NATIONAL CAPITAL COMMISSION DETAILED ACTION PLAN

to the recommendations of the Special Examination Report of the Fall 2017 Reports of the Auditor General of Canada

| Report Ref. No. | OAG Recommendation | Departmental Response | Description of Final Expected Outcome/Result | Expected Final Completion Date | Key Interim Milestones (Description/Dates) | Responsible Organization/ Point of Contact (Name, Position, Tel #) | Indicator of Achievement (For Committee Use Only) |
|-----------------------|---|--|---|---|--|--|--|
| 25 | The Corporation should establish and approve a comprehensive enterprise risk management framework that • sets risk tolerances, • assesses strategic and operational risks through a consistent and integrated process, and • provides comprehensive risk information for decision making. | Agreed. The Corporation will continue to advance a comprehensive and integrated enterprise risk management framework that will set risk tolerances, assess strategic and operational risks, and provide comprehensive risk information for decision making. The framework will be completed by 31 March 2018, based on a thorough strategic risk assessment completed in the 2016–17 fiscal year. | Implementation of an enterprise risk management framework that provides comprehensive risk information for decisionmaking. | Complete | An enterprise risk management framework was approved by senior management in the fourth quarter 2017-2018 and presented to the Board of Directors. An inventory of operational and corporate risks has been created which will be regularly updated. As of the second quarter, 2017-2018, risks are now incorporated in the corporate quarterly reporting process, with enhancements implemented and risk trend analysis. To better inform decision making processes, risk training has been provided to staff on how to identify and rate risks as part of Executive Management Committee and Board of Directors submissions. | Natalie Page, Executive Director, Public and Corporate Affairs Branch, 613-239-5678 ext. 5188 | |
| 39 | The Corporation should develop a full range of options to address its strategic risk related to asset maintenance, based on a complete analysis of the resources needed to restore and maintain its assets. The Corporation should work with appropriate government entities, through the corporate planning process and other means, so that steps are taken to address this strategic risk. | Agreed. The Corporation has been actively working with other government entities to secure additional government funding to allow the Corporation to restore and maintain its assets. Since the 2009–10 fiscal year, the Corporation has not received any increases in funding other than for specific purposes, mostly of a temporary nature. To reduce the impact of the financial pressures, the Corporation implemented strategies to generate revenues and contain costs, and identified opportunities for partnerships and collaborations. This was in addition to ongoing efforts to catalogue and understand the nature and extent of deferred maintenance. These efforts culminated in identifying this risk in the 2017–2018 to 2021–2022 Corporate Plan approved by the Board in January 2017 and submitted to the government for its approval. The Corporation will finalize its analysis of the level of | Implementation of asset management plans to restore and maintain the Corporation's assets to an appropriate level of condition. | Complete | Asset maintenance and recapitalization The Corporation has completed its asset and funding review, including the development of a ten-year recapitalization plan that is aimed to restore and maintain assets at an appropriate level of condition. Through the engagement of a third-party consultant, the Corporation has enhanced its analysis of options and best practices with respect to restoring and maintaining assets to an appropriate level of condition. | Michel Houle, Executive Director, Corporate Services and Chief Financial Officer, 613-239-5678 ext. 5086 | |

| resources necessary to restore and | Ongoing | - In the 2018/2019 – 2022/2023 Corporate | Anne Ménard, |
|--|---------|---|--|
| maintain its assets, develop a range of options to address those needs, and take steps to request the necessary approvals by 30 June 2017. | | Plan, the Corporation has identified the need to address the condition of NCC infrastructure and assets as its number one priority over the 5-year period. Within this priority, the Corporation will: o finalize asset condition reports to provide the foundation for long-term asset management plans; o determine a governance structure and portfolio strategy; o develop, on a priority-basis, long-term asset management plans; and o implement portfolio strategy and long-term asset management plans to progressively bring assets to an appropriate level of condition. | A/Executive Director, Capital Stewardship, 613-239-5678 ext. 5782 Daniel Champagne Executive Director, Capital Planning, 613-239-5678 ext. 5559 |
| | Ongoing | The Corporation has also completed building condition reports for the Official Residences. It will continue to advance projects required to maintain, rehabilitate and improve the health, safety, functionality and security of the Official Residences under the current funding envelope. In addition, it will submit options for its management, governance and funding to Government. | Greg Kenney, Executive Director, Official Residences Branch 613-239-5678 ext. 5723 |
| | Ongoing | - By working with other government entities, the NCC received a funding allocation of \$55 million through Budget 2018 for two years (2018-2019 to 2019-2020) to undertake work on high-impact and high-value assets that are in need of critical repairs and restore them to good condition. Going forward, the NCC will continue to collaborate with other government organizations to identify long-term solutions to ensure that its infrastructure assets remain safe, resilient and enjoyable for current and future generations of visitors to the Capital Region. | Natalie Page, Executive Director, Public and Corporate Affairs Branch, 613-239-5678 ext. 5188 |

| Complete Revenue generation The Corporation has developed multiple strategies to increase revenues to offset operating/maintenance costs. Main strategies relate to land leases for public and private use, automated parking management systems, granting and issuance of easement and licenses, and revenue generation through partnerships and sponsorships for high potential properties. Anne Ménard, A/Executive Director, Capital Stewardship, 613-239-5678 ext. 5782 | |
|---|--|
| Ongoing Process improvement The Corporation continues to thrive for organizational excellence by reviewing and ensuring its corporate processes are efficient, effective and consistent to support management decision-making and the delivery of its mandate. Natalie Page, Executive Director, Public and Corporate Affairs Branch, 613-239-5678 ext. 5188 | |