



## NATIONAL CAPITAL COMMISSION

2013-2014 to 2017-2018 | Summary of the Corporate Plan

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National Capital Commission  
Summary of the 2013–2014 to 2017–2018 Corporate Plan  
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**Note:** On March 21, 2013, the federal budget announced that the mandate to promote the National Capital Region would be transferred from the National Capital Commission (NCC) to Canadian Heritage. The *Economic Action Plan 2013 Act, No.1*, which received royal assent on June 26, 2013, amends the *National Capital Act* to transfer to Canadian Heritage certain duties and functions for organizing, sponsoring or promoting public activities and events in the National Capital Region. The NCC will continue to deliver program responsibilities in these areas, as outlined in the 2013–2014 to 2017–2018 Summary of the Corporate Plan from April 1, 2013, to September 30, 2013 — the date for the coming into force of the transfer specified in the *Economic Action Plan 2013 Act, No.1*. The need to reflect these changes resulted in the late tabling of the Summary of the Corporate Plan.



## MESSAGE FROM THE CHAIR AND CHIEF EXECUTIVE OFFICER

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A national capital bears a special responsibility to exemplify the nation's heritage, culture and future aspirations. For over 100 years, the National Capital Commission (NCC) and its predecessors have carried forward this responsibility to foster a beautiful and dignified capital whose nature and character are in accordance with its national significance.

On September 30, 2013, the mandate of the Capital Experience program of the NCC was transferred to Canadian Heritage. We are proud of the work that we have accomplished over the past 25 years in animating the Capital, and we thank the Capital Experience team for successfully promoting the Capital over these years.

Moving forward, the NCC will focus on its original role as custodian, planner and steward of Canada's Capital Region. This more focused mandate allows the NCC to shape a signature capital with green spaces and heritage spaces, and as a space for urban design. Two strategies will guide us: creating a vibrant and sustainable Capital Region that inspires Canadians, and communicating the Capital's importance to all Canadians.

The NCC will continue to protect and create spaces in the Capital that speak to Canadians and define Canada. Connecting meeting places, particularly in the core area and along the shorelines of the Ottawa River and Rideau Canal, and ensuring that federal lands are used to their fullest potential are central to our agenda. We will also direct our attention to safeguarding nationally significant symbols and institutions, and supporting the government in its commitment to promote national commemorations, thereby preserving the memory of the people, places and events that have marked our history.

To guide our planning for the future, the NCC is completing the Plan for Canada's Capital — our 50-year roadmap that will help us develop Canada's Capital as the seat of government, a national symbol and a meeting place for all Canadians. Our next challenge is to bring the plan to life through innovative initiatives, including new, creative ideas to make LeBreton Flats a world-class destination.

As steward of Canada's Capital, the NCC preserves the beauty and promotes the use of built and natural landscapes through sustainable management. Stewardship also means ensuring the integrity, heritage and functionality of physical assets, including national monuments and institutions.

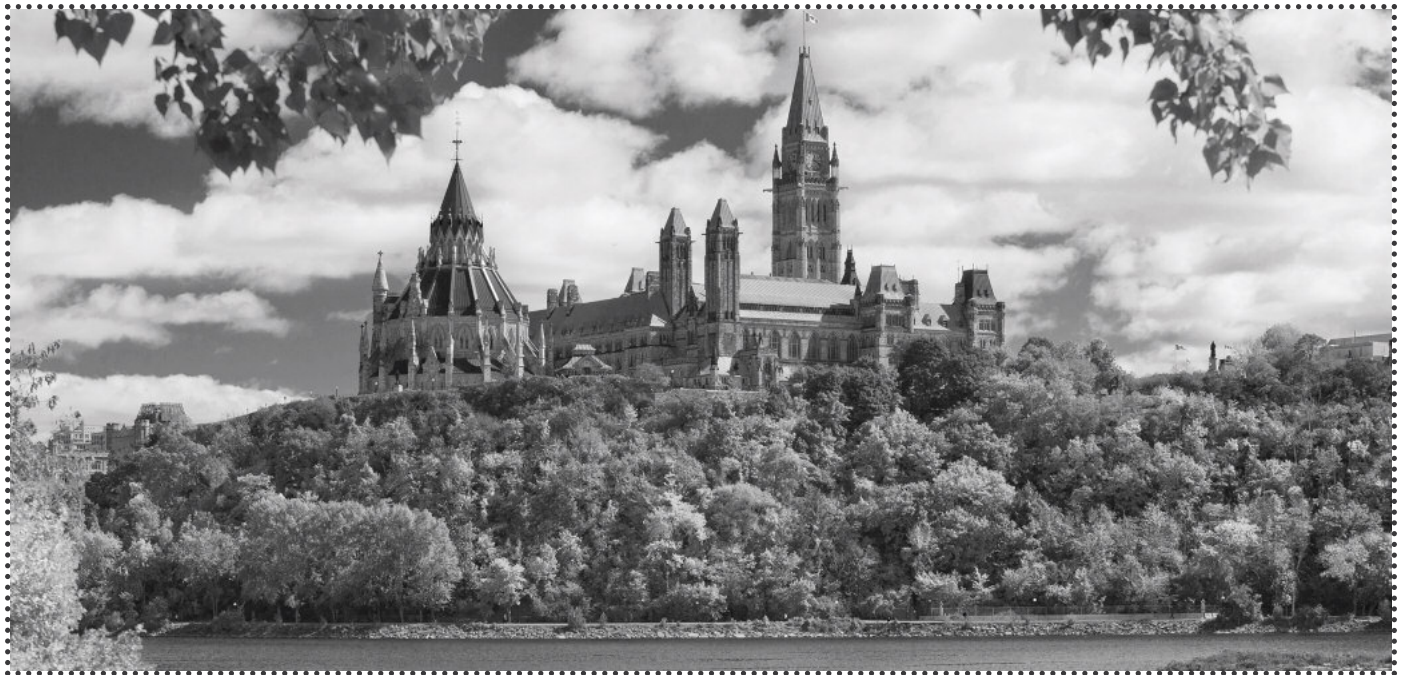
Throughout its operations, the NCC will continue to manage within the current economic context. In support of this, a newly introduced corporate financial sustainability strategy will help us continue to deliver our mandate within current appropriations. We will also strive to build partnerships and work collaboratively with our partners to achieve positive results for the Capital.

Looking toward the future, the NCC will continue to build an inspiring and representative capital — one that enhances federal lands, protects and preserves natural spaces and heritage sites, enlivens the Capital Region's shorelines, and continues to develop more sustainable transportation. It is a living vision of a world-class capital.

Russell Mills  
Chair

Dr. Mark Kristmanson  
Chief Executive Officer





## ➤ **CORPORATE PROFILE**



### MANDATE: CREATING A CAPITAL

The National Capital Commission (NCC) was created in 1959 by Parliament under the *National Capital Act*. The main responsibilities of the NCC are as follows:

- to prepare plans for and assist in the development, conservation and improvement of the National Capital Region to ensure that the nature and character of the seat of the Government of Canada reflect its national significance; and
- to organize, sponsor or promote public activities and events in the National Capital Region that enrich the cultural and social fabric of Canada, and reflect Canada's federal character and official languages, as well as the heritage of the people of Canada.<sup>1</sup>

The NCC also coordinates policies and programs of the Government of Canada that relate to the organization, sponsorship or promotion of public activities and events by federal departments in the Capital,<sup>2</sup> and approves building design and the use of federal lands in Canada's Capital Region.

### MISSION

Creating national pride through 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 in support of building the Capital. The NCC owns approximately 473 square kilometres of land, primarily of national interest, representing 10 percent of Canada's Capital Region on both sides of the Ottawa River, in Ontario and Quebec. These holdings also include more than 20 percent of the lands within the core of the Capital. This makes the NCC the region's single-largest landowner.

*A colour map of NCC-owned lands is provided in Appendix A.*

1, 2. This portion of the mandate was transferred to Canadian Heritage on September 30, 2013.

The concept of a National Interest Land Mass (NILM) refers to "lands of national interest," that is, lands required for the long term to support the unique functions of the Capital. 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 Foreign Affairs, who has been designated as the minister responsible for the *National Capital Act*.

### LEGISLATIVE CONTEXT

As a Crown corporation, the NCC is subject to Part X of the *Financial Administration Act*. This legislative framework provides the NCC with the managerial independence, flexibility and authority required to guide the development of federal lands in the Capital over the long term, harmonize its plans with those of other governments in the region and enter into partnering arrangements.

### GOVERNANCE AND ACCOUNTABILITY

The NCC is accountable to Parliament through the Minister of Foreign Affairs. A 15-member national board of directors (the Commission) leads the NCC, with members representing the Capital Region, as well as other regions across Canada.

The Office of the Auditor General of Canada (OAG) conducts an annual audit of the NCC's financial accounts to verify that the financial statements reflect the corporation's true financial position and operating results, and that its transactions are carried out according to Part X of the *Financial Administration Act*. The OAG also conducts a special examination every 10 years to confirm that the NCC effectively manages its human, physical and financial resources.



In addition, the board of directors appoints an ombudsman who is responsible for resolving public complaints in a fair manner, when all other avenues of redress have been exhausted.

### **ORGANIZATIONAL STRUCTURE**

The organizational structure of the NCC illustrates relationships between the Commission and the executive management group, various committees and the program areas. The corporation employs approximately 500 employees.<sup>3</sup>

*A chart of the NCC's organizational structure is provided in Appendix B.*

### **GUIDING PRINCIPLES**

To guide the conduct of its activities, the NCC has a series of guiding principles. In addition, the organization has a code of conduct for its employees and a code of conduct and conflict of interest code for board members.

#### **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 of Canada's Capital Region for all Canadians.

#### **Integrity**

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

3. Eighty employees were transferred to Canadian Heritage on September 30, 2013.

### **Openness and Transparency**

The NCC's objective is to conduct its affairs openly, collaboratively and inclusively. As part of its efforts to be open and transparent, the NCC consults with stakeholders and the public, holds public board meetings, publishes quarterly financial reports, tables its corporate plan and annual report in Parliament through the Minister of Foreign Affairs, and is responsive in its business approach.

### **Leadership and Innovation**

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

### **Organizational Pillars**

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

### **PUTTING PEOPLE FIRST**

The NCC is committed to creating a stimulating work environment and 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 steward of federal lands in Canada's Capital Region, the NCC is committed to help build a greener capital in order that current and future generations may enjoy and appreciate the Capital's many natural assets.



### NCC PROGRAM ALIGNMENT ARCHITECTURE

The NCC delivers its mandate through a program alignment architecture (PAA) comprised of a single strategic outcome and four 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 will amend its PAA to reflect the corporation's more focused mandate for the 2014–2015 to 2018–2019 Corporate Plan.

## ➤ NCC PROGRAM ALIGNMENT ARCHITECTURE

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



### STRATEGIC OUTCOME

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

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

Canadians have a strong sense of connection to their capital and recognize its national significance.



### EXPECTED RESULTS

#### PROGRAM ACTIVITIES

##### 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. It also contributes to the functioning and experience of the Capital in a sustainable manner, and reflects the Capital's 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.

##### Capital Experience\*

###### Celebrations and Events\*

The Capital showcases Canadian culture, values and achievements.

###### Outreach and Commemorations\*

Canadians recognize the significance of the Capital and are more knowledgeable about Canada's heritage, people, geography, symbols, culture, values and significant institutions.

###### 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

\* Most activities under the Capital Experience program — specifically those under the Celebration and Events, and Outreach and Commemorations subprograms — were transferred to Canadian Heritage on September 30, 2013.

A description of the programs that enable the NCC to achieve its mandate and attain its strategic outcome is provided below.

### **CAPITAL PLANNING**

The NCC plans Canada's Capital Region with the assistance of partners and the public. It coordinates the use of federal lands to ensure that the Capital inspires Canadians, addresses the needs of government, and reflects the role, significance, natural environment and heritage of a capital city. The NCC meets this commitment through the preparation of long-term plans, and the identification of NILM lands that are required for the long-term functioning and experience of the Capital, as well as through the federal land use, design and transaction approval process. The organization also monitors the efficacy of its vision, plans and policies, and collaborates with federal, provincial and municipal governments on transportation issues.

The Capital Planning program consists of two sub-programs 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 a land use planning framework which contains visionary land use plans developed in consultation with federal departments and agencies, and other planning jurisdictions. Other functions of Long-Term Planning, Design and Land Use Approvals include consulting with the Canadian public, when appropriate, with a view to ensuring that a shared vision of the Capital is achieved; identifying NILM lands to be held in trust as a legacy for future generations; and ensuring excellence in design and planning by reviewing and approving proposals for the use, change in use, design and disposal of federal lands in the Capital.

*A diagram of the Capital Planning Framework is provided in Appendix C.*

### ➤ **Transportation Planning**

The NCC develops strategies and facilitates federal involvement in transportation and transit in the Capital to achieve sustainable mobility, which contributes to the functioning and experience of the Capital. The organization also participates in joint studies with federal, provincial and municipal partners to address interprovincial and urban transportation issues. Moreover, by developing a transportation vision and corresponding strategies, the NCC supports the federal policy framework regarding urban areas and urban transportation.

*A diagram of Canada's Capital Region Transportation Initiatives is provided in Appendix D.*

## CAPITAL STEWARDSHIP

Through Capital Stewardship, the NCC develops, manages, and protects cultural, natural and heritage assets of national significance in Canada's Capital Region. In particular, it provides public access and regulates public activities on federal lands, as well as promotes the use of these lands. The NCC also conserves natural resources through environmental management, and assesses its success by monitoring the accessibility, safety, rehabilitation and maintenance of the Capital's assets. The Capital's heritage assets and key natural areas are also monitored to ensure that their historical uniqueness is preserved.

The Capital Stewardship program consists of three sub-programs, namely Land and Property Stewardship, Environmental Protection and Conservation, and Official Residences.

### ➤ Land and Property Stewardship

The NCC maintains, rehabilitates and preserves parks, parkways, pathways, bridges, recreational facilities, monuments and other built heritage properties. The organization leases properties to finance their restoration, life cycle management and protection. It also maintains the grounds of high-profile federal sites in the core area, acquires and disposes of existing assets, and makes payments in lieu of (property) taxes on its portfolio of lands and properties. These functions are accomplished in accordance with the long-term vision and plans for the Capital, to reflect the character of the seat of government, and in ways that ensure sustainability.

*A table presenting key projects of the Multi-Year Capital Program is provided in Appendix E.*

### ➤ Environmental Protection and Conservation

In keeping with the organization's long-standing tradition of good environmental stewardship, the NCC protects and conserves its lands and natural heritage buildings. Environmental assessment, monitoring and decontamination ensure that projects and activities can be undertaken on NCC lands without risk to the environment. The NCC participates in the Federal Contaminated Sites Action Plan to secure funding for site assessment and decontamination. In addition, conservation officers ensure that the use of natural areas by residents and visitors respects wildlife. A comprehensive and long-term natural resource management program is in place to increase scientific understanding and better conserve NCC lands and valued ecosystems in Gatineau Park and the Greenbelt.

### ➤ Official Residences

The official residences include some of the oldest and most valuable heritage architecture in Canada's Capital. As a steward of the six official residences in the Capital, the NCC ensures that Rideau Hall, 24 Sussex, Harrington Lake, Stornoway, the Farm and 7 Rideau Gate are furnished, maintained and rehabilitated to safeguard their historical character, and 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. Activities include grounds maintenance, greenhouse operations and horticulture, interior design, and the selection of artifacts for the Crown collection. Long-term rehabilitation plans are also carried out according to the funding allocated by the government, with an emphasis on health and safety.

### CAPITAL EXPERIENCE

To generate national pride, the Capital Experience program produces a series of high-profile events, festivals, commemorations, interpretation, educational programs, and visitor and recreational programs.<sup>4</sup> Through outreach activities that bring the Capital to all Canadians, as well as through national messaging, the NCC works toward increasing awareness of Canada's Capital Region as a place to experience Canadian history, heritage, culture and achievements.

The Capital Experience program consists of three sub-programs, namely Celebrations and Events, Outreach and Commemorations, and Outdoor Experience.

#### ➤ Celebrations and Events

Through Celebrations and Events, the NCC organizes national celebrations (Canada Day), flagship events (Winterlude), national activities and other events and festivals. The aim is to provide meaningful experiences to Canadians, communicate the country's history and values, celebrate its diversity, and ensure that Canadians see themselves reflected in, and feel a connection to, Canada's Capital Region.

#### ➤ Outreach and Commemorations

The NCC's Outreach and Commemorations program works toward ensuring that Canadians are more knowledgeable about Canadian history, heritage, diversity, geography, symbols, culture and values. Through commemorations, interpretation and promotion of the Capital, the NCC showcases sites and symbols of national significance. Orientation and information services attract and welcome visitors to the Capital, while outreach initiatives help to bring the Capital to all Canadians.

*4. Many activities under the Capital Experience program — specifically those under the Celebration and Events, and Outreach and Commemorations subprograms — were transferred to Canadian Heritage on September 30, 2013. The NCC delivered these programs from April 1, 2013, to September 30, 2013.*

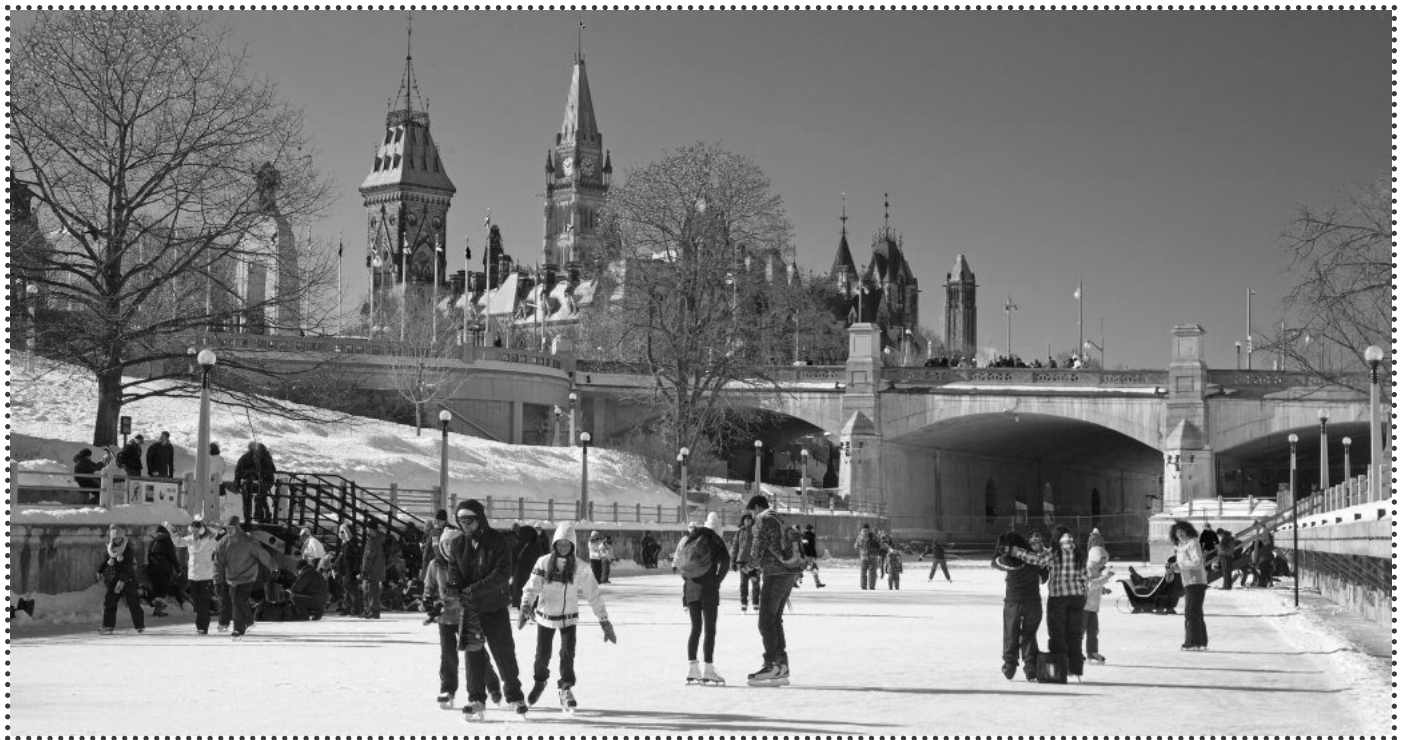
#### ➤ Outdoor Experience

The Outdoor Experience program encourages Canadians to discover and enjoy the Capital's distinctive natural setting and built features, and to appreciate their significance. The NCC provides access to and use of Gatineau Park, the Greenbelt, urban parks, green spaces, recreational venues (Rideau Canal Skateway), the Capital Pathway network, beaches, trails and campsites. Furthermore, programs such as Sunday Bikedays, Fall Rhapsody, and a variety of outdoor summer and winter activities allow Canadians to actively experience the Capital.

### INTERNAL SERVICES

Internal Services works closely with all program areas to support the delivery of programs, services and projects, and provides professional expertise to the corporation.

This program consists of two sub-programs, namely Governance, Management and Oversight Services, and Resource Management Services.



## ➤ **OPERATING CONTEXT**

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## **TRENDS, CHALLENGES AND OPPORTUNITIES**

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Several trends have the potential to influence the NCC's operational environment in the coming years. The following trends have been identified as having the greatest potential impact on the NCC.

**Society** An aging population, urbanization and immigration are changing Canada's and the Capital Region's demography. Reaching out to Canadians of all origins, cultures and ages will ensure that all Canadians feel connected to their capital and have a strong sense of national pride.

**Economy** Deficit reduction will continue to be the main priority of the federal and provincial governments. To manage economic conditions, governments may consider applying additional consolidation or stimulus measures. In a period of potential economic instability and fiscal restraint, it is important that the NCC continue to adapt and explore new ways of doing business.

**Government and Politics** At the federal level, national commemorations will remain a priority for the NCC. The use of public-private partnerships will continue to be an increasingly popular method of capital procurement for governments. Aboriginal interests will continue to be evaluated and taken into consideration as needed.

**Communications and Technology** Social media and mobile data continue to evolve and change the way institutions communicate, operate, market and create value. Social media, co-creation and web-based platforms can enhance the real and virtual experiences of the Capital and may also provide opportunities to enhance and facilitate citizen engagement.

**Urbanization** Urban intensification is seen as a sustainable development strategy, and is currently the trend in urban planning. The increased share of the population living in urban areas of the Capital will be factored into NCC planning and decision making with regard to land use, design, real asset management and stewardship.

**Transportation** The NCC will continue to play a facilitating role in transportation initiatives for Canada's Capital Region.

**Environment** The new *Canadian Environmental Assessment Act, 2012* provides the NCC with more flexibility in conducting environmental assessments.



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## KEY CORPORATE RISKS

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A corporate risk profile exercise identified two interrelated risks as having the greatest potential to influence the NCC's operating context. They are risks in terms of capacity and risks in terms of reputation and influence.

### Capacity

Capacity risks relate to the NCC's ability to have sufficient human and financial resources to effectively deliver the corporation's mandate. To mitigate this risk, the NCC will examine new ways of doing business, implement a corporate financial sustainability strategy, leverage private sector funding, review governance and project management processes, and plan and monitor human resources.

### Reputation and Influence

Reputation and influence risks relate to the NCC's ability to have a positive reputation and influence its partners, stakeholders and the public. Mitigation measures for these risks include being a value-added partner with all levels of government and the private sector, increasing the NCC's participation in partnerships, exercising influence in urban development and capital projects, and implementing a proactive communications strategy.

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## KEY PLANNING CONSIDERATIONS

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The following outlines key considerations for the 2013–2014 to 2017–2018 planning period.

### Financial Context

In 2013–2014, NCC capital appropriations are estimated at \$38 million, operating appropriations at \$79 million, and revenues such as leasing, easements, sponsorship and other revenues will likely reach \$30 million.

The NCC will continue to implement cost-saving measures contained in the 2009 strategic review, the 2010 federal budget cost containment measures and the Deficit Reduction Action Plan.

### Corporate Financial Sustainability Strategy

To ensure sound financial management, the NCC is implementing a corporate financial sustainability strategy, which focuses on finding budget efficiencies and optimizing processes and assets.





## ➤ DIRECTIONS, STRATEGIES AND EXPECTED OUTPUTS

## **STRATEGIC DIRECTIONS**

Each year, the NCC board of directors establishes the strategic directions of the NCC. These are grounded in the NCC's mission of creating national pride through Canada's Capital Region. The strategic directions for the 2013–2014 to 2017–2018 planning period are the following:

- Create a vibrant and sustainable Capital Region that inspires Canadians.
- Communicate the Capital's importance to all Canadians.

### **CREATE A VIBRANT AND SUSTAINABLE CAPITAL REGION THAT INSPIRES CANADIANS**

To create a vibrant and sustainable Capital Region that inspires Canadians, the NCC will do the following:

- Build the Capital by ensuring that federal lands are used to their greatest potential in ways that contribute to the significance and heritage of the Capital.
- Connect Capital sites, experiences and meeting places, with a focus on the core and along the Ottawa River and Rideau Canal shorelines.
- Maintain and safeguard nationally significant natural environments and real property assets for current and future generations.

### **COMMUNICATE THE CAPITAL'S IMPORTANCE TO ALL CANADIANS**

To communicate the Capital's importance to all Canadians, the NCC will do the following:

- Showcase and communicate Canadian history, identity and culture to generate national pride.
- Support the commemoration of nationally significant events and achievements.

In addition to and in support of these strategic directions, the organization will maximize its internal service offer to improve efficiency and support business operations.

**Note:** The NCC delivered specific plans and expected outputs in these areas from April 1, 2013, to September 30, 2013.

## ➤ STRATEGIC DIRECTION

Create a vibrant and sustainable Capital Region that inspires Canadians

### STRATEGY

Build the Capital by ensuring that federal lands are used to their greatest potential in ways that contribute to the significance and heritage of the Capital.

### CAPITAL PLANNING

#### Long-Term Planning, Design and Land Use Approvals

##### Specific Plans

Upon approval, the Plan for Canada's Capital ("Horizon 2067") will guide the NCC in its role as a coordinator and partner in designing and building the Capital. Long-term planning for key sectors in the Capital Region, such as Gatineau Park, the Greenbelt and urban lands, will emerge from the vision put forward in the Plan for Canada's Capital.

During the upcoming planning period, the NCC will develop specific initiatives regarding the use of federal lands as part of the Plan for Canada's Capital. One initiative will be to find creative ways to redevelop LeBreton Flats.

The Capital Urban Lands Master Plan, which aims to develop, improve and conserve federal urban lands in a sustainable manner, is expected to be completed this fiscal year.

The NILM, a designation of lands of national significance in Canada's Capital Region, will be updated, and an action plan for the disposal and transfer of surplus lands will be developed.

The NCC will continue to work with its partners on initiatives that have a direct impact on the Capital. For instance, the corporation is working with Parks Canada and the City of Ottawa to develop a plan to integrate the landscape of Lansdowne Park with adjacent federal lands. The NCC will also facilitate the rehabilitation of the Parliamentary Precinct with Public Works and Government Services Canada (PWGSC), and continue to collaborate with the City of Ottawa with its light rail transit project.

### Key Expected Outputs

#### *Plan for Canada's Capital (Horizon 2067)*

##### *Short-term target (2013–2014)*

- Obtain approval of the Plan for Canada's Capital, including the 10-year action plan.

#### *Capital Urban Lands Master Plan*

##### *Long-term target*

- By the end of 2014, complete the Capital Urban Lands Master Plan.

#### *NILM Update*

##### *Short-term target (2013–2014)*

- Complete a project framework for the NILM update.

##### *Long-term target*

- By the end of 2014–2015, complete the NILM update.

#### *Ottawa Light Rail*

##### *Short-term target (2013–2014)*

- Seek board of director design approvals for the project.

#### *Memorial to the Victims of Communism*

##### *Short-term target (2013)*

- Move forward on the approval of the change in land use for the predetermined site of the Memorial to the Victims of Communism.

### STRATEGY

Connect Capital sites, experiences and meeting places, with a focus on the core and along the Ottawa River and Rideau Canal shorelines.

### CAPITAL PLANNING

#### Long-Term Planning, Design and Land Use Approvals

##### Specific Plans

The core of the Capital and its shorelines are important meeting places where visitors can experience their capital. They are also high-priority areas for the NCC.

Through collaborations with partners, the NCC will encourage public access and create meeting places and experiences in

the core area of the Capital and along the shorelines of the Ottawa River and Rideau Canal. The Rideau Canal shorelines will continue to be animated in 2013 and 2014, with pilot projects such as pop-up patios, a temporary beach and bistro, and ice cream carts. After 2014, the results of the pilot projects will be assessed for the longer term.

The NCC will also seek out opportunities to connect the shorelines in the core to enhance mobility and the Capital experience, on both sides of the Ottawa River, in Ottawa and Gatineau, as put forward in the Plan for Canada's Capital. This includes identifying partnership projects for upgrading the riverfront or building infrastructure to link the shorelines with the Capital Pathway network and sites of interest in the core.

## Key Expected Outputs

### *Rideau Canal Pilot Projects*

#### *Short-term target (2013–2014)*

- Continue to support the four pilot projects launched in 2012–2013, and facilitate one additional private-sector-initiated pilot project to animate the shorelines of the Rideau Canal.

#### *Long-term target*

- By the end of 2014–2015, undertake an assessment of the results of the three-year pilot project.

### *Nepean Point Rehabilitation*

#### *Short-term target (2013–2014)*

- Initiate rehabilitation efforts at Nepean Point to ensure stewardship of the land and address health and safety issues.

## CAPITAL PLANNING

### Transportation Planning

#### Specific Plans

The NCC collaborates with federal, provincial and municipal partners to address interprovincial and urban transportation issues in the Capital Region.

The NCC will continue to promote integrated transportation that steers Canada's Capital Region toward sustainable mobility objectives, with a focus on the core area. Through its ongoing membership on the joint transportation planning committee (TRANS Committee), the NCC will facilitate initiatives for transportation planning that

affect the Capital Region. It is anticipated that the results of a study to determine the technically recommended corridor for a future interprovincial crossing will be announced in June 2013.

## Key Expected Outputs

### *Future Interprovincial Crossings*

#### *Short-term target (2013–2014)*

- Select the preferred corridor and preliminary design, and complete the technical work program.

**Note:** On June 17, 2013, the Ministry of Transportation of Ontario announced that it would not support a bridge at the proposed Kettle Island location. The NCC and the Ministère des Transports du Québec then determined that the study would not be completed, as it requires all three partners. Given these circumstances, it was decided that the completion of the technical work would not be pursued, but rather the work accomplished to date would be used in the planning of Canada's Capital Region.

## CAPITAL EXPERIENCE

### Outdoor Experience

#### Specific Plans

Multi-use pathways and trails provide connections that allow residents and visitors to discover the Capital Region's natural and built features.

The NCC will collaborate with municipal and private sector partners to support cycling and non-motorized transportation initiatives. It will also encourage the use of existing assets to make the core area of the Capital accessible for cyclists and pedestrians, without impeding motor vehicle traffic. Initiatives currently under way include examining safe cycling routes and corridors, and managing the bike share program in the core of the Capital, with the aim of transferring it to partners or the private sector immediately after the 2015 bike share season, at the latest.

## Key Expected Outputs

### *Bike Share Program*

#### *Short-term target (2013–2014)*

- Develop and implement a strategy to optimize the bike share program, leading to its transfer to partners or the private sector immediately following the 2015 season at the latest.

## STRATEGY

Maintain and safeguard nationally significant natural environments and real property assets for current and future generations.

## CAPITAL PLANNING

### Long-Term Planning, Design and Land Use Approvals

#### Specific Plans

Safeguarding and enhancing the built and natural environments of national interest in the Capital is a long-standing responsibility of the NCC.

The NCC will improve the efficiency and client service function of the federal land use, design and transaction approval process by maintaining its triage of land use and design approvals. This will enable the NCC to prioritize and allocate resources more effectively.

#### Key Expected Outputs

##### *Federal Land Use, Design and Transaction Approval Process*

##### *Short-term target (2013–2014)*

- Implement all work elements for the renewed process, and issue a final report on process modifications.

## CAPITAL STEWARDSHIP AND PROTECTION

### Land and Property Stewardship

#### Specific Plans

Since 1899, the NCC and its predecessors have been managing, maintaining and protecting lands in Canada's Capital Region on behalf of all Canadians. Continuing this responsibility, the NCC will move forward with a number of initiatives for the stewardship of its lands and properties.

The Multi-Year Capital Program is being optimized to ensure that NCC assets are preserved, rehabilitated and safeguarded. Real property assets under the NCC's jurisdiction are also under review to determine which lands and assets could be optimized or managed differently.

The NCC will finalize its asset management plans in order to make focused investments in its leased properties. The NCC will continue to promote sustainable agricultural initiatives for Greenbelt farms and protect significant resources in Gatineau Park.

The NCC will also support the City of Ottawa in completing improvements to the Sussex Drive portion of Confederation Boulevard, an important link connecting national landmarks, monuments and institutions in the core of the Capital.

#### Key Expected Outputs

##### *Multi-Year Capital Program*

##### *Short-term targets (2013–2014)*

- Achieve the annual target of projects initiated, worked on and/or completed being within 90 percent of identified planned projects for the year.
- Achieve the annual target of capital expenditures being at least 90 percent of planned budgets.

##### *Management of Real Property Asset Portfolio*

##### *Short-term target (2013–2014)*

- Complete a review of lands and real property assets to identify those that may have a higher-value use.

##### *Long-term target*

- By the end of 2014–2015, complete 100 percent of asset management plans.

##### *Sustainable Agriculture*

##### *Long-term target*

- By the end of 2014–2015, finalize a planning framework to realize the objectives of the sustainable agriculture strategy for the Greenbelt.

##### *Confederation Boulevard Rehabilitation Project*

##### *Long-term target*

- By the end of 2014–2015, support the City of Ottawa in completing the improvements to Sussex Drive (between St. Patrick Street and King Edward Avenue).

## CAPITAL STEWARDSHIP AND PROTECTION

### Environmental Protection and Conservation

#### Specific Plans

As a steward of federal lands, the NCC manages and protects high-value ecosystems and natural habitats in the Capital Region. It collaborates with partners to identify and protect ecological corridors that connect to natural areas within Canada's Capital Region. It also focuses on protecting biodiversity and restoring ecosystems as part of its efforts to promote, conserve and manage Gatineau Park, the Greenbelt and urban lands.



During the planning period, the NCC will continue to return lands in Gatineau Park and the Greenbelt to their natural state. The NCC will continue to evolve its approach for environmental reviews of proposed projects in response to the *Canadian Environmental Assessment Act, 2012*. In addition, the NCC will continue site assessments and the decontamination of properties, including LeBreton Flats.

## Key Expected Outputs

### *Stewardship of NCC Lands*

#### *Short-term target (2013–2014)*

- Determine the state of and pressures on high-value ecosystems and habitats in order to outline required priority management actions.

#### *Long-term target*

- By the end of 2015–2016, initiate restoration and protection efforts for high-value ecosystems and habitats on affected NCC lands.

### *LeBreton Flats Decontamination*

#### *Short-term target (2013–2014)*

- Complete decontamination work on the non-NILM north property (north of the open aqueduct/west of Booth Street).

## CAPITAL STEWARDSHIP AND PROTECTION

### Official Residences

#### Specific Plans

The official residences include some of the oldest and most valuable heritage architecture in Canada's Capital.

As steward of the six official residences in the Capital, the NCC will continue its efforts to maintain, rehabilitate and improve the health, safety and security of the official residences.

## Key Expected Outputs

### *Maintenance and Rehabilitation of the Official Residences*

#### *Short-term targets (2013–2014)*

- Implement rehabilitation plans for the official residences, with due consideration given to security, health and safety.

#### *Long-term target*

- By the end of 2017–2018, respond to health and safety issues by rehabilitating/establishing an operations zone that will meet the needs of the NCC, the Office of the Secretary of the Governor General and the Royal Canadian Mounted Police on the grounds at Rideau Hall.

## CAPITAL EXPERIENCE

### Outdoor Experience

#### Specific Plans

The NCC offers many venues and programs to enjoy its outdoor assets in the Capital Region.

The NCC will encourage the respectful use of its natural assets in Canada's Capital Region, such as Gatineau Park, the Greenbelt, urban parks, shorelines, green spaces and recreational venues to enhance residents' and visitors' enjoyment and appreciation of the Capital Region's distinctive natural environments.

As well, partnerships will be encouraged and nurtured to ensure stakeholder participation in the stewardship of the NCC's natural assets. For example, in Gatineau Park, the NCC will encourage user groups and stakeholders to become ambassadors of the Park and take an active role in its preservation.

## Key Expected Outputs

### *Use of Natural Assets*

#### *Short-term target (2013–2014)*

- Complete a review of the current land use guidelines to ensure that the integrity of urban lands is maintained when these lands are used for festivals and events.

### *Gatineau Park*

#### *Short-term targets (2013–2014)*

- Maximize revenues generated by the outdoor recreational activities offered in Gatineau Park, with a target of \$1.9 million in gross revenues.
- Involve volunteers and the user community in trail management and rehabilitation.



## ➤ **STRATEGIC DIRECTION** Communicate the Capital's importance to all Canadians.

Note: Some of the activities of the Capital Experience program, specifically those under the Celebration and Events, and Outreach and Commemorations subprograms, were transferred to Canadian Heritage on September 30, 2013. The NCC delivered specific plans and expected outputs in these areas from April 1, 2013, to September 30, 2013.

### **STRATEGY**

Showcase and communicate Canadian history, identity and culture to generate national pride.

## **CAPITAL EXPERIENCE**

### **Celebrations and Events**

#### **Specific Plans**

A Capital experience consists of visiting the Capital and learning about the nation's history, heritage, culture and values and, as a result, feeling more a part of Canada.

The NCC will deliver existing flagship events, such as Canada Day, Winterlude and Christmas Lights Across Canada, through renewed delivery models. These delivery models strengthen partner and sponsor involvement and focus on supporting national commemorations as defined by Canadian Heritage.

#### **Key Expected Outputs**

##### *Flagship Events*

##### *Short-term targets (2013–2014)*

- Feature the national commemoration of the 100th anniversary of the Canadian Arctic Expedition, as part of programming for Canada Day 2013.
- Increase the engagement of federal cultural institutions, and maximize private sector partnerships for flagship events.
- Develop concepts for key NCC programs to showcase Canadian history and achievements during national commemoration activities for the 150th anniversary of Confederation.

## **CAPITAL EXPERIENCE**

### **Outreach and Commemorations**

#### **Specific Plans**

Inviting Canadians to the Capital to learn about Canada's history and heritage is an integral part of the NCC's outreach and commemorations activities.

The NCC will provide visitor and interpretation services to promote and communicate Canadian history and showcase the Capital's importance to Canadians. Priority will be placed on existing programs, such as visitor services at the Capital Information Kiosk and the outdoor roving interpretation service along Confederation Boulevard during the summer months.

The NCC will also provide visitor and interpretation services with federal partners, and use new technologies and social media to engage, educate and create awareness of Canada and the Capital. The NCC plans on moving forward with the implementation of the Rideau Canal promenade project with Parks Canada, Agriculture and Agri-Food Canada, and the City of Ottawa.

#### **Key Expected Outputs**

##### *Visitor Services*

##### *Short-term target (2013–2014)*

- Increase the focus of interpretation services and interactions with visitors beyond initial visitor orientation services to convey content about the role of the Capital and Canadian history.

##### *Virtual Capital Initiative*

##### *Short-term target (2013–2014)*

- Launch the virtual Capital exhibit website and mobile application.

##### *Rideau Canal Promenade*

##### *Short-term target (2013–2014)*

- Launch the multimedia component of the project, which includes a mobile application that allows visitors to see their location on the Rideau Canal and have access to location-related text, images, sounds and quizzes.

## STRATEGY

Support the commemoration of nationally significant events and achievements.

## CAPITAL EXPERIENCE

### Outreach and Commemorations

#### Specific Plans

In support of nationally significant events and achievements, the NCC plans to ensure that territorial and provincial symbols, and Canadian culture and identity are represented in the Capital. To showcase and communicate Canada's history, identity and culture, the NCC will support and leverage numerous significant national commemoration activities. It will move forward on the War of 1812 monument on behalf of Canadian Heritage, provide government support on establishing the National Holocaust Monument, and assist Veterans Affairs Canada in its efforts to rededicate the National War Memorial to mark the start of the two world wars.<sup>5</sup> Additionally, the NCC will maintain its ongoing role as facilitator in establishing the Memorial to the Victims of Communism and the Lord Stanley monument, while identifying possible options for the long-term stewardship of commemorations, sculptures and public art.

Over the next five years, the NCC will support the federal government to commemorate significant historical anniversaries, as well as national events and accomplishments. These include the War of 1812, the 100th anniversary of the Canadian Arctic Expedition, the 60th anniversary of the end of the Korean War, the 75th anniversary of Gatineau Park, the 400th anniversary of Samuel de Champlain's arrival in the region, the 100th anniversary of the start of the First World War, the 150th anniversary of the Charlottetown Conference, the bicentennial of the birth of Sir John A. Macdonald and the 150th anniversary of Confederation. The NCC will adapt key program elements of its flagship events, and use existing tools, such as the Banners Program, as part of its commemoration activities.

The 75th anniversary of Gatineau Park and the renewal of the Mackenzie King Estate visitor experience and buildings will allow visitors and users to understand the historical significance of the site, while the 150th anniversary of Confederation in 2017 will provide an opportunity to generate pride among Canadians.

## Key Expected Outputs

### *War of 1812 Monument*

*Short-term target (2013–2014)*

- Complete the project design and development phase.

### *National Holocaust Monument*

*Short-term target (2013–2014)*

- Support Foreign Affairs, Trade and Development Canada in advancing the work required as part of the planning and design project phase.

### *Rededication of the National War Memorial*

*Short-term target (2013–2014)*

- Support Veterans Affairs Canada in planning for the National War Memorial rededication.

### *75th Anniversary of Gatineau Park*

*Short-term target (2013–2014)*

- Complete the renewal of the Mackenzie King Estate visitor experience and public program, as part of the 75th anniversary of Gatineau Park.
- The NCC will also pursue the following corporate strategy to support its business operations.

*5. The Minister of Canadian Heritage became responsible for the delivery of the National Holocaust Monument on September 30, 2013. The NCC will continue to support national commemorations by exercising its land use and design authorities to grant approvals for the establishment of national commemorative monuments. It will also provide technical expertise, project management and construction services for the establishment of national commemorative monuments, as required.*

## STRATEGY

Maximize the NCC's internal service offer to improve efficiency and support business operations.

## INTERNAL SERVICES

### Governance, Management and Oversight Services

#### Specific Plans

Internal Services works closely with and provides support to all branches within the NCC.

To improve reporting and accountability, and help inform decision making, the NCC plans to implement a performance measurement framework to evaluate programs, and review its governance framework to ensure that it continues to reflect best practices for corporate governance.

#### Key Expected Outputs

##### *Performance Measurement Framework*

##### *Long-term target*

- By the end of 2014–2015, implement a performance measurement framework for all program areas.

##### *Governance Framework Review*

##### *Short-term target (2013–2014)*

- Complete a review of the NCC's governance framework and present recommendations to the board of directors and, once approved, submit the revised by-laws to the minister.

## INTERNAL SERVICES

### Resource Management Services

#### Specific Plans

The NCC will continue to implement efficiencies and cost-saving measures related to its internal resource management. The NCC will implement a corporate financial sustainability strategy, focus on a smaller number of priorities, and develop and implement an accommodation strategy for its headquarters and satellite offices. The NCC will also continue working toward achieving full compliance with the Policy on Government Security, with a focus on enhancing the corporation's information technology infrastructure and corresponding processes.

#### Key Expected Outputs

##### *Efficiencies and Cost Savings for Internal Service Offer*

##### *Short-term target (2013–2014)*

- Implement the corporate financial sustainability strategy, starting with the 2013–2014 operating budget.

##### *Accommodation Strategy and Plan*

##### *Short-term target (2013–2014)*

- Identify options and finalize a strategy for the NCC's long-term accommodation needs for its headquarters and satellite offices.

##### *Long-term target*

- By 2014–2015, begin to implement the strategy for the NCC's long-term accommodation needs.

##### *Compliance With the Policy on Government Security*

##### *Short-term target (2013–2014)*

- By the end of 2013–2014, complete the remaining work and achieve compliance with the Policy on Government Security.





## ➤ **FINANCIAL TABLES**

## ➤ OPERATING BUDGET FOR THE YEARS ENDING MARCH 31, 2012 TO 2014

(IN THOUSANDS OF DOLLARS)

	2013-2014 Budget	2012-2013 Budget	2012-2013 Forecast	2012-2013 Variance	2011-2012 Budget	2011-2012 Actual	2011-2012 Variance
➤ <b>FUNDING</b>							
Operating appropriations	72,153	92,331	80,650	(11,681)	78,399	84,290	5,891
Realignment between capital and operating carry-over	0	0	(7,697)	(7,697)	0	6,189	6,189
Revenues	29,750	31,067	31,528	461	30,978	34,565	3,587
Funding from the Acquisition and Disposal Fund	622	622	394	(228)	605	258	(347)
	102,525	124,020	104,875	(19,145)	109,982	125,302	15,320
➤ <b>EXPENDITURES</b>							
Capital Planning	4,799	6,227	5,739	488	8,481	5,977	2,504
Capital Stewardship and Protection	61,998	75,408	54,106	21,302	69,130	51,924	17,206
Capital Experience	20,132	28,367	28,705	(338)	19,203	32,430	(13,227)
Internal Services	28,717	29,936	30,617	(681)	31,643	30,070	1,573
	115,646	139,938	119,167	20,771	128,457	120,401	8,056
➤ <b>EXCESS OF (EXPENDITURES OVER FUNDING) FUNDING OVER EXPENDITURES</b>	(13,121)	(15,918)	(14,292)	1,626	(18,475)	4,901	23,376
➤ <b>CARRY-OVER AT BEGINNING OF YEAR</b>	47,856	54,186	62,148	7,962	52,666	57,247	4,581
➤ <b>CARRY-OVER AT END OF YEAR</b>	34,735	38,268	47,856	9,588	34,191	62,148	27,957



## CAPITAL BUDGET FOR THE YEARS ENDING MARCH 31, 2012 TO 2014

(IN THOUSANDS OF DOLLARS)

### ➤ FUNDING

	2013-2014 Budget	2012-2013 Budget	2012-2013 Forecast	2012-2013 Variance	2011-2012 Budget	2011-2012 Actual	2011-2012 Variance
Capital appropriations	37,565	32,540	34,940	2,400	28,473	23,196	(5,277)
Realignment between capital and operating carry-over	0	0	7,697	7,697	0	(6,189)	(6,189)
Funding from the Acquisition and Disposal Fund	4,000	5,000	1,554	(3,446)	5,000	910	(4,090)
	41,565	37,540	44,191	6,651	33,473	17,917	(15,556)

### ➤ EXPENDITURES

#### Capital Stewardship and Protection

Rockcliffe Parkway	2,420	2,986	5,463	(2,477)	2,655	1,161	1,494
Colonel By Drive infrastructure	190	750	290	460	885	1,379	(494)
Confederation Boulevard program	2,100	2,292	1,578	714	2,296	1,287	1,009
Automated parking management system	600	0	0	0	0	0	0
Property rehabilitation, Sussex Drive	1,780	220	1,009	(789)	1,181	213	968
Building and site rehabilitation, Mackenzie King Estate	700	1,086	2,160	(1,074)	3,566	334	3,232
Official residences program	5,500	10,600	12,554	(1,954)	7,200	5,451	1,749
Rideau Canal program	570	545	639	(94)	130	1,751	(1,621)
Rehabilitation program, rental properties	2,345	2,154	2,267	(113)	1,778	2,568	(790)
LeBreton Flats redevelopment	5,567	291	5,134	(4,843)	292	738	(446)
Pathway development, Greenbelt	550	509	359	150	133	185	(52)
Nepean Point rehabilitation	500	1,300	401	899	0	169	(169)
Rockcliffe Park rehabilitation	300	392	120	272	2	8	(6)
Gatineau Park rehabilitation program	800	803	959	(156)	380	627	(247)
Pathway and trail rehabilitation program	807	1,464	1,342	122	390	251	139
Other projects and programs	5,734	8,434	9,030	(596)	7,954	6,174	1,780
	30,463	33,826	43,305	(9,479)	28,842	22,296	6,546
Real property acquisitions	4,000	5,000	1,554	3,446	5,000	910	4,090
	34,463	38,826	44,859	(6,033)	33,842	23,206	10,636

#### All Programs

Equipment	895	1,304	2,066	(762)	1,850	1,868	(18)
	35,358	40,130	46,925	(6,795)	35,692	25,074	10,618

### ➤ EXCESS OF (EXPENDITURES OVER FUNDING) FUNDING OVER EXPENDITURES

	6,207	(2,590)	(2,734)	(144)	(2,219)	(7,157)	(4,938)
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### ➤ CARRY-OVER AT BEGINNING OF YEAR

	13,541	9,959	16,275	6,316	11,500	23,432	11,932
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### ➤ CARRY-OVER AT END OF YEAR

	19,748	7,369	13,541	6,172	9,281	16,275	6,994
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## ➤ STATEMENT OF FINANCIAL POSITION AS AT MARCH 31, 2012 TO 2018

(IN THOUSANDS OF DOLLARS)

### ➤ FINANCIAL ASSETS

	2011-2012 Actual	2012-2013 Forecast	2013-2014 Projection	2014-2015 Projection	2015-2016 Projection	2016-2017 Projection	2017-2018 Projection
Cash and cash equivalents	76,758	70,702	59,422	48,899	41,596	39,065	40,383
Accounts receivable	6,705	7,811	7,811	7,811	7,811	7,811	7,811
Investments	49,195	45,449	47,175	48,960	50,704	52,486	54,371
	<u>132,658</u>	<u>123,962</u>	<u>114,408</u>	<u>105,670</u>	<u>100,111</u>	<u>99,362</u>	<u>102,565</u>

### ➤ LIABILITIES

Accounts payable and accrued liabilities	16,776	24,171	24,171	24,171	24,171	24,171	24,171
Provision for environmental cleanup	42,500	35,866	30,089	25,992	21,970	21,830	21,690
Employee future benefits	8,603	9,033	9,485	9,959	10,457	10,980	11,529
Deferred rental revenue	4,615	4,512	4,409	4,306	4,203	4,100	3,997
Other liabilities	4,581	4,392	4,203	4,014	3,825	3,636	3,447
	<u>77,075</u>	<u>77,974</u>	<u>72,357</u>	<u>68,442</u>	<u>64,626</u>	<u>64,717</u>	<u>64,834</u>

### ➤ NET FINANCIAL ASSETS

	<u>55,583</u>	<u>45,988</u>	<u>42,051</u>	<u>37,228</u>	<u>35,485</u>	<u>34,645</u>	<u>37,731</u>
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### ➤ NON-FINANCIAL ASSETS

Tangible capital assets	583,839	607,100	618,653	629,622	637,604	644,897	650,775
Prepaid expenses	3,269	3,115	3,115	3,115	3,115	3,115	3,115
Other non-financial assets	1,730	1,553	1,376	1,199	1,022	845	668
	<u>588,838</u>	<u>611,768</u>	<u>623,144</u>	<u>633,936</u>	<u>641,741</u>	<u>648,857</u>	<u>654,558</u>

### ➤ ACCUMULATED SURPLUS

	<u>644,421</u>	<u>657,756</u>	<u>665,195</u>	<u>671,164</u>	<u>677,226</u>	<u>683,502</u>	<u>692,289</u>
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## STATEMENT OF OPERATIONS AND ACCUMULATED SURPLUS FOR THE YEARS ENDING MARCH 31, 2012 TO 2018

(IN THOUSANDS OF DOLLARS)

	2011-2012 Actual	2012-2013 Forecast	2013-2014 Projection	2014-2015 Projection	2015-2016 Projection	2016-2017 Projection	2017-2018 Projection
<b>➤ REVENUES</b>							
Rental operations and easements	19,363	19,375	19,427	19,427	19,427	19,677	19,677
Interest	2,447	2,692	2,665	2,690	2,643	2,595	2,577
Sponsorship							
Monetary	1,511	1,301	595	15	15	15	15
Goods and services	213	240	120	0	0	0	0
Headquarters sublease	2,065	1,996	2,022	2,080	2,182	2,211	2,241
User access fees	2,220	1,485	1,900	1,900	1,900	1,900	1,900
Recoveries	6,099	4,482	3,130	1,014	989	1,054	1,118
Other revenues	1,958	673	476	615	550	350	350
Net gain on disposal of tangible capital assets	0	1,231	700	700	700	700	3,500
	35,876	33,475	31,035	28,441	28,406	28,502	31,378
<b>➤ EXPENSES</b>							
Capital Planning	5,828	5,739	4,799	2,297	2,226	2,226	2,226
Capital Stewardship and Protection	81,290	69,580	78,655	67,180	67,373	67,373	67,696
Capital Experience	24,340	29,461	20,789	12,631	12,686	12,493	12,499
Internal Services	31,145	30,950	29,071	27,883	27,183	26,918	26,954
	142,603	135,730	133,314	109,991	109,468	109,010	109,375
<b>➤ DEFICIT BEFORE FUNDING FROM THE GOVERNMENT OF CANADA</b>	(106,727)	(102,255)	(102,279)	(81,550)	(81,062)	(80,508)	(77,997)
<b>➤ FUNDING FROM THE GOVERNMENT OF CANADA</b>							
Parliamentary appropriations for operating expenditures	84,290	80,650	72,153	64,889	64,494	64,404	64,404
Parliamentary appropriations for tangible capital assets	23,196	34,940	37,565	22,630	22,630	22,380	22,380
	107,486	115,590	109,718	87,519	87,124	86,784	86,784
<b>➤ SURPLUS FOR THE YEAR</b>	759	13,335	7,439	5,969	6,062	6,276	8,787
<b>➤ ACCUMULATED SURPLUS AT BEGINNING OF YEAR</b>	643,662	644,421	657,756	665,195	671,164	677,226	683,502
<b>➤ ACCUMULATED SURPLUS AT END OF YEAR</b>	644,421	657,756	665,195	671,164	677,226	683,502	692,289

## ➤ STATEMENT OF CHANGE IN NET FINANCIAL ASSETS FOR THE YEARS ENDING MARCH 31, 2012 TO 2018

(IN THOUSANDS OF DOLLARS)

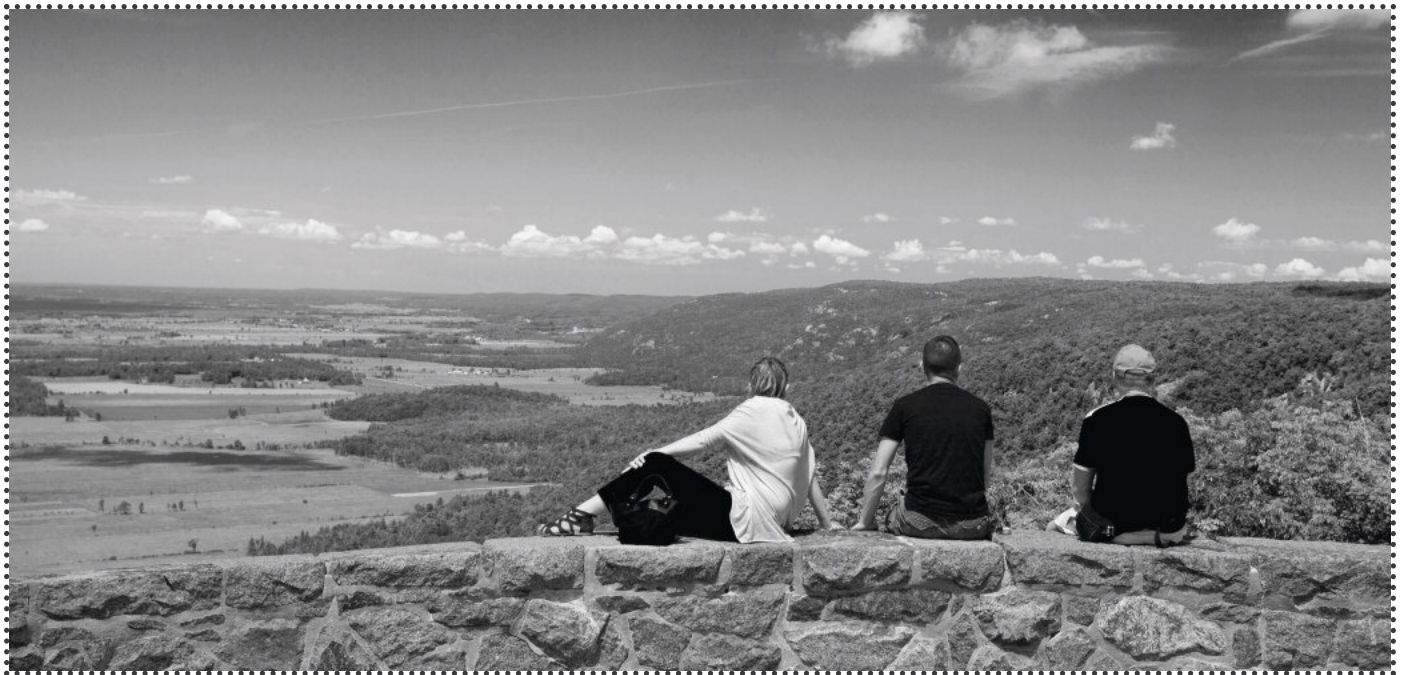
	2011-2012 Actual	2012-2013 Forecast	2013-2014 Projection	2014-2015 Projection	2015-2016 Projection	2016-2017 Projection	2017-2018 Projection
➤ <b>SURPLUS FOR THE YEAR</b>	759	13,335	7,439	5,969	6,062	6,276	8,787
Acquisition and improvements of tangible capital assets	(25,831)	(40,994)	(29,744)	(29,501)	(26,837)	(26,383)	(26,383)
Amortization of tangible capital assets	21,557	17,206	17,891	18,232	18,555	18,790	19,005
Net (gain) loss on sale of tangible capital assets	189	(1,231)	(700)	(700)	(700)	(700)	(3,500)
Proceeds from disposal of tangible capital assets	28	1,758	1,000	1,000	1,000	1,000	5,000
	(4,057)	(23,261)	(11,553)	(10,969)	(7,982)	(7,293)	(5,878)
Change in prepaid expenses	(312)	154	0	0	0	0	0
Change in other non-financial assets	177	177	177	177	177	177	177
	(135)	331	177	177	177	177	177
➤ <b>INCREASE (DECREASE) IN NET FINANCIAL ASSETS</b>	(3,433)	(9,595)	(3,937)	(4,823)	(1,743)	(840)	3,086
➤ <b>NET FINANCIAL ASSETS AT BEGINNING OF YEAR</b>	59,016	55,583	45,988	42,051	37,228	35,485	34,645
➤ <b>NET FINANCIAL ASSETS AT END OF YEAR</b>	55,583	45,988	42,051	37,228	35,485	34,645	37,731

## ➤ STATEMENT OF CASH FLOWS FOR THE YEARS ENDING MARCH 31, 2012 TO 2018

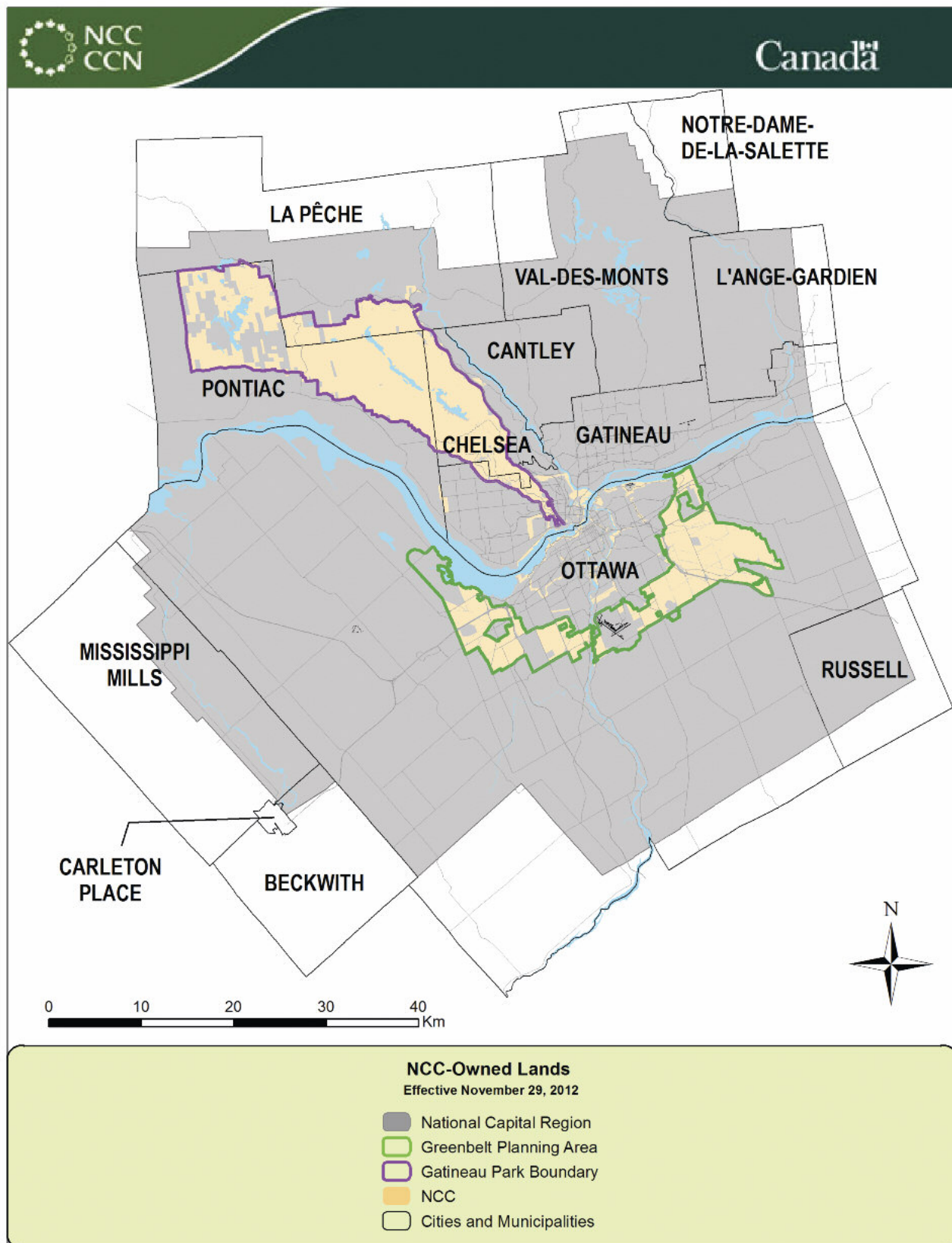
(IN THOUSANDS OF DOLLARS)

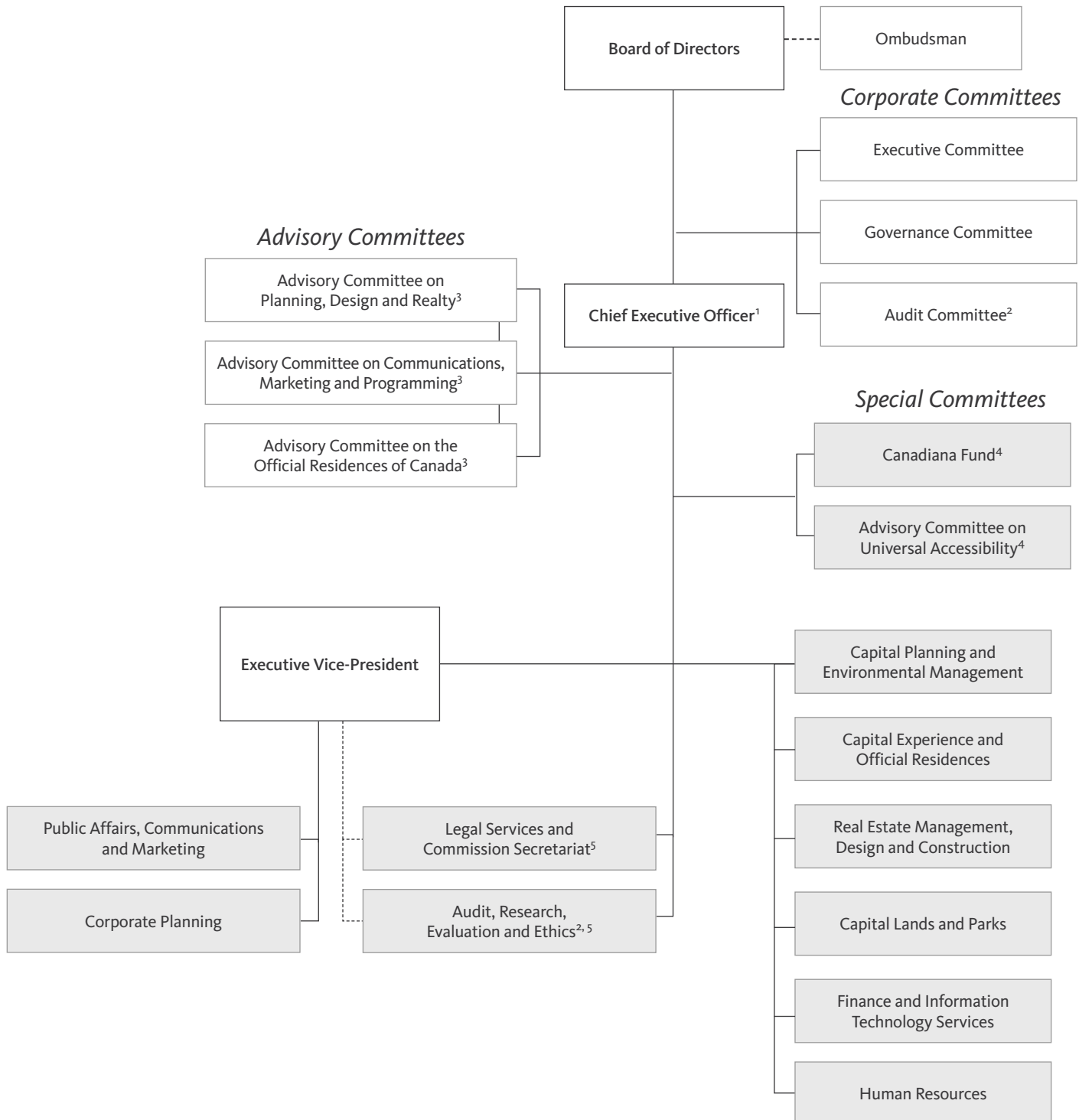
	2011-2012 Actual	2012-2013 Forecast	2013-2014 Projection	2014-2015 Projection	2015-2016 Projection	2016-2017 Projection	2017-2018 Projection
Cash flows provided (used) by operating activities	(5,807)	425	(12,761)	1,087	1,527	2,251	2,203
Cash flows provided (used) by capital activities	(13,987)	(10,227)	3,207	(9,825)	(7,086)	(3,000)	1,000
Cash flows provided (used) by investing activities	51,808	3,746	(1,726)	(1,785)	(1,744)	(1,782)	(1,885)
➤ <b>INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS</b>	32,014	(6,056)	(11,280)	(10,523)	(7,303)	(2,531)	1,318
➤ <b>CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR</b>	44,744	76,758	70,702	59,422	48,899	41,596	39,065
➤ <b>CASH AND CASH EQUIVALENTS AT END OF YEAR</b>	76,758	70,702	59,422	48,899	41,596	39,065	40,383





## ➤ **APPENDICES**

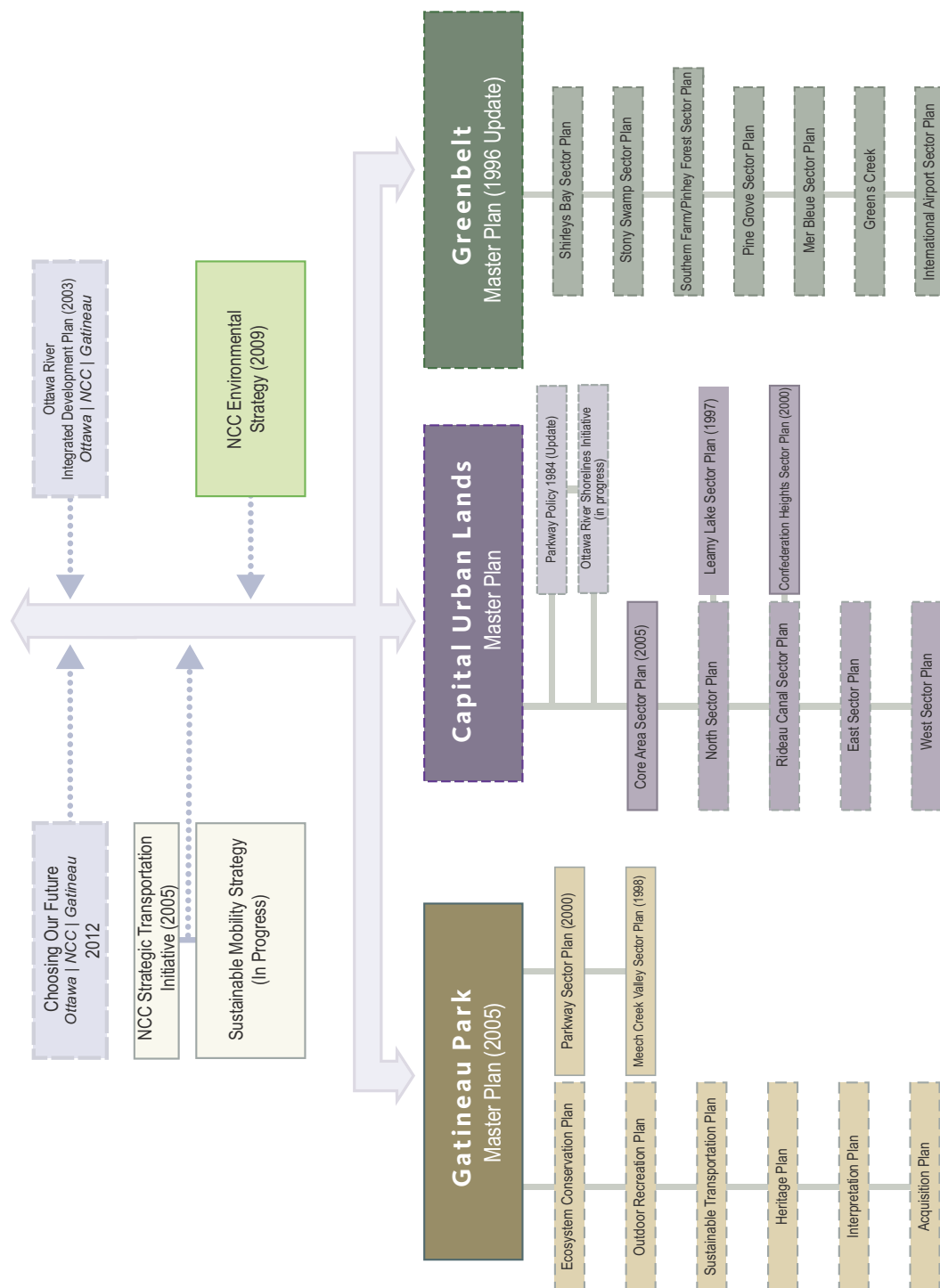




1. The CEO is also a member of the board of directors.
2. The audit function reports directly to the Audit Committee.
3. Members of the advisory committees are appointed by the board of directors.
4. Members of the Special Committees are appointed by the CEO.
5. The General Counsel and Audit Function will have direct access to CEO when necessary.

## CAPITAL PLANNING FRAMEWORK

### HORIZON 2067: Plan for Canada's Capital



Last updated May 2012



## PLANNING HIERARCHY

### Strategic/Policy Plan

A strategic/policy plan provides broad objectives and strategies that direct the future development, management and programming of all federal lands within Canada's Capital Region. A strategic/policy plan is approved by the board of directors. The 1999 Plan for Canada's Capital is an example of a strategic/policy plan. A strategic/policy plan takes into consideration the NCC's mandate and that of federal departments in Canada's Capital Region; approved federal plans; relevant social, economic and environmental matters; and regional or local official plans. The high-level goals defined in a strategic/policy plan are further refined in master and sector plans.

### Master Plan

A master plan is a land use plan, approved by the board of directors, that defines in further detail the high-level directions expressed in the Plan for Canada's Capital for an extensive set or portfolio of federal lands in Canada's Capital Region (the Greenbelt, Gatineau Park and urban land areas). It provides development and land use objectives, as well as specific policies and strategies, including a system for designating lands, land uses and visitor programming opportunities. A master plan reflects the NCC's mandate and that of any other federal custodian departments within the planning area; approved planning documents (e.g. strategic/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. Approved by the board of directors or the NCC's executive management committee, a sector plan 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, as well as environmental, traffic flow, heritage and visitor objectives. A sector plan also provides a framework to direct management actions and resolve specific planning issues. The plan may also address thematic issues for a segment

of Canada's Capital Region, such as programming and public activities 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; approved planning documents (e.g. strategic/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 that articulates development and management recommendations for a smaller group of properties of similar planning vocation. Approved by the board of directors or the NCC's executive management committee, an area plan identifies the specific land uses, access and traffic flow, 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. It also provides 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. strategic/policy, master and sector plans); relevant social, economic and environmental matters; and regional or local official plans.

### National Capital Region

The geographic area defined in the *National Capital Act*, where the NCC has planning and development authority on federally owned land.

### Canada's Capital Region

This term is also used to describe the National Capital Region, where the NCC plans, acts, or otherwise is engaged in public programming and marketing. It refers to parts of Ontario and Quebec, rather than the City of Ottawa.

## PLAN DESCRIPTIONS

### Overall

The NCC planning hierarchy is governed by the 1999 Plan for Canada's Capital. This plan outlines the way in which federal lands in the Capital Region will be used and developed, while three master plans guide the development of the Greenbelt, Gatineau Park, and the Capital's urban lands. Sector and area plans are used for smaller geographic areas or sites.

### Plan for Canada's Capital

The 1999 Plan for Canada's Capital is the federal government's lead policy statement on the physical planning and development of the Capital over a 50-year period. 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); and Capital links (scenic entries, inter-provincial access, parkways).

The 1999 Plan for Canada's Capital is being updated. The updated Plan for Canada's Capital (Horizon 2067), along with the 10-year action plan, will be approved in 2013–2014.

### Greenbelt Master Plan

The Greenbelt Master Plan emphasizes the long-term preservation of the Greenbelt and its relevance to the Capital. The master plan is being updated and will be finalized in early 2013. The updated master plan will guide how the Greenbelt will be used, managed and protected over the next 50 years, taking into account the different roles of the Greenbelt: a primary environmental role; secondary roles of sustainable agriculture, Capital experiences and recreation; and a tertiary role in the accommodation of facilities (e.g. federal facilities and non-federal facilities, as well as transportation and infrastructure).

### Gatineau Park Master Plan

The Gatineau Park Master Plan is a planning tool that sets out the long-term vision, strategic directions and objectives for the development, use and management of Gatineau Park. The highest priority of the park is the maintenance 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); and 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, to be finalized by the end of 2014, will express strategic directions, guidelines and development proposals related to the long-term vision for urban lands in the Capital.

### Commissioning Documents

Once plans are approved, the NCC prepares commissioning documents which define how the objectives of a plan will be realized. These documents, sometimes called "action plans," translate a plan's objectives into tangible strategies and projects.



**STRATEGIC TRANSPORTATION INITIATIVE**

**MOVING  
PEOPLE**

Interprovincial  
Transit Strategy  
Ottawa LRT  
Rapibus

**MOVING  
GOODS**

Goods Movement  
Strategy

**SYSTEM  
INTEGRATION**

TRANS Surveys,  
Modelling,  
Forecasting, Studies

**FEDERAL ASSETS  
AND INFRASTRUCTURE**

Interprovincial  
Crossings  
Recreational  
Pathways  
Rail Corridors

**SYMBOLISM**

High-Speed Rail  
Capital Gateways  
Capital Wayfinding

**INTERNATIONAL  
CONTEXT**

Climate Change  
Greenhouse Gas  
Reduction  
Green Capital

**SUSTAINABLE MOBILITY STRATEGY**

Transport Demand  
Management  
Walking  
Cycling  
Transit

Trends Insight  
Emission  
Reductions  
Climate Change  
Community Impacts

Transport-Land Use  
Integration  
Surveys and Data  
Trends Analysis

Pathway Network  
Federal Bridges  
Parkway Corridors  
Rationalization

Rails to Trails  
Cohesive Wayfinding

Workplace Trip  
Reductions  
Regional Adaption

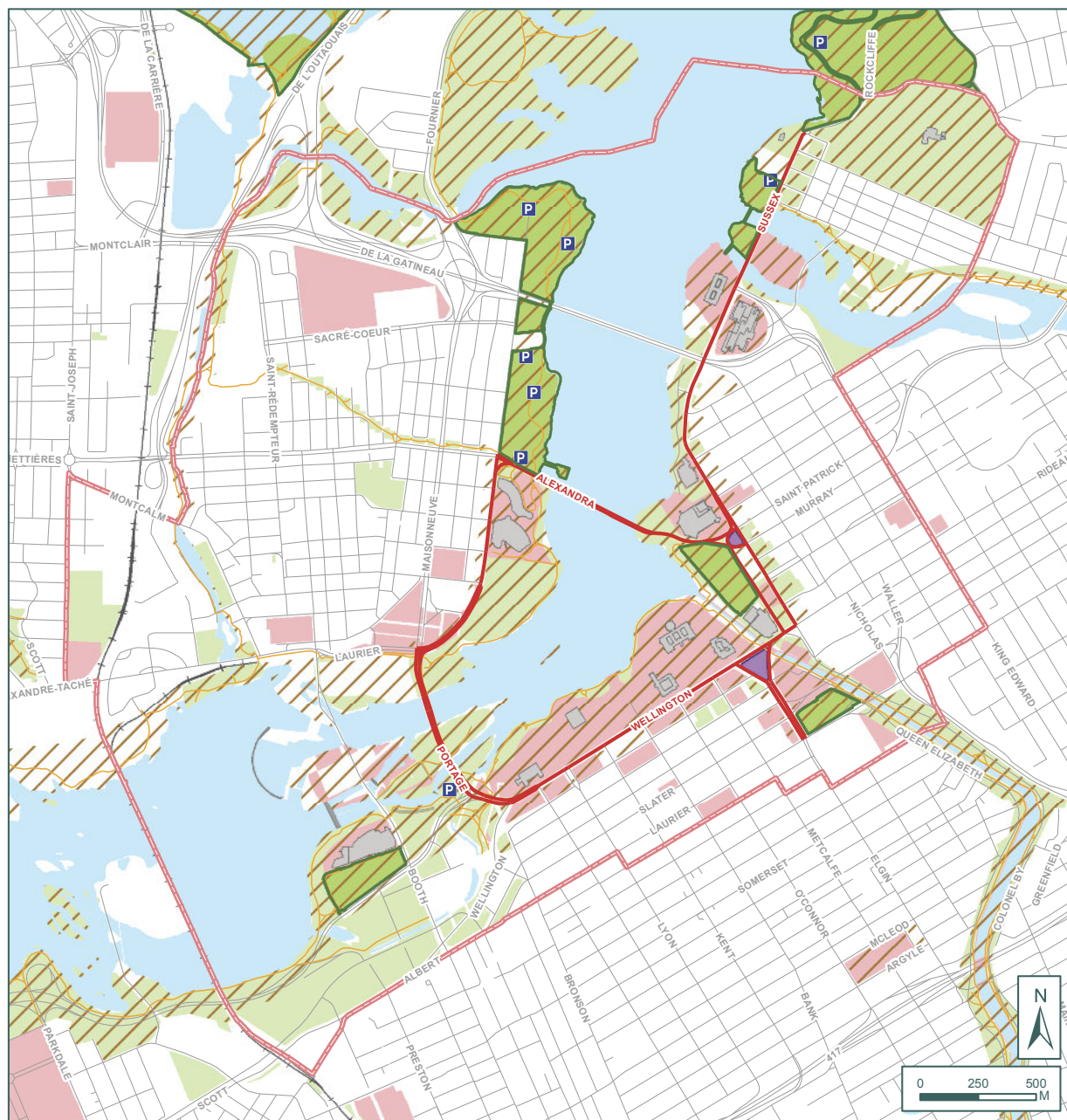
**PLAN FOR CANADA'S CAPITAL  
GREENBELT MASTER PLAN  
CAPITAL URBAN LANDS MASTER PLAN  
GATINEAU PARK MASTER PLAN**



This appendix summarizes the NCC's Multi-Year Capital Program from 2012–2013 to 2014–2015. Projects and programs will be funded from capital appropriations. An estimated amount of \$3.8 million was identified in 2012–2013 as excess funding received for the decontamination of LeBreton Flats from the Federal Contaminated Sites Action Plan. An additional \$5.0 million was identified in 2013–2014, for a cumulative amount of \$8.8 million to be reallocated to other eligible initiatives or returned to the Federal Contaminated Sites Action Plan.

(IN THOUSANDS OF DOLLARS)

	2012–2013 Forecast	2013–2014 Projection	2014–2015 Projection
<b>Roads and Bridges</b>			
Pavement and retaining wall rehabilitation, Rockcliffe Parkway	5,463	2,420	0
Colonel By Drive infrastructure	290	190	10
Confederation Boulevard program	1,578	2,100	2,225
Automated parking management system	0	600	700
Rehabilitation, other roads and bridges	1,124	850	750
<b>Historical Properties</b>			
Property rehabilitation, Sussex Drive	1,009	1,780	1,560
Buildings and site rehabilitation, Mackenzie King Estate	2,160	700	0
Official residences program	12,554	5,500	3,100
Rideau Canal program	639	570	650
Rehabilitation, other historical properties	561	970	1,270
<b>Rental Properties</b>			
Rehabilitation program, rental properties	2,267	2,345	2,125
<b>Development Properties</b>			
LeBreton Flats redevelopment	5,134	5,567	6,250
Property rehabilitation, Sparks Street	135	0	575
<b>Green Assets</b>			
Pathway development, Greenbelt	359	550	680
Nepean Point stabilization	401	500	2,700
Rockcliffe Park rehabilitation	120	300	250
Gatineau Park rehabilitation program	959	800	650
Pathways and trail rehabilitation program	1,342	807	1,050
Other green asset projects and programs	310	371	310
<b>Other</b>			
Recreational facilities	647	515	655
Other projects and programs	6,253	3,028	3,485
	<u>43,305</u>	<u>30,463</u>	<u>28,995</u>



Canada

2012-12-07

### Core Area: Overview

- |                     |                    |             |                           |                    |
|---------------------|--------------------|-------------|---------------------------|--------------------|
| NCC lands           | Capital parks      | NILM        | NCC recreational pathways | Core area boundary |
| Other federal lands | National monuments | NCC parking | Confederation Boulevard   |                    |