implementation.

A sector plan may also address thematic issues for a portion of Canada's Capital Region, such as programming and public activities, illumination or commemoration plans for the core area. A sector plan takes into account the NCC's mandate and that of any other federal custodian department within the planning area; already approved planning documents (e.g. policy and master plans); relevant social, economic and environmental matters; and regional or local official plans.

## **AREA PLAN\***

An area plan is a land use plan, approved by the Commission or its Executive Committee, that articulates development and management recommendations for a smaller group of properties of similar planning vocation. An area plan can identify the location of specific land uses, access and circulation, environmental features, types and intensity of development, land and landscape management, and visitor requirements. Where appropriate, an area plan establishes design guidelines for the development, improvement, protection or reinstatement of land, buildings and structures.

Area plans also provide implementation strategies associated with specific proposals. Area plans take into consideration the NCC's mandate and that of any other federal custodian department within the planning area; already approved planning documents (e.g. policy, master and sector plans); relevant social, economic and environmental matters; and regional or local official plans.

\* Urban park master plans, master landscape plans, demonstration plans, development and site development plans, orientation plans, programming plans for specific areas, and other plans of a similar nature, if conceived as stand-alone documents, fall under the definition of an area plan.

## PLAN DESCRIPTIONS

### Overall

The NCC planning hierarchy currently contains two long-range plans that outline the way federal lands in the Capital Region will be used and developed over time (Plan for Canada's Capital, Canada's Capital in the Twenty-First Century), as well as three master plans that shape the development of specific areas of the Capital (Greenbelt Master Plan, Gatineau Park Master Plan, Capital Urban Lands Master Plan), as well as sector and area plans.

### Plan for Canada's Capital

The Plan for Canada's Capital is the federal government's lead policy statement on the physical planning and development of the Capital over the next 50 years. The plan includes the concept for the Capital to evolve as a large metropolitan area surrounded by, and connected to, a network of open spaces, parks and natural areas. The plan also includes policy statements based on three organizing principles: **Capital Settings** — natural heritage areas, core area, urban green spaces, waterways and shore lands; **Capital Destinations** — Gatineau Park, Parliamentary Precinct, Confederation Boulevard; **Capital Links** — scenic entries, interprovincial access, parkways).

### Canada's Capital in the Twenty-First Century

Canada's Capital in the Twenty-First Century is the next step in implementing the Plan for Canada's Capital. It proposes strategies, projects and actions to transform the vision for the Capital into reality, and presents specific proposals about the Capital's future, under six main "themes of Capital interest": symbolism in the Capital, visitor experience, the Capital's rivers, natural environment, federal government office accommodation and the rural capital.

### Greenbelt Master Plan

The Greenbelt Master Plan provides a way to guide the diversity of Greenbelt land uses and landscapes while preserving and building on this Capital treasure. The plan includes a statement of the primary purpose of the Greenbelt which is to support diverse rural landscapes and activities — in proximity to the urban area — that contribute to the health and identity of the Capital and that inspire Canadians with pride in their capital and their country. The plan also includes a listing of secondary roles (distinctive Capital setting, accessible public activities, continuous natural environment, vibrant rural community, compatible built facilities), land designations (natural buffer, cultivated landscape, buildable site area) and experience network elements (Capital arrival, panorama, visitor attraction/route).

### **Gatineau Park Master Plan**

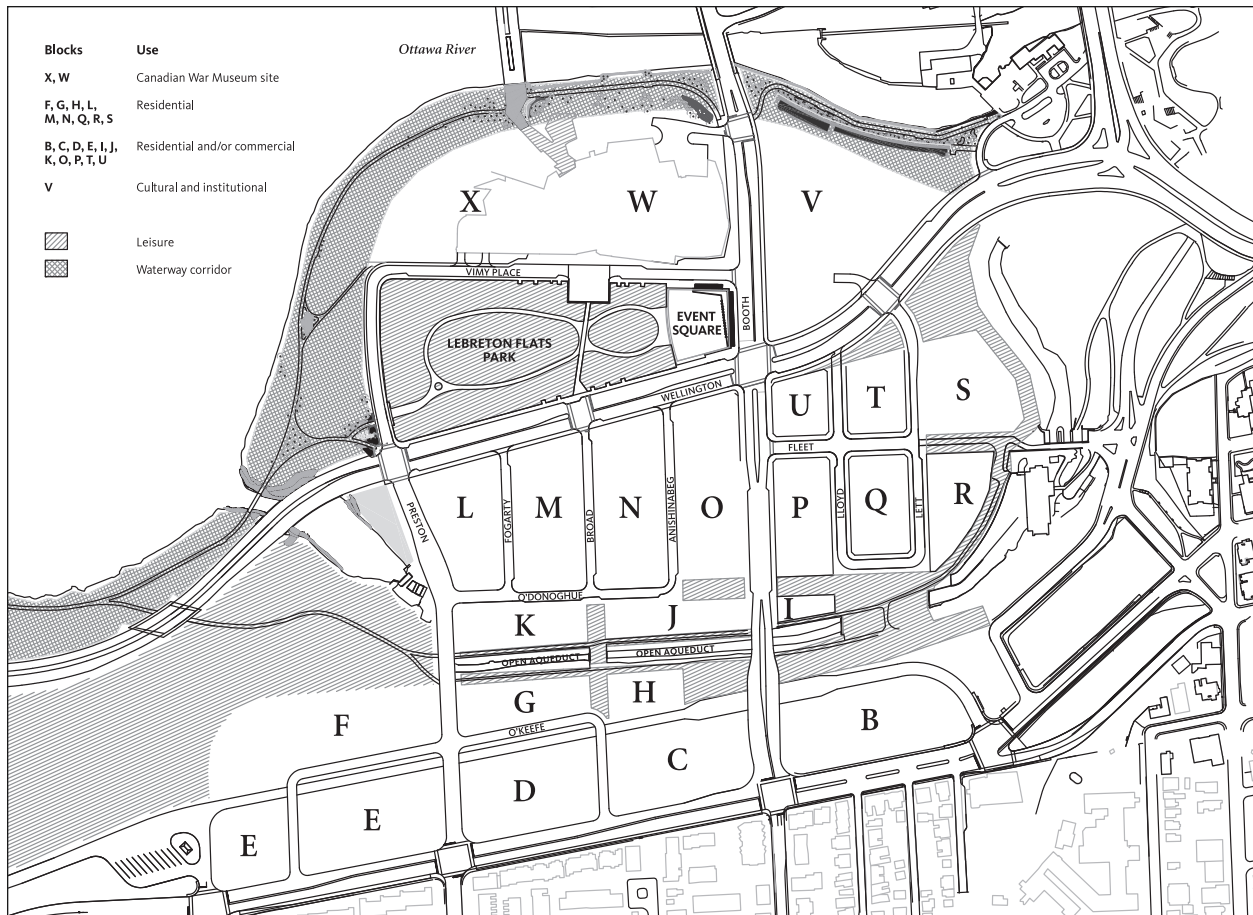
The Gatineau Park Master Plan is a planning tool that sets out the long-term vision, strategic orientations and objectives for the development, use and management of Gatineau Park. The highest priority of the park is the conservation and protection of natural and cultural environments. The plan also includes a mission statement (reception, discovery, conservation), functions (conservation, recreation and ecotourism, heritage and culture, political, communication), strategic objectives (environment, recreation, regional integration, heritage, national symbol, management), proposals for each sector of the park, as well as tools to implement the plan.

### **Capital Urban Lands Master Plan**

The Capital Urban Lands Master Plan is under development. The plan will express a long-term vision for urban lands for the next 50 years. It will also include a description of the components of the Capital urban lands, related issues and opportunities, as well as a vision statement.



## APPENDIX E | LEBRETON FLATS LAND USE MAP



(THOUSANDS OF DOLLARS)

	TOTAL ESTIMATED COST	Prior Years	2008-2009 Forecast	2009-2010 Projection	2010-2011 Projection
<b>Roads and Bridges</b>					
Pavement and retaining wall rehabilitation, Rockcliffe Parkway	13,619	3,336	503	1,980	7,750
Colonel By Drive infrastructure	5,185	0	85	600	2,500
Cliff wall stabilization, Lady Grey Drive	1,516	737	19	200	0
Electrical upgrade, Colonel By Drive	1,570	0	32	970	0
Rehabilitation of service tunnels, Portage Bridge	1,330	0	0	1,330	0
Overpass rehabilitation, Kingsmere Road	1,000	0	0	90	910
Confederation Boulevard program	n/a	n/a	550	1,478	1,275
Other roads and bridges rehabilitation	n/a	n/a	1,468	660	0
<b>Historical Properties</b>					
Properties rehabilitation, Sussex Drive	6,958	333	1,106	2,664	1,865
O'Brien House fit-up	5,748	2,658	615	500	0
Buildings and site rehabilitation, Mackenzie King Estate	2,699	1,317	93	250	200
The Mill property rehabilitation	1,830	691	1,139	0	0
Maison Charron rehabilitation	900	0	0	900	0
Official residences program	n/a	n/a	4,635	8,654	8,300
Rideau Canal program	n/a	n/a	1,079	495	890
Other historical properties rehabilitation	n/a	n/a	328	935	587
<b>Development Properties</b>					
LeBreton Flats redevelopment	99,000	84,075	1,373	2,400	4,000
Sparks Street revitalization	7,112	2,512	1,152	1,140	435
<b>Green Assets</b>					
Pathway development, Greenbelt	5,195	2,744	606	400	75
Nepean Point rehabilitation	4,111	0	11	750	250
Rockcliffe Park rehabilitation	1,591	379	254	0	75
Building rehabilitation, Vincent Massey Park	2,175	5	17	1,500	0
Gatineau Park rehabilitation program	n/a	n/a	902	985	575
Pathways and trails rehabilitation program	n/a	n/a	818	800	200
Other green assets projects and programs	n/a	n/a	726	480	690
<b>Recreational Facilities</b>					
Building rehabilitation, Philippe Lake	3,077	1,539	624	900	0
<b>Rental Properties</b>					
1 Rideau Canal rehabilitation	3,951	3,521	401	0	0
Rehabilitation program, rental properties	n/a	n/a	231	1,080	870
<b>Other Projects and Programs</b>					
	n/a	n/a	3,734	1,118	2,804
	168,567	103,847	22,501	33,259	34,251