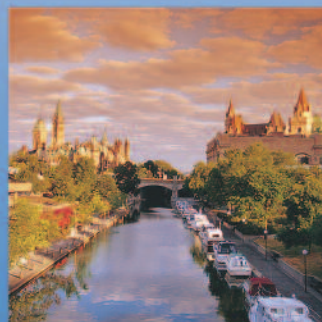
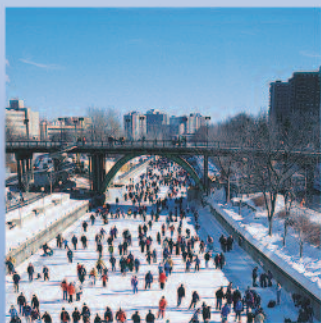


OCTOBER 2006

THE NATIONAL CAPITAL COMMISSION PAST, PRESENT AND FUTURE



FOREWORD



Since 1899, the National Capital Commission (NCC) and its predecessors have worked hard to create a Capital of which Canadians can be proud. The NCC Board of Directors and I see the mandate review as an opportunity for the public to learn more about our past accomplishments and our current work, as well as a chance to provide input with respect to our future contribution to Canada's Capital and the Capital region.

This document has been prepared by the NCC to provide information about the organization and its mandate, in order to assist those interested in the mandate review. This document is divided into three sections as follows.

Section A provides an overview of the functions of Capital cities and the role of the NCC and its predecessors in shaping Canada's Capital throughout its history.

Section B presents information about the NCC of today — its mandate, programs and business lines, as well as the way it approaches the delivery of its mandate and interacts with its stakeholders. The section also provides a summary of the NCC's key results and achievements over the past decade of working to create a Capital for all Canadians.

Section C provides an overview of global trends that have an impact on the Capital, and describes potential opportunities that the NCC could pursue in order to deliver on its Capital mission in the future.

We look forward to receiving the recommendations resulting from the mandate review process. We are committed to delivering on our new mandate, and hope to further strengthen Canadians' sense of pride and belonging to their country through their Capital.

A handwritten signature in black ink, reading "Marcel Beaudry". The signature is written in a cursive, flowing style with a prominent initial "M".

Marcel Beaudry
Chairman

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SECTION A

THE NATIONAL CAPITAL OF CANADA



1. INTRODUCTION

All great nations over the centuries have created capitals that instil and convey a sense of national pride. For more than a hundred years, Canadians have invested in their capital to shape it as a reflection of the truly unique Canadian identity. The process of building a capital for a country as vast, young and diverse as Canada has been, of necessity, an evolutionary process, requiring foresight, continuity of thought and action and a long-term commitment on the part of successive governments. The National Capital Commission (NCC) and its predecessors have worked in this way — carefully, persistently and consistently — on behalf of the federal government and the people of Canada. Its goal is to give Canadians a Capital that is worthy of this great nation.

2. ROLE OF A NATIONAL CAPITAL

National capitals are special cities. They act as hosts to and stewards of a nation's key institutions — notably the seat of national government, the highest court of law, the civil service, official residences of government leaders, the national bank, national museums and foreign embassies.

National capitals are the showcase, both nationally and internationally, of a nation. As such, they have two strong callings. The first relates to heritage: preserving national treasures, representing the country as a whole, safeguarding the legacies, acting as the constant in a changing nation. The second relates to the future: looking forward, anticipating and meeting the future needs, embodying the country's

hopes and aspirations. The NCC addresses these callings at the same time as it builds and maintains effective spaces for ceremony and administration and responds to the demands of security, tourism and other businesses at work in Canada's Capital.

Planning for a capital city is different than planning for other urban areas, in that it impinges on political and symbolic concerns. A well planned and carefully managed capital city can be a powerful instrument of nation-building, a place where all citizens belong, for which they share responsibility, and a place of national memory and tradition. According to the *2005 National Survey on Pride and Identity* conducted by Decima Research, 78 percent of Canadians recognize that Canada's Capital is an appropriate place to experience the heritage, culture and achievements of Canada.

3. CANADA'S CAPITAL

Canada's Capital is a political capital — in other words, its primary function is to act as the seat of government. Other capitals, such as Canberra, Washington and Brasilia, are similar in that they are all capitals of federal states.

Canada is governed as a constitutional monarchy. It is a Commonwealth Realm with a federal system of parliamentary government rooted in strong democratic traditions. In Canada, governmental power is shared among federal, provincial and territorial governments, with each of the other jurisdictions having its own capital city.

As the capital of a federal democracy, Canada's Capital must acknowledge and represent the idea of *federation*, the coming together of different provinces and the embracing of a variety of geographic areas and regions within a single nation. The federal capital must physically, culturally and symbolically express the federation. According to the *1998 Canadian Visitor Survey on the Plan for Canada's Capital*, 91 percent of Canadians think it important for Canada's Capital to represent Canada by emphasizing the unique qualities of the provinces and territories.

In Canada, over 150 federal departments and agencies exercise a coast-to-coast mandate. Canada's Capital hosts the head offices of a large majority of these. Their scope and responsibilities are broad-based and nation-wide, but only some of these departments and agencies have direct involvement in particular projects or activities within the National Capital Region.

4. IMPORTANCE OF A CAPITAL COMMISSION IN CANADA

All highly evolved nations in the New World — and several in the Old World — have created and retained capital planning authorities that are directly comparable to the NCC. Canada is a young, geographically broad and culturally diverse country. The federal government — through the NCC — plans Canada's Capital to support Canada's evolution as a nation.

One of the strengths of the Canadian model of capital commission is that — like many others of the world's capital planning authorities — it is largely independent of the federal departments that serve political and departmental clients.

The NCC is the only organization in Canada whose primary focus is the creation, preservation and communication of Canada's Capital as an expression of Canada. It works with many organizations that deliver a broad range of activities in the region, but it is unique in the objective, long-term perspective that it takes on planning and programming the Capital.

Canada's Capital must represent a broad, national view. The members of the NCC's board of directors are drawn from across Canada. The NCC acquires additional national perspective and professional breadth through its Advisory Committees, with members recruited from among recognized experts in Canada's professional, academic and business communities. These advisory committees make recommendations and provide technical guidance to the NCC and other federal agencies in the Capital.

Neither provincial nor municipal governments nor the private sector can contribute the national, long-term and objective view required to protect the Capital's heritage, maintain its present qualities and take it into the future. According to the *1998 Canadian Visitor Survey on the Plan for Canada's Capital*, 93 percent of Canadian visitors to the Capital believe that it is essential to build a Capital for the future that expresses the unique character of Canada, its past achievements and present opportunities.

The National Capital Region (NCR) exists within a complex political environment. Only a distinct agency with a singular purpose can achieve the focus, develop the specialization and range of expertise and construct the many local and regional relationships necessary to build and preserve Canada's Capital as a valid expression of Canada.

5. HISTORY OF THE CAPITAL COMMISSIONS

In 1857, at the time of its selection as a capital, Ottawa was not among Canada's few well established urban centres. It was a lumber town and former military outpost in a remote location on the border between Canada West and Canada East (formerly Upper and Lower Canada). In this context, the Government of Canada naturally took an interest in improving the city and developing it as a capital. Since 1899, this federal role has been implemented through the work of a series of three capital commissions, each helping to assure that evolving federal interests are realized in Canada's Capital.

Canada has never had the political will to carve a "neutral" capital region out of the provinces — as in the District of

Columbia in the USA — nor does the Canadian constitution allow the federal government to intervene directly in municipal affairs. Instead, the federal presence in Canada's Capital has expressed itself at arm's length through the work of a Crown corporation or "capital agency." Thus, the federal interest has been largely expressed not through political jurisdiction but through land ownership, contribution agreements and collaboration on projects of joint interest.

The investment of federal resources in improvement and development of Canada's Capital has continued to this day, although in evolving form. Successive planning commissions have consistently balanced the differing priorities arising from legitimate federal and municipal interests. At the same time, the mandates and resources of the three commissions have enlarged as the Capital has grown and issues have become increasingly complex. The mandates have also evolved over time in response to topical urban issues and the capacity and willingness of local municipal authorities to manage them. Finally, the mandate has adapted to changing federal government objectives for the Capital.

The federal contribution in Canada's Capital has made possible many physical improvements, such as roads, sewers, bridges and parks, even before the city had grown to the point where the municipal development process could realize them. At the turn of the century, waterways and railways had so hampered urban development in Ottawa and Hull that federal government involvement was essential, for example, to build bridges and reorganize the railway system in the region. Indeed, it was the need for coordinated regional planning that led to the creation of the National Capital Planning Committee, which developed the Gréber Plan (1950) and provided federal technical support to nearly all municipal planning boards in the National Capital Region (NCR) for the development of municipal plans and zoning systems.

The very choice of Ottawa as Canada's Capital — on the border of Canada East and West — and early efforts to include Hull in the development program were in themselves a statement of government policy: the intention was to

create a sense of national unity and bridge the gaps between two founding nations.

The federal government's capital commission has consistently functioned as a tool for federal involvement in the physical development of Canada's Capital. As the federal presence became more prominent over the years, it also coordinated the development of various federal facilities and implemented other government objectives for the Capital. Frequently, work in a new area began in advance of formal mandate revisions and resource availability. However, there was always a vision to work towards.

The Capital Commissions

The **OIC — Ottawa Improvement Commission** (1899-1927) was the first agency created as a means for the federal government to intervene in Canada's Capital. Its mandate was essentially to beautify the Capital through the creation of urban parks and scenic driveways and through collaboration with civic authorities on projects of joint interest. By 1912, it had also become involved in beautification of the Hull City Hall. The federal government appointed three of the OIC's four commissioners, and the City of Ottawa appointed the fourth. The Todd Report in 1903 laid out a framework for the initial parks and driveway program. This was followed in 1916 by the first comprehensive plan for the Capital commissioned by the federal government: *Report of the Federal Plan Commission on a General Plan for the Cities of Ottawa and Hull* (the Holt Report). A desire to develop capability to implement such overall plans for the Capital led to the replacement of the OIC with the next iteration of capital commission.

The **FDC — Federal District Commission** (1927-1958) was created on the foundations of the OIC in order to enlarge the mandate of the "capital agency." The FDC's legislation substantially increased the scope and funding (operating and capital budgets) of operations. It gave the FDC powers to acquire property, to build and maintain public works, to co-operate with any local municipality in improvement and beautification projects and to license refreshment and recreational concessions. It formally recognized the federal interest in Hull as part of the NCR

and specified that one of the 10 commissioners of the FDC must be a resident of Hull. The FDC undertook major projects such as Confederation Park, the War Memorial and the Champlain Bridge. It also launched a substantial land acquisition program (including the start of Gatineau Park). To ensure high standards of maintenance for important public spaces, it also made increased maintenance contributions to key roads and bridges in Ottawa and to the grounds of federal buildings.

Rapid urbanization and a massive expansion of federal facilities during the Second World War created tensions in Canada's Capital and ignited a debate about the appropriate federal contribution to the municipality that hosts the Capital. In 1944, the government reviewed the federal role in Canada's Capital and concluded that the region needed major redevelopment and a more national outlook. It took the first step to realize that goal by strengthening the FDC mandate in 1946. The notion of a National Capital District was formalized, the National Capital Planning Committee was created with authority to develop a master plan (*General Report on the Plan for the National Capital*, eventually known as the Gréber Plan) for the entire region, and the FDC was given approval responsibility for site planning and architecture of new federal buildings. Membership on the board of directors was increased to 19, including commissioners to represent each of the provinces as well as one member each from the cities of Ottawa and Hull.

The **NCC — National Capital Commission** (1959 to the present) was created essentially to implement the Gréber Plan. Parliament, following a review by the Joint Committee of the Senate and House of Commons of progress made by the FDC in developing and implementing the plan, decided to create a new "capital agency," once again with increased scope and capabilities and with a mandate to implement the massive redevelopment foreseen in the *General Report on the Plan for the National Capital*. The new organization had a 20-member board (entirely appointed by the federal government), including one member from each province, two from Ottawa, one from Hull and one from an NCR municipality in each of Ontario and Québec.

The NCC's mandate was to "prepare plans for and assist in the development, conservation and improvement of the National Capital Region in order that the nature and character of the seat of the Government of Canada may be in accordance with its national significance." The NCC's powers were similar to those of the FDC; however, they were spelled out in greater detail and included: maintaining the property of federal departments; approving the siting and design of buildings on federal lands; conducting research to support planning; and managing historic places. Resources available to the organization were much increased, as was the size of the NCR.

Implementation of the Gréber Plan involved: reorganization of the railway system; extension of parks and parkways; establishment of major new decentralized government complexes; creation of the Greenbelt; expansion of Gatineau Park; and land banking for future public needs (both municipal and federal). The NCC also collaborated in the construction of much other infrastructure, including the Queensway (Highway 417), a sewage treatment plant and a new Ottawa train station and industrial park.

In 1969, a federal/provincial conference further elaborated the vision for Canada's Capital on both sides of the Ottawa River. As a result, the mandate of the NCC was expanded to encompass implementation of a new policy for increased federal presence in Québec. In particular, the NCC planned the acquisition of lands for a new downtown office campus and the building of a new inter-provincial bridge. As regional government emerged in Québec and Ontario, the NCC planning function turned away from regional infrastructure and began to focus more on federal lands and collaborative efforts. In the 1970s, the NCC also involved itself in early efforts to develop more visitor facilities and to animate the Capital through development of the Rideau Canal Skateway, recreational paths and ski trails and by hosting public programs and events on its lands.

In 1988, following widespread reflection on government objectives in the region, Parliament once again expanded the NCC mandate with a view to creating an exceptional

Capital. The revised mandate broadened the NCC's role to include public programming, messaging and events. It also authorized it to coordinate the public programming activities of other federal agencies in the NCR. At the same time as the mandate was revised, the NCC adopted new business practices to support the enlarged mandate within existing financial reference levels to be consistent with government direction related to real property. These new practices included: increased use of partnership and collaboration in delivery of NCC products; focus on the

core of the Capital as the most highly visible symbol of Canadian nationhood; divestiture of lands surplus to requirements in developing the Capital; and preparation of a series of Federal Land Use and Capital Orientation Plans to guide future activities (*see Appendix A for a timeline listing NCC achievements*). In 1995, the board of directors was streamlined to 15 members, with a Chair and Vice-Chair and five members selected from within the NCR and eight from across the country.

SECTION B

THE NATIONAL CAPITAL COMMISSION



1. OVERVIEW OF THE NCC

1 A) THE MANDATE AND *National Capital Act*

The *National Capital Act* of 1958, amended several times — most substantially in 1988 — gives the NCC the mandate to:

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

Further, the 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 coordinating the development by approving plans, the design of buildings and other works, changes in land use, as well as any disposal of or demolitions on federal lands in the NCR.

To put this legal mandate more clearly into perspective, consider the mandate of the NCC — that of building a Capital — in terms of adding a Capital “overlay” to a large region that stretches across two provinces and contains seven municipalities (in particular, two large urban agglomerations), two official languages and a culturally diverse population of 1,148,800 people. This region is also the seat of the federal government. It is the NCC that makes the difference here, working on behalf of the federal government, between an ordinary civic space and an extraordinary Capital for all Canadians — one that evolves in step with the country and its people.

1 B) CROWN CORPORATION STATUS AND STRUCTURE

The Crown corporation model is used in serving the public interest where greater managerial autonomy is needed to enable an organization to operate in as businesslike a manner as possible. Crown corporation status makes the NCC responsible to Parliament for guiding the development of federal lands in the Capital over the long term; at the same time, it gives it the flexibility to harmonize its plans with those of other levels of government in the region and the power to enter into productive agreements with other parties to achieve its objectives.

A Crown corporation is ideally suited to carry out the activities of the NCC for the following reasons:

- The NCC has a stable policy framework which enables it to deliver its mandate without the need for day-to-day government involvement.

- An arm's-length delivery of programs allows the NCC to plan in the context of a long-term vision for the Capital rather than refocusing with every change in government, and to operate in a smaller, more responsive environment.
- The NCC's responsibilities can be identified separately from those of the rest of government.
- The NCC needs to utilize commercial or quasi-commercial business procedures in many areas of activities including the management of approximately 650 property leases on NCC lands; construction and maintenance contracts; negotiation for the acquisition and disposal of land; organization of flagship events (such as Canada Day) that require many contracts with individual artists and considerable variability in work scheduling.
- An arm's length relationship with the federal government allows the NCC to work as a partner with regional municipalities in planning Canada's Capital.

In summary, the Crown corporation model is an appropriate one in that — while leaving overall control in the hands of government — it provides the managerial autonomy the NCC needs to carry out its mandate.

The NCC, as a Crown corporation, is wholly owned by the Crown and is subject to the control and accountability framework set out under Part X of the *Financial Administration Act* (FAA). Part X provides most of the formal instruments that allow the government to obtain information and to exercise control; at the same time, it gives Crown corporations like the NCC the independence needed to carry out their mandate on behalf of their stakeholders — all Canadians — while remaining sensitive to the government's broad policy objectives and priorities.

For example, Part X empowers the government to appoint the board of directors. It requires the NCC to submit a corporate plan and budgets annually for government approval. It also requires the Auditor General of Canada to conduct a special examination every five years and an annual audit of the financial statements. For reporting

purposes, the NCC, like other Crown corporations, must table an annual report and a corporate plan summary in Parliament. Also through Part X, Parliament delegates responsibility for each corporation to an appropriate Minister: in the case of the NCC, this is the Minister of Transport, Infrastructure and Communities.

The government exercises further control through the NCC's enabling legislation, the *National Capital Act* (NCA). This Act, together with Cabinet decisions, sets the NCC's mandate and powers. As well, the NCA specifies the appointment process for the board of directors (the Commission), which is responsible for managing the NCC at the highest level: it provides oversight and holds management accountable for the corporation's performance.

Other powers in the Act allow the NCC to acquire, sell or lease property and to maintain parks, buildings, highways, etc. The Act also imposes limitations (set as far back as 1958 and so quite out-of-date) on the corporation's powers — for example, that the NCC requires government approval to acquire properties valued at above \$25,000, sell properties for more than \$10,000 and lease properties for longer than five years.

As for other controls, the NCC is the only Crown corporation subject to the Government Contracts Regulations. Also, and perhaps most importantly, the NCC is dependent upon appropriations that are determined by the government in accordance with what it expects the NCC to accomplish. Like other Crown corporations, and as recommended in the 2005 Treasury Board of Canada Secretariat review of Crown corporation governance, NCC board proceedings remain confidential to ensure an appropriate challenge function and to allow the review of commercially-sensitive information and cabinet confidences. Since 2001-02, the NCC board has held an annual public meeting and an annual meeting with interest groups, and continues to look for ways to enhance its communications with the public.

2. APPROACH TO MANDATE DELIVERY

2 A) MAJOR PROGRAMS AND BUSINESS LINES

The NCC has a varied and complex mandate. While its efforts are directly focused on the Capital, numerous products and activities are involved in creating, managing and animating a Capital that will inspire Canadians with pride. These are reflected in three main business lines:

- Planning, Design and Land Use
- Real Asset Management
- Animating and Promoting the Capital

Planning, Design and Land Use

The NCC's planning, design and land use activities guide and control the use and physical development of federal lands in the NCR. They also coordinate and promote excellence in design and site development projects in the region in keeping with the role and significance of Canada's Capital. The NCC has established a Capital Planning Framework consisting, at the highest level, of long-range visionary plans for the NCR and, below this, master plans for each of the major portfolios and sector plans for their different segments. At the more detailed level, a series of area plans, urban design concepts, guidelines and criteria guide the development and management of specific federal lands. The NCC's heritage program directs the protection, safeguarding and conservation of its heritage properties and the Capital's archaeological treasures and cultural landscapes. In order to implement these plans and coordinate development by the various actors, the NCC also reviews and approves the projects, plans and the use and disposal of the lands of other federal organizations to ensure high-quality planning, design and stewardship of all federal lands. To a considerable degree, the present quality and amenities of the Capital are a direct result of this process at work over almost fifty years. Finally, it ensures to the extent possible that federal plans harmonize with those of municipalities and other stakeholders in the NCR.

A key concept in the NCC's planning program is the National Interest Land Mass (NILM), which comprises lands within the NCR that are essential to support the long-term character of Canada's Capital under four basic functions — political, symbolic, cultural and administrative. A NILM designation constitutes a formal expression of the federal government's interest in the long-term use of lands to support the development of the Capital. These lands are intended to be held in perpetuity for all Canadians. The NILM concept — approved by the Treasury Board in 1988 and remaining in place to this day — incorporates much of the legacy of past land assembly by the NCC and its predecessors. The NILM includes national shrines, river shorelines and parkways, Confederation Boulevard, the Greenbelt and Gatineau Park. Lands identified as non-NILM, which are no longer considered relevant to the Capital mandate, are intended to be divested.

In planning Canada's Capital, the NCC works as one player in a collective that includes two provinces, two major municipalities and seven other municipal jurisdictions. Its particular role is to champion a Capital vision and coordinate the appropriate development of the Capital. It also works with federal departments and agencies, such as Public Works and Government Services Canada (PWGSC) and museum corporations, and approves the more detailed plans they prepare for their specific sites. The NCC has also been working with Aboriginal groups for many years to find a way to establish an Aboriginal presence in the Capital.

The integration of Capital planning and events programming is an innovation that is contributing strongly to the creation of a Capital core that is both beautiful and meaningful. The NCC of today concerns itself not only with physical development but also with the animation of symbolic public spaces with national events and celebrations.

Real Asset Management — Stewardship of Capital Lands and Assets

The NCC owns approximately 10 percent of the NCR (470 square kilometres) on behalf of the federal government, including Gatineau Park, the Greenbelt, core urban lands,

parkway corridors, bridges and riverfronts. Within these holdings, the NCC owns over 90 kilometres of parkways, more than 170 kilometres of paved recreational pathways, over 2,100 hectares of urban greenspace, 63 heritage buildings and approximately 650 properties leased for residential, agricultural, institutional, recreational and commercial purposes. Under the guidance of the Advisory Committee on the Official Residences of Canada (ACORC), the NCC also manages Canada's six official residences in the NCR, along with the Official Residences Collection, which contains thousands of heritage artefacts and pieces of art.

NCC lands and assets are managed in accordance with approved plans for each of the major portfolios. This ensures the appropriate development and wise use of significant natural and cultural heritage resources. Assets and public spaces are created, developed and maintained to a quality that enables active public use and the presentation of national events and programming. The *National Capital Act* authorizes the NCC to undertake the following activities related to its assets: acquire, hold, administer or develop property; sell, grant, convey or lease property; construct, maintain and operate parks, squares, highways, parkways, bridges and buildings; maintain and improve property; engage in joint projects with local municipalities or other authorities; construct, maintain and operate places of public interest or accommodation; and administer, preserve and maintain any historic place or museum.

The NCC's Environmental Action Plan has guided the stewardship of its lands since 1996. The plan supports organizational commitment to the preservation, protection and sustainable use of NCC lands and natural resources, and it focuses on 16 environmental aspects. These include: management of contaminated sites, hazardous materials and fuel storage tanks; protection of water, soil, wildlife and valued ecosystems; environmental assessment; planning and design; spill and emergency response; and procurement and environmental awareness. The NCC is a prudent steward of the environment, and meets its obligations as required by the *Canadian Environmental Assessment Act*. Both drawing on its own resources and

collaborating with other organizations, the NCC has equipped itself with a range of tools to ensure public safety and protection of the lands, assets and natural resources for which it is responsible. Among these tools are policing and law enforcement systems, spill and emergency response plans, fire suppression protocols and wildlife management schemes. The NCC has the power to therefore "request establishment of" and enforce regulations relating to the use of its lands.

LEASED PROPERTY PORTFOLIO:

There are approximately 650 rental properties in the urban area, Greenbelt, and Gatineau Park [approximately residential (350 units), commercial (120 units), agricultural (90 units) and other land/institutional/recreational (90 units)]. Since 1996, property management has been outsourced and an agent has been responsible for providing day-to-day property management and lease administration, leasing and project management services. The NCC establishes direction for rental properties and handles the more sensitive management issues. Lease agreements are important to the stewardship of NCC properties: many heritage buildings owned by the NCC are leased in order to finance their restoration, protection and life cycle management, to generate operating revenues in support of other NCC programs and to preserve these buildings for the benefit of the image and character of the Capital. Also, many properties are leased to commercial interests to provide a variety of interesting goods and services to Capital visitors, especially in the Sussex/ByWard Market area. In the Greenbelt, farm tenants are encouraged to adopt recognized "best management practices for agriculture" in order to protect water and soil resources, to promote sustainability of farming activities and to enhance the rural character of the landscape around the urban Capital.

OFFICIAL RESIDENCES:

Following the Nielsen Task Force report in 1988, the management of the six official residences that are located in the NCR was transferred from Public Works Canada to the NCC. These residences are: Rideau Hall (residence of the Governor General), 24 Sussex Drive and Harrington Lake

(residences of the Prime Minister), Stornoway (residence of the Leader of the Opposition), The Farm (in Gatineau Park, residence of the Speaker of the House of Commons) and 7 Rideau Gate (government guest house). Each of these official residences is associated with other “classified” or “recognized” heritage buildings. Rideau Hall, in particular, has a number of heritage buildings on grounds that have been “classified” as a heritage landscape.

As part of its management of the official residences, the NCC provides long-term life cycle management planning and capital works implementation, curatorial services and collections management, interior design services, greenhouse services, grounds maintenance and cleaning. For the Governor General, it also provides ceremonial support services. The residences are maintained as homes for Canada’s highest officials and, in most cases, as stages for state events. Rideau Hall and its grounds also serve a public function, and thousands of visitors tour the house and grounds every year. The NCC also supports PWGSC in its management of Canada’s seventh official residence, the Citadel in Québec City. It administers the Canadiana Fund, which was established in 1990 to give Canadians a way to help preserve Canada’s heritage and enhance the appearance of the seven official residences through contributions of funds and heritage furnishings and works of art.

GATINEAU PARK:

Gatineau Park is the largest single asset managed by the NCC. It is located in Québec’s Outaouais region, north of the city of Gatineau providing balance to NCC land ownership on both sides of the river in the NCR. The park was originally conceived as a 20,000-hectare natural area that would incorporate a representative sample of the “Canadian Woods” in Canada’s Capital. It now covers an area of a little more than 36,100 hectares and incorporates significant ecosystems in three physiographic zones: the Gatineau Hills, Eardley Escarpment and Eardley Plateau.

The NCC manages Gatineau Park under the terms of the World Conservation Union (IUCN) Category II Protected Area standards. It is concerned first to protect ecosystems and second to promote recreation. The park is home

to over 100 endangered flora and fauna and has the largest concentration of rare species in Québec. The NCC protects these species in accordance with federal and provincial environmental laws and regulations and with international conventions. In the absence of specific legislation for park management, the NCC collaborated with the Province of Québec to establish a jurisdictional framework for managing the park. In 1973, Québec declared the park a Provincial Game Preserve and authorized the NCC to manage provincially owned lands within the park.

The park has long been popular with the Capital’s residents and tourists as a venue for outdoor leisure activities, and the park currently receives some 1.7 million visits a year. The park’s recreational infrastructure includes: 200 kilometres of trails and paved recreational pathways; a visitor centre in Old Chelsea; self-guided interpretation trails; trail shelters; a network of parkways and lookouts; a campground and canoe-camping facilities; a downhill ski resort; beaches; and picnic areas. The park also features important cultural and historical attractions, such as the Mackenzie King Estate and O’Brien House. As well, two official residences and a government conference centre are located within the park.

NATIONAL CAPITAL GREENBELT:

The National Capital Greenbelt is a crescent-shaped band of land, 20,000 hectares in extent and bordering the Ontario part of Canada’s Capital. It establishes a rural setting for the Capital and allows visitors and residents to experience a landscape of farms, forests and wetlands in proximity to the city. It also harbours public institutions that require an expansive rural setting.

The creation of a “green belt” (or Greenbelt) was a major recommendation of the 1950 *General Report on the Plan for the National Capital* (the Gréber Plan). The original intent was mainly to structure urban growth. The creation of an attractive rural setting for Canada’s Capital and the banking of land for public institutions of the future were secondary objectives. The NCC owns approximately 15,000 hectares of the Greenbelt, with the rest held by other federal organizations and accommodating facilities

such as the airport and several large government campuses (notably those of the Department of National Defence, Industry Canada, Natural Resources Canada and Agriculture Canada).

The Greenbelt's primary components are: farmlands (leased to some 60 private operators); managed forests; conservation lands and protected natural areas; and public recreational facilities, including 110 kilometres of multi-purpose trails, three toboggan slides, two large off-leash areas for dog walking, a small boat launch, parking and picnic areas and several commercial recreational facilities, such as golf courses, equestrian centres and a campground.

CAPITAL URBAN LANDS AND BUILDINGS:

The Capital Urban Lands Portfolio consists of over 2,160 hectares of NCC-owned parks and green spaces in the urban area of Ottawa and Gatineau. These lands contribute to the aesthetic, recreational and environmental fabric of the Capital. They provide breathtaking backdrops and vistas of Canada's Capital and oases for visitor experiences. They serve as platforms for the animation of the Capital. They act as environmental routes that connect the Capital's most important institutions. Major waterways integrate the Capital's urban green spaces and parks to form a uniquely "Green Capital."

The key components of the urban lands are: the Confederation Boulevard ceremonial route, which links most major institutions in Canada's Capital; 30 heritage buildings (many along Sussex Drive); 12 Capital parks (Confederation, Jacques-Cartier, Garden of the Provinces, Rockcliffe, Major's Hill, Rideau Falls, Commissioner's, Hog's Back/Vincent Massey, Leamy Lake, Brébeuf and LeBreton); 30 urban green spaces; public recreational facilities, including the Rideau Canal Skateway; extensive shorelines, including two boat launches, parking and picnic areas, public beach and boating areas; venues for 5 to 10 major festivals and over 200 minor events. The NCC also maintains certain federal campuses and lands: as the sites of flagship federal institutions, including the Parliamentary Precinct, these very much define Canada's Capital.

PARKWAYS AND PATHWAYS:

The Capital Parkway Network is a collection of nine named parkways, comprising over 100 kilometres of scenic, landscaped roadway corridors (and associated bridges) in the NCR. The parkways are more than just roads; they form the backbone of a system of landscaped scenic corridors that vary from the manicured, formal expression of Queen Elizabeth Drive to the natural context of parkways running through Gatineau Park or lining the Ottawa River Parkway. They contribute to the aesthetic, cultural, recreational and environmental fabric of the NCR and, just as importantly, connect the attractions of the Capital by means of a beautiful, visitor-friendly route. The Capital Pathways Network complements the Capital Parkway Network with 170 kilometres of multi-purpose recreational pathway. These landscaped and natural corridors differ from municipal paths as they provide connections between the various sites and attractions of the NCR and link to other regions of Canada via the Trans Canada Trail, Rideau Trail and Route Verte.

INTERPROVINCIAL BRIDGES:

There are five interprovincial bridges in the NCR, two owned by the NCC (Champlain Bridge and Portage Bridge) and three owned, or partially owned, by PWGSC (Chaudière Bridge, Macdonald-Cartier Bridge and the Alexandra Bridge). Recent legal research indicates that the NCC has partial title to the Alexandra Bridge, although PWGSC has managed it for decades. While PWGSC's objective is to divest of these bridges, interprovincial linkages are key to the NCC's mandate due to their strategic and symbolic significance in the region.

Animating and Promoting the Capital

The NCC's involvement in four-season public programming is meant to help Canadians discover and identify with the rich fabric of historical, political, natural and cultural sites and institutions in our Capital and our country. The programs represent a dynamic mix of events, commemorations, interpretation, site animation, visitor orientation and recreation in the heart of the NCR. In delivering these programs, the NCC strives to instil a sense of pride, belonging and unity amongst Canadians. The Capital's

magnificent public sites, most of which are owned, developed and managed by the NCC, provide the stages for public programming and interpretation.

NATIONAL CELEBRATIONS AND EVENTS:

Each year, the NCC presents a four-season cycle of free outdoor public events and provides support for other events (e.g. Remembrance Day ceremonies). These help Canada's Capital to function as a meeting place for Canadians and as a place where visitors can discover what it means to be Canadian. Through events such as Canada Day, the Parliament Hill Sound and Light Show, Gatineau Park's Fall Rhapsody, Christmas Lights Across Canada, the Tulip Legacy, Winterlude and the Rideau Canal Skateway, the NCC adds a national dimension to the cultural fabric of the Capital experience. National celebrations such as Canada Day and Winterlude bring Canadians of all cultures and backgrounds together in Canada's Capital to share in and discover unique Canadian traditions. These programs highlight Canadian themes and symbols, and they contribute to our public memory.

CAPITAL INTERPRETATION AND ANIMATION PROGRAMS:

Capital Interpretation and Animation programs and activities — featuring both traditional and innovative approaches — help visitors to discover the historical, political, natural and cultural sites and institutions of Canada's Capital. Capital Interpretation programs foster appreciation of the relevance of the Capital to Canadians, and they interpret national places and symbols in a meaningful and accessible way. Programs include: Parliament Hill Programs; Confederation Boulevard Programs; Site Animation; and Core Area Interpretation. The NCC pays particular attention to young people, recognizing that a visit to the Capital can be a powerful tool in helping them to define their sense of "being Canadian." A school visit can also be the beginning of a life-long relationship with Canada's Capital.

REACHING OUT TO CANADIANS:

The NCC operates in a local context — in the NCR — but its mandate is national: to create a great Capital on behalf of all Canadians. Many Canadians visit the Capital

at least once during their lives, and the NCC meets them with a range of programs in the region. For those who cannot visit, the NCC reaches out to build relationships, either with individuals in Canadian communities or through the establishment of national networks. The objective is to expand the reach of NCC messaging and to increase awareness of Canada's Capital across the country. The mechanisms that the NCC uses to build these national links include: youth programs aimed at students and teachers; national grassroots initiatives in partnership with community and professionally based networks; national broadcasts; links with other Canadian capitals; and participation in youth exchange programs, such as Adventures in Citizenship.

COMMEMORATIONS:

Commemorations in Canada's Capital provide meaningful recognition of events or people who helped build our country. They also make the Capital a more beautiful and captivating place. Commemorations are important symbolic landmarks and reflections of Canadians and their values. The NCC takes the lead in working with sponsor groups to identify sites for permanent monuments of national significance in Canada's Capital (except for Parliament Hill, where PWGSC is the lead), and it supports the development and design process for particular projects. It also showcases and interprets public art that conveys Canadian cultural identity. On Confederation Boulevard, it creates and displays banners that represent Canada's provinces and territories and that mark significant national events. It also conceives and mounts temporary outdoor commemorative exhibits.

INFORMATION AND ORIENTATION SERVICES:

Using a full range of high-quality information services, tools and approaches — both personalized and non-personalized — the NCC improves appreciation and awareness of Canada's Capital. The NCC provides visitors to the Capital with practical tools and information on the significance of Canada's Capital. Services, programs and tools include: the Capital Infocentre across from Parliament Hill, its primary goal being to orient visitors to the vast array of Capital symbols, federal institutions and national treasures

in the NCR; the contact centre, which responds to telephone and e-mail requests for information regarding Canada's Capital; and way-finding tools and signage.

2 B) RELATIONSHIPS AND CONSULTATION

Relationships

The task of planning and building a national capital is complex. From the early days of the OIC to the NCC of today, the organization has diligently worked to forge the relationships and partnerships that are fundamental to creating a world-class capital. In fact, the enabling legislation of all the capital commissions specifically refers to co-operating or participating in joint projects with municipalities or with other authorities to carry out the mandate. As the NCC has continued to evolve and change over time, so has the nature of its relationships.

As previously outlined, the NCR is a multi-layered and multi-faceted environment that involves many federal departments and agencies, two provinces, two cities and seven outlying municipalities as well as two distinct founding cultures. Underlying the public administration framework is an active business community, a varied not-for-profit sector, a multitude of impassioned special interest groups and over one million residents who call this region home.

As a substantial land owner in the NCR and the only organization whose primary focus is the Capital, the NCC plays a pivotal role in the region — and in the country — by bringing key players to the table. It achieves this through a series of relationships and consultative processes that enable it to:

ACT AS A LINK AMONG INTERNATIONAL AND NATIONAL CAPITALS: As a founding member of the Capitals Alliance Network of International Capitals and of the Canada's Capital Cities Organization (CCCO), the NCC plays an active, central role in the integration of capital cities internationally and in Canada. The organizations have similar objectives and vision. They exchange information and expertise and work to strengthen international and national relations respectively.

COORDINATE AND FACILITATE PLANNING ON BOTH SIDES OF THE OTTAWA RIVER: The NCC works to bridge gaps and unify and harmonize federal objectives for the Capital with those of the relevant municipalities and provinces. Examples of current projects where the NCC has significant involvement include planning for light rail transit and the environmental assessment for future interprovincial crossings. It achieves this through participation on a variety of multi-partner committees: the Tripartite National Capital Planning Committee (convening the mayors of Gatineau and Ottawa and the NCC Chair); the Forum for Federal Planning Liaison and the Federal Task Force on Cooperative Programming and Marketing (each comprising over 20 federal departments and agencies); and the Transportation and Interprovincial crossings committees.

SUPPORT PROGRAMMING AND PROMOTION OF THE CAPITAL: The NCC is the organizer and supporter of many programs in Canada's Capital. As event organizer, the NCC collaborates extensively with other levels of government (federal departments, national museums and provincial and municipal authorities), the private sector (service clubs, sponsors, media partners, service providers, businesses and non-profit organizations) and a volunteer network comprising over 1,200 volunteers. As event supporter, the NCC loans equipment to 25 to 30 not-for-profit events and issues over 500 land access and special event permits a year. The NCC also works collaboratively with a regional multi-partner Traffic and Transit Committee and with the local tourism industry, including tourism associations, the hotel and restaurant sector and the producers of a variety of commercial events and attractions.

PROMOTE AN INTEGRATED PLANNING APPROACH FOR THE NCR TO HARMONIZE CAPITAL AND LOCAL PERSPECTIVES: The complex challenges of planning the NCR require a wide range of collaborative efforts involving all levels of government and certain private-sector players. The NCC develops long-range visionary plans, master plans, site plans, as well as plans for specific projects, purposes and products. Examples include: the *Plan for Canada's Capital*, the *Capital Pathways Plan*, transportation plans and studies

and real estate development project plans. The NCC also provides significant input into the plans and bylaws of municipal governments. For instance, it initiated the process for the protection, from encroaching high-rise development on private lands, of the remaining views and experience of the Parliament buildings and other national symbols from around Confederation Boulevard, in partnership with the municipality and also in consultation with local communities and the development industry. To the greatest extent possible, the NCC strives to harmonize its plans and approaches with those of others, to create a shared vision and approach to the building of a great Capital. Through the approvals process it coordinates the developments and designs on federal lands, in order that they are compatible with approved plans and policies and contribute to the overall quality of the Capital.

MANAGE LANDS AND ASSETS AND PRESERVE GREEN

SPACES: Concerning matters of law enforcement and public safety as they relate to events, the NCC works with a regional multi-partner Traffic and Transit Committee, with local police and by-law enforcement agencies, provincial police and the RCMP. To regulate the use of NCC lands and to protect natural resources, it cooperates with the RCMP and the Department of Fisheries and Oceans and has obtained Peace Officer and Fishery Officer status for its Conservation Officers. It has also signed an agreement with the Province of Québec to establish Gatineau Park as a Provincial Game Reserve. The NCC also integrates support for regional public health campaigns into its land management activities — for example, those relating to West Nile Virus and Raccoon Rabies. In the area of natural resource management, the NCC participates on federal species-at-risk recovery teams and in the Canadian Model Forest Network, and it exchanges and shares inventory and other scientific information with local and provincial authorities.

Consultation: Involving the Public

Public participation enhances the quality of decision-making in that it allows the NCC to capitalize on knowledge and information provided by the public and take into account their concerns. Like many public agencies, the NCC is

also faced with growing demands from Canadians who want a two-way flow of information and who want to participate in decision-making.

For over 30 years, the NCC has submitted its planning projects for consultation with the public, interest groups and various levels of government. In recent years, it has made considerable additional efforts to respond to a growing public demand for regular, intensive and meaningful consultation. NCC consultations hinge on a twofold approach — keeping the local public informed and giving them a say in decisions that affect their lives.

Efforts are made to inform a greater number of people about upcoming consultations and, where appropriate, consultations are adapted to reach national and/or regional audiences. The NCC holds press conferences for mainstream media and uses direct-mail and e-mail distribution to inform a broad range of special interest groups and individuals of upcoming consultations. The NCC also goes the extra mile to communicate the outcome of consultations and the changes made to plans and projects as a result of these public consultations.

Some enhancements to public consultation in recent years include:

- two annual meetings between the NCC board of directors and the public: one annual public meeting and one meeting with interest groups;
- a community relations program with community associations; and
- creation of a corporate website where the public can access information and provide input during public consultations.

The NCC remains committed to an open process of public consultation. The organization will continue to improve and find new and innovative ways to involve the public and to ensure that it is a transparent, accessible, accountable and responsible agency of the Crown.

2 c) GOVERNANCE

Good governance is central to the creation and maintenance of trust between a corporation and its stakeholders, in this case the NCC and the people of Canada and their representative government. In 2004, the government launched a review of Crown corporation governance as part of a plan to strengthen transparency, accountability and management in the federal public sector. Following extensive consultations with CEOs and Chairs of Crown corporations, 31 measures were identified to improve transparency and accountability for the Crowns. Examples include: a requirement to hold annual public meetings; a guidance letter to new directors explaining their role and responsibilities; training to enhance the skills and performance of board members; board self-assessment; and creation of audit committees whose members have financial expertise. The NCC had already met 28 of the Treasury Board's recommendations by the time the report was tabled. The remaining recommendations require legislative change or further direction from government.

The NCC applies high standards of governance to its management practices and will continue to make improvements to ensure that its practices remain in line with appropriate accountabilities. Recent initiatives at the NCC address other aspects of governance. For example, the position of Ombudsman was recently created to serve an impartial dispute resolution function within the organization, and an Ethics Office has been established to build on the well-established Corporate Values program at the NCC. As well, accountabilities and processes for the future separation of the positions of Chief Executive Officer and Chairperson are being determined. A summary follows of the roles of the key players at the NCC in ensuring good governance.

The Commission (Board of Directors)

The Commission's primary responsibility as board of directors is to ensure that corporate resources are safeguarded and used effectively and efficiently. Board members are required to act honestly, diligently and in good faith, in accordance with the *Financial Administration Act* (FAA). Commission members are appointed from

across the country to ensure that the NCC represents the interests of all Canadians. The Commission oversees and provides strategic direction to the corporation, strives to foster good relations with all stakeholders and evaluates and reports on the corporation's performance. The Commission is the final decision-making authority for all important transactions and also ensures that advice from the corporate advisory committees is incorporated into decisions.

The Commission has worked energetically over past years to improve its governance processes. In particular, it has defined criteria for a new Nominating Committee, updated its competency profile and implemented a new process for declaring conflict of interest. New board members receive formal training on the governance of Crown corporations, and they are briefed on their roles and responsibilities, corporate bylaws, ethics, conflict of interest and reporting structures, and they are oriented to the operations of the various NCC branches. Board members engage annually in a process of self-evaluation.

Corporate Audit and Evaluation Committee (CAEC)

The principal role of this committee of the board of directors is to oversee how the NCC reports financial information, manages risk, uses internal controls and maintains high standards of integrity and behaviour. The committee seeks assurance that the necessary processes and controls are in place to support the achievement of the NCC's objectives and to guarantee the highest standards of integrity and ethical behaviour. To fulfill its responsibilities, the committee relies on assurances provided by the internal and external auditors.

Advisory Committees

The NCC recruits internationally recognized experts from Canada's professional, academic and business communities to serve on its advisory committees. These provide a wide range of technical guidance and ensure that a national perspective is brought to issues affecting Canada's Capital. Board members act as observers on each of these committees to ensure continuity in the advice provided to the NCC Board.

**ADVISORY COMMITTEE ON COMMUNICATIONS,
MARKETING AND PROGRAMMING:**

Specialists in the fields of communications, marketing, media relations, special events, multimedia and cultural programming provide professional and objective advice to the Commission relative to decisions in the area of communications, marketing and programming.

ADVISORY COMMITTEE ON PLANNING, DESIGN AND REALTY:

Experts in urban and regional planning, urban design, real estate development, architecture, landscape architecture and the environment provide professional and objective advice to the Commission relative to decisions in the area of long-range plans and policies for the use of public lands in the NCR, design proposals affecting these federal lands and real property issues.

**ADVISORY COMMITTEE ON THE OFFICIAL RESIDENCES
OF CANADA:**

Experts in interior design, architecture, heritage and real estate development provide professional and objective advice to the Commission relative to decisions in the area of asset management and matters relating to six official residences in the NCR. The committee also advises PWGSC, as custodian of the Citadel in Québec City (the only official residence outside the NCR).

THE CANADIANA FUND:

The Canadiana Fund solicits donations of funds and heritage art and furniture for the enhancement of the official residences in keeping with their public function.

**2 D) FINANCIAL MANAGEMENT
AND ACCOUNTABILITY**

As a federal Crown corporation, the NCC is required to follow the accountability regime that is prescribed in Part X of the FAA. This regime requires that the NCC annually produces the following accountability documents:

1. A 5 year Corporate Plan with an annual Operating and Capital Budget which is approved by the board of directors prior to its submission to the Minister for government approvals.

2. The subsequent Corporate Plan Summary which condenses the information in the more detailed Corporate Plan. It is a public document that is available on the NCC's website.
3. The Annual Report, which contains the audited financial statements, summarizes performance and results against the objectives and performance targets which are enunciated in the Corporate Plan. It also contains a management discussion and analysis section which describes the operations for the year reported. The NCC has received several awards for its Annual Report.

The audit regime ensures that financial management is sound and effective. This regime is comprised of the Corporate Audit and Evaluation Committee (CAEC) of the board of directors, the external auditors from the Office of the Auditor General (OAG) and the internal auditors.

The financial statements are audited by the OAG and culminate in an audit opinion which has consistently been unqualified. The audited statements must be reviewed and accepted by the CAEC before approval by the board of directors. In addition to the annual attest audit, examiners from the OAG conduct a Special Examination every five years.

Internal audits provide assurance that the NCC's human and financial resources are managed with due regard for economy, efficiency and effectiveness in the achievement of its financial and performance objectives. Over the last ten years all sectors of the NCC have been reviewed and any resulting deficiencies have been addressed.

The Treasury Board Secretariat recently implemented an Internal Audit policy designed to strengthen and professionalize the function and make it more independent. Although this policy does not directly apply to the NCC, it nonetheless, meets all the requirements. The independence of the internal audit function is preserved through its reporting relationship directly to the CAEC. Moreover, all findings and recommendations require the approval of the audit committee. Looking back over history, the NCC

has had a strong control environment as well as a solid audit regime. This has led to its leadership in many of the best practices for audit committees.

2 E) FUNDING

The NCC is funded through operating and capital appropriations from Parliament, with 42% of operating funding generated through rental revenues, sponsorship revenues and user fees from its operations.

The Commission underwent profound restructuring in response to a sharp decline in parliamentary appropriations under the federal government's Program Review, starting in 1995-96. During that period, the NCC reduced its work force by half, from 900 to about 450 staff, and implemented a Strategic Action Plan to meet the reduction targets.

Because of the continual and progressive erosion of the NCC's operating budget over the years due to the uncompensated inflation in maintenance costs, headquarters rent and an ongoing reduction imposed by the federal government in 2005, the NCC is in a constant process of reviewing expenditures and reprioritizing. This has resulted in a high level of focus and efficiency in NCC operations. However, over time, this situation has put the NCC increasingly at risk of not being able to fully deliver its

mandate, as substantial program adjustments have had to be made. In June 2005, the NCC announced a new review of expenditures, which will see a reduction equal to approximately 5% of its operating budget over the next three years. Approximately 30 positions will be eliminated during that period. For instance, the NCC closed the Canada and the World Pavilion due to cost concerns, has decreased its standards of maintenance on some public lands and is implementing cost recovery for maintenance services historically provided to other federal organizations. This reduction is required to maintain a balanced operating budget outlook into the future.

Operating Expenditures

As illustrated below, government funding for NCC operations declined by \$23M after adjustments (as shown in the following tables) — or 39 percent — from 1994-95 to 2005-06. To partially offset this major funding reduction while still meeting its objectives and fulfilling its mandate, the NCC had to find other sources of revenue. Over the last 12 years, the corporation has successfully increased operating revenues and generated more partnership cost recoveries and contributions, sponsorships and volunteer support. As a result, revenues as a percentage of total operating funding increased from 22 percent in 1994-95 to 42 percent in 2005-06.

(thousands of dollars)

Operating Appropriations

Ongoing reference level	
Program Review I	
Program Review II	
Price workload across the board	
Contribution towards 1B\$ reduction	

	1994-95	2005-06	VARIANCE	
	59,353	58,726	(627)	
	0	(21,370)	(21,370)	
	0	(2,484)	(2,484)	
	0	1,627	(1,627)	
	0	(500)	(500)	
Adjusted Reference Levels (Note 1)	59,353 78%	35,999 58%	(23,354)	-39%
NCC Operating Revenues	16,655 22%	26,003 42%	9,348	56%
Funding available for operations	76,008 100%	62,002 100%	(14,006)	-18%

(thousands of dollars)

Note 1: Adjusted Reference Levels

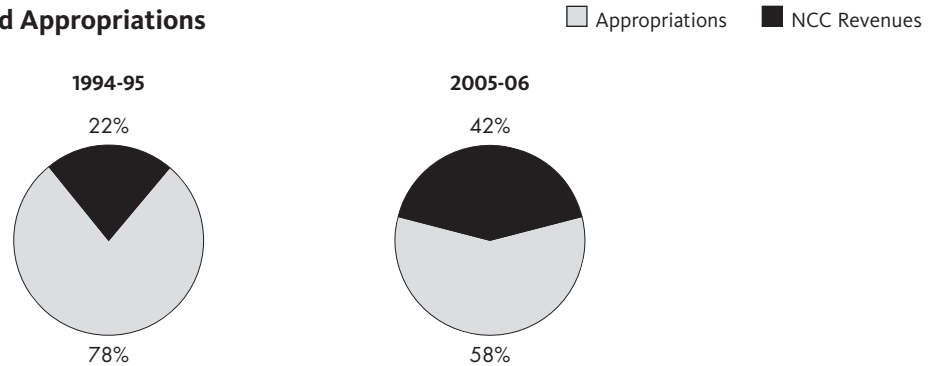
Excludes the following:

- Grants and contributions
- Salary and employee benefits increases
- Transfers from Capital Vote (MYCCP)
- One-time funding

Actual Operating Appropriations

	1994-95	2005-06
	59,353	35,999
Grants and contributions	15,020	14,203
Salary and employee benefits increases	0	11,099
Transfers from Capital Vote (MYCCP)	0	7,203
One-time funding	761	1,691
Actual Operating Appropriations	75,134	70,195

Proportion of Revenues and Appropriations

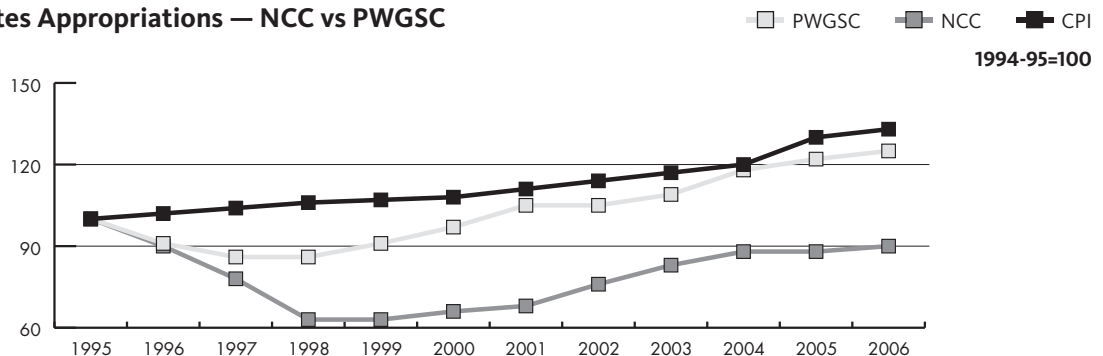


**Government Appropriations:
How the NCC Compares to PWGSC**

Both the NCC and PWGSC have had relatively stable mandates over the past 12 years, and both are heavily involved in maintenance operations. The chart below compares their operating appropriations in Main Estimates since 1994-95, excluding grants and contributions, by setting the 1994-95 level for each at 100 and

graphing the percentage change. In 2005-06, the NCC's operating appropriations are still 13 percent below their 1994-95 level, whereas PWGSC's operating appropriations are 30 percent higher. By comparison, during the same period the Consumer Price Index (CPI) increased by 25 percent, which gives an indication of the NCC's lost purchasing power (25% + 13%) before factoring in the spending impact of higher revenues.

Main Estimates Appropriations — NCC vs PWGSC



Capital Expenditures

The NCC owns a large portfolio of real assets, including roads and parkways, recreational pathways, buildings and bridges. Although capital appropriations were not reduced during the Program Review, the NCC has experienced a shortfall in funding since the early 1990s. In 1989-90, the NCC assessed the condition of its assets and determined that major rehabilitation was needed to maintain public safety and ensure the continued viability of the assets.

A Real Asset Management Strategy was developed in 1990 to bring the condition of these fixed assets to acceptable standards of quality through a rigorous capital rehabilitation program. However, the capital requirements were about \$6M more than the capital funding provided by government. There has been no increase in capital funding other than for special projects or official residences, not even to compensate for the lost purchasing power due to inflation. By using approximately \$6M a year in proceeds from the sale of surplus lands, the NCC has been able — without additional government appropriations — to implement proper life cycle management of its assets and carry out the following major projects:

- Champlain Bridge reconstruction: \$41.3M
- Confederation Boulevard: \$35.9M
- Gatineau Park Visitor Centre: \$3.4M
- Portage Bridge: \$9.7M

Land Sales and Capital Funding Shortfall

BACKGROUND:

With fiscal constraint a key priority in the 1980s, the federal government acted on recommendations of the Nielsen Task Force and, in 1986, undertook to rationalize its land holdings and to manage real property under a long-term planning direction. This gave rise to the NCC's comprehensive Federal Land Use Plan in 1988. This plan provided direction for the long-term use of all federal lands in the NCR and established the concept of a National Interest Land Mass (NILM) under NCC ownership. At the same time, it provided for the identification of lands that are surplus to the NCC mandate (i.e. non-NILM), and therefore suitable for eventual divestiture or disposal.

Approximately 97 percent of NCC's current land holdings have a NILM designation. The remaining 3 percent of lands are not needed for basic 'Capital' functions, and these have been designated as non-NILM lands. Their future use is still uncertain and, in accordance with the government-wide, real property policy developed by the Treasury Board Secretariat (TBS), less than 1 percent of the surplus is now being actively marketed. Both TBS and the OAG (through an audit) have confirmed that the NCC has properly identified land that is surplus to its mandate.

FUNDING ISSUE:

As noted above under Capital Expenditures, there continues to be a shortfall in capital funding. The NCC already maximizes operating revenues to help cover operating expenses (primarily through leases, easements and user fees set at market rates). It also makes a strong effort to attract sponsorships. At present, the only internal source of funds available to cover the \$6M capital shortfall is through the sale of surplus property. Since 1992, the NCC has had Treasury Board authority to fund its capital program, including the acquisition of essential new properties, partially from the sale of surplus properties, with revenues being deposited in the Acquisition and Disposal Fund. The Auditor General's 1997 Special Examination noted that the NCC had made significant progress in preserving its assets since the previous 1992 Special Examination. Given that the supply of surplus properties is finite and that maintenance of the extensive NILM properties lies at the core of NCC's mandate, the NCC will need to seek additional capital funding from the government at some time in the future.

2 F) EFFICIENCY AND EFFECTIVENESS

Using a multi-layered and multi-step approach, the NCC starts with a long-range visionary plan for the Capital which is then translated into a series of detailed master plans for major assets and programs. The NCC acquires land and property for national interests, then designs, develops and manages these assets for specific purposes. The portfolio managers call upon in-house expertise or external contractors, as appropriate, to plan, design, lease, develop and provide environmental services in managing

their portfolios according to principles established in the master plans. Development of the lands retained by the NCC is done in a manner that ensures generous public open spaces, provides a stream of revenues to the NCC to support its programs, encourages third party investment in capital assets and ensures vital urban neighbourhoods that provide models of good planning, urban design and asset management. The leasing of NCC heritage buildings helps in their preservation and enables active public use of these assets. Non-heritage assets that have a useful economic life and the ability to generate net rental income are valuable contributors to NCC operating funds. Where applicable, assets are overlaid with animation and programming to bring them to life and to communicate the significance of Canada's Capital to the nation.

The portfolio of NCC lands on Confederation Boulevard provides one of the best examples of the excellent results that emerge from the 'vertical integration' of planning, design, development, management and animation activities. In the 1980s, early concepts and plans were developed for a ceremonial route that would link both sides of the Ottawa River and improve the setting of the major national institutions and official residences along its length. With detailed urban design and landscape plans, implementation of the first phase of the boulevard started in 1987 and continued through the 1990s to today. This has involved major streetscape, pedestrian, sidewalk, landscape and street furniture improvements, the creation of new commemorative nodes such as the Peacekeeping Memorial, and the concomitant connection, renewal and enhancement of many adjacent assets such as the National Gallery and Museum of Civilization, the War Memorial plaza and Major's Hill Park. Key built heritage assets, such as the Sussex Drive 'Mile of History' properties and sites in the ByWard Market, figure prominently in the boulevard's success. Here (as for many NCC sites), property leasing, management and redevelopment have ensured economic adaptive re-use for historic buildings and have generated important revenues to help fund the life cycle management of these assets. Innovative infill projects (residential and commercial) and courtyard development and animation have likewise contributed greatly to the ByWard Market's reputation as a lively and popular Capital attraction.

Being a small and focused organization, the NCC has traditionally been quick to react to changes in government policy and programs and to adopt new orientations. A sample follows of some of the strategies and programs that have been adopted in recent years.

When Parliament modified the *National Capital Act* in 1988 to give the NCC additional responsibilities, the organization was able to adapt to its expanded mandate without any increase in appropriations. It did so by using traditional approaches to cost reduction, such as increased efficiency and prioritizing of investments; it also adopted innovative strategies, such as user pay. As well, it substantially increased the contribution of sponsorship to the delivery of programs and events, developed new partnerships, increased the role of volunteers and divested assets or liabilities to other agencies.

In the 1980s, following a period of reduced public expenditure, the NCC — like many public agencies was faced with issues of "rust-out." The NCC responded by creating a Real Asset Management System (RAMS) task force. In 1991, with the RAMS recommendations in hand, the NCC adopted a Portfolio Management strategy for its real assets. The process is modelled on the concept of vertical integration but is adapted to the unique challenges of managing federal assets in Canada's Capital. It unites various aspects of NCC operations in relation to groups of major assets to ensure that lands and real assets contribute cohesively to common goals for Canada's Capital. Key elements of this strategy included:

- developing a life cycle management program for buildings, facilities and field assets, grouping major assets into a logical entity — a portfolio — and assigning one person responsibility for coordinating all Commission activities within that portfolio;
- implementing a Multi-Year Capital Construction Program (MYCCP) and supporting management structure to direct the program and developing a hierarchy of criteria to assign project priority;
- developing a portfolio management committee to implement the portfolio management concept with various working groups of the Commission; and

- grouping owned and managed properties into four portfolios: Official Residences, Urban Lands and Transportation, Gatineau Park and the Greenbelt, with all rental properties managed as a horizontal portfolio.

When the NCC took over responsibility for the official residences in 1988, it inherited a substantial backlog of life cycle maintenance and construction works. Using a similar portfolio approach, the NCC was able to establish an effective capital works program for the official residences.

In response to the Federal Program Review in 1994, the NCC embarked on a major retooling of its operations with the intent of saving 25 percent of its overall budget, while maintaining the existing delivery of projects and services to the public. The strategic action plan included:

- contracting out of land management (site and facility maintenance) and property management (leasing) functions to the greatest extent possible while retaining control over results and standards;
- reducing the size of the organization and its administration;
- preserving the knowledge base of employees and ensuring a smooth transition to private-sector operations by encouraging the creation of “Employee Takeover Corporations”;
- developing tools such as IAMIS (an Integrated Asset Management Information System involving asset, GIS, agreement, environment and life cycle management modules) to enable remaining employees to perform their management role effectively;
- divesting municipal-like assets;
- increasing program support through sponsorship from major corporate entities (e.g., RBC Financial Group, Canadian Tire Corporation, Hudson’s Bay Company, GE Canada, American Express Canada, Ford of Canada and Sun Life Financial) and other collaborative efforts; and
- developing a select list of real estate development projects to provide a stable, long-term revenue stream.

A key working strategy of all the capital commissions (OIC, FDC and NCC) has been collaboration with other agencies and levels of government. Once again, Confederation Boulevard (part of the Urban Lands and Transportation portfolio) serves as a good example. By taking a coordinated approach, the NCC has maximized effectiveness by bringing together areas of expertise within its own organization and pooling its resources with those of other public agencies. Thus, in the case of Confederation Boulevard, it has been able to implement a concept of great significance to the Capital. Through an intricate mixture of consultative, collaborative and influential relationships with other federal agencies, the municipalities, the private sector and the general public, the NCC has delivered a tangible product for visitors to the Capital and residents alike. It has become Canada’s “main street”, the stage for national ceremonies and events, and the main platform for experiencing the Capital’s unique character and extraordinary skyline. The process has involved partners from Parliament Hill, Rideau Hall, the national museums and many other federal institutions, and has pulled together the Capital’s varied aspects (its rivers, institutions, parks and pathways, commemorations and interpretations).

3. SPECIAL EXAMINATIONS

The *Financial Administration Act* (FAA, Part X, introduced in 1984) requires that every five years an independent external auditor conduct a Special Examination of Crown corporations. In the case of the NCC, the purpose of the examination is to provide the board of directors with an independent opinion on whether, during the period under examination, the Commission is fulfilling its mandate. To determine this, the auditors examine whether the Commission is operating in a manner that provides reasonable assurance that assets are being safeguarded and controlled, that financial, human and physical resources are being managed economically and efficiently and that operations are being carried out effectively.

The OAG is the NCC’s external auditor and, as such, it has conducted four Special Examinations at the Commission since 1988. Over the years, both the board of directors

and management have benefited from the findings and recommendations of Special Examinations. When the NCC was first examined (in 1988), the OAG identified several areas for improvement, specifically: operational planning and budgeting processes; human resources planning; planning of federal lands; performance measurement; project management; information systems; and the effectiveness of program evaluation. Management accepted these findings and implemented the OAG's recommendations through two measures: the development of a comprehensive ten-year plan, which linked corporate strategies with operational planning and budgets; and a comprehensive management improvement plan, which reviewed systems and processes in a logical and analytical manner and set timelines for corrective action.

The second examination, in 1992, found that management had addressed most of the previous recommendations. It identified some further areas for improvement, notably: the practice of using funds from the sale of public lands to fund capital rehabilitation projects; performance improvements regarding major capital projects; property management practices; and the life cycle management of properties. Management responded quickly to these findings. At that time, discussions began with the Treasury Board on an alternate funding strategy for capital rehabilitation. Systems and processes relating to capital projects were streamlined. The Real Asset Management Information System was enhanced and expanded to ensure timely and accurate data. The OAG also recognized the NCC's efforts to consult on and harmonize federal land use plans for the Capital with plans emerging from other levels of government. It praised the effectiveness and impact of programs and events that promote and animate Canada's Capital, improvements in the construction and development of real properties and the good quality and completeness of information reported to Parliament in the annual report.

In its last Special Examination in 2002, the OAG concluded that the NCC has put in place strong internal controls and processes for safeguarding its assets and managing its activities. The OAG also stated that the NCC is an organization that

is continually evolving and that it has made progress in a number of sectors, including communications, planning for the development of the Capital and environmental management. In summary, the OAG has consistently found that the NCC is a well-managed organization and one that quickly addresses any weaknesses identified in its management systems. The NCC is currently preparing for its fifth special examination, scheduled for 2007.

4. RESULTS AND ACHIEVEMENTS

The NCC's success in delivering its mandate can be measured both in terms of the impact of NCC activities on Canadians, as evidenced by public opinion research results, and by the major achievements of the organization.

Research Results

To evaluate the impact of its programs on Canadians, the NCC consults with a broad range of stakeholders, both nationally and across the region, who have an interest in the various activities addressed within its mandate. The results of these consultations are used to monitor and analyze program relevance and performance and to ensure that informed decisions are made regarding the continuous improvement and future direction of programs. The information gathered is also used to identify market changes, to forecast new threats and opportunities and to build transparency and credibility with partners, sponsors and local residents.

Given the corporation's mission to create pride and unity through the Capital across the country, the results of NCC research studies over the last decade can be summarized under two headings: 1) Canadians' expectations for and perceptions of Canada's Capital; and 2) Benefits to Canadians from NCC programs.

1) CANADIANS' EXPECTATIONS FOR AND PERCEPTIONS OF CANADA'S CAPITAL:

Surveys indicate that Canadians believe the Capital has an important role to play in representing Canada to Canadians and to the world. Every year, millions of Canadians journey to their Capital. The *Tourism Trends and Outlook Report*

(December 2005) by Ottawa Tourism reported 6.3 million visits, three quarters by Canadians, to Canada's Capital in 2005, and it projected over 6.6 million visits in 2006. Canada's Capital is clearly an important destination for Canadians and one that strongly fosters pride in being Canadian as well as an understanding of their country and national unity.

Canada's Capital plays an important role in communicating Canada and Canadian values. The Capital plays a functional role as the seat of government; also, in reflecting Canadian values and priorities and showcasing Canadian culture and achievements, it plays a symbolic role as a source of Canadian pride and unity. Results from the *1998 Canadian Visitor Survey on the Plan for Canada's Capital* indicate that over 90 percent of visiting Canadians believe that it is important, or very important, for Canada's Capital to serve as a national meeting place where Canadians can experience national pride, encounter national symbols of Canadian values and hopes and enjoy a cultural showcase for the country.

Canadians expect their Capital to be a beautiful city, filled with green spaces and leading by example in its respect for the environment and in terms of the stewardship of heritage treasures. The *1998 Canadian Visitor Survey on the Plan for Canada's Capital* indicated that 91 percent of visiting Canadians believe that it is important, or very important, for Canada's Capital to "set an example of protecting the national and urban environment in a metropolitan setting"; 93 percent think it essential for the Capital to "protect and enhance the ecosystems (wildlife, habitats, wetlands) of Capital significance." In more recent results from the 2003 Capital Agenda 21 survey conducted nationally by Decima Research, Canadians viewed all measures in support of environmental protection as important, for example: "the adoption of land use policies to conserve wildlife and ecological corridors even if it means certain restrictions on urban development" was rated a major priority by over two thirds (68%) of Canadians.

Canada's Capital is a source of pride and of national significance for Canadians. For most Canadians, Canada's Capital is a source of national pride and unity and an

appropriate place to discover Canadian achievements. According to the *2005 National Survey on Pride and Identity* conducted by Decima Research, 68 percent of Canadians believe that the Capital is a source of pride, and 80 percent think that the Capital has national significance. Through a visit to Canada's Capital, Canadians increase their awareness of and appreciation for Canada's rich and diverse culture and history.

A visit to Canada's Capital increases Canadian pride and unity and understanding of Canada. While Canadians possess fairly high levels of Canadian pride, a visit to Canada's Capital strengthens these feelings and increases appreciation for and understanding of both the country and the significance of the Capital and its role. As a result, Canadians come away from a visit to Canada's Capital feeling more connected to other Canadians. Results from the *2005 Program Activity Architecture survey* showed that, as a result of their visit, 72 percent of Canadians experienced a greater sense of pride in being Canadian; 79 percent think that they were part of a gathering with other Canadians where they jointly celebrated and learned about their country and the Capital.

Similarly, local residents express a great sense of pride about living in Canada's Capital. Results from the *2005 Local Public Awareness survey* indicate that 87 percent of residents feel a sense of pride in living in the Capital.

Results from this year's *2006 Canada Day survey* by Decima Research show that participation in the Canada Day celebrations increased Canadian pride for 82 percent of Canadians.

2) BENEFITS TO CANADIANS FROM NCC PROGRAMS:

NCC programs contribute to increased levels of Canadian pride and enhance the visitor's experience of Canada's Capital. As a direct result of experiencing the programs and activities of the NCC, Canadians experience a heightened sense of national pride and a better appreciation and understanding of Canada and the Canadian story. National unity benefits as a result. According to the *2005 Sound and Light Visitor Survey*, 85 percent of Canadians

agree that watching the Sound and Light show increased their sense of pride in being Canadian, and 88 percent think that it helped them to appreciate better the rich diversity of Canada and its place in the world.

Through their visit to Canada's Capital, Canadians gain a greater awareness for the significance and symbolism of specific Capital features, such as Confederation Boulevard. The *2005 Program Activity Architecture survey* revealed that more than three quarters of visitors (78%) agree that their exposure to Confederation Boulevard enriched their visit to the Capital; 82 percent liked the boulevard's design, landscape and choice of building materials and consider that the boulevard provides an appropriate setting for our national institutions; 65 percent of those who toured Confederation Boulevard think that they gained a better understanding of Capital sites and symbols as a result.

Residents of the NCR represent one of the NCC's key constituencies, both as Canadians experiencing NCC venues and activities and as citizens with an interest in local planning and development decisions. Results from seven waves of local public awareness surveys indicate that residents have consistently positive impressions of the NCC. In the *2005 Local Public Awareness survey*, 61 percent of residents expressed positive impressions of the NCC. These positive impressions are attributed to the contributions the NCC makes to the NCR generally and to quality of life improvements that result from NCC activities. Results from the same survey showed that 81 percent of residents think that they personally benefit from the NCC's presence, with particular reference to the Commission's role in providing parks and green spaces and festivals and events. Residents also share the general opinion that the NCC "does good work." These views are multiplied among other Canadians, because residents play an important role in hosting visiting family and friends. According to Ottawa Tourism's *2005 Tourism Trends and Outlook Report (Mid Term Edition)*, the visiting friends and/or relatives market (VFR) in terms of the total volume of tourism is "Ottawa's largest segment representing 39.2% of all visitors."

Achievements

Over the years, the accomplishments of the Commission have been widely recognized (*see Appendix B for the detailed listing of awards*). A diverse range of prestigious professional organizations at local, provincial, national and international levels have delivered accolades. Key areas of achievement include planning, building a Green Capital, creating important assets such as Confederation Boulevard, public programming and corporate management.

Planning is the backbone of the NCR, and a historic series of plans — each building on the achievements of the previous generation — have given Canadians a Capital of exceptional physical beauty and quality of urban design. As the planner and builder of Canada's Capital, the NCC has won many important awards, ranging from the Vision in Planning Award for the famous *General Report on the Plan for the National Capital* (the Gréber Plan) in 1950 and, most recently, the Canadian Institute of Planners 2006 Award of Planning Excellence (in the category of Downtown Planning) for the *Core Area Sector Plan*.

Canada's Capital is well known to its many admirers as the "Green Capital," where natural and built environments exist in harmony. This is due largely to the Commission's efforts over the years to acquire and protect environmentally significant lands. The most recent success in this area has been the setting of new conservation objectives for the protection of Gatineau Park, the Greenbelt and urban natural areas. There are now over 50 kilometres of shoreline along the Rideau, Gatineau and Ottawa rivers that are owned by the NCC and accessible to the public (largely in the urban core). As well, the NCC owns a portfolio of over 46,000 hectares of natural lands that are managed primarily for conservation purposes. Over a decade ago, the NCC submitted Mer Bleue as a candidate site to the Ramsar Convention for the protection of Wetlands of International Importance. In 1995, this rare and important bogland — 3,100 hectares in extent — was formally named one of Canada's 37 Ramsar Sites. The part of Mer Bleue owned and controlled by the NCC has since grown by 243 hectares, due to land purchases in 2001 that are part of the NCC's continuing thrust to acquire and protect environmentally significant lands.

Confederation Boulevard is one of the most important features in the core area of Canada's Capital. The distinctive landscaping, vantage points, banners, light standards and street furniture along the route draw attention to national landmarks, commemorations, beautiful urban parks and significant heritage buildings. Confederation Boulevard is a symbol of pride and unity for Canadians. For this success, the NCC has received numerous awards — both for the boulevard as a whole and for its individual components. These awards include: a Progressive Architecture Citation for the urban design of the boulevard, a Certificate of Excellence for Phase 1 of Confederation Boulevard and a National Award of Merit for Confederation Square from the Canadian Society of Landscape Architects; a Merit Award from the American Society of Landscape Architects; an Award of Excellence for the Plaza Bridge and Confederation Square Project from the City of Ottawa Architectural Conservation Awards; and, more recently, an Award of Excellence for the York Steps from the Ontario Association of Landscape Architects. The NCC also received a Gold Pinnacle Award from the International Festivals and Events Association for the 2005 Confederation Boulevard Banners: these represented Canada's provinces and territories and paid special tribute to the Year of the Veteran and to the centenaries of Alberta and Saskatchewan.

With its many parks and monuments, its banner-lined boulevards and parkways that run for kilometres along unspoiled shorelines, the Capital is an extraordinary stage for national celebrations and commemorations that enable Canadians to experience their country and each other. Public programs such as Winterlude and Canada Day have emerged over the years as important mechanisms for the creation of pride and unity, and they have been duly recognized. Together, these programs have won over 80 awards — many from the International Festivals and Events Association — in the areas of programming,

advertising and marketing, television and publications. In addition to awards for its flagship events, the NCC has also received impressive recognition for many of its one-time events, such as its involvement in marketing the Juno Awards in the Capital.

At the heart of the Commission's achievements are its people: the corporation owes a great deal to the professionalism and commitment of staff and the dedication of volunteers. Over the years, many professional organizations have recognized the excellence of NCC staff. Some of the impressive honours received by individual staff for the outstanding contributions made in their areas of expertise include a Fellowship in the Royal Architectural Institute of Canada and induction into the International Festivals and Events Hall of Fame.

Employees and volunteers are motivated by the climate of team-building and corporate recognition at the NCC. For this and other reasons, Mediacorp Canada Inc recognized the NCC as one of Canada's Top 100 Employers in 2005; the same year, the NCC was recognized as one of the National Capital Region's Top 10 Employers. Similarly, the gratitude the NCC expresses to its many volunteers resulted in a recent award from the International Festivals and Events Association for "best volunteer program."

On three separate occasions in past years, the NCC received the Office of the Auditor General's Award of Excellence in annual reporting by Crown corporations. The NCC Chairman, Marcel Beaudry, also received a prestigious honour, the Léon Leadership Award, bestowed annually by the Office of the Commissioner of Official Languages to the head of a federal institution who has shown outstanding leadership in promoting linguistic duality and in implementing the official languages program in their institution.

SECTION C

LOOKING FORWARD — THE NEXT PHASE OF CAPITAL PLANNING



1. INTERNATIONAL BENCHMARKING

Canada's Capital is an acknowledged success, both as a human settlement and as a Capital. Other cities — and especially capital cities — around the world recognize, envy and attempt to emulate the processes and professionalism that have given Canada's Capital its unusual physical and cultural attributes.

As the originator and founding member of the Capitals Alliance Network, the NCC — along with other international capital cities — created an international forum in 2001 to exchange views and expertise on the planning and management of capital cities worldwide.

At the most recent conference of the Capitals Alliance — held in Ottawa-Gatineau in September 2005 — the NCC welcomed delegates from London (UK), Moscow, Tshwane (South Africa), Paris (France), Canberra (Australia), Brasilia (Brazil) and Washington (United States) to Canada's Capital. The reaction of international delegates to the character and quality of Canada's Capital was complimentary in the extreme. Their comments underline the importance of the legacy created by the NCC and its predecessors. Dennis Hardy, a London planner and widely respected specialist on the planning of capital cities, observed:

“A city like Ottawa seems to be like a paragon in a way. It is a model that I think a lot of other cities would like to emulate. I've come to Ottawa and I think it's the most beautiful city I've ever been in. There are all of the high-order services, and yet in a very civilized environment.”

There's not many big cities where you can have... cultural attractions, and yet we were in Gatineau Park yesterday and you've got wolves and bears on your doorstep. Quite astonishing.”
(Ottawa Citizen, September 22, 2005)

Dennis Hardy further observed, in an article he wrote for the Royal Town Planning Institute Journal of the UK, that Canada's Capital has succeeded in building national pride through the Capital. He noted the symbolic role of Canada's Capital as the heart of the nation and the promoter of the nation's values, and the success of the NCC in promoting conservation of the rivers and forests that are such a feature of the Capital.

Patricia Gallagher, Executive Director of the National Capital Planning Commission in Washington, remarked following the 2005 conference,

“I was particularly thrilled to see the beautiful open spaces, the trail system, Gatineau Park. We in Washington, D.C., have quite a bit of open space but it is not of the character and quality that we've seen in this city, and we'll be working very hard and taking back many of these lessons as we proceed with a new Open Space program for Washington.”

Over the years, the NCC's international reputation has attracted a number of foreign delegations to Canada's Capital, where they come to learn from Commission staff about the planning, building and animation of a capital

city. The frequency of these visits is on the rise, notably in the last three years. Since 1994, the NCC has received visits from more than twenty countries, including Australia, three Baltic countries, Belgium, China, Croatia, Cuba, Ghana, Israel, Ivory Coast, Japan, Kazakhstan, Morocco, Russia and the United States. These visits are arranged through the Department of Foreign Affairs and International Trade.

Every nation has its own constitutional and legislative characteristics: their capital cities and the organizations that plan and manage those capitals are likewise uniquely suited to a particular context. A brief description follows of some other World Capitals and their respective structures and authorities.

Washington D.C.: The National Capital Planning Commission (NCCPC) is the central planning and regulatory agency on behalf of the federal government of the United States in an independent capital district. It provides overall guidance for federal construction, conducts long-range planning and monitors capital investments by federal agencies. Programming is the purview of the Smithsonian Institution, a federal museum and research complex that administers 16 museums and the National Zoo, the National Parks Service and multiple other public, private and non-profit organizations.

Canberra, Australia: The National Capital Authority (NCA) is the planning body for Canberra. The NCA aims to build the national capital in the hearts of all Australians through a wide range of physical and social initiatives. The statutory functions of the NCA are to prepare and administer the National Capital Plan, approve uses and designs in the federal area, maintain, build and enhance the capital and foster awareness of Canberra as the national capital. It is active in programming the capital and in raising awareness through promotional activities.

Berlin, Germany: Berlin is a capital city that is undergoing extraordinary transformation as it builds the image and national institutions needed to reflect the new united Germany. The Senate Department of Urban Development

is responsible for managing national assets (built structures and green spaces), undertaking urban planning (housing and transportation) and enhancing Berlin's image both as a capital and as a desirable place to work and live. Emphasis is currently placed on developing symbols of the new unified Germany.

In Canada, five provincial capitals have also recognized the role and value of a capital commission and have created, or are in the process of creating, organizations largely modeled on the NCC. The Provincial Capital Commission in Victoria, British Columbia was established in 1956. The Wascana Centre Authority, in Regina, Saskatchewan was established in 1962 and, although not formally named a "capital commission," it has a mandate that is similar to that of most such commissions. The Capital Commission of Prince Edward Island has been set up in Charlottetown and the *Commission de la Capitale Nationale du Québec*, which has a mandate closely related to that of the NCC, in Québec City. The Government of New Brunswick is currently in the process of establishing a provincial capital commission based in Fredericton.

2. EVOLUTIONARY TRENDS IN CAPITALS

In 1900, there were only about 40 nation states with capital cities around the world: half of these were in Latin America. A century of world wars, political upheaval and fragmentation of empires resulted in the creation of many new nation states. By the year 2000, there were more than 200 capital cities worldwide. As international groupings of super cities and new federal systems continue to emerge, capital cities still strive to maintain their symbolic centrality and image and to represent the nation to their citizens and to the international community.

In Canada, the past century has borne witness to dramatic change and evolution in Canada's Capital and to the nature and mandate of the National Capital Commission and its predecessors. These changes reflect the adaptive response of this federal government organization to an evolving local, national and international context. In years to come, change will continue to characterize Canada's

Capital and the organization responsible for planning, building and preserving it.

Capital cities around the world have experienced similar changes, and the maturation of other 'political' world capitals, such as Washington and Canberra, mirrors the experience in Canada's Capital. The climate of continuous change and adaptation has given rise to certain principles as guides to future evolution, including the following emphases:

- *Safeguarding national treasures and achieving excellence in the planning, design and animation of the physical environment.* Much has been accomplished in terms of 'building' the physical plant of capital cities. The future requires an ever diligent approach to maintaining what has been accomplished and achieving the same excellence through the selective addition of new institutions and public places, the careful review and approval of new projects, plans and commemorations, the appropriate inclusion of special measures such as security infrastructure and the accommodation of key government functions. It also involves continuing to protect the views of the Parliament Buildings and other national symbols.
- *Re-setting the "balance" between the functions performed by federal and local planning agencies.* In both Washington and Canberra, national capital authorities have moved away from regional land use policy and are honing in on well defined federal interests and landholdings. Partnerships between different levels of government are key, however, to ensuring that efforts are harmonized and coordinated to the extent possible.
- *Enhancement of the public experience of capital cities through the expansion of the programming dimension.* This includes initiatives such as events, commemorations and interpretation programs.
- *Heightening both national and international awareness of the Capital and using the Capital as an instrument of national pride and unity.* Canberra has expanded

the range of programs offered with the specific purpose of building Australian national pride through their capital. Washington plans to establish a foreign chanceries district to ensure effective planning for accommodation of the international community.

- *Building constituencies, both locally and nationally.* This is achieved through outreach programs and by involving the public more meaningfully and frequently in plans, projects and initiatives that affect their lives and their capital.

3. EMERGING TRENDS IN CANADIAN SOCIETY

The NCC strives to ensure the continuing significance of the Capital as a symbol of Canadian pride and identity and the continuing relevance of its programs to Canadians. The NCC takes the issue of relevance very seriously. To stay in touch with Canadians and to understand what matters to them, the NCC regularly collects information on Canadian values, priorities and expectations for the country.

National Perspective

Canada's ethnic, racial and religious diversity is rapidly increasing. According to the 2001 census, more than 200 ethnic origins are represented in Canada. About 13.5 percent of the population is a member of a visible minority group and that proportion is expected to reach 20 percent by 2016.

According to the 2003 *Canadians Social Values* study and the 2004 *Focus Canada* study, both conducted by Environics Research, while the core values of Canadians — family, respect, peace, freedom, helping others, integrity, safety and security, fairness, hard work and determination, planning for the future, openness and tolerance, cooperation and democracy — have remained fairly consistent over the past decade, there has been a change in emphasis. Three issues in particular have become more important: 1) the need for tolerance and acceptance of ethnically diverse groups in an increasingly diverse nation; 2) the importance of maintaining a cultural identity that is

distinct from that of the United States; and 3) an ever growing concern for the protection and preservation of the environment.

Based on the 2003 *Canadians Social Values* study, Canadians describe their country in a way that is consistent with their values. The words they use include: peaceful, multi-cultural, tolerant, hard-working, educated and distinctive. They take pride in the country's economic performance, its health care system and social safety net. At the same time, they are concerned about security, government corruption and fiscal responsibility, taxes and the state of the health care and educational systems.

Canadians' Expectations for the Capital

In the 2003 *Capital Agenda 21* survey, conducted nationally by Decima Research, Canadians were asked to react to a set of future orientations for the Capital that the NCC had developed as part of its long-range planning function. Responses indicated that Canadians attach importance to the role of Canada's Capital in providing parks and green spaces and hosting museums and galleries. Canadians living outside the NCR expressed particular support for the development of new venues in the Capital to showcase the provinces and territories. Residents of the NCR emphasized a need to increase the prominence of and access to Capital waterways. In terms of the way the resources of the NCR should be managed in the future, the protection of the environment was strongly supported.

4. CANADA'S CAPITAL AND THE NCC AS NATIONAL UNIFIER

The question of unity is more relevant and important to Canadians today than ever before. As the country continues to evolve into an increasingly democratic, ethnically diverse, open and decentralized global community, Canada's Capital and the agency responsible for it are an increasingly important focal point of national cohesion.

According to the 2005 *Sound and Light Visitor Survey* conducted by Decima Research, 95 percent of the spectators at that show said they are extremely or very proud of being

Canadian. In addition, 88 percent indicated that the show helped them to appreciate the rich diversity of Canada and its place in the world.

Increasing globalization in recent decades is perhaps one of the most important factors affecting the role of Canada's Capital. People, companies and nations are increasingly connected, accessible and interdependent. Canada's Capital is critically important in this context, as it acts as a stage for interaction and for the building of relationships between the Canadian government and other nations.

Canada's Capital is the country's official portal to the rest of the world. Foreign delegations are welcomed and accommodated on Confederation Boulevard, Canada's ceremonial and discovery route, and they are hosted at the Capital's official residences. As the organization that owns and maintains these assets and venues, the NCC plays a positive role in positioning Canada and its Capital on the international stage.

The NCC also offers platforms or vehicles to federal partners, and it allows them to communicate their messages in the Capital. For example, the NCC's flagship events are instrumental in promoting national messages, such as those relating to Canada's First Nations (for the department of Indian and Northern Affairs), Canadian veterans (for Veterans Affairs Canada) and major national commemorations (for Canadian Heritage).

Global security and the seeming polarization of certain cultures and ethnic groups is another consideration for Canadians in reflecting on nationhood and citizenship. Recent world events and a heightened sense of vulnerability have meant, for Canadians, a greater attachment to country and a growing eagerness to distinguish themselves as separate and unique.

Canada's Capital — as a symbol of national achievement and unity — provides common ground for Canadians and fosters their sense of belonging to the same nation. The Capital also serves as a model for the reconciliation of

different languages and cultures. Canada's Capital has cultural roots that go deep into the earliest history of our First Nations. It was founded on the boundary of traditionally French and English regions of the country. Its major institutions have long been bilingual. As well, Canada's Capital has been well positioned in recent years to develop as an expression of Canadian multiculturalism.

As a federal state, Canada has 14 capital cities (one national, ten provincial and three territorial). In the early 1990s, the NCC spearheaded the creation of a new, national organization — the Canadian Capital Cities Organization (CCCO) — as a mechanism to forge links between those capitals, to coordinate programs that promote greater knowledge of Canada and to launch joint initiatives to strengthen Canadian identity and a sense of common nationhood. The NCC continues to be deeply involved in fostering this cross-Canada network by coordinating committee meetings and participating in initiatives.

In order to breach economic and cultural barriers to consumption of the arts and to reach the widest possible range of Canadians, the NCC provides free, outdoor programming with high-quality Canadian content. All NCC events and activities — for example, Streetscape and Canada Day programming — are delivered on both sides of the Ottawa River and take into account linguistic duality and variance in the cultural landscape. By adopting such inclusive strategies, the NCC works to create a Capital that is neutral territory, which Canadians from every region and every background can share in common.

Canadians are respected around the world for being open, tolerant, peaceful, respectful of the environment and dedicated to democracy and equality. These are qualities and values that have meaning for the world. Expression of these values in the Capital is supported through the physical Capital and its public spaces. Canada's Capital — as a place where Canadians meet, share experiences and define their values — helps to build and communicate a sense of common purpose. People from other countries who visit Canada's Capital can see and understand here what it means to be Canadian.

5. OVERVIEW OF THE FUTURE PLANNING VISION

The NCC works to ensure that future plans and programs for Canada's Capital reflect the priorities of Canadians for the nation and their Capital. In that context, the pillars of NCC programs for the future are: preserving national symbols and treasures; conserving green spaces and environmental areas; nurturing cultural diversity, democracy and participation; achieving positive representation on the global stage; supporting federal government renewal; and fostering smart growth, sustainable transportation and the creation of liveable communities. These public policy priorities will guide the NCC in years to come in its mission to build pride and unity through the Capital.

The development of land use and public programming plans is one of the NCC's major program responsibilities and, indeed, its strengths. These plans — from the early products of the OIC to the more recent achievements of the NCC — have over many years guided the long-term, cumulative development of the Capital, both physically and symbolically. Their careful, persistent and focused implementation has created the Capital realm and experience that Canadians and international visitors enjoy today.

The NCC has in place a framework of long-range policy plans, master and area plans, public programming plans and strategies that take the Capital forward well into the 21st century. All these take the long view and highlight work that the NCC and its partners and collaborators have yet to achieve.

These plans aim primarily at federal lands and assets and are highly dependent for their realization on the NCC's ownership of significant landholdings and assets. The federal government has no constitutional power to control land use on privately held land or on lands held by provincial and municipal governments in the NCR. Thus, the NCC's ability to implement Capital plans, to build and preserve the Capital and to influence other key players depends entirely on federal ownership and management of key lands and assets. This key 'lever' has and will continue to be integral to the success of Capital development.

NCC Plans for the Future

The *Plan for Canada's Capital* (PFCC, 1999) is the NCC's lead policy plan, with a horizon of 50 years. Its broad directions are developed in more detail in master plans for three important areas in the NCR: Gatineau Park, the Greenbelt and the Urban Lands. Sector plans (such as the recently approved *Core Area Sector Plan*) and areas plans (such as the *LeBreton Flats Plan*) apply policies and strategies at more detailed and site-specific levels. The NCC's public programming objectives for the Capital are expressed in a plan entitled, *Enriching the Capital Experience: Public Programming Strategy 2005*, and in the programming and commemorations plans for the core area, which articulate ways in which particular objectives will be achieved over the long term.

In setting overall directions for the future Capital, the PFCC recognizes the importance of continuing to strive for excellence in planning Capital landscapes and settings. It embraces the synergetic interrelationships of component parts of the Capital — the Greenbelt, Gatineau Park, the parkways and urban lands (specifically the core area): it emphasizes the importance of preserving these assets for the future Capital and promotes even stronger relationships among them. In years to come, the NCC will reinforce the political, symbolic and administrative roles of the Capital. It will highlight historic and archaeological resources as integral parts of the Capital's story. It will place increased emphasis on Capital waterways (linkages, stewardship, visitor services, travel and recreational opportunities).

Sustainable transportation and environmental leadership are themes that consistently thread their way through NCC plans, whether they relate to the urban area, Gatineau Park or the Greenbelt. These themes are the cornerstones of future Capital development, and integration will be a priority in terms of planning for: interprovincial transit and crossings; visitor attraction networks and accessibility; pathway system extensions; improved renewable resource management practices (particularly in the areas of forestry and agriculture) and enhanced protection of ecological corridors and resources beyond the Greenbelt and Gatineau Park.

Gatineau Park and the Greenbelt

Two assets in particular distinguish Canada's Capital and set it apart: one is a major natural area park spanning a large territory and connecting directly into the heart of the urban Capital in Quebec; the other is a crescent-shaped mosaic of rural landscapes bordering the urban area in the Ontario part of the NCR.

In keeping with concerns about environmental protection, the *Gatineau Park Master Plan* (approved in 2005) assigns heightened priority to the protection of the park's natural environment. The plan also takes into account the preservation of cultural heritage. It presents this important wilderness asset, symbolically significant in that it represents the geography of the Canadian Shield in the Capital, as the "Capital's Conservation Park." Recreational activities that are compatible with ecosystem protection will be permitted. Enhancements to park management are key to preserving and, where necessary, restoring significant ecosystems, as is the quality of the legal framework within which the park is protected. The NCC will continue to acquire strategic private properties within the park; it will promote preservation of key ecological corridors linking the park to nearby natural areas and riverfront corridor; and it will improve visitor services infrastructure.

The Greenbelt, as a mosaic of forest, wetlands, farm lands and federal institutions, will continue to serve as the Capital's "rural landscape" and will be instrumental to the NCC's Green Capital agenda. Certain components of the *1996 Greenbelt Master Plan* remain to be implemented, including: completion of the Greenbelt recreational pathway; acquisition of additional environmentally sensitive lands at Mer Bleue, Mud Lake and Stony Swamp; farm infrastructure renewal; creation of formal scenic arrival routes and Capital welcome areas at key locations; and site-specific projects, such as the fostering of rural hamlets, visitor facilities and attractions and the development of interpretation centres at Black Rapids Park and Mer Bleue. The NCC will also update the Greenbelt plan, which was completed a decade ago.

Concentration on the Core — the Heart of the Capital

The NCC recommends future concentration of effort in the core area in the form of new symbols and institutions and in programming, commemoration and interpretation activities. The *Core Area Sector Plan* (2005) describes future orientation for the heart of the Capital. In keeping with this plan, Confederation Boulevard will, over time, fulfil its potential as a principal unifying element in the Capital. It will be physically completed and more fully realized as a focus for activities and attractions along its length.

Key sites and areas in the underdeveloped western part of the core area will come to life. LeBreton Flats is already taking shape as a mixed-use community. The Islands at Chaudières Falls will be reclaimed for public access and use. The Brewery Creek area in the former Hull will be improved as an open space for cultural uses and activities. A new cultural institution, giving prominence to Canada's First Peoples, will be sited on Victoria Island. The international presence and profile of Sussex Drive North will be enriched to showcase the global dimension of Canada's Capital.

As the core area is the Capital's 'main stage,' new Capital stages and public gathering places will be created within it, in support of the *Core Area's Public Programming and Activities Vision* (2005). Canadians will learn more about the country's peoples and achievements through the strategic location of meaningful new commemorations, in keeping with Canada's *Capital Commemoration Strategic Plan* (2005). These interventions will bring a vibrant and nationally relevant mix of elements to the Capital Core experience.

Outdoor programming will focus on flagship events, such as Canada Day, and will promote national themes and animation, such as the 150th anniversary of the selection of Canada's Capital and the 175th anniversary of the Rideau Canal in 2007. Commemorations will target under-represented themes, such as multiculturalism, Aboriginals, women and ethno-cultural communities. New interpretive media will be offered on visible sites, such as Parliament Hill, LeBreton Flats and the core area riverfront. The NCC will be a partner in the creation of a new Parliament Hill

Visitor Centre, and the Capital Info-Centre will continue to fulfill its role in welcoming and orienting visitors to Canada's Capital. Green Capital initiatives will focus on the Rideau Canal Skateway, Sunday Bikedays, and the symbolic network of green spaces and corridors along waterways. To bring the Capital to Canadians and to provide a Capital experience for those unable to visit, the NCC will target defined clienteles for outreach.

An Agenda for the Capital in the 21st Century

The policy plans are only the beginning. An 'implementation plan' for the future Capital brings together, in tangible ways, the aspirations and priorities expressed in all the other NCC plans, but it expresses them not as policies but in terms of concrete action. This plan highlights specific actions that will expand and refine the symbolic role of the Capital. The agenda integrates various initiatives into specific "building blocks" and takes identified strategies and themes the next step. Work defined in the agenda includes: creating routes of Capital significance; modeling sustainability in the Capital through concrete action; creating a range of new visitor venues, commemorations, events, and working with partners to incorporate these into a Capital Visitor Experience Network; managing the Capital parkway and pathway networks as multimodal routes linking Capital settings and destinations; and promoting sustainable transportation through the Strategic Transportation Initiative.

It is the landscape that gives structure to this important agenda for the future. The rivers and waterways, the natural and cultural landscapes, the rural and urban lands — these will endure and continue to shape the Capital of the 21st century. Through enrichment of Canada's Capital and the NCR as a landscape, destination and symbol, the NCC will encourage Canadians to envision a positive future for themselves and their country.

6. OPPORTUNITIES FOR THE CAPITAL AND THE NCC

The NCC is committed to the delivery of the Capital mission over the very long term. Canadians can count on

this organization to continue to safeguard and preserve their Capital and the NCR and to make it an interesting, meaningful and memorable place to visit or inhabit.

Some areas of potential action are highlighted below. These represent opportunities that the NCC may pursue in order to deliver its Capital mission in the future. Some of these areas represent new directions and emphases; others constitute an integration of activities or intensification of effort to achieve important objectives in keeping with the personal and public policy values and aspirations of Canadians.

6 A) REPRESENTATION

The NCC is endeavouring to make the Capital more representative of Canadians and of Canada in all its plurality. Canada is a contemporary, multi-dimensional country. It is vast and diverse, embracing 13 provinces and territories and people from over 200 ethnic origins who speak more than 100 languages. It has hundreds of years of history and accomplishments in every field and sector to its credit.

Planning, development and public programming in Canada's Capital must continue to reflect the cultural and regional diversity of Canada. They must continue to express enduring Canadian values and identity, Canadian heritage and respect for the environment. They must strive to reach a broad spectrum of Canadians from all walks of life.

The goal is to make all Canadians, including new citizens, feel at home in Canada's Capital and to ensure that they find here a reflection of their own regions and cultures. The NCC believes that, by fostering social and economic links within the Capital and across Canada, it can contribute to building a more dynamic and inclusive society. It will continue working to build these connections.

The NCC is currently working on a Programming Strategy and Framework to make visitor programming in the core area of the Capital more representative of Canada and Canadians. The intention is to shape programs that better portray the full spectrum of national characteristics and

are more inclusive of all Canadians. At the same time, the NCC will use a variety of tools, programs and activities to promote unity through the Capital, to engender a sense of shared destiny and to enable people to experience a heightened awareness of Canada and what it means to be Canadian.

Potential directions include:

- **CANADA'S CAPITAL COMMEMORATIONS STRATEGIC PLAN:** By the year 2025, Canada's Capital commemorations will be regarded as one of the nation's most important and valued national assets. They will express our enduring values, our connections to the past and our aspirations for the future. Commemorations might include major works of art or monuments featuring, for example, the theme of diversity and Canada's Aboriginal peoples.
- **CANADA HOUSE:** The NCC could provide a privileged place in Canada's Capital for communication of the provinces and territories. The concept would allow for a dedicated physical space where provinces and territories would be equally represented as politically and culturally significant entities. This could include offices and an exhibition area showcasing provincial and territorial places and unique features. A future federal conference centre could be sited adjacent, which could serve as the venue for federal/provincial/territorial meetings.
- **ABORIGINAL CENTRE:** Located on Victoria Island, the Centre would present Canada's Aboriginal heritage and honour the people who inhabited this land for thousands of years before the arrival of explorers and colonists. The Centre would feature programs, events and workshops to interpret traditional knowledge and promote themes of healing and reconciliation.
- **YEAR OF THE PROVINCE/TERRITORY:** Each year, the NCC could promote a particular Canadian province or territory and structure a variety of initiatives and activities around a chosen provincial or territorial theme. The featured province or territory

would be showcased at major events and festivals in that year, and commemorations or interpretive programs would highlight a specific provincial or territorial theme. In order to foster new consciousness of the link between the federal and provincial/territorial capitals, one meeting of the NCC's board of directors that year might be held not in the NCR but in the capital of the featured province or territory.

6 B) CAPITAL SHOWCASE AND CENTRE OF LEARNING

Canada's Capital is a showcase for our collective heritage and for the cultural treasures that define Canada as a nation. The Capital is a stage comprising an outstanding cultural landscape and featuring a range of sites and institutions that reflect Canada, Canadian democracy and a century and a half of political, legal, economic and social development.

Working with partners, the NCC will develop and support innovative ways to showcase Canada's Capital, and it will strive to enrich the visitor's experience of the Capital through the use of both traditional and innovative approaches. The fact that over 6 million annual visits are made to Canada's Capital each year, including more than 30,000 out-of-town school and youth group visits, represents a tremendous opportunity to create a more in-depth, educational experience of the Capital and to give visitors a greater sense of the country.

Potential directions include:

- **INTERNATIONAL PRESENCE AND RELATIONS:** The planning of embassies and foreign missions in Canada's Capital and the reinforcement of their connection to Canadian society could be increased by: communication of information about the Capital and Canada to foreign delegations; the initiation of an official welcoming or hosting function in Canada's Capital; the creation of symbolic places of reception and meeting; and the communication of foreign presence and highlighting of important

visitors to the Capital. More and better exchanges and communication between the Capital and the diplomatic community would also enhance the understanding of Canada in foreign countries. Certain of these initiatives and programs might concentrate on the physical location of new diplomatic institutions, facilities or programming initiatives in the area of Sussex North, where the international presence has already been identified as a programming and planning theme. In addition, the NCC could strengthen links that have already been initiated with the Department of Foreign Affairs, in the review and advice on the planning and design of significant new Canadian embassies around the world.

- **EDUCATIONAL "INREACH":** The Capital could be promoted as a Canadian centre of learning, with the NCC playing a key role in facilitating and developing content. Opportunities related to specialized tours, think tanks, high-level meetings, national broadcasts and international learning could be explored. The excellent physical and built setting of Canada's Capital, the green spaces and recreational network could be highlighted as a living showcase of planning excellence and social cohesion. The NCC could play a stronger coordinating role amongst federal partners to enhance the content of such programs and to leverage and maximize resources.
- **PROMOTING PRIDE AND UNITY ACROSS CANADA:** The Capital could serve as a gateway to foster among Canadians a better appreciation and sense of belonging to the country. This would be achieved through initiatives that involve Canadians with their Capital such as: the Capital Family Program (bringing representative Canadian families to Canada's Capital to participate in national events); more web-based programs with children and schools; broadcast initiatives integrated with new technologies targeting youth; and NCC leadership in the coordination of related outreach efforts of federal institutions in the Capital.

- **STRENGTHENING THE UNIQUE CHARACTER OF CANADA’S CAPITAL:** The federal government continues to consider alternative means to deliver programs and services, such as transportation, and different models to secure, for instance, federal accommodation and increased security requirements. There is therefore a concomitant need to ensure that the planning and physical products of these measures continue to be compatible with the unique character and symbolism, and approved plans, of the Capital through reinforcing and strengthening the application of the NCC’s land use and design review and approvals mandate.
- **CAPITAL HERITAGE AS SYMBOL AND CATALYST:** The NCC could, with local and federal partners, greatly improve the level of awareness and communication of key heritage assets in Canada’s Capital. It could lead in terms of demonstration projects showcasing successful adaptive reuse of historic structures. It could use the revival of heritage assets (achieved through the introduction of new purposes) to show how renewal has acted as a catalyst to regenerate areas such as ByWard Market in the past and may act as a catalyst in areas such as the Ottawa River islands in the future. Key views and experiences of this heritage could be interpreted from around Confederation Boulevard and the recreational pathway and courtyard systems. Parks Canada, the National Historic Sites and Monuments Board, the Federal Heritage Building Review Office, Heritage Ottawa, the *Société d’histoire de l’Outaouais* could serve as active partners not only in preserving and safeguarding but also in communicating and animating the heritage of Canada’s Capital.
- **CAPITAL INTERPRETATION CENTRE:** A Capital interpretation centre associated with Confederation Boulevard could be established to tell the story of the Capital and to serve as a point of entry to the nation’s heritage.

6 c) STRENGTHENED CONNECTIONS

NCC plans are meant to create stronger links between different land nodes. The Ottawa River flows through the heart of the Capital, and is its most enduring natural symbol. By more strongly linking the urban fabric on both sides of the Ottawa River, balance will be ensured and a stronger NCR will be created.

Potential directions include:

- **THE REDEVELOPMENT OF ISLANDS AND SHORELINES AT THE CHAUDIÈRES FALLS:** This area features a dramatic blend of natural and built heritage. The Chaudières Falls are the geographic centrepiece of the NCR and, adjacent to the falls are the Chaudières, Albert, Victoria and Amelia islands and lands bordering the Devil’s Hole on the Québec shore. Here, the NCC plans to create a unique meeting place in the midst of a great and historic river. It will redevelop the islands as a mixed-use area where historic industrial buildings that once housed a powerful forestry industry will be adapted for an exciting mix of public and private uses, with institutions, shops, restaurants, museums and interpretive centres bringing life back to the area. People will once again be able to approach the falls and to see all the channels, dams and hydro features that characterize the area and form such a central part of Canadian history. An Aboriginal peoples cultural centre will be constructed on the eastern end of Victoria Island.
- **THE REALIZATION OF A CULTURAL VILLAGE ALONG THE SHORES OF BREWERY CREEK IN THE FORMER HULL:** Here, cultural uses and activities, interspersed with walkways and public and green spaces, will bring people into contact with the natural beauties and heritage of Brewery Creek.
- **THE CREATION OF A MAJOR CAPITAL PARK AND CAPITAL STAGE AT THE FORMER SCOTT PAPER SITE:** The lease for the Scott Paper plant will expire in 2028, allowing the NCC to reclaim a central and critical piece of the Gatineau waterfront for public

use and enjoyment. The return of this piece of shoreline to public hands will facilitate more complete park development along the Ottawa River shore, and it will open new views of the Ottawa River, the Parliamentary Precinct and other national symbols.

- **THE CREATION OF NEW AND INTERESTING WATER TRAVEL OPPORTUNITIES:** Through the introduction of water taxis and docking facilities at strategic points throughout the core area, the NCC could enhance the accessibility of and connections between Capital destinations.
- **THE EXTENSION OF THE PUBLIC REALM TO THE OTTAWA RIVER'S EDGE:** The NCC plans to create new access to the Ottawa River shoreline through completion of the Bank Street pedestrian axis, by creating new recreational pathway linkages, such as that between Parliament Hill and the new War Museum, and by introducing visitor rest stops and refreshment services, new viewing areas, and interpretation media and commemorations on both sides of the Ottawa River.
- **THE RESTORATION OF NATURAL SHORELINE EDGES:** The NCC could undertake work to improve the health of the Ottawa River and the flora and fauna that depend upon it.
- **THE IMPLEMENTATION, WITH PARTNER AGENCIES, OF THE KEY RECOMMENDATIONS OF THE INTEGRATED DEVELOPMENT PLAN FOR THE OTTAWA RIVER:** This plan, which the NCC developed in partnership with municipalities and special agencies in Gatineau and Ottawa, is a guide for regional, local and NCC action in the Ottawa River corridor. It focuses on the sustainable development of the waterway corridor and system and preservation of the river's natural heritage.
- **DEVELOPMENT OF IMAGINATIVE WATERFRONT PUBLIC PROGRAMS AND AMENITIES:** The NCC could promote river themes and produce river-related events.

6 D) ENVIRONMENTAL LEADERSHIP

The NCC has demonstrated leadership in the promotion of the Green Capital through a variety of programs and planning approaches. Creating a truly green model in Canada's Capital would show federal commitment here, where the federal government has its strongest presence, and demonstrate ways to realize Canada's environmental public policy agenda.

Potential directions include:

- **GREEN TECHNOLOGIES:** The NCC could introduce green technologies to the design and construction of all federal buildings or projects on federal lands. It could also formulate projects such as the Ottawa Islands redevelopment as demonstration projects to show the implementation of an integrated planning and development approach featuring green technologies.
- **SUSTAINABLE DEVELOPMENT AND TRANSPORTATION INITIATIVES:** These initiatives include: redevelopment of brownfield sites; promotion of alternative modes of transportation/transit; optimal site planning and siting of federal accommodation; transit-oriented development; and the development of district energy and other alternative energy sources. The centralization of federal jurisdiction over federal interprovincial bridges in NCC hands could enhance the effectiveness of transportation and land use planning and life cycle management. Also, the NCC needs to plan sustainably for the long-term requirements of the federal government in order to optimize the "physical footprint" of federal developments, to structure urban growth, to control the evolution of Capital-significant lands and to ensure appropriate oversight and control of major federal plans and projects in the NCR.
- **LEGACY OF LEADERSHIP IN PROTECTED LANDSCAPES:** The NCC has a pioneering role to play in preservation of the Greenbelt, Gatineau Park and large natural areas and public shorelines. Through enlightened management of these areas, it can

demonstrate ways to reintegrate nature into the urban environment and show Canadians how to co-exist with nature in the city (for example, through the implementation of international standards like those of the World Conservation Union).

- **SUSTAINABLE AGRICULTURE (ALSO KNOWN AS “FOOD SECURITY”):** The NCC could undertake pilot projects highlighting the importance of environmentally sustainable agriculture and the benefits of growing healthy food close to the consumer. In this context, the “near urban” viability of Greenbelt farming would be highlighted, and the NCC would promote experimentation with modified farming practices in proximity to an urban setting.

- **GOOD BUSINESS PRACTICES:** The NCC will continue to improve its practices that demonstrate environmental respect as a core value of the corporation and central to the way it does business (e.g., Environmental Assessments, Environmental Site Assessments and contaminated sites program management and an environmental action plan).
- **ENVIRONMENTAL MANAGEMENT PROGRAMS:** The NCC will continue to enhance environmental management programs (e.g., protection of conservation areas, naturalization of open spaces, chemical-free approaches to turf management and the general reduction of the ecological footprint of the NCC and its operations).

CONCLUSION



As the world changes and Canada becomes a more diverse nation, the NCC's mission to bring Canadians together in Canada's Capital and to inspire pride in shared nationhood is more important than ever. The NCC is proud of what it has achieved (in partnership with others) since its creation in 1959. With its predecessors, it has played a central, pioneering role in the creation of a beautiful Capital and, by extension, of a great region — one that is appropriate as the seat of government and worthy of the nation it represents.

The NCC is a well managed corporation that has demonstrated leadership, responsiveness and adaptability to many different influences and pressures over time. It continues to innovate and achieve new efficiencies in terms of structures and processes.

The Capital affects Canadians in many positive ways, and research consistently indicates that the NCC is widely appreciated and recognized for the work that it undertakes on behalf of Capital residents and of all Canadians.

Much has been accomplished. Much remains to be done. The NCC has inspirational plans in place for the future and effective strategies for realizing its vision. It knows that Canadians want to be more involved in future plans and in decisions affecting tomorrow's Capital: the Commission accepts that interest as a challenge and opportunity. It is constantly seeking new avenues to improve the way that it delivers the Capital mandate — through enhanced openness, through creative partnerships and through expanded consultation and exchange with Canadians across the country.

The NCC has an important long-term mission to address. Canadians far and wide have helped to build the Capital of today. The NCC intends to engage them even more fundamentally in the future in order to continue shaping a Capital that represents us all.

APPENDIX A

TIMELINE — NATIONAL CAPITAL COMMISSION ACHIEVEMENTS 1988–2006

REAL ASSET MANAGEMENT

- Opened Rockcliffe and Aviation parkways
- Provided land and design approval for the National Gallery of Canada and the Canada Aviation Museum
- Received funding for a 10-year rehabilitation program for the official residences
- Completed the first phase of Confederation Boulevard from the Alexandra Bridge to the Château Laurier
- Completed the initial phase of the Quebec portion of Confederation Boulevard from the Canadian Museum of Civilization to the Alexandra Bridge
- Treasury Board approved funding of NILM acquisitions through the sale of non-mandate lands
- Developed the *Real Asset Management Strategy* for major assets under NCC stewardship
- Treasury Board approved funding for the rehabilitation of assets through the sale of non-mandate lands
- Provided the site for the new United States embassy
- Completed heritage restoration of the Maplelawn property
- Completed rehabilitation of key urban parks: Major's Hill, Leamy Lake and Confederation
- Acquired Meech Creek Valley
- Completed public/private heritage properties redevelopment along Sussex Drive
- Completed heritage rehabilitation of the Chambers building
- Completed reconstruction of the Portage Bridge
- Inaugurated the portion of Confederation Boulevard that links central Ottawa and Gatineau
- Acquired 255 additional acres of Mer Bleue bog conservation area
- Completed the rehabilitation of the Champlain Bridge
- Completed restoration of the Rideau Hall main gate and forecourt
- Completed site clean-up at LeBreton Flats for the new Canadian War Museum
- Completed key heritage rehabilitation projects at Rideau Hall (Stable Building, Minto Wing basement and Gate Lodge)
- Completed construction of Confederation Boulevard from the Bytown Bridges to Rideau Hall
- Completed improvements to Jacques-Cartier Park
- Opened the 700 Sussex Drive mixed-use development
- Awarded contract for heritage preservation and restoration of 131 Queen Street, intended for mixed-use (commercial/residential) development
- Launched the first residential project at LeBreton Flats



CAPITAL PLANNING

- Treasury Board approved National Interest Land Mass (NILM) plan concept
- Completed the 1990 *Gatineau Park Master Plan*
- Negotiated tripartite (NCC, Regional Municipality of Ottawa-Carleton, City of Ottawa) agreement for LeBreton Flats
- Completed the *Urban Parks Master Plan*
- Approved concept plan for LeBreton Flats
- Completed the *Greenbelt Master Plan*
- Completed the *Plan for Canada's Capital*, federal land use policy
- Completed guidelines for site of new Canadian War Museum and festival park at LeBreton Flats
- Established the international Capitals Alliance network
- Completed *Canada's Capital in the Twenty-First Century*, an implementation plan for the *Plan for Canada's Capital*
- Completed the 2005 *Gatineau Park Master Plan*
- Completed *Canada's Capital Core Area Sector Plan*
- Confirmed participation in the environmental assessment of the interprovincial transit integration study
- Approved the *Strategic Transportation Initiative*
- Established Tripartite National Capital Planning Committee (NCC Chair, Ottawa and Gatineau mayors)

PROGRAMMING AND COMMUNICATIONS

- Mandate revised; expanded to include public programming
- Launched Confederation Boulevard banners
- Developed the National Outreach Orientation Plan
- Celebrated the 125th anniversary of Confederation in the Capital
- Completed the Peacekeeping Monument in partnership with National Defence
- Launched the Capital Family Experience Program
- Inaugurated the Canadian Capital Cities Organization
- Opened the Capital Infocentre across from Parliament Hill
- Opened the new Gatineau Park Visitor Centre
- Celebrated the arrival of the new millennium
- Unveiled commemorations honouring Aboriginal war veterans, humanitarian aid, the Mackenzie-Papineau Battalion and Maurice Richard
- Held the first annual public meeting
- Launched the corporate website
- Held the first interest group meeting
- Celebrated the 25th anniversary of Winterlude
- Launched the new Snowbowl program as part of Winterlude
- Completed the Programming and Activities Vision for the Core Area
- Completed new interpretation at Leamy Lake Park
- Approved *Canada's Capital Commemoration Strategic Plan*

A P P E N D I X B

AWARDS LIST — NATIONAL CAPITAL COMMISSION



*Many people at the NCC and elsewhere in Canada's Capital Region
have contributed to the Capital over the years.*

*The awards listed here (from 1990 on) represent only a fraction of the time
and effort that have gone into making a great Capital for Canadians.*

ADVERTISING AND MARKETING

Year	Received for	Award and Awarding Organization
2006	Rideau Canal Skateway (announcement of the Guinness World Record)	Gold, Most Creative/Effective News Stunt, International Festivals and Events Association
2006	Snowbowl, Winterlude's outdoor amphitheatre	Silver, Best Ad Series, International Festivals and Events Association
2004	Canada and the World Pavilion	Bronze Pinnacle Award — Best Ad Series for the Canada and the World Pavilion Newspaper Campaign, International Festivals and Events Association
2003	Canada Day	Silver Pinnacle Award — Best Single New Sponsorship Program, International Festivals and Events Association
2003	Juno Award Ceremonies	Gold Pinnacle Award — Most Creative/Effective News Stunt, International Festivals and Events Association
2002	Canada and the World Pavilion	Silver, Best ad series, International Festivals and Events Association

<i>Year</i>	<i>Received for</i>	<i>Award and Awarding Organization</i>
2002	Canada Day Merchandise	Bronze, Best new promotion for Canada Day merchandise with Zellers Canada, International Festivals and Events Association
2002	Winterlude Merchandise	Bronze, Best miscellaneous clothing, International Festivals and Events Association
2002	Winterlude/Canada Day	Bronze, Best other merchandise, International Festivals and Events Association
2001	Rideau Canal Skateway	Gold, Best Miscellaneous Clothing, International Festivals and Events Association
2001	Canada Day 2001	Gold, Best Overall Merchandising Program, International Festivals and Events Association
2001	2001 Canada Day Merchandising Campaign	Molson Canadian Achievement Award for Best Merchandise Idea for festivals with budgets over \$200,001; Festivals and Events Ontario
2000	Canada Day's Chicken Farmers of Canada	Bronze, Best TV Promotion, International Festivals and Events Association
1997	Canada Day with VIA Rail	Gold, Best TV Spot, International Festivals and Events Association
1997	Icebreaker Video	Gold, Best Sponsor Solicitation Video, International Festivals and Events Association
1997	A Tulip Tribute Program	Silver, International Advertising/Marketing Effectiveness Award, The New York Festivals
1996	Skate/Family Program Ad	Silver, Best Magazine Ad Full-Colour
1995	Tulip Tribute Program	Gold, Not-for-Profit Promotion, Marketing Magazine PROMO! Award 1995
1994	Capital Awareness Program	Award of Merit, Campaigns, External, International Association of Business Communicators
1994	Winterlude Marketing	Award of Excellence, Promotion, Information Services Institute

<i>Year</i>	<i>Received for</i>	<i>Award and Awarding Organization</i>
1994	Winter TV Ad	Award of Merit, TV spots, Information Services Institute
1993	Winterlude Ad	Silver, Print Ad B&W or Spot Colour, International Festivals and Events Association
1993	Capital Awareness Ads	Award of Merit, Print Advertising, Information Services Institute
1993	Canada's 125th Anniversary Promotion	Award of Merit, Special Events, Information Services Institute
1992	Winterlude Sponsorship Video	Gold, Sponsorship Solicitation, International Festivals and Events Association
1992	Winterlude and Canada's 125th Anniversary	Bronze, Radio Spots, International Festivals and Events Association
1991	Capital Awareness Ads	Category Winner, Magazine/Colour, Advertising and Sales Association of Ottawa
1991	Winterlude Billboards	Award of Merit, Out-of-Home, Advertising and Sales Association of Ottawa

ARCHITECTURE, LANDSCAPE ARCHITECTURE, PLANNING AND URBAN DESIGN

<i>Year</i>	<i>Received for</i>	<i>Award and Awarding Organization</i>
2006	<i>Canada's Capital Core Area Sector Plan</i>	Award of Planning Excellence in the category Downtown Planning, Canadian Institute of Planners
2005	The Stable Building at Rideau Hall	Award of Excellence — Adaptive Use, Ottawa Architectural Conservation Awards, City of Ottawa
2004	Downtown Ottawa Urban Design Strategy 2020	Award of Excellence in Analysis and Planning, American Society of Landscape Architects
2004	Tin House Facade Project	Consultants Award, Canadian Association of Professional Heritage Consultants
2004	Mackenzie King Estate Cultural Landscape Conservation Management Strategy	National Merit, Canadian Society of Landscape Architects

Year	Received for	Award and Awarding Organization
2004	Rideau Hall Landscape Design and Management Guidelines	National Citation, Canadian Society of Landscape Architects
2004	Confederation Boulevard — Sussex Gateway and Rideau Hall Forecourt	Regional Merit, Canadian Society of Landscape Architects
2002	Alexandra Bridge Illumination Project	Regional Citation Award, Canadian Society of Landscape Architects
2001	<i>Core Area Concept of Canada's Capital</i>	Provincial Professional Merit Award, Ontario Professional Planners Institute
2001	<i>Core Area Concept of Canada's Capital</i>	District Outstanding Planning Award, Ontario Professional Planners Institute
2001	Urban Planning	Provincial Professional Merit Award, Ontario Professional Planners Institute
2001	Urban Planning	District Outstanding Planning Award, Ontario Professional Planners Institute
2001	<i>General Report on the Plan for the National Capital (1950)</i> , more commonly known as the Gréber Plan	The Vision in Planning Award, Canadian Institute of Planners
2000	York Steps	Award of Excellence, The Ontario Association of Landscape Architects
2000	Elgin Street	Honourable Mention, The Ontario Association of Landscape Architects
2000	<i>Core Area Concept of Canada's Capital</i>	Group Achievement/Comprehensive Planning Award, Real Property Institute of Canada
2000	Plaza Bridge and Confederation Square Project	Award of Excellence, Special Category, City of Ottawa Architectural Conservation Awards
2000	Award for Canada's Capital Region — The Gréber Plan — Floral display	Le Prix Composition, Mosaïcultures, Montréal 2000
2000	100 Years of Landscape Architecture	Citation, Ontario Association of Landscape Architects

<i>Year</i>	<i>Received for</i>	<i>Award and Awarding Organization</i>
2000	100 Years of Landscape Architecture	Honourable Mention, Association des architectes-paysagistes du Québec
2000	Confederation Square	National Award of Merit, The Canadian Association of Landscape Architects
2000	Service to the Environment	Award of Excellence, The Canadian Association of Landscape Architects
2000	Landscape Improvement of LeBreton Flats Aqueduct	Certificate of Merit, City of Ottawa Heritage Award
2000	Restoration of LeBreton Flats Aqueduct	Award of Distinction, City of Ottawa Heritage Award
1999	Rockcliffe Park Redevelopment Study	Ontario Regional Merit Award in Planning and Analysis, Canadian Society of Landscape Architects
1999	100 Years of Landscape Architecture	Award of Excellence, American Society of Landscape Architects
1998	Efforts in Time and Financial Investment to Promote the Value of Beautiful Landscaping	Recognition and Participation Award, Landscape Ontario Horticultural Trades Association
1998	Contribution to the Built Environment	Certificate of Recognition, Ontario Association of Architects
1998	Mackenzie King Estate Site Restoration and Development Plan	Landscape Architectural Achievement, Ontario Association of Landscape Architects
1998	Adaptive use of 14 Metcalfe Street and 93 Sparks Street (Marshall and Four-Corners buildings)	Certificate of Merit, Ottawa Architectural Conservation Awards
1997	Adaptive use of 461–465 Sussex Drive	Certificate of Merit, City of Ottawa Architectural Conservation Awards
1997	<i>Greenbelt Master Plan</i>	Honour Award, Canadian Society of Landscape Architects
1996	Confederation Boulevard	Merit Award, American Society of Landscape Architects
1996	<i>Greenbelt Master Plan</i> — Planning for the Conservation of Natural Areas	National Honour Award, Canadian Institute of Planners

Year	Received for	Award and Awarding Organization
1995	Restoration of the Central Chambers Building on Elgin Street	Award of Excellence, Ottawa Architectural Conservation Awards
1995	Restoration of 529 Richmond Road (Maplelawn)	Certificate of Merit, Ottawa Architectural Conservation Awards
1994	Restoration of 14 Metcalfe Street (Marshall Building)	Award of Excellence, Ottawa Architectural Conservation Awards
1992	Majors Hill Park and Nepean Point Rehabilitation and Redevelopment Study	Certificate of Merit, Canadian Society of Landscape Architects
1991	<i>Capital Commemoration: An Urban Design Study for Memorials in the Core of the National Capital</i>	Gold Certificate of Merit, Canadian Society of Landscape Architects
1991	For Outstanding Achievement in Landscape Architecture for Winterlude	Honour Award, Canadian Society of Landscape Architects
1991	For Outstanding Achievement in Landscape Architecture for Winterlude	Regional Award (Ontario), Ontario Association of Landscape Architects
1991	For Outstanding Achievement in Landscape Architecture for Winterlude	Regional Award (Québec), Association des architectes-paysagistes du Québec
1990	Phase 1 of Confederation Boulevard	Certificate of Excellence, Canadian Society of Landscape Architects
1990	Adaptive reuse of 14 Metcalfe Street and 93 Sparks Street — a project that enhances the character of the Sparks Street Mall and the Parliamentary Precinct	Certificate of Merit, City of Ottawa Heritage Awards
1990	Piruvik Winter Playground, Winterlude 1989	Citation, Canadian Society of Landscape Architects
1990	<i>Parliamentary Precinct Area: Urban Design Guidelines and Demonstration Plan for Long-Range Development</i>	Urban Design Award, American Institute of Architects
1990	Architectural Excellence in Redevelopment of 62–64 John Street	Honourable Mention, Ontario Association of Architects

<i>Year</i>	<i>Received for</i>	<i>Award and Awarding Organization</i>
1990	Rehabilitation Program	Best Program, BOMA (Building Owners and Managers Association) Award
1990	Capital Infocentre	Excellence in Design, Ottawa Heritage Award

AWARD-WINNING NCC CONTRACTORS

<i>Year</i>	<i>Received for</i>	<i>Award and Awarding Organization</i>
2000	Received by Non-Linear Creations for the creation of the Future Trek 2000 website	Best Micro Website, Applied Arts Magazine 9th Awards Annual
1999	Received by Non-Linear Creations for outstanding website design and production of the Future Trek website	Creative Achievement, International Web Page Awards
1998	Received by TerraPro Corporation for maintenance of Commissioners Park	First Prize for Corporate Grounds Maintenance Over Two Acres, Landscape Ontario Horticultural Trades Association
1998	Received by TerraPro Corporation for maintenance of Commissioners Park	Best Grounds Management Project for the Province of Ontario, Landscape Ontario Horticultural Trades Association
1998	Received by TerraPro Corporation for maintenance of Commissioners Park	Best Maintenance Project in the Ottawa Chapter, Landscape Ontario Horticultural Trades Association

CORPORATE ACCOUNTABILITY AND EMPLOYMENT

<i>Year</i>	<i>Received for</i>	<i>Award and Awarding Organization</i>
2006	Exemplary workplace environment and leaders in attracting and retaining high quality employees	The NCC was recognized as one of Canada's Top 100 Employers in the book entitled <i>Canada's Top 100 Employers (2006 ED.)</i> and as one of the National Capital Region's Top 10 Employers by Mediacorp Canada Inc.
2005	Marcel Beaudry, Chairman — This award pays tribute to the head of a federal institution who has shown distinguished leadership in promoting linguistic duality and implementing the Official Languages Program in the institution	Leon Leadership Award, presented by Dyane Adam, Commissioner of Official Languages

<i>Year</i>	<i>Received for</i>	<i>Award and Awarding Organization</i>
2004	National Capital Commission — Commuter Challenge	The NCC was recognized as the 2004 Top Participant in the National Capital Region for organizations of 501–1000 employees
2000	Summary of the Corporate Plan and Annual Report (1999–2000)	Award for Excellence in Annual Reporting, Office of the Auditor General of Canada
1999	Outstanding participation in the student employment program	Hire a Student Award of Merit
1999	Summary of the Corporate Plan and Annual Report (1998–1999)	Award for Excellence in Annual Reporting, Office of the Auditor General of Canada
1997	Summary of the Corporate Plan and Annual Report (1996–1997)	Award for Excellence in Annual Reporting, Office of the Auditor General of Canada

DESIGNATIONS AND INDIVIDUAL AWARDS (GENERAL)

<i>Year</i>	<i>Received for</i>	<i>Award and Awarding Organization</i>
2006	John Abel, Director of Design and Land Use, in recognition of an outstanding career and contribution to the architectural profession; architects nominated have demonstrated great dedication to bettering their communities and their profession	Named a Fellow of the Royal Architectural Institute of Canada
2006	Thérèse St-Onge — Senior Manager of Events and Celebrations	Inducted into the International Festivals and Events Hall of Fame
2004	Micheline Dubé, Executive Vice-President and Chief Operating Officer, for her strong commitment to the accounting profession, her important contribution to the NCC, her numerous accomplishments, her exemplary dedication and her exceptional leadership skills	Appointment to the Fellowship of the Society of Management Accountants

Year	Received for	Award and Awarding Organization
2004	Guy Laflamme, Vice-President of National Programming, Communications and Marketing — notably, for the NCC's role in bringing the 2003 Juno Awards to the Capital region; for the quality of its <i>Five-Year Marketing, Communications and External Relations Plan</i> ; for the in-house development of a new corporate logo and branding; and for innovative promotional campaigns	Top honours in the Communication Marketing Category at the Concours Personnalité marketing 2004 organized by the Association Marketing de Montréal
2004	Gérald Lajeunesse, Chief of Landscape Architecture, for his exceptional contribution to landscape architecture in Quebec	Frederick Todd Award, Association des architectes-paysagistes du Québec
2003	Gilles Gaignery, Chief of Access to Information and Privacy, for his dedication, leadership and community spirit	Award of Excellence from the Access to Information and Protection of Personal Information Community
2003	François Lapointe, Director of Planning, for his significant contribution to urbanism in Quebec	Hans Blumenfeld Award, Ordre des Urbanistes du Québec
2003	Thérèse St-Onge, Senior Manager of Events and Celebrations	Inducted into the Festivals and Events Ontario Hall of Fame
2002	Guy Laflamme, Vice-President of National Programming, Communications and Marketing	Tourism Leader of the Year, Ottawa Tourism's 8th Annual Tourism Awards Gala
2002	Lark Hodgins, Chief of Information Management, for outstanding achievement in the field of records management	Cardillo Award from the Records Management Institute

INTERNATIONAL COMPETITIONS

Year	Received for	Award and Awarding Organization
2003	Mosaïculture International 2003	Gold Medal, <i>Chaudières Falls</i> (sculpture), Overall Harmony and Integration with the Site, Mosaïculture International Competition 2003

OUTDOOR ACTIVITIES

<i>Year</i>	<i>Received for</i>	<i>Award and Awarding Organization</i>
2005	Rideau Canal Skateway	The Rideau Canal Skateway was recognized as the world's largest, naturally frozen ice rink by Guinness World Records
2003	Gatineau Park	Outdoors and Adventure Tourism, Grands prix du tourisme québécois (national award)
2001	Gatineau Park	Gatineau Park's camping facilities were awarded top honours at the 17th Grand Prix du tourisme de l'Outaouais, by the Outaouais Tourism Association
2000	The Ottawa River Parkway	Best Urban Hike, 2000 The Best of Ottawa, <i>Ottawa Xpress</i> Readers' Poll Results
2000	The Rideau Canal Pathway	Best Place to Jog, 2000 The Best of Ottawa, <i>Ottawa Xpress</i> Readers' Poll Results
2000	The Ottawa River Parkway	Best Place to Bike, 2000 The Best of Ottawa, <i>Ottawa Xpress</i> Readers' Poll Results
2000	The Rideau Canal Pathway	Best Rollerblading Path, 2000 The Best of Ottawa, <i>Ottawa Xpress</i> Readers' Poll Results
2000	The Gatineau Hills	Best Place to See Nature, 2000 The Best of Ottawa, <i>Ottawa Xpress</i> Readers' Poll Results
2000	Gatineau Park	Best Hiking Trail, 2000 The Best of Ottawa, <i>Ottawa Xpress</i> Readers' Poll Results
2000	Meech Lake	Best Place to Swim, 2000 The Best of Ottawa, <i>Ottawa Xpress</i> Readers' Poll Results
2000	Mackenzie King Estate	Best Place to Get Married, 2000 The Best of Ottawa, <i>Ottawa Xpress</i> Readers' Poll Results
1995	The City of Ottawa (largely because of the extensive off-road recreational Capital Pathway)	8th Best Cycling City in North America, <i>Cycling Magazine</i>

POSTERS, PHOTOGRAPHS, POSTCARDS

<i>Year</i>	<i>Received for</i>	<i>Award and Awarding Organization</i>
2006	Winterlude 2006	Bronze, Best Event Photograph, International Festivals and Events Association
2003	Winterlude 2003	Gold Pinnacle Award, Best Event Photograph, International Festivals and Events Association
2002	Rideau Canal Skateway	Bronze, Best Promotional Poster, International Festivals and Events Association
2000	<i>Wind Odyssey</i> : Sound and Light on Parliament Hill	Silver, Best Event Photograph, International Festivals and Events Association
1998	Winterlude Poster	Silver, Best Promotional Poster, International Festivals and Events Association
1996	Gatineau Park Postcard Public Service Announcement (PSA)	Silver, Best PSA, International Festivals and Events Association
1993	Trees and People Poster	Award of Excellence, Print/Promotional, Information Services Institute

PROGRAMS

<i>Year</i>	<i>Received for</i>	<i>Award and Awarding Organization</i>
2006	Sound and Light Show on Parliament Hill	Silver Pinnacle Award, Best Overall Event, International Festivals and Events Association
2005	Best Street Banners	Gold Pinnacle Award for the 2005 Confederation Boulevard Banners, representing Canada's provinces and territories and paying a special tribute to the Year of the Veteran and to the centenaries of Alberta and Saskatchewan, International Festivals and Events Association
2003	Christmas Lights Across Canada	Silver Pinnacle Award, Best Community Outreach Program, International Festivals and Events Association
2001	Winterlude	Winterlude was selected among 3,000 events to be one of the Top 50 Ontario Festivals, Festivals and Events Ontario

<i>Year</i>	<i>Received for</i>	<i>Award and Awarding Organization</i>
2001	Canada and the World Pavilion	Bronze, Best Educational Program, International Festivals and Events Association
2001	Snowflake Kingdom at Winterlude	Tourism Event — Operational Budget of Less than \$1 million, Grands prix du tourisme de l'Outaouais
2000	Future Trek	Silver, Best Community Outreach Program, International Festivals and Events Association
2000	Celebrate Canada in the Capitals Contest	Bronze, Best Outreach Program, International Festivals and Events Association
2000	Capital Explorer	Bronze, Best Education Program, International Festivals and Events Association
1999	A Capital Century Exhibit	Silver Pinnacle Award, Best Educational Program, International Festivals and Events Association
1998	Celebrate Canada in the Capitals	Silver, Best Outreach Program, International Festivals and Events Association
1998	Capital Quiz	Bronze, Best Educational Program, International Festivals and Events Association
1996	Canada Day Family Program	Gold, Best Outreach Program, International Festivals and Events Association
1996	A Tulip Legacy Program	Gold, Best Educational Program, International Festivals and Events Association
1995	Tulip Tribute Program	Gold, Best Outreach Program, International Festivals and Events Association

PUBLICATIONS

<i>Year</i>	<i>Received for</i>	<i>Award and Awarding Organization</i>
2006	NCC's annual report	Gold, Best Miscellaneous Printed Materials (multiple page), International Festivals and Events Association
2005	<i>Discover Confederation Boulevard: Self-Guided Tour Map</i>	Gold Pinnacle Award, Best Promotional Brochure (4 or More Colours), International Festivals and Events Association
2003	2003 Summer Guide <i>Experience Beauty in Canada's Capital Region</i>	Gold Pinnacle Award, Best Promotional Brochure, International Festivals and Events Association
2003	StreetSmART	Silver Pinnacle Award, Miscellaneous Printed Materials, International Festivals and Events Association
2002	Winter Solstice Guide	Silver, Best Promotional Brochure, International Festivals and Events Association
2001	Canada and the World Pavilion	Gold, Best Promotional Brochure, International Festivals and Events Association
2001	Canada's Capital Region 2000–2001 Winter Guide	Bronze, Best Promotional Brochure, International Festivals and Events Association
2000	<i>A Capital Adventure: A Discovery Guide to Canada's Capital Region</i>	Gold Pinnacle Award, Best Printed Materials (Multiple Page), International Festivals and Events Association
2000	<i>Celebrate Winter 2000</i> Winter Guide	Bronze, Best Printed Material, International Festivals and Events Association
1999	Centennial Newspaper Insert — <i>100 Years in the Life of a Capital and its Region...</i>	Bronze, Best Newspaper Insert, Pinnacle Awards, International Festivals and Events Association
1998	Winterlude Calendar of Events	Bronze, Best Cover Design, International Festivals and Events Association
1995	Canada Day Insert	Gold, Best Newspaper Insert, International Festivals and Events Association
1994	Winterlude "Lure" Brochure	Best Brochure, Regional Award, Association of Professional Brochure Distributors
1993	Canada Day Brochure	Silver, Festival Schedule (3 or More Colours), International Festivals and Events Association
1993	Cultures Canada Calendar	Silver, Festival Program Interior, International Festivals and Events Association

SOUVENIRS

<i>Year</i>	<i>Received for</i>	<i>Award and Awarding Organization</i>
2003	Canada Day	Bronze Pinnacle Award, Best New Promotion, International Festivals and Events Association
2002	Tulip Pin	Bronze, Best Pin, International Festivals and Events Association
2001	Rideau Canal Skateway	Silver, Best Pin or Button, International Festivals and Events Association
2001	Canada Day 2001 Merchandising Campaign	Molson Canadian Achievement Award for Best Merchandise Idea, Festivals and Events Ontario
2000	Sound and Light Show Pin	Silver, Best Pin, International Festivals and Events Association
2000	Winterlude 2000 Fleece Hat	Silver, Best Hat, International Festivals and Events Association
1999	Centennial Pin	Silver Pinnacle Award, Best Pin or Button, International Festivals and Events Association
1997	Maple Leaf Pin (Family Program)	Gold, Best Pin, International Festivals and Events Association
1997	Cultures Canada T-Shirt in a Jar	Bronze, Best Other Merchandise, International Festivals and Events Association
1996	Cultures Canada T-Shirt	Silver, Miscellaneous Merchandise, International Festivals and Events Association
1995	Rideau Canal Skateway Hat	Silver, Miscellaneous Merchandise, International Festivals and Events Association
1993	Winterlude Scarf and Hat	Silver, Promotional Merchandise, International Festivals and Events Association
1993	Cultures Canada T-Shirt	Bronze, Best T-Shirt Design, International Festivals and Events Association

SPONSORSHIP PROGRAMS

<i>Year</i>	<i>Received for</i>	<i>Award and Awarding Organization</i>
2006	Winterlude 2006	Gold, Best Sponsor Solicitation Video, International Festivals and Events Association
2006	Winterlude 2006 sponsor, American Express	Gold, Best Sponsor Follow-Up Report, International Festivals and Events Association
2004	Hbc Run for Canada, Canada Day 2004	Silver Pinnacle Award, Best Single New Sponsorship Program, International Festivals and Events Association
2004	Senators Hockey Day in the Capital on the Rideau Canal Skateway	Silver Pinnacle Award, Best Single New Sponsorship Program, International Festivals and Events Association

TECHNOLOGY

<i>Year</i>	<i>Received for</i>	<i>Award and Awarding Organization</i>
2006	Canada Day 2006	Gold, Best Event Website, International Festivals and Events Association
2006	NCC website	Silver, Best Organizational Website, International Festivals and Events Association
2006	Canada Day 2006 phonecast	Silver, Best Miscellaneous Multimedia, International Festivals and Events Association
2004	Biking Country Website	Bronze Pinnacle Award, Best Website, International Festivals and Events Association
2001	Substantial and innovative contribution to the geographic knowledge of Canada and to public education	Certificate of Appreciation from the Association of Canadian Map Libraries and Archives
2000	Winterlude Website	Bronze, Best Website, International Festivals and Events Association
1997	Capital Infocentre IVIS (Interactive Visitor Information System)	Silver Award for Service Renewal, Small Projects, Technology in Government Awards

TELEVISION

<i>Year</i>	<i>Received for</i>	<i>Award and Awarding Organization</i>
2005	Winterlude program entitled <i>Mélanie Renaud au Bal de Neige</i> , produced by PRB Media and aired on TQS Television	Gold Pinnacle Award, Best Full-Length TV Program (National), International Festivals and Events Association
2004	Winterlude 2004, <i>La capitale de cristal</i>	Gold Pinnacle Award, Best Full-Length TV Program (National), International Festivals and Events Association
2003	<i>E-talk presents Winterlude 2003</i>	Silver Pinnacle Award, Best Full-Length TV Program (National), International Festivals and Events Association
2003	Winterlude 2003, <i>Bal de Neige 25 ans!</i>	Bronze Pinnacle Award, Best Full-Length TV Program, International Festivals and Events Association
2002	Winterlude 2002, <i>Au pays du Bal de Neige</i>	Gold, Best Full-Length TV Program (National), International Festival and Events Association
2002	Winterlude 2002, <i>Winterlude Wonderland</i>	Silver, Best Full-Length TV Program (National), International Festivals and Events Association
2002	Christmas Lights Across Canada Illumination Ceremony	Silver, Best Full-Length TV Program (Local), International Festivals and Events Association
2001	<i>Winterlude 2001 Special</i> (Global TV)	Bronze, Best Full-Length TV Program (National), International Festivals and Events Association
2000	<i>Electric Circus / Bouge!</i>	Bronze, Best Full-Length TV Program (National), International Festivals and Events Association
1998	Canada Day Evening Show	Silver, Best Full-Length TV Program (International), Festivals and Events Association
1997	Great Canadian Icebreaker Show	Silver, Best Full-Length Broadcast, International Festivals and Events Association
1996	Great Canadian Icebreaker Show	Gold, Best Full-Length TV Program, International Festivals and Events Association
1995	Canada Day Evening Show	Gold, Best Full-Length TV Program, International Festivals and Events Association
1995	Icebreaker	Gold Ribbon Award, Entertainment Programming (TV), Canadian Association of Broadcasters Awards

<i>Year</i>	<i>Received for</i>	<i>Award and Awarding Organization</i>
1995	Icebreaker 2	Bronze, Best Full-Length TV Program, International Festivals and Events Association
1993	Icebreaker 1	Silver, Best Full-Length TV Program, International Festivals and Events Association
1992	Spirit of Winterlude (YTV)	Silver, Best Full-Length Broadcast, International Festivals and Events Association

TOURISM

<i>Year</i>	<i>Received for</i>	<i>Award and Awarding Organization</i>
2002	Canada and the World Pavilion	Small company of the year, 8th Annual Ottawa Tourism Awards Gala
2002	Canada and the World Pavilion	Best New Attraction in Canada, Attractions Canada
2002	Gatineau Park	Camping, Grands prix de tourisme québécois (Regional Award)
2001	Gatineau Park Visitor Centre	Tourism Services, Grands prix du tourisme québécois (National Award)
2000	Gatineau Park Visitor Centre	Tourist Attraction (exceeding 100,000 visitors), Grands prix du tourisme québécois (Regional Award)

VOLUNTEER PROGRAMS

<i>Year</i>	<i>Received for</i>	<i>Award and Awarding Organization</i>
2003	Canada Day	Silver Pinnacle Award, Best Volunteer Program, International Festivals and Events Association
2001	NCC Volunteer Centre	Best Volunteer Program, Festival and Events Ontario Awards
1999	Volunteer program	Pinnacle Awards, Best Volunteer Program, International Festivals and Events Association
1998	Distinctive Service Award for Team Captain	Award of Excellence, United Way
1998	Volunteer appreciation	Honourable Mention, United Way