

NATIONAL CAPITAL COMMISSION
COMMISSION DE LA CAPITALE NATIONALE

Sustainable Development Strategy

Annual Report 2025–2026

Canada



2025-
2026

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Message from the CEO

I am pleased to present the 2025–2026 annual report on the National Capital Commission's Sustainable Development Strategy 2023–2027.

Over the past year, we continued to advance our shared vision for a dynamic, resilient and accessible Capital, one that safeguards the region's natural and cultural heritage while ensuring these areas remain healthy, equitable and welcoming well into the future.

A major focus of our work has been reconnecting to the natural beauty and cultural identity of our shorelines. At Dow's Lake, we helped residents and visitors reconnect with a historic waterway long perceived as unsafe for swimming. After a comprehensive assessment confirmed that the water meets safety standards, we introduced a new floating dock that allows people to enjoy the lake and surrounding green spaces. This balanced, evidence based approach earned the National Capital Commission a Brownie Award for leadership in rehabilitating previously contaminated sites and reducing risks to both people and the environment.

Our efforts to enhance the public realm also advanced accessibility and sustainable mobility. The adoption of the 2026–2028 Accessibility Plan renewed our commitment to removing barriers across the Capital, while refreshed Confederation Boulevard Planning and Design Guidelines place universal accessibility

and safe, sustainable travel, whether on foot, by bike or by transit, at the forefront of future improvements. Expanded shuttle service to Gatineau Park further supports equitable access to green spaces and cultural destinations.

We continued to care for existing assets through thoughtful reuse and rehabilitation. At Philippe Lake, the iconic 1958 stone kiosk was preserved and integrated into the new Philippe Lake Shelter as part of a broader modernization of the campground. The upgraded site includes energy efficient facilities powered by clean electricity, achieving carbon neutrality under the Greening Government Strategy. Similarly, the rehabilitation of the Sussex Courtyards reused the majority of existing paving stones, reducing the need for new materials and lowering the project's environmental footprint.

As climate patterns shift, we are also adapting our programming to ensure quintessential Capital experiences remain possible. In winter, research with Carleton University is deepening our understanding of how temperature fluctuations affect ice formation on the Rideau Canal Skateway. At Rideau Hall, a new refrigeration system ensures reliable ice conditions, allowing visitors to enjoy high quality skating even as the climate continues to change. In summer, visitors can enjoy new opportunities to cool down in iconic

natural and cultural settings, such as the National Capital Commission River House, the Dow's Lake Dock, and the upcoming East Wharf offering welcome relief from increasing heat events right in the heart of the capital.

Strengthening our internal capacity has been equally important. A new management framework guides our collective efforts for implementing the Sustainable Development Strategy. Multidisciplinary teams are advancing work aligned with the Task Force on Climate Related Disclosure recommendations, including new tools to assess climate risks and a natural asset inventory to support investment and long term planning.

I am grateful to National Capital Commission staff, partners, volunteers and stakeholders whose ongoing dedication supports this important work. Through our collective efforts, we are advancing a National Capital Region that reflects our shared commitment to responsible stewardship and is enriched by the contributions of all who care for it.

Tobi Nussbaum, *Chief Executive Officer*

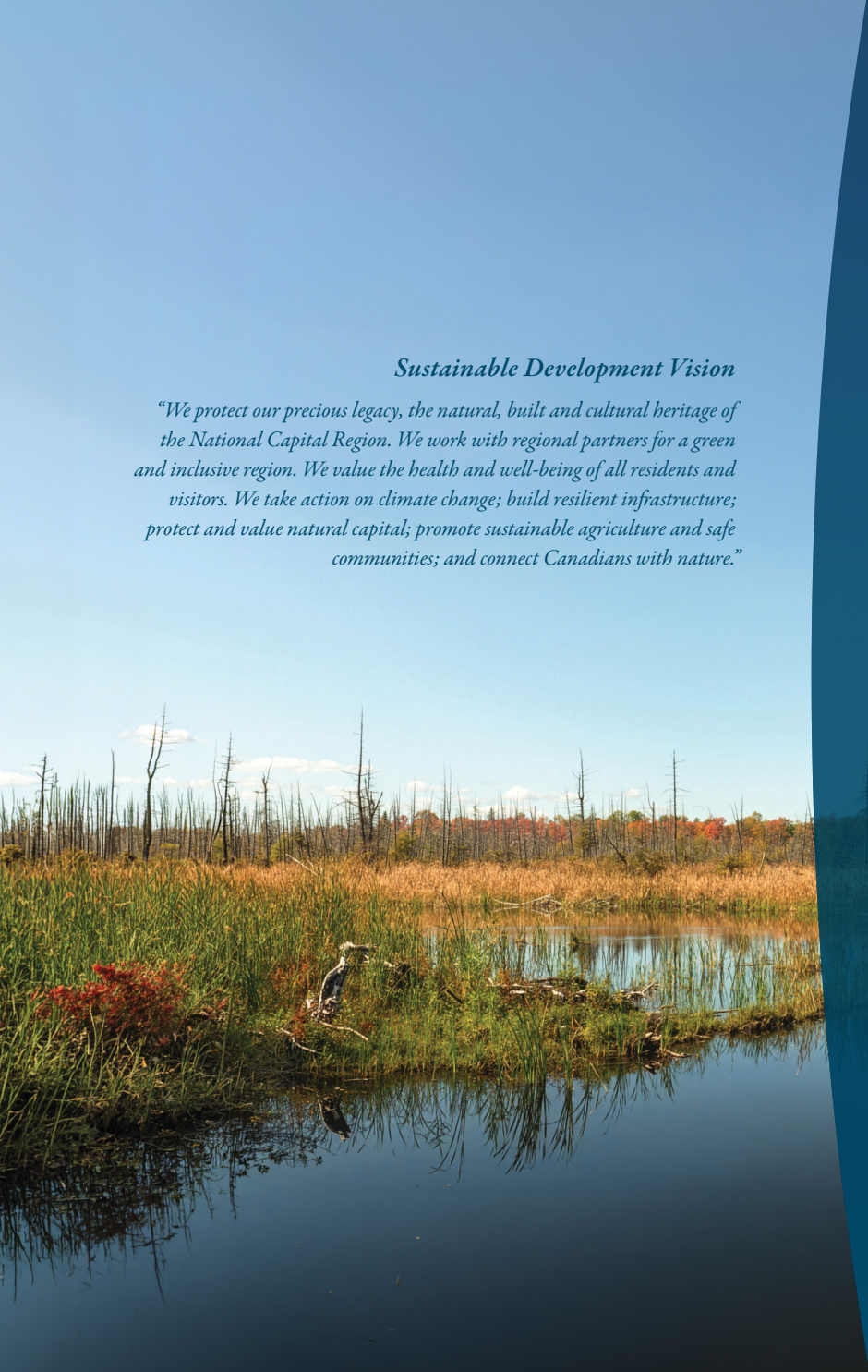


Philippe Lake campground

About the Report

This report is the National Capital Commission's (NCC) third annual report on the [Sustainable Development Strategy \(SDS\) 2023–2027](#). It renders the decision-making process related to sustainable development transparent and accountable to its board of directors and to Parliament, as required by the Federal Sustainable Development Act. It highlights the organization's sustainable development and climate resilience achievements for the 2025–2026 fiscal year.

The report presents the year in review. It highlights the progress made on the actions listed in the SDS 2023–2027 for which an update is relevant. It also outlines what the NCC is doing to promote a culture of sustainability.



Sustainable Development Vision

“We protect our precious legacy, the natural, built and cultural heritage of the National Capital Region. We work with regional partners for a green and inclusive region. We value the health and well-being of all residents and visitors. We take action on climate change; build resilient infrastructure; protect and value natural capital; promote sustainable agriculture and safe communities; and connect Canadians with nature.”

Introduction

The NCC fulfills its mandate as steward of the National Capital Region by building a dynamic and inspiring Capital that is a source of pride and unity for Canada and a legacy for future generations. Always at the vanguard, the NCC continues to meet new challenges and demonstrate leadership in building a sustainable and resilient National Capital, as evidenced in its SDS 2023–2027, adopted in November 2023.

A Leading Role

The NCC owns and manages over 11% of the lands in the National Capital Region. These lands provide people with places to enjoy nature, recreation, heritage and culture. By preserving and animating these lands for present and future generations, the NCC is helping to improve the well-being of all Canadians. In addition to greening its own operations and integrating sustainable development, the NCC demonstrates leadership in sustainability and climate resilience, both regionally and nationally.

Contribution to the Federal Sustainable Development Strategy

The SDS 2023–2027 is one of the key tools that enables the NCC to be a national leader in sustainable development. Derived from the Federal Sustainable Development Act and its [seven core principles](#), it is based on the [United Nations Sustainable Development Goals](#), the targets and implementation strategies of the [Federal Sustainable Development Strategy](#) (FSDS) and the [Greening Government Strategy commitments](#). The actions stated in the SDS 2023–2027 are also linked to indicators under the Canadian Indicator Framework (CIF) and the Global Indicator Framework (GIF).

Under the 2022–2026 FSDS, the NCC has an obligation to support implementation strategies set out in Goal 10 – Reduced Inequalities, Goal 11 – Sustainable Cities and Communities, Goal 12 – Responsible Consumption and Production, and Goal 13 – Climate Action, and intends to contribute to the achievement of Goal 2 – Zero Hunger and Goal 15 – Life on Land. In addition, the NCC contributes to achieving the federal government’s sustainable development and climate resilience priorities by fostering an organizational culture focused on sustainability and collaboration with partners.



Land Acknowledgement

The National Capital Commission (NCC) acknowledges that its work, and that of its partners, takes place on the traditional unceded territory of the Algonquin Anishinabe Nation, whose presence here reaches back to time immemorial.

The NCC is grateful for the opportunity to meet and work on this land, and for the vital role that the Algonquin Anishinabe Nation holds in ensuring its stewardship and protection for future generations.

The NCC remains committed to building a National Capital Region that represents all Indigenous Peoples of Canada, in the spirit of advancing reconciliation efforts based on mutual recognition and respect.



Mādahōki Farm

2025-2026 Highlights

As of March 31, 2026, the NCC had made progress on 31 of the 33 indicators, and the target had been achieved for 16 of them. The target for Action 12.1 on reducing waste generated in NCC offices, as well as the target for Action 12.2 on reducing waste generated on the Rideau Canal Skateway, were not met in 2025–2026. The following tables illustrate the overall progress made by the NCC in fiscal year 2025–2026 and provide an overview of what is planned for the next fiscal year.



Support a healthier and more sustainable food system

Conserving our natural environment and protecting freshwater and soil quality help ensure that our food system continues to provide access to safe and healthy food in the long term. By responsibly managing the vast portfolio of agricultural land in the Greenbelt and other urban areas, the NCC supports sustainable food production, contributes to the vitality of the regional food system and supports the local economy. There are approximately 90 farms on NCC lands; including market gardens and dairy, vegetable and livestock farms, many of which produce food for the region. Through these farms, people can access healthy, locally sourced and sustainably produced food, and biodiversity on farmland is protected.

FSDS TARGET THEME: N/A

FSDS TARGET: N/A

FSDS IMPLEMENTATION STRATEGY

Help Canadian communities access healthy food

Invest in projects that increase access to food and support food security, with the potential to provide social, health, environmental, and economic benefits in support of vibrant communities across Canada.

NCC Actions	Performance Indicators, Targets and Starting Points	Contribution to the FSDS Goal and Canada's 2030 Agenda National Strategy	Results and Comments
2.1 Develop a Sustainable Agriculture and Food Strategy to promote food production on NCC agricultural lands.	Indicator: % of NCC farmlands used for food production Target: Target to be set Starting Point: 28% as of 2023	The NCC manages its more than 5,600 hectares of agricultural lands to support a healthier and more sustainable food system using a farm tenant model that provides unique opportunities for seasoned farmers to establish on quality agricultural land within 20 minutes of downtown Ottawa. Since 2018, more than 528 hectares of farmland have been converted to food production and six farms have converted to sustainable growing practices. Many of these farms have public offerings, such as tours, fruit picking, market gardens and classes that can help educate the public about local and sustainable food. The NCC also established a pilot project that saw the development of two community gardens on NCC urban lands. The NCC's Sustainable Agriculture and Food Strategy will seek to further establish targets and actions to support the production of local, healthy and sustainable food in the National Capital Region. Relevant targets or ambitions CIF Ambition: Canadians have access to sufficient, affordable and nutritious food. GIF Target 2.4: By 2030, ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding and other disasters and that progressively improve land and soil quality.	Indicator Progress: Ongoing Results as of March 31, 2026: 28% of leased farmland used for food production. The development of a Sustainable Agriculture and Food Strategy is ongoing. The strategy will recognize the fundamental benefits of local food systems, the local economy and sustainable agriculture. It will set out six areas in which the NCC will work to support agricultural producers to maximize the benefits of local food systems, the local economy and sustainable agriculture. It will focus on the long-term transition of its agriculture portfolio to one that supports sustainable agriculture and food in the National Capital Region, through the strategic selection of new farmers and support for farmers moving towards more sustainable practices. The NCC's Sustainable Agriculture and Food Strategy will create value for the NCC, the community in the National Capital Region and visitors by promoting the financial and environmental sustainability of tenant farms, strengthening the supply of healthy local food and providing a renewed recreational experience.

Advance reconciliation with Indigenous Peoples and take action to reduce inequality

In 2021, Canada passed the [United Nations Declaration on the Rights of Indigenous Peoples Act](#) as part of its reconciliation with Indigenous Peoples, a process that requires a renewed relationship with Indigenous Peoples and is based on the recognition of rights, respect, cooperation and partnership. The National Capital Region is home to many Indigenous people, particularly those of the Algonquin Anishinabeg Nation. The NCC is committed to implementing the recommendations set out by Canada’s Truth and Reconciliation Commission. It strives to build strong relations with local Indigenous leaders and communities through its role in designing, developing or managing shared public spaces, cultural monuments, real estate and conservation areas. By creating opportunities to work with these communities and cultivating a collaborative relationship, it can ensure that Indigenous perspectives are truly reflected in the many projects and proactive initiatives undertaken in the National Capital Region.

FSDS TARGET THEME: Advancing reconciliation with First Nations, Inuit and Metis communities

FSDS TARGET: Between 2023 and 2026, and every year on an ongoing basis, develop and table annual progress reports on implementing the *United Nations Declaration on the Rights of Indigenous Peoples Act* (Minister of Justice and Attorney General of Canada)

FSDS IMPLEMENTATION STRATEGY

Implement the *United Nations Declaration on the Rights of Indigenous Peoples Act*

The Government of Canada will work to implement the *United Nations Declaration on the Rights of Indigenous Peoples Act*, in consultation and cooperation with Indigenous Peoples. Federal organizations will support and implement the measures identified in the UN Declaration Act Action Plan, in accordance with their own mandates and the guidance provided by the Act Implementation Secretariat.

NCC Actions	Performance Indicators, Targets and Starting Points	Contribution to the FSDS Goal and Canada’s 2030 Agenda National Strategy	Results and Comments
10.1 Work with Indigenous Peoples, particularly the Algonquin Nation, to build capacity and relationships that will advance reconciliation and lead to meaningful inclusion of Indigenous perspectives in NCC activities.	Indicator: # of NCC projects where one of the objectives is to advance Indigenous reconciliation Target: By 2027, at least 3 new projects are in place where one of the objectives is to advance reconciliation Starting Point: 0 as of 2023	Given that NCC lands lie on the unceded territory of the Algonquin Anishinabeg Nation, it is important for the advancement of reconciliation that Indigenous perspectives be included in the planning and development of those lands. In addition to ensuring that opportunities to advance reconciliation are explored during the project planning process for all NCC projects, the NCC is committed to making Indigenous reconciliation an objective of major projects. The NCC’s Indigenous Procurement Policy uses procurement best practices to encourage the participation of Algonquin and other Indigenous-owned businesses in providing goods and services to the NCC. The NCC considers Indigenous businesses as sources of supply where Indigenous capacity exists. The resulting contracts can enhance positive socio-economic outcomes regionally and nationwide and can help build capacity for future engagement in federal procurement.	Indicator Progress: Achieved Results as of March 31, 2026: 5 projects have been implemented since 2023. In fiscal year 2025–2026, the NCC completed two projects to advance reconciliation with Indigenous Peoples. First, it installed interpretive panels created in collaboration with the Kitigan Zibi Anishinabeg First Nation at the updated Philippe Lake campground, and the campground sectors were renamed in collaboration with the Nation. Names that reflect the natural environment of the site were selected, including <i>Kàgàgì sàgahigan</i>, meaning raven lake, the name used by the Nation to refer to Philippe Lake; <i>Zìbiwìshenj</i>, meaning small stream; and <i>Ininàtigogweyà</i>, meaning maple grove, to honour the site’s Indigenous cultural heritage. In addition, the NCC, Parks Canada and the City of Ottawa collaborated on the development of the Rideau Canal Cultural Landscape Study for the Ottawa section, which included the participation of the Algonquin Nation represented by the Algonquins of Pikwàkanagàn First Nation and the Algonquins of Ontario, to incorporate Indigenous considerations and knowledge. Finally, the NCC works with Indigenous Peoples, including the Algonquin Nation, to support collaboration and reconciliation. It encourages the participation of Algonquin and other Indigenous-owned businesses in its procurement process to support Indigenous economic development. The National Capital Region also consults and engages Indigenous Peoples in its planning activities, as was the case with the Alexandra Bridge Replacement Project, the Eastern Bridge in the National Capital Region Project and the updated National Capital Core Area Plan for Canada. These initiatives are in addition to those carried out since 2023: - the installation of interpretive panels at Kiwèkì Point to showcase the Indigenous heritage of the site; - the expansion of the Open NCC 2024 programming to include Indigenous cultural awareness activities; and - the change of designation that led to the adoption of the name Kichi Zibi Mikan.

Improve access to affordable housing, clean air, transportation, parks and green spaces, as well as cultural heritage in Canada

Investing in the long-term sustainability of cities and the well-being of communities requires consideration of multiple intersecting factors, including access to affordable housing, public transit and green spaces, as well as preserving built, cultural and natural heritage. As a steward of natural and cultural heritage and long-term planner for the region, the NCC works to cultivate an environment that promotes the well-being of the population and provides a vision for sustainability in the region. As such, the NCC is committed to the improvement of infrastructure, such as transportation systems and affordable housing, and the development and enhancement of accessible green spaces for a more sustainable and liveable National Capital Region.

FSDS TARGET THEME: Public transit and active transportation

FSDS TARGET: By 2030, 22% of commuters use public transit or active transportation (Minister of Intergovernmental Affairs, Infrastructure and Communities)

FSDS IMPLEMENTATION STRATEGY

Invest in public transit and active transportation

Invest in long-term public transit, rural transit and active transportation solutions to provide reliable, fast, affordable and clean ways for people to get around.

NCC Actions	Performance Indicators, Targets and Starting Points	Contribution to the FSDS Goal and Canada's 2030 Agenda National Strategy	Results and Comments
11.1 Support the improvement of infrastructure for sustainable transportation in the National Capital Region through the development of transportation plans and guidelines.	Indicator: % of NCC parkways reviewed for opportunities to increase safe and sustainable active mobility Target: 100% of NCC parkways will be reviewed by 2024 Starting Point: 0% as of 2023	The NCC plays an enabling role in creating a more sustainable and connected interprovincial transportation network in the National Capital Region by conducting regional transportation studies, developing transportation plans and guidelines, funding transportation infrastructure projects, and collaborating with municipal, provincial and federal partners. Some examples of NCC plans that will govern how transportation infrastructure will be developed in the downtown core of the National Capital Region over the long term include the Long-term Integrated Interprovincial Crossings Plan and the upcoming Parkway Planning and Design Guidelines and Confederation Boulevard Guidelines. NCC parkways represent over 90 km of roadways that are used extensively for commuting and recreational transportation throughout the region. The NCC is reviewing its parkways for opportunities to increase safe and sustainable active and public transportation. This information will be used to help develop new Parkway Planning and Design Guidelines, which will replace the 1984 Policies on Parkway and Driveways. The new policy will provide a contemporary view of parkways and place greater importance to accommodating pedestrians and cyclists and, when incorporated into infrastructure projects, support safe and sustainable active mobility across the region. Relevant targets or ambitions CIF Ambition: Canadians live in healthy, accessible and sustainable cities and communities. CIF Target 11.5: By 2030, 22% of commuters adopt shared or active transportation. GIF Target 11.2: By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, such as women, children, persons with disabilities and older persons.	Indicator Progress: Ongoing Results as of March 31, 2026: 60% of the parkways review is complete. As part of the development of the Parkway Planning and Design Guidelines, the NCC is reviewing its entire parkway network to propose a vision, strategies and design models for parkways that promote active, sustainable, equitable and universally accessible transportation. The timeline for the adoption of the guidelines had to be pushed back to devote more energy to other National Capital Region priorities, such as transportation, including the Long-Term Integrated Interprovincial Crossings Plan, adopted in the fall of 2025. However, progress has been made on Aviation Parkway, due to its importance in the strategic planning for a possible interprovincial link in the east end of the capital. The approach used will be applied to the other parkways. Other initiatives related to the parkways network, such as Weekend Bikedays, the Gatineau Park shuttle program and the update of the Confederation Boulevard Planning and Design Guidelines, demonstrate the NCC's commitment to active and sustainable transportation in the region. The NCC plans to adopt guidelines for the planning and design of parkways in 2027-2028.

NCC Actions	Performance Indicators, Targets and Starting Points	Contribution to the FSDS Goal and Canada's 2030 Agenda National Strategy	Results and Comments
11.2 Improve opportunities for year-round active mobility in the National Capital Region, including, for example, access to: - streets closed to motor vehicle traffic for active mobility - groomed ski and snowshoe trails - stairways, bicycle lanes and pathways that are maintained year-round - bicycle rentals (including e-bikes)	Indicator: # of initiatives implemented that improve opportunities for year-round active mobility in the National Capital Region and their associated outcomes. Target: 5 initiatives by 2027 Starting Point: 0 as of 2023 <i>Note: Targets and outcomes will be reported for each initiative.</i>	The NCC promotes active transportation in several ways. It manages a network of over 300 km of multi-use pathways throughout the region that are used by commuters every day. The NCC provides access to 19 km of car-free parkways every weekend from May to October through its Weekend Bikedays program, and exclusive access for active users to over 34 km of parkways in Gatineau Park on weekends and certain weekdays, through a pilot program that began during the pandemic. Along with its network of over 200 km of winter trails in Gatineau Park, the NCC, in partnership with the Urban Winter Trail Alliance, maintains over 100 km of winter trails in Ottawa, many of which are along urban routes that can be used for commuting. Some commuters also make use of the Rideau Canal Skateway during the winter months. Over the next four years, the NCC will work to ensure the long-term viability of these programs and expand on them, while also implementing other initiatives aimed at encouraging active transportation in the region, such as increasing the amount of bike lanes on NCC lands and expanding winter maintenance to make walkways and multi-use pathways more accessible for winter use. Relevant targets or ambitions CIF Ambition: Canadians live in healthy, accessible and sustainable cities and communities. CIF Target 11.5: By 2030, 22% of commuters adopt shared or active transportation. CIF Ambition: Canadians adopt healthy behaviours.	Indicator Progress: Achieved Results as of March 31, 2026: 9 projects have been implemented since 2023. In 2025–2026, a new bike path was created between the new residential area at 1150 de Lucerne Boulevard, the Chaudières parking lot and the Voyageurs Pathway, thereby enhancing the active mobility offerings in the Gatineau area. This project is in addition to the eight projects that have already been implemented since 2023: - construction of Pidàban Bridge, a new pedestrian connection between Major's Hill Park and Kiweki Point; - construction of a new raised pedestrian crossing at Colonel By Drive, connecting Laurier Avenue and the Rideau Canal; - addition of bike rentals at the NCC River House; - addition of an Aqua-Taxi route between the Ottawa Locks and the NCC River House; - addition of a section to the Greenbelt Pathway East (Tauvette – phase 1); - addition of a trail through the pollinator garden to Green's Creek (P27) in the Greenbelt; - renewal of the funding agreement with the Urban Winter Trails Alliance to maintain the multi-use winter trail network; and - extension of the multi-use winter trail network by 5 km.

FSDS TARGET THEME: Green spaces, cultural and natural heritage

FSDS TARGET: Designate national urban parks as part of a network, with a target of up to six new national urban parks by 2026 and a total of 15 new national urban parks by 2030 (Minister of Environment and Climate Change)

FSDS IMPLEMENTATION STRATEGY

Develop green spaces close to urban centres

Develop green spaces in or close to urban centres and facilitate access to them.

NCC Actions	Performance Indicators, Targets and Starting Points	Contribution to the FSDS Goal and Canada's 2030 Agenda National Strategy	Results and Comments
11.3 In line with NCC master plans, develop new green spaces, or enhance existing green spaces to improve access to nature, recreation, and cultural sites to promote human health and wellbeing, urban biodiversity, and climate mitigation and resilience.	Indicator: # of green spaces developed Target: 3 new green spaces developed by 2027 Starting Point: 0 as of 2023	The NCC manages over 600 km ² of lands, over 70% of which is green space that provides opportunities for the public to access nature, culture and recreational activities. However, opportunities remain for the NCC to improve upon green spaces in the urban area and develop new, accessible green spaces, where aligned with planning and development processes. The NCC is planning to add at least three new green spaces to development projects along the Ottawa River and improve upon a green space at Brewery Creek in Gatineau by improving natural habitats and naturalizing shorelines, improving access between the green space and recreational pathways, and creating opportunities for sustainable recreation. Relevant targets or ambitions GIF Target 11.4: Strengthen efforts to protect and safeguard the world's cultural and natural heritage.	Indicator Progress: Ongoing Results as of March 31, 2026: 1 new green space developed since 2023. To revitalize shoreline access in the region, the NCC is developing a new park along the Voyageurs Pathway, east of the Portage Bridge, in partnership with Kruger Products. The Kruger buildings will be preserved, while the surrounding land and part of the parking lot will be decontaminated before being transformed into a park. Once completed, the park will be crisscrossed with trails and punctuated by universally accessible rest areas adorned with a variety of native trees and shrubs, helping to enrich access to this important natural and cultural landscape. Since the site is scheduled to open in the summer of 2026, this park will contribute to the indicator for fiscal year 2026–2027. The other area developed since 2023 is Terasini Park, located on the north shore of the Ottawa River.
	Indicator: # of green spaces enhanced Target: At least 1 green space enhanced by 2027 Starting Point: 0 as of 2023		Indicator Progress: Achieved Results as of March 31, 2026: 5 green spaces have been improved since 2023. In the summer of 2025, the NCC installed a recreational dock at Dow's Lake, near the intersection of Queen Elizabeth Driveway and Lakeside Avenue. The Dow's Lake dock is a place to swim, relax by the water or launch non-motorized watercraft. The NCC took the opportunity to enhance the adjacent green spaces to create a gathering place, including lounge chairs, bike racks and washroom facilities. In addition, the NCC is currently rehabilitating the Lady Grey Drive retaining wall to protect its structural integrity. The NCC will also take the opportunity to revitalize and enliven this site to offer new views of the Ottawa River, Kiwaki Point and Parliament Hill, while improving access and connectivity from an active mobility perspective. The NCC plans to complete this work in fiscal year 2026–2027. The recreational dock at Dow's Lake is in addition to the projects completed since 2023: • redevelopment of Kiwaki Point; • redevelopment and expansion of Westboro Beach; • redevelopment of the NCC River House; and • improvement to the LeBreton Flats pathway.

FSDS TARGET: By 2026, support at least 23.7 million visitors annually to Parks Canada places (Minister of Environment and Climate Change)

FSDS IMPLEMENTATION STRATEGY

Promote access to green space, cultural and natural heritage

Provide opportunities to connect with nature, green spaces, trail networks and culture.

NCC Actions	Performance Indicators, Targets and Starting Points	Contribution to the FSDS Goal and Canada's 2030 Agenda National Strategy	Results and Comments
11.4 Increase equitable and sustainable access to designated NCC green spaces, and cultural and natural heritage sites, in line with NCC master plans.	Indicator: # of initiatives put in place that increase equitable and sustainable access to designated NCC green spaces, and cultural and natural heritage sites Target: 4 initiatives by 2027 Starting Point: 0 as of 2023	Providing opportunities for Canadians to connect with the nature and culture of the Capital is an integral part of the NCC's mandate. The NCC is committed to improving equitable and sustainable access to its lands. Recently the NCC began including Gender-based Analysis Plus into its planning process to ensure equitable access to NCC sites and services. In addition, the NCC also provides free shuttle bus service to and around Gatineau Park during the summer and fall and offers e-bike rentals to make it easier for more people to connect with nature in the park. The NCC plans to increase accessibility of its lands by building connections between the NCC's pathway network, communities and transit nodes, upgrading facilities such as washrooms to improve accessibility and equity, and improving wayfinding on its pathways. Relevant targets or ambitions GIF Target 11.7: By 2030, provide universal access to safe, inclusive and accessible, green and public spaces, in particular for women and children, older persons and persons with disabilities	Indicator Progress: Achieved Results as of March 31, 2026: 7 projects have been implemented since 2023. The NCC has implemented two new projects that make access to green spaces and heritage, cultural and natural places more equitable and sustainable: • installed Mobi-mats to make our beaches wheelchair accessible; and • increased the number of departures and hours of service for the summer shuttle and the number of weeks of the winter shuttle, going to Gatineau Park. These projects are in addition to those already reported since 2023–2024: • increased shuttle service to Gatineau Park; • added a shuttle as part of the Open NCC 2024; • added a free winter shuttle to Gatineau Park; • developed an optimized mapping tool for a more inclusive use of trails; and • conducted a study to optimize the growth prospects of the Gatineau Park shuttle program. In addition, the NCC updated its accessibility plan in December 2025. As part of the Accessibility Plan 2026–2028 , the NCC is committed to identifying, removing and preventing barriers to create a barrier-free environment. This plan supports the objective of action 11.4 for all NCC activities across the board.

FSDS TARGET THEME: N/A

FSDS TARGET: N/A

FSDS IMPLEMENTATION STRATEGY

Work with partners on conservation

Engage with Indigenous Peoples, partners and the public in stewardship activities to protect and conserve natural space as well as wildlife species and their habitats.

NCC Actions	Performance Indicators, Targets and Starting Points	Contribution to the FSDS Goal and Canada's 2030 Agenda National Strategy	Results and Comments
11.5 Work with Indigenous Peoples and partners and provide opportunities for the public to participate in citizen science, conservation management and cultural programs on NCC lands.	Indicator: # of initiatives in place each year that engage the Algonquin Nation, partners and/or the public in citizen science, conservation management or cultural programs Target: At least 10 initiatives in place in each fiscal year Starting Point: 11 initiatives took place in 2022-2023	Each year, the NCC engages dozens of partners and participants in research and citizen science programs, cultural programs and conservation management activities, mainly through programs such as the Natural Resources Action Plan and the responsible trail management project, but also through interpretive programs that aim to educate the public about nature and heritage conservation. In recent years, hundreds of volunteers participated in projects such as animal tracking, wildlife inventories, invasive species control, parkway patrols and trail maintenance. The NCC is committed to maintaining its robust public engagement program and expanding on it, in partnership with NGOs, Indigenous groups, businesses and the public, to provide quality programs that result in tangible environmental benefits and increase environmentally sensitive behaviours.	Indicator Progress: Achieved Results as of March 31, 2026: 11 projects were implemented. During the modernization of the Philippe Lake campground, the NCC collaborated with the Kitigan Zibi Anishinabeg First Nation on three interpretive elements: the naming of the campground areas, the land acknowledgment and the interpretation at the multipurpose pavilion. Once again this year, the NCC supported the activities of the Anishinàbe Odjibikan Archaeological Field School. There were also nine citizen science and conservation management projects: • Common Loon Survey – 10 volunteers • Animal tracking inventory – 10 volunteers • Mission Monarch – 5 volunteers • Periwinkle Challenge – 36 volunteers • Phragmites control – 2 volunteers • Burdock control – 12 volunteers • Tree planting – 82 volunteers • Gatineau Park trail patrol – 131 volunteers • Gatineau Park trail maintenance – 165 volunteers

FSDS IMPLEMENTATION STRATEGY

Other (There is no applicable implementation strategy in the FSDS for this NCC action.)

NCC Actions	Performance Indicators, Targets and Starting Points	Contribution to the FSDS Goal and Canada's 2030 Agenda National Strategy	Results and Comments
11.6 Support affordable housing in the National Capital Region through the development and implementation of NCC master plans.	Indicator: # of affordable housing units completed under the Building LeBreton project Target: 200 by 2027 Starting Point: 0 completed as of 2023	As principal planner for the National Capital Region, the NCC develops master plans that provide guidelines for land use, urban design and development on federal lands in the region. The NCC uses this planning and development role to ensure that regional needs are met along with the national interest. Moving forward, the NCC's master planning process will aim to incorporate a more modern view of urban planning that considers opportunities for accessible and affordable housing, while remaining focused on the national interest. The LeBreton Flats Master Concept Plan does just this by guiding the transformation of LeBreton Flats into a place of national and civic pride, as well as a complete urban community where anyone can live, work and play. A 1.1-hectare parcel at LeBreton Flats, near the Pimisi O-Train station, which will feature a mixture of affordable housing units, was made available for development in 2022–2023. Relevant targets or ambitions CIF Ambition: Canadians have access to quality housing. CIF Ambition: Canadians live in healthy, accessible and sustainable cities and communities. CIF Indicator 11.4.1: Percentage of population living within 500 m of a public transport stop.	Indicator Progress: Ongoing Results as of March 31, 2026: 10 properties listed in the Canada Public Land Bank. The NCC is committed to supporting the government's efforts to address Canada's housing crisis by making available underused federal lands in the National Capital Region to advance practical solutions in this priority area. Through its master plans, the NCC Lands for Homes initiative and a partnership with the Canada Mortgage and Housing Corporation (CMHC) Federal Lands Initiative, the NCC strategically selects sites with high potential for rapid development and making them available to the market by adding them to the Canada Public Land Bank. In 2025–2026, the NCC advanced the Building LeBreton project towards its goal of at least 25% of all units being affordable housing and advanced several other projects that include affordable housing units. Here is an overview of the progress made: • Building LeBreton: – Library Parcel Development: In collaboration with the CMHC Federal Lands Initiative, 608 units will be available in 2027, 41% of which will be affordable housing. – Flats Phase Development: At least 900 new units will be added, at least 5% of which will be affordable housing. • 1200 Ledbury Avenue: In collaboration with the CMHC Federal Lands Initiative, 244 units are planned, 50% of which will be affordable housing. • 1460 Riverside Drive: In collaboration with the CMHC Federal Lands Initiative, 401 units are planned, 31% of which will be affordable housing. • 1100 Canal Woods Terrace: In collaboration with the CMHC Federal Lands Initiative, the NCC has launched a bidding process for approximately 40 units, at least 30% of which will be affordable housing. • 2169 Riverside Drive: In collaboration with the CMHC Federal Lands Initiative, the NCC has launched a bidding process for approximately 290 units, at least 30% of which will be affordable housing. Indicator Progress: Achieved Results as of March 31, 2026: 5 lots have been reserved for property development since 2023. Through its NCC Lands for Homes initiative and its support for the CMHC Federal Lands Initiative, the NCC is promoting the rapid construction of affordable housing on underused federal lands in the National Capital Region, thereby supporting the government's efforts to address Canada's housing crisis. This program also supports the region's environmental sustainability by promoting transit-oriented development, making land available near O-Train, Transitway and Rapibus stations. For example, in 2025–2026, the NCC made 1200 Ledbury Avenue and 1100 Canal Woods Terrace available, which are within walking distance of an O-Train station. It also made 2169 Riverside Drive available, which is within walking distance of a Transitway station. These lands are in addition to those previously made available for real estate projects since 2023: • The LeBreton Flats lands, within walking distance of Pimisi Station • 1460 Riverside Drive, within walking distance of Hurdman Station
	Indicator: # of new development sites on NCC lands within walking distance of an O-Train, Transitway or Rapibus stations made available for development Target: At least 4 by 2027 Starting Point: 1 as of 2023		

Reduce waste and transition to zero-emission vehicles

The transition to a cleaner, more sustainable economy that prioritizes waste reduction and supports the circular economy is an important step toward building a more resilient National Capital Region. To support this transition, the NCC is focused on remediating contaminated lands, decarbonizing its vehicle fleet, greening its procurement and reducing waste.

FSDS TARGET THEME: Federal leadership on responsible consumption

FSDS TARGET: By 2030, the Government of Canada will divert from landfill at least 75%, by weight, of non-hazardous operational waste (All Ministers)

FSDS IMPLEMENTATION STRATEGY

Maximize diversion of waste to landfill

Analyze waste streams and implement waste diversion measures.

NCC Actions	Performance Indicators, Targets and Starting Points	Contribution to the FSDS Goal and Canada's 2030 Agenda National Strategy	Results and Comments
12.1 Complete waste audits of NCC offices and implement waste diversion measures.	Indicator: % of non-hazardous NCC operational waste diverted from landfill Target: 75% annually Starting Point: 46% office waste diversion in 2023 for 40 Elgin Street (this includes tenants other than the NCC)	The NCC has roughly 500 employees, with most of these located at NCC headquarters at 40 Elgin Street in Ottawa. The NCC also has other small satellite offices for staff at Rideau Hall and Gatineau Park, an office for conservation officers and a warehouse facility. In 2010, the NCC introduced a composting program and updates waste receptacles at all offices. Waste diversion rates have typically been between 60% and 70% for NCC headquarters at 40 Elgin Street. The NCC will review waste diversion at all its offices to prepare to meet the new FSDS targets. As part of the project to update the NCC's new headquarters at 80 Elgin Street, the NCC is reviewing the requirements for waste and identifying challenges and opportunities for waste diversion. Relevant targets or ambitions GIF Target 12.5: By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse.	Indicator Progress: Not on target Results as of March 31, 2026: No results available. As a tenant that occupies office space at 40 Elgin Street, the NCC has limited control over the measures it can implement on this site for this indicator. The NCC will make efforts to implement waste reduction measures when it moves to its new offices at 80 Elgin Street in 2026–2027. The NCC did not conduct waste management audits at its satellite offices in 2025–2026. These audits will be planned in conjunction with the transition to the new offices at 80 Elgin Street.

NCC Actions	Performance Indicators, Targets and Starting Points	Contribution to the FSDS Goal and Canada's 2030 Agenda National Strategy	Results and Comments
12.2 Reduce public waste from key NCC sites and programs.	Indicator: % of non-hazardous waste diverted from landfill at key NCC sites and programs Target: 80% diversion rate annually for the Rideau Canal Skateway, 60% for other key sites Starting Point: 95% diversion rate for the Rideau Canal Skateway in 2022, other sites to be identified in 2024	A significant proportion of the NCC's operations involve the public realm. Under its Sustainable Development Strategy 2018–2023, the NCC committed to reducing waste on the Rideau Canal Skateway, addressing waste in certain public areas and encouraging partners hosting events on NCC sites to reduce waste. To reduce waste on the RCS, the NCC worked with concessionaires to ensure compostable products were used for food service and triaged all waste items to ensure they were disposed of in the proper waste stream. The NCC also implemented waste tracking requirements for major events and put in place a recycling program on Confederation Boulevard in partnership with the City of Ottawa. While public waste has traditionally presented a challenge for the NCC, it is committed to continuing these programs and identifying new key sites and programs where targeted diversion measures can be implemented to reduce waste.	Indicator Progress: Not on target Results as of March 31, 2026: Rideau Canal Skateway: 43% of non-hazardous waste was diverted from landfill. Other key sites: 80% of non-hazardous waste from the Canadian Tulip Festival was diverted from landfill. Once again this year, successive cold days from January to March allowed the Rideau Canal Skateway to be open for several weeks. The public was excited to experience the world's largest skating rink, but this resulted in an increase of about 10% in the waste generated during the season compared with last year. During the 2026 season, challenges related to waste sorting and processing prevented the NCC from meeting its target. Sorting errors can occur during busy periods, when large volumes of waste accumulate quickly on the Skateway. The NCC will work with the company responsible for waste management on the Skateway to identify and implement solutions to improve the situation next season. In spring 2025, the popular Canadian Tulip Festival was once again held in the heart of the Capital. An analysis of the data regarding the waste collected during the event at Commissioners Park reveals that nearly half of the waste produced was recyclable and one third of it was compostable. Of the 10 tonnes of waste produced during the festival, 80% was diverted from landfill.

FSDS TARGET: By 2030, the Government of Canada will divert from landfill at least 90% by weight of all construction and demolition waste (All Ministers)

FSDS IMPLEMENTATION STRATEGY

Maximize diversion of waste to landfill

Analyze waste streams and implement waste diversion measures.

NCC Actions	Performance Indicators, Targets and Starting Points	Contribution to the FSDS Goal and Canada's 2030 Agenda National Strategy	Results and Comments
12.3 Implement waste diversion best practices for construction and demolition projects.	Indicator: % of NCC construction and demolition waste diverted from landfill Target: 90% annually Starting Point: Diversion rate for demolition waste was 91% in 2023	Due to its vast portfolio of real estate and other built assets, the NCC conducts demolition projects each year. Since 2018, the NCC has required all contractors to divert at least 90% of demolition waste and report their waste diversion rates. This target has typically been met or exceeded. Moving forward, the NCC will require construction projects to meet the same diversion rate and will explore and implement best practices for waste reduction and responsible consumption. Relevant targets or ambitions GIF Target 12.5: By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse.	Indicator Progress: Achieved Results as of March 31, 2026: 98% of construction and demolition waste was diverted from landfill. In 2025–2026, the NCC design and construction project management team updated the construction and demolition waste management and disposal process to refine its waste-monitoring techniques and integrate these criteria into its procurement and contracting processes. In 2025–2026, 98% of the waste from 10 projects was diverted from landfill. The implementation of the new monitoring process will make it possible to monitor this indicator on an increasing proportion of projects. In addition, recognizing the potential to reuse excess soil previously sent to the landfill, the NCC has developed an excess soil management site at one of its warehouse facilities so that this material can be stored and reused at a later date. This economical and ecological approach is part of a circular economy model and contributes to mitigating the environmental impact of projects.

FSDS TARGET: The Government of Canada's procurement of goods and services will be net-zero emissions by 2050, to aid the transition to a net-zero, circular economy (All Ministers)

FSDS IMPLEMENTATION STRATEGY

Strengthen green procurement criteria

Develop criteria that address greenhouse gas emissions reduction for goods and services that have a high environmental impact; ensure the criteria are included in procurements; and support green procurement, including guidance, tools and training for public service employees.

NCC Actions	Performance Indicators, Targets and Starting Points	Contribution to the FSDS Goal and Canada's 2030 Agenda National Strategy	Results and Comments
12.4 Update green procurement guidelines and train staff in implementing the new green procurement policy and guidelines.	Indicator: % of standing offers and contracts for the purchase of high-impact goods, services and construction that include green procurement criteria Target: 80% by 2027 Starting Point: 0% in 2023	The NCC is a significant purchaser of goods and services in the National Capital Region, with over \$137 million in procurement in 2022–2023. In 2022, the NCC adopted a Green Procurement Policy and endeavours to remain in line with guidelines and best practices provided by Treasury Board of Canada Secretariat, under the Greening Government Strategy. Construction and land maintenance contracts account for the bulk of the NCC's spending. The NCC has incorporated sustainability requirements into its land maintenance contracts for several years now and updates these requirements according to new targets and best practices every time these contracts are renewed. The NCC also provides contractors with environmental guidelines. Over the coming years, the NCC will conduct a review of its procurement spending and associated carbon emissions and update its 2016 Green Procurement Guidelines with new criteria to address carbon emissions and support a circular economy. Staff will be trained on the implementation of the new guidelines. Relevant targets or ambitions GIF Target 12.7: Promote public procurement practices that are sustainable, in accordance with national policies and priorities.	Indicator Progress: Ongoing Results as of March 31, 2026: Results available in 2027. An update of the green procurement guidelines is currently being planned. The NCC will first review the green procurement guidelines and standards made available by the Treasury Board Secretariat, conduct a benchmarking exercise with other Crown corporations and assess the feasibility of integrating these practices into its operations. Tracking the percentage of standing offers and contracts for the purchase of high-impact goods, services and construction has not begun.
	Indicator: % of NCC staff that have been trained in implementing new green procurement policy and guidelines Target: 100% by 2027 Starting Point: 0% in 2023		Indicator Progress: Ongoing Results as of March 31, 2026: Results available in 2027. An update of the green procurement guidelines is currently being planned. Staff training will take place as the guidelines are implemented. In the meantime, NCC procurement staff are staying informed by completing the School of Public Service green procurement curriculum.
12.5 Produce or procure clean electricity for NCC real property.	Indicator: % of electricity consumption in NCC real property that comes from clean electricity generation Target: 100% by 2025 Starting Point: 91% of electricity used in NCC real property in 2022 was clean	The NCC's vast real estate portfolio consumes a significant amount of electricity, but its emissions from electricity use have decreased over 90% since 2011, mainly due to the decarbonization of the Ontario electricity grid. To contribute to the federal target to use clean electricity, the NCC will purchase renewable energy credits. Under its Climate Mitigation Plan, the NCC will also assess renewable energy potential on its lands to determine whether they could benefit from onsite electricity production or contribute renewable energy to the grid. The Net-Zero Real Estate Portfolio Roadmap will also identify ways to reduce actual energy consumption in NCC buildings.	Indicator Progress: Achieved Results for the period from April 1, 2025, to March 31, 2026: 100% of electricity consumption comes from clean electricity generation. In 2025–2026, the NCC completed its first acquisition of renewable energy certificates to meet the target of 100% of electricity consumption from clean energy sources. A portion of NCC electricity consumption comes from the Ontario electricity grid, which still includes a proportion of non-renewable energy. In 2025, this proportion accounted for 16% of the NCC's total electricity consumption. To offset this share, the NCC has acquired renewable energy certificates from Ontario wind energy generation projects, in an amount equivalent to the non-renewable portion of its electricity consumption. In an effort to reduce its reliance on renewable energy certificates in the medium to long term, the NCC aims to increase its direct production of clean energy. To this end, it will launch a project in 2026–2027 to assess the potential of its lands and buildings for renewable energy production.

FSDS IMPLEMENTATION STRATEGY

Transform the federal light-duty fleet

Fleet management and renewal will be optimized with the objective that the conventional light-duty on-road fleet comprises 100% zero-emission vehicles by 2030, including battery electric, plug-in hybrid, and hydrogen fuel cell vehicles.

NCC Actions	Performance Indicators, Targets and Starting Points	Contribution to the FSDS Goal and Canada's 2030 Agenda National Strategy	Results and Comments
12.6 As part of the NCC Climate Mitigation Plan, develop a Green Fleet Plan to optimize fleet management and provide a roadmap toward net-zero fleet emissions.	Indicator: % of NCC light-duty fleet that is zero-emission Target: 100% by 2030 Starting Point: 21% as of 2023	The NCC has been working towards the federal target for zero-emission vehicles for some time and replaces end-of-life vehicles with zero-emission vehicles where options exist. The NCC has also installed 17 vehicle charging stations at its office sites and public parking lots. The upcoming Green Fleet Plan will help optimize fleet management and provide a plan for achieving the 2030 target. Relevant targets or ambitions CIF Ambition: Canadians consume in a sustainable manner. CIF Target 12.1: Zero-emission vehicles represent 10% of new light-duty vehicle sales by 2025, 30% by 2030 and 100% by 2040. GIF Target 12.7: Promote public procurement practices that are sustainable, in accordance with national policies and priorities.	Indicator Progress: Ongoing Results as of March 31, 2026: 27% of light-duty vehicles are zero-emission. As of March 2026, the NCC's fleet consisted of 56 light-duty vehicles: 15 were zero-emission vehicles, 5 were plug-in hybrids and 4 were hybrids. The 32 remaining vehicles are standard vehicles that will need to be replaced or retired for the NCC to have a carbon-neutral fleet by 2030. To reach this goal, the NCC is finalizing a green fleet plan that will serve as a roadmap to a net-zero fleet. This plan will include a budget as well as a strategy for acquiring vehicles and for the installation of charging infrastructure.

FSDS TARGET THEME: N/A

FSDS TARGET: N/A

FSDS IMPLEMENTATION STRATEGY

Remediate high-priority contaminated sites

Reduce environmental and human health risks from known federal contaminated sites and associated federal financial liabilities, focusing on the highest priority sites.

NCC Actions	Performance Indicators, Targets and Starting Points	Contribution to the FSDS Goal and Canada's 2030 Agenda National Strategy	Results and Comments
12.7 Remediate high-priority sites on NCC lands.	Indicator: # of hectares of NCC contaminated lands remediated since 2018 through the Federal Contaminated Sites Action Plan (FCSAP) or land development Target: 25.14 hectares by March 31, 2030 Starting Point: 19.93 hectares remediated as of 2023	The Federal Contaminated Sites Action Plan (FCSAP) aims to reduce the risk of contaminated lands to human and environmental health and reduce the federal government's financial liability. Under this program, the NCC manages the risk of all its contaminated sites to the community and surrounding environment and works to decontaminate high-risk sites. One of these is Victoria Island, which lies at the heart of the region, in the Ottawa River, and holds special significance for the Algonquin Anishinabeg Nation, with whom the NCC is engaging as part of the remedial effort. In addition, the NCC ensures that risks associated with contaminated lands slated for development are properly addressed as part of the development process. This allows for previously underused land to be made available for beneficial public use, such as the construction of the City of Ottawa light rail transit system.	Indicator Progress: Ongoing Results as of March 31, 2026: 21.13 ha have been remediated since 2018. During the fiscal year, an additional 0.46 ha was remediated as part of the Victoria Island remediation project, bringing the total number of hectares remediated since 2018 to 21.13 ha.



Take action on climate change and its impacts

Effective action on climate change requires a transition to a low-carbon economy, reducing greenhouse gas emissions and ensuring that climate resilience is integrated into project planning and all levels of decision-making. The NCC owns and manages a large inventory of buildings that use a significant amount of energy and water, including official residences of the Government of Canada, office buildings, multi-unit residential buildings, warehouse facilities, farm buildings and various types of commercial buildings, as well as parks and other recreational facilities. To mitigate climate impacts, the NCC is working to make its buildings carbon neutral by 2050 and to decarbonize its vehicle fleet. To adapt to climate impacts, it is working to implement its [Climate Adaptation Plan](#). To green its operations, the NCC is focusing on ensuring that NCC green spaces can continue to provide valuable ecosystem services and better managing forested lands, working toward low-carbon and environmentally sensitive land maintenance operations, reducing bird-window collisions in its vast portfolio of buildings, and encouraging the use of sustainable modes of transportation for staff commuting.

FSDS TARGET THEME: Federal leadership on greenhouse gas emission reductions and climate resilience

FSDS TARGET: The Government of Canada will transition to net-zero carbon operations for facilities and conventional fleets by 2050 (All Ministers)

FSDS IMPLEMENTATION STRATEGY

Implement the Greening Government Strategy through measures that reduce greenhouse gas emissions, improve climate resilience, and green the government's overall operations.

NCC Actions	Performance Indicators, Targets and Starting Points	Contribution to the FSDS Goal and Canada's 2030 Agenda National Strategy	Results and Comments
13.1 As part of the NCC Climate Mitigation Plan, develop and implement a Net Zero Real Estate Portfolio Roadmap to reduce greenhouse gas emissions from the NCC's real property portfolio.	Indicator: % reduction in Scope 1 and 2 greenhouse gas emissions from real property and fleet owned and operated by the NCC since 2005 Target: 40% below 2005 levels by 2025 and at least 90% below 2005 levels by 2050 Starting Point: 61% below 2005 levels in 2022	The NCC has been calculating its greenhouse gas emissions since 2015 and adopted the federal emissions targets in 2018. The NCC has thus far achieved the federal milestone of a 40% emissions reduction, based on a 2005 baseline. The NCC's Climate Mitigation Plan will provide a roadmap to reducing emissions by 90% from real property by 2050. Remaining emissions will be offset through the purchase of renewable energy credits. Relevant targets or ambitions CIF Ambition: Canadians reduce their greenhouse gas emissions. CIF Target 13.1: By 2030, reduce Canada's total greenhouse gas emissions by 40% to 45%, relative to 2005 emission levels. By 2050, achieve economy-wide net-zero greenhouse gas emissions. GIF Target 13.2: Integrate climate change measures into national policies, strategies and planning.	Indicator Progress: Achieved Results for the period from April 1, 2024, to March 31, 2025: 52% reduction in greenhouse gas emissions. In 2024–2025, Scope 1 and Scope 2 greenhouse gas emissions totalled 5,974 tonnes of CO ₂ e. This represents a 52% reduction from the 2005 baseline and means that the NCC has surpassed its 2025 target. The decrease in this indicator from the starting point of 61% is due to a series of recalculations of baseline values and the integration of assets that had not previously been accounted for. The NCC is refining its understanding of the energy consumption of its buildings by conducting energy audits. In 2025–2026, it conducted 12 audits within its residential and commercial portfolio. The information collected is integrated into its investment plans, enriching and updating the data presented in the Net-Zero Real Estate Portfolio Roadmap, completed in 2024–2025.



NCC Actions	Performance Indicators, Targets and Starting Points	Contribution to the FSDS Goal and Canada's 2030 Agenda National Strategy	Results and Comments
13.2 Maintain the ecosystem services provided by NCC green spaces.	Indicator: Economic value of the ecosystem services provided by NCC green spaces Target: Maintain the economic value of the ecosystem services provided by NCC green spaces Starting Point: The value of NCC ecosystem services provided by NCC green spaces is approximately \$332 million per year, according to a 2016 study: Natural Capital: The Economic Value of the NCC's Green Network.	According to a 2016 study, Natural Capital: The Economic Value of the NCC's Green Network, natural areas account for over 90% of NCC lands. This includes forests (72%), agricultural lands (10%), wetlands (5%) and freshwater (5%). In addition to improving the quality of life in the Capital and providing goods such as agricultural products, these lands also provide valuable ecosystem services that maintain biodiversity, benefit human health, and help address climate change and its impacts. These ecosystem services include air quality control, water filtration, climate regulation, carbon storage, wildlife habitat, and erosion control. Given the importance of the NCC's green network, the NCC is committed to maintaining the ecosystem services provided by its lands by incorporating natural capital into its planning, decision-making and operations. Relevant targets or ambitions GIF Target 15.9: By 2020, integrate ecosystem and biodiversity values into national and local planning, development processes, poverty reduction strategies and accounts.	Indicator Progress: Ongoing Results as of March 31, 2026: \$332 million per year according to a 2016 study: Natural Capital: The Economic Value of the NCC's Green Network. Before recalculating the economic value of the ecosystem services provided by its green spaces, the NCC committed to continuing its work to support the long-term management of its green spaces and began developing an inventory of natural assets. The purpose of this approach is to collect and structure the data needed for investment planning and asset portfolio management, in a way that is consistent with existing conservation management and land-use planning practices. The purpose of this inventory is to identify and better understand the distribution, state and functions of the NCC's key natural assets, including forests, wetlands, farmlands and water bodies, which provide essential ecosystem services. Building on the outcomes of this inventory, the NCC will aim to more systematically integrate natural assets and ecosystem services into the organization's strategic planning, asset management and decision-making processes. This work will continue in the coming fiscal years, along with a reassessment of the economic value of ecosystem services, to equip the NCC with tools to monitor the evolution of its natural assets and the ecosystem services they provide, thereby ensuring their long term maintenance and resilience.
13.3 Reduce bird collisions with NCC buildings by addressing the highest risk buildings.	Indicator: # of existing NCC owned and managed buildings that pose a lethal threat to birds Target: 0 by 2030 Starting Point: Baseline to be determined in 2023.	In Canada, window collisions kill 16 to 42 million birds a year and are one of the leading causes of bird mortality. The NCC has over one thousand buildings, of which about 450 pose a potential threat to birds. To protect birds, it is therefore important that the NCC address this threat in its planning and operations. In 2021, the NCC published its Bird-Safe Design Guidelines to ensure that all new building and renovation projects incorporate bird-safe designs. The NCC must now take steps to assess and address its existing buildings to ensure they do not pose a lethal threat to birds. The NCC began an assessment of its buildings in 2020 to assess their level of threat to birds (low, moderate, high, lethal) and has already addressed some lethal-risk buildings. The results will be used to prioritize projects for bird-safe window treatments.	Indicator Progress: Achieved Results as of March 31, 2026: 0 buildings owned and managed by the NCC pose a lethal threat to birds. The only building known to pose a lethal threat to birds in 2024–2025, 80 Elgin Street, has had all its high-risk windows treated to reduce bird collisions. The target has therefore been met for this indicator. To keep this indicator at zero, the NCC will continue to assess the threat level of the buildings it acquires and apply the Bird-Safe Design Guidelines in its life-cycle maintenance processes, construction and major renovation projects, and federal land use, design and transaction approval process.



NCC Actions	Performance Indicators, Targets and Starting Points	Contribution to the FSDS Goal and Canada's 2030 Agenda National Strategy	Results and Comments
13.4 Implement the NCC's Forest Strategy.	Indicator: # of trees planted on NCC lands since 2021 Target: Plant 100,000 trees by 2026 Starting Point: 5,000 trees have been planted since 2021	Maintaining forested land is a major part of the NCC's operations. The Forest Strategy was developed in 2021 to articulate goals for how trees and forests will be managed over the next 30 years. The strategy streamlines the NCC's forest management actions and includes a five-year action plan designed to increase the NCC's capacity to effectively manage forests. Relevant targets or ambitions CIF Ambition: Canada sustainability manages forests, lakes and rivers. CIF Indicator 15.5.1: Forest area as a proportion of total land area.	Indicator Progress: Ongoing Results as of March 31, 2026: 44,885 trees have been planted since 2021. In 2025–2026, as part of its ambitious objective to plant 100,000 trees between 2021 and 2026, the NCC planted an additional 11,513 trees in 19 separate locations on its lands, bringing the total number of trees planted since 2021 to 44,885. Major planting sites include 3798 Bank Street, where 6,107 trees were planted, and Conroy Pit (2,000 trees), both located in the Greenbelt. Efforts have also been made to plant large-diameter trees on urban lands, including along the Kichi Zibi Mikan corridors (675 trees) and the Lac-des-Fées Parkway (367 trees), and at Stanley Park (81 trees). Planting large numbers of trees poses significant challenges for the NCC, which it addresses through innovative approaches, such as planting large areas for shoreline stabilization, increasing the number of small planting sites and planting trees of various diameters. In 2026–2027, the NCC intends to plant more than 50,000 new trees using these methods.
	Indicator: % of tree canopy cover on NCC lands Target: Maintain tree canopy cover at 74% Starting Point: 74% as per the 2019 tree canopy assessment completed in collaboration with the City of Ottawa and Ville de Gatineau		Indicator Progress: Achieved Results as of March 31, 2026: 75% of the NCC's land is covered by a canopy. A new tree canopy assessment was completed in the fall of 2025. It reveals that the tree canopy of NCC lands has been maintained since 2019, with an overall result of 75%. However, the NCC remains cautious about this result, as the margin of error can be significant for this type of analysis. The NCC is aware of the increasing pressures on its forested lands, particularly due to invasive diseases and species, such as beech bark disease and the emerald ash borer; extreme weather events, such as the 2022 derecho; aging trees; and urban development. It is continuing its efforts to plant more than 100,000 trees on these lands by the end of 2026 to mitigate these impacts and provide a green National Capital Region for future generations.



NCC Actions	Performance Indicators, Targets and Starting Points	Contribution to the FSDS Goal and Canada's 2030 Agenda National Strategy	Results and Comments
13.5 Transition to low-carbon land maintenance operations.	Indicator: % of contractor light-duty fleet that consists of zero-emission vehicles Target: 80% by 2030 Starting Point: 0% as of 2023	The maintenance of built and natural assets accounts for a significant portion of the NCC's operations and therefore has a major impact on its Scope 3 (indirect) greenhouse gas emissions. The NCC manages seven major maintenance contracts and self-manages the grounds at six of Canada's official residences. The NCC has begun working with its contractors to track Scope 3 emissions. In 2022–2023, to show leadership and begin the transition to low-carbon land maintenance, the NCC eliminated the use of certain gas-powered hand tools at the official residences and banned these tools in its major maintenance contracts. The NCC is now working with contractors to identify challenges and ways to further reduce emissions, including transitioning to zero-emission vehicles. Relevant targets or ambitions CIF Ambition: Canadians reduce their greenhouse gas emissions.	Indicator Progress: Ongoing Results as of March 31, 2026: 20% of light-duty vehicles used by contractors are zero-emission. The NCC is working with its land maintenance contractors to increase the percentage of light-duty zero-emission vehicles in their fleets. It is also committed to including criteria for this indicator into its land maintenance contracts.
13.6 Track water consumption in NCC facilities with an aim to identifying buildings with high water consumption as priorities for retrofits.	Indicator: % of buildings where water is tracked Target: Water consumption tracked in 50% of all NCC buildings by 2027 Starting Point: 0% as of 2023	Reducing water consumption is an important best practice in sustainable buildings and an essential measure for conserving this valuable global resource. Although the NCC installs low-flow equipment when making updates to its buildings and uses lakes or streams for land irrigation where feasible, the NCC does not track water consumption in its buildings with an aim to greening its overall operations. Moving forward, the NCC will begin tracking water consumption and will identify ways to further reduce the water consumption in its buildings. Relevant targets or ambitions GIF Target 6.4: By 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity.	Indicator Progress: Achieved Results as of March 31, 2026: Water consumption is tracked in 67% of buildings inventoried. The NCC has completed an inventory of water meters installed in its buildings supplied with municipal drinking water. Of the 33 buildings inventoried in the Official Residences and Quebec Urban Lands and Gatineau Park portfolios, 22 buildings (67%) were equipped with a water meter. In 2026–2027, the NCC will continue this inventory for buildings in its other portfolios and will continue to install meters in buildings that do not yet have them.
13.7 Facilitate hybrid work and the use of low-carbon forms of commuting.	Indicator: % of NCC staff that use sustainable modes of transportation for commuting Target: Maintain, at 66%, or increase use of sustainable modes of transportation (including teleworking) for staff commuting Starting Point: 66% of NCC staff used sustainable modes of transportation (cycling, walking or public transit) according to a 2010 survey	Prior to the pandemic, NCC staff used sustainable modes of transportation at a much higher proportion than the average for the region. Many factors may have influenced this, including a lack of available parking downtown and access to secure bicycle parking, showers and lockers at NCC offices. Also, given the nature of the NCC's work, it is likely that a high proportion of staff have an interest in outdoor activities like walking and cycling. However, the Covid-19 pandemic changed the way people work and commute and the NCC will soon be moving to a new headquarters that facilitates a hybrid work model. To work towards carbon neutral mobility by 2050, it is important that the NCC take steps to ensure that employees retain their sustainable commuting habits. Relevant targets or ambitions CIF Ambition: Canadians reduce their greenhouse gas emissions.	Indicator Progress: Ongoing Results as of March 31, 2026: Results available in 2027. No surveys were conducted in fiscal year 2025–2026, as NCC headquarters will be moving to a new office space in 2026–2027. As part of its commitment to encouraging the adoption of low carbon modes of commuting, the NCC is planning to build facilities that support sustainable modes of transportation, including a secure bicycle shelter and shower facilities. While awaiting its move, the NCC continues to support and promote sustainable mobility among its staff at its current offices. In 2025–2026, it added additional spaces for bicycle parking. In addition, the NCC participated in the 2025 edition of the Défi sans auto solo, a friendly competition that encourages the use of alternative modes of transportation instead of single occupancy vehicles. During this competition, staff travelled more than 7,000 km using sustainable modes of travel. In 2026–2027, following its move to its new offices, the NCC will conduct surveys to track the percentage of staff using sustainable mode of transportation for commuting.



FSDS IMPLEMENTATION STRATEGY

Modernize through net-zero carbon buildings

All new federal buildings (including build-to-lease and public-private partnerships) will be net-zero carbon unless a life cycle cost-benefit analysis indicates net-zero-carbon-ready construction.

NCC Actions	Performance Indicators, Targets and Starting Points	Contribution to the FSDS Goal and Canada's 2030 Agenda National Strategy	Results and Comments
13.8 Develop and implement NCC guidelines to ensure that all new buildings are net-zero carbon or net-zero carbon-ready, based on a greenhouse gas life cycle cost-benefit analysis.	Indicator: % of newly constructed buildings that are net-zero carbon, or net-zero carbon-ready based on a greenhouse gas life cycle cost benefit analysis Target: 100% annually Starting Point: 100% as of 2023	Given the federal target to achieve carbon neutral operations by 2050, it is important to ensure that any new buildings the NCC builds do not increase the federal government's overall greenhouse gas emissions. As such, the NCC has already begun incorporating zero-carbon standards into its building design process. In 2022, the NCC built the first certified net-zero-carbon, Government of Canada building in the National Capital Region. It is also building a net-zero-carbon pavilion as part of the redevelopment of Westboro Beach. Moving forward, all new buildings on NCC lands will be required to be built to be net-zero carbon or net-zero-carbon-ready. Relevant targets or ambitions CIF Ambition: Canadians reduce their greenhouse gas emissions.	Indicator Progress: Achieved Result as of March 31, 2026: 100% of new buildings built in 2025–2026 are net-zero carbon or net-zero carbon-ready. In 2025–2026, the NCC completed the project to modernize the Philippe Lake campground. This project involved the development of several new buildings on the site to enhance the public experience, including the Philippe Lake shelter (formerly the Parent Beach kiosk), 10 four-season mini-chalets, a kitchen shelter and a camp store. With the exception of the kitchen shelter, which is an unheated, uninsulated building, all these buildings benefit from insulation that exceeds the current requirements of the Building Code. They are equipped with heating systems powered by clean electricity from the Hydro-Québec grid and, when required, electric water heaters. As such, these buildings are net-zero carbon as defined in the Government of Canada's Greening Government Strategy. To further support the implementation of this indicator, the NCC is currently developing sustainable development guidelines for its assets. These guidelines will include tools and guidance to facilitate the planning, design and operation of new net-zero carbon buildings.

FSDS IMPLEMENTATION STRATEGY

Apply a greenhouse gas reduction life cycle cost analysis for major building retrofits

All major building retrofits, including significant energy performance contracts, require a greenhouse gas reduction life cycle cost analysis to determine the optimal greenhouse gas savings. The life cycle cost approach will use a period of 40 years and a carbon shadow price of \$300 per tonne.

NCC Actions	Performance Indicators, Targets and Starting Points	Contribution to the FSDS Goal and Canada's 2030 Agenda National Strategy	Results and Comments
13.9 Conduct greenhouse gas life cycle cost analyses during the design phase of major building retrofits.	Indicator: % of major building retrofits that conduct a greenhouse gas life cycle cost analysis during their design phase Target: 100% annually Starting Point: 100% in 2023	To significantly reduce the overall emissions of its large real property portfolio, the NCC will prioritize carbon reductions in all its renovations and will retrofit buildings according to its Net-Zero Real Estate Portfolio Roadmap, which is currently being developed. Major renovations will use a life cycle cost analysis to determine the optimal greenhouse gas reductions in each case. Relevant targets or ambitions GIF Target 9.4: By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities.	Indicator Progress: Ongoing Results as of March 31, 2026: No results available. The NCC is making progress in defining criteria and developing the resources required to implement this action through its draft sustainable development guidelines for NCC assets. These guidelines will aim to clarify sustainability requirements for projects and operations related to NCC assets, ensure consistent application across the organization, and provide the resources needed to support the implementation of sustainability measures. These resources will include tools and guidelines for planning significant building renovation projects. Guidelines for conducting greenhouse gas life-cycle cost analysis at the design stage will be available in 2026.

FSDS TARGET: The Government of Canada will transition to climate resilient operations by 2050 (All Ministers)

FSDS IMPLEMENTATION STRATEGY

Reduce risks posed by climate change impacts to federal assets, services and operations

Departments and agencies are required to assess risks posed by the impacts of climate change to federal assets, services and operations on a regular basis and ensure that actions to reduce these risks are implemented.

NCC Actions	Performance Indicators, Targets and Starting Points	Contribution to the FSDS Goal and Canada's 2030 Agenda National Strategy	Results and Comments
13.10 Implement the NCC Climate Adaptation Plan, including addressing the highest risks and completing climate risk assessments for major projects.	Indicator: % of short-term actions identified under the NCC Climate Adaptation Plan where progress has been made Target: 100% by 2027 Starting Point: 0 as of 2023	In 2019, the NCC began a climate change adaptation project to study the impacts of climate change on the NCC and take action to limit them. In Phase 1 of this project, the NCC acquired and analyzed precise climate change projections for the region to determine expected changes in the region's future weather. In Phase 2, the NCC conducted a climate risk and vulnerability assessment and ranked the short- and long-term risks to NCC assets, operations and programs. In Phase 3, the NCC developed a Climate Adaptation Plan with actions to manage the greatest climate risks and identify risks shared by the NCC, City of Ottawa and Ville de Gatineau. Relevant targets or ambitions CIF Ambition: Canadians are well-equipped and resilient to face the effects of climate change. GIF Target 13.1: Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries.	Indicator Progress: Ongoing Results as of March 31, 2026: 83% of the short-term actions outlined in the Climate Adaptation Plan are ongoing or have been completed. Progress has been made on 20 of the 24 short-term actions in the NCC's Climate Adaptation Plan. Of these, 5 were completed in 2025–2026: - revising the Strategic Environmental Assessment process to strengthen consideration of climate risks in the long-term planning process for federal lands (Action 4); - expanding the summer volunteer first-aid patrol program to mitigate higher visitor vulnerability to climate change (Action 19); - clarifying the needs and responsibilities for communication during extreme events and developing emergency response plans for different types of extreme weather events (Action 23); - finalizing the onsite server transition to an eco-friendly cloud solution to ensure business continuity during extreme events (Action 25); and - increasing standing offer agreement limits to facilitate emergency clean-up and recovery operations (Action 27). These actions are in addition to those completed since 2023: - the addition of a land cover layer to the geomatics tools used by the NCC (Action 34); - the workplace health and safety training program, which has been updated to address climate risks (Action 7); and - the asset inspection checklist, which has been updated to prioritize climate vulnerability for asset improvements (Action 16).
	Indicator: % of applicable projects where a climate risk assessment was conducted before the design phase Target: 100% of applicable projects by 2025 Starting Point: 100% in 2023		Indicator Progress: Ongoing Results as of March 31, 2026: No results available. The NCC is currently working to develop the resources required to implement this action as part of its project to develop climate vulnerability and risk assessment tools and guidance for NCC projects, which will support the long-term climate resilience of the organization's assets.



NCC Actions	Performance Indicators, Targets and Starting Points	Contribution to the FSDS Goal and Canada's 2030 Agenda National Strategy	Results and Comments
13.11 Develop and implement a plan to disclose NCC climate-related financial risks.	Indicator: Number of recommendations completed as per the Task Force on Climate-Related Financial Disclosures (TCFD) Target: 8 recommendations by 2025 (75% of the 11 recommendations as per the TCFD) Starting Point: 3 as of 2023, including the acquisition of climate projections for the National Capital Region, the completion of an overall Climate Vulnerability and Risk Assessment and the NCC's annual greenhouse gas inventory	Under the <i>Canadian Net-Zero Emissions Accountability Act</i>, the NCC is required to disclose its climate-related financial risks and take actions to reduce them. Through its climate adaptation and mitigation plans, the NCC is already implementing some of the recommendations of the Task Force on Climate Related Financial Disclosures and already communicates some of its climate actions through its Sustainable Development Strategy annual report.	Indicator Progress: Achieved Results as of March 31, 2026: 8 recommendations have been completed as per the expectations of the Task Force on Climate-Related Financial Disclosures. In 2025–2026, as part of a corporate reorganization, responsibility for the Sustainable Development Strategy (SDS) was transferred to the Policy, Public and Legal Affairs Branch. This change in the NCC's governance structure is intended to better align sustainable development initiatives with organizational priorities and to fully integrate them into strategic planning activities. At the same time, the NCC developed a management framework to guide collective efforts towards achieving sustainability goals and to ensure a common understanding of roles and responsibilities, and ways to integrate sustainability within the organization. Multidisciplinary teams have begun working together on next steps to strengthen the NCC's compliance with the TCFD recommendations over the next few years. This work includes the development of tools to assess and manage climate risks in NCC projects, the creation of a natural asset inventory to support the management of assets contributing to climate change adaptation and the quantification of certain climate risks already identified as part of the climate change adaptation project. These initiatives are in addition to practices related to the "Metrics and Targets" pillar already in place in 2023, and the strengthening of the "Risk Management" pillar with the addition of climate change to its risk log last year.

Protect and recover species, conserve Canadian biodiversity

As steward of more than 10% of the lands in the National Capital Region, the NCC is in a unique position to promote the conservation of biodiversity and the protection of Canada's wildlife populations, including species at risk. Some 200 species at risk are present in the NCC's 28 valued natural ecosystems and habitats. A large portion of its green spaces are in a natural state, thereby contributing significantly to the conservation of biodiversity and habitats. The NCC is committed to protecting these species and habitats through the implementation of its Master plans. Some NCC programs and initiatives that aim to conserve biodiversity and reduce habitat fragmentation include the implementation of species-at-risk recovery plans, the Responsible Trail Management program, the Natural Resources Action Plan, the protection of ecological corridors, invasive species management activities and various shoreline restoration projects.

FSDS TARGET THEME: Conservation of land and fresh water

FSDS TARGET: Conserve 25% of Canada's land and inland waters by 2025, working toward 30% by 2030, from 12.5% recognized as conserved as of the end of 2020, in support of the commitment to work to halt and reverse nature loss by 2030 in Canada, and achieve a full recovery for nature by 2050 (Minister of Environment and Climate Change)

FSDS IMPLEMENTATION STRATEGY

Conserve natural spaces

Accelerate the establishment of new protected and conserved areas, including by developing and implementing nature agreements with provinces and territories, and by protecting freshwater spaces; enhance Canadians' access to nature; and create jobs in nature conservation and management.

NCC Actions	Performance Indicators, Targets and Starting Points	Contribution to the FSDS Goal and Canada's 2030 Agenda National Strategy	Results and Comments
15.1 Acquire or protect ecological corridors adjacent to Gatineau Park.	Indicator: # of properties managed for nature conservation within identified corridors Target: A consistent increase in the number of properties managed for nature conservation, with a minimum of 2 conservation projects carried out annually Starting Point: 2 projects were carried out in 2023	Ecological corridors are important to improve connectivity between protected and conserved areas and other wilderness areas. As such, the NCC has been working to identify and protect ecological corridors adjacent to its largest protected area, Gatineau Park, which covers more than 360 km². A 2012 study identified 12 ecological corridors that connect the park to three large natural environments: large tracts of forests to the northwest, the Ottawa River and the Gatineau River. These corridors are owned by other jurisdictions and private landowners and have a total area of over 29,000 hectares. Under the Gatineau Park Master Plan, updated in 2021, the NCC committed to working with conservation organizations, various stakeholders and private landowners to protect these areas through the Ecological Corridors Protection Project. Relevant targets or ambitions CIF Ambition: Canada conserves and restores ecosystems and habitat. CIF Target 15.3: Conserve 25% of Canada's land by 2025, working towards 30% by 2030. GIF indicator 15.1: Proportion of important sites for terrestrial and freshwater biodiversity that are covered by protected areas, by ecosystem type.	Indicator Progress: Achieved Results as of March 31, 2026: 7 properties within ecological corridors adjacent to Gatineau Park have been managed for nature conservation since 2023. Two conservation projects were carried out in 2025–2026 in partnership with Action Chelsea for the Respect of the Environment (ACRE), namely, the St-Jean-Lauzon Forest in the Larrimac corridor and St. Stephen's Forest in the Chelsea Creek corridor, totalling more than 36 ha that will be managed for conservation purposes. These projects are in addition to acquisitions made since 2023: • 17 ha in the Chelsea Creek ecological corridor in 2024; • a property located in the Breckenridge Creek ecological corridor in 2023; and • the Larrimac Forest located in the Larrimac ecological corridor, also in 2023.

FSDS TARGET THEME: N/A

FSDS TARGET: N/A

FSDS IMPLEMENTATION STRATEGY

Prevent, detect, respond to, control and manage invasive alien species

Collaborate with provincial and territorial governments, Indigenous Peoples, local jurisdictions, nongovernmental organizations and international partners to increase awareness of invasive alien species, better understand their costs and impacts, and prevent, detect, respond to, control and manage them.

NCC Actions	Performance Indicators, Targets and Starting Points	Contribution to the FSDS Goal and Canada's 2030 Agenda National Strategy	Results and Comments
15.2 Address the impacts of aggressive exotic invasive species in high-value ecosystems and natural habitats on NCC lands.	Indicator: # of projects in place each year that assess and address the impacts of invasive species Target: 3 projects annually Starting Point: 3 projects were carried out in 2023	The NCC estimates that its lands shelter approximately 200 species at risk. It is important to protect these species from the various factors that threaten them, including aggressive exotic invasive species. To have the greatest impact, the NCC will focus its management efforts on those areas where species at risk are most threatened by invasive species. Relevant targets or ambitions GIF Target 15.8: By 2020, introduce measures to prevent the introduction and significantly reduce the impact of invasive alien species on land and water ecosystems and control or eradicate the priority species.	Indicator Progress: Achieved Results as of March 31, 2026: 11 projects were implemented during the fiscal year to assess and address the impact of invasive species. The projects carried out in 2025–2026 are as follows: • planting of native shrubs and trees to prevent the reintroduction of invasive species in the Lac-des-Fées area; • removal of buckthorn in the northern sector of Jacques-Cartier Park (600 m²); • wild parsnip control at 578 Crégheur Road (2,177 m²); • restoration of environments invaded by common buckthorn in Atlantis Woods (6,200 m²); • removal of the European common reed (phragmites) in the Lime Kiln area (2,800 m²); • removal of the European spindletree along the Experimental Farm pathway (65,000 m²); • European swallow-wort (dog-strangling vine) control in the Greenbelt at various locations (54,000 m²); • removal of giant reed grass at Dow's Lake (75 m²); • Japanese knotweed control on Ridge Road in Mer Bleue (15,000 m²); • Japanese knotweed control in the Ramsayville and Walkley sectors (345 m²); and • removal of common buckthorn at Shirleys Bay (300 m²).

Integration of Sustainable Development

As a long-term planner and steward of federal government lands and buildings, the NCC has a duty to integrate sustainable development into its planning, decision-making and mandated functions in the National Capital Region. As part of SDS 2023–2027, the NCC committed to continuing to integrate sustainable development into its organizational culture and all its activities in the National Capital Region.





Westboro Beach pavilions

Culture of Sustainability

To ensure that the governance structures, processes and implementation practices of SDS 2023–2027 are adequate and effective, and to improve the integration of sustainability into its organizational culture, the NCC conducted an internal audit in 2025. The audit found that, overall, the management control framework for the NCC’s Sustainable Development Strategy is effective. Key controls are well designed and operating as intended, and all aspects of practices and processes are in compliance with NCC legislation, regulations, policies and directives, but there are opportunities for continuous improvement. The NCC will strive to implement the auditor’s recommendations in order to maintain the high standards of excellence to which it is committed. Here is what took place in 2025–2026 to strengthen the organization’s culture of sustainability and integrate sustainability into corporate processes.

Good Governance

The NCC will enable all staff to take ownership for incorporating sustainable development into NCC business lines.

Commitments
1. Update the NCC’s environmental sustainability policy. 2. Clearly define the roles, responsibilities and accountabilities for sustainable development, embed them into the NCC’s governance structure and communicate them to staff. 3. Add sustainable development objectives into performance measurement, including executive and employee performance management.
Comments
The NCC’s updated policy, renamed the Sustainable Development Policy, was approved in October 2024. Over the past year, the NCC continued its efforts in the area of good governance by introducing the SDS Management Framework. This document provides staff and senior management with a structured approach to implementing the SDS, integrating sustainability across its business lines and fostering an internal culture of sustainability. It also acts as a one-stop shop for staff to find tools and resources related to the SDS and its application. Other projects related to SDS implementation and a culture of sustainability are being planned, including a capacity-building plan and sustainable development guidelines for NCC assets.

Leadership and Engagement

The NCC will act as a leader on regional collaboration and engagement efforts towards achieving an environmentally sustainable and climate resilient National Capital Region.

Commitments
1. Provide regular opportunities for the public to engage with the NCC on sustainable development through online media and in-person events. 2. Regularly engage with regional stakeholders through initiatives such as Open NCC, the annual regional sustainability workshop and climate mitigation and adaptation working groups.
Comments
Once again this year, the NCC engaged with the public on the theme of sustainability during the 4th edition of Open NCC, which takes place each year in September. More than 2,600 people participated in a variety of activities, such as bike and walking tours, games and kiosks, as well as learning about sustainability topics such as urban planning, archaeological heritage, species-at-risk protection and climate change adaptation on the Rideau Canal Skateway. The NCC held public consultations that gave people the opportunity to participate in the sustainability of the region, including the National Capital Core Area Plan, the Alexandra Bridge Replacement project, the Eastern Bridge in the National Capital Region Project and the review of the Gatineau Park Ecosystem Conservation Plan. In December 2025, the NCC held its 3rd annual regional sustainability workshop with its regional public sector partners. The objective of the day was to strengthen collaboration among members of the community of practice, who represent 14 public partner organizations in the National Capital Region, by promoting the exchange of knowledge and practices to advance our collective efforts towards a more sustainable and climate-resilient region.

Sustainable Resources and Capacity

The NCC will work to optimize its resources and capacity across the organization, in order to deliver on sustainable development goals.

Commitments
1. Develop or adopt guidelines for the implementation of the Sustainable Development Strategy, beginning with climate resilience, net-zero buildings, greenhouse gas life cycle cost analysis and green procurement. 2. Increase staff capacity for sustainable development by training staff on sustainability topics and including sustainability criteria in job profiles. 3. Secure stable funding for sustainable development by continually assessing resources required and taking advantage of innovative funding streams, such as energy performance contracts and partnerships.
Comments
To help staff plan and implement projects that will help the NCC achieve its sustainable development goals, including increasing climate resilience, and transitioning to net-zero operations by 2050, the NCC began the development of guidelines for NCC assets. This resource identifies sustainability considerations to be integrated into NCC projects, operations and asset maintenance, and centralizes resources on how to integrate them to achieve established targets. The NCC also initiated the development of a process, tool and guidelines to assess and address the climate vulnerability and risks to NCC assets as part of project planning, design and implementation. This initiative will build staff capacity by providing practical tools, guidance and training on climate change adaptation. In 2026–2027, the NCC will develop a sustainable development capacity building plan to equip its staff with the knowledge and tools needed to effectively implement the SDS. This plan is a key lever to ensure that sustainability principles are consistently integrated into all the NCC’s activities.

Sustainable Business Practices

The NCC will include sustainable development in decision-making processes, planning and operations, in a way that balances environmental, social and economic factors.

Commitments
1. Review and update NCC processes to include criteria for sustainable development, such as natural capital, social equity, and Indigenous reconciliation, beginning with the project management process, multi-year capital planning tools, project review and approval submission templates to advisory committees and the Board of Directors, the corporate risk profile and the asset management system. 2. Enable evidence-based decision-making by identifying and adopting measures to improve collection, retention, analysis and communication of data relevant to sustainability (including, but not limited to, data on social equity, culture and heritage, carbon emissions, climate projections, asset conditions, natural capital, mobility and waste).
Comments
In 2025–2026, the NCC developed an SDS Management Framework to guide collective efforts towards achieving sustainability goals and to ensure a common understanding of roles and ways to integrate sustainability within the organization. In addition, the NCC has embarked on a major project that will ultimately allow it to consider natural assets, in addition to built assets, in its investment planning process, to help identify and prioritize needs across portfolios. Natural assets, such as forests, wetlands, rivers and lakes, are increasingly recognized as infrastructure that provides essential services to society while contributing to climate resilience. To support this approach, the NCC began developing an inventory of natural assets in 2025–2026. Beyond its contribution to the investment planning exercise, this initiative provides essential background information to guide long-term planning and decision-making about NCC lands. During the year, the NCC also began the project to develop climate vulnerability and risk assessment tools and guidelines for NCC projects. This initiative, which aims to integrate climate change adaptation into project planning, design and implementation, is essential for managing the climate risks to which the NCC’s assets are exposed, as identified in its Corporate Risk Profile, and helps ensure their long-term resilience in a changing climate. In 2025, the NCC kept climate change as a corporate risk in its risk management profile. The review and update of other internal processes is under way.

Climate-Related Disclosure 2025-2026

The NCC discloses climate-related information in alignment with the recommendations of the Task Force on Climate-Related Financial Disclosures. This reporting reflects the NCC's ongoing efforts to proactively manage climate-related risks and opportunities across its assets, operations and programs.

Governance	Strategy
Roles and responsibilities for sustainable development are defined in the NCC's Sustainable Development Policy. The NCC's Board of Directors recommends that the Minister of Government Transformation, Public Works and Procurement and Quebec Lieutenant approve the Sustainable Development Strategy, which includes climate change targets and implementation measures and annual progress reports. The NCC's Chief Executive Officer ensures that sustainable development is integrated into all the organization's business lines and decision-making processes. Following an internal reorganization, the Vice-President, Policy, Public and Legal Affairs now monitors progress on the implementation actions and targets of the Sustainable Development Strategy and reports annually on the SDS to the Board of Directors. This change allows for better integration of sustainability into strategic decisions and overall organizational planning. Each member of the Executive Management Committee promotes a culture of sustainability and takes into account economic, social and environmental factors, as well as climate-related risks and opportunities, in their branch's plans, strategies, projects and operations.	In 2025–2026, for the seventh year, the NCC integrated sustainable development and climate resilience into its corporate priorities. The NCC is also committed to the rehabilitation and revitalization of key built and natural assets in the National Capital Region. The NCC develops and implements a sustainable development strategy every three years, following the Federal Sustainable Development Strategy. The NCC commissioned climate projections for the National Capital Region. It then conducted a climate change vulnerability and risk assessment based on climate projections and identified 124 potential impacts that affect its operations, 61 of which are priorities and require immediate action. The priorities identified correspond to the impacts of flooding and other severe weather events on its lands; the impacts of extreme heat, precipitation and seasonal changes on infrastructure; and the impacts of seasonal changes on its programs. These impacts influence the NCC's strategic planning with respect to the management of its assets, particularly those that are already in critical condition or have a deferred maintenance deficit. In 2024, the NCC developed a net-zero roadmap for its real property portfolio, which identifies risks and opportunities related to the transition of its buildings to net zero. Finally, the NCC is currently conducting an inventory of its natural assets to more systematically integrate natural assets and ecosystem services—which support climate change adaptation—into the organization's strategic planning, asset management and decision-making processes.
Risk Management	Metrics and Targets
In 2025–2026, the NCC continues to consider climate change to be a business risk. The Executive Management Committee reviews business risks on a quarterly basis. In addition, the assessment of operational risks identified by the Leadership Committee considers the potential impact of climate change on the achievement of quarterly milestones and annual results. The Executive Management Committee reviews and discusses these risks on a quarterly basis. As a result of its assessment of climate vulnerabilities and risks, the NCC adopted the Climate Adaptation Plan, which addresses the 61 priority impacts to mitigate the effects on its lands, infrastructure and programs. As of March 31, 2026, of the 24 short-term actions in the plan, 83% had progressed or been completed. To reduce the climate risks to NCC assets, the NCC is developing tools for staff to ensure that climate risks are assessed and mitigated during project planning. As part of the implementation of the Net-Zero Real Estate Portfolio Roadmap, the NCC is conducting building-level assessments to identify ways to reduce energy consumption and increase building resilience to the impacts of climate change.	The NCC's target is to reduce its greenhouse gas emissions from Scope 1 and Scope 2 emissions from the properties and fleet of vehicles it owns or manages. It is aiming for a 40% reduction compared with 2005 baseline levels by 2025 and 90% by 2050 (Action 13.1). In 2024–2025, greenhouse gas emissions from Scopes 1 and 2 were 5,974 tonnes of CO₂e, including 5,067 tonnes of CO₂e for scope 1 and 907 tonnes of CO₂e for Scope 2. This represents a 52% reduction compared with the 2005 baseline. Finally, the Sustainable Development Strategy 2023–2027 sets out 33 quantitative, time-bound performance indicators.

Strategic Environmental Assessments

The NCC voluntarily conducts strategic environmental assessments of its master plans. These assessments are intended to determine the extent and nature of the potential environmental, social and cultural impacts of its plans; report on how the master plans contribute to the achievement of the FSDS and SDS goals; consider the risks posed by climate change in the implementation of its plans; and indicate opportunities to enhance the positive effects or to identify possible mitigation measures if the effects were to be adverse. Strategic environmental assessments are provided as an appendix to master plans and are posted on the NCC's website.

The NCC conducted two strategic environmental assessments in 2025–2026, for the National Capital Core Area Plan, Volume I and for the Integrated Long-Term Integrated Interprovincial Crossings Plan in the National Capital Region.



Open NCC free public activities



American tree sparrow

Get Involved

Everyone in the National Capital Region has a role to play in building a greener and more sustainable National Capital Region. Whether you are involved in the local business community, active in your neighbourhood or interested in greening your own home, your efforts are essential to our shared success.

Stay Connected

Please visit our Sustainable Development Strategy webpage, where you can sign up for our e-newsletter and find more information about our baselines and progress made. We welcome any and all feedback as to how the NCC's sustainability efforts might be strengthened or improved upon.

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Glossary

biodiversity: The full range of animals, plants and other living things, and the places where they live on the planet. [biodiversité]

carbon neutral: No net release of carbon emissions, usually accomplished by first reducing emissions, then offsetting unavoidable emissions through projects that remove carbon from the atmosphere. Also referred to as “net-zero.” [carboneutre]

circular economy: A way of doing business that extracts as much value as possible from resources by recycling, repairing, reusing, repurposing or refurbishing products and materials, thus eliminating waste and greenhouse gas emissions at the design stage. [économie circulaire]

citizen science: The collection and analysis of data relating to the natural world by members of the general public, typically as part of a collaborative project with professional scientists. [science citoyenne]

clean energy: Renewable, nuclear and carbon capture and storage technologies, as well as demand reduction through energy efficiency. [énergie propre]

climate change adaptation: Adjusting decisions, activities and thinking based on observed or expected changes in climate, in order to reduce harm or take advantage of new opportunities. [adaptation au changement climatique]

contaminated site: Areas of land that contain chemical substances (e.g. heavy metals or petroleum products) that may pose a hazard to human health or the environment, or that exceed the levels set out in policies and regulations. [site contaminé]

decarbonize: To reduce the amount of greenhouse gases emitted by an asset or as a result of a process. [décarboner]

ecological corridor: Land or water passages between a park and the surrounding natural environments used for wildlife movement and dispersal of flora. [corridor écologique]

ecosystem services: Services that humans derive from ecological functions, such as air quality control, water filtration, climate regulation, carbon storage, pollination, and erosion control, as well as consumables such as food, fuel and medicine. [service écosystémique]

gender-based analysis plus (GBA Plus): A Government of Canada best practice to assess how policies, programs and initiatives affect diverse groups of people differently [analyse entre les sexes plus (ACS Plus)]

greenhouse gas: Gas such as nitrous oxide (N₂O), methane (CH₄) and especially carbon dioxide (CO₂e), that accumulates in the atmosphere and acts to retain atmospheric heat, thus contributing to climate change. [gaz à effet de serre]

greenhouse gas life cycle cost analysis: A method for assessing the total cost of facility ownership that accounts for the cost of carbon emissions [analyse du cout sur le cycle de vie des gaz à effet de serre]

green procurement: An approach to business purchasing in which the environmental impacts of goods and services, in addition to price and quality, play an important role in purchasing decisions. [approvisionnement écologique]

natural capital: Natural resource stocks, land and ecosystems, which provide an array of resources and flows of ecosystem services necessary for life on earth. [capital naturel]

net-zero-carbon building: A building that is located, designed, built and operated to minimize the impacts of a changing climate; highly energy-efficient and fully powered from on-site and/or off-site clean energy sources. [bâtiment carboneutre]

Net-zero-carbon-ready building: A building that is designed and built so that it could operate as a net-zero building in the future. [bâtiment prêt à être carboneutre]

pollinator: An animal, such as a bird or insect, that carries pollen from one plant to another. [pollinisateur]

remediate: Remove contaminants from soil, groundwater, sediment or surface water so as to eliminate the hazard to humans and wildlife. [assainir (décontaminer)]

renewable energy: Energy derived from sources that are either inexhaustible, such as the sun (solar energy), wind or waves (tidal energy), or that can be naturally replenished before being exhausted, such as biomass and river flow (hydroelectric power). [énergie renouvelable]

resilience: The ability of a social or ecological system to absorb disturbances, such as climate events, while retaining the same basic structure and ways of functioning, and the capacity to self-repair or adapt to stress and change. [résilience]

scope 1 emissions: Direct fossil fuel emissions from sources that are owned or controlled by an organization. [émissions de la portée 1]

scope 2 emissions: Indirect emissions associated with the purchase of energy. [émissions de la portée 2]

scope 3 emissions: Other indirect emissions that are not included in scope 2 and occur outside of the organization. [émissions de la portée 3]

social equity: Refers to the concept of a society that gives individuals and groups fair treatment and an equitable share of the benefits of society. [équité sociale]

species at risk: Plant or animal species with special status at the federal or provincial level because it is vulnerable to extinction. Species may be listed as being of special concern, threatened, endangered, extirpated or extinct. [espèce en peril]

stewardship: Management of resources in such a way that they can be passed on with integrity to future generations. [intendance]

sustainable development: Development that meets the needs of the present without compromising the ability of future generations meet their own needs. [développement durable]

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