



# *National Capital Commission*

**2004–2005 to 2008–2009**  
Summary of the Corporate Plan

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## Message from the Chairperson

Commitment to National Purpose



*Since 1899, the National Capital Commission (NCC) and its predecessors have been working to plan and create a great Canadian Capital, one that belongs to and represents all Canadians. Millions of Canadians and foreign travellers visit the Capital every year or see it on national and international broadcasts. It is the NCC's mission to ensure that the Capital they encounter is one that inspires pride and interest — one that evokes a strong and positive sense of what it means to be Canadian.*

The results of this national effort have been extraordinary. Imagine the Capital without the creative work of the past century. Industry would still crowd the banks of the Rideau Canal and the Gatineau shoreline. There would be no Greenbelt and, no Gatineau Park offering recreation and access to nature on the Capital's very doorstep. There would be no Mile of History on Sussex Drive, no Confederation Boulevard, where the number of Canadian institutions building impressive public facilities continues to grow. Winterlude and Canada Day would be small local events, and the Rideau Canal would go to sleep every winter instead of bursting into colour and motion as the Rideau Canal Skateway.



These are only a few of the NCC's past achievements, a few of the areas in which Canadians can encounter Canada in the Capital. And there is more to come. The NCC is hard at work to ensure that the successes of the future equal those of the past. Over the next few years, the corporation will focus on the revitalization of the core area — in particular, the rejuvenation of LeBreton Flats and the rehabilitation of Capital shorelines (for example, new public spaces on Victoria and Chaudière islands). The NCC will also be working to enhance the programming of these central areas so that they continue to fulfill a national vocation.

However, if the record of sustained creativity is to continue, the corporation needs the support of the local constituency. It has to do more to make its role, responsibilities and achievements better known to federal and municipal partners and to the general public. That is why the NCC instituted an annual general meeting three years ago and opened it to the public. It has also strengthened its public consultation processes through meetings with special interest groups and, in years to come, will continue to improve the two-way flow of information between the NCC and the local constituency also to generate understanding and support.

Support is not the only issue. The NCC is the single-largest landowner in Canada's Capital Region. Its assets give rise to substantial fixed costs in the form of Payments-in-lieu-of-taxes as well as rehabilitation, maintenance and operational costs. With federal appropriations and buying power considerably

less than they were a decade ago, the NCC needs to be inventive and flexible in order to carry out its mission. The sale of surplus land — that is, parcels of land without national vocation — has acted as a stopgap. However, the NCC has to find new sources of permanent funding and revenue generation to cover its costs, ensure health and safety, maintain its assets to an appropriate level of quality and protect the Capital environment.

Security is another concern. For decades now, the NCC has been developing a rich array of flagship programs to communicate Canada to Canadians and create pride and unity. Since September 11, 2001, however, the corporation has had to re-examine programming, not only in light of an evolving nation, but also in terms of public safety. The challenge of providing security without sapping the vigour of programming will continue to preoccupy the NCC in years to come.

As a Crown corporation, the NCC is guided by a strong sense of national purpose — namely, to create a Capital that is a living symbol of the country it represents. To achieve that goal, the NCC will continue to apply rigorous management principles to its operations. It will continue to position the NCC as an employer of choice, providing its employees with appropriate training and technology; making sure that clearly defined values, good succession and business continuity plans are in place. Only by striving for excellence in its projects and programs can the NCC give Canadians the Capital that they truly deserve.

Marcel Beaudry  
Chairperson



## Mission

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

## Mandate

*Creating the Capital — In 1959, Parliament created the National Capital Commission (NCC) with a mandate to develop a Capital that would reflect Canada as it evolved into a great modern state. To achieve that goal, the NCC has over the years acquired ownership of more than 470 square kilometres of land in a region that stretches out over 4,715 square kilometres on both sides of the Ottawa River in Ontario and Quebec (see Appendix A). Today, the NCC is the single-largest landowner in the National Capital Region (NCR).*

### Legislation

The *National Capital Act* of 1958, amended in 1988, directs the NCC:

- to prepare plans for and to assist in the development, conservation and improvement of the NCR in order that the nature and character of the seat of the Government of Canada may be in accordance with its national significance; and
- to organize, sponsor or promote such public activities and events in the NCR as will enrich the cultural and social fabric of Canada, taking into account the federal character of Canada, the equality of status of the official languages of Canada and the heritage of the people of Canada.

The NCC's mandate includes: coordinating the policies and programs of the Government of Canada respecting the organization, sponsorship or promotion by federal departments of public activities and events related to the NCR; and approving the design of buildings and land use, as well as any changes in use relating to federal lands in the NCR.

### Crown Corporation Status

Crown corporation status means that the NCC is subject to the accountability regime set out in Part X of the *Financial Administration Act*. It gives the NCC the managerial independence needed to guide the development of federal lands in the Capital over the long term, the flexibility to harmonize its plans with those of other levels of government in the region and the power to enter into productive partnerships. The NCC is governed by a national board of directors (the Commission) and, as an organization within the Canadian Heritage Portfolio, reports to Parliament through the Minister of Canadian Heritage.

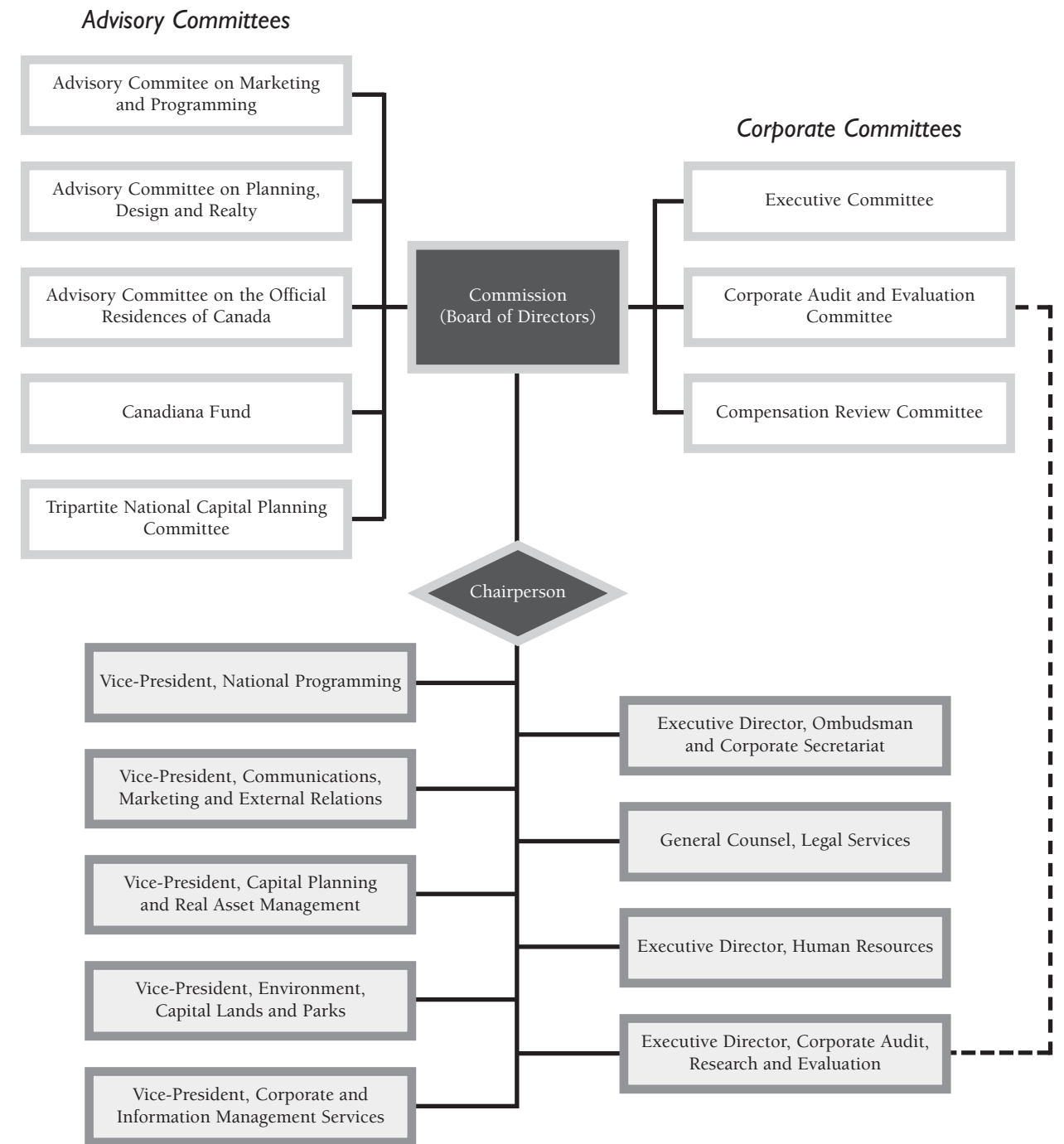
### Organization

The chart on the next page illustrates reporting relationships between the Commission, the various committees (both corporate and advisory), the Chairperson and senior executives.

### Activities and Products

The NCC operates in three main sectors — Animating and Promoting the National Capital Region, Planning the National Capital Region and Real Asset Management and Development — with the support of a fourth sector, Corporate Services.

## Structure of the National Capital Commission



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

## Public Accountability

*The NCC has contributed significantly to the quality of life in the Capital, yet the corporation is not widely recognized locally or nationally for its important achievements. The NCC must generate more public support for the long-term task of building the Capital. Today's public demands that its government be open and accountable. The NCC needs to continually improve the effectiveness of communications for its projects, and the resulting public benefits, making use of a wide range of communications tools to promote the corporation and its work.*

### Programming for the Future

The NCC promotes Canadian values, pride and unity through sites, events, activities and commemorations that represent Canada in the Capital Region. The challenge of adequately reflecting the country's evolving demographics and remaining sensitive to cultural diversity involves the corporation in an ongoing process of programming review and adaptation within existing financial resources.

### Environmental Management

The work of ensuring a sustainable environment on behalf of future generations of Canadians is more difficult in the context of rapid urban growth. The NCC must find new ways to balance increasing demand for public access to its lands against the requirements of stewardship. A growing number of health threats — for example, the West Nile Virus — require that strong and flexible plans be in place to deal with emergencies. In addition, the NCC will face workload increases as it becomes subject to more stringent environmental legislation, such as the *Canadian Environmental Assessment Act*, in 2006.

### Security

Public safety is still an issue in the wake of September 11, 2001, and one that affects how programming is delivered at sites such as Parliament Hill. The NCC must seek ways to limit exposure to risk while ensuring that programming activities flourish. Security concerns have also led to increases in insurance premiums and higher liability exposure, leading to a role for the NCC in seeking mutually beneficial solutions with its partners.

### Sustainable Funding

The NCC continues to wrestle with the challenge of sustainable funding. The corporation must continue to strive for greater efficiencies while working with central agencies to identify new sources of permanent funding to address urgent health and safety requirements at official residences, rehabilitation of assets and ongoing maintenance.



### I. Animating and Promoting the National Capital Region

#### Objectives

To foster Canadian pride and contribute to awareness and understanding of, and participation in, Canada’s Capital and its region.

To increase awareness of, and support for, the NCC in Canada’s Capital.

#### Interpretation

**Strategy** — *Make the Capital more meaningful to Canadians by effective interpretation programs that communicate the significance of the Capital’s main assets.*

To bring new life to the downtown Capital, the NCC will take the Core Area Public Programming Plan to the next stage. Specifically, it will develop an implementation plan, hold public consultations and develop program-specific strategies, focussing on animating underutilized public spaces. The corporation will, moreover, develop a comprehensive commemorations plan as a means to recognize Canadian achievements through symbols and meaningful memorials at appropriate sites in the Capital, starting with partner and stakeholder consultations in 2004–2005. It will also develop interpretive tools for Confederation Boulevard and seek to communicate Canadian democracy through improved welcoming and interpretation activities on Parliament Hill.

#### Performance Targets

- (i) Over the planning period, the NCC will deliver Capital interpretation programs that build pride and enhance the visitor experience by communicating the significance of key national sites and symbols, by maintaining an 85-percent satisfaction rate for Parliament Hill programs and 700,000 visits per year for the *Discover the Hill* Program.

- (ii) Over the planning period, the NCC will make the Capital more representative of Canada and Canadians by contributing to the planning and development of the symbolic Capital, by developing a comprehensive plan for commemorations within the Capital and core area and by completing the planning for provincial and territorial representation along Confederation Boulevard.

#### Programming

**Strategy** — *Offer flagship events and programs that attract visitors, communicate Canada to Canadians and instill pride in being Canadian.*

With the effects of September 11, 2001, still being felt through tighter security, the NCC will seek ways to manage the security risk while retaining vigorous and accessible programming. The corporation will reposition its flagship programs to reflect Canadian values and achievements even more effectively, as follows: *Canada Day* — the NCC will continue to play a leadership role and ensure that all Canadians are well represented; *Christmas Lights Across Canada* — increased lights, sites and national outreach; *Sound and Light Show* — a new show in 2005 with improved sound, imagery and content; *Winterlude* — a new its role programming plan emphasizing high-value sites and enhanced partner participation; and *Canada and the World Pavilion* — a new exhibit to be launched in 2006 and the main exhibit renewed in 2010.

#### Performance Targets

- (i) Over the planning period, the NCC will deliver programs in the Capital that continue to instill national pride and represent Canada and Canadians, by maintaining satisfaction levels of 85 percent for programs.
- (ii) Over the planning period, the NCC will animate the Capital through meaningful events and programs that effectively position the Capital within Canada.

#### Information and Orientation Services

**Strategy** — *Contribute positively to the visitor experience and corporate image by providing quality services and accurate and timely information to the public.*

The NCC will develop a Visitor Services Plan, improve visitor orientation on Parliament Hill and explore better ways to ensure public safety at its events.

#### Performance Target

- (i) Over the planning period, the NCC will facilitate access to and understanding of the NCR by providing multiple sources of information about the Capital and NCC attractions, events and programs, by attracting 325,000 visitors annually at the Capital Infocentre and achieving 87-percent service-satisfaction levels.

#### Visibility and Promotion

**Strategy** — *Increase the visibility of the NCC through a more balanced approach to promoting NCC product lines and encourage partners and major sponsors to participate more actively in integrated Capital programming, marketing and communications.*

The NCC will increase corporate visibility and promote the concept of the “Capital” across the country by implementing its *Five-Year Marketing, Communications and External Relations Plan*. The corporation will enhance the visibility of Canada’s Capital by hosting Capitals Alliance in 2005, with representation from Capital cities in other countries. It will also continue to solicit broad-based support from all Capital stakeholders.

#### Performance Target

- (i) Over the planning period, the NCC will increase local visibility through increased acknowledgements in events and prominence of the corporate image on signage in the Capital (increased visibility in nine NCC and NCC-supported events per year).



### External Relations

**Strategy** — *Use proactive communications and consultations to reach local and national media, local interest groups and the public in order to improve awareness and appreciation of the NCC and its accomplishments and to obtain meaningful input into planning and activities.*

To satisfy the public's desire to become more involved in the NCC's decision making, the corporation will increase the number and effectiveness of public consultations, especially in relation to the Urban Lands Master Plan and Capital core activities, and it will develop communications and marketing strategies for all key projects.

### Performance Targets

- (i) Over the planning period, the NCC will use a variety of means to communicate in a clear and timely way with the public, thus ensuring a positive reaction to corporate operations, by increasing the approval rating among NCR residents by 4 percent per year over the current level of 63 percent.
- (ii) Over the planning period, the NCC will maintain broad and extensive media coverage through a variety of communications, public relations and marketing tools and tactics, by increasing the number of media outlets and visitor sessions on NCC websites by 10 percent.
- (iii) Annual surveys will show increased public awareness of NCC business/activities and improved perceptions of corporate image, by increasing unaided awareness by 5 percent per year over the current level of 36 percent.

### Revenue Generation

**Strategy** — *Maintain and develop sustainable sponsorship and merchandising opportunities.*

The NCC will focus on national wholesale merchandising and licensing programs, which bring in revenues and increase Capital visibility.

### Performance Targets

- (i) Over the planning period, the NCC will establish new partnerships with marketing organizations, national retailers and sponsors (two per year).
- (ii) By the end of 2004–2005, the NCC will increase cash revenues by 15 percent (over 2002–2003 levels) through sponsorship, merchandising and marketing partnerships.
- (iii) Over the planning period, the NCC will increase the number of outlets that distribute NCC merchandise through wholesale/licensing agreements by 10 percent.



## II. Planning the National Capital Region

### Objectives

In consultation with other planning jurisdictions, to plan the orientation, use and development of federal lands in the NCR, and ensure that their evolution is consistent with the image, character and quality of life in the Capital.

To coordinate development and ensure that uses, plans and designs for federal lands in the NCR are appropriate to their national significance, natural environment and heritage.

### Planning

**Strategy** — *Position the Plan for Canada's Capital as the highest expression of the federal planning vision for Canada's Capital Region and as the framework for various supporting plans and implementation strategies.*

Under the auspices of Capital Agenda 21, the NCC will give priority to planning projects relating to Capital symbolism, rehabilitation and animation of shorelines in the core area and investment in natural infrastructure, specifically: LeBreton Flats; long-term strategies for developing Chaudière and Victoria Islands, including a proposed Aboriginal centre; and "Canada House," conceived as a focus for provincial and territorial presence in the Capital. The corporation will develop the Urban Lands Master Plan over several years and will continue to work collaboratively with the City of Ottawa, Public Works and Government Services Canada, and the Sparks Street Mall Authority concerning the future direction of the Sparks Street Mall.

### Performance Targets

- (i) By the end of 2006–2007, the NCC, in collaboration with relevant stakeholders, will complete key elements of the NCC Planning Framework, specifically:
  - a. by early 2004–2005, the *Gatineau Park Master Plan* review; and
  - b. by the end of 2006–2007, the preparation of the Urban Lands Master Plan.
- (ii) By the end of the planning period, the NCC, in collaboration with relevant stakeholders, will have advanced the planning of the core area, specifically by completing:
  - a. the Core Area Sector Plan by early 2004–2005; and
  - b. a strategic and implementation plan for the islands and a comprehensive planning concept for the revitalization of the Sparks Street Mall.





### Federal Land Use, Transaction and Design Approvals

**Strategy** — *Implement federal plans, legislation and policies to safeguard and enhance the NCR's built and natural environment through the Federal Land Use, Transaction and Design Approvals process.*

The NCC expects to review over 300 federal land-use, transaction and design proposals each year during the planning period, including a number of core area initiatives such as the Portrait Gallery of Canada, the Parliamentary Bank Street Building, Sparks Street from Elgin to Bank, the Parliament Hill Visitor Centre, and the Royal Canadian Mounted Police (RCMP) headquarters.

#### Performance Targets

- (i) By the end of the planning period, the NCC will ensure a suitable depository for each of its major archaeological heritage artifact collections.
- (ii) By the end of the planning period, the NCC will identify key cultural landscapes in the NCR and initiate a management strategy for their stewardship.

### Transportation Planning

**Strategies** — (i) *Facilitate and orchestrate federal strategies and programs that affect urban transportation and public transit in the NCR, while ensuring that broader federal goals and objectives are met.*  
 (ii) *Participate in joint studies with provincial and municipal partners to address interprovincial and municipal transportation issues in the NCR.*

The NCC will continue to work with provinces and municipalities to develop interprovincial transportation plans, to determine future bridge locations and to improve interprovincial public transit integration. It will also join with government partners to carry out the NCR Travel Origin–Destination Survey.

#### Performance Targets

- (i) By early 2005–2006, the NCC, in collaboration with relevant stakeholders and subject to partner involvement (including financial support), will complete a joint NCR interprovincial transit study of the core area.
- (ii) By the end of 2007–2008, the NCC, in collaboration with relevant stakeholders and subject to partner involvement, will complete the necessary environmental assessment studies and detailed designs for two new bridges in the east and west of the NCR, respectively.



## III. Real Asset Management and Development

### Objectives

To provide opportunities to enhance the rich cultural heritage and natural environment of the NCR.

To optimize the contribution of lands and buildings in support of the programs and mandate of the NCC.

To manage environmental assets and liabilities in a sustainable and responsible manner.

### Revitalizing Canada's Capital Core

**Strategy** — *Fulfill the NCC's role as "Capital builder" through the revitalization of the core area of the Capital.*

The NCC will continue to pursue opportunities to enhance the core area of the Capital, notably the Sparks Street Mall, the Ottawa River shoreline and complete the LeBreton Flats project. It will participate with the City of Gatineau in redeveloping Saint Laurent and Maisonneuve boulevards as a gateway between the core area and Gatineau Park. In addition, outside the core, the NCC will redevelop Bate Island with proposals for a restaurant and a public facility and rehabilitate the historic O'Brien House in Gatineau Park as a meeting facility.

### Performance Targets

- (i) By the end of 2004–2005, the NCC will complete initial works for the LeBreton Flats Redevelopment through the construction of Wellington Street (formerly, LeBreton Boulevard), the Inlet Bridge, The Common and the riverfront park. It will also realize the sale of a significant proportion of the residential and commercial properties.
- (ii) By the end of 2004–2005, the NCC will initiate the mixed-use redevelopment of the south side of Sparks Street.

### Land and Real Asset Management

**Strategy** — *Protect natural lands and built assets through cost-effective maintenance, management, development and rehabilitation programs and through the implementation of appropriate quality standards and service.*

In managing over 470 square kilometres of land in the NCR, the NCC will repair and maintain real assets on a life-cycle basis through its Multi-Year Capital Construction Program (MYCCP) (see Appendix C). It will review options to replace revenues from the disposal of surplus lands to support asset rehabilitation and adopt a more comprehensive consultation process for land disposals. The NCC will seek new, permanent funding, while applying its life-cycle management plan to upkeep and rehabilitate the official residences. The corporation will also work with the RCMP regarding their continued provision of enforcement services on NCC lands to ensure public safety. Finally, the NCC will continue to develop and maintain its asset management information system.



#### Performance Targets

- (i) During the planning period, the NCC will ensure the protection and management of NCC lands by revising the *National Capital Commission Traffic and Property Regulations* and concluding a service-level agreement with the RCMP.
- (ii) During the planning period, contingent on capital funding approval, the NCC will undertake priority health and safety improvements and life-cycle management projects for the official residences, with emphasis on Rideau Hall, 24 Sussex and Harrington Lake.
- (iii) By the end of 2005–2006, the NCC will implement the remaining core components of the Integrated Asset Management Information System in the following sequence:
  - a. by the end of 2005–2006, the NCC will launch the Asset Inspection Program for major buildings and structures (bridges, dams, lift stations and retaining walls), and it will use the results to determine priorities for investment through the MYCCP; and
  - b. during 2005–2006, the NCC will implement an Environmental Module to support administrative and operational obligations under new environmental legislation.
- (iv) The NCC will achieve the following revenue targets over the planning period:
  - a. leasing revenues from its rental portfolio of \$13.3 million per year;
  - b. land disposal revenues of \$6 million per year; and
  - c. easements and licences of occupation revenues of \$750,000 per year.

#### Environmental Management

**Strategy** — *Fulfill the role of Capital steward by ensuring the preservation, protection and sustainable use of built and natural assets in Gatineau Park, the Greenbelt and Capital urban lands.*

The NCC will continue its environmental assessment program and management of contaminated sites, as well as increasing the monitoring of Gatineau Park use. It will also undertake a natural resources research program to identify environmental projects that respond to international conventions and law, NCC policies and strategies, and long-term management goals for natural resources.

#### Performance Targets

- (i) Over the planning period, the NCC will fulfill its obligations and maintain its commitment to environmental stewardship through the update and monitoring of the Environmental Action Plan.
- (ii) Over the planning period and in the context of its Contaminated Sites Management Program, the NCC will complete the process of performing Phase I (preliminary) Environmental Site Assessments on 100 percent of its high- and medium-priority sites (749 sites). By the end of 2006–2007, it will assess 78 percent of its low-priority sites and complete audits of all known fuel storage tanks located on NCC lands.



#### The “Green Capital”

**Strategy** — *Manage an appropriate range of park services and outdoor recreational facilities to give visitors a positive “Green Capital” experience and to support the promotion and animation of the NCR.*

The NCC will manage its natural, agricultural and recreational assets to ensure they are used safely, appropriately and at optimum levels as tools to create pride and communicate Canadian values. Working with partners, it will also continue to renew the Capital Region’s recreational pathway network and improve the Rideau Canal Skateway.

#### Performance Targets

- (i) By the end of 2007–2008, the NCC will enhance the user’s experience on the Capital’s recreational pathway system (the Capital Pathway) by rehabilitating 25 kilometres of existing pathways, completing four new links, developing 40 percent of the Greenbelt Pathway, building new amenities and implementing new safety measures.
- (ii) By the end of 2005–2006, the NCC will enhance the visitor’s experience of the Rideau Canal Skateway by improving health and safety conditions and the market positioning of the Skateway, and it will further develop Dows Lake as a major gateway to the Skateway.

## IV. Corporate Services

### Objective

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

### Central Services

**Strategy** — *Deliver central services that provide strategic advantage to the corporation and facilitate effective and efficient management (in keeping with best practices).*

The NCC will adhere to and report on key legislative requirements and will implement recommendations from government-wide audits in a timely manner. As technology evolves, the NCC will update its systems and use the corporate website as its prime means to communicate with the public. It will combine the “National Capital Commission” and “Canada’s Capital” websites into one, implement universal accessibility for that website and deliver self-service functionality to employees via the corporate intranet. The NCC will carry out strategic and tactical research identified in the current Research Plan, sharing results and — wherever possible — costs with key stakeholders, and it will renew its overall Corporate Research Framework for the next five years. The corporation will also continue to implement its Electronic Document Management program.

### Performance Targets

- (i) The NCC will ensure that it respects all applicable legislative requirements, in particular, *The Financial Administration Act, Government Contracts Regulations* and the *Access to Information Act* and *Privacy Act*.
- (ii) Central Services at the NCC will provide the service levels required to ensure effective and efficient management.

### Human Resources Management

**Strategies** — (i) *Provide the NCC with an integrated human resources management framework that will position it as a values-driven employer of choice.*  
(ii) *Support proper risk management for the corporation.*

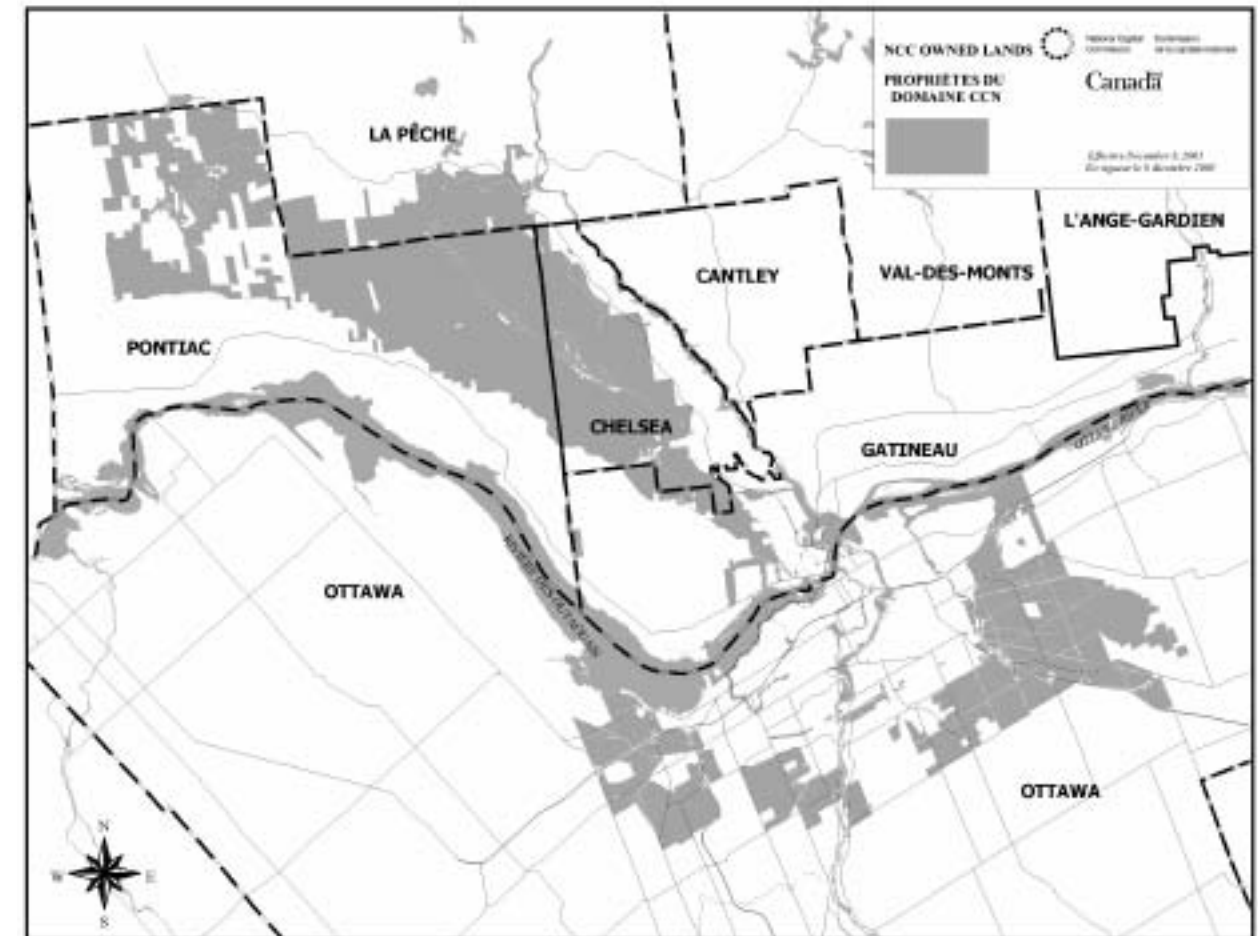
The NCC will continue to undertake succession planning and the process of integrating corporate values into day-to-day practices. The NCC will monitor its compensation package to ensure market competitiveness, and will support training and development through annual performance targets. The corporation will also implement a new Business Continuity Plan to help deal quickly and efficiently with emergencies.

### Performance Targets

- (i) By the end of the planning period, a values-driven NCC will implement all components of the Human Resources Integrated Management Framework.
- (ii) Over the planning period, the NCC will manage its exposure to risk by implementing a comprehensive Business Continuity Plan.

## Appendix A

### Map of NCC Ownership





### I. Animating and Promoting the National Capital Region

**Achievements** — The draft Public Programming and Activities Vision for the Core Area of Canada's Capital was completed and consultations are underway. The Korean War Memorial and the rehabilitated Tin House facade were unveiled, and work is continuing on other commemorations in the core area. The Streetscape interpretation panels on Confederation Boulevard were rated by 88 percent of visitors as enhancing their visit to the Capital, and 90 percent agreed that the program should be further expanded along Confederation Boulevard. Baseline visitor satisfaction surveys were completed for Parliament Hill, with 90 percent of visitors agreeing that NCC programs on the Hill had a positive and lasting impact on their impressions of the Capital.

Attendance at NCC educational programs in May and June increased by 35 percent, an increase that is attributed mainly to a renewed marketing campaign. In addition, satisfaction levels were very high for the Canada and the World Pavilion, at 97 percent. With improvements being made to Parliament Hill, a new approach was developed this year for the Christmas

Lights Across Canada ceremony, and new sites were added at the Alexandra Bridge and in the newly restored Garden of Provinces. An intercept survey conducted in the summer months revealed a 99 percent satisfaction rate for Capital Infocentre users. New broadcast agreements were concluded with CBC and Radio-Canada for the promotion of Fall Rhapsody, and an agreement was negotiated with TQS television network as the official French broadcaster of Winterlude. The new NCC corporate identity was soft-launched at the annual general meeting and will soon be introduced to all NCC products and services. An extensive Canada Day merchandising program, with triple the selection of merchandise items, was delivered in all Zellers stores across Canada.

**Variations** — Attendance at the NCC's summer programs decreased in line with the 12–14 percent downturn in tourism in the NCR: 9 percent for the Sound and Light Show on Parliament Hill, 13 percent at the Canada and the World Pavilion and 19 percent for the *Discover the Hill* program.

### II. Planning the National Capital Region

**Achievements** — Capital Agenda 21 was approved and public consultations completed in the fall. The plan will be made available to the public over the next few months. Special interests groups have agreed to participate in developing the Urban Lands Master Plan, and consultations continue on the Core Area Sector Plan and the update to the *Gatineau Park Master Plan*. A number of heritage artifact agreements were concluded, including one governing the transfer of the Leamy Lake prehistoric collection to the Canadian Museum of Civilization. The terms of reference for a joint interprovincial transit integration study for the core area and for a joint environmental assessment study for two new bridges in the NCR were completed with partners and cost-sharing agreements are under discussion.

**Variations** — Proposals for a public plaza and underground parking garage, where Sparks and Metcalfe streets meet, were cancelled largely because of the results of various technical studies as well as a lack of public support. NCC efforts will now focus on revitalizing the south side of the Mall with mixed-use developments that see the important introduction of residential units to the commercial area. Completion of the Core Area Sector Plan and the update of the *Gatineau Park Master Plan* have been deferred slightly to 2004–2005.



### III. Real Asset Management and Development

**Achievements** — Major progress was made in redeveloping LeBreton Flats, including the construction of detour roads, removal of sections of the Ottawa River Parkway and installation of infrastructure for the Canadian War Museum. The acquisition of the Scott Paper riverfront lands from Weston Inc. was finalized. Short-term funding was secured to address immediate health and safety requirements for the official residences. In addition, rehabilitation of the Stable Building at Rideau Hall was completed, the Chauffeur's Garage apartments were converted into office accommodations, and the design process for rehabilitation of the Gate Lodge and Foot Guard House was initiated, along with health and safety works at other official residences. Work is progressing well on the core components of the Integrated Asset Management Information

System, with the Life Cycle Management Module and the Agreement Module templates being completed. For the contaminated sites management program, 94 Phase I Environmental Site Assessments (ESAs) and 30 Phase II ESAs were completed. A number of recreational pathways were upgraded, new links created and safety measures introduced; and work is continuing to enhance these green assets in the NCR.

**Variations** — A situation analysis and risk assessment for the NCC Traffic and Property regulations were completed. As a result, a full revision of the Regulations will be carried out during the planning period. Land disposal revenues have generated only \$180,000 in revenues to date. However, a number of transactions are in process, but delayed.

### IV. Corporate Services

**Achievements** — The NCC met its corporate reporting obligations during the year. A number of research studies were completed dealing with NCC programs and events, and public perceptions of the NCC. The corporate and Capital websites were updated, making the sites more user-friendly and web performance measurement tools were implemented. The concept of an integrated human resources framework was approved and internal consultations were initiated toward developing the framework.

**Variations** — Because of limited resources, the corporate roll-out of the Electronic Document Management System and implementation of the remaining 20 percent of health and safety measures to bring the NCC into conformity with the *Canada Labour Code* were both deferred to the next fiscal year.

**Appendix C**  
Multi-Year Capital Construction Program

**Multi-Year Capital Construction Program  
for the Years Ending March 31, 2004 to 2009**

	Prior Years	2004 Forecast	(thousands of dollars)				
			2005 Projection	2006 Projection	2007 Projection	2008 Projection	2009 Projection
Confederation Boulevard	51,610	2,793	2,916	1,790	1,145	1,000	715
Champlain Bridge reconstruction	41,069	214	0	0	0	0	0
Official residences	44,312	6,766	2,442	0	0	0	0
Core Area initiatives — LeBreton Flats redevelopment	22,996	46,604	19,800	9,600	0	0	0
Core Area initiatives — Sparks Street revitalization	901	4,829	0	0	0	0	0
Core Area initiatives — The Islands	197	481	230	0	0	0	0
Core Area initiatives — Gatineau Park gateway	35	800	3,000	2,200	1,000	0	0
Greenbelt Pathway	1,061	753	600	600	200	200	200
Core and urban parks	10,665	1,180	750	920	420	50	210
Jacques-Cartier Park rehabilitation	492	839	500	1,100	300	300	0
Urban recreational pathways	4,517	3,880	1,362	445	950	480	965
Leamy Lake facilities	1,438	57	80	0	0	0	25
Ottawa River Parkway and parkway bridges	2,177	760	25	205	40	375	720
Environmental clean-up and remediation — Industrial lands	0	102	360	1,068	0	0	0
Environmental and remediation programs	857	427	797	797	797	647	185
Rockcliffe Parkway — Pavement rehabilitation	0	0	0	200	2,000	760	0
Ottawa River Parkway pavement Parkdale Avenue to Island Park Drive	0	0	0	0	0	100	1,400
Rockcliffe Park and Parkway	391	790	300	700	400	400	475
O'Brien House — Redevelopment	30	1,193	1,150	750	0	0	0
Bate Island — Servicing	0	0	1,000	1,000	0	0	0
Parliament Hill — New Sound and Light Show infrastructure	0	0	330	1,500	30	30	30
Other projects	48,068	8,903	10,412	10,265	10,586	12,901	12,274
	<u>230,816</u>	<u>81,371</u>	<u>46,054</u>	<u>33,140</u>	<u>17,868</u>	<u>17,243</u>	<u>17,199</u>

**Appendix D**  
Financial Statements

**Balance Sheet as at March 31, 2003 to 2009**

	2003 Actual	2004 Forecast	(thousands of dollars)				
			2005 Projection	2006 Projection	2007 Projection	2008 Projection	2009 Projection
<b>ASSETS</b>							
Current assets	123,480	48,263	34,500	23,646	18,774	15,492	12,714
Long-term investments	4,786	5,123	5,458	5,793	6,128	6,463	6,798
Long-term receivables	4,950	4,773	4,596	4,419	4,242	4,065	3,888
Capital assets	505,820	589,342	592,501	595,006	589,450	583,493	577,682
	<u>639,036</u>	<u>647,501</u>	<u>637,055</u>	<u>628,864</u>	<u>618,594</u>	<u>609,513</u>	<u>601,082</u>
<b>LIABILITIES AND EQUITY</b>							
Current liabilities	33,894	35,137	24,752	14,726	14,726	14,726	14,726
Long-term liabilities	40,179	24,916	14,771	17,200	17,090	16,985	16,886
	<u>74,073</u>	<u>60,053</u>	<u>39,523</u>	<u>31,926</u>	<u>31,816</u>	<u>31,711</u>	<u>31,612</u>
Equity of Canada	564,963	587,448	597,532	596,938	586,778	577,802	569,470
	<u>639,036</u>	<u>647,501</u>	<u>637,055</u>	<u>628,864</u>	<u>618,594</u>	<u>609,513</u>	<u>601,082</u>



## Statement of Operations for the Years Ending March 31, 2003 to 2009

	(thousands of dollars)						
	2003 Actual	2004 Forecast	2005 Projection	2006 Projection	2007 Projection	2008 Projection	2009 Projection
<b>INCOME</b>							
Rental operations and easements	17,457	17,463	17,826	17,879	18,164	18,174	18,174
Net gain on disposal of capital assets	4,513	4,377	4,200	4,200	4,200	4,200	4,200
Interest	3,630	3,545	1,088	1,170	1,165	1,253	1,326
Sponsorship							
Cash	1,228	1,211	1,321	1,411	1,411	1,411	1,411
Goods and services	1,290	860	500	500	500	500	500
Sublease, headquarters	1,350	1,285	1,308	1,308	1,308	1,308	1,308
User access fees	1,431	1,000	1,000	1,000	1,000	1,000	1,000
Other fees and recoveries	4,145	3,405	1,671	1,691	1,741	1,941	1,941
	<u>35,044</u>	<u>33,146</u>	<u>28,914</u>	<u>29,159</u>	<u>29,489</u>	<u>29,787</u>	<u>29,860</u>
<b>COST OF OPERATIONS</b>							
Animating and promoting the National Capital Region	21,391	22,012	18,133	18,126	18,700	18,496	18,476
Planning the National Capital Region	1,785	2,128	2,130	2,060	1,999	1,640	1,640
Real asset management and development	67,640	74,634	73,042	73,160	74,707	74,224	73,840
Corporate services	23,200	26,542	26,086	25,768	25,754	25,914	25,747
	<u>114,016</u>	<u>125,316</u>	<u>119,391</u>	<u>119,114</u>	<u>121,160</u>	<u>120,274</u>	<u>119,703</u>
Cost of operations before parliamentary appropriations	(78,972)	(92,170)	(90,477)	(89,955)	(91,671)	(90,487)	(89,843)
Parliamentary appropriations	66,374	67,338	66,948	66,948	68,948	68,948	68,948
<b>NET LOSS</b>	<u>(12,598)</u>	<u>(24,832)</u>	<u>(23,529)</u>	<u>(23,007)</u>	<u>(22,723)</u>	<u>(21,539)</u>	<u>(20,895)</u>



## Statement of Equity of Canada for the Years Ending March 31, 2003 to 2009

	(thousands of dollars)						
	2003 Actual	2004 Forecast	2005 Projection	2006 Projection	2007 Projection	2008 Projection	2009 Projection
<b>OPERATIONS</b>							
Balance at beginning of year	514,594	560,291	582,426	592,160	591,216	580,706	571,380
Net loss	(12,598)	(24,832)	(23,529)	(23,007)	(22,723)	(21,539)	(20,895)
Transfer of capital assets from Government of Canada	0	51	0	0	0	0	0
Parliamentary appropriations to acquire and improve capital assets	58,295	49,916	33,263	22,063	12,213	12,213	12,213
Capital loan repayment	0	(3,000)	0	0	0	0	0
Balance at end of year	<u>560,291</u>	<u>582,426</u>	<u>592,160</u>	<u>591,216</u>	<u>580,706</u>	<u>571,380</u>	<u>562,698</u>
<b>CANADIANA FUND</b>							
Balance at beginning of year	4,309	4,672	5,022	5,372	5,722	6,072	6,422
Donations	363	350	350	350	350	350	350
Balance at end of year	<u>4,672</u>	<u>5,022</u>	<u>5,372</u>	<u>5,722</u>	<u>6,072</u>	<u>6,422</u>	<u>6,772</u>
<b>TOTAL BALANCE AT END OF YEAR</b>	<u>564,963</u>	<u>587,448</u>	<u>597,532</u>	<u>596,938</u>	<u>586,778</u>	<u>577,802</u>	<u>569,470</u>

## Statement of Cash Flows for the Years Ending March 31, 2003 to 2009

	(thousands of dollars)						
	2003 Actual	2004 Forecast	2005 Projection	2006 Projection	2007 Projection	2008 Projection	2009 Projection
Cash flows used in operating activities	(220)	(4,407)	(4,839)	(4,466)	(3,955)	(2,980)	(2,560)
Cash flows used in investing activities	(48,527)	(59,531)	(24,800)	(28,466)	(13,145)	(12,530)	(12,446)
Cash flows from financing activities	58,285	46,932	33,278	22,078	12,228	12,228	12,228
Increase (decrease) in cash and cash equivalents	9,538	(17,006)	3,639	(10,854)	(4,872)	(3,282)	(2,778)
Cash and cash equivalents at beginning of year	29,377	38,915	21,909	25,548	14,694	9,822	6,540
<b>CASH AND CASH EQUIVALENTS AT END OF YEAR</b>	<b>38,915</b>	<b>21,909</b>	<b>25,548</b>	<b>14,694</b>	<b>9,822</b>	<b>6,540</b>	<b>3,762</b>

Appendix E  
Operating Budget and Capital Budget

## Operating Budget for the Years Ending March 31, 2003 to 2005

	(thousands of dollars)						
	2005 Budget	2004 Budget	2004 Forecast	2004 Variance	2003 Budget	2003 Actual	2003 Variance
<b>FUNDING</b>							
Operating appropriations	65,623	64,928	65,733	(805)	63,340	64,699	(1,359)
Official residences program	1,325	1,375	1,375	0	1,575	1,575	0
Sparks Street revitalization	0	230	230	0	100	100	0
Carry-over	22,152	19,109	23,485	(4,376)	9,946	20,404	(10,458)
Revenues	22,665	21,455	25,838	(4,383)	22,565	28,295	(5,730)
Capitalization policy impact — from/to Capital	0	0	8,657	(8,657)	0	3,705	(3,705)
Transfer from the Acquisition and Disposal Fund	765	699	765	(66)	699	535	164
	<b>112,530</b>	<b>107,796</b>	<b>126,083</b>	<b>(18,287)</b>	<b>98,225</b>	<b>119,313</b>	<b>(21,088)</b>
<b>EXPENDITURES</b>							
Animating and promoting the National Capital Region	15,591	15,378	19,399	(4,021)	14,777	18,744	(3,967)
Planning the National Capital Region	2,130	1,852	2,128	(276)	1,934	2,643	(709)
Real asset management and development	53,982	50,152	58,326	(8,174)	49,561	52,224	(2,663)
Corporate services	23,374	22,148	24,078	(1,930)	21,933	22,217	(284)
	<b>95,077</b>	<b>89,530</b>	<b>103,931</b>	<b>(14,401)</b>	<b>88,205</b>	<b>95,828</b>	<b>(7,623)</b>
<b>EXCESS OF FUNDING OVER EXPENDITURES</b>	<b>17,453</b>	<b>18,266</b>	<b>22,152</b>	<b>(3,886)</b>	<b>10,020</b>	<b>23,485</b>	<b>(13,465)</b>



## Capital Budget for the Years Ending March 31, 2003 to 2005

	(thousands of dollars)						
<b>FUNDING</b>	2005 Budget	2004 Budget	2004 Forecast	2004 Variance	2003 Budget	2003 Actual	2003 Variance
Capital appropriations	13,213	8,168	13,693	(5,525)	11,838	8,825	3,013
Acquisition of industrial lands — Gatineau (Quebec)	0	0	31,123	(31,123)	0	0	0
Official residences program	250	200	200	0	0	0	0
LeBreton Flats redevelopment	19,800	10,900	10,900	0	46,700	46,700	0
Sparks Street revitalization	0	16,000	0	16,000	3,270	2,770	500
Capital reprofiling	0	0	(6,000)	6,000	0	0	0
Capital loan repayment	0	(3,000)	(3,000)	0	(2,900)	0	(2,900)
Carry-over	2,685	15,914	58,956	(43,042)	23,989	40,240	(16,251)
Capitalization policy impact — to/from Operating	0	0	(8,657)	8,657	0	(3,705)	3,705
Transfer from the Acquisition and Disposal Fund	11,519	24,635	27,469	(2,834)	16,145	5,666	10,479
	47,467	72,817	124,684	(51,867)	99,042	100,496	(1,454)
<b>EXPENDITURES</b>							
Real Asset Management and Development							
Confederation Boulevard	2,916	3,262	2,793	469	2,438	2,505	(67)
Champlain Bridge	0	0	214	(214)	665	3,500	(2,835)
LeBreton Flats redevelopment	19,800	10,900	46,604	(35,704)	46,700	20,767	25,933
Sparks Street revitalization	0	16,000	4,829	11,171	3,270	586	2,684
Official residences	2,442	3,121	6,766	(3,645)	5,834	7,257	(1,423)
Real property acquisitions	993	13,493	3,414	10,079	12,500	0	12,500
Real property acquisition — Industrial lands	0	0	36,123	(36,123)	0	0	0
Other projects *	20,896	25,589	20,165	5,424	21,048	5,867	15,181
	47,047	72,365	120,908	(48,543)	92,455	40,482	51,973
Corporate Services	420	452	1,091	(639)	432	1,058	(626)
	47,467	72,817	121,999	(49,182)	92,887	41,540	51,347
<b>EXCESS OF FUNDING OVER EXPENDITURES</b>	0	0	2,685	(2,685)	6,155	58,956	(52,801)

\* Includes capital projects from other sectors managed under the Multi-Year Capital Construction Program.