



National Capital Commission

Summary of the **2005–2006 to 2009–2010** Corporate Plan

Includes summaries of:
2005–2006 Operating Budget
2005–2006 Capital Budget

FOR MORE INFORMATION

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Message from the Chairperson

Looking Towards the Future

Almost 50 years ago, Parliament created this corporation with a mandate to plan and build a great and representative Capital for Canadians. Today, the Plan for Canada's Capital — the third such master plan since 1950 — builds on the accomplishments of the past. It also permits viewers to look forward some 50 years into the future. It reminds us that the building of a capital is, by its nature, a long-term endeavour.

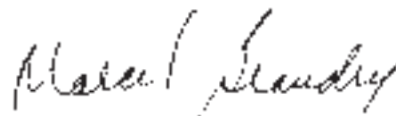
Though its operations are largely confined to Canada's Capital Region, the NCC's constituency consists of all Canadians. Its mission, in essence, is to bring national significance to the Capital and to shape it as a living symbol of the country and the people it represents, as well as to communicate that message across this great land.

When the NCC began operations in 1959, it faced significant challenges. Tangles of unsightly rail lines scarred the downtown. Industrial buildings choked the shorelines. Urban sprawl was eating into the agricultural perimeters of Ottawa, and development threatened the Gatineau Hills. The core area, with few cultural institutions or ceremonial and commemorative features, looked more like a provincial town than a national capital. Since 1959, the NCC has helped to transform Canada's Capital Region.

The issues of today are no less challenging than those of the past. They include changes in Canadian society to which the NCC must respond if the Capital is to remain nationally relevant. Escalating costs and static or declining federal funding also demand strategic responses. As well, the NCC must continue to make a case for the Capital in the face of changing federal priorities, and it must maintain a high degree of openness and transparency in order to inspire Canadians with trust and respect.

In keeping with the objectives and strategies presented in this summary of the corporate plan, the NCC will continue to develop ambitious plans for the evolution of the Capital. It will work in partnership with public and private sectors to protect national assets and transform new areas of the Capital into dynamic public stages. It will develop programming that responds to the increasing diversity of Canada and that promotes social cohesion. It will focus its efforts strategically for maximum effectiveness, for example, by developing long-term plans for urban lands. It will work closely and respectfully with municipalities and with the local constituency, and it will apply the highest principles of governance.

In years to come, the NCC promises to continue to bring vision, dedication and energy to bear on the long-term task of planning, building and animating Canada's Capital on behalf of all Canadians.



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 some 474 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), also referred to as Canada's Capital Region (CCR).

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 CCR; and approving the design of buildings and land use, as well as any changes in use relating to federal lands in CCR.

Legislative Context

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

Governance and Leadership

The NCC is governed by a national board of directors (the Commission) and, as an organization operating within the Canadian Heritage Portfolio, it reports to Parliament through the Minister of Canadian Heritage and collaborates with various cultural organizations in CCR. The Office of the Auditor General audits the financial accounts of the NCC annually to verify that financial statements reflect the corporation's true financial position and operating results, and that its transactions have been carried out in accordance with Part X of the *Financial Administration Act*. This also includes conducting a special examination every five years — performed most recently in 2002 — to confirm that assets are being safeguarded and controlled, that financial, human and physical resources are being managed efficiently, and that corporate operations are being conducted effectively. The NCC continues to look for ways to improve efficiency and to enhance communications and consultation with the public.

Structure

The chart on page eight illustrates relationships among the Commission, the various committees (both corporate and advisory), the Chairperson and the senior executives. The corporation has approximately 450 employees who direct the planning, building, promotion and meaningful use of Canada's Capital.

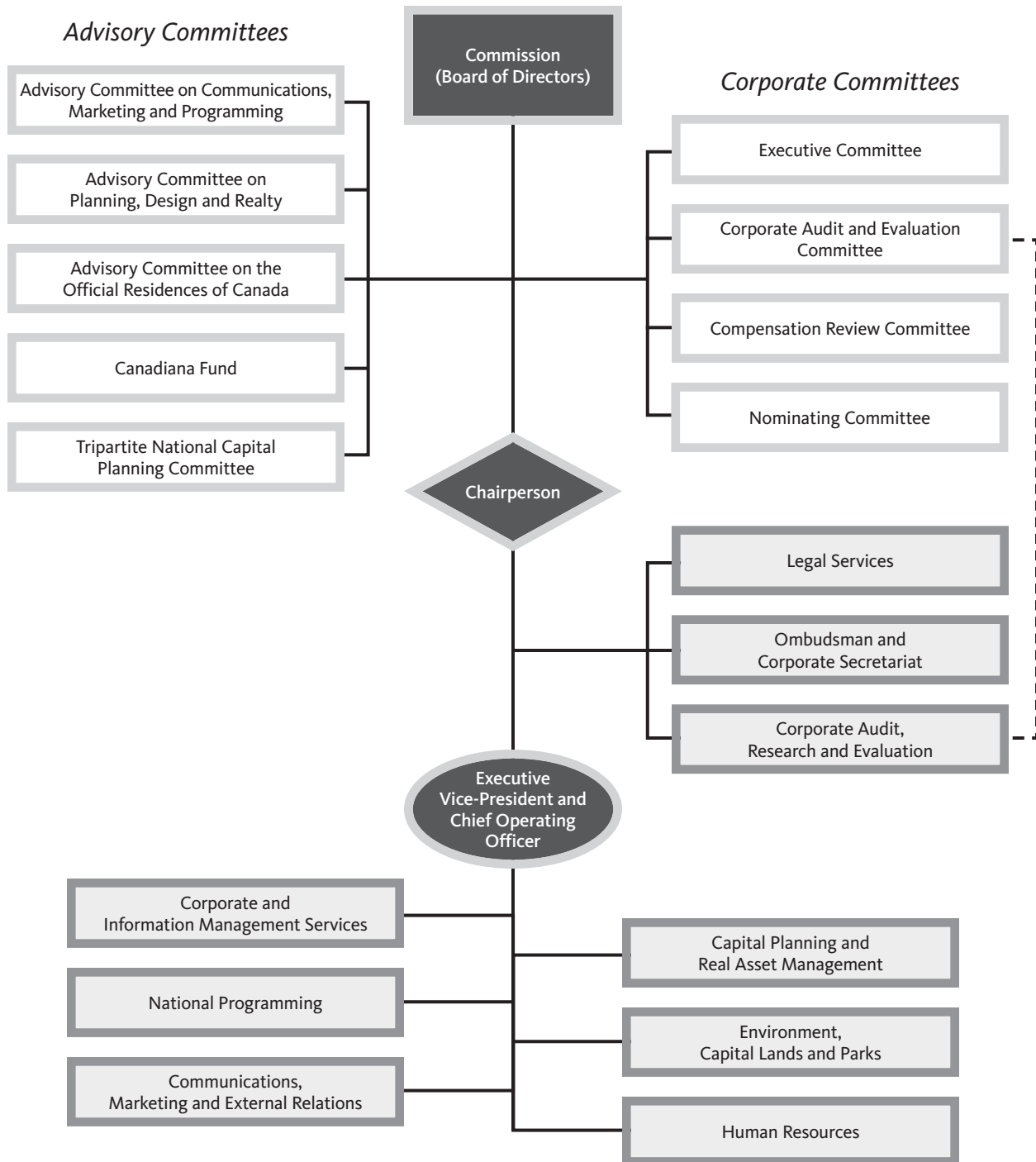
Activities and Products

The NCC operates within four areas of program activity: Animating and Promoting the Capital; Planning, Design and Land Use; Real Asset Management; and Corporate Services.

Review of Recent NCC Performance

The NCC is meeting the performance indicators set for itself in the *2004–2005 to 2008–2009 Summary of the Corporate Plan*. Appendix B provides a performance review up to November 30, 2004.


Structure of the National Capital Commission



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

External Environment

New Priorities, New Processes



World and Canadian Trends

Worldwide economic growth is expected to continue, despite the high cost of energy and other factors such as the Iraq War, increased security requirements and the prevalence of new contagious diseases. The United States' budget deficit remains a key risk for global markets, putting upward pressure on interest rates, which could reduce business investments.



The strong Canadian dollar continues to negatively affect the Canadian manufacturing and export sectors and could result in short-term economic growth being weakened. The Canadian population is aging, the birth rate is low and growth is increasingly reliant on immigration. At the same time, our cities — where most Canadians live — are growing very rapidly, and they are challenged to find the financial resources necessary to develop infrastructure and services to accommodate the growth. Furthermore, the aging population, the growing prevalence of obesity and an increasing shortage of health-care professionals are also putting pressure on Canada's health system.

Federal Government

The February 2005 federal budget presented a balanced strategy to build a strong economy and improve the well-being of all Canadians. The government has started a number of initiatives to respond to these commitments, including a government-wide Expenditure Review to strengthen its financial management and accountability and to identify funding for reallocation to high-priority items. In addition, it has undertaken a review of Crown-corporation governance to strengthen oversight and review accountability frameworks.

Canada's Capital Region

Planning processes for CCR continue to be reviewed by diverse stakeholders in both Ontario and Quebec, as they develop their vision for the Capital. For a number of years, Ottawa and Gatineau have experienced record-high real-estate markets fuelled by low interest rates, resulting in higher residential rental vacancy rates. Rapid urban growth has put pressure on the regional transportation system, and municipalities need to identify additional funding for infrastructure and urban-transit initiatives. Stakeholders are launching a number of studies to explore the transportation issues. In addition, the federal government, which owns 35 percent of all office space in CCR, is considering: 1) selling accommodation and leasing it back from the private sector; and 2) relocating some local government operations across the country.

Sustainable Funding

Costs continue to rise as appropriations decline, and the NCC urgently needs new sources of sustainable funding. These pressures are not new. The NCC commercialized maintenance activities in the mid-1990s to address budget cuts, but costs have been subject to inflation since that time. The federal government is now seeking to reduce costs for some operations in order to fund new high-priority initiatives. In addition, special funding is required to maintain the official residences, and the cost of environmental stewardship is expected to rise in light of new legislation. In years past, the NCC has been able to fund some of its capital rehabilitation budget shortfall through the disposal and divestiture of surplus assets; however, these assets are finite in nature and alternative funding sources need to be identified.



New Government Directions

Recent decisions in the February 2005 budget may affect the NCC. In particular, the government is considering a new accommodation strategy that may result in sale-leaseback transactions for federal office accommodation in CCR. It is also contemplating the decentralization of government operations away from the Ottawa area, and this may affect vacancy rates and real-estate values in the region. On the positive side, federal investment in municipal infrastructure renewal through the Secretariat for Infrastructure and Communities, and the transfer of gas-tax revenue to municipalities may create new opportunities to deal with urban growth in CCR.

Programming for the Future

NCC programming must respond to changes in Canadian society as it promotes cultural diversity and social cohesion. At the same time, it must strike a balance between national activities and local programs, and enhance provincial and territorial representation in the region.

Public Accountability

The federal government has undertaken a review of the accountability, management, governance and transparency of Crown corporations. Although the NCC has already implemented a number of measures to ensure that it is more open and accountable, it will address any further requirements that arise from this work.

Objectives, Strategies and Performance Indicators

Bringing Life, Meaning and Sustainability to the Capital

A decorative flourish consisting of a horizontal line with a central, jagged, downward-pointing shape resembling a stylized mountain range or a series of peaks.

NCC Strategic Outcome

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

1. Animating and Promoting the Capital

Objective

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

1.1 Events, Interpretation Programs and Commemorations

Strategy

Deliver events, interpretation programs and commemorations that reflect Canadian values and achievements.

The NCC will develop programs with enhanced national content to make the Capital increasingly accessible to Canadians and to enrich the Capital experience. It will confirm multi-year partnerships with Canadian Heritage, broadcasters and other partners for the delivery and national dissemination of Canada Day programming. Other event initiatives will include: Christmas Lights Across Canada — lights to shine in the Capital and across Canada as a symbol of peace and goodwill; Sound and Light Show — a new production in 2005 highlighting the beauty of Parliament Hill and the rich diversity of Canada; Winterlude — ongoing development of successful programs and interpretive activities with a strengthened national and provincial/ territorial representation; Canada and the World Pavilion — preparation of a partnership renewal strategy, launch of a new temporary exhibit in 2007 and renewal of the main exhibit in 2011; and core area — animation at the Plaza Bridge and Sussex Courtyards as the first step in a five-year animation development program. Interpretive programs will continue to help Canadians discover the Capital, increase accessibility and offer insight into Capital heritage. On Parliament Hill, the NCC will deliver outdoor interpretation and work with partners to develop a long-term vision for welcoming visitors to the Hill, including a feasibility study for a new visitor centre. On Confederation Boulevard, the NCC will create interpretation at key sites (notably LeBreton Flats and the Quebec shoreline). A new commemorations

strategic plan will be implemented to achieve balance and diversity for new commemorations and related events.

Performance Indicators

A. PROGRAMMING EVENTS

- I) Over the planning period, the NCC will develop and deliver programs in the Capital that enhance the symbolic value of federal lands and assets in order to foster a sense of belonging among Canadians by:
 - i. maintaining high levels of attendance at flagship events and programs:
 - Sound and Light Show: 150,000
 - Canada Day: 300,000
 - Winterlude: 600,000;
 - ii. maintaining public-satisfaction levels in events and programs at 85 percent;
 - iii. maintaining a high degree of representation of the diverse Canadian society (i.e., gender, provinces and regions, cultures, languages) in NCC program content; and
 - iv. establishing national broadcasting agreement(s) for Canada Day.

B. INTERPRETATION PROGRAMS

- I) The NCC will maintain an 85-percent satisfaction rate and 700,000 visits per year for Parliament Hill programs.
- II) Phase II of the Streetscape Interpretation Program on Confederation Boulevard, and Phase I of the Quebec Shore Interpretation Program will be completed by 2006.
- III) The NCC will attract 325,000 visitors annually at the Capital Infocentre and maintain 85-percent service-standard levels at the Capital Contact Centre.

C. COMMEMORATIONS

- I) In 2005–2006, the NCC will complete a comprehensive plan for commemorations within the Capital.
- II) The Valiants Memorial will be completed by spring 2006.

1.2 Marketing and Communications**Strategy**

Communicate the message of Canada's Capital as a place to experience our heritage, culture and achievements.

A comprehensive strategic plan will be implemented for all areas of marketing, revenue generation, communications and external relations. Long-term cost-effective media partnerships and strategic partnerships will be pursued to maximize the value and reach of advertisements and support the work of the NCC. The NCC will emphasize programs and activities relating to the environment and healthy living, continue to introduce the new corporate identity in all communications and signage, work proactively to inform the media of current issues and successes and integrate new models of public participation.

Performance Indicators**A. VISIBILITY AND PROMOTION**

- I) By the end of 2007–2008:
 - i. bring the unaided awareness of the NCC in CCR to 60 percent; and
 - ii. maintain Canadians' level of pride in the Capital at a minimum level of 80 percent.

B. EXTERNAL RELATIONS

- I) By the end of 2007–2008, increase positive perception ratings of the NCC to 76 percent among residents of CCR.
- II) By the end of 2009–2010, increase positive perception ratings of the NCC's public consultations to 41 percent among residents of CCR.

C. REVENUE GENERATION AND STRATEGIC PARTNERSHIPS

- I) The NCC will achieve the following cash sponsorship targets over the planning period:
 - i. 2005–2006: \$1.1 million; and
 - ii. 2006–2007 to 2009–2010: \$971,000 per year.

2. Planning, Design and Land Use

Objective

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

2.1 Planning

Strategies

Position the Plan for Canada's Capital as the overriding vision for the future development of CCR and as the framework for the completion of various supporting plans and implementation strategies.

Facilitate and orchestrate federal strategies and programs that affect urban transportation and public transit in CCR, while ensuring that broader federal goals and objectives are met.

The NCC will continue its work on the inter-related plans within the Capital Planning Framework by: (i) updating the *Gatineau Park Master Plan* as a tool to balance the needs of conservation with increasing demand for public access and recreation; (ii) completing the *Urban Lands Master Plan*, which provides broad planning policies and implementation strategies for lands in the urban Capital; and (iii) finalizing the *Core Area Sector Plan* (a key element in the *Urban Lands Master Plan*). Planning associated with the *Sparks Street Revitalization* project will focus on opportunities for public programming associated with new public spaces and, in particular, on developing with local and federal partners an action plan for the *Sparks Street Vocation Study*. The *Ottawa River Islands Plan* remains a priority, and — given appropriate levels of federal investment — the NCC intends to return the *Ottawa River Islands* to public use, restore public access to the *Chaudière Falls*, support the construction of an Aboriginal centre on *Victoria Island* and lay the basis for further long-term development. The NCC will continue to work actively with partners to develop interprovincial transportation plans and strategies, and to undertake associated surveys and environmental assessments (namely, the assessment

of potential corridors for two new interprovincial bridges). The NCC will also participate in the study of public transit integration in the core area.

Performance Indicators

A. PLANNING THE CAPITAL

- I) In collaboration with relevant stakeholders, complete key elements of the Capital Planning Framework, specifically:
 - i. by the end of 2005–2006, the *Gatineau Park Master Plan* review and commissioning; and
 - ii. by the end of 2007–2008, the *Urban Lands Master Plan*.
- II) By the end of 2005–2006, in collaboration with relevant stakeholders, advance the planning of the core area by completing the commissioning of the *Core Area Sector Plan*.

B. TRANSPORTATION PLANNING

- I) By the end 2005–2006, obtain NCC board approval of the *Strategic Transportation Initiative White Paper* and the ensuing action plan.
- II) During the planning period, in collaboration with relevant stakeholders and subject to partner involvement and funding, complete environmental studies, as well as preliminary and functional designs for two new interprovincial bridges in the east and west of CCR.

2.2 Design and Land Use Approvals

Strategy

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

The NCC has legislative authority to coordinate the development of all federal lands in CCR and to ensure that the requirements of all approved plans are respected, as well as those of federal policies and legislation respecting heritage, archaeology and the environment. The NCC manages and controls the physical presence of the federal government in CCR through the Federal Land Use, Transaction and Design Approvals process. It will also arrange suitable depositories for archaeological and heritage artifact collections deriving from excavations on NCC properties.

Performance Indicator

- I) In 2005–2006, review approximately 300 land use, design and land transaction submissions for federal approval.

3. Real Asset Management

Objective

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

3.1 Core Capital Projects

Strategy

Undertake core-area projects that enhance the heart of the Capital.

The core area of the Capital will continue to be revitalized. The completion of the LeBreton Flats project will create a new site to feature national festivals, two new sites for national institutions including the Canadian War Museum to open in May 2005, and 11 acres (4.45 hectares) to be developed for mixed residential-commercial use (see Appendix C). Confederation Boulevard will continue to be developed and, in collaboration with the City of Ottawa, life-cycle improvements to the Bytown Bridges and Sussex Drive North will be undertaken. The cultural landscape of Sparks Street will be enhanced by the redevelopment of the south side for mixed residential-commercial uses. The upgrade and landscape of Saint-Laurent and Maisonneuve boulevards in Gatineau will create a new scenic corridor from the central Capital to Gatineau Park, and the NCC will also redevelop the southern part of Jacques-Cartier Park.

Performance Indicators

A. LEBRETON FLATS

- I) By the end of 2005–2006, complete:
 - i. the construction of the riverfront park, The Common and the Event Square;
 - ii. the sale of Blocks U and T in accordance with the deadlines of the consent decision of the City of Ottawa; and
 - iii. the archaeological investigation and removal of sedimentation, rubble mounds and berm of Blocks J, K, L, M, N and O.
- II) By the end of 2005–2006, receive approval of the works from the City of Ottawa for the infrastructure constructed at LeBreton Flats.

B. CONFEDERATION BOULEVARD

- I) By the end of 2005–2006, with partners' involvement, complete:
 - i. the reconstruction of the Bytown Bridges and Sussex Drive North; and
 - ii. the rehabilitation of Phase I Sussex Drive and MacKenzie Avenue South with the second phase proceeding once negotiations with partners are concluded.

C. OTHER CORE INITIATIVES

- I) By the end of 2005–2006, the NCC will enter into a ground lease with a developer for the 113 Queen Street site (Sparks Street).

- II) By the end of 2006–2007, the NCC will:
- i. contribute \$3 million to redeveloping Saint-Laurent and Maisonneuve boulevards in Gatineau; and
 - ii. initiate a proposal call, subject to the successful completion of an environmental assessment, for the Jacques-Cartier Park (south) development.

3.2 Land and Real Asset Management

Strategy

Protect federal assets and public services under the responsibility of the NCC through development, maintenance, management and rehabilitation that takes into account environmental, heritage, and health and safety regulations and standards.

The NCC implements a life-cycle maintenance and rehabilitation program (Multi-Year Capital Construction Program — see Appendix D) for the purpose of continuing to safeguard and preserve cultural and natural heritage assets, protect and manage natural resources, and deliver visitor and recreational services on federal lands, and where appropriate, it will use corporate assets to generate revenues in support of this work. The NCC acquires land essential to the long-term character of the Capital, disposes of surplus lands in accordance with its Property Disposal Strategy and seeks opportunities to divest itself of municipal-like assets. In the planning period, the key focus will be on the Capital core area, with the ongoing management of park services and outdoor facilities that communicate environmental messages, and on the continuous review of the leasing portfolio to maximize revenues and preserve Capital assets. It will define options to address the corporation's capital shortfall to reduce its reliance on proceeds from land sales. The NCC has reviewed all of its high- and medium-priority contaminated sites and remains committed to environmental stewardship in CCR through the management of contaminated sites, environmental impact assessments and strategic environmental assessments. It will continue to manage and promote

the recreational pathway system and, given partner support, to develop the Rideau Canal Skateway.

Performance Indicators

A. ASSET MANAGEMENT

- I) During the planning period, rehabilitate appropriately major and minor assets in CCR as part of the Multi-Year Capital Construction Program.
- II) By the end of 2005–2006, complete the core components of the Integrated Asset Management Information System by implementing an Environment Module to support administrative and operational obligations under new environmental legislation.
- III) By the end of 2008–2009, revise the *National Capital Commission Traffic and Property Regulations* to enhance the corporation's ability to govern the use of NCC property.
- IV) The NCC will achieve the following leasing revenue targets over the planning period:
 - i. 2005–2006: \$14.7 million; and
 - ii. 2006–2007 to 2009–2010: \$14.9 million per year.

B. DISPOSALS, DIVESTITURES AND DEVELOPMENT

- I) The NCC will achieve the following revenue targets over the planning period:
 - i. land disposal revenues of \$6 million per year; and
 - ii. easements and Licenses of Occupation revenues of \$750,000 annually.
- II) By the end of 2005–2006, the NCC will complete the requisite studies, including those applying to infrastructure, environmental assessment, urban design and transportation, and apply for rezoning of the Hurdman Lands.

C. ENVIRONMENT MANAGEMENT

- I) Under the Contaminated Sites Management Program:
 - i. complete audits for all known storage tanks on NCC lands by the end of 2006–2007;
 - ii. complete the preliminary assessment (Phase I) of remaining low-priority sites by the end of 2007–2008; and
 - iii. implement the required follow-up and mitigation measures for identified contaminated sites.
- II) During 2005–2006, develop and implement processes and tools required to meet all corporate requirements under the *Canadian Environmental Assessment Act*, effective June 2006, for Crown corporations.
- III) During the planning period, update the Environmental Action Framework and monitor programs to ensure environmental stewardship principles are integrated into all activities.

D. GREEN CAPITAL

- I) By the end of 2005–2006, together with partners, the NCC will:
 - i. enhance visitors' experience of the Rideau Canal Skateway by continuing to improve health and safety conditions and the market positioning of the Skateway, and by further developing Dows Lake as a major gateway to the Skateway; and
 - ii. complete an update of the *Strategic Development Plan for an Integrated Network of Recreational Pathways for the National Capital Region* (1994).
- II) By the end of 2008–2009, enhance users' experience on the Capital's recreational pathway system by rehabilitating existing pathways, completing new links, implementing safety measures and improving the market position of the pathway system.

3.3 Official Residences

Strategy

Furnish, maintain and rehabilitate the official residences to safeguard their national heritage value, to provide safe and appropriate accommodation for Canada's official leaders and to create inspiring venues for state events and ceremonies.

The NCC acts as federal custodian for six official residences in CCR (Rideau Hall, 24 Sussex Drive, 7 Rideau Gate, Stornoway, Harrington Lake, and The Farm). To preserve these national treasures over the long term, the NCC has periodically received fixed amounts of capital funding. Though the official residences require significant rehabilitation, the current allocation has been depleted. In 2005–2006, the NCC will limit its efforts to addressing urgent health and safety issues, at the same time it will seek federal approval for a long-term capital funding plan that will allow it to resolve remaining life-cycle and rehabilitation needs at the official residences.

Performance Indicator

- I) During the planning period, depending on federal funding, complete a multi-year plan that prioritizes capital works for the official residences to ensure the protection and continuing availability of these national assets for use.

3.4 Payments in Lieu of Municipal Taxes (PILT)

Strategy

Ensure payments to municipalities in CCR and to school boards in Quebec are made in a timely manner.

As per the provisions of the *National Capital Act* and the *Payments in Lieu of Taxes Act*, the NCC administers and makes fair, equitable and timely payments in lieu of taxes to local municipalities in CCR and to school boards in Quebec.

Performance Indicator

- I) In accordance with the *National Capital Act* and *Payments in Lieu of Taxes Act*, pay 100 percent of PILT on municipal properties by the due date, except for those properties that are challenged.

4. Corporate Services

Objective

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

4.1 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 review and implement requirements emerging from operational reviews conducted by the federal government, and new oversight in government spending, especially in the areas of procurement and contracting, information technology and capital asset management. It will maintain a secure and up-to-date infrastructure, including telecommunications and computer systems. High standards in governance continue to be a priority for the NCC. The Nominating Committee (a new permanent committee) will put forward candidates for board membership and, in 2005–2006, will address the appointment of the NCC Chairperson/CEO. Activities will include the implementation of Treasury Board directives applicable to the governance of Crown corporations, the organization of annual self-assessment sessions and governance training for board members, and the ongoing disclosure of board attendance and remuneration in the annual report. Regular reports on the results of internal audits and operational evaluations will be communicated to the Corporate Audit and Evaluation Committee, and the results of strategic and tactical research as identified in the Corporate Research Plan will be shared with key stakeholders.

Performance Indicators

- I) Respect all applicable legislative requirements, in particular those of the *Financial Administration Act*, the *Government Contracts Regulations*, the *Access to Information Act* and the *Privacy Act*.
- II) In 2005–2006, finalize the corporation's Code of Ethics and the disclosure process for wrong-doings.
- III) During the planning period, implement the recently updated five-year Corporate Research Framework and the Corporate Research Plan.

4.2 Human Resources

Strategy

Provide human resources management services that position the NCC as an employer of choice.

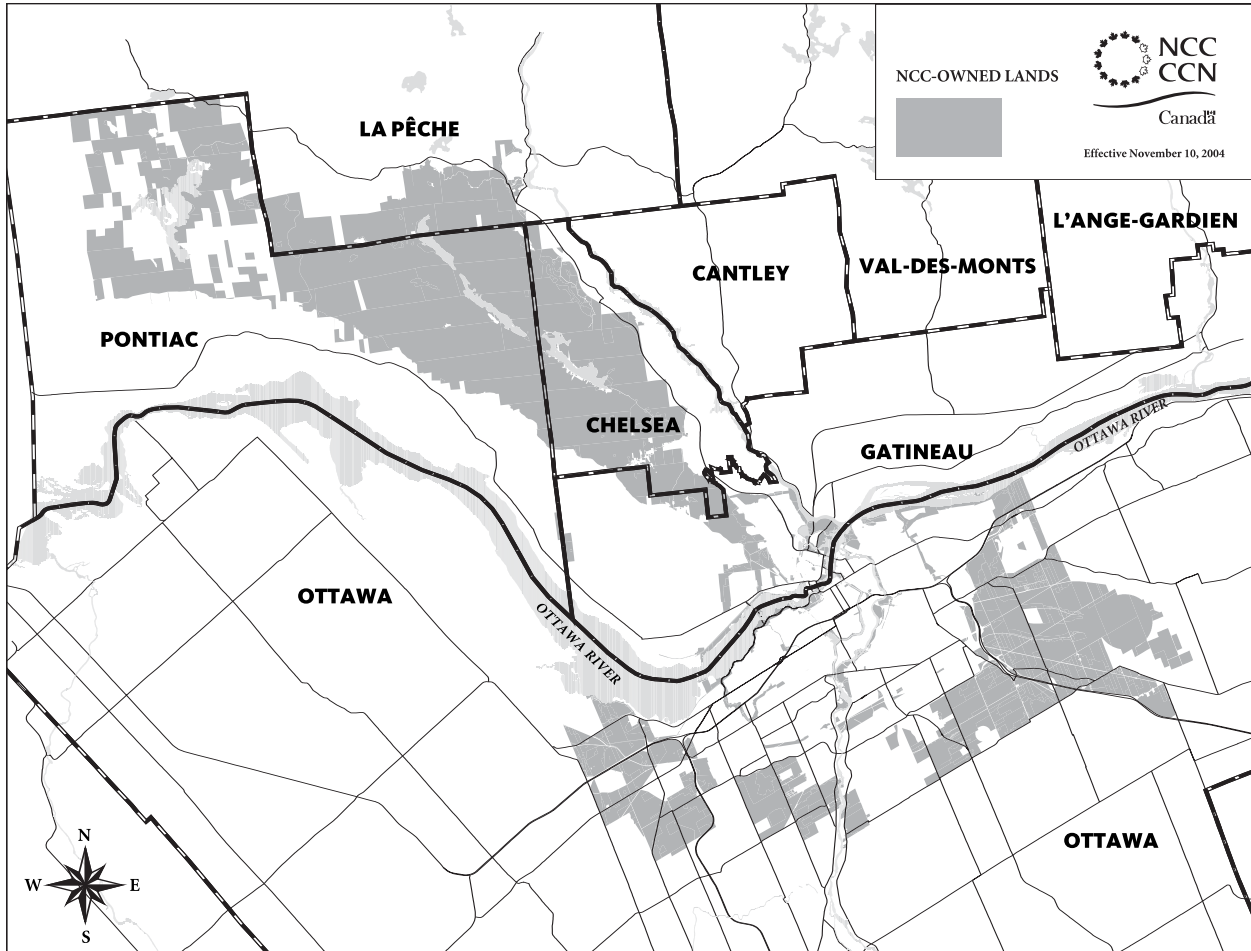
To achieve employer-of-choice status and to recruit and retain the high-quality employees needed to support the achievement of its mandate, the NCC invests in a constantly evolving system of human resources management. In particular, it provides opportunities for staff to engage in training and career advancement programs (for example, succession planning); involves employees in helping to define corporate values and integrate them into the workplace; and develops plans to protect employee security and to guarantee their health and safety.

Performance Indicators

- I) During the planning period, Human Resources (HR) will implement applicable principles and components of the HR modernization legislation.
- II) By 2009–2010, the NCC will implement an Integrated Human Resources Management Framework.

Appendix A

Map of NCC Ownership



Appendix B

Review of NCC's 2004–2005 Performance to November 30, 2004

I. Animating and Promoting the National Capital Region

Parliament Hill Programming: Discover the Hill and Infotent programs achieved more than 730,000 contacts (15-percent increase over 2003); Sound and Light Show was also very successful with attendance above 158,000 and a 42-percent increase in francophone spectators.

Commemorations Strategic Plan: draft report was completed with recommendations on balanced thematic representation, urban design priorities and policies and procedures; a summary report will be presented for public consultation.

Canada Day 2004: in spite of extreme weather, Canada Day was successful with high attendance throughout the day; NCC was responsible for the 400th anniversary celebration of Acadia in Jacques-Cartier Park (Herménégilde Chiasson, Lieutenant-Governor of New Brunswick, attended).

Canada and the World Pavilion: another successful season with visitations increasing by 46 percent over the previous year to reach 125,211 visits.

Broadcast: the NCC negotiated the airing of the program “Les trophées de la langue française” in CCR, which was broadcast internationally in November; main contributors were Canadian Heritage and the Ontario Ministry of Culture.

Public Consultations: seven public consultations were held this fiscal year; attendance at the LeBreton Flats Redevelopment session and *Gatineau Park Master Plan* session reached approximately 200 and 500 people, respectively; the public continues to provide positive feedback to the NCC.

International Festivals and Events Association Awards: the NCC received five Pinnacle Awards: one Gold Award (Best Full-Length TV Program: national Winterlude program *La capitale de cristal*); two Silver Awards (Best Single New Sponsorship Programs: Senators Hockey Day in the Capital and the Hbc Run for Canada); and two Bronze Awards (Best Ad Series: Canada and the World Pavilion Newspaper Campaign and Best Website: interactive map of recreational pathways).

II. Planning the National Capital Region

Gatineau Park Master Plan: plan being finalized based on public consultations held in the fall.

Urban Lands Master Plan: external working committee reviewing the strategic overview report, vision statement and supporting roles.

Federal Land Use and Design Approvals: Major design approvals included the Federal Judicial Building, Confederation Boulevard, LeBreton Flats (The Common and Event Square and Master Plan concept) and the Valiants Memorial.

III. Real Asset Management And Development

LeBreton Flats Redevelopment: progressing well with Wellington and Vimy streets completed and the selection of the sole qualified proponent for the sale of lands.

Sparks Street: two proponents were short-listed to redevelop Canlands A (113 Queen St); construction is ongoing at Canlands B (131 Queen Street).

Official Residences: full scope of life-cycle improvements of official residences remain unfunded; the NCC is continuing with minimum requirements and design work.

Revenues: leasing revenues generated \$9.3 million (70 percent of annual target); disposal revenues totalled \$3.2 million (53 percent of annual target).

Contaminated Sites Program: on target, including fuel storage tank audits.

Recreational Pathways: more than 15 kilometres of pathway trails have been rehabilitated this year.

Other: RCMP agreed to maintain services on NCC lands and to delegate peace officer and constable status to NCC conservation officers.

IV. Corporate Services

Expenditure Review: the NCC's Program Activity Architecture (PAA) was approved by Treasury Board and expected results were submitted for each activity.

Collective Bargaining: NCC and Public Service Alliance of Canada (PSAC) bargaining teams reached a tentative four-year collective agreement retroactive to January 1, 2004.

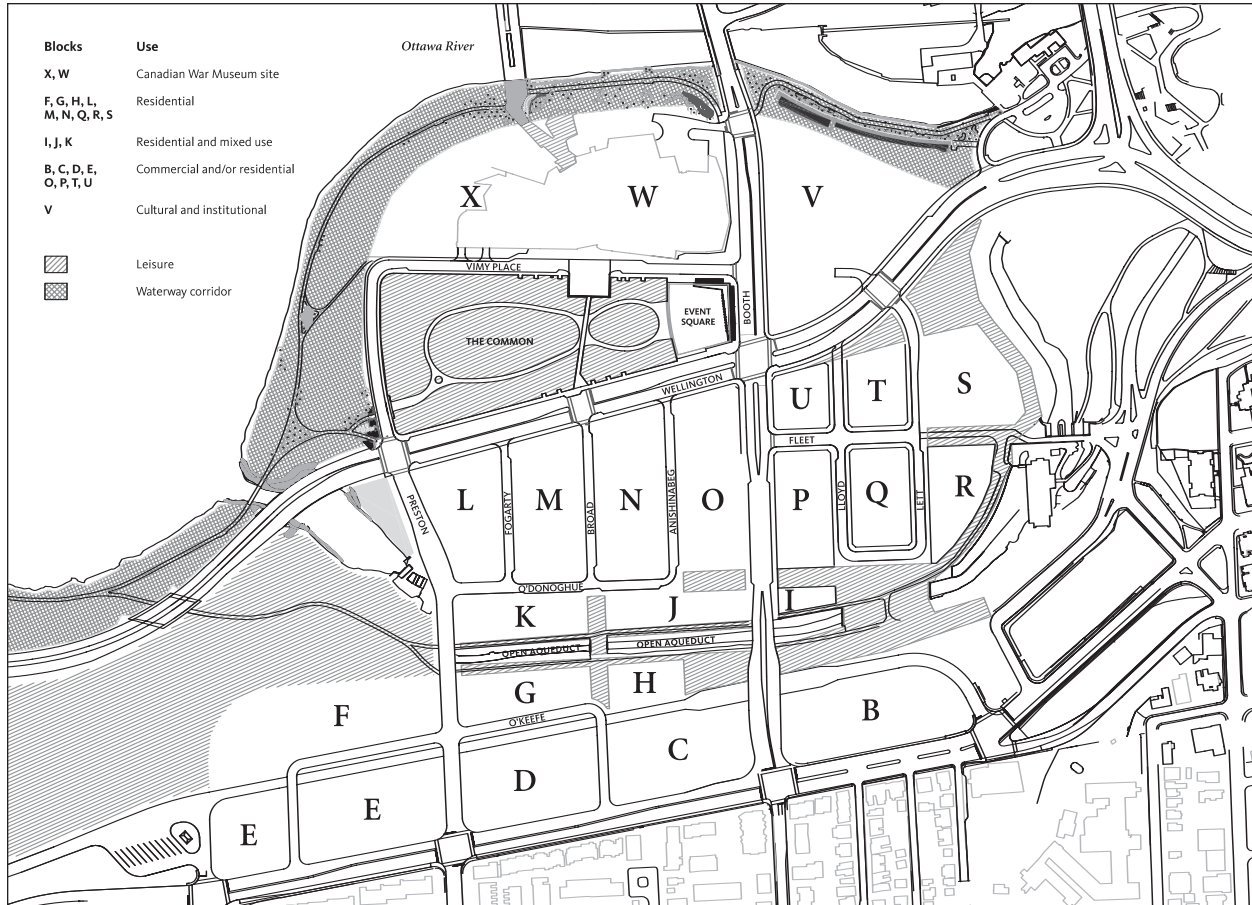
Other: components of the Business Continuity Plan were completed; a permanent NCC nominating committee was established to follow a merit-based process for appointing the NCC's Chairperson/CEO position and board members.

Variances from Plan

- The completion of the Canada and the World Pavilion partnership renewal strategy will be carried over to 2005–2006;
- Because of the current environment, the NCC may fall short of its sponsorship revenue target;
- The *Gatineau Park Master Plan* review and the Core Area Sector Plan will be completed by the end of 2004–2005 because of additional issues analysis and extensive public consultation; and
- Stable long-term funding has not yet been secured for the rehabilitation of the official residences.

Appendix C

LeBreton Flats Land Use



Appendix D

Multi-Year Capital Construction Program

Multi-Year Capital Construction Program for the Years Ending March 31, 2005 to 2010

(thousands of dollars)

	Previous Years	2005 Forecast	2006 Projection	2007 Projection	2008 Projection	2009 Projection	2010 Projection
Confederation Boulevard	53,176	3,246	1,038	1,502	1,095	865	270
Champlain Bridge reconstruction	41,319	16	0	0	0	0	0
Official residences — Rideau Hall	41,873	296	1,286	0	0	0	0
Official residences — Other residences	3,964	1,051	343	0	0	0	0
Official residences — General non-property specific	3,241	580	85	0	0	0	0
Core area initiatives — LeBreton Flats redevelopment	48,783	31,000	14,844	4,373	0	0	0
Core area initiatives — Sparks Street revitalization	1,335	3,029	0	0	0	0	0
Core area initiatives — The Islands	481	620	0	0	0	0	0
Greenbelt Pathway	1,649	782	150	450	600	600	600
Core and urban parks	11,776	908	390	520	460	460	225
Jacques-Cartier Park rehabilitation	769	1,166	1,100	300	300	0	0
Urban recreational pathways	7,670	2,504	595	355	740	520	595
Leamy Lake facilities	1,480	475	877	100	0	0	360
Ottawa River Parkway and parkway bridges	2,952	99	30	550	70	890	220
Environmental clean-up and remediation — Industrial lands	95	164	338	427	732	732	732
Environmental and remediation programs	1,078	249	1,012	1,012	837	215	198
Rockcliffe Parkway — Pavement rehabilitation	0	0	0	240	2,400	1,000	0
Ottawa River Parkway pavement (Parkdale to Island Park Drive)	0	0	0	0	100	1,400	0
Rockcliffe Park and Parkway	509	900	80	1,140	340	1,175	845
O'Brien House — Redevelopment	627	1,816	1,727	0	0	0	0
Canadian Museum of Contemporary Photography rehabilitation	0	0	500	500	500	600	0
Bate Island — Servicing	54	1,012	0	0	0	0	0
Parliament Hill — New Sound and Light Show infrastructure	0	644	1,500	30	30	30	30
Other Projects	52,777	7,807	8,691	9,478	8,428	8,735	12,868
	<u>275,608</u>	<u>58,364</u>	<u>34,586</u>	<u>20,977</u>	<u>16,632</u>	<u>17,222</u>	<u>16,943</u>

Appendix E

Financial Statements

Balance Sheet as at March 31, 2004 to 2010

	(thousands of dollars)						
	2004 Actual	2005 Forecast	2006 Projection	2007 Projection	2008 Projection	2009 Projection	2010 Projection
ASSETS							
Current assets	98,851	55,739	40,745	30,084	26,189	23,195	22,864
Long-term investments	8,003	8,303	8,603	8,903	9,203	8,503	5,803
Long-term receivables	4,772	2,795	2,618	2,441	2,264	2,087	1,910
Capital assets	563,967	586,656	586,668	580,339	573,434	567,400	561,139
Capital assets held for sale	654	108	0	0	0	0	0
	<u>676,247</u>	<u>653,601</u>	<u>638,634</u>	<u>621,767</u>	<u>611,090</u>	<u>601,185</u>	<u>591,716</u>
LIABILITIES AND EQUITY							
Current liabilities	47,032	26,664	17,988	14,218	13,958	13,958	13,958
Long-term liabilities	32,959	30,720	26,489	26,067	25,687	25,352	25,065
	79,991	57,384	44,477	40,285	39,645	39,310	39,023
Equity of Canada	596,256	596,217	594,157	581,482	571,445	561,875	552,693
	<u>676,247</u>	<u>653,601</u>	<u>638,634</u>	<u>621,767</u>	<u>611,090</u>	<u>601,185</u>	<u>591,716</u>

Statement of Operations for the Years Ending March 31, 2004 to 2010

	(thousands of dollars)						
	2004 Actual	2005 Forecast	2006 Projection	2007 Projection	2008 Projection	2009 Projection	2010 Projection
INCOME							
Rental operations and easements	18,311	17,717	17,931	18,091	18,059	18,059	18,059
Net gain on disposal of capital assets	1,661	2,242	4,200	4,200	4,200	4,200	4,200
Interest	3,660	2,240	1,200	1,200	1,200	1,200	1,200
Sponsorship							
Cash	1,225	1,244	1,091	971	971	971	971
Goods and services	878	850	500	500	500	500	500
Sublease, headquarters	1,384	1,456	1,536	1,556	1,576	1,598	1,620
User access fees	1,561	1,090	1,090	1,090	1,090	1,090	1,090
Other fees and recoveries	3,900	3,545	2,286	2,336	2,336	2,336	2,336
	<u>32,580</u>	<u>30,384</u>	<u>29,834</u>	<u>29,944</u>	<u>29,932</u>	<u>29,954</u>	<u>29,976</u>
COST OF OPERATIONS							
Animating and promoting the Capital	20,361	22,880	18,356	18,624	18,594	18,570	18,549
Planning, design and land use	1,887	2,288	2,349	2,448	2,453	2,353	2,353
Real asset management	70,093	78,809	73,004	74,982	72,103	71,676	71,108
Corporate services	24,076	27,015	27,092	27,622	27,876	27,982	28,205
	<u>116,417</u>	<u>130,992</u>	<u>120,801</u>	<u>123,676</u>	<u>121,026</u>	<u>120,581</u>	<u>120,215</u>
Net cost of operations before parliamentary appropriations	(83,837)	(100,608)	(90,967)	(93,732)	(91,094)	(90,627)	(90,239)
Parliamentary appropriations	67,936	66,506	66,494	68,494	68,494	68,494	68,494
NET LOSS	<u>(15,901)</u>	<u>(34,102)</u>	<u>(24,473)</u>	<u>(25,238)</u>	<u>(22,600)</u>	<u>(22,133)</u>	<u>(21,745)</u>

Statement of Equity of Canada for the Years Ending March 31, 2004 to 2010

	(thousands of dollars)						
	2004 Actual	2005 Forecast	2006 Projection	2007 Projection	2008 Projection	2009 Projection	2010 Projection
OPERATIONS							
Balance at beginning of year	560,291	591,050	590,661	588,251	575,226	564,839	554,919
Net loss	(15,901)	(34,102)	(24,473)	(25,238)	(22,600)	(22,133)	(21,745)
Parliamentary appropriations to acquire and improve capital assets	46,441	33,263	22,063	12,213	12,213	12,213	12,213
Donation of works of art	168	450	0	0	0	0	0
Transfer of capital assets from Government of Canada	51	0	0	0	0	0	0
Balance at end of year	<u>591,050</u>	<u>590,661</u>	<u>588,251</u>	<u>575,226</u>	<u>564,839</u>	<u>554,919</u>	<u>545,387</u>
CANADIANA FUND							
Balance at beginning of year	4,672	5,206	5,556	5,906	6,256	6,606	6,956
Donations	534	350	350	350	350	350	350
Balance at end of year	<u>5,206</u>	<u>5,556</u>	<u>5,906</u>	<u>6,256</u>	<u>6,606</u>	<u>6,956</u>	<u>7,306</u>
TOTAL BALANCE AT END OF YEAR	<u>596,256</u>	<u>596,217</u>	<u>594,157</u>	<u>581,482</u>	<u>571,445</u>	<u>561,875</u>	<u>552,693</u>

Statement of Cash Flows for the Years Ending March 31, 2004 to 2010

	(thousands of dollars)						
	2004 Actual	2005 Forecast	2006 Projection	2007 Projection	2008 Projection	2009 Projection	2010 Projection
Cash flows from operating activities	8,060	(19,640)	(4,792)	(6,367)	(3,931)	(3,685)	(3,481)
Cash flows from investing activities	(42,595)	(44,755)	(16,770)	(5,512)	(10,766)	(11,527)	(9,068)
Cash flows from financing activities	46,768	33,268	22,068	12,218	12,218	12,218	12,218
Increase (decrease) in cash and cash equivalents	12,233	(31,127)	506	339	(2,479)	(2,994)	(331)
Cash and cash equivalents at beginning of year	38,915	51,148	20,021	20,527	20,866	18,387	15,393
CASH AND CASH EQUIVALENTS AT END OF YEAR	<u>51,148</u>	<u>20,021</u>	<u>20,527</u>	<u>20,866</u>	<u>18,387</u>	<u>15,393</u>	<u>15,062</u>

Appendix F

Operating Budget and Capital Budget

Operating Budget for the Years Ending March 31, 2004 to 2006

	(thousands of dollars)						
	2006 Budget	2005 Budget	2005 Forecast	2005 Variance	2004 Budget	2004 Actual	2004 Variance
FUNDING							
Operating appropriations	65,919	65,623	65,181	442	64,928	66,331	(1,403)
Official residences program							
Rideau Hall	431	994	994	0	1,031	1,031	0
Other residences	115	265	265	0	275	275	0
General non-property specific	29	66	66	0	69	69	0
Sparks Street revitalization	0	230	0	230	230	230	0
Carry-over	28,085	22,152	31,310	(9,158)	19,109	23,484	(4,375)
Revenues	23,495	22,665	25,455	(2,790)	21,455	29,768	(8,313)
Capitalization policy impact to/from capital	3,000	0	11,189	(11,189)	0	5,662	(5,662)
Transfer from the Acquisition and Disposal Fund	781	765	781	(16)	699	708	(9)
	<u>121,855</u>	<u>112,760</u>	<u>135,241</u>	<u>(22,481)</u>	<u>107,796</u>	<u>127,558</u>	<u>(19,762)</u>
EXPENDITURES							
Animating and promoting the Capital	15,823	15,591	20,076	(4,485)	15,378	17,484	(2,106)
Planning, design and land use	2,349	2,130	2,288	(158)	1,852	1,871	(19)
Real asset management	54,258	54,965	60,787	(5,822)	51,019	53,854	(2,835)
Corporate services	23,932	22,390	24,005	(1,615)	21,281	23,039	(1,758)
	<u>96,362</u>	<u>95,076</u>	<u>107,156</u>	<u>(12,080)</u>	<u>89,530</u>	<u>96,248</u>	<u>(6,718)</u>
EXCESS OF FUNDING OVER EXPENDITURES	<u>25,493</u>	<u>17,684</u>	<u>28,085</u>	<u>(10,401)</u>	<u>18,266</u>	<u>31,310</u>	<u>(13,044)</u>

Capital Budget for the Years Ending March 31, 2004 to 2006

	(thousands of dollars)						
	2006 Budget	2005 Budget	2005 Forecast	2005 Variance	2004 Budget	2004 Actual	2004 Variance
FUNDING							
Capital appropriations	12,463	13,213	13,213	0	8,168	13,218	(5,050)
Official residences program							
Rideau Hall	0	188	188	0	150	150	0
Other residences	0	50	50	0	40	40	0
General non-property specific	0	12	12	0	10	10	0
LeBreton Flats redevelopment	9,600	19,800	19,800	0	10,900	10,900	0
Sparks Street revitalization	0	0	0	0	16,000	0	16,000
Acquisition of industrial lands	0	0	0	0	0	31,123	(31,123)
Capital reprofiling	0	0	0	0	0	(6,000)	6,000
Capital loan repayment	0	0	0	0	(3,000)	(3,000)	0
Carry-over	12,331	2,685	30,255	(27,570)	15,914	58,956	(43,042)
Capitalization policy impact to/from operating	(3,000)	0	(11,189)	11,189	0	(5,662)	5,662
Transfer from the Acquisition and Disposal Fund	8,689	11,519	19,660	(8,141)	24,635	13,964	10,671
	<u>40,083</u>	<u>47,467</u>	<u>71,989</u>	<u>(24,522)</u>	<u>72,817</u>	<u>113,699</u>	<u>(40,882)</u>
EXPENDITURES							
Real Asset Management							
Confederation Boulevard	1,038	2,916	3,246	(330)	3,262	1,460	1,802
LeBreton Flats redevelopment	14,844	19,800	31,000	(11,200)	10,900	25,787	(14,887)
Sparks Street revitalization	0	0	3,029	(3,029)	16,000	1,987	14,013
Official residences							
Rideau Hall	1,286	1,832	296	1,536	2,341	5,137	(2,796)
Other residences	343	488	1,051	(563)	624	114	510
General non-property specific	85	122	580	(458)	156	101	55
Real property acquisitions	500	993	500	493	13,493	0	13,493
Real property acquisition — Industrial lands	0	0	0	0	0	36,112	(36,112)
Other projects *	16,990	20,896	19,162	1,734	25,589	11,937	13,652
	<u>35,086</u>	<u>47,047</u>	<u>58,864</u>	<u>(11,817)</u>	<u>72,365</u>	<u>82,635</u>	<u>(10,270)</u>
Corporate Services	624	420	794	(374)	452	809	(357)
	<u>35,710</u>	<u>47,467</u>	<u>59,658</u>	<u>(12,191)</u>	<u>72,817</u>	<u>83,444</u>	<u>(10,627)</u>
EXCESS OF FUNDING OVER EXPENDITURES	<u>4,373</u>	<u>0</u>	<u>12,331</u>	<u>(12,331)</u>	<u>0</u>	<u>30,255</u>	<u>(30,255)</u>

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