

National Capital Commission

Summary of
the Corporate Plan
2015–2016 to 2019–2020

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Summary of the 2015–2016 to 2019–2020 Corporate Plan
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While our mandate reaches back over a century,
our mission looks decades ahead to ensure that the
planning, development and conservation of, as well
as improvements to, Canada's seat of government
reflect its important role and status.

Every day, we build a dynamic, sustainable, inspiring
capital that is a source of pride for all Canadians,
and a legacy for generations to come.

We are the National Capital Commission.

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MESSAGE FROM THE CHAIR AND CHIEF EXECUTIVE OFFICER

Canada's Capital Region has a unique and distinctive character. It is not only a physical space, but is also evocative of Canada's shared experiences — its government, history, culture, accomplishments and natural character.

The National Capital Commission (NCC) and its predecessors have, for over 100 years, been charged with the responsibility to serve as the long-term planner and proactive steward of vital public spaces in Canada's Capital Region. Drawing on deep, unique knowledge and professional expertise, the NCC has carried forward these responsibilities to ensure that the Capital Region's "promise of value" is fulfilled. That is, the nature and character of the seat of the Government of Canada should reflect the country's identity within a vital and resilient Capital Region.

Looking ahead, the next few years will be a pivotal time for the NCC and the Capital Region, as its landscape is evolving, with many large-scale construction and infrastructure projects under way.

Our agenda for the coming years will advance the NCC's commitment to inspire excellence and build a dynamic, sustainable, inspiring Capital Region. To support our agenda, three strategies will guide the corporation's efforts: plan, develop and improve the NCC's assets such that they inspire Canadians with a lively and distinctive National Capital Region; conserve built heritage of national interest, as well as natural assets and cultural landscapes under the NCC's stewardship; and foster a cohesive Capital Region by strengthening community and government relations.

In alignment with these strategies, the NCC has set six priorities. These represent the major commitments that the NCC will undertake over the next five years. They include making LeBreton Flats and the Chaudières and Albert islands a signature destination of national significance; offering better public access and new connections to discover the shorelines and waterways; modernizing the NCC's planning framework and completing the Plan for Canada's Capital; ensuring the successful delivery of national commemorative projects; being a value added-partner; and demonstrating corporate excellence in all that we do.

Ensuring the efficiency and effectiveness of our operations will also remain a priority. To this end, the NCC will continue to ensure sound financial management, optimize its business processes, maintain meaningful dialogue with stakeholders and partners, and provide exceptional service to Canadians.

Our strategies and priorities set a transformative agenda for the region and support many other projects undertaken by our partners. Through our collaborative efforts, there is a great potential to continue to build the region into one of the great capitals of the world, a source of pride for all Canadians, and a legacy for generations to come.

We look forward to reporting back on our accomplishments in realizing our strategies and priorities in the NCC's annual report next year.

Russell Mills
Chair

Dr. Mark Kristmanson
Chief Executive Officer



➤ **CORPORATE PROFILE**



MANDATE

The National Capital Commission (NCC) is a federal Crown corporation created by Canada's Parliament in 1959 under the *National Capital Act* (R.S.C., 1985, c. N-4). The corporation is responsible for planning, as well as taking part in the development, conservation and improvement of Canada's Capital Region. It fulfills this role through the following areas of activity:

- setting the long-term urban planning direction for federal lands in Canada's Capital Region;
- guiding and controlling the use and development of federal lands in Canada's Capital Region;
- managing, conserving and protecting NCC assets (including Gatineau Park, the Greenbelt, real property, and other assets such as bridges, pathways and parkways); and
- maintaining heritage sites in Canada's Capital Region, such as the official residences and commemorative sites.

MISSION

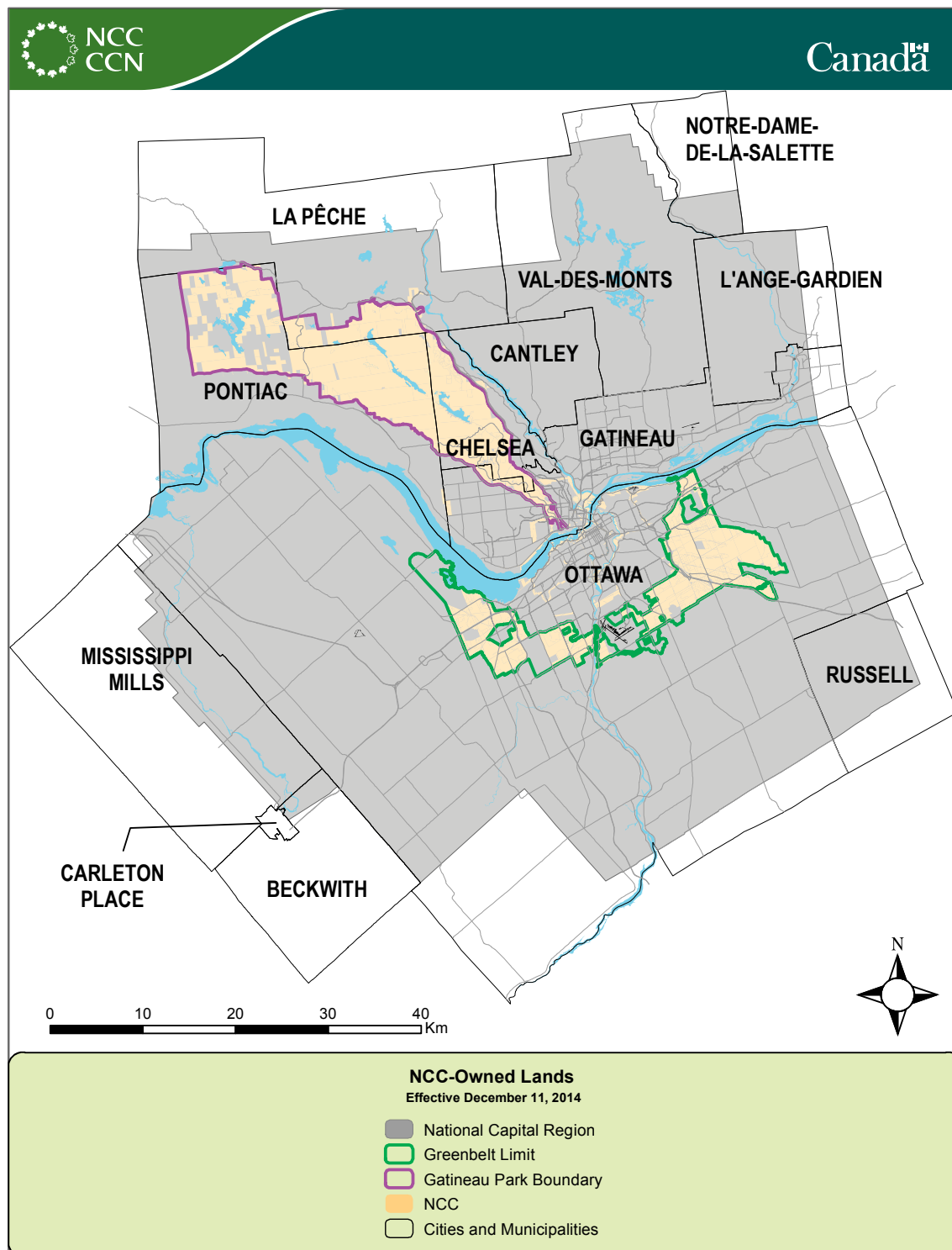
Canada's Capital Region is of national significance and a source of pride for Canadians.

BUILDING THE CAPITAL, NCC LANDS AND ASSETS

The NCC owns and manages 536 square kilometres of land, which represents about 11 percent of the lands in Canada's Capital Region on both sides of the Ottawa River, in Ontario and Quebec, and almost 20 percent of the lands within the core of the Capital. Many of these lands are lands of national interest (designated as the National Interest Land Mass or NILM) that are symbolically meaningful to Canadians and needed in order to achieve the NCC's long-term plans for Canada's Capital Region.

The NCC is also the steward of a diverse real property portfolio. Among its holdings are Gatineau Park; the Greenbelt; parkway corridors; interprovincial bridges; 106 kilometres of parkways; over 200 kilometres of NCC-owned recreational pathways; and 555 properties leased for residential, agricultural, institutional, recreational and commercial purposes. When leased and non-leased portfolios are combined, the number of properties managed by the NCC totals 1,660.

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



REPORTING TO PARLIAMENT AND CANADIANS

As a federal Crown corporation, the NCC is subject to Part X of the *Financial Administration Act*. The NCC reports to Parliament through the Minister of Employment and Social Development, who is designated as the minister responsible for the *National Capital Act*. The summary of the corporate plan is the accountability document that informs the government and Canadians of the NCC's direction, priorities and deliverables.

GOVERNANCE AND ACCOUNTABILITY

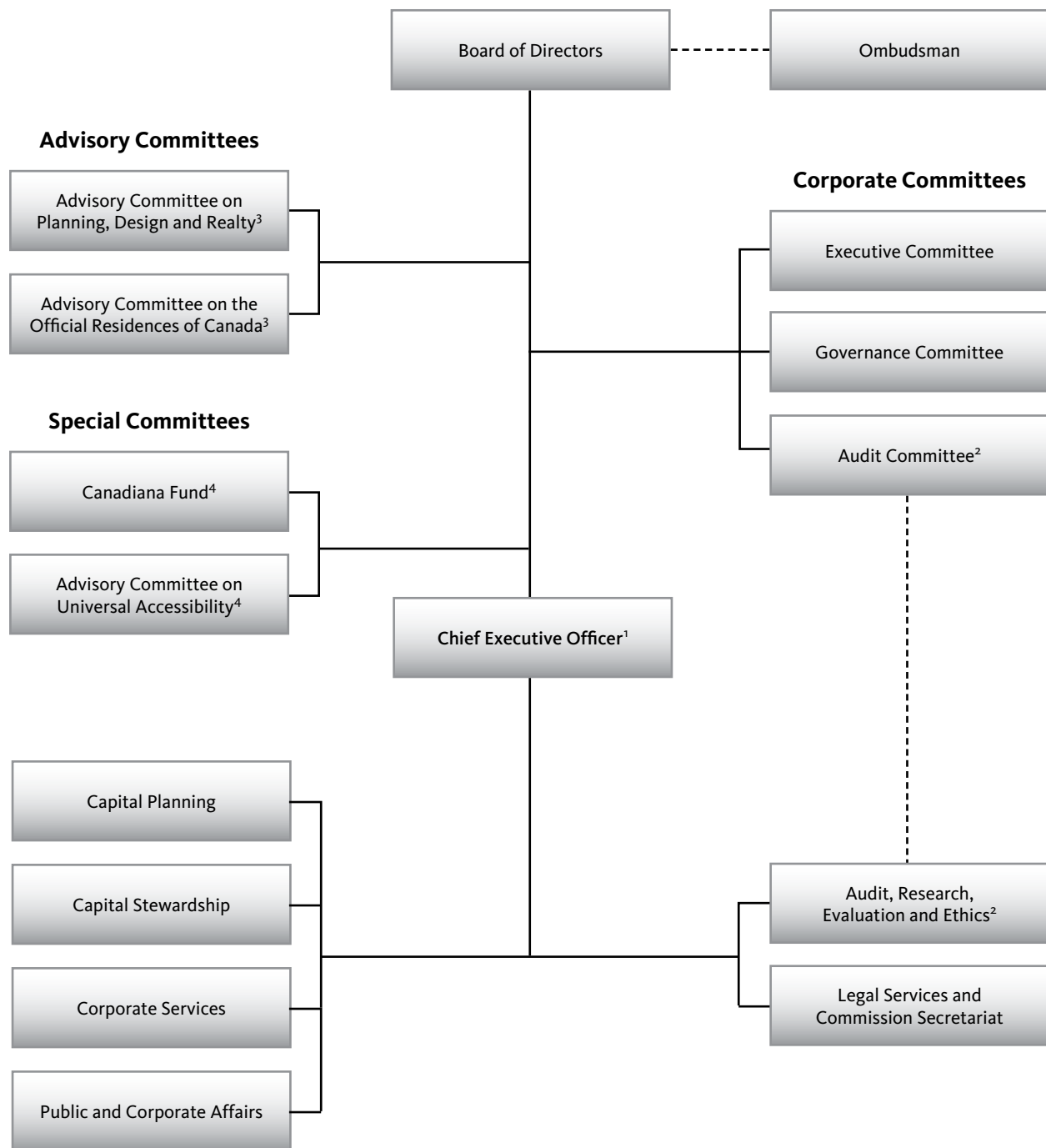
The NCC is led by a national board of directors, which brings together people from a wide range of professional backgrounds, from the Capital Region and across Canada. The board consists of a chairperson, a chief executive officer (CEO) and 13 other members, representing the Capital Region and other parts of the country. The minister responsible for the *National Capital Act* appoints board members, while the Governor-in-Council appoints the chair and the CEO. Board member biographies can be found at www.ncc-ccn.gc.ca.

The Office of the Auditor General of Canada (OAG) serves as the auditor for the NCC. The OAG performs an annual audit of the NCC's year-end financial statements to 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 is effectively managing 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 board of directors and the executive management group, various committees and the program areas. The corporation employs over 400 employees.



1. The chief executive officer is also a member of the board of directors.

2. The audit function reports directly to the Audit Committee.

3. Members of the advisory committees are appointed by the board of directors.

4. Members of the special committees are appointed by the chief executive officer.

GUIDING PRINCIPLES

To guide the conduct of its activities, the NCC has a series of principles. In addition, the corporation 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 for Canada's Capital Region on behalf of all Canadians.

Integrity

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

Openness and Transparency

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

Leadership and Innovation

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

ORGANIZATIONAL PILLARS

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

Putting People First

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

Building a Greener Capital

As a 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) consisting of a strategic outcome and three programs (including Internal Services). The PAA is the list of programs on which the NCC bases its reporting to Parliament and Canadians.

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

To achieve its mission, the NCC organizes its activities into two core business lines.

CAPITAL PLANNING

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

To ensure that federal lands, buildings and infrastructure reflect the role and significance of the Capital, the NCC monitors the efficacy of its vision, plans and policies. It also works to ensure that the latter are reflected in the location, design and built form of federal assets.

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

➤ Long-Term Planning, Design and Land Use Approvals

The NCC guides the use and physical development of federal lands in Canada's Capital Region through the ongoing development of a Capital planning framework. Through land use plans developed in consultation with other planning jurisdictions, and federal departments and agencies, the NCC guides the long-term land use, development and management of federal lands. The NCC also consults with the Canadian public, when appropriate, with a view to ensuring that a shared vision of the Capital is achieved. Lands required for the long-term functioning and experience of the Capital are identified as the NILM to be held in trust as a legacy for future generations of Canadians. The NCC coordinates development and ensures excellence in design and planning by reviewing and approving proposals for land use changes, designs and land disposals on federal lands in Canada's Capital Region.

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

➤ Transportation Planning

The NCC collaborates and participates in joint studies with federal, provincial and municipal partners to address interprovincial and urban transportation issues. The NCC also develops strategies and facilitates federal involvement in transportation and transit in Canada's Capital Region in order to achieve sustainable mobility objectives, which make a positive contribution to the functioning and experience of the Capital. Moreover, by developing a vision and strategies to achieve a harmonized approach to regional transportation, high standards of design, environmental quality and land stewardship, the NCC supports the federal policy framework regarding urban areas and urban transportation.

CAPITAL STEWARDSHIP AND PROTECTION

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

To ensure that the Capital Stewardship and Protection program is successful at protecting the Capital's assets for current and future generations of Canadians, the NCC monitors its lands and assets to determine if they are accessible, safe, rehabilitated and maintained.

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

➤ Land and Property Stewardship

Through Land and Property Stewardship activities, the NCC works toward ensuring that its extensive portfolio of assets (including land, property, and civil assets such as bridges and pathways) is managed, maintained, rehabilitated and protected, while adhering to principles of sustainability. Design, rehabilitation and land development activities contribute to the ongoing preservation and improvement of parks, parkways, recreational facilities, monuments and other built heritage, including rental properties. The NCC leases properties to finance their restoration, life cycle management and protection, and in order to ensure that commercial properties in its rental portfolio reflect the character of and vision for Canada's Capital Region. The NCC is also responsible for grounds maintenance for high-profile federal sites in the core area (e.g. Parliament Hill and the Supreme Court of Canada). In addition, the NCC acquires and disposes of lands in accordance with its long-term plans and vision for the Capital, in order to ensure optimal use of its existing assets. The NCC also makes payments in lieu of (property) taxes on its portfolio of lands and properties.

A table presenting key projects of the Multi-Year Capital Program for 2014–2015 to 2016–2017 can be found in Appendix D.

➤ Environmental Protection and Conservation

Protecting and conserving NCC lands and natural heritage builds on the NCC's long-standing tradition of good environmental stewardship. Environmental assessment, monitoring and decontamination ensure that projects and activities can be undertaken on NCC lands with minimal risk to the environment. The NCC participates in the Federal Contaminated Sites Action Plan to secure funding for site assessment and the decontamination of sites. The NCC has a team of conservation officers to ensure that the use of NCC natural areas by residents and visitors respects the need to protect wildlife, including species at risk. A comprehensive and long-term natural resource management program is in place to increase scientific understanding and better manage and conserve the NCC's lands and its many 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. The NCC, as steward of the six official residences in Canada's Capital Region, ensures that the residences are furnished, maintained and rehabilitated to safeguard their historical character, as well as to provide safe and appropriate accommodations for Canada's official leaders. These inspiring properties and grounds must also be maintained to conduct important state events and ceremonies. The NCC's responsibilities include the provision of grounds maintenance, floral and design services, greenhouse operations, and horticultural expertise; the creation and application of interior design; the implementation of renewal projects; and the selection of furniture and artifacts for the Crown collection. Long-term rehabilitation plans are carried out according to funding allocated by the government, with an emphasis on health and safety issues, as well as the preservation of the Capital Region's symbolic national heritage assets.

➤ Outdoor Experience

The objective of Outdoor Experience is to encourage Canadians to immerse themselves in, appreciate and enjoy the Capital's distinctive natural setting and human-made features, and understand their significance. The NCC provides access for visitors and residents in Canada's Capital Region to parks (including Gatineau Park); green spaces; recreational venues, such as the Rideau Canal Skateway, the Capital Pathway network, beaches, trails and campsites; and the Greenbelt. In addition to these venues, through programs such as Sunday Bikedays, Fall Rhapsody, and a variety of outdoor summer and winter activities, Canadians can experience the Capital in an active manner and appreciate the national significance of its natural assets.

INTERNAL SERVICES

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

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

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.



EXPECTED RESULT



EXPECTED RESULT

Capital Planning

Capital Stewardship and Protection

Long-Term Planning, and Design and Land Use Approvals

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

Transportation Planning

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

Land and Property Stewardship

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

Environmental Protection and Conservation

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

Official Residences

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

Outdoor Experience

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

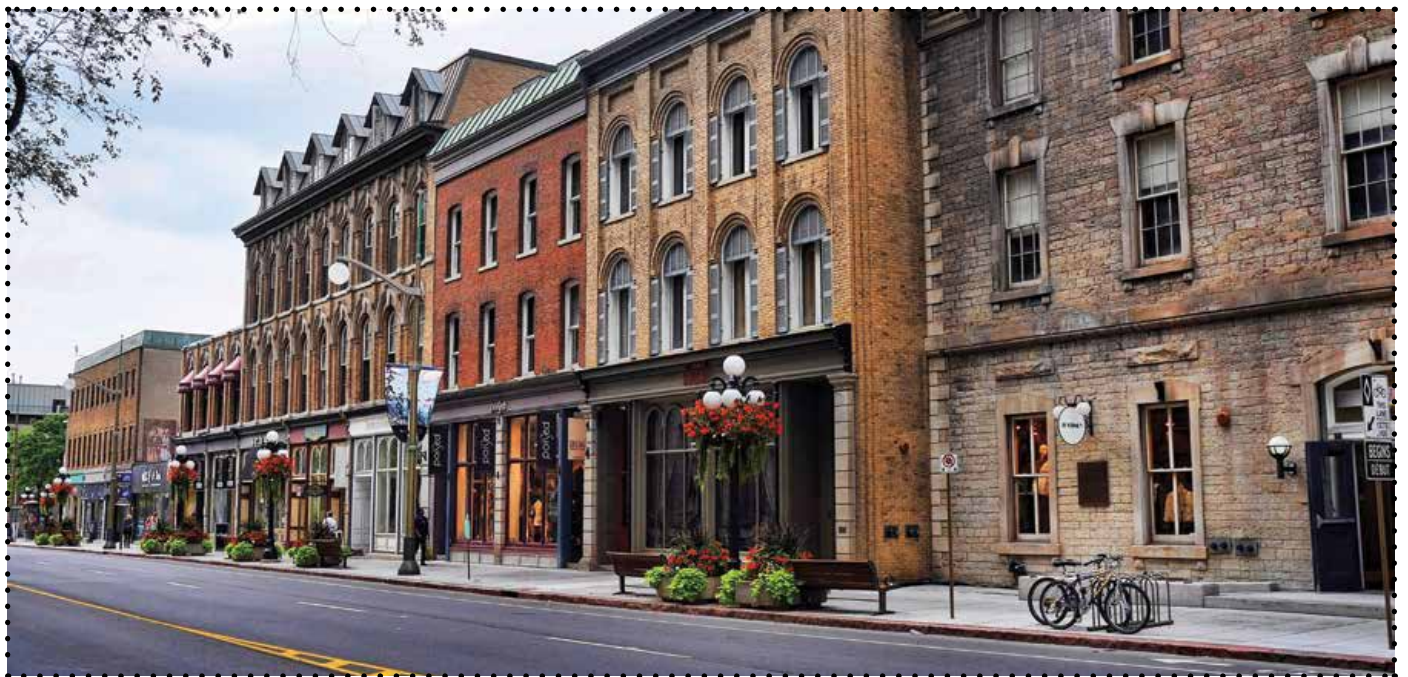


CORPORATE-WIDE OPERATIONAL SUPPORT

Internal Services

Governance, Management and Oversight Services

Resource Management Services



➤ **OPERATING CONTEXT**

OPERATING ENVIRONMENT

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.

ECONOMY

While the Canadian economy is expected to grow at a modest rate in 2015–2016, the government remains committed to responsible management of spending and ensuring fiscal balance. The NCC will continue to manage its operations while taking the current economic context into consideration. Throughout its operations, the NCC will ensure sound financial management, find operational efficiencies and optimize its business processes.

SOCIETY

Significant demographic and cultural shifts are occurring globally and nationally. The most significant trends are an aging population, an increase in immigration and high population growth in major metropolitan centres, including Canada's Capital Region. To adapt to these population trends, the NCC may need to re-examine how it delivers certain programs and services. For example, the NCC may have to rehabilitate its assets to meet universal accessibility requirements for the aging population.

In addition, increasing demands for openness and transparency, coupled with rapid advances in information technology, affect how people seek, share and use information. The importance of communicating proactively and effectively remains a priority for the NCC, especially in social media, an area in which the NCC has made significant efforts to achieve an increased reach.

URBAN PLANNING AND INFRASTRUCTURE

Urbanization in advanced economies is projected to be the most important driver of infrastructure development and rehabilitation. With the increasing importance of infrastructure investment and development in today's economy, the NCC continues to play a vital role in Canada's Capital Region through its long-term planning and stewardship functions, as well as through the federal land use, design and transaction approval process. With increasing population in the urban areas of the Capital Region, the NCC will continue to assess the impacts of densification and urban development on its lands as part of its planning role.

ENVIRONMENT

Projected growth in population, as well as urbanization and industrialization, are likely to continue to put pressure on the environment. As the steward of the Capital Region, the NCC will continue to preserve and protect the region's natural assets, and ensure their sustainability for current and future generations.

PARTNERSHIPS

Countries are increasingly using public–private partnership models for capital procurement and infrastructure projects, and Canada has made progress in the promotion, usage and implementation of these types of partnerships. The NCC has pursued a more collaborative approach with its partners and the public in planning the future development of Capital lands. The key shift in global and national partnering trends also points to opportunities for the NCC to continue to better leverage private sector financing and to innovate in the delivery of its projects.

FINANCIAL CONTEXT

In 2015–2016, the NCC's capital appropriations are estimated at \$24 million, operating appropriations at \$69 million, and revenues from leasing, easements and other sources are expected to reach \$36 million.

KEY CORPORATE RISKS

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

CAPACITY

Capacity risks relate to the NCC's ability to maintain sufficient financial resources, to have the appropriate employee skill sets and corporate memory in place, and to be resilient to a changing business environment in order to effectively deliver its mandate.

To mitigate this risk, the NCC will explore new ways of doing business; optimize business processes; ensure the optimal allocation and distribution of resources; implement tools to retain corporate memory; prioritize and adapt to changing needs; build corporate resilience to change; implement human resource planning, monitoring and performance management; and find new opportunities to generate revenues, and seek sponsorship and cost-sharing funding.

REPUTATION AND INFLUENCE

Reputation and influence risks relate to the NCC's ability to maintain a positive reputation and exert influence with partners, stakeholders, the public and elected officials. A loss of reputation may affect the NCC's ability to deliver its mandate.

To mitigate this risk, the NCC will use strong and proactive communications; provide quality client service; secure and leverage appropriate partnerships; and exercise influence in urban development and capital projects.

TRANSFORMATION

Transformation risks relate to the NCC's ability to successfully consolidate its actions and build on its century-old role of planner and steward of Canada's Capital Region in a modern and innovative way.

To mitigate this risk, the NCC will maintain relationships with the municipalities; reposition itself in response to its refocused mandate; proactively manage change; align strategic directions and corporate priorities with the mandate; and communicate its renewed course of action through engagement and government relations initiatives.



➤ **STRATEGIC DIRECTIONS, PRIORITIES, COMMITMENTS AND KEY EXPECTED OUTPUTS**

➤ HIGHLIGHTS FOR THE 2015–2016 TO 2019–2020 PLANNING PERIOD



1. LEBRETON REDEVELOPMENT

The NCC selected four proponents to propose plans for the future of LeBreton Flats. These teams will compete to imagine a world-class destination for all Capital visitors and residents, an inspiring place that demonstrates design excellence and innovation. The centrepiece will be an anchor public institution or attraction of major regional, national or international significance.



2. INTERIM IMPROVEMENTS TO LEBRETON FLATS

These improvements will create a hub for connectivity, a place of serenity and tranquility. This space will include a new home for the Fleck/Ahearn Fountain, in a symbolic setting with artistic horticultural design, interpretive elements and public art.



3. NATIONAL HOLOCAUST MONUMENT

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



4. SHORELINE IMPROVEMENTS

The NCC continues to identify signature sites for the Ottawa Riverfront Placemaking initiative, and will work with proponents toward future projects, such as a linear park stretching from Leamy Lake to the Université du Québec en Outaouais (UQO), and the improvement of other signature shoreline sites like Bate Island and Jacques-Cartier Park.



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

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



6. RICHMOND LANDING AND BRONSON PULP MILL RUINS

The NCC has initiated a project that will capitalize on the beauty and history of the shorelines, while optimizing public access and connectivity. This project will involve the creation of pathways and the enhancement of the Bronson Pulp Mill ruins.



7. NEPEAN POINT

The NCC will pursue the rehabilitation of Nepean Point, for which the design competition will be launched in 2015–2016 to renew the site, improve its accessibility and give it a unique character.



8. GATINEAU PARK

The NCC will also review and rehabilitate amenities in Gatineau Park to improve the visitor experience. The NCC will work with Gatineau Park user groups to optimize the recreational trail network, while reducing the ecological impacts of unofficial trails.

For the 2015–2016 to 2019–2020 planning period, three strategic directions set by the Board of Directors represent the NCC’s commitment to inspire excellence and build a dynamic, sustainable, inspiring Capital Region.

- **Plan, develop and improve the NCC’s assets such that they inspire Canadians with a lively and distinctive National Capital Region.**
- **Conserve built heritage of national interest, as well as natural assets and cultural landscapes under the NCC’s stewardship.**
- **Foster a cohesive Capital Region by strengthening community and government relations.**

To realize these strategic directions, the NCC will concentrate its efforts on six priorities. These represent the major commitments the NCC will undertake over the planning period. The NCC’s six corporate priorities are the following.

- 1. Make LeBreton Flats and the Chaudières and Albert islands a signature destination of national significance.**
- 2. Offer public access and new connections for Canadians to discover the shorelines and waterways.**
- 3. Modernize the NCC’s planning framework and complete the Plan for Canada’s Capital.**
- 4. Ensure the successful delivery of national commemorative projects.**
- 5. Be a value-added partner in Canada’s Capital Region.**
- 6. Demonstrate corporate excellence such that the NCC is recognized as an exemplary federal Crown corporation.**

In addition to its six corporate priorities, the NCC will also deliver programs, services and initiatives as part of its other commitments for the planning period to support the delivery of its mandate and its three strategic directions. The NCC’s other commitments relate to the following areas: stewardship of lands and properties; environmental protection and conservation; transportation planning; pedestrian and cycling initiatives; and outdoor experiences.

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

PRIORITY 1:

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

Located on the western edge of the heart of the Capital Region, LeBreton Flats and the Chaudières and Albert islands have played an important role in the evolution of Canada's Capital, and remain one of the last major urban development sites in the Capital's core. To realize the full potential of this area as a destination befitting the Capital, the NCC's priority is to make LeBreton Flats and the Chaudières and Albert islands a destination that is of national significance and world-class.

In support of this priority, the NCC will select a proponent to undertake the redevelopment of LeBreton Flats to include a new anchor institution. As well, the NCC will complete its interim development project to improve public access to LeBreton Flats. The NCC will also improve connectivity in the area over the next two years by completing projects to create linkages and improve access to historic sites at the Bronson Pulp Mill ruins and Richmond Landing, and to enhance the public experience of the Ottawa River shorelines and the islands. Finally, the NCC will support its partners, including the City of Ottawa and the Windmill Development Group, as they advance development projects for the area.

➤ KEY EXPECTED OUTPUTS

LeBreton Flats Redevelopment

Short-Term Target (2015–2016)

- Complete the request for proposals, and initiate negotiations with the selected proponent.

Long-Term Target

- By the end of 2016–2017, finalize the execution agreement with the proponent, and seek government approvals.

LeBreton Flats Interim Development

Short-Term Target (2015–2016)

- By September 2015, substantially complete the interim development project.

Windmill Development Group “Zibi” Project

Short-Term Target (2015–2016)

- Define federal interests, with respect to lands required for Windmill Development Group's “Zibi” project, and prepare for land transfer negotiations.

Bronson Pulp Mill Ruins and Richmond Landing Public Access

Short-Term Target (2015–2016)

- By early 2016, complete the final design for the sites.

Long-Term Target

- By June 2017, open the sites for public use.

PRIORITY 2:

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

Canada's Capital sits at the confluence of three rivers (the Ottawa, Gatineau and Rideau rivers), with the Rideau Canal winding through the heart of the Capital Region. As historically significant features of the region, these waterways and their shorelines are used for recreation, and they provide important meeting places and scenic views of the region. The NCC's priority is to improve public access and offer new connections to allow Canadians and visitors to discover the shorelines and waterways in Canada's Capital Region.

In support of this priority, the NCC will develop an action plan to implement its long-term vision for the shorelines. This would include examining potential options to establish future waterfront linear parks along the shorelines of the Ottawa River, next to the Sir John A. Macdonald Parkway in Ontario, and along the shorelines between the Ruisseau de la Brasserie (Brewery Creek) and Leamy Lake in Quebec. In addition, the NCC will explore conceptual options for infrastructure in order to improve connections and allow users to discover the natural beauty and features of the shorelines and waterways in the Capital Region.

➤ **KEY EXPECTED OUTPUTS**

Shoreline and Waterway Improvements

Short-Term Targets (2015–2016)

- Complete the vision and plan for a linear park along the shorelines of the Sir John A. Macdonald Parkway and the north shore of the Ottawa River between Brewery Creek and Leamy Lake, for inclusion in the NCC master plan.

PRIORITY 3:

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

The NCC and its predecessors have been responsible for the long-term planning of the Capital Region for over 100 years. In continuing this long tradition, the NCC's priority is to modernize its planning framework, and complete the update to the Plan for Canada's Capital. This will ensure that the NCC's planning tools will remain current in order to achieve its vision for the continued evolution of the Capital Region over the next 50 years, as set out in the Plan for Canada's Capital.

As part of its efforts, the NCC will develop required supporting policies to align with the objectives of the planning framework and the Plan for Canada's Capital. In addition, the NCC will complete an exercise to optimize its non-NILM land assets (i.e. those lands that fall outside the criteria defined for the NILM). The objective of this exercise is to review and identify the best-value scenario for these properties on a short- (one to five years), medium- (five to 10 years) and long-term (over 10 years) basis. Through this exercise, the NCC may identify possible alternative uses and opportunities for its non-NILM land assets. This could, in certain cases, include selling non-NILM lands to the private sector in a non-contentious and transparent manner.

➤ **KEY EXPECTED OUTPUTS**

Plan for Canada's Capital

Short-Term Target (2015–2016)

- Finalize the revised Plan for Canada's Capital.

NCC Master Plan

Short-Term Target (2015–2016)

- Complete the Capital urban lands chapter of the NCC master plan.

Non-NILM Lands Optimization

Short-Term Target (2015–2016)

- Complete the non-NILM lands optimization exercise.

PRIORITY 4:

Ensure the successful delivery of national commemorative projects.

The Capital Region is the home of many commemorative sites that honour significant historical anniversaries, national events and accomplishments. The NCC's priority is to continue to support and facilitate the Government of Canada's and Canadian Heritage's plans for national commemorations by ensuring the successful delivery of commemorative projects within a long-term planning vision.

In support of this priority, the NCC will exercise its federal land use and design authorities to grant approvals for the establishment of national commemorative monuments to be built in the Capital Region over the planning period. The NCC will also provide, on behalf of Canadian Heritage, technical expertise and project management for construction services in the establishment of national commemorative monuments. The NCC will collaborate with other federal government partners in the development of a vision for military commemorations in the Capital and the establishment of a national memorial route. In addition, the NCC will seek opportunities to collaborate with public- and private-sector partners on initiatives to showcase its assets and lands in support of the Government of Canada's celebrations for the 150th anniversary of Confederation in 2017.

➤ **KEY EXPECTED OUTPUTS**

National Holocaust Monument

Short-Term Target (2015–2016)

- By fall 2015, substantially complete the installation of the National Holocaust Monument.

Capital Military Commemorations Plan

Short-Term Target (2015–2016)

- Complete the Capital Military Commemorations Plan.

PRIORITY 5:

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

To foster a cohesive Capital Region, the NCC's priority is to be a value-added partner that advocates for, and contributes to, promoting excellence and raising the standard of the Capital. The NCC will pursue this priority when it leads initiatives for the continued planning and stewardship of Canada's Capital Region, as well as when it collaborates with partners within and outside the Capital Region. Central to the NCC's approach will be a continuous focus on engagement, where the NCC will build awareness and strengthen strategic alliances and identify partnership opportunities with the community, elected officials and government representatives, as well as with a broad spectrum of stakeholders.

➤ **KEY EXPECTED OUTPUT**

Stakeholder, Government and Community Relations Plan

Short-Term Target (2015–2016)

- Develop and implement a comprehensive plan for stakeholder, intergovernmental and community relations focusing on engagement, consultation and awareness building.

PRIORITY 6:

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

For all its operations, the NCC's priority is to demonstrate corporate excellence as an exemplary federal Crown corporation. In support of this priority, the NCC will ensure the sound financial management and efficiency of its operations by reviewing the corporation's financial framework and by continuing with its business optimization initiative. As part of its efforts to improve corporate performance, accountability and decision making, the NCC will pursue the phased-in implementation of a performance measurement framework for its business activities. The NCC will implement a renewed corporate image, and a multi-tiered communications strategy to reach out, build awareness, and communicate the corporation's role and added value as the planner and steward of Canada's Capital Region. Finally, to provide exemplary service to its clients, the NCC will review its client relationship management framework to identify areas where the corporation may enhance its service to Canadians.

➤ **KEY EXPECTED OUTPUTS**

Business Optimization Initiative

Short-Term Target (2015–2016)

- Review and streamline all financial processes and systems, including budgeting, financial reporting and procurement.

Long-Term Target

- By the end of 2016–2017, finalize a review of asset management processes and systems.

Accommodations Strategy

Short-Term Targets (2015–2016)

- Implement a strategy to optimize the NCC's needs for its headquarters.

Performance Measurement Framework

Short-Term Target (2015–2016)

- By fall 2015, complete the initial development and implementation of the performance measurement framework.

Long-Term Target

- By fall 2016, identify additional required performance data for a more robust performance measurement framework.

Corporate Image and Communications Strategy

Short-Term Target (2015–2016)

- Implement a renewed corporate image, and leverage a multi-tiered proactive communications strategy to support the NCC's mandate and added-value role in the Capital Region.

Client Relationship Management Framework

Short-Term Target (2015–2016)

- Complete a review of the NCC's client relationship management approach, focusing on addressing client issues in order that they may be promptly resolved, and lead to long-term positive relationships.

The following sections summarize the specific plans that the NCC will deliver for its other commitments over the course of the planning period.

STEWARDSHIP OF LANDS AND PROPERTIES

The NCC will ensure that its portfolio of lands and built assets is managed, maintained, rehabilitated and protected. As part of its efforts, the NCC will undertake priority capital investments and rehabilitation projects identified in the Multi-Year Capital Program to address aging infrastructure, life cycle management, and health and safety issues. The NCC will also undertake works to maintain, rehabilitate, and improve the health, safety and security of the official residences. In addition, the NCC will work toward the rehabilitation of Nepean Point, for which a design competition will be launched to solicit concepts to renew the site, improve access and give it a unique character.

➤ KEY EXPECTED OUTPUTS

Nepean Point Rehabilitation

Short-Term Target (2015–2016)

- Launch a design competition for the redevelopment of Nepean Point.

Long-Term Target

- By the end of 2017–2018, initiate the rehabilitation project for Nepean Point.

Official Residences

Short-Term Targets (2015–2016)

- Implement required projects to maintain, rehabilitate, and improve the health, safety and security of the official residences.

Long-Term Target

- By the end of 2016–2017, complete the operations zone at the Rideau Hall campus.

ENVIRONMENTAL PROTECTION AND CONSERVATION

As the steward of federal lands in Canada's Capital Region, the NCC will build alliances with municipalities and stakeholders to jointly conserve, protect and manage its lands, green spaces, urban parks, Gatineau Park and the Greenbelt, in order that current and future generations may use, enjoy and appreciate these natural settings. This will include progressing with site assessments and the decontamination of NCC-owned properties, including those that have funding under the Federal Contaminated Sites Action Plan. In addition, the NCC will implement a management strategy to minimize the impacts of the emerald ash borer in priority areas of the Capital Region.

➤ KEY EXPECTED OUTPUTS

Decontamination of NCC Lands

Short-Term Target (2015–2016)

- Complete site assessments and remediation projects on NCC lands.

Invasive Species

Short-Term Target (2015–2016)

- Implement a multi-year (2015–2016 to 2019–2020) strategy for dead and dying trees affected by the emerald ash borer that pose a risk to public safety and property.

TRANSPORTATION PLANNING

The NCC will take a pragmatic approach to transportation planning, focusing on its assets and collaborating with partners on key transportation files in Canada's Capital Region, as required. The NCC will continue to work with the City of Ottawa, as the City advances plans for Phase 2 of the Ottawa light rail transit project. As well, the NCC will provide input to the Ville de Gatineau and Société de transport de l'Outaouais on their process to evaluate further expansions to the Rapibus system.

➤ KEY EXPECTED OUTPUT

Ottawa Light Rail Transit Phase 1

Short-Term Target (2015–2016)

- Finalize the transfer agreement for lands to be conveyed to the City of Ottawa for permanent and temporary use as part of Phase 1 of the Ottawa light rail transit system.

PEDESTRIAN AND CYCLING INITIATIVES

The NCC will ensure that its multi-use pathways provide safe and enjoyable routes that allow for public access and connections by pedestrians, cyclists and other users to key destinations within the Capital Region, while not impeding motor vehicle traffic.

➤ KEY EXPECTED OUTPUT

Fifth Avenue and Clegg Street Crossing

Short-Term Target (2015–2016)

- Improve cyclist and pedestrian safety by constructing a new crossing at Fifth Avenue and Clegg Street.

OUTDOOR EXPERIENCES

The NCC will encourage the use of its natural and built assets by residents and visitors in Canada's Capital Region, in order that these assets may be enjoyed and appreciated, that they may serve as stages for national events and celebrations, and that they may be used to showcase and celebrate Canadian heritage and history. This includes Gatineau Park, the Greenbelt, urban parks, shorelines, green spaces, the Rideau Canal Skateway and other recreational venues. As part of its approach, the NCC will balance the needs of users with conservation and stewardship principles.

➤ KEY EXPECTED OUTPUTS

Event and Festival Guidelines

Long-Term Target

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

Gatineau Park and the Greenbelt

Short-Term Targets (2015–2016)

- Rehabilitate visitor amenities to increase site visitation and use in the Pontiac sector of Gatineau Park.
- Collaborate with the municipalities surrounding Gatineau Park to enhance programming that will attract visitors to their respective sectors during Fall Rhapsody.

Long-Term Targets

- By the end of 2017–2018, install new signage to better identify key points of entry to the Greenbelt.
- By the end of 2018–2019, complete the rehabilitation of the campground at Philippe Lake in Gatineau Park to increase site visitation and use, and maximize camping revenues.



➤ **FINANCIAL TABLES**

➤ OPERATING BUDGET FOR THE YEARS ENDING MARCH 31, 2014 TO 2016

(IN THOUSANDS OF DOLLARS)

	2015-2016 Budget	2014-2015 Budget	2014-2015 Forecast	2014-2015 Variance	2013-2014 Budget	2013-2014 Actual	2013-2014 Variance
➤ FUNDING							
Operating appropriations	69,056	64,737	67,860	3,123	72,153	78,190	6,037
Revenues	36,060	29,553	28,338	(1,215)	29,750	34,781	5,031
Funding from the Acquisition and Disposal Fund	756	626	413	(213)	622	315	(307)
Total funding	105,872	94,916	96,611	1,695	102,525	113,286	10,761
➤ EXPENDITURES							
Capital Planning ¹	2,584	3,530	2,641	889	4,799	3,935	864
Capital Stewardship and Protection ²	76,768	74,080	72,550	1,530	61,998	63,925	(1,927)
Capital Experience	n/a	n/a	n/a	n/a	20,132	8,257	11,875
Internal Services	32,870	30,277	32,314	(2,037)	28,717	34,767	(6,050)
Total operating expenditures	112,222	107,887	107,505	382	115,646	110,884	4,762
➤ EXCESS OF EXPENDITURES OVER FUNDING	(6,350)	(12,971)	(10,894)	2,077	(13,121)	2,402	15,523
➤ CARRY-OVER AT BEGINNING OF YEAR	34,808	56,412	55,702	(710)	47,856	53,300	5,444
Realignment between capital and operating carry-over	0	(10,000)	(10,000)	0	0	0	0
➤ CARRY-OVER AT END OF YEAR	28,458	33,441	34,808	1,367	34,735	55,702	20,967

1. Reflects the program, not the organizational structure

2. Ibid.

➤ CAPITAL BUDGET FOR THE YEARS ENDING MARCH 31, 2014 TO 2016

(IN THOUSANDS OF DOLLARS)

➤ FUNDING

	2015-2016 Budget	2014-2015 Budget	2014-2015 Forecast	2014-2015 Variance	2013-2014 Budget	2013-2014 Actual	2013-2014 Variance
Capital appropriations	23,665	23,630	23,665	35	37,565	27,971	(9,594)
Funding from the Acquisition and Disposal Fund	2,000	4,000	892	(3,108)	4,000	1,855	(2,145)
Total funding	25,665	27,630	24,557	(3,073)	41,565	29,826	(11,739)

➤ EXPENDITURES

Capital Stewardship and Protection

Confederation Boulevard program	577	3,234	5,170	(1,936)	2,100	790	1,310
Automated parking management system	0	1,300	1,500	(200)	600	0	600
Culvert and parkway rehabilitation, Gatineau Park	300	0	625	(625)	0	450	(450)
Property rehabilitation, Sussex Drive	900	0	1,110	(1,110)	1,780	903	877
Official residences program	4,072	3,100	3,413	(313)	5,500	6,156	(656)
Property rehabilitation, 161 Middle Street	0	585	777	(192)	0	515	(515)
Rehabilitation program, rental properties	160	2,010	2,210	(200)	2,345	1,656	689
Property rehabilitation, 30 Metcalfe Street and 100 Sparks Street	3,567	0	0	0	0	0	0
Electrical infrastructure, Greenbelt Research Farm	0	500	513	(13)	0	325	(325)
Redevelopment, 7 Clarence Street	2,137	1,275	739	536	0	781	(781)
LeBreton Flats redevelopment	3,838	6,666	2,715	3,951	5,567	3,298	2,269
Nepean Point rehabilitation	0	2,700	496	2,204	500	479	21
Site rehabilitation, Confederation Park	0	0	25	(25)	0	0	0
Site development, Bronson Pulp Mill ruins	620	700	180	520	0	0	0
Site development, Richmond Landing	530	700	50	650	0	0	0
Gatineau Park rehabilitation program	366	470	1,381	(911)	800	1,091	(291)
Leamy Creek bridge reconstruction	685	0	101	(101)	0	73	(73)
Greenbelt entrances	360	0	25	(25)	0	0	0
Pathway and trail rehabilitation program	150	250	539	(289)	807	767	40
Other projects and programs	7,086	7,116	6,232	884	10,464	10,509	(45)

	25,348	30,606	27,801	2,805	30,463	27,793	2,670
Real property acquisitions	2,000	4,000	892	3,108	4,000	1,855	2,145
	27,348	34,606	28,693	5,913	34,463	29,648	4,815

➤ ALL PROGRAMS — Equipment

	2,920	480	1,141	(661)	895	565	330
Total capital expenditures	30,268	35,086	29,834	5,252	35,358	30,213	5,145

➤ EXCESS OF EXPENDITURES OVER FUNDING

	(4,603)	(7,456)	(5,277)	2,179	6,207	(387)	(6,594)
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➤ CARRY-OVER AT BEGINNING OF YEAR

	20,330	17,606	15,607	(1,999)	13,541	15,994	2,453
Realignment between capital and operating carry-over	0	10,000	10,000	0	0	0	0

➤ CARRY-OVER AT END OF YEAR

	15,727	20,150	20,330	180	19,748	15,607	(4,141)
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➤ STATEMENT OF FINANCIAL POSITION AS AT MARCH 31, 2014 TO 2020

(IN THOUSANDS OF DOLLARS)

➤ FINANCIAL ASSETS

	2013-2014 Actual	2014-2015 Forecast	2015-2016 Projection	2016-2017 Projection	2017-2018 Projection	2018-2019 Projection	2019-2020 Projection
Cash and cash equivalents	95,432	20,884	21,405	21,370	20,961	20,797	20,083
Cash and cash equivalents restricted to light rail transit	74,679	68,353	69,316	70,293	71,354	72,432	0
Accounts receivable							
Federal government departments and agencies	5,632	4,520	4,520	4,520	4,520	4,520	4,520
Tenants and others	2,098	1,684	1,684	1,684	1,684	1,684	1,684
Investments	27,957	87,833	78,370	62,393	56,331	54,253	65,934
	205,798	183,274	175,295	160,260	154,850	153,686	92,221

➤ LIABILITIES

Accounts payable and accrued liabilities							
Federal government departments and agencies	1,008	1,144	1,144	1,144	1,144	1,144	1,144
Others	16,709	18,958	18,958	18,958	18,958	18,958	18,958
Light rail transit	73,628	66,415	66,491	66,581	66,755	66,946	0
Provision for environmental cleanup	24,224	22,647	21,167	19,885	18,927	18,483	18,483
Employee future benefits	4,243	3,964	4,071	4,181	4,296	4,414	4,538
Deferred rental revenue	8,305	8,070	7,835	7,600	7,365	7,130	6,895
Other liabilities	4,494	4,098	3,901	3,704	3,507	3,310	3,176
	132,611	125,296	123,567	122,053	120,952	120,385	53,194
➤ NET FINANCIAL ASSETS	73,187	57,978	51,728	38,207	33,898	33,301	39,027

➤ NON-FINANCIAL ASSETS

Tangible capital assets	586,542	597,846	608,694	625,306	632,439	638,082	641,684
Prepaid expenses	2,445	2,610	2,610	2,610	2,610	2,610	2,610
Other non-financial assets	1,375	1,198	1,021	844	667	490	313
	590,362	601,654	612,325	628,760	635,716	641,182	644,607
➤ ACCUMULATED SURPLUS	663,549	659,632	664,053	666,967	669,614	674,483	683,634

STATEMENT OF OPERATIONS AND ACCUMULATED SURPLUS FOR THE YEARS ENDING MARCH 31, 2014 TO 2020

(IN THOUSANDS OF DOLLARS)

	2013-2014 Actual	2014-2015 Forecast	2015-2016 Projection	2016-2017 Projection	2017-2018 Projection	2018-2019 Projection	2019-2020 Projection
➤ REVENUES							
Rental operations and easements	21,281	20,014	20,840	21,094	20,496	21,241	20,487
Interest	2,371	2,614	2,144	1,982	1,888	1,839	2,663
Headquarters sublease	2,338	2,080	2,216	2,994	3,025	3,057	3,072
User access fees	2,728	2,461	2,544	2,544	2,544	2,544	2,544
Recoveries	2,291	1,578	8,242	1,371	1,149	1,149	1,149
Other revenues	1,309	89	596	501	436	436	436
Net gain on disposal of tangible capital assets	0	0	3,570	700	700	700	5,198
	<u>32,318</u>	<u>28,836</u>	<u>40,152</u>	<u>31,186</u>	<u>30,238</u>	<u>30,966</u>	<u>35,549</u>
➤ EXPENSES							
Capital Planning	4,335	2,641	2,584	1,928	1,898	1,899	1,899
Capital Stewardship and Protection	69,982	88,469	92,124	79,478	78,763	77,648	77,861
Capital Experience	11,663	0	0	0	0	0	0
Internal Services	29,271	33,168	33,744	33,573	33,637	33,414	33,502
	<u>115,251</u>	<u>124,278</u>	<u>128,452</u>	<u>114,979</u>	<u>114,298</u>	<u>112,961</u>	<u>113,262</u>
➤ DEFICIT BEFORE FUNDING FROM THE GOVERNMENT OF CANADA	<u>(82,933)</u>	<u>(95,442)</u>	<u>(88,300)</u>	<u>(83,793)</u>	<u>(84,060)</u>	<u>(81,995)</u>	<u>(77,713)</u>
➤ FUNDING FROM THE GOVERNMENT OF CANADA							
Parliamentary appropriations for operating expenditures	71,839	67,860	69,056	64,327	64,327	64,484	64,484
Parliamentary appropriations for tangible capital assets	27,823	23,665	23,665	22,380	22,380	22,380	22,380
	<u>99,662</u>	<u>91,525</u>	<u>92,721</u>	<u>86,707</u>	<u>86,707</u>	<u>86,864</u>	<u>86,864</u>
Transferred Activities							
Deficit due to Canadian Heritage transfer	(1,146)	0	0	0	0	0	0
➤ SURPLUS (DEFICIT) FOR THE YEAR	15,583	(3,917)	4,421	2,914	2,647	4,869	9,151
➤ ACCUMULATED SURPLUS AT BEGINNING OF YEAR	647,966	663,549	659,632	664,053	666,967	669,614	674,483
➤ ACCUMULATED SURPLUS AT END OF YEAR	<u>663,549</u>	<u>659,632</u>	<u>664,053</u>	<u>666,967</u>	<u>669,614</u>	<u>674,483</u>	<u>683,634</u>



STATEMENT OF CHANGE IN NET FINANCIAL ASSETS FOR THE YEARS ENDING MARCH 31, 2014 TO 2020

(IN THOUSANDS OF DOLLARS)

	2013-2014 Actual	2014-2015 Forecast	2015-2016 Projection	2016-2017 Projection	2017-2018 Projection	2018-2019 Projection	2019-2020 Projection
➤ SURPLUS (DEFICIT) FOR THE YEAR	15,583	(3,917)	4,421	2,914	2,647	4,869	9,151
Acquisition and improvement of tangible capital assets	(25,962)	(28,589)	(29,997)	(34,850)	(25,861)	(24,581)	(24,633)
Amortization of tangible capital assets	17,443	17,285	17,619	17,938	18,428	18,638	18,804
Net gain (loss) on disposal of tangible capital assets	902	0	(3,570)	(700)	(700)	(700)	(5,198)
Proceeds from disposal of tangible capital assets	1,773	0	5,100	1,000	1,000	1,000	7,425
Write-downs of tangible capital assets	808	0	0	0	0	0	0
Loss on transfer of tangible capital assets to Canadian Heritage	1,671	0	0	0	0	0	0
	(3,365)	(11,304)	(10,848)	(16,612)	(7,133)	(5,643)	(3,602)
Change in prepaid expenses	327	(165)	0	0	0	0	0
Change in other non-financial assets	178	177	177	177	177	177	177
	505	12	177	177	177	177	177
➤ INCREASE (DECREASE) IN NET FINANCIAL ASSETS	12,723	(15,209)	(6,250)	(13,521)	(4,309)	(597)	5,726
➤ NET FINANCIAL ASSETS AT BEGINNING OF YEAR	60,464	73,187	57,978	51,728	38,207	33,898	33,301
➤ NET FINANCIAL ASSETS AT END OF YEAR	73,187	57,978	51,728	38,207	33,898	33,301	39,027

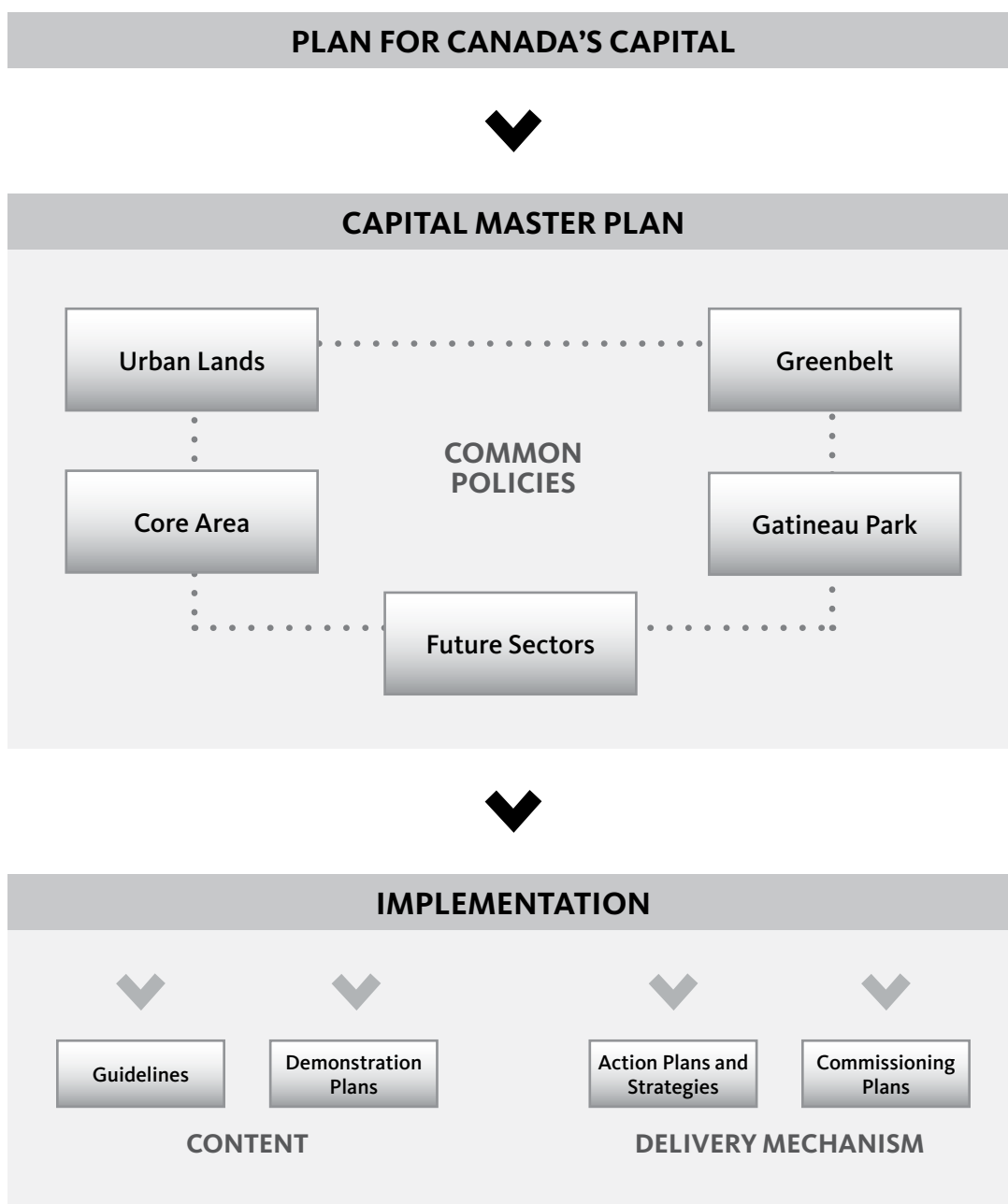
➤ STATEMENT OF CASH FLOWS FOR THE YEARS ENDING MARCH 31, 2014 TO 2020

(IN THOUSANDS OF DOLLARS)

	2013-2014 Actual	2014-2015 Forecast	2015-2016 Projection	2016-2017 Projection	2017-2018 Projection	2018-2019 Projection	2019-2020 Projection
Cash flows provided (used) by operating activities	3,341	(14,829)	(6,476)	(3,225)	(2,290)	383	(66,640)
Cash flows provided (used) by capital activities	(5,555)	(6,169)	(1,503)	(11,810)	(3,120)	(1,547)	5,175
Cash flows provided (used) by investing activities	17,772	(59,876)	9,463	15,977	6,062	2,078	(11,681)
➤ INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS	15,558	(80,874)	1,484	942	652	914	(73,146)
➤ CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR	154,553	170,111	89,237	90,721	91,663	92,315	93,229
➤ CASH AND CASH EQUIVALENTS AT END OF YEAR	170,111	89,237	90,721	91,663	92,315	93,229	20,083



➤ **APPENDICES**





(IN THOUSANDS OF DOLLARS)

	2014–2015 Forecast		2015–2016 Projection		2016–2017 Projection	
Roads and Bridges						
Confederation Boulevard program	5,170		577		750	
Automated parking management system	1,500		0		0	
Culvert and parkway rehabilitation, Gatineau Park	625		300		1,300	
Rehabilitation, other roads and bridges	1,598		655		250	
	8,893	32%	1,532	6%	2,300	7%
Historical Properties						
Property rehabilitation, Sussex Drive	1,110		900		970	
Official residences program	3,413		4,072		6,074	
Property rehabilitation, 161 Middle Street	777		0		0	
Rehabilitation, other historical properties	1,666		505		0	
	6,966	25%	5,477	22%	7,044	23%
Rental Properties						
Rehabilitation program, rental properties	2,210		160		160	
Property rehabilitation, 30 Metcalfe Street and 100 Sparks Street	0		3,567		0	
Electrical infrastructure, Greenbelt Research Farm	513		0		0	
Redevelopment, 7 Clarence Street	739		2,137		887	
	3,462	12%	5,864	23%	1,047	3%
Development Properties						
LeBreton Flats redevelopment	2,715	10%	3,838	15%	3,250	11%
Green Assets						
Nepean Point rehabilitation	496		0		0	
Site rehabilitation, Confederation Park	25		0		250	
Site development, Bronson Pulp Mill	180		620		3,600	
Site development, Richmond Landing	50		530		3,920	
Gatineau Park rehabilitation program	1,381		366		500	
Leamy Creek bridge reconstruction, Voyageurs Pathway	101		685		2,436	
Greenbelt entrances	25		360		595	
Pathways and trail rehabilitation program	539		150		300	
Other green asset projects and programs	1,109		400		30	
	3,906	14%	3,111	12%	11,631	38%
Other						
Recreational facilities	1,092		0		0	
Other projects and programs	767		5,526		5,493	
	1,859	7%	5,526	22%	5,493	18%
	27,801		25,348		30,765	

