

NATIONAL CAPITAL COMMISSION
COMMISSION DE LA CAPITALE NATIONALE

QUARTERLY FINANCIAL REPORT FOR THE NINE MONTHS

ENDED DECEMBER 31, 2024

Canada



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MANAGEMENT’S DISCUSSION AND ANALYSIS FOR THE NINE MONTHS ENDED DECEMBER 31, 2024

The nine months ended December 31, 2024, resulted in a surplus of \$49.3 million. This surplus results primarily from a timing difference between capital parliamentary appropriations received and amortization of tangible capital assets expenditures of (\$42.5 million), by higher than planned interest revenues (\$6.3 million) and by lower than planned goods and services expense (\$5.4 million), offset in part by lower than planned rental operations and easements revenues (\$2.8 million) and user access fees revenues (\$1.3 million).

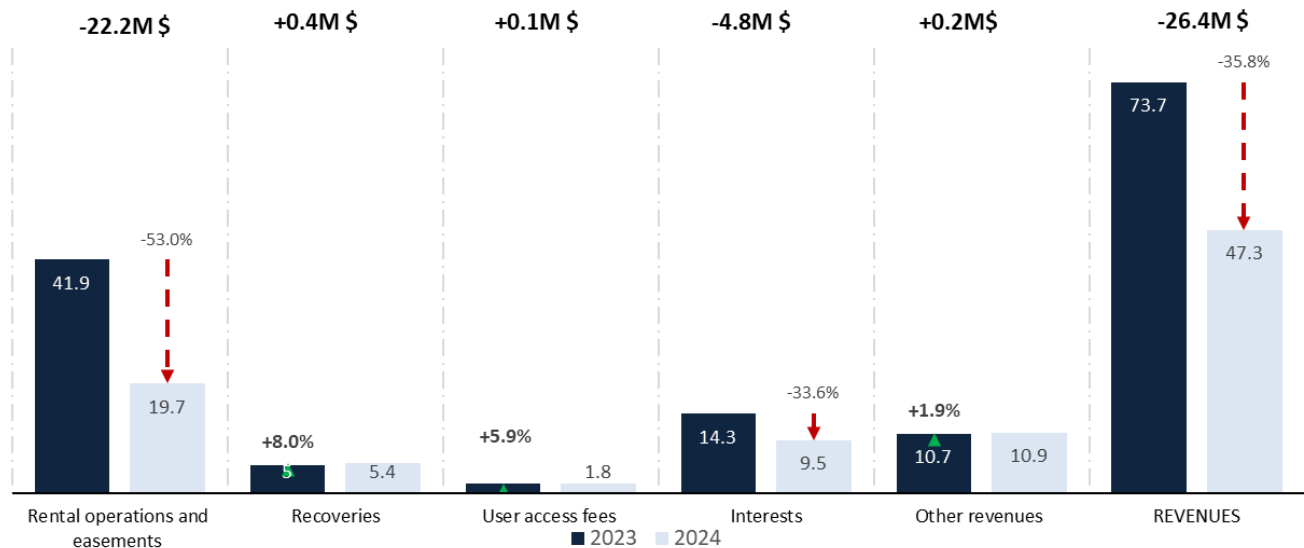
A. Year-Over-Year Results Analysis

Revenues decreased by \$26.4 million, or 35.8% compared to the same period in the previous year, mainly as a result of the following:

- Rental operations and easements decrease of \$22.2 million, or 53.0% to \$19.7 million, mainly as a result of the recognition of previously deferred easement revenues resulting from the implementation of a new revenue accounting standard in the previous year;
- Interest revenue decrease of \$4.8 million, or 33.6% to \$9.5 million;

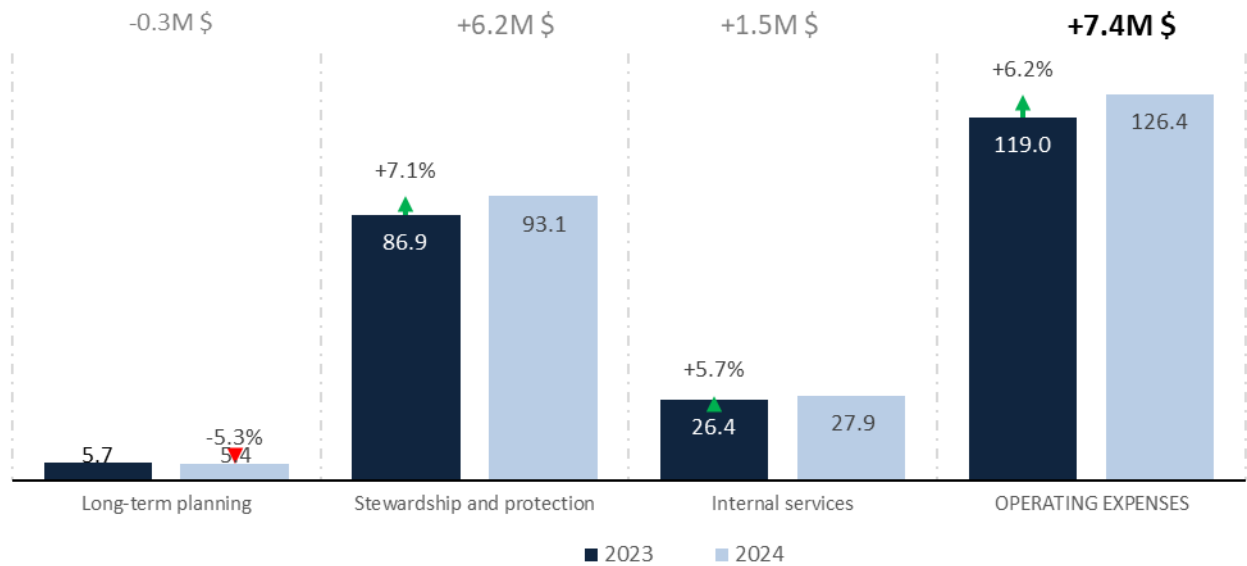
Offset in part by:

- Recoveries increase of \$0.4 million, or 8.0% to \$5.4 million;
- Other revenues increase of \$0.2 million, or 1.9% to \$10.9 million; and
- User access fees increase of \$0.1 million, or 5.9% to \$1.8 million.



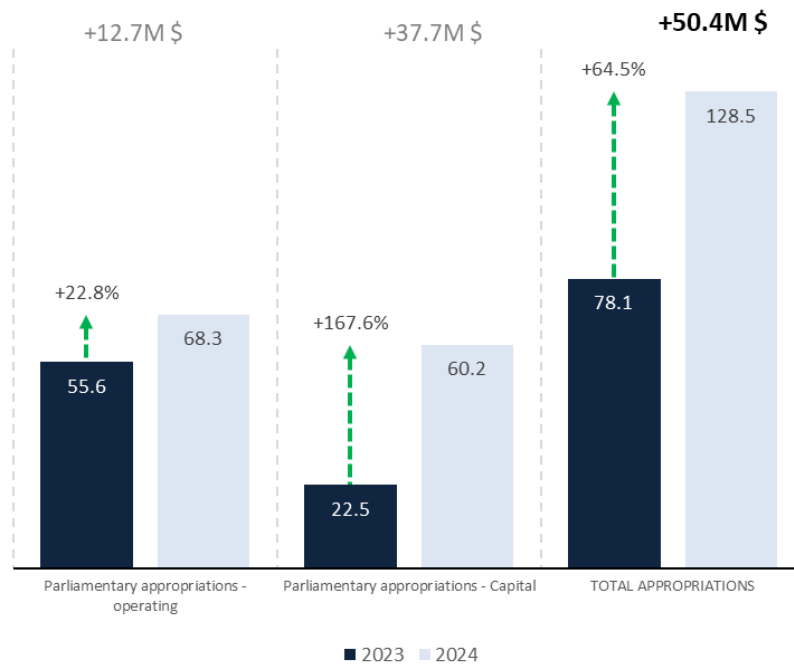
Operating expenses increased by \$7.4 million, or 6.2%, compared to the same period in the previous year. The results by Program were as follows:

- Stewardship and protection increase of \$6.2 million, or 7.1%, to \$93.1 million;
- Internal services increase of \$1.5 million, or 5.7%, to \$27.9 million; and
- Long-term planning decrease of \$0.3 million, or 5.3% to \$5.4 million.



Funding from the Government of Canada through parliamentary appropriations increased by \$50.4 million compared to the same period last year to \$128.5 million. The results by main categories of appropriations were as follows:

- Appropriations for operating expenditures increased by \$12.7 million, or 22.8%, to \$68.3 million; and
- Appropriations for capital expenditures increased by \$37.7 million, or 167.6% to \$60.2 million.

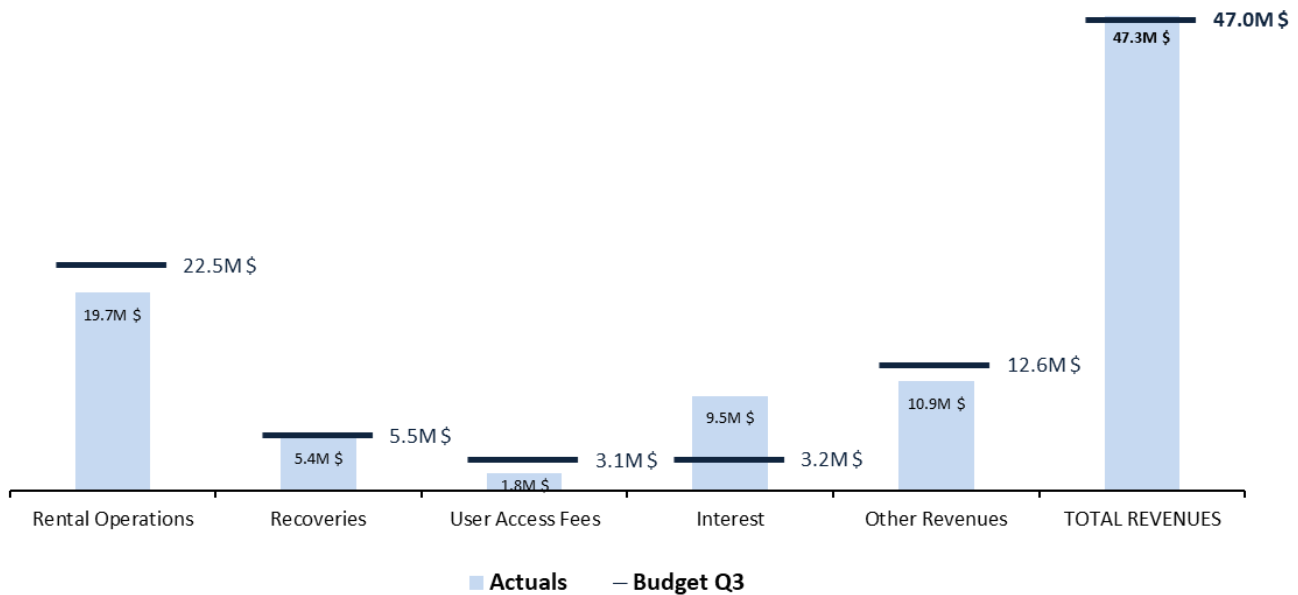


B. Budgetary Analysis

The budgeted revenue for the 2024-2025 fiscal year includes non-recurring items such as contributions and recoveries related to the South Shore Riverfront Park project, Interprovincial Bridges initiatives and commemorations, with \$10.2 million recognized at the end of the third quarter, representing 48.1% of the annual budget. Total recurring revenues of \$37.1 million represent 89.4% of the annual budget as of December 31, 2024.

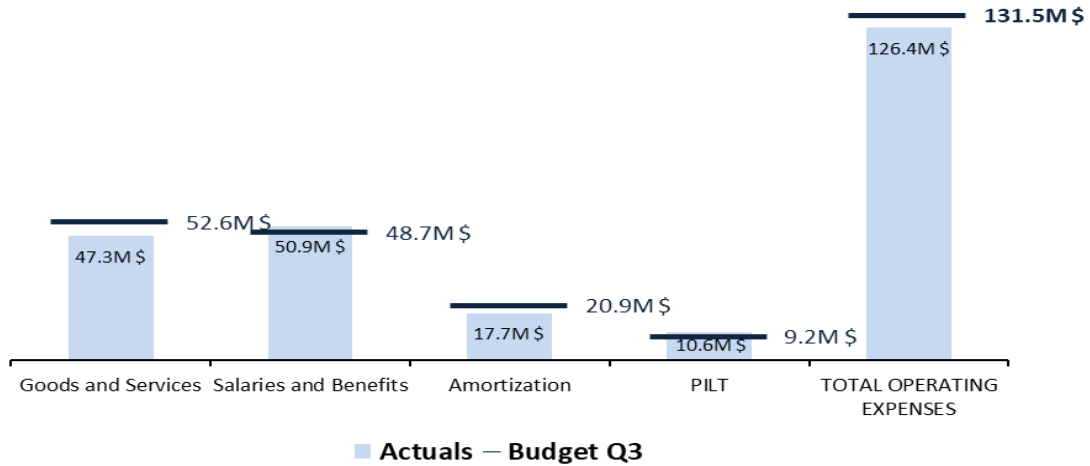
The following chart provides details of the third quarter revenues of \$47.3 million compared to the budget of \$47.0 million. Interest revenues are above budget, whereas recoveries, rental operations and easements, user access fees, and other revenues are tracking behind budget.

Revenues by type (\$000's)



The following chart provides details of the third quarter operating expenses of \$126.4 million compared to the budget of \$131.5 million. The favorable variance compared to budget is due primarily to lower than planned Goods and Services (\$5.4 million) and Amortization expense (\$3.2 million), offset in part by higher than planned salary and benefits (\$2.1 million) due to the new collective agreement, and payments in lieu of municipal taxes (\$1.4 million).

Operating expenses by object (\$000's)



C. Use of Parliamentary Appropriations

The NCC receives its funding from a number of sources: parliamentary appropriations, rental operations and easements, user access fees, cost recoveries, investment revenues, gains on disposal of tangible capital assets and other revenues. The NCC draws down its parliamentary appropriations according to cash flow projections provided to the Minister of Public Service and Procurement Canada. As the nature of expenditures are not constrained by funding source, direct matching of appropriations received and receivable to specific uses is not applicable.

The NCC recognized \$128.5 million, or 85.4% of its annual budget for appropriations for the period ended December 31, 2024. Parliamentary appropriations drawdowns are based on forecasted cash flow expenditures. The following table illustrates the forecast of the parliamentary appropriations by vote.

NCC Parliamentary Appropriations by vote (\$000's)

Vote	Annual Budget	Gov't Apps Recognized	% Recognized	Approved Suppl. Estimates	Forecast to March 2025
Operational vote	77,750	67,813	87.2%	11,222	21,159
Deferred Appropriations	-	505	-	-	-
<i>sub-total</i>	77,750	68,318	87.9%	11,222	21,159
Capital vote	60,465	50,894	84.2%	-	9,571
Deferred Appropriations	12,334	9,284	75.3%	-	3,050
<i>sub-total</i>	72,799	60,178	82.7%	-	12,621
Total	150,549	128,496	85.4%	11,222	33,780

Additional details on the parliamentary appropriations can be found in the NCC's Quarterly Financial Statements of December 31, 2024. (Note 8).

D. Capital Expenditures

Investments by main categories of capital expenditures were as follows:

For the nine months ended December 31, 2024 (\$000's)	Actuals
Roads & bridges Portage Bridge, Champlain Bridge	6,219
Historical properties Official Residences, York Steps, 670 Cedarview	5,298
Rental properties	4,374
Development properties LeBreton Flats redevelopment	338
Heritage and Cultural Precinct	20,921
Green assets Kiweki Point, South Shore Riverfront Park development, Rideau Canal Lighting System, Voyageur Pathway, Parliament Hill Escarpment, Leamy Lake Shorelines	35,638
Recreational Facilities Philippe Lake Campground	16,568
Equipment Expenditures	147
Property Acquisition (including Green Fund)	8,960
Other	12,223

2024-2025 Q3 Total Actuals	110,686
2023-2024 Q3 Total Actuals	104,086
Variance	6,600

2024-2025 Budget	170,944
% Achieved	65%
% Actuals + Commitments (funded from annual budget and carry-overs)	114%

E. Statement of Financial Position Summary

Financial assets totalled \$273.1 million as of December 31, 2024, a decrease of \$29.8 million or 9.8% from \$302.9 million as of March 31, 2024, attributable primarily to a decrease of \$59.2 million in cash and cash equivalents and a decrease in investments of \$29.8 million, offset in part by an increase of \$57.6 million in accounts receivable.

Liabilities totalled \$235.3 million as of December 31, 2024, an increase of \$11.9 million or 5.3% from \$223.4 million as of March 31, 2024, attributable primarily to an increase of \$10.1 million in accounts payable and accrued liabilities, and an increase of \$1.8 million in deferred revenues.

Non-financial assets totalled \$1,025.6 million as of December 31, 2024, an increase of \$91.1 million or 9.7% from \$934.5 million as of March 31, 2024, reflecting mostly increases in tangible capital assets net of amortization as a result of advancement of capital projects funded primarily from Budget 2020 and Fall Economic Statement 2022.

F. Risks and Mitigation Strategies

The NCC uses an integrated risk management framework to identify, manage and mitigate its risks, and applies this framework in strategic decision making, operational planning, and project management. Enterprise risk management is integrated into the NCC's planning and reporting cycle through a risk profile exercise, which helps to identify the key corporate risks and corresponding mitigation measures for the planning period. These key corporate and operational risks are monitored and revisited throughout the year, and their trends, as well as the effectiveness of mitigation measures, are reported to the board of directors each quarter.

On an ongoing basis, the corporation identifies opportunities to enhance its risk management framework and leverage more comprehensive risk information for decision-making, in order to take appropriate actions to implement necessary mitigation strategies and maintain resilience.

Key Risks and Mitigation Measures

As of December 31, 2024, the NCC has identified four key corporate risks that exceed its risk tolerance:

1. Asset Management: Since 2018-2019, the NCC has made significant capital investments to address critical requirements and address the deteriorating condition of its assets, supported by funding provided by the Government of Canada, striving to overcome the impacts of preceding decades of underinvestment. Concurrently, the corporation is implementing measures continuously to improve its processes, systems, and practices in asset management and investment planning. There is a risk that a lack of consistent integration of portfolio planning, resource allocation, and project delivery may limit the NCC's ability to effectively manage risks tied to asset deterioration and to advocate for funding increases.

To mitigate this risk, the NCC will continue to work on assets in need of critical repairs, revitalize and restore them to good condition in accordance with additional appropriations, including measures to augment their resilience to climate change and extreme weather events.

The NCC will leverage new funding to implement an Investment Planning Program that integrates long-term asset management, continue to implement a cyclical asset condition inspection program, continue to maintain data through the lifecycle of an asset, as well as solidify requirements for asset prioritization based on portfolio planning.

The NCC will plan and implement the replacement of the integrated financial and asset management systems to support end users. The Corporation will also establish and implement approaches to mitigate key market factors that drive escalating project costs, including market volatility, labour shortages and trade availability, to ensure overall program costs remain within the limits of existing allocated and earmarked funding.

The NCC will capitalize on repatriation of the commercial real estate portfolio as an opportunity to further integrate portfolio planning, resource allocation, and project delivery across the NCC's inventory of assets. The corporation will continue asset management efforts through the implementation of the new accounting standard for the Asset Retirement Obligations Program.

2. Authorities: The NCC's legislated authorities have remained largely unchanged since the corporation's inception in 1959. Shortcomings within these authorities present challenges for the NCC in its efforts to conserve and protect built and natural assets, and to conduct real property transactions in modern terms, in support of its mandate. There is a risk that the corporation's limited legislated authorities may inhibit the delivery of the NCC's mandate and its capacity to influence external actors.

To mitigate this risk, the NCC intends to continue to work with and support government partners in bringing forward solutions to increase the NCC's legislative and regulatory authorities. The corporation will exercise existing authorities to effectively deliver the corporation's mandate within the current legislative framework and in support of government directives.

3. Climate Change: The impact of climate change and related weather events on built and natural assets, operations and programs, and financial and non-financial resources may inhibit the NCC's ability to deliver its mandate.

To mitigate this risk, the NCC delivers on the NCC's Climate Adaptation Plan and develop an Emergency Preparedness Plan to ensure a state of readiness in response to severe weather events. The NCC will also complete the assessment of the Climate-related Financial Risks Disclosure framework; develop and implement a plan to prioritize key actions to integrate climate related risks and opportunities into strategic planning and decision making. Finally, the NCC will assess and determine climate risks and opportunities for projects and operations to support informed and efficient capital investments.

4. Human Resource Capacity: Governments and businesses are facing considerable challenges, across Canada and the National Capital Region, as they strive to recruit and retain employees with appropriate knowledge, skills, and experience. There is a risk that real and perceived challenges in its competitiveness to hire and retain staff may impact the NCC's capacity to adequately deliver its core mandate.

To mitigate this risk, the NCC will improve talent attraction and retention by a series of actions which includes updating and implementing the Diversity, Inclusion and Employment Equity Plan; continuing to promote an engaging, diverse, and inclusive workplace that attracts and retains talent; continue enabling the corporation's ability to adapt its workplace environments to support staff.

The NCC will be undertaking a review of the NCC's compensation to ensure competitiveness and continuing to encourage and to explore options to promote mobility and career development opportunities for NCC employees.

Finally, the NCC will continue to optimize the new Staffing Program, as well as continue our outreach efforts to promote the NCC's mandate and increase our visibility as an Employer of choice in the National Capital Region to job seekers.

G. Significant Changes Related to Operations, Personnel and Programs

Through the 2022 Fall Economic Statement, the Government of Canada earmarked considerable additional funding for the NCC to protect heritage assets in the National Capital Region. These funds consist of additional funding over the upcoming years up to 2031-2032 for the recapitalization, as well as for the maintenance and upkeep of capital assets, including the rehabilitation of historically and culturally significant infrastructure.

No other significant changes with regard to NCC operations, personnel or programs occurred during the nine-month period ended December 31, 2024.

Unaudited Financial Statements

For the nine months ended December 31, 2024

Statement of Management Responsibility

Management is responsible for the preparation and fair presentation of these quarterly financial statements in accordance with the Treasury Board of Canada's Directive on Accounting Standards: GC 5200 Crown Corporations Quarterly Financial Reports, and for such internal controls as management determines is necessary to enable the preparation of quarterly financial statements that are free from material misstatement. Management is also responsible for ensuring that all other information contained in the quarterly financial report is consistent, where appropriate, with the quarterly financial statements.

Based on our knowledge, these unaudited quarterly financial statements present fairly, in all material respects, the financial position, results of operations and cash flows of the corporation as at the date of, and for the periods presented in, the quarterly financial statements.



Tobi Nussbaum
Chief Executive Officer



Tania Kingsberry, CPA, CA
Vice-President Corporate Services and
Chief Financial Officer

Ottawa, Canada
February 18, 2025

NATIONAL CAPITAL COMMISSION
STATEMENT OF FINANCIAL POSITION (UNAUDITED)
(in thousands of dollars)

	December 31, 2024	March 31, 2024
FINANCIAL ASSETS		
Cash and cash equivalents (Note 3)	99,944	159,143
Restricted cash and cash equivalents (Note 4)	13,754	12,220
Accounts receivable	78,626	21,044
Investments (Note 3)	80,735	110,519
	273,059	302,926
LIABILITIES		
Accounts payable and accrued liabilities	51,940	41,777
Provision for environmental remediation	72,581	72,113
Asset retirement obligations	26,498	26,498
Deferred revenues (Note 5)	58,412	56,568
Employee future benefits	9,904	10,207
Other liabilities	15,926	16,271
	235,261	223,434
NET FINANCIAL ASSETS	37,798	79,492
NON-FINANCIAL ASSETS		
Tangible capital assets (Note 6)	1,019,995	926,628
Prepaid expenses	1,336	3,628
Other non-financial assets	4,220	4,270
	1,025,551	934,526
ACCUMULATED SURPLUS	1,063,349	1,014,018

The notes are an integral part of the financial statements.

Approved by the Board of Directors



Maryse Gaudreault
Chair, Board of Directors



Tanya Gracie
Chair, Audit Committee

NATIONAL CAPITAL COMMISSION
STATEMENT OF OPERATIONS AND ACCUMULATED SURPLUS (UNAUDITED)
For the nine months ended December 31 (in thousands of dollars)

	2024-2025 Annual Budget	Three months ended December 31		Nine months ended December 31	
		2024 Actual	2023 Restated Actual	2024 Actual	2023 Restated Actual
(Note 2)					
REVENUES					
Rental operations and easements	30,056	7,930	7,495	19,718	41,942
Recoveries	7,381	2,013	1,978	5,425	4,991
User access fees	4,170	503	512	1,794	1,693
Interest	4,265	2,699	4,989	9,450	14,347
Gain on disposal of tangible capital assets	-	-	63	1	69
Other revenues	16,751	5,523	4,343	10,878	10,613
	62,623	18,668	19,380	47,266	73,655
EXPENSES (Note 7)					
Long-term planning	11,889	1,756	2,074	5,356	5,723
Stewardship and protection	126,932	33,227	28,164	93,086	86,936
Internal services	36,517	9,880	8,517	27,989	26,343
	175,338	44,863	38,755	126,431	119,002
Deficit before funding from the Government of Canada	(112,715)	(26,195)	(19,375)	(79,165)	(45,347)
Funding from the Government of Canada					
Parliamentary appropriations for operating expenditures (Note 8)	77,750	25,997	18,361	68,318	55,564
Parliamentary appropriations for tangible capital assets (Note 8)	72,799	43,866	8,238	60,178	22,569
	150,549	69,863	26,599	128,496	78,133
Surplus for the period	37,834	43,668	7,224	49,331	32,786
Accumulated surplus at beginning of the period	983,737	1,019,681	1,002,065	1,014,018	976,503
Accumulated surplus at end of the period	1,021,571	1,063,349	1,009,289	1,063,349	1,009,289

The notes are an integral part of the financial statements.

NATIONAL CAPITAL COMMISSION
STATEMENT OF CHANGE IN NET FINANCIAL ASSETS (UNAUDITED)
For the nine months ended December 31 (in thousands of dollars)

	2024-2025 Annual budget (Note 2)	2024 Actual	2023 Restated Actual
Surplus for the period	37,834	49,331	32,786
Acquisition and improvements of tangible capital assets (Note 6)	(168,436)	(111,089)	(102,070)
Amortization of tangible capital assets (Note 6)	27,878	17,704	15,624
Gain on disposal of tangible capital assets	-	(1)	(69)
Loss on disposal of tangible capital assets	-	18	234
Proceeds from disposal of tangible capital assets	-	1	69
Realized loss from sale-leaseback transaction	-	-	(91)
Write-down of tangible capital assets	-	-	5
	(140,558)	(93,367)	(86,298)
Change in prepaid expenses	-	2,292	2,618
Change in other non-financial assets	-	50	(50)
	-	2,342	2,568
Decrease in net financial assets	(102,724)	(41,694)	(50,944)
Net financial assets at beginning of the period	10,108	79,492	149,264
Net financial assets at end of the period	(92,616)	37,798	98,320

The notes are an integral part of the financial statements.

NATIONAL CAPITAL COMMISSION
STATEMENT OF CASH FLOWS (UNAUDITED)
For the nine months ended December 31 (in thousands of dollars)

	2024	2023
OPERATING ACTIVITIES		
Cash receipts from parliamentary appropriations		
for operating expenditures	57,839	53,847
Cash receipts from rental operations and easements	18,299	23,336
Cash receipts from recoveries, user access fees and other revenues	9,535	10,208
Cash paid to suppliers	(57,502)	(50,853)
Cash paid to employees	(55,846)	(43,098)
Interest received	8,297	14,274
Disbursements related to the management and remediation of sites	(419)	(494)
Cash flows provided (used) by operating activities	(19,797)	7,220
CAPITAL ACTIVITIES		
Cash receipts from parliamentary appropriations		
for tangible capital assets	25,313	18,780
Acquisition and improvements of tangible capital assets	(93,918)	(76,255)
Proceeds from disposal of tangible capital assets	1	69
Cash receipts for future disposal of a land	129	-
Disbursements for environmental remediation	(425)	(2,998)
Cash flows used by capital activities	(68,900)	(60,404)
INVESTING ACTIVITIES		
Cash receipts for Chambers Building Fund	1,342	1,296
Disbursements for investments purchased	(873)	(100,707)
Cash receipts from investment sold	30,563	70,515
Cash flows provided (used) by investing activities	31,032	(28,896)
Decrease in cash and cash equivalents	(57,665)	(82,080)
Cash and cash equivalents at beginning of the period	171,363	301,560
Cash and cash equivalents at end of the period	113,698	219,480
Represented by:		
Cash and cash equivalents	99,944	210,880
Restricted cash and cash equivalents	13,754	8,600
	113,698	219,480

The notes are an integral part of the financial statements.

NOTES TO THE QUARTERLY FINANCIAL STATEMENTS (UNAUDITED)

For the nine months ended December 31, 2024 (in thousands of dollars, unless otherwise specified)

1. Authority and Objectives

The National Capital Commission (NCC) was established in 1959 by the *National Capital Act* (1958) as an agent Crown corporation without share capital, named in Part I of Schedule III of the *Financial Administration Act*, and is not subject to the requirements of the *Income Tax Act*. The objects and purposes of the NCC, as stated in the amended *National Capital Act* (2013) are 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 is also responsible for the management and maintenance of the tangible capital assets of the official residences located in the National Capital Region. The NCC encourage Canadians to participate in the enhancement of the state areas of the official residences through public donations of furnishings, paintings and works of art, or the funds to purchase them. Pieces are selected to reflect Canada's heritage, artistic traditions and historical associations, or to complement the architectural style of a particular residence.

In 2015, the corporation was issued a directive (P.C. 2015-1106) pursuant to Section 89 of the *Financial Administration Act* to align its travel, hospitality, conference and event expenditure policies, guidelines and practices with Treasury Board policies. The NCC has met the requirements of the directive since 2015–2016.

2. Significant Accounting Policies

BASIS OF ACCOUNTING

These financial statements have been prepared in accordance with the Canadian public sector accounting standards (PSAS) established by the Public Sector Accounting Board (PSAB).

These quarterly financial statements should be read in conjunction with the annual audited financial statements dated March 31, 2024 which detail the applicable accounting policies.

The same accounting policies and methods of computation are followed in the quarterly financial statements as compared with the most recent annual financial statements.

Measurement Uncertainty

The preparation of financial statements in accordance with PSAS requires management to make estimates and assumptions that affect the reported values of financial assets, liabilities and non-financial assets at the date of the financial statements, and the reported amounts of revenues and expenses for the reporting period. Estimated useful lives of tangible capital assets, provision for environmental remediation, asset retirement obligations, employee future benefits, write-downs of tangible capital assets, the recognition of contingent liabilities, are the most significant items for which estimates are used.

NOTES TO THE QUARTERLY FINANCIAL STATEMENTS (UNAUDITED)

For the nine months ended December 31, 2024 (in thousands of dollars, unless otherwise specified)

Actual results could differ materially from those management's best estimates.

Budget Figures

The 2024-2025 budget figures, as presented in the *2024-2025 to 2028-2029 Corporate Plan*, are included, as appropriate, in the Statement of Operations and Accumulated Surplus and the Statement of Change in Net Financial Assets.

3. Cash and Cash Equivalents and Investments

A. CASH AND CASH EQUIVALENTS

As at December 31, 2024, cash and cash equivalents include \$99.9 million (\$159.1 million as at March 31, 2024) in cash, invested at a weighted average interest rate of 5.0% (5.5% as at March 31, 2024).

B. INVESTMENTS

As of December 31, 2024, the investment portfolio includes bonds of provincial governments and guaranteed investment certificates, totalling \$80.7 million (\$110.5 million as of March 31, 2024) invested at a weighted average interest rate of 5.6% (5.7% as at March 31, 2024).

	December 31, 2024		March 31, 2024	
	Amortized Cost	Quoted Market Value	Amortized Cost	Quoted Market Value
Provincial governments	10,735	10,568	10,519	10,017
Guaranteed investment certificates	70,000	70,000	100,000	100,000
	80,735	80,568	110,519	110,017

C. DESIGNATED FUNDS

As at December 31, 2024, cash and cash equivalents include \$88.8 million (\$141.8 million as at March 31, 2024) in designated funds whose use is internally designated and limited for the sole purpose for which they have been segregated.

NOTES TO THE QUARTERLY FINANCIAL STATEMENTS (UNAUDITED)

For the nine months ended December 31, 2024 (in thousands of dollars, unless otherwise specified)

4. Restricted Cash and Cash Equivalents

A. Light Rail Transit (LRT)

The City of Ottawa (the City) has undertaken a significant project in 2012-2013 to convert the existing bus rapid transit system to a light rail transit system. This system continues to affect several NCC properties, which are subject to change until such time as the actual land requirements are finalized.

As of December 31, 2024, restricted cash and cash equivalents include \$1.8 million (\$1.7 million as at March 31, 2024) for the LRT and represent security and performance deposits, plus accrued interest, due to some requirements that are still not met but are expected to be fulfilled in the next few years.

B. Chambers Building Fund

As set out in the ground lease for 40 Elgin Street (Chambers Building), the tenant must remit an annual amount to the NCC strictly for the purpose to fund future capital improvements for this building. The funding requirement began October 31, 2018 and will continue annually until the end of the lease in 2056. These funds are being administered by the NCC and total \$8.3 million (\$7.0 million as at March 31, 2024) as of December 31, 2024. A related liability is recorded on the Statement of Financial Position.

C. Deposit for future disposal of a land

Last year, Hydro One Networks Inc. made a deposit for the future acquisition of a parcel of land from the NCC. As of December 31, 2024, these funds total \$3.6 million including accrued interest (\$3.5 million as at March 31, 2024). The disposal is expected no later than December 31, 2025. A related liability is recorded on the Statement of Financial Position.

5. Deferred Revenues

Deferred revenues are composed of the following.

	December 31, 2024	March 31, 2024
Deferred rental revenues	8,720	8,880
Deferred license of occupation revenues	1,063	1,192
PSPC contribution to the construction of the new head office	17,649	25,013
Contribution from the City of Ottawa for the development of the riverfront park	1,564	7,932
Other deferred revenues	29,416	13,551
	58,412	56,568

The deferred rental revenues are primarily the present value of the minimum future lease payments that the NCC has collected under four different land lease agreements. The present value for the current agreements was determined using discount rates of 4.0%, 4.27%, 6.01% and 6.5%. These deferred rental revenues will be recognized as income over the term

NOTES TO THE QUARTERLY FINANCIAL STATEMENTS (UNAUDITED)

For the nine months ended December 31, 2024 (in thousands of dollars, unless otherwise specified)

of the lease agreements, which have different termination dates extending to 2075. During the period, \$0.3 million (\$0.3 million as at December 31, 2023) of deferred rental revenue was recognized as income.

Public Services and Procurement Canada's (PSPC) contribution of \$17.6 million (\$25.0 million as at March 31, 2024) is for renovations to the new NCC head office which should be completed by 2025, and the contribution from the City of Ottawa of \$1.6 million (\$7.9 million as at March 31, 2024) is for the development of the south shore riverfront park in connection with the LRT project and is recognized based on the completion of the work which are expected to be completed by 2025.

Other deferred revenues consist mainly of deferred parliamentary appropriations of \$16.1 million (none as at March 31, 2024) to the next period, a contribution by Veterans Affairs Canada of \$3.7 million (\$4.2 million as at March 31, 2024) for the construction of a commemoration which is expected to be completed by 2027, a contribution by Global Affairs Canada of \$4.7 million (\$5.0 million as at March 31, 2024) for the construction of a commemoration which is expected to be completed by 2026, as well as a contribution from Canadian Heritage of \$1.2 million (\$1.3 million as at March 31, 2024) for the construction of a commemoration which is expected to be completed by 2025.

NOTES TO THE QUARTERLY FINANCIAL STATEMENTS (UNAUDITED)

For the nine months ended December 31, 2024 (in thousands of dollars, unless otherwise specified)

6. Tangible Capital Assets

	COST				ACCUMULATED AMORTIZATION				NET BOOK VALUE	
	Opening Balance	Acquisitions/ Adjustments	Disposals	Closing Balance	Opening Balance	Amortization expense	Disposals / Adjustments	Closing Balance	December 31, 2024	March 31, 2024
Land ¹	378,077	7,793	-	385,870	-	-	-	-	385,870	378,077
Buildings and Infrastructure ²	1,063,938	102,865	51	1,166,752	523,123	16,744	32	539,835	626,917	540,815
Leasehold improvements	15,360	-	-	15,360	12,682	293	-	12,975	2,385	2,678
Equipment ²	24,985	431	204	25,212	19,927	667	205	20,389	4,823	5,058
	1,482,360	111,089	255	1,593,194	555,732	17,704	237	573,199	1,019,995	926,628

1. The land cost includes \$0.2 million (\$0.2 million as at March 31, 2024) of unsettled expropriation.

2. The total cost of buildings and infrastructure, and equipment include \$150.5 million (\$129.9 million as at March 31, 2024) of construction in progress. When completed, the cost of these projects will be amortized on the basis on their estimated useful life.

NOTES TO THE QUARTERLY FINANCIAL STATEMENTS (UNAUDITED)

For the nine months ended December 31, 2024 (in thousands of dollars, unless otherwise specified)

7. Expenses by Object

The following provides a summary of expenses by object.

	2024-2025 Annual Budget (Note 2)	Three months ended December 31		Nine months ended December 31	
		2024 Actual	2023 Actual	2024 Actual	2023 Actual
Goods and services	70,193	19,065	16,288	47,270	48,111
Salaries and employee benefits	64,991	15,996	14,730	50,878	46,139
Amortization	27,878	6,556	4,568	17,704	15,624
Payments in lieu of municipal taxes	12,276	3,246	3,045	10,561	8,889
Loss on disposal of tangible capital assets	-	-	124	18	234
Write-down of tangible capital assets	-	-	-	-	5
	175,338	44,863	38,755	126,431	119,002

For the period ended December 31, 2024, the value of antiques, works of art and monuments, acquired or built by the NCC totalled \$2.0 million (\$3.0 million as at December 31, 2023). These are recorded as expenses in “Goods and services”.

8. Parliamentary Appropriations

	Three months ended December 31		Nine months ended December 31	
	2024	2023	2024	2023
Parliamentary appropriations for operating expenditures¹				
Amount received during the period	9,773	17,431	57,839	53,847
Amount received from previous year	-	-	(1,331)	(1,553)
Amount to be received at the end of the period	19,715	806	19,715	806
Amount deferred to the next period	(3,673)	-	(8,410)	-
Amount deferred from previous year	182	124	505	2,464
	25,997	18,361	68,318	55,564
Parliamentary appropriations for tangible capital assets²				
Amount received during the period	9,748	6,260	25,313	18,780
Amount to be received at the end of the period	35,152	-	35,152	-
Amount deferred to the next period	(5,089)	-	(7,652)	-
Amount deferred from previous year	4,055	1,978	7,365	3,789
	43,866	8,238	60,178	22,569
Parliamentary appropriations approved and recorded during the period	69,863	26,599	128,496	78,133

1. As at December 31, 2024 and 2023, the amounts approved for the years ending March 31, 2025 and 2024 totaled \$89.2 million and \$70.5 million, respectively.

2. As at December 31, 2024 and 2023, the amounts approved for the years ending March 31, 2025 and 2024 totaled \$60.5 million and \$25.0 million, respectively.