



NATIONAL CAPITAL COMMISSION
COMMISSION DE LA CAPITALE NATIONALE

Annual Report

2025–2026



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A view of Kiweki Point, an iconic lookout connecting people to the Ottawa River. Visitors animate the site along the River Walk Esplanade that encircles Kiweki Point and Whispering Point below the lookout. The vista is marked by nationally significant landmarks, including the Alexandra Bridge, Parliament Hill and the Supreme Court of Canada.



Message From the Chairperson

It is my sincere pleasure to present the NCC's 2025–2026 Annual Report.

Building on past successes and lessons-learned, this year has been one of renewal and transformation. Innovation and passion were brought to significant projects that are revitalizing some of our most iconic destinations and redefining the heart of the National Capital Region.

With sweeping views of the Ottawa–Gatineau skyline, the newly reopened Kīwekī Point restored access to one of the Capital's most breathtaking vistas. Visitors were welcomed back to a beautiful urban park where they can explore the Ottawa River landscape and learn about its rich cultural and historical significance.

The NCC's commitment to revitalizing meaningful public spaces also continued in Gatineau Park. O'Brien House, a recognized federal heritage building overlooking Meech Lake, will reopen to the public in spring 2026. Additionally, the newly rehabilitated Philippe Lake campground will offer modern and accessible facilities for the 2026 summer camping season. These projects are just a few examples of how the NCC achieves design excellence while improving the visitor experience.

In the spirit of openness and transparency, the NCC continues to engage collaboratively with all levels of government, Indigenous partners, community organizations, stakeholders and members of the public to broaden the impact of our efforts toward creating a vibrant and sustainable National Capital Region for all Canadians.

Public participation continues to play a significant role in the update of our Greenbelt Master Plan, helping to shape a vision that balances recreation and the protection of this vital greenspace. Our Long-Term Integrated Interprovincial Crossings Plan was similarly informed by feedback received from more than 3,000 participants, further inspiring our work with partners to build a more modern, interconnected and sustainable transportation system in the National Capital Region.

I would like to acknowledge our chief executive officer (CEO), Tobi Nussbaum, for the remarkable leadership, passion and determination he brings to all aspects of the NCC's work. The vision and expertise of our Board of Directors also empowers our incredible employees to strive for excellence in fulfilling our mandate. To our NCC employees, I thank you for the dedication, drive and creativity you bring to our many projects and initiatives.

Each year, I value the opportunity to recognize and celebrate our shared achievements. The National Capital Region continues to be a place that all Canadians can be proud of because of the NCC's unwavering commitment to making our shorelines, greenspaces, urban landscapes, historic landmarks and public places more dynamic, accessible and welcoming for all.

Maryse Gaudreault *Chairperson*



Message From the Chief Executive Officer

The NCC's many achievements in 2025–2026 illustrate how ambitious ideas can be translated into vibrant public spaces designed for all Canadians.

Over the past year, the NCC continued to make important investments in our built and natural assets, welcoming visitors back to cherished destinations and introducing new favourites. The revitalization of Kiweki Point and the redevelopment of Westboro Beach showcase the corporation's ability to transform iconic sites in a manner that preserves their heritage, protects their natural environment and encourages connection.

We also explored opportunities to activate NCC lands and assets, particularly along our waterways. The recreational dock at Dow's Lake and floating waterfront saunas at the NCC River House are two examples of how the corporation is working to bring new experiences to the Capital. Inspired by lessons learned, as well as the successes of other major cities, these pilot projects demonstrate the NCC's willingness to innovate, grow and adapt.

Additionally, we pursued initiatives to make under-utilized federal lands available for affordable housing in the National Capital Region. This includes working through Canada Mortgage and Housing Corporation's (CMHC) Federal Lands Initiative to deliver urgently needed affordable housing in the National Capital Region.

The NCC's efforts to bring vibrant entertainment spaces to the heart of the Capital, like the major events centre at LeBreton Flats and History Ottawa at 47-57 Rideau Street, also reflect our commitment to enhancing the region's cultural vitality. Set to open in August 2026, History Ottawa will bring renewed life to the core and offer new experiences for visitors.

Collaboration with our partners remains essential to our progress and enables us to deliver initiatives that reflect our shared priorities. Diverse feedback is fundamental to ensuring that NCC plans and projects respond to the needs of the communities they serve.

Above all, this year highlighted our resilience. Following a government-wide expenditure review, the NCC navigated a period of significant change with an unwavering commitment to delivering on our mandate. I want to thank our chairperson, Maryse Gaudreault, and our Board of Directors for their steadfast leadership. I would also like to express my appreciation to our NCC employees. Your professionalism, passion and dedication underpin all that we do.

Looking ahead, I am excited to build on this year's momentum and energized by our shared vision for creating a more beautiful, dynamic and sustainable National Capital Region.

A handwritten signature in blue ink, appearing to read 'Tobi Nussbaum'.

Tobi Nussbaum *Chief Executive Officer*

Year in Review



A view of the newly reopened Westboro Beach on the Ottawa side of the historic Ottawa River. This vibrant and accessible destination for all seasons offers new ways to enjoy the scenic shoreline.

Long-term Planner

National Capital Core Area Plan

The core area is the hub of the National Capital Region along the shore of the majestic Ottawa River. It traverses two municipalities and two provinces, each with its own administration and priorities. It covers a land mass of nine square kilometres, featuring some of Canada's most iconic buildings, dramatic landscapes and rich cultural heritage. Its urban context has evolved significantly over recent decades, creating new needs around security, mobility, climate change and universal accessibility.

To respond to these needs, the NCC's National Capital Core Area Plan establishes a bold vision for a more resilient, connected and vibrant core area over a 20-year planning horizon. It serves as the NCC's primary planning instrument for the most important federal sites in the heart of the Capital. Through ongoing engagement with partners, residents and Canadians, the NCC's planners are breathing life into policies and recommendations that will imagine new shoreline parks and amenities, high-quality spaces and places for gathering, and better connectivity throughout the core area.

In June 2025, the NCC's Board of Directors approved [Volume I](#) of the plan, which presents thematic policies and concept features for an enhanced core area experience. Volume II, which will be completed in summer 2026, will elaborate on the 11 sectors in the core, presenting demonstration plans and illustrations of the proposed concepts to guide implementation. Public input informed a draft of Volume II, which was shared with community associations in spring 2026. Together, Volumes I and II will guide the NCC's approach to redefining the core area in ways that reflect its national significance and make Canada's Capital a unique destination for generations to come.

Greenbelt Master Plan

As the steward of many parks and greenspaces in the region, the NCC plays a major role in conserving and protecting natural areas, including the National Capital Greenbelt. As the most ecologically diverse area in Eastern Ontario, it comprises 20,000 hectares of greenspace, including farms, forests and wetlands. In addition to its function as a natural environment, the Greenbelt serves as a valued area for sustainable agriculture, capital experiences and recreation. The NCC's Greenbelt Master Plan accounts for these diverse roles and serves to inform land use decisions.

Approved by the Board of Directors in 2013, the current plan must be updated to ensure that it remains effective and relevant. This includes considering the Greenbelt's location, size and role in an evolving National Capital Region. The NCC is currently reviewing and refining the long-term vision for the Greenbelt, with a focus on conserving and protecting this valued greenspace for future generations.

As an important part of the planning process, the NCC began public and stakeholder engagement in 2026. This will continue throughout each phase of the review to inform a shared vision for the future of the Greenbelt. The development phase is anticipated to begin in 2026–2027, accompanied by a second round of public consultation. The implementation phase, along with a third round of public consultation, is planned for 2027–2028. Once updated, the Greenbelt Master Plan will guide the NCC's efforts to strengthen the sustainability, value and enjoyment of nature in the National Capital Region.

Supporting Federal Housing Plans

Over the past year, Canada's housing crisis remained a significant national issue. The NCC, working with partners, continued to play an important role in support of federal housing plans to generate more affordable homes for Canadians. There are 10 NCC properties on the Canada Public Land Bank (CPLB) that could potentially yield close to 7,600 new housing units. This includes the NCC-owned property located at 1460 Riverside Drive in Ottawa.

The 1460 Riverside Drive property has been leased in collaboration with the Canada Mortgage and Housing Corporation as part of the Federal Lands Initiative, a program designed to convert surplus federal property into affordable, sustainable and socially inclusive housing for Canadians. This development has the potential for over 400 housing units in an urban living environment focused on active transportation. The site is expected to meet the growing need for housing near downtown Ottawa while creating a vibrant and well-connected community.

Building LeBreton

In addition to properties added to the CPLB, the NCC will continue to deliver lands for housing through the redevelopment of LeBreton Flats. The LeBreton Flats Master Concept Plan envisions a diverse, mixed-use and sustainable community in the Capital's core. One of its main goals is to develop diverse housing, including providing 25% affordable units overall, as well as a minimum of 15% family-sized units.

Working with government partners, the NCC has achieved much success in the ongoing development of the Library Parcel — now named Odenak, which means “community” in the Algonquin language. Odenak will include 608 rental homes, of which 41% (or 250 units) will be affordable. The NCC has also secured a development partner for the next residential mixed-use phase for the Flats District. This phase is expected to deliver approximately 1,000 units, a percentage of which will be affordable, starting as early as 2028.

Another exciting component of the Master Concept Plan is the development of a major events centre in the heart of the National Capital Region. In August 2025, the NCC and Capital Sports Development Inc. (CSDI) entered into an agreement of purchase and sale of approximately 4.5 hectares of land to bring a major events centre and arena district, including mixed-use development, to LeBreton Flats. With the agreement in place, both parties can proceed with the project's next steps, which include due diligence, design and approvals, and decontamination of the land to prepare for construction.

Interprovincial Transportation Planning

As the principal planner for federal lands and assets in the National Capital Region, the NCC collaborates with partners to support transportation planning initiatives. The NCC's [Long-Term Integrated Interprovincial Crossings Plan](#), approved by the Board of Directors in November 2025, outlines a vision and strategies related to the interprovincial transport of people and goods in the region by 2050.

Central to this vision is providing a well-connected transportation system. In 2025–2026, the NCC continued to work with Public Services and Procurement Canada (PSPC) to advance work on the new eastern bridge project in the National Capital Region. As a member of an integrated project team with PSPC, the NCC provides support in areas that include transportation planning, impact assessment and engagement activities. The first round of public participation activities was held in 2025, with an online survey that welcomed public feedback on the project's early planning and design principles. The NCC also held initial meetings with public advisory groups and other relevant parties. In early 2026, the draft project description was submitted to the Impact Assessment Agency of Canada. Planning and design principles for the new bridge are being finalized.

Alongside PSPC, the NCC also continued to co-lead the implementation of the Alexandra Bridge Replacement project. Due to its age, this iconic bridge is reaching the end of its useful life and must be replaced. The project progressed in the past year, as the Board of Directors granted federal land use and design approval on the bridge's schematic design in January 2026. The final design will be completed in 2028, with construction to begin shortly thereafter.

Urban Design Challenge

In spring 2025, the NCC hosted the latest edition of the Urban Design Challenge for students across the country. The Design Challenge is an annual competition for students to develop innovative planning and design ideas for a selected area in the National Capital Region.

The 2025 Challenge invited students to reimagine the Bronson Channel Lands, located 1.2 kilometres from Parliament Hill in the western downtown core of Ottawa. The winning proposal was designed by Jenna Deck and Dominic Dumond from the Confluence Cultural Centre at Carleton University, whose concept carefully considered urban forms and fabric, future animation opportunities, the symbolic context of the site, multimodal public access, and opportunities for Indigenous engagement.

Capital stewardship

Bringing the Capital's Shorelines to Life

Reopening Kiwekì Point

In May 2025, the NCC announced the reopening of Kiwekì Point (pronounced *key-WHICK-ee*), one of the National Capital Region's most iconic lookouts. Formerly named Nepean Point, Kiwekì Point offers an awe-inspiring vista, marked by picturesque sites, including Parliament Hill and the Ottawa River.

The redevelopment project was guided by a concept plan designed to reinterpret and restore the river landscape as the heart of the National Capital Region. The design also honours the continuous presence of Indigenous communities at Kiwekì Point — meaning “returning to one’s homeland” in the Algonquin language — and the banks of the Ottawa River, known as the Kichi Sibi (the Big River).

In the spirit of reconciliation, the NCC worked closely with the Algonquin Nation, particularly the Kitigan Zibi and Pikwàkanagàn communities, throughout implementation. Meaningful dialogue led to the new landscape design, an interpretation plan that reflects elements of Algonquin cultures and languages, and the new Pìdàban Passage (meaning “dawn”), which is a pedestrian bridge that re-establishes the historical connection of the site to Major’s Hill Park.

In summer 2025, Kiwekì Point welcomed 272,000 visitors, with an average of 2,366 daily visits. The site design offers a range of experiences that create a physically and spiritually connected, contemporary urban greenspace. An architectural shelter named “Whispering Point” provides deep seating nooks overlooking the Kichi Sibi, while the apex of the site, called the Outlook, above Whispering Point, affords visitors a 360-degree view of the National Capital Region. These features create a welcoming destination that is accessible to all and enriches the public experience of the Ottawa River landscape.

Dow’s Lake Recreational Dock

Over the past year, the NCC expanded opportunities for residents and visitors to connect with the shorelines in dynamic and accessible ways. This includes the installation of the new recreational dock at Dow’s Lake, located off the picturesque shoreline of Commissioners Park. Introduced as a pilot project, the dock opened to the public in June 2025 and welcomed over 100,000 visitors in its first season.

The project brings swimming to Dow’s Lake for the first time in generations, revitalizing this historic UNESCO waterbody. Offering space to swim and relax by the water or launch non-motorized watercraft, the floating dock is universally accessible and features Muskoka chairs, lake-inspired bike racks and a pollinator garden. As heat waves linked to climate change are becoming increasingly frequent, the dock also offers the public a place to cool off in the heart of the Capital.

The project received a Canadian Brownfield redevelopment award for its nimble and innovative approach to revitalizing the site for public benefit and providing safe access to swimming, while protecting aquatic ecosystems. As a resounding success, the dock was reintroduced as a permanent feature in summer 2026.

Westboro Beach Redevelopment

In June 2025, the NCC reopened Westboro Beach as a vibrant, year-round riverfront destination. Located on the south shore of the Ottawa River, visitors were welcomed back to a thoughtfully reimagined space to play, discover and connect to the waterfront. The new site saw 273,000 visits this past summer, with 20,200 visits on Canada Day alone.

Extensive renovations led to the creation of a newly constructed pavilion that meets net-zero carbon standards, as well as preserves and integrates existing site assets. Given its proximity to the shoreline, the new pavilion also has treated windows to prevent bird collisions, according to the NCC's bird safe design guidelines. The site now offers a range of amenities, including an upgraded café and restaurant and a newly constructed boardwalk that connects to the pavilion and provides scenic views of the Ottawa River. New features also include a playground, beach volleyball courts, picnic areas and riverfront seating to make Westboro Beach a dynamic destination for visitors of all ages.

Additionally, the design of the buildings and landscape integrate principles of diversity, equity, inclusion (DEI) and accessibility to create a safer and more welcoming destination for everyone. The site has accessible pathways and site amenities, universally accessible washrooms in both pavilions, and gender-neutral washrooms. All booths are wheelchair accessible and accessible parking spaces are in the drop-off area.

The NCC collaborated with regional partners, community members, and Indigenous leaders and communities to implement this project. It is partially funded by the City of Ottawa as part of an agreement for the light rail transit (LRT) Stage 2 project. Celebrating excellence in heritage conservation and civic design, the project was recognized at the 2025 Ottawa Heritage and Urban Design Awards.

As a transformative public realm project, Westboro Beach is just one example of the NCC's commitment to creating vibrant, inclusive and meaningful experiences along the Capital's shorelines and in its parks.

Preserving the Capital's Cultural Heritage

In 2025–2026, the NCC continued to advance major capital projects funded by additional parliamentary appropriations. These projects rehabilitate historically and culturally significant infrastructure, including Canada's official residences.

Lady Grey Drive Wall and Escarpment

The Lady Grey Drive wall was built by the Ottawa Improvement Commission, a predecessor of the NCC, between 1911 and 1913. It runs along 600 metres of the Ottawa River parallel to Sussex Drive. Initially conceived as a ceremonial route connecting Parliament Hill to Rideau Hall, it now serves mainly as an access road and street parking.

The stone retaining wall supporting the drive has required multiple interventions over past decades due to minor collapses and unstable sections. Thus, the NCC committed to comprehensive rehabilitation of the wall to ensure it remains safe and stable. The ongoing project includes structural stabilization of the exposed rock face and full replacement of the significant retaining wall. Recognizing that this project requires a significant amount of concrete, which is typically a high-carbon material, the NCC proactively sought a low-carbon option, substantially reducing the project's embodied carbon emissions. The project was completed in spring 2026.

Looking ahead, this important structural project will help animate the shoreline of the Ottawa River. The NCC envisions Lady Grey Drive as a vibrant waterfront destination, prioritizing placemaking, connectivity and design excellence to create an iconic landmark in the Capital landscape. The second phase will fully restore the site while reflecting the broader vision to create a multi-use promenade from the Rideau Canal east to the Rideau Falls, as presented in the Plan for Canada's Capital, 2017–2067.

Rideau Hall Gate Lodge Rehabilitation

Under the *Official Residences Act*, the NCC is responsible for the long-term planning, restoration and maintenance of Canada's official residences, including Rideau Hall, which is a national historic site. Gate Lodge is located immediately near the main entrance to Rideau Hall, the governor general's residence in Ottawa. Originally built in 1868, it is a recognized federal heritage building because of its historical, architectural and environmental value.

For over a century, the Gate Lodge has been regarded as an important part of the viceregal estate, serving a functional purpose as a lodge for the gatekeeper and, later, as a guardhouse. More recently, it was used as a residence for the valet and then renovated into office space in 2003. In addition to its functional purpose, the lodge is valued for its aesthetic design, which provides a dignified, harmonious and detailed entrance to the site.

The condition of the lodge has deteriorated and requires extensive rehabilitation. Consequently, the NCC is making durable, long-lasting and low maintenance upgrades to the entire building and its systems. The project will restore the exterior, enhance energy efficiency and improve accessibility. Interior renovations will also create a more functional layout. Implementation began in 2025 with an anticipated completion date in 2026.

Philippe Lake Rehabilitation

The Philippe Lake campground is an important attraction in Gatineau Park's northern sector. Built in the late 1950s, the facilities have become dated except for a few renovations. As a result, the NCC implemented a rehabilitation project to help modernize the campground, reduce environmental impact and improve visitor experience.

The campground's new day shelter reimagines the former beach snack bar, transforming it into an accessible, multi-functional and sustainable pavilion open for all seasons. The iconic 1958 fieldstone wall and wooden-beams structure were preserved and integrated into the new structure, thereby honouring the site's history and minimizing the need for new materials.

Other new features include a waterfront amphitheatre, a kitchen shelter, a camp store and 10 new ready-to-camp units, one of which is universally accessible. Enhanced wayfinding, interpretation and public art were also integrated throughout the site in collaboration with the Kitigan Zibi Anishinabeg community, which contribute to a cohesive and culturally meaningful visitor experience.

Much of the work was completed in late 2025 and the new facilities will be open for the 2026 summer camping season. Visitors will be welcomed back to a popular destination that blends history, sustainability and thoughtful design.

Building Natural Capital and Climate Resilience

As the steward and long-term planner of federal lands in the National Capital Region, the NCC manages and cares for built and natural assets that are integral to Canada's natural and cultural heritage. Guided by its [Sustainable Development Strategy 2023–2027](#), the NCC recognizes the importance of strengthening the way resilience is understood and considered in portfolio planning and asset management practices related to climate change.

One way this is achieved is by ensuring that natural assets are considered alongside built assets as part of the NCC's broader investment planning strategy. Natural assets, such as forests, wetlands, rivers and lakes, are increasingly recognized as infrastructure that provides essential services to society while enhancing climate resilience. To support this approach, in 2025–2026, the NCC started to build a natural asset inventory that will inform a natural capital roadmap and guide the long-term planning of NCC lands.

During the year, the NCC also worked on developing processes and providing resources to consider climate risks related to its assets. These include climate vulnerability and risk assessment tools and guidance, which help staff consider climate adaptation in project planning, design and implementation. This approach is central to managing climate-related risk to NCC assets and supports their long-term resilience to a changing climate.

Creative Partner

Knowing the Facts about NCC Trails

As the NCC strives to build and sustain a capital that represents Canadian society in all its diversity, the corporation is working to support informed access to greenspaces through new tools and information.

The NCC manages and cares for hundreds of kilometres of trails across the National Capital Region. This year, the NCC introduced a new inclusive trail map to help visitors make informed choices about the trails. The Canadian Disabled Outdoor Society (CanDO) partnered with the NCC and local Google Maps Street View photographer Brian Redmond to develop an online application that makes it easier for individuals to determine whether a particular trail meets their needs and interests. The initiative is informed by invaluable input from trail users living with mobility impairments who inspected several trails. The outcome is a user-friendly tool that provides reliable information for people to make their own decisions when planning visits to nature destinations across the region.

Launched in summer 2025, the inclusive trails app identifies six popular trails in the Greenbelt and Gatineau Park, a total of 11.8 kilometres of trails. It provides detailed information on trail length, surface, grade, width and obstacles, as well as amenities like benches and washrooms. Initial feedback during the launch helped refine the app, with plans to expand and assess additional trails. With a focus on accessibility, the NCC remains committed to addressing barriers to outdoor spaces to ensure inclusivity for everyone.

Adaptive Solutions for Winter Recreation

Rideau Canal Skateway

Each winter, the NCC transforms the historic Rideau Canal into the world's largest skating rink, winding its way through the heart of the Capital over 7.8 kilometres. The NCC announced the start of the Rideau Canal Skateway's 56th season on December 31, 2025, just in time to usher in 2026! This season was nothing short of remarkable, with over one million visits and 56 days on the ice, stretching into early March 2026.

All winter, the NCC's maintenance crews and

contractors rose to every challenge to keep the ice pristine and create some of the best skating conditions for visitors. As winter seasons become increasingly unpredictable with the decline in cold days and more frequent freeze–thaw cycles, the NCC continues to adapt its operations to mitigate the effects of climate change on the Skateway.

With this objective in mind, the NCC is developing strategies and collecting data in partnership with Carleton University to better understand ice formation, snow accumulation and urban challenges that weaken the ice surface. The NCC is also deploying tools for flooding and ice creation, testing new tools like the snowbot (a lightweight machine that removes snow on thin ice), and exploring ways to scale up innovations for larger applications.

By staying adaptive and innovative, the NCC remains committed to maintaining the Rideau Canal Skateway as a cherished winter destination for years to come, despite the challenges posed by climate change.

A Refrigerated Rink at Rideau Hall

For over 150 years, skaters have been lacing up and freestyling at Rideau Hall's outdoor skating rink. This historic rink has hosted events for generations, including the first Stanley Cup games and the first recorded women's hockey game. These days, the rink is open to the public and used by the governor general and their family.

Shorter, warmer winters have made the ice surface more difficult to maintain. As the NCC is the manager of the buildings and grounds at Rideau Hall, it supported His Excellency Whit Fraser, viceregal consort of the governor general, to preserve the tradition of winter skating. Over the 2025–2026 fiscal year, a team was assembled and funds were raised to update the rink with a new refrigerated ice surface that can, at once, extend the skating season and comply with environmental standards.

The NCC ensured that the proposed system would work for the rink, planned the necessary installations and continued to maintain the ice for ongoing use. Since the new refrigerated surface was installed, the impact has been clear: visits have increased and skaters can now enjoy more consistent ice, a longer season and a rink that's ready, even when the weather isn't.

Archaeology in the Capital Region

The National Capital Region is located on Anishinabe Algonquin traditional territory. Among its many roles, the NCC works to protect and care for archaeological resources on federal lands in the region in partnership with the Kitigan Zibi Anishinabeg and the Algonquins of Pikwàkanagàn First Nation. As the descendants of the people who made and used these artifacts, these communities play an active role in caring for their ancestral legacy. This partnership is the only agreement of its kind between the federal government and Indigenous communities in Canada.

In May 2025, the NCC launched its archaeology volunteer program, which gives volunteers hands-on experiences with NCC archaeologists in the field and the lab. To date, the program boasts 76 volunteers, 50 of whom participated in volunteer activities over the past year. In learning about archaeological impact assessment and mitigation, as well as artifact washing, sorting and cataloguing, volunteers gain a unique understanding of the importance of archaeological resources and how they contribute to the culture and history of the National Capital Region.

The NCC also hosts public archaeological dig days every year. In 2025, members of the public were invited to participate in digs at Leamy Lake Park, home to the largest complex of pre-contact archaeological sites currently known in the Ottawa River drainage basin. In addition to the digs, NCC staff welcomed University of Ottawa students to the archaeology lab to present its archaeology program, show them artifacts from the region (including its oldest artifact, the Otter Creek stone point), and talk about the many opportunities for careers in and related to archaeology.

Capital Stories Podcast Season 2

First introduced in 2024, the NCC's Capital Stories podcast marked a creative way to celebrate the 125th anniversary of the corporation and its predecessors. The podcast provides a platform for NCC CEO Tobi Nussbaum to have meaningful conversations with historians, urban planners, architects and other guests from the NCC and beyond about all things past, present and future that make the National Capital Region truly captivating.

In its second season, Capital Stories delved into topics such as preserving the Rideau Canal Skateway against the challenges of climate change and the essential role that NCC conservation officers play in environmental stewardship and public safety. Later episodes also explore Rideau Hall's historical greenhouses, animating the region's shorelines, and the NCC's long-term vision for how people will live, work and experience the Capital's core area.

Episodes from season 1 and season 2 are available on YouTube, Apple Podcasts and Spotify.

NCC Urbanism Lab Season 12

In November 2025, the NCC launched season 12 of its Urbanism Lab. The Lab is a free panel-discussion series offering an innovative space that brings together Canadians and international leaders in urbanism, design, heritage and conservation, sustainability, and placemaking. It has become the place to be for anyone who is passionate about the future of the National Capital Region to gather and exchange ideas. Season 12 featured discussions on several topics of interest to residents of the Capital, including the future of rail transportation, science and research in Gatineau Park and the Greenbelt, and public sector solutions to housing affordability.

Corporate Governance



The iconic gates and fences of Rideau Hall, the official residence of the viceregal, surround its 25-hectare grounds. The fences reinforce the picturesque character of the viceregal estate setting and are well-known landmarks in the immediate area.

Mandate

The NCC is a federal Crown corporation created by the Parliament of Canada in 1959 under the *National Capital Act* (NCA). The role of the NCC, as defined by the NCA, is “to prepare plans for and assist in the development, conservation and improvement of the National Capital Region in order that the nature and character of the seat of the Government of Canada may be in accordance with its national significance.” The corporation fulfills this role through the following areas of activity:

- setting the long-term planning direction for federal lands in the National Capital Region
- regulating the use and development of federal lands in the National Capital Region
- managing, conserving and protecting NCC assets (including Gatineau Park, the Greenbelt, urban parks, real property and other assets such as bridges, pathways and parkways)
- maintaining heritage sites in the National Capital Region, including the official residences and commemorative sites

Mission

The NCC’s mission is to ensure that Canada’s Capital Region is of national significance and a source of pride for Canadians.

Guiding Principles

Guiding principles identify the behaviours that the NCC will implement in delivering on its priorities and mandate. The NCC’s guiding principles are reviewed annually to ensure they remain relevant to the organization. They are outlined below.

Leadership and Innovation

Foster creativity and innovation such that the NCC is a leader in building and maintaining a signature National Capital Region.

Accountability and Transparency

Ensure the integrity of and accountability for our activities through open and transparent engagement with the public and stakeholders in the National Capital Region and across Canada.

Reconciliation

Recognize that reconciliation with Indigenous Peoples in Canada, particularly the Algonquin First Nation, is essential to our success.

Collaboration

Add value as a partner with our stakeholders, the public, and all levels of government to create lasting legacies.

Equity and Inclusion

Promote, celebrate and integrate the principles of DEI and accessibility across NCC business lines to build and sustain a workforce and a capital that represents Canadian society in all its diversity.

Organizational Excellence

Demonstrate sound stewardship of public funds by continuing to improve business practices, program delivery and client services.

Core Responsibilities

With a mandate reaching back over a century, the NCC and its predecessor organizations have served as the National Capital Region's primary long-term planner for, and principal steward of, federal lands to build a dynamic, inspiring and sustainable capital. In addition to internal services, there are two core responsibilities derived from the NCC's mandate and previous program alignment architecture. These reflect the NCC's main obligations to the public as a federal government organization.

1. Long-term Planning

The NCC ensures that federal lands and assets meet the needs of government and Canadians, and reflect and respect the significance, natural environment and heritage of the National Capital Region.

The NCC develops long-term plans, conducts identification of the National Interest Land Mass (NILM), and manages federal land use, design and transaction approvals (FLUDTA).

With partners in the region, the NCC also conducts interprovincial transportation planning and facilitates transportation projects.

2. Stewardship and Protection

The NCC manages, maintains, protects, develops and rehabilitates federal lands and assets in the National Capital Region.

The NCC also ensures that Canadians have safe, appropriate and sustainable access to experience these federal lands and assets.

Through its stewardship activities with the official residences, the NCC ensures that accommodations for Canada's official leaders are appropriate and serve as inspiring settings for state events and ceremonies.

3. Internal Services

To fulfill its ongoing planning and stewardship responsibilities, the NCC also has a series of organization-wide internal services that support the delivery of its activities and management of resources. These functions support the NCC's management of financial and human resources; governance structures, including the Board of Directors and committees; public affairs, communications and marketing; reporting to Parliament and Canadians; legal services; and information technology and geomatics services.

Composition, Roles and Responsibilities of the Board of Directors

As defined in the NCA, the NCC's Board of Directors consists of a chairperson, a CEO, and 13 other members from the National Capital Region and other parts of the country. The mayors of the City of Ottawa and the Ville de Gatineau are also participants in all board meetings, on an ex officio, non-voting basis. The warden of the MRC des Collines-de-l'Outaouais may also participate as an ex officio, non-voting member in circumstances described in further detail below.

The minister responsible for the NCC recommends board members for approval by the Governor in Council (GIC), while the GIC appoints the chairperson and the CEO. While the terms of two board members have expired, according to the *Financial Administration Act* (FAA), these members remain in their positions until new appointments are made.

The Board of Directors is responsible for the oversight and direction of the NCC's activities and assets. In carrying out this role, the Board of Directors undertakes the following:

- sets broad strategic directions for the organization
- ensures the effective and efficient use of corporate resources
- monitors and reviews corporate performance and risks
- approves key accountability documents for the government, such as the corporate plan, annual report and quarterly financial reports
- approves significant projects and transactions to be undertaken by the organization
- communicates and fosters relationships with government, the public and other relevant parties

In its corporate oversight role, the Board of Directors plays an active part in setting and monitoring management direction. The CEO is accountable to the Board of Directors for the management of the NCC's activities and implementation of the Board's strategic directions for the coming year. The CEO reports to the Board of Directors on corporate performance at the start of each board meeting by presenting a report on activities.

Municipal Participation at Board of Directors Meetings

The participation of the mayors and the warden is governed by the same code of conduct, confidentiality provisions and conflict of interest rules required of NCC board members. As ex officio, non-voting participants, the mayors and the warden, like all other board members, can participate in discussions by raising questions and making comments. The mayors are permitted to be present for board business, except for some items to respect commercial confidentiality, Cabinet confidences, solicitor-client privilege, human resource or privacy matters, or matters related to the official residences. The warden of the MRC des Collines-de-l'Outaouais is permitted to be present for board business when an item on the agenda affects or takes place within the geographic boundaries of the MRC.

National Capital Commission Board of Directors¹



Maryse Gaudreault
Gatineau, Quebec
Chairperson
June 6, 2023, to
June 5, 2027
A, B, C, 1



Tobias (Tobi) Nussbaum
Ottawa, Ontario
Chief Executive Officer
February 4, 2019, to
February 3, 2023, to
February 2, 2025, to
February 3, 2029
A, C, 1



Mireille Apollon
Gatineau, Quebec
December 14, 2017, to
December 13, 2021, to
April 27, 2027
A



Sameera Akram
Pickering, Ontario
April 27, 2023, to
April 27, 2027
C



Lise Bernier
Quebec City, Quebec
June 22, 2019, to
June 21, 2023
C



Kenneth Hughes
Ottawa, Ontario
April 28, 2023, to
April 27, 2027
B



Andreas (Andy) Kikites
Toronto, Ontario
April 28, 2023, to
April 27, 2027
B



Tanya Gracie
Ottawa, Ontario
December 14, 2017, to
December 13, 2020, to
April 27, 2027
B



Caroline Lajoie
Quebec City, Quebec
July 1, 2019, to
June 30, 2023, to
June 20, 2028
1



Cathy Lewis
Ottawa, Ontario
April 28, 2023, to
April 27, 2027
C



Eleanor Mohammed
Charlottetown, Prince
Edward Island
April 28, 2023, to
April 27, 2027
A, 1



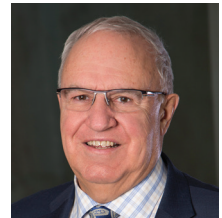
Norm Odjick
Maniwaki, Quebec
December 17, 2017, to
December 16, 2020
A, C



Sasha Palamarevic
Gatineau, Quebec
April 28, 2023, to
April 27, 2027
B



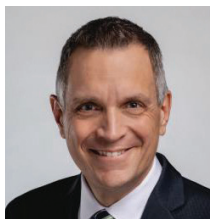
Lou Ragagnin
Vaughan, Ontario
June 22, 2019, to
June 21, 2023, to
June 20, 2028
B



Denis Vaillancourt
Rockland, Ontario
May 14, 2018, to
May 13, 2022, to
April 27, 2027
C



Maude Marquis-Bissonnette
Mayor of the
Ville de Gatineau



Mark Sutcliffe
Mayor of the
City of Ottawa

Corporate committees

A = Executive Committee

B = Audit Committee

C = Governance Committee

Advisory committees

1 = Advisory Committee on Planning,
Design and Realty

Non-voting ex officio participants

¹ Membership as of March 31, 2026.

Accountability and Operations

The Board of Directors operates under bylaws and charters. The NCC bylaws detail the powers of the Board under the NCA, provide specific information pertaining to board meetings, delegate powers to the CEO and commission secretary, and contain other operating resolutions, such as banking operations. The NCC charters set forth the duties and responsibilities of the Board of Directors and corporate committees.

Board members are bound by the FAA, the *Conflict of Interest Act*, the code of conduct and conflict of interest guidelines for members of the NCC Board of Directors, and the NCC's bylaws. All board members are obliged to declare any conflicts of interest annually and as they arise during the year. Board members must recuse themselves from decision-making in any situation that could be considered a real or perceived conflict of interest.

The Board of Directors assesses its collective performance through structured self-evaluation. In addition to an annual public meeting (APM) and four regular meetings, the Board will meet in-person four times per year, as well as via videoconference. Each meeting may consist of a public session and an in-camera session. The APM is an opportunity for the NCC to provide an overview of its accomplishments over the past year and an outline of its priorities for the year to come, as well as an occasion for members of the public to ask questions. The most recent APM was held virtually on June 23, 2026.

Committees

Board Committees

Three board committees support the Board of Directors, and three advisory or special committees provide advice to the CEO and executive management.

The Executive Committee is called upon when necessary to deal with specific business or issues. In such cases, the Board of Directors can delegate certain powers and functions to this committee. Delegated powers include limited power to grant approvals pursuant to section 12 of the NCA.

The Audit Committee oversees the integrity of the NCC's financial information, reporting, processes and controls, as well as the NCC's internal audit function.

The Governance Committee assists the Board of Directors in overseeing and assessing the NCC's governance framework to ensure it complies with effective corporate governance principles and best practices.

Advisory Committees

These committees provide technical advice to the CEO and management in implementing the NCC's mandate. Recognized experts from across Canada are recruited to sit on these committees. The Board of Directors appoints advisory committee members. The CEO appoints special committee members.

The Advisory Committee on Planning, Design and Realty provides objective, professional advice on the NCC's long-range plans and policies for the use of federal lands in the National Capital Region, land use and design proposals affecting such lands, and other real property issues. Committee members are experts in real estate development; sustainability, urban and regional planning; urban design; heritage preservation; architecture; and landscape architecture.

Special Committees

The Advisory Committee on Universal Accessibility provides objective, professional advice on programs, services and policies and how to address universal accessibility requirements for projects undertaken by the NCC.

The Advisory Committee on Toponymy reviews information included in naming and renaming proposals and advises on public engagement and consultation needs.

Remuneration

The GIC sets the remuneration for the Board of Directors and follows the Privy Council Office's remuneration guidelines for part-time GIC appointees in Crown corporations. As ex officio, non-voting participants, the mayors of Ottawa and Gatineau and the warden of the MRC des Collines-de-l'Outaouais are not entitled to remuneration. The chairperson of the Board of Directors receives an annual retainer of between \$8,000 and \$9,400 and a per diem of \$375 for attending board and committee meetings, and for certain special executive, analytical or representational responsibilities approved by the Board of Directors. Other board members who participate in committees and perform other special duties receive an annual retainer of between \$4,000 and \$4,700 and a \$375 per diem. Additionally, board members are reimbursed for all reasonable out-of-pocket expenses, including travel, accommodation and meals while performing their duties. The chairperson of the Audit Committee receives an additional retainer of \$2,000 per year.

Independent Audit

The Office of the Auditor General (OAG) of Canada serves as the auditor for the NCC. The OAG performs an annual audit of the NCC's year-end financial statements to provide an opinion on whether or not the financial statements present fairly, in all material respects, the corporation's financial position and operating results, changes in net financial assets and cash flow, and if the transactions that have come to the auditor's notice in the course of the examination are carried out according to Part X of the FAA and regulations, the NCA, the bylaws of the NCC, and the directives issued pursuant to section 89 of the FAA.

Additionally, Part X of the FAA stipulates that the OAG conduct a special examination of the NCC every 10 years. The most recent special examination began in the 2024–2025 fiscal year, with the review spanning the period until September 2025. The 2026 Special Examination: Report of the Auditor General of Canada to the Board of Directors of the National Capital Commission was presented in spring 2026 and includes findings and recommendations in asset maintenance, risk management, performance measurement, project management and human resources management. The NCC has since begun implementing a management action plan in response to these recommendations.

Reporting to Parliament and Canadians

The NCC, as a federal Crown corporation, is included under Schedule III of the FAA and is also subject to Part X of this act. Effective November 20, 2019, the NCC reports to Parliament through the Minister of Government Transformation, Public Works and Procurement.

National Capital Commission Ombudsman

Appointed by the Board of Directors, the NCC ombudsman serves as an independent and confidential resource for the public to resolve complaints when all other internal avenues of redress have been exhausted. The ombudsman is required to submit an annual report on activities to the Board of Directors. Past annual reports are also made available to the public on the [ombudsman's website](#).

Board of Directors Remuneration

Earned from April 1, 2025, to March 31, 2026

Board member	Retainer	Per diems 1,2,4,5	For travel 2,3	Total	Board meetings (days)	Attendance			
	\$ (A)	\$ (B)	\$ (C)	\$ (A+B+C)		EC (days)	AC (days)	GC (days)	ACPDR (days)
Sameera Akram	4,000	2,250	484	6,734	6.5			2.5/2.5	
Mireille Apollon	4,000	5,031	-	9,031	7	0.5			
Lise Bernier	4,000	1,875	469	6,344	5			1/2.5	
Tanya Gracie	6,000	2,813	-	8,813	6		3/3.5		
Kenneth Hughes	4,000	3,188	-	7,188	7		3.5/3.5		
Andy Kikites	4,000	2,438	859	7,297	6		2/2		1/1
Caroline Lajoie	4,000	2,250	336	6,586	6.5				2/3
Cathy Lewis	4,000	2,625	-	6,625	7		1.5/1.5	1/1	
Eleanor Mohammed	4,000	5,281	492	9,773	4.5	1		1/1.5	1/2
Norm Odjick	4,000	4,563	-	8,563	6	1		1/2.5	
Sasha Palamarevic	4,000	2,250	-	6,250	6		2/3.5		
Lou Ragagnin	4,000	2,438	281	6,719	6		3/3.5		
Denis Vaillancourt	4,000	2,250	-	6,250	7			2.5/2.5	
Maryse Gaudreault	9,400	18,250	-	27,650	7	0.5	3/3.5	2.5/2.5	1/3
Total	63,400	57,502	2,921	123,823					

¹ Rates per Privy Council order 2002-368, effective October 1, 2000, rounded to nearest whole dollar

² Includes attendance at briefing sessions, strategic planning sessions, corporate and advisory committee meetings, APM, and, for the chair of the Board of Directors, per diems for executive duties approved by the Board

³ Remuneration for travel is based on the geographical location of the residence of NCC members and does not cover travel expenses, which are reimbursed to members based on reasonable out-of-pocket expenses

⁴ Includes attendance at in-camera board and committee teleconference meetings, special duties and electronic votes

⁵ At certain times during the year, all Board members are requested to attend Governance Committee meetings

EC: Executive Committee; AC: Audit Committee; GC: Governance Committee; ACPDR: Advisory Committee on Planning, Design and Realty.

Organizational Structure

The NCC's organizational structure illustrates the relationships between its Board of Directors and executive management team, committees and branches. Within the NCC's organizational structure, the CEO is responsible for setting operational and management objectives, providing direction on implementation strategies, and overseeing day-to-day operations. The CEO is supported by an executive management team that consists of the chief of staff and commission secretary, as well as vice-presidents from the following branches: Capital Planning; Capital Stewardship; Corporate Services; Design and Construction; Human Resources and Workplace Management; Policy, Public and Legal Affairs; and Real Estate and Development. Each vice-president is responsible for ensuring that the NCC's operations and activities are implemented and well managed. Additionally, the Audit, Research, Evaluation and Ethics Branch provides the Audit Committee and executive management with independent and objective assurance, as well as oversees the Ethics Office.

Executive Management Committee

Tobi Nussbaum

Chief Executive Officer

Véronique de Passillé

Vice-President, Policy, Public and Legal Affairs

Harminder Kaur

Vice-President, Design and Construction

Tania Kingsberry

Chief Financial Officer and Vice-President,
Corporate Services

Bill Leonard

Vice-President, Real Estate and Development

Nancy Martel

Vice-President, Human Resources
and Workplace Management

Alain Miguelez

Vice-President, Capital Planning

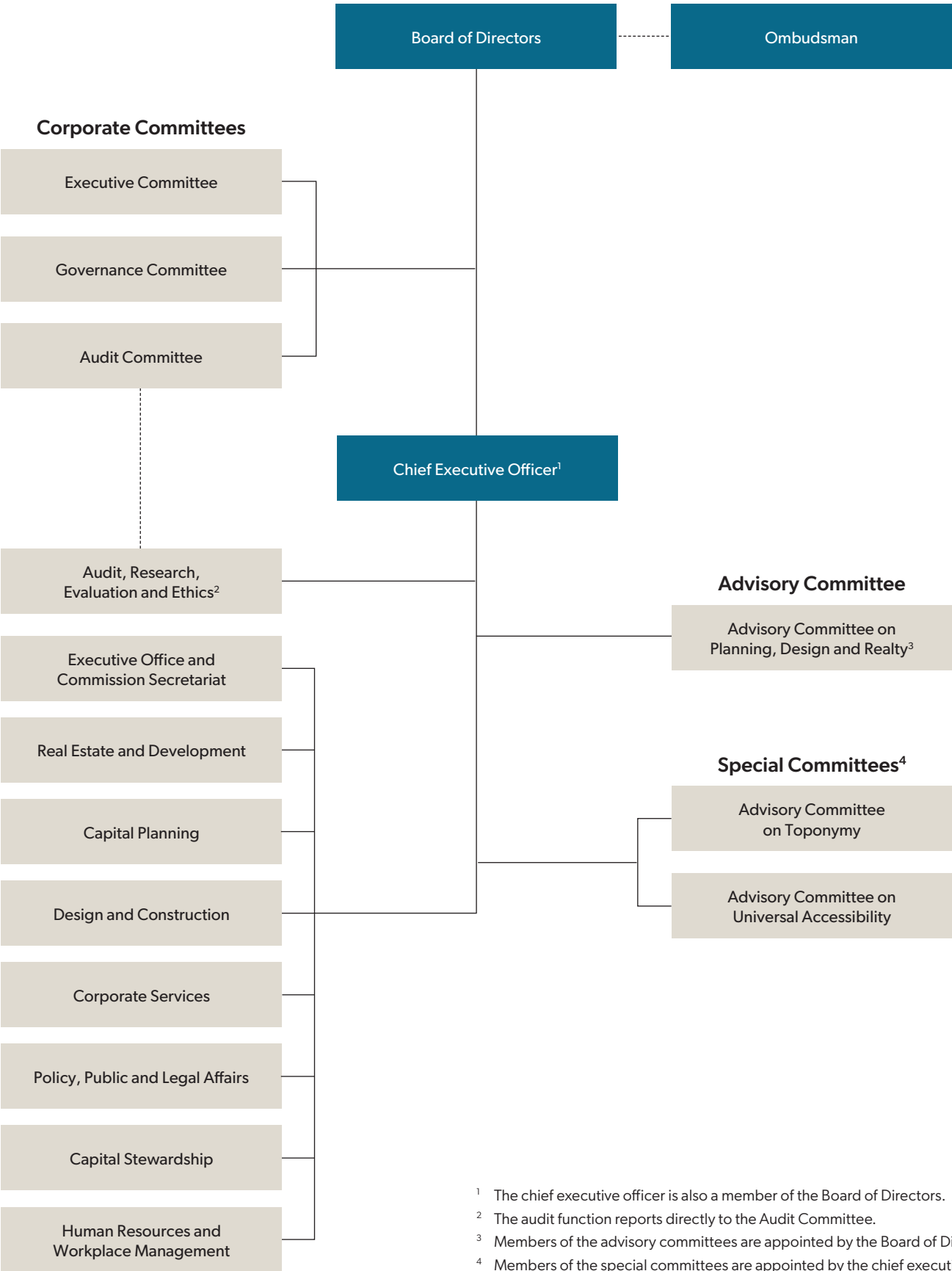
Duncan Retson

Vice-President, Capital Stewardship

Luc Fournier

Chief of Staff and Commission Secretary

Structure of the National Capital Commission



¹ The chief executive officer is also a member of the Board of Directors.
² The audit function reports directly to the Audit Committee.
³ Members of the advisory committees are appointed by the Board of Directors.
⁴ Members of the special committees are appointed by the chief executive officer.



Management Discussion and Analysis

A view of the Philippe Lake campground's new day shelter. While the iconic 1958 fieldstone wall and wooden-beams structure were preserved, the new structure has been transformed into an accessible, multi-functional and sustainable space that modernizes this popular attraction in Gatineau Park.

Five-year key highlights

For the years ended March 31 (thousands of dollars)	2025-2026	2024-2025	2023-2024	2022-2023	2021-2022
Operating funding					
Parliamentary appropriations for operating expenditures	90,806	89,711	74,513	79,091	74,785
Operating revenues	70,122	64,528	91,503	105,636	64,824
	160,928	154,239	166,016	184,727	139,609
Cost of operations¹	182,841	174,833	159,364	151,847	140,481
Capital funding					
Parliamentary appropriations for capital expenditures	111,132	74,599	30,863	112,504	84,946
Major capital projects					
LeBreton Flats redevelopment	1,810	455	3,526	1,696	5,252
Official residences	9,650	4,504	6,530	3,391	5,638
Real property acquisitions	1,343	13,238	30,392	753	27,787
Capital assets					
Land	416,123	388,964	378,077	364,734	345,515
Buildings and infrastructure, leasehold improvements and equipments (net of amortization)	739,886	650,721	548,551	454,956	429,710
Investments in capital assets ²	120,061	135,610	135,052	55,276	65,091

¹ Variations in year-over-year cost of operations are primarily attributable to one-time expenditures, which are further described in the Financial Review section on page 36 of the present 2025-2026 annual report.

² Investments in capital assets excludes non-monetary expenditures.

Five-year operating highlights

For the years ended March 31	2025-2026	2024-2025	2023-2024	2022-2023	2021-2022
Number of employees	543	604	578	535	531

2025–2026 Operating Environment

Through its annual strategic planning process, the NCC prepares a horizon scan, surveying the most significant trends, opportunities and challenges that are likely to have an impact on its operations. The following section provides an analysis of how these factors shaped mandate delivery in 2025–2026.

Fulfilling the Mandate

As a federal custodian of lands and assets in the National Capital Region, the NCC is committed to sound stewardship of its diverse portfolio. Additional appropriations since 2018 have enabled the NCC to make measured progress in addressing deferred asset maintenance. This includes rehabilitating some of the most nationally significant assets in the region, many of which are destinations for residents and more than 11 million visitors each year.

In 2025–2026, the NCC continued to implement a comprehensive multi-year asset rehabilitation plan that targets the maintenance and upkeep of historical and culturally significant infrastructure, including assets of the official residences. In parallel to delivering these major capital projects, the NCC worked to improve its processes and systems to best support integrated asset management.

Through its role as long-term planner, the NCC also advanced studies to build a more efficient and sustainable interprovincial transportation system. This included coordinating with all levels of government and transportation partners to complete an update of the Long-Term Integrated Interprovincial Crossings Plan, advancing planning activities for an additional bridge in the east, and collaborating with PSPC to implement the Alexandra Bridge Replacement project.

Additionally, the NCC continued to support the government's efforts to address Canada's housing crisis. The NCC implemented its Lands for Homes program, designed to generate more affordable housing on underutilized federal lands in the National Capital Region. The NCC planned and evaluated opportunities for increased housing development, which resulted in making select sites with strong potential for rapid housing delivery available to the market. In addition to these efforts, as of March 2026, 10 NCC properties remained available in the CPLB. The NCC also streamlined processes to expedite the approval of housing projects subject to federal approval (FLUDTA).

The NCC's responsibilities and jurisdiction intersect with many other actors in the National Capital Region. As such, it is essential to collaborate with regional partners and continue to foster strong relationships with local Indigenous leaders and communities, including the Kitigan Zibi Anishinabeg and the Algonquins of Pikwàkanagàn First Nation. The NCC regularly engages with Indigenous partners on major infrastructure projects and long-term planning activities.

Furthermore, the NCC's ability to deliver each mandated activity is made possible by its dedicated and passionate workforce. NCC employees continually demonstrate their commitment to creating a dynamic, sustainable and inspiring capital that is a source of pride for all Canadians. During the year, the NCC continued to build a modern and inclusive workforce by cultivating a values-based culture, offering hybrid work options and intentionally embedding DEI principles across the organization. Consequently, the NCC was named one of the National Capital Region's Top Employers for a sixth consecutive year.

Alignment with Government Priorities

As an integral part of delivering its core responsibilities, the NCC must ensure alignment with government priorities and the ministerial mandate. In 2025–2026, the NCC remained focused on demonstrating fiscal stewardship, advancing sustainability and climate resiliency, fostering DEI, supporting collaboration and transparency, and modernizing procurement when implementing mandated activities.

Economic and Fiscal Stewardship

The NCC is committed to supporting the government's priority to slow the pace and scale of growth in government spending. The NCC achieved further savings in 2025–2026 by implementing its spending reduction strategy and is on track to achieve its targets by 2026–2027. Saving in operating expenses will be achieved through a smaller footprint in the NCC's new headquarters, which is under renovation at 80 Elgin Street in Ottawa. Further reductions will be achieved through energy efficiency measures, streamlining of administrative processes and travel cost reductions.

Additionally, in July 2025, the government launched a Comprehensive Expenditure Review to ensure federal spending is responsible, cost-effective and delivers results for Canadians. Consistent with this review, the NCC evaluated opportunities to streamline operational activities and increase efficiencies, where possible. The corporation will achieve savings targets of a 15% reduction in spending by 2028–2029.

Sustainability and Climate Resilience

The NCC's Sustainable Development Strategy 2023–2027 provides fundamental, strategic direction for sustainable development initiatives. The NCC continues to advance key actions identified in the strategy, which contribute to the goals of the 2022–2026 Federal Sustainable Development Strategy (FSDS) and the Greening Government Strategy.

In line with these strategies, the NCC has committed to achieving net-zero carbon emissions from its building operations by 2050 and developed a net-zero climate resilient real property portfolio roadmap to achieve this goal. The roadmap will serve to characterize operational carbon emissions and provide strategies to reduce them, in addition to supporting climate actions outlined in the NCC's Sustainable Development Strategy.

In 2025–2026, the NCC began building a natural asset inventory to ensure that natural assets are considered alongside built assets when identifying and prioritizing investments, and to inform its long-term planning process. Progress was also made toward the actions in the NCC's Climate Adaptation Plan. In addition to strengthening the process to assess environmental impacts of its long-term plans, the NCC launched a project to develop tools and guidance that will build internal capacity for assessing and addressing climate risks at the project level. Additionally, the NCC is on track to achieve its sustainability target of procuring 100% clean electricity for its real property portfolio through purchasing renewable energy certificates, offsetting the portion of electricity consumption tied to fossil fuel sources.

The NCC is also advancing its work to further align with the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD) by developing a draft implementation plan, which includes quantifying material climate related risks. Additional information on progress related to sustainability and climate action is available in the [Sustainable Development Strategy Annual Report 2024–2025](#).

Safe and Healthy Workspaces

The NCC is committed to fostering a workplace that supports the physical, psychological and social well-being of its employees. The Employee and Family Assistance Program (EFAP) remains a cornerstone of this commitment, providing confidential access to a wide range of services that prioritize employee health and resilience. In collaboration with the EFAP and other partners, the NCC offers information sessions focused on workplace wellness, mental health and daily stress management. Employees are also encouraged to engage in active commuting, social and sports activities, and outdoor team-building initiatives to further support overall well-being.

In 2025–2026, the NCC also continued strengthening its systems and practices related to health and safety in the workplace. The corporation worked with key stakeholders, including local occupational health and safety (OHS) committees, to develop and update programs, guidelines and procedures. This collaborative approach enhanced the relevance and consistency of OHS initiatives, supported awareness and engagement across the organization, and streamlined processes for gathering timely and effective feedback to inform updates to the NCC’s hazard prevention program. Overall, these efforts align with the NCC’s ongoing response to the significant deficiency identified in the OAG 2026 Special Examination.

Diversity, Equity and Inclusion

The NCC is committed to promoting, celebrating and integrating DEI principles across the corporation to advance a values-based culture and build a capital that represents Canadian society in all its diversity. Over the past year, the NCC continued to implement its DEI Action Plan through initiatives aimed at improving training, integrating Gender-based Analysis Plus (GBA Plus) into decision-making, and applying a comprehensive DEI lens to projects and programs. The NCC’s DEI Committee advises on these initiatives, supports DEI awareness activities and advocates for equity, inclusion, reconciliation, anti-racism and accessibility in the workplace.

Collaboration and Transparency

In 2025–2026, the NCC continued to regularly engage stakeholders and the public, most notably through public Board of Directors’ meetings, the Urbanism Lab series and Open NCC. Additionally, the NCC provides considerable opportunities for consultation and consistently releases information through its standard public releases. The NCC’s policy on access to information ensures that it fulfills its legal obligations under the *Access to Information Act*. The NCC has also implemented an annual open data release plan that aligns with public data requests, where possible. Identified datasets have been published on the NCC’s open data portal, with future releases planned, to ensure greater accessibility and transparency.

Modernizing Procurement

During 2025–2026, the NCC continued to strengthen and modernize its procurement policies and procedures to better support mandate delivery. The NCC’s new procurement policy (effective April 1, 2025) aligns with federal government best practices and legislative requirements. This includes those under the *Fighting Against Forced Labour and Child Labour in Supply Chains Act*, ensuring that the NCC works with ethical suppliers who do not use forced or child labour in their supply chain. According to this act, the NCC submitted its annual report for the 2025–2026 fiscal year by the legislated deadline of May 31, 2026.

The NCC has reviewed its procurement practices to ensure alignment with the government’s Buy Canadian Policy Framework. Effective January 2026, and according to the directives received by order-in-council pursuant to section 89 of the FAA, federal Crown corporations must align their policies, guidelines and practices with the framework and policy instruments in the framework. The NCC’s practices already align closely with the policy’s intent, providing a strong foundation to further strengthen support for Canadian industry participation in its projects.

Cybersecurity

Cyber threats are constantly evolving and becoming more sophisticated, especially with the emergence of artificial intelligence. The NCC aligns its approach to cybersecurity with the Government of Canada Policy on Government Security and the Policy on Service and Digital. While implementing improvements in technology and systems to combat the latest cybersecurity risks, the NCC strives to foster a culture of cybersecurity awareness. This includes undertaking information campaigns, simulated attacks and additional mandatory training for all personnel.

Integrated Risk Management

The NCC uses a comprehensive and integrated risk management framework to identify, manage and mitigate risks. The NCC applies this framework in strategic decision-making, operational planning and project management. Enterprise risk management is integrated into the NCC's planning and reporting cycle through a risk profile exercise, which helps the NCC identify corporate risks and corresponding risk response measures for the planning period. These corporate risks are monitored throughout the year, along with the effectiveness of mitigation measures, and are reported to the Board of Directors each quarter.

The NCC continuously refines its risk management framework, leveraging comprehensive risk information to implement necessary mitigation strategies and maintain resilience. In 2025–2026, the NCC identified three major corporate risk categories: asset management, authorities and climate change.

Asset Management

The NCC has made considerable progress, in recent years, maturing its approach to investment planning and asset management. Building on this work, the NCC applied funding earmarked through the 2022 Fall Economic Statement toward continuing its inspection program to collect asset data, improve systems to manage asset information and advance asset maintenance activities. The NCC also began considering the impacts of climate change on NCC assets and the timely identification of future requirements and interventions to address them.

These measures further support the consistent integration of portfolio planning, resource allocation and project delivery, which will allow the NCC to effectively manage risks tied to asset deterioration. This ensures that NCC lands and assets meet the needs of Canadians and reflect and respect the significance, natural environment and heritage of the National Capital Region.

Authorities

The NCC's legislated authorities have remained largely unchanged since the corporation's inception in 1959. Shortcomings within these authorities present challenges in conserving and protecting built and natural assets, and conducting real property transactions in modern terms, in support of the NCC's mandate. To mitigate this risk, the NCC continues to work with government partners on bringing forward solutions to modernize the NCC's legislative and regulatory authorities.

Climate Change

The impacts of climate change and climate-related weather events continue to affect the environment of the National Capital Region. These impacts affect the NCC's built and natural assets, as well as programs and operations. As a voluntary designated entity under the *Federal Sustainable Development Act*, the NCC is subject to the FSDS. The NCC's Sustainable Development Strategy 2023–2027, which is aligned with the 2022–2026 FSDS, is being implemented in collaboration with regional partners to enhance both the NCC's and the National Capital Region's sustainability and resilience. Moreover, the NCC continued to implement actions identified in its Climate Adaptation Plan, complete its assessment of the TCFD framework, and implement a plan to integrate climate-related risks and opportunities in strategic planning and decision-making.

Performance against priorities

The following pages summarize the NCC’s performance against commitments identified in the 2025–2026 to 2029–2030 Corporate Plan. The NCC successfully met 76% of its 2025–2026 corporate plan commitments, as described below.

Performance rating guide

The NCC’s performance rating guide is used to measure the achievement or progress against targets stated in the summary of the 2025–2026 to 2029–2030 Corporate Plan. Performance evaluation at the 2025–2026 year-end is based on the three categories described below.

Rating	Definition
On target	The commitment is on track or has been achieved on time, on budget and within the committed scope.
Target variance	There are some uncertainties about the NCC’s ability to deliver the commitment, or the commitment has been fulfilled with some minor delays, changes in scope, budget increases or overruns.
Not on target	The commitment has been delivered or likely will be delivered with significant delays, changes in scope, budget increases or overruns.

Priority 1: *Rehabilitate and revitalize the NCC’s key built and natural assets in the National Capital Region in a manner that demonstrates sound stewardship of public funds, and delivers results for Canadians.*

Initiative	Corporate milestone	Target date	Status
Investment planning	Complete the current replacement value exercise.	2025–2026	On target
	Complete deferred maintenance deficit exercise.	2025–2026	On target
	Continue to implement a detailed inspections program.	2025–2026	On target
	Develop portfolio planning framework and begin implementation.	2025–2026	On target
	Identify asset management system(s) solutions through a procurement process and begin implementation.	2025–2026	On target

Investment planning: In 2025–2026, the NCC made significant progress in implementing its investment planning program. The corporation updated the current replacement value of its asset portfolio and reassessed the deferred maintenance deficit for major asset classes. In parallel, the NCC continued to enhance its inspections program, completing assessments of previously uninspected assets, while exploring opportunities for modernization. Results from these exercises, supported by industry standards and best practices, were used to inform a portfolio planning framework. This framework will help the NCC develop portfolio-specific asset management plans. Furthermore, the NCC continued to modernize its asset management systems. The procurement process began in January 2026 for a new, centralized system, which will reduce fragmentation and enhance the NCC’s ability to plan, prioritize and deliver investments, as well as forecast interventions, preventive maintenance and lifecycle requirements for diverse assets.

Priority 2: *Work with federal partners to accelerate housing development on NCC underutilized lands and streamline the federal land use, design, and transaction approval (FLUDTA) process for projects that support the implementation of Canada's housing plan.*

Initiative	Corporate milestone	Target date	Status
Redevelopment of LeBreton Flats and the island sites	Continue implementing public realm amenities and infrastructure.	2025–2026	On target
	Advance a process to deliver major events centre(s) within the LeBreton Flats Master Concept Plan area.	2025–2026	On target
	Advance negotiation of a partnership agreement with the Algonquin Nation.	2025–2026	On target
	Implement the next phase(s) of the Building LeBreton phased transaction strategy.	2025–2026	Target variance
	Refine policy direction for parks and other public realm amenities.	2025–2026	Target variance
Lands for Homes program	Conduct land use planning exercises to identify and designate underutilized lands for housing (National Capital Core Area Plan).	2025–2026	On target
	Engage with PSPC and central agencies to explore options to amend real property transaction authority limits for the advancement of housing, subject to government direction.	2025–2026	On target
	Continue to work with PSPC and other federal partners to present NCC underutilized properties for feedback or offers on the CPLB.	2025–2026	On target
	Develop and advance the NCC Lands for Homes program.	2025–2026	On target
Streamline the FLUDTA process	A streamlined FLUDTA process is fully implemented and reviewed.	2025–2026	On target

Redevelopment of LeBreton Flats and the island sites: This year saw the achievement of major milestones in the advancement of the Building LeBreton project. In August 2025, an agreement of purchase and sale was signed with CSDI as part of bringing a major events centre to LeBreton Flats. The NCC remains engaged with CSDI to finalize the sale of the land and solidify project timelines. Additionally, the corporation continued to implement the next phase of the project, the Flats Phase, as well as finalize conceptual park design and deliver additional public realm amenities and infrastructure. Variances can be attributed to the sequencing and dependencies across these initiatives. The NCC also continued to engage with the National Capital Region's Algonquin communities to ensure they see concrete and significant benefits from the project. Central to this engagement were ongoing discussions related to a potential partnership agreement.

Lands for Homes program: In 2025–2026, the NCC continued to advance its Lands for Homes initiative by strengthening planning frameworks, partnerships and the readiness of key sites for housing development. Amendments to the NCC’s Capital Urban Lands Plan, approved by the Board of Directors in February 2026, enabled the corporation to advance housing development at key sites. In parallel to underutilized NCC properties made available on the CPLB, the corporation also successfully launched new market offerings through a strategic partnership with the CMHC as part of the Federal Lands Initiative. These offerings at 1200 Ledbury, 1460 Riverside Drive, 1100 Canal Woods Terrace and 2169 Riverside Drive have the potential to introduce approximately 900 new housing units in Ottawa, many of which will be affordable. The NCC maintained active engagement with federal partners, including PSPC and central agencies, to explore potential enhancements to real property authorities that would facilitate housing outcomes and broader land management objectives.

Streamline the FLUDTA process: The NCC continues to advance initiatives designed to enhance the efficiency and effectiveness of its federal approval processes, particularly for initiatives supporting housing and proposals for routine, low-impact undertakings. In 2025–2026, the corporation successfully streamlined the FLUDTA process by reducing review timelines, simplifying submission requirements, and strengthening oversight through targeted process modernization and red tape reduction. For example, class federal approvals, approved by the Board of Directors in April 2026, are one of the measures intended to streamline regulatory processes for certain recurring or routine proposals that satisfy specific, predefined criteria. Overall, results in 2025–2026 reflect an on-time review rate of 97% across all levels of FLUDTA approvals.

Priority 3: Plan, implement and optimize transportation networks and infrastructure in the National Capital Region, in collaboration with all levels of government and partners.

Initiative	Corporate milestone	Target date	Status
Interprovincial Crossings Program	Co-lead the implementation of the Alexandra Bridge Replacement Project with PSPC as part of the integrated project delivery team.	2025–2026	On target
	Complete planning and Strategic Environmental and Economic Assessment to update the Long-Term Integrated Interprovincial Crossings Plan.	2025–2026	On target
	Support PSPC in the early planning of the Additional Bridge in the East.	2025–2026	Target variance
	Support PSPC in undertaking the impact assessment for the additional bridge in the East.	2025–2026	Target variance
Interprovincial transit project office	Advance interprovincial transit studies in collaboration with stakeholders, including the interprovincial transit loop study, and the design guidelines for Confederation Boulevard, according to allocated funding.	2025–2026	Target variance
	Work with all levels of government and transportation partners to implement the government decision on funding for the planning of the STO TramGO project.	2025–2026	Target variance
	Develop and seek approval for two memoranda of understanding (MOU) that outline the reimbursement mechanisms (financing MOU) and governance structure (governance MOU) between the STO and the NCC in collaboration with stakeholders.	2025–2026	Target variance
Promote sustainable mobility	Enhance sustainable and accessible transportation initiatives for Gatineau Park.	2025–2026	On target
	Pursue implementation of programs that open NCC parkways for active use only.	2025–2026	On target
	Maintain and enhance connectivity of NCC pathway networks by continuing to implement the Capital's recreational pathways program, as well as rehabilitating pathway, boardwalk and trail infrastructure.	2025–2026	On target

Interprovincial Crossings Program: During the year, the NCC continued to play a significant role in transportation planning and project delivery in the National Capital Region. The corporation worked with PSPC to achieve key milestones for the Alexandra Bridge Replacement Project, securing approval of the 100% schematic design and FLUDTA by the NCC's Board of Directors in January 2026. The NCC also completed the update to the Long-Term Integrated Interprovincial Crossings Plan, along with its Strategic Environmental and Economic Assessment, strengthening the long-term planning framework for regional transportation. As a member of the integrated project team with PSPC, in 2025–2026, the NCC continued to provide support for a project on an additional bridge in the east in transportation planning, impact assessment and engagement activities. Among these efforts, the NCC continued to work on finalizing the planning and design principles, which were originally targeted for approval in Q4 2025–2026. The principles were presented to the Board of Directors for approval in June 2026.

Interprovincial transit project office: In 2025–2026, the NCC advanced the interprovincial transit project office (ITPO) mandate through ongoing collaboration with federal, provincial and transportation partners. The corporation completed its design guidelines for Confederation Boulevard, creating a framework that enables coordinated development, design consistency and federal decision-making for projects on and around this ceremonial route. The guidelines were approved by the Board of Directors in September 2025. Variances related to ITPO initiatives were primarily driven by the transfer of responsibility for the STO TramGO project from Ville de Gatineau to Mobilité Infra Québec (MIQ). The NCC continues to actively engage with MIQ to clarify its role and support federal coordination efforts associated with this project.

Promote sustainable mobility: Throughout the year, the NCC enhanced sustainable transportation options across its network of parkways, pathways and green spaces. In Gatineau Park, the parkway and shuttle programs supported over 200,000 visits via active transportation and more than 60,000 shuttle trips, with user satisfaction exceeding 90%. The NCC's Bikedays and parkway programming also continued to provide residents and visitors with safe, accessible spaces for recreation. In 2025–2026, usage trends showed increased activity on key corridors like Queen Elizabeth Driveway. The NCC also enhanced connectivity within the Capital Pathway network, including new links to the Voyageurs Pathway and the Greenbelt Pathway East.

Priority 4: *Demonstrate national leadership in achieving an environmentally sustainable and climate-resilient National Capital Region.*

Initiative	Corporate milestone	Target date	Status
Implementation of the NCC's Sustainable Development Strategy	Sustainable communities improve the well-being of people in the NCR.	2025–2026	On target
	Responsible consumption: reduce waste, and transition to zero-emission vehicles.	2025–2026	On target
	Climate action: Develop and implement a climate mitigation plan.	2025–2026	Target variance
	Develop and implement a plan to disclose NCC climate-related financial risks.	2025–2026	On target
Enhancement and conservation of Gatineau Park, the Greenbelt and NCC Urban Lands	Re-establish the urban tree canopy through the prioritization of tree planting efforts to achieve specific objectives.	2025–2026	On target
	Develop life cycle strategies to ensure that assets are managed and maintained to be more resilient and durable.	2025–2026	On target
	Improve the health of valued ecosystems.	2025–2026	On target
	Pursue scientific research activities, conservation management and cultural programs on NCC lands.	2025–2026	On target
Implementation of the green fund	Implement a strategy for the protection of ecological corridors and other areas of ecological importance, adjacent to and within Gatineau Park and the Greenbelt, including acquisitions, partnerships and other initiatives enabled by the NCC's Green Fund.	2025–2026	On target

Implementation of the NCC's Sustainable Development Strategy: In 2025–2026, the NCC continued to implement key actions from its Sustainable Development Strategy 2023–2027. The strategy sets an ambitious course for a more sustainable future and reflects the NCC's leadership in building a greener, more resilient National Capital Region. The corporation finalized its Sustainable Agriculture and Food Strategy, which will support the transition of the Greenbelt from a passive land bank into a vibrant, food-producing engine that directly serves the National Capital Region.

As of March 2026, 20 out of the 24 short-term actions in the NCC's Climate Adaptation Plan have progressed and eight have been completed. This includes efforts to reduce its greenhouse gas emissions by assessing the potential for assets to support renewable energy and identifying mechanisms to procure renewable energy credits. Additionally, the corporation continued to develop a green fleet action plan, with the goal of transitioning toward net-zero fleet emissions. Aligning with the government's direction to move toward climate-related disclosures, the NCC also worked to assess climate-related risks and opportunities. The corporation remains focused on developing a climate mitigation plan in 2026–2027.

Enhancement and conservation of Gatineau Park, the Greenbelt and NCC Urban Lands: During the year, the NCC made steady progress in enhancing and conserving its green spaces. The corporation continued to work toward its target of planting 100,000 trees by 2026. The NCC also strengthened forest management measures, including wildfire risk analysis, new tree protection guidelines and invasive species control. Additionally, the corporation enhanced its approach to asset management by further integrating climate resilience measures into project planning and maintenance activities, including climate-resilient design standards.

Scientific research partnerships and monitoring initiatives in Gatineau Park and the Greenbelt included a new lichen-based ecosystem health indicator, novel invasive species removal strategies and tick surveillance. Volunteer-driven citizen science and community engagement programs also supported biodiversity monitoring, invasive species removal and habitat restoration across Ontario and Quebec urban lands. Collectively, these efforts reinforce the NCC's commitment to environmental conservation and stewardship.

Implementation of the green fund: In 2025–2026, the corporation continued to implement a private land acquisition strategy within the boundaries of Gatineau Park to enhance ecological corridors and contribute to biodiversity. These efforts contribute to the broader goal of protecting areas of ecological importance in the National Capital Region. Another key milestone was the completion of conservation projects in the Chelsea Creek corridor, contributing to the protection of over 80 acres of ecologically significant forest. The NCC remains committed to strengthening existing partnerships and creating new ones to protect ecological corridors adjacent to Gatineau Park and the Greenbelt.

Performance measurement framework 2025–2026

Measures	Target	Results				
Real property leasing	Vacancy rate	2023–2024		2024–2025	2025–2026	
Residential	4.0%	1.3%		1.0%	3.1%	
Commercial	6.0%	4.3%		4.9%	5.0%	
Agricultural	4.0%	3.6%		6.8%	4.2%	
Real property leasing	Revenue	2023–2024		2024–2025	2025–2026	
Residential	\$3.8 million	\$3.8 million		\$3.9 million	\$3.8 million	
Commercial	\$18.3 million	\$16.4 million		\$16.4 million	\$17 million	
Agricultural	\$1.6 million	\$1.6 million		\$1.6 million	\$1.8 million	
Project management	Project status	2023–2024		2024–2025	2025–2026	
Projects on time	80% of planned projects completed on time, within scope and on budget	33%		33%	55%	
Projects within scope		96%		83%	95%	
Projects on budget		63%		63%	91%	
Federal approvals	Time frame	2023–2024		2024–2025	2025–2026	
Levels 1, 2 and 3	80% of service level agreement timing met ¹	91%		98%	97%	
Engagement and outreach	Engagement	2023–2024		2024–2025	2025–2026	
Participants’ satisfaction with the engagement event	85%	94%		93%	85%	
Participants’ likelihood to attend a similar engagement event	85%	94%		99%	96%	
Employment equity	Labour force availability ²	2023–2024		2024–2025	2025–2026	
Women	51.4%	53.2%		53.0%	52.8%	
Indigenous Peoples	2.6%	1.9%		1.2%	1.9%	
Persons with disabilities	12.2%	3.6%		3.6%	9.8%	
Members of a visible minority	20.7%	14.6%		16.9%	19.3%	
		2025–2026				
Asset management	Asset condition	Unknown	Good	Fair	Poor	Critical
NCC assets (excluding official residences)	See footnote ³	1%	41%	36%	16%	6%
Official residences	See footnote ⁴	0%	24%	16%	35%	25%

¹ The NCC FLUDTA review and approval process involves four stages, with the final stage being entirely driven by the NCC. As a result, the NCC measures its performance during this final stage, using a binary scale of “on time” or “not on time,” with specific timelines for different project levels (Level 1 projects: 3–5 weeks; Level 2 projects: 2–4 months; Level 3 projects: 8 months). The performance target is 80% on time.

² The NCC's representation target is the labour force availability, which refers to the distribution of people in the four designated groups as a percentage of the total Canadian workforce.

³ Condition of assets reflective of parliamentary appropriations, including additional appropriations received and earmarked since 2018–2019. The NCC's long-term goal for the condition of its asset portfolio is “good.” Additional appropriations received and earmarked since 2018–2019 contribute to the pursuit of that long-term goal.

⁴ Condition of official residences asset portfolio reflective of the Rehabilitation Plan for the Official Residences as funded by parliamentary appropriations. The NCC's long-term goal for the condition of its asset portfolio is “good.” Additional appropriations earmarked in 2022 contribute to the pursuit of that long-term goal.

Financial Review

Parliamentary Appropriations

In 2025–2026, the NCC was granted \$201.9 million in parliamentary appropriations for operating and capital expenditures. This represents a net increase of \$37.6 million (23%) compared to the \$164.3 million in 2024–2025. The increase is primarily due to the following:

- \$35.6 million in funding received from the 2022 Fall Economic Statement for the revitalization of the NCC’s portfolio of tangible capital assets
- \$9.8 million in funding for the Federal Contaminated Sites Action Plan
- \$0.7 million for the 2 Billion Trees program

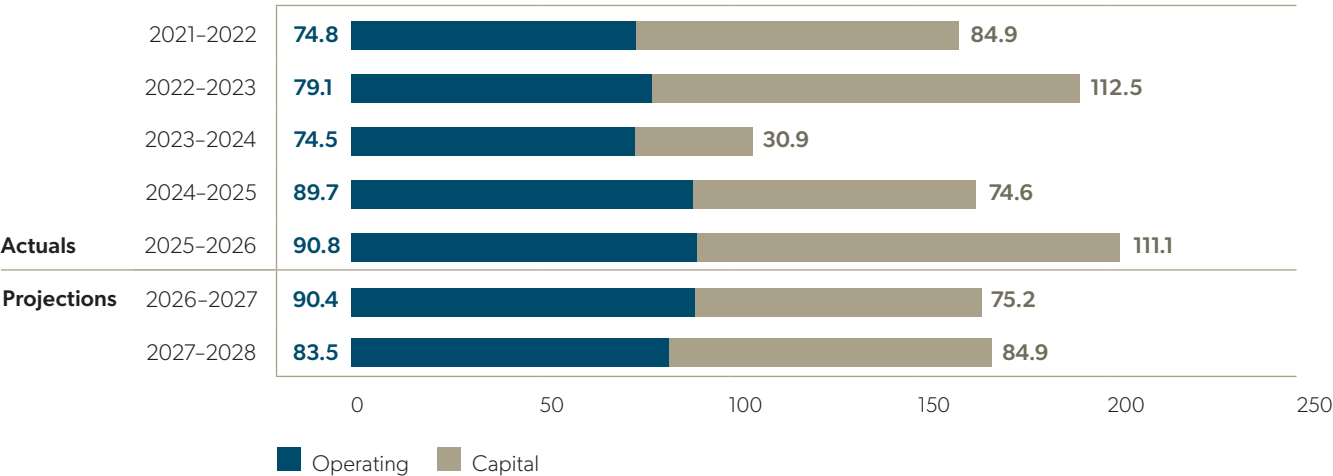
These increases were offset in part by the following operating and capital funding reductions:

- \$4.5 million in funding related to employee economic increases and the reimbursement of eligible salary expenditures
- \$3.2 million for the relocation of the headquarters to 80 Elgin Street
- \$0.6 million recurring reduction in appropriations for the Refocusing Government Spending initiative

Table 1: Parliamentary Appropriations, 2024-2025 to 2027-2028 (in thousands of dollars)

	Actuals			Projections	
	2024-2025	2025-2026	Variance	2026-2027	2027-2028
Operating	69,457	90,806	21,349	90,426	83,515
Supplementary – Operating	20,254	-	(20,254)	-	-
Sub-total	89,711	90,806	1,095	90,426	83,515
Capital	25,313	83,803	58,490	75,177	84,916
Supplementary – Capital	49,286	27,329	(21,957)	-	-
Sub-total	74,599	111,132	36,533	75,177	84,916
Total appropriations	164,310	201,938	37,628	165,603	168,431

Chart 1: Parliamentary Appropriations, 2021-2022 to 2027-2028 (in millions of dollars)



Revenues

In 2025–2026, the NCC generated \$70.1 million in operating revenues, representing an increase of \$5.6 million (9%) compared to \$64.5 million in 2024–2025. Rental operations and easements provided the most significant source of operating revenues in 2025–2026, representing 40% (42% in 2024–2025) of total operating revenues.

The year-over-year increase is primarily attributable to the following:

- \$7.8 million gain on disposal of tangible capital assets related to Ledbury and Mangin
- \$4.3 million in recoveries primarily due to commemorations
- \$0.8 million in user access fees mainly attributable to summer and winter camping, from increased reservations following the temporary closure of the Philippe Lake campground for rehabilitation work
- \$0.5 million in rental operations and easements

These increases in revenues were offset in part by the following decreases:

- \$5.6 million in interest income, primarily due to lower interest rates on reduced bank balance
- \$2.2 million in other revenues

Chart 2: Main Source of Operating Revenues, 2021-2022 to 2027-2028 (in millions of dollars)

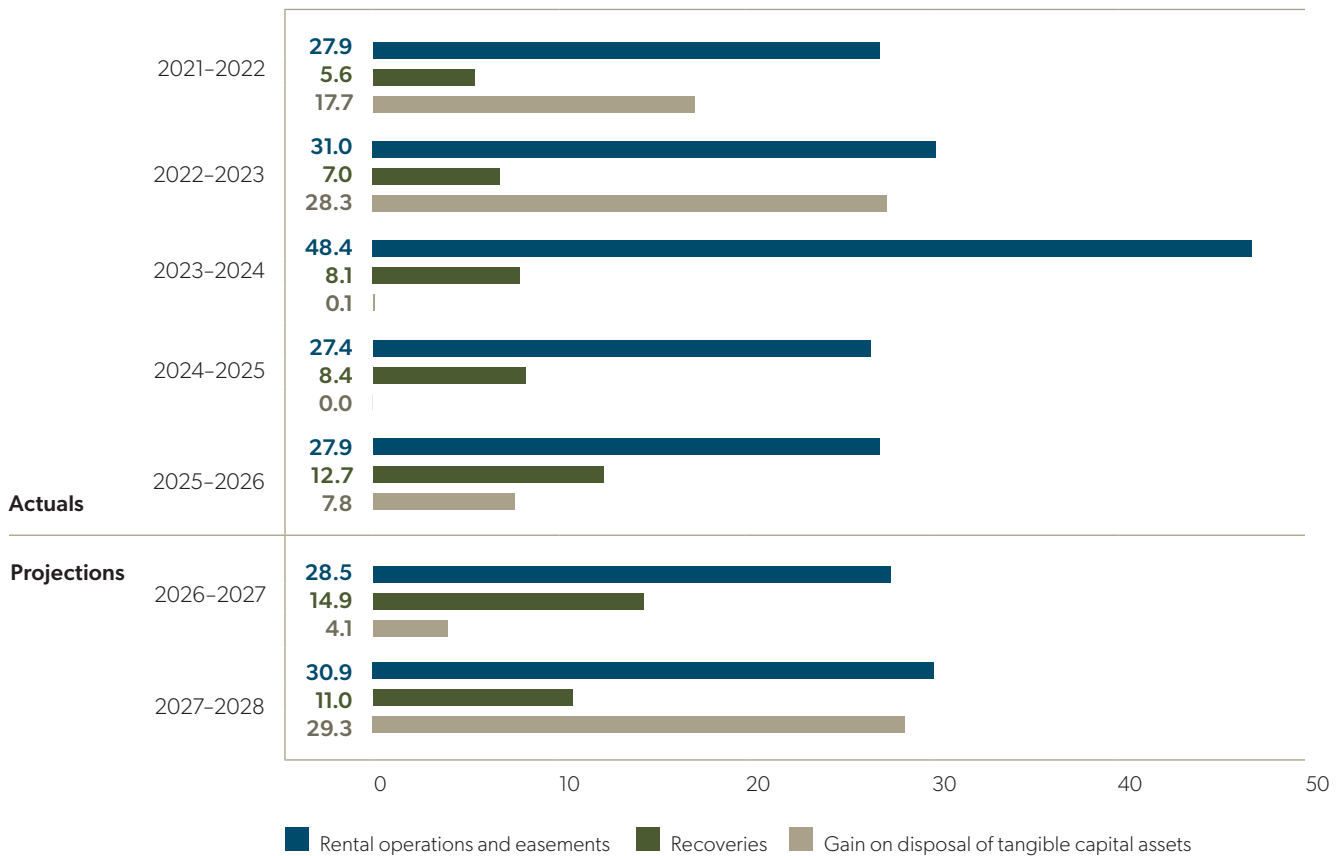
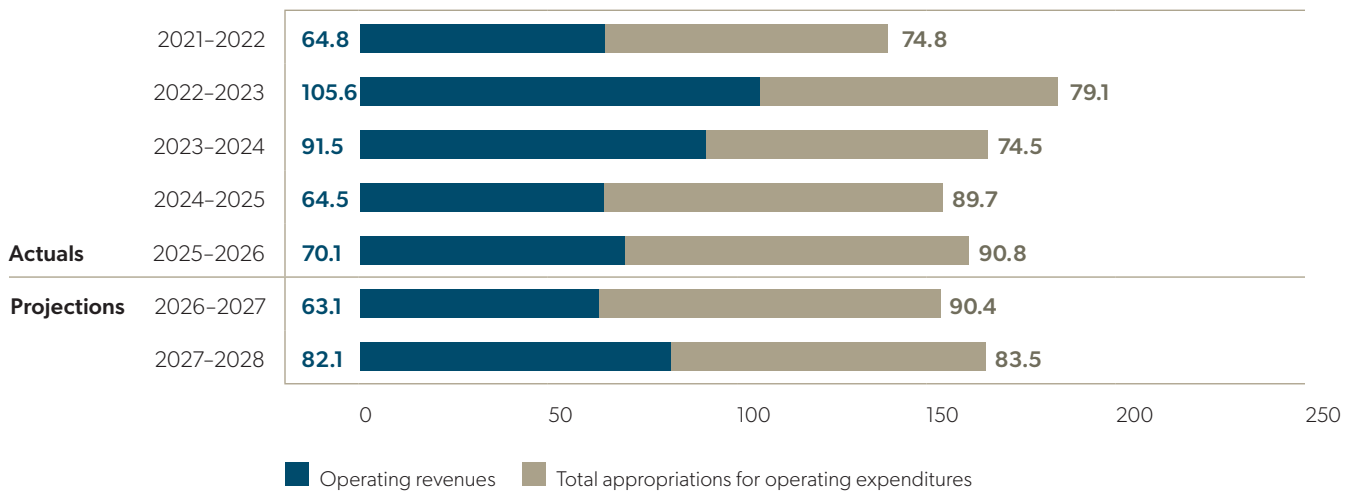


Chart 3: Total Operating Funding, 2021-2022 to 2027-2028 (in millions of dollars)



Expenses

Total operating expenses increased by 5% to \$182.8 million, compared to \$174.8 million in 2024–2025. The \$8.0 million year-over-year increase is attributable primarily to the following:

- \$6.0 million in goods and services
- \$1.9 million in salary and employee benefits
- \$0.4 million in amortization expense

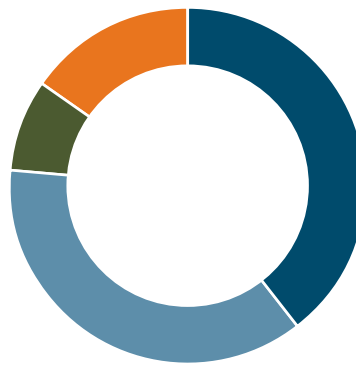
Chart 4: Expenses by Object (in millions of dollars)



2025–2026

Salaries and employee benefits	70.9
Goods and services	70.9
Payments in lieu of municipal taxes	14.3
Amortization and other	26.7

Total 182.8



2024–2025

Salaries and employee benefits	69.0
Goods and services	64.9
Payments in lieu of municipal taxes	14.5
Amortization and other	26.4

Total 174.8

Surplus

The 2025–2026 surplus of \$89.2 million is primarily driven by timing differences in capital funding of \$92.8 million. Parliamentary appropriations for capital expenditures and contributions were recognized upon receipt in 2025–2026, while the related expenditures (amortization) will be recognized over time as the associated projects are implemented.

Capital Expenditures

In 2025–2026, the NCC incurred capital expenditures of \$120.1 million, along with non-monetary adjustments of \$23.2 million (mainly environmental provision), resulting in total capital expenditures of \$143.3 million. This represents an increase of \$3.8 million compared to \$139.5 million in 2024–2025.

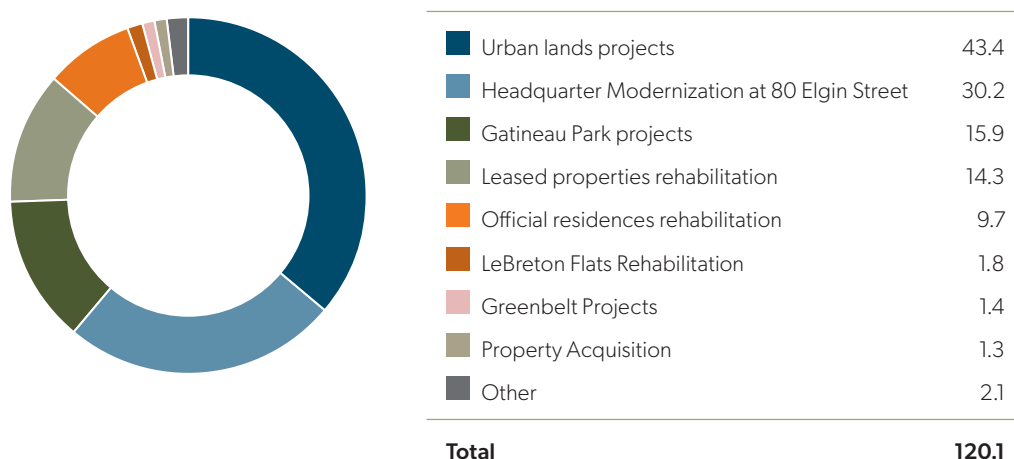
Major capital investments during 2025–2026 included the following:

- \$43.4 million in the urban lands portfolio for projects such as the Lady Grey Wall and Escarpment project (\$13.7 million), Rideau Canal lighting rehabilitation (\$11.8 million), and Gatineau Parkway–Alexandre-Taché Boulevard–Gamelin Street rehabilitation (\$3.9 million)
- \$30.2 million for the NCC headquarters modernization at 80 Elgin Street
- \$15.9 million for Gatineau Park projects, including the Philippe Lake campground rehabilitation (\$9.9 million), as well as electrical and water system infrastructure improvements (\$1.2 million)
- \$14.3 million for leased property rehabilitation projects, including Clarendon Court (\$6.1 million) and 1519 Star Top Road (\$1.3 million)
- \$9.7 million for official residences, including the Gate Lodge recapitalization (\$3.1 million) and greenhouse rehabilitation (\$2.1 million)
- \$6.6 million for other capital expenditures, including \$2.1 million for environmental projects, information technology and other equipment; \$1.8 million for LeBreton Flats rehabilitation; \$1.4 million for Greenbelt projects; and \$1.3 million for property acquisitions

In addition to these investments, positive non-monetary adjustments to tangible capital assets of \$23.2 million were recorded. These include a \$23.7 million adjustment to the provision for environmental remediation and \$3.1 million related to work carried out by the City of Ottawa on our behalf at Terasini Park. These increases were partially offset by a \$3.6 million negative adjustment in asset retirement obligations, primarily due to a change in the discount rate.

These investments of \$143.3 million reflect both accounting adjustments and the continued progress of capital investments supported by recent funding. Building on this and reflecting the main funding received through the 2022 Fall Economic Statement, the NCC has continued to advance key capital projects. These include the Lady Grey Wall and Escarpment project; the Rideau Canal Lighting rehabilitation; and initiatives at Rideau Hall, such as the Gate Lodge recapitalization and greenhouse rehabilitation; and the Clarendon Court rehabilitation project.

Chart 5: NCC Capital Expenditures 2025–2026 (in millions of dollars)



Budgetary Analysis

Table 2 compares actual results for 2025–2026 and 2024–2025 to the 2025–2026 Corporate Plan budget (and the previous plan) and presents the planned operational budget for 2026–2027.

The revenue deficit of \$30.7 million compared to the 2025–2026 budget was primarily due to lower-than-budgeted gains on disposal of tangible capital assets, reflecting the deferral of planned property disposals. It also reflects lower recoveries and user access fees, mainly due to delays in commemoration projects. These variances were offset by higher-than-budgeted revenues from rental operations and easements, as well as interest income and other revenues, related to contributions for capital projects deferred from the previous year.

The actual cost of operations was \$19.7 million lower than budgeted, primarily reflecting lower-than-budgeted expenditures for goods and services and for salaries and employee benefits. The resulting surplus is mainly due to delays in non-recurring projects, such as TramGO, commemorations and other operating initiatives. This variance was partially offset by higher-than-budgeted payment in lieu of taxes, amortization and losses on disposal of tangible capital assets.

Table 2: Statement of operations and accumulated surplus for the year ending March 31 (in thousands of dollars)

	2026-2027	2025-2026			2024-2025		
	Budget	Budget	Actual	Variance	Budget	Actual	Variance
Revenues							
Rental operations and easements	28,472	27,715	27,890	175	30,056	27,428	(2,628)
Recoveries	14,885	17,007	12,743	(4,264)	7,381	8,384	1,003
User access fees	5,612	4,426	4,057	(369)	4,170	3,329	(841)
Interest	5,572	5,991	6,138	147	4,265	11,696	7,431
Gain on disposal of tangible capital assets	4,130	43,050	7,830	(35,220)	–	9	9
Other revenues	4,421	2,581	11,464	8,883	16,751	13,682	(3,069)
	63,092	100,770	70,122	(30,648)	62,623	64,528	1,905
Expenses							
Long-term planning	20,360	17,946	7,916	10,030	11,889	7,467	4,422
Stewardship and protection	135,861	142,626	137,652	4,974	126,932	129,839	(2,907)
Internal services	36,378	41,890	37,273	4,617	36,517	37,527	(1,010)
	192,599	202,462	182,841	19,621	175,338	174,833	505
Deficit before funding from the Government of Canada	(129,507)	(101,692)	(112,719)	(11,027)	(112,715)	(110,305)	2,410
Funding from the Government of Canada							
Parliamentary appropriations for operating expenditures	90,426	101,382	90,806	(10,576)	77,750	89,711	11,961
Parliamentary appropriations for tangible capital assets	75,177	100,825	111,132	10,307	72,799	74,599	1,800
	165,603	202,207	201,938	(269)	150,549	164,310	13,761
Surplus for the year	36,096	100,515	89,219	(11,296)	37,834	54,005	16,171
Accumulated surplus at beginning of the year	1,157,242	1,068,023			1,014,018		
Accumulated surplus at end of the year	1,193,338	1,157,242			1,068,023		

Asset Lifecycle Management, Revenue Generation and Funding Reduction

Asset Lifecycle Management

Regarding its capital assets, the NCC is advancing its investment planning initiative while strengthening its asset management program to mitigate risks, control costs and maximize value for money. Since 2018, supported by approximately \$560 million in additional funding through to 2032–2033, the NCC continue to work to address the significant risks resulting from decades of underinvestment by undertaking major capital projects to meet critical needs and improve the condition of its assets. This includes additional funding that was announced in the 2022 and 2023 Fall Economic Statements to support the continued rehabilitation and maintenance of historically and culturally significant assets, while addressing urgent and critical maintenance requirements.

Revenue Generation

In line with its legislated mandate, the NCC has prioritized investments in heritage and cultural assets that enhance the experience of residents and visitors to the National Capital Region, particularly in the Capital's core area. To optimize the performance of its real property portfolio, the NCC is also exploring opportunities to enhance the use of its lands and real estate assets, ensuring they achieve their highest and best value while contributing to revenue generation. Through a comprehensive evaluation and classification system, underused and underperforming assets have been identified to determine appropriate strategies for optimization.

In response to key federal and organizational priorities, the NCC has refined its strategy to support three core objectives: housing affordability, sustainability, and quality urban design and placemaking. Aligned with Canada's Housing Plan, the NCC has launched the NCC Lands for Homes program, including placing 10 properties on the Canada Public Land Bank and identifying additional sites over time. Beyond housing, optimization strategies for other assets may include long-term leases, land disposals, licences, easements, and transactions supporting federal, provincial and municipal initiatives. The NCC has also partnered with local café, bistro and restaurant operators to enhance the experience of urban parks and shorelines. Together, these measures support revenue generation, help offset operating costs, and contribute to building a dynamic, sustainable and inspiring Capital.

In addition to parliamentary appropriations, the NCC relies on operating revenues and real property transactions as its main sources of funding to address budgetary pressures. Operating revenues are primarily derived from rental activities and easements, as well as cost recoveries, user fees, interest income and other revenue streams.

Rental operations and easements are expected to remain the primary source of operating revenues over the next planning period, accounting for approximately 55% of total operating revenues over the next five years. Growth in rental revenues is largely driven by the NCC Lands for Homes initiative, which involves long-term lease agreements with private developers to expand housing supply in response to the federal government's direction to address the housing crisis.

Simultaneously, the NCC is advancing its energy savings program under its Sustainable Development Strategy, investing in high-efficiency equipment and building upgrades to reduce its carbon footprint, lower operating costs and support revenue generation.

Funding Reduction

In July 2025, the Government of Canada launched a Comprehensive Expenditure Review (CER) to support its commitment to responsible, cost-effective spending that delivers results for Canadians. Consistent with this review, the NCC evaluated opportunities to streamline operational activities and increase efficiencies, where possible. The corporation will fully implement its commitments under the review and reduce its operating budget by \$14.4 million by 2028–2029. These savings build on reductions included in previous years.

Statement of Financial Position Summary

Financial assets totalled \$233.6 million as of March 31, 2026, representing an increase of \$11.8 million or 5% from \$221.8 million as of March 31, 2025, primarily attributable to a significant increase in accounts receivable and loans receivable, partly offset by a decrease in investments. Regarding accounts receivable, this is mostly due to an increase of accrued revenues from parliamentary appropriations and other projects. The decrease of accrued interest on investment is mainly due to an investment that has reached maturity.

Liabilities totalled \$238.1 million as of March 31, 2026, representing an increase of \$36.5 million (18%) from \$201.6 million as of March 31, 2025. This increase is primarily due to an increase in provision for environmental remediation, along with an increase in deferred revenues, accounts payable and accrued liabilities.

Non-financial assets totalled \$1,161.8 million as of March 31, 2026, an increase of \$114.0 million or 11% from \$1,047.8 million as of March 31, 2025, reflecting mostly increases in tangible capital assets related to rehabilitation projects.

Financial Statements

for the year ended March 31, 2026



Farms in the Greenbelt are a symbol of Canada's rural traditions. Farmers have adopted sustainable practices for viable and diverse agriculture in a near-urban setting. The land quality and the favourable climate mean that a wide variety of crops can be produced locally.

Statement of Management Responsibility

The accompanying financial statements of the National Capital Commission (NCC) are the responsibility of management and have been approved by the Board of Directors. These financial statements have been prepared by management in accordance with Canadian public sector accounting standards established by the Public Sector Accounting Board and, where appropriate, include amounts that have been estimated according to management's best judgment. Financial information presented elsewhere in the annual report is consistent with that shown in the financial statements.

Management has developed and maintains books of accounts, financial and management controls and information systems that are designed to provide reasonable assurance that the NCC's assets are safeguarded and controlled, that resources are managed economically and efficiently in the attainment of the NCC's objectives, and that transactions are in accordance with Part X of the *Financial Administration Act* and regulations, the *National Capital Act*, the by-laws of the NCC, and the directive issued pursuant to Section 89 of the *Financial Administration Act*. Internal audits are conducted regularly to assess the performance of information systems and management controls and practices.

The NCC's external auditor, the Auditor General of Canada, audits the financial statements, and reports to the minister of Government Transformation, Public Works and Procurement.

The members of the NCC's board of directors carry out their responsibilities with regards to the financial statements principally through the Audit Committee, which consists of members of the board of directors only. This committee meets periodically with management, as well as with the internal and external auditors, to discuss the results of audits conducted to determine the effectiveness of internal accounting controls and to review and discuss financial reporting matters. The external and internal auditors have full access to the Audit Committee, with or without the presence of management.



Tobi Nussbaum
Chief Executive Officer



Nancy Bilodeau, CPA
Director, Finance and
acting Chief Financial Officer

Ottawa, Canada
June 23, 2026



INDEPENDENT AUDITOR'S REPORT

To the Minister of Government Transformation, Public Works and Procurement

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of the National Capital Commission, which comprise the statement of financial position as at 31 March 2026, and the statement of operations and accumulated surplus, statement of change in net financial assets (net debt) and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the National Capital Commission as at 31 March 2026, and the results of its operations, changes in its net financial assets, and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the National Capital Commission in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

Management is responsible for the other information. The other information comprises the information included in the annual report, but does not include the financial statements and our auditor's report thereon.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be

materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the National Capital Commission's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the National Capital Commission or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the National Capital Commission's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the National Capital Commission's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the National Capital Commission's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the National Capital Commission to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Report on Compliance with Specified Authorities

Opinion

In conjunction with the audit of the financial statements, we have audited transactions of the National Capital Commission coming to our notice for compliance with specified authorities. The specified authorities against which compliance was audited are Part X of the *Financial Administration Act* and regulations, the *National Capital Act*, the by-laws of the National Capital Commission, and the directives issued pursuant to section 89 of the *Financial Administration Act* described in Note 1 to the financial statements.

In our opinion, the transactions of the National Capital Commission that came to our notice during the audit of the financial statements have complied, in all material respects, with the specified authorities referred to above. Further, as required by the *Financial Administration Act*, we report that, in our opinion, the accounting principles in Canadian public sector accounting standards have been applied on a basis consistent with that of the preceding year.

Responsibilities of Management for Compliance with Specified Authorities

Management is responsible for the National Capital Commission's compliance with the specified authorities named above, and for such internal control as management determines is necessary to enable the National Capital Commission to comply with the specified authorities.

Auditor's Responsibilities for the Audit of Compliance with Specified Authorities

Our audit responsibilities include planning and performing procedures to provide an audit opinion and reporting on whether the transactions coming to our notice during the audit of the financial statements are in compliance with the specified authorities referred to above.



Annie Leclerc, CPA
Principal
for the Auditor General of Canada

Ottawa, Canada
23 June 2026

Statement of Financial Position

As at March 31 (in thousands of dollars)	2026	2025
Financial Assets		
Cash and cash equivalents (Note 3)	156,926	158,557
Restricted cash and cash equivalents (Note 4)	15,080	12,701
Accounts receivable (Note 5)	43,544	19,251
Loans receivable (Note 6)	6,756	339
Investments (Note 3)	11,283	30,992
	233,589	221,840
Liabilities		
Accounts payable and accrued liabilities (Note 7)	45,747	38,553
Provision for environmental remediation (Note 8)	97,677	74,000
Asset retirement obligations (Note 9)	26,059	29,184
Deferred revenues (Note 10)	43,614	35,046
Employee future benefits (Note 11)	8,990	10,402
Other liabilities (Note 12)	16,035	14,415
	238,122	201,600
Net Financial Assets (Net Debt)	(4,533)	20,240
Non-Financial Assets		
Tangible capital assets (Note 13)	1,156,009	1,039,685
Prepaid expenses	4,232	3,878
Other non-financial assets	1,534	4,220
	1,161,775	1,047,783
ACCUMULATED SURPLUS	1,157,242	1,068,023

Contractual rights, contractual obligations and contingent liabilities (Notes 17, 18, and 19)
The notes are an integral part of the financial statements.

Approved by the Board of Directors



Maryse Gaudreault
Chair, Board of Directors



Tanya Gracie
Chair, Audit Committee

Statement of Operations and Accumulated Surplus

For the year ended March 31 (in thousands of dollars)	2026 Budget	2026 Actual	2025 Actual
	(Note 2)		
Revenues			
Rental operations and easements (Note 14)	27,715	27,890	27,428
Recoveries (Note 14)	17,007	12,743	8,384
User access fees	4,426	4,057	3,329
Interest	5,991	6,138	11,696
Gain on disposal of tangible capital assets	43,050	7,830	9
Other revenues (Note 14)	2,581	11,464	13,682
	100,770	70,122	64,528
Expenses (Notes 1 and 15)			
Long-term planning	17,946	7,916	7,467
Stewardship and protection	142,626	137,652	129,839
Internal services	41,890	37,273	37,527
	202,462	182,841	174,833
Deficit before funding from the Government of Canada	(101,692)	(112,719)	(110,305)
Funding from the Government of Canada			
Parliamentary appropriations for operating expenditures (Note 16)	101,382	90,806	89,711
Parliamentary appropriations for tangible capital assets (Note 16)	100,825	111,132	74,599
	202,207	201,938	164,310
Surplus for the year	100,515	89,219	54,005
Accumulated surplus at beginning of the year	1,087,512	1,068,023	1,014,018
Accumulated surplus at end of the year	1,188,027	1,157,242	1,068,023

The notes are an integral part of the financial statements.

Statement of Change in Net Financial Assets (Net Debt)

For the year ended March 31 (in thousands of dollars)	2026 Budget	2026 Actual	2025 Actual
	(Note 2)		
Surplus for the year	100,515	89,219	54,005
Acquisition and improvements of tangible capital assets (Note 13)	(116,275)	(143,310)	(139,475)
Amortization of tangible capital assets (Note 13)	26,346	26,561	26,126
Gain on disposal of tangible capital assets	(43,050)	(7,830)	(9)
Proceeds from disposal of tangible capital assets	61,500	8,038	9
Write-down of tangible capital assets	-	217	292
	(71,479)	(116,324)	(113,057)
Change in prepaid expenses	-	(354)	(250)
Change in other non-financial assets	-	2,686	50
	-	2,332	(200)
Decrease in net financial assets	29,036	(24,773)	(59,252)
Net financial assets at beginning of the year	(1,311)	20,240	79,492
Net financial assets (net debt) at end of the year	27,725	(4,533)	20,240

The notes are an integral part of the financial statements.

Statement of Cash Flows

For the year ended March 31 (in thousands of dollars)	2026	2025
Operating Activities		
Cash receipts from parliamentary appropriations for operating expenditures	97,294	90,503
Cash receipts from rental operations and easements	36,351	25,150
Cash receipts from recoveries, user access fees and other revenues	21,310	15,397
Cash paid to suppliers	(82,575)	(78,547)
Cash paid to employees	(72,415)	(72,548)
Interest received	8,046	14,014
Disbursements related to the management and remediation of sites	(341)	(564)
Cash flows provided (used) by operating activities	7,670	(6,595)
Capital Activities		
Cash receipts from parliamentary appropriations for tangible capital assets	83,803	60,465
Acquisition and improvements of tangible capital assets	(112,089)	(134,283)
Proceeds from disposal of tangible capital assets	8,038	9
Cash receipts for future disposal of lands	3,041	100
Disbursements for environmental remediation	(1,830)	(537)
Cash flows used by capital activities	(19,037)	(74,246)
Investing Activities		
Cash receipts for Chambers Building Fund	248	1,416
Granting of loans receivable	(6,498)	(100)
Cash receipts from repayments of loans receivable	81	24
Disbursements for investments purchased	(1,427)	(1,182)
Cash receipts from investments sold	19,711	80,578
Cash flows provided by investing activities	12,115	80,736
Increase (decrease) in cash and cash equivalents	748	(105)
Cash and cash equivalents at beginning of the year	171,258	171,363
Cash and cash equivalents at end of the year	172,006	171,258
Represented by:		
Cash and cash equivalents	156,926	158,557
Restricted cash and cash equivalents	15,080	12,701
	172,006	171,258

The notes are an integral part of the financial statements.

1. Authority and Objectives

The National Capital Commission (NCC) was established in 1959 by the *National Capital Act* (1958) as an agent Crown corporation without share capital, named in Part I of Schedule III of the *Financial Administration Act*, and is not subject to the requirements of the *Income Tax Act*. The objects and purposes of the NCC, as stated in the amended *National Capital Act* (2013) are to prepare plans for and assist in the development, conservation and improvement of the National Capital Region in order that the nature and character of the seat of the Government of Canada may be in accordance with its national significance.

The NCC is also responsible for the management and maintenance of the tangible capital assets of the official residences located in the National Capital Region. The NCC encourages Canadians to participate in the enhancement of the state areas of the official residences through public donations of furnishings, paintings and works of art, or the funds to purchase them. Pieces are selected to reflect Canada's heritage, artistic traditions and historical associations, or to complement the architectural style of a particular residence.

In July 2015, the corporation was issued a directive (P.C. 2015-1106) pursuant to Section 89 of the *Financial Administration Act* to align its travel, hospitality, conference and event expenditure policies, guidelines and practices with Treasury Board policies, directives and related instruments on travel, hospitality, conference and event expenditures in a manner consistent with its legal obligations, and to report on the implementation of this directive in the next corporate plan. The NCC has met the requirements of the directive since 2015–2016.

In January 2026, the Corporation was issued a directive (P.C. 2026-0010) pursuant to section 89 of the *Financial Administration Act* to align its policies, guidelines, and practices with the “Buy Canadian Procurement Policy Framework” and the policy instruments issued under section 6 of that framework, as amended from time to time, in a manner consistent with its mandate, and to report on the implementation of this directive in the Corporation's next corporate plan. The NCC meets the requirements of this directive since January 2026.

Program Definitions and Objectives

The NCC delivers its mandate through its Core Responsibilities, based on which the NCC reports to Parliament and Canadians. The following are the descriptions of NCC's Core Responsibilities:

Long-term Planning

The NCC ensures that federal lands and assets meet the needs of government and Canadians, and reflect and respect the significance, natural environment and heritage of the national capital. The NCC develops long-term plans, conducts the identification of the National Interest Land Mass (NILM), and manages federal land use, design and transaction approvals. With partners in the region, the NCC also conducts interprovincial transportation planning, and facilitates transportation projects.

Stewardship and Protection

The NCC manages, maintains, protects, develops and rehabilitates federal lands and assets in the National Capital Region. The NCC also ensures that Canadians have safe, appropriate and sustainable access to experience these federal lands and assets. Through its stewardship of the official residences, the NCC ensures that accommodations for Canada's official leaders are appropriate and serve as inspiring settings for state events and ceremonies.

Internal Services

To fulfill its ongoing planning and stewardship responsibilities, the NCC also has a series of organization-wide internal services that support the delivery of its activities, and management of resources. These functions support the NCC's management of financial and human resources; governance structures, including the board of directors and committees; public affairs, communications and marketing; reporting to Parliament and Canadians; legal services and information technology and geomatics services.

2. Significant Accounting Policies

A. Basis of Accounting

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

Financial assets and non-financial assets, as well as liabilities are reported on the Statement of Financial Position. Non-financial assets are normally utilized to provide future services and are expensed through amortization or upon utilization. Non-financial assets are not included in the determination of net financial assets (net debt), however, they are added to the net financial assets (net debt) in determining the accumulated surplus.

Measurement Uncertainty

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

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

Budget Figures

The 2025-2026 budget figures, as presented in the *2025-2026 to 2029-2030 Corporate Plan*, are included, as appropriate, in the Statement of Operations and Accumulated Surplus and the Statement of Change in Net Financial Assets (Net Debt).

B. Cash and Cash Equivalents and Restricted Cash and Cash Equivalents

Cash and cash equivalents include cash and highly liquid investments. These investments with a maturity of three months or less from the date of acquisition, are recorded at cost. Restricted cash and cash equivalents are subject to external restrictions that specify the purpose for which they are to be used.

C. Loans Receivable

The NCC recognizes a loan as a financial asset in the Statement of Financial Position when it assumes the risks and acquires the right associated to receive repayment of principal and any related payments of interest.

The initial recognition of a loan coincides with the disbursement of funds by the NCC. Loans are initially recorded at cost by the NCC when the loan is issued. The NCC assesses, at each reporting date, whether there are indications of impairment. Where applicable, an allowance for valuation is recorded to present the loan at the lower of its cost and its net recoverable value. Where the NCC concludes that the amount of a loss is known with sufficient precision and there is no realistic prospect of recovery, the amount of that loss is recorded directly against the carrying value of the loan. When a loan made by the NCC is written off in whole or in part, the write-off is a final recognition of a loss.

Interest revenue on loans made by the NCC is recognized when earned in the Statement of Operations and Accumulated Surplus. In cases where the recovery of principal or interest is not reasonably certain, the NCC will cease to recognize interest revenue until the conditions for recovery are restored.

D. Investments

Investments include short-term portfolio investments with a term to maturity of 365 days or less, as well as long-term portfolio investments maturing in greater than 365 days. Short-term investments could include money market instruments, such as bankers' acceptances, guaranteed investment certificates and bearer deposit notes, whereas long-term investments could include bonds issued by the Government of Canada, as well as provincial and municipal governments. These types of investments are purchased from a member of the Canadian Payments Association Investments and are recorded at amortized cost using the effective interest rate method. Transaction costs are added to the carrying value of investments at initial recognition. At each reporting date, the NCC assesses investments to determine if there is any objective evidence of impairment. Where one exists and is deemed to be due to factors other than a temporary decline, the impairment loss would be reported in the Statement of Operations and Accumulated Surplus.

E. Assets Held for Sale

The NCC recognizes an asset held for sale when all of the following criteria are met prior to the date of the financial statements:

- i. the sale of the asset is approved;
- ii. the asset is in a condition to be sold;
- iii. the asset is publicly seen to be for sale;
- iv. there is an active market for the asset;
- v. there is a plan in place for selling the asset; and
- vi. it is reasonably anticipated that the sale to a purchaser external to the NCC reporting entity will be completed within one year of the financial statement date.

The asset held for sale is measured at the lower of its carrying amount or fair value, less cost to sell.

F. Provision for Environmental Remediation

The NCC recognizes a provision for environmental remediation and an expense for the costs associated with the remediation of contaminated sites when all of the following conditions are prevalent: an environmental standard exists; the level of contamination has been determined to exceed the environmental standard; the NCC is directly responsible or accepts responsibility; it is expected that future economic benefits will be given up; and a reasonable estimate of the amount can be made at that time. However, where the criteria for recognizing a liability are met and the contamination occurred prior to the NCC's acquisition of the land, the costs associated with the remediation necessary to prepare the land for its intended use form an integral part of the capital costs and are capitalized to "Land" (Note 13). When ongoing operation, maintenance and monitoring are an integral part of the remediation strategy for a contaminated site, the estimate of the liability would include the costs for such activities.

The NCC expects that future economic benefits will be given up when there is a risk to public safety and security, planned development or disposal of the land, or where public documents and Treasury Board decisions indicate that the NCC has a responsibility to the public that leaves it little or no discretion in relieving itself of the obligation.

The costs related to the management and remediation of sites may vary depending on the land use as determined during the urban planning process and the development of the Plan for Canada's Capital. These costs are adjusted annually to reflect inflation, new obligations with respect to environmental evaluations, change in management estimates, actual cost incurred, new sources of funding, new projects, technological advances, change in legislation and progress toward remediation as appropriate.

G. Asset Retirement Obligations

The asset retirement obligations represent the amount required to retire tangible capital assets on a permanent basis and in accordance with the corresponding legal obligations. The NCC's obligations mainly represent estimated costs of removing designated substances such as asbestos from buildings; these costs include all costs directly attributable to the future removal of this designated substance. In the case of other obligations, these include estimated costs directly attributable to the removal or burial of the asset itself.

An asset retirement obligation is recognized when all the following criteria are satisfied:

- a) there is a legal obligation to incur retirement costs in relation to a tangible capital asset;
- b) the past transaction or event giving rise to the liability has occurred;
- c) it is expected that future economic benefits will be given up; and
- d) a reasonable estimate of the amount can be made.

The cost of an obligation is recognized as a liability, as is the carrying amount of the related tangible capital asset by the same amount as the liability. Liabilities are adjusted annually over the estimated useful life of the asset through accretion expenses recognized in the statement of operations and accumulated surplus. Capitalized asset retirement costs are amortized over the estimated useful life of the asset. An asset retirement obligation may arise in connection with a tangible capital asset that is not recognized in the books or is no longer in productive use. In this case, the asset retirement cost would be expensed. An asset retirement obligation may also exist in connection with a fully amortized tangible capital asset that is still in productive use. The costs would be amortized over the revised estimate of the remaining useful life.

When the future cash flows required to settle or otherwise extinguish a liability are estimable, predictable, and expected to occur over extended future periods, a present value technique is used. The discount rate used is the zero-coupon rate yield curve at the end of the year, associated with the estimated number of years to complete the retirement. The recorded liabilities are adjusted each year, as required, for present value adjustments, inflation, new obligations, and changes in management estimates and actual costs incurred.

Changes to underlying assumptions, the timing of the expenditures, the technology employed, or changes in regulatory requirements could result in significant changes to the liabilities recorded.

H. Employee Future Benefits

i. Pension Benefits

Substantially all employees of the NCC are covered by the Public Service Pension Plan (the “Plan”), a defined benefit plan established through legislation and sponsored by the Government of Canada. Contributions are required by both the employees and the NCC to cover current service cost. In accordance with current legislation, the NCC has no legal or constructive obligation to pay further contributions with respect to any past service or funding deficiencies of the Plan. Consequently, contributions are recognized as an expense in the year when employees have rendered service, representing the total of NCC’s pension obligation for the year.

ii. Other Benefit Plans

The NCC’s most significant other benefit plan is the sick leave benefits. Most employees of the NCC are entitled to accumulating sick leave benefits as provided for under their conditions of employment. The NCC recognizes a liability and an expense for the cost of future sick leave benefits in the period in which employees render services that qualify for benefits. The obligation related to sick leave benefits earned by employees is actuarially determined using the last-in-first-out approach and management’s best estimate of discount rate, employee demographics, and sick leave usage of active employees. Actuarial gains (losses) are amortized on a systematic basis over the remaining active service life of employees covered by these sick leave benefits. Severance benefits, workers’ compensation benefits, maternity or parental leave benefits are the NCC’s other benefit plans, which are not material.

I. Tangible Capital Assets

Tangible capital assets are recorded at cost. When conditions indicate that a tangible capital asset no longer contributes to the NCC’s ability to provide goods and services, or that the value of future economic benefits associated with the tangible capital asset is less than its net book value, the cost of the tangible capital asset is reduced to reflect the decline in the asset’s value. The net write-down is recognized as an expense in the Statement of Operations and Accumulated Surplus.

Improvements that extend the useful life of buildings, infrastructure and equipment are capitalized and amortized according to their respective asset class. Land improvements and other development costs are capitalized once they meet the definition of an asset and there are expected future economic benefits associated with those costs. Construction in progress represents assets that are not yet available for use and therefore are not subject to amortization.

The costs to retire an asset are capitalized and amortized over the asset’s estimated remaining useful life. An asset retirement obligation may exist in connection with a fully amortized tangible capital asset that is still in productive use. In this case, the costs would be amortized over the revised estimate of the remaining useful life.

In the case of disposal of tangible capital assets, the difference between the net realized disposal proceeds and the net book value of the asset is recorded as gain or loss on disposal of tangible capital assets in the statement of operations.

Notes to the Financial Statements

For the year ended March 31, 2026 (in thousands of dollars, unless otherwise specified)

The cost of tangible capital assets in use is amortized on a straight-line basis over the estimated useful life, as follows:

Tangible Capital Assets	
Parkways, bridges and roadways	25 or 45 years
Historical properties	20 or 40 years
Rental properties	20 to 40 years
Parks	20 to 40 years
Administrative and service buildings	20 or 40 years
Recreational properties	20 to 40 years
Development properties	20 years
Leasehold improvements	The lesser of the term of the lease or the estimated useful life
Office equipment, machinery and equipment	5 to 20 years
Computers and software	3 to 7 years
Vehicles	5 to 15 years

Non-financial assets include Crown lands and natural resources that have been purchased by the NCC. However, certain non-financial resources are not recognized as assets in the financial statements; for example, all natural resources and Crown lands that have been donated to the NCC.

J. Inter-entity Transactions

Inter-entity transactions are transactions between commonly controlled entities. In the normal course of business, the NCC regularly enters into transactions with public sector entities that are part of the government's reporting entity. The NCC performs various types of transactions, such as exchanges of assets, goods or services that are recorded at the carrying amount, except for the following:

- i. When undertaken on similar terms and conditions to those adopted if the entities were dealing at arm's length, or where costs provided are recovered, transactions are measured at the exchange amount, which is the amount of consideration established and agreed to by the related parties, or
- ii. Transfer of assets or liabilities for nominal value or no consideration is measured at the carrying amount by the provider and at the carrying amount or fair value if the NCC is the recipient, or
- iii. Goods or services received without charge from other public sector entities are not recorded in the Statement of Operations and Accumulated Surplus.

K. Non-monetary Transactions

In the normal course of business, the NCC regularly signs non-monetary agreements. The NCC carries out exchanges of non-monetary assets, goods or services for other non-monetary assets, goods or services with little or no monetary consideration involved. It also carries out or receives non-monetary non-reciprocal transfers, which are transfers of non-monetary assets, goods or services without consideration.

Notes to the Financial Statements

For the year ended March 31, 2026 (in thousands of dollars, unless otherwise specified)

Non-monetary transactions with performance obligations for the NCC, and with a non-cash consideration in exchange, are recorded at the fair value of the goods or services received in transactions between unrelated parties in the normal course of business, and for which the exchange value is considered the same. This type of transaction refers to exchanges of goods or services. These revenues are recognized when control of the benefits associated with the goods or services has been transferred and the NCC's performance obligation is satisfied.

The non-monetary non-reciprocal transactions are recorded at the fair value of the goods or services received when the NCC receives an asset or a service.

Gains or losses resulting from non-monetary transfers are recognized in the Statement of Operations and Accumulated Surplus.

L. Revenues

Revenues result primarily from rental operations and easements, gains on disposal of tangible capital assets, interest, user access fees, recoveries and other revenues (e.g., contributions for various projects, federal land use approval and concession revenues).

Rental operations and easements including licences of occupation, include a continuing performance obligation that is satisfied over time since the NCC has an obligation to provide access to a predetermined asset over the term of the agreement. Among other things, rental operations give access to rent NCC buildings or land, while licence of occupation give temporary access to NCC land, generally for construction projects carried out by the payor. The payor simultaneously receives and consumes the benefits provided by the specific asset throughout the term of the related agreement. These revenues are recognized on a straight-line basis over the term of the agreement. Consideration received in advance are included in deferred revenue and recognized as revenue as the performance obligation is satisfied.

Easements include a performance obligation that is satisfied at a specific point in time which is the granting of the easement to the payer, since the NCC has transferred control of the benefits associated with the specific asset as provided for in the agreement. The revenues are therefore recognized when the easement is granted.

User access fees include either a continuing performance obligation that is satisfied over time or at a specific point in time, depending on the type of access. The NCC has an obligation to provide access to a predetermined asset, such as the Gatineau Park ski trails, the camping at Philippe Lake, the Gatineau Park beaches, or any other NCC asset for a special event. These different types of access are either daily, for a few days or a few months. Revenues are recorded at a specific point in time for daily access and access for a few days, or on a straight-line basis over the duration of the access for access over several months. Consideration received in advance are included in deferred revenue and recognized as revenue as the performance obligation is satisfied.

Recoveries include a continuing performance obligation that is progressively satisfied as the NCC has an obligation to provide, over the term of the agreement, a service, such as the maintenance of land not owned by the NCC, or construction or improvements of tangible capital assets for which either the third party or the NCC has control. The NCC enters into recovery agreements with third parties, generally public sector entities that are included in the government reporting entity. Agreements with public sector entities are made at the fair value of services rendered in the normal course of business. These revenues are recognized either according to the terms of the agreement or when expenses are incurred by the NCC. Consideration received in advance are included in deferred revenue and recognized as revenue as the performance obligation is satisfied.

The majority of other revenues are considered non-recurring revenues. Since these revenues may differ from one year to the next, they are recognized when the performance obligation is satisfied. See Note 14 for more details.

Interest revenue is recognized in the period in which it is earned, using the effective interest rate method. It includes interest earned on cash and investments.

M. Parliamentary Appropriations

The NCC obtains an important part of its funding through parliamentary appropriations for operating expenditures and tangible capital asset acquisition or betterment. These parliamentary appropriations are free of any stipulations limiting their use and are recognized as funding from the Government of Canada in the Statement of Operations and Accumulated Surplus, up to the authorized amount.

N. Contingent Liabilities

Contingent liabilities are potential liabilities which may become actual liabilities when one or more future events occur or fail to occur. To the extent that a future event is likely to confirm that a liability has been incurred at the date of the financial statements and a reasonable estimate of the liability can be made by the NCC, a contingent liability is recognized in the Statement of Financial Position and the related expense is recorded in the Statement of Operations and Accumulated Surplus in accordance with its nature. If the likelihood of the occurrence of the confirming future event is not determinable or it is likely but either, the amount of the liability cannot be reasonably estimated, or an accrual has been made, but there exists an exposure to liability in excess of the amount accrued, the contingency is disclosed in Notes 8 and 19.

O. Financial Instruments

The NCC identifies, assesses and manages financial risks in order to minimize their impact on the NCC's results and financial position. The NCC manages its financial risks in accordance with specific criteria, as disclosed in Note 19, and does not engage in speculative transactions or use derivative financial instruments.

Financial assets and financial liabilities are measured at amortized cost. Financial assets consist of cash and cash equivalents, restricted cash and cash equivalents, accounts receivable, loans receivable, and investments. Financial liabilities consist of accounts payable and accrued liabilities, light rail transit liability, and unsettled expropriation of property included in other liabilities.

3. Cash and Cash Equivalents and Investments

A. Cash and Cash Equivalents

As at March 31, 2026, cash and cash equivalents include \$156.9 million (\$158.6 million in 2025) in cash, invested at a weighted average interest rate of 3.1% (4.7% in 2025).

Notes to the Financial Statements

For the year ended March 31, 2026 (in thousands of dollars, unless otherwise specified)

B. Investments

As at March 31, 2026, the investment portfolio includes bonds of provincial governments totalling \$11.3 million (\$31.0 million in 2025) invested at a weighted average interest rate of 3.0% (4.9% in 2025).

	2026		2025	
	Amortized Cost	Quoted Market Value	Amortized Cost	Quoted Market Value
Provincial governments	11,283	11,174	10,992	10,974
Guaranteed investment certificate	–	–	20,000	20,000
	11,283	11,174	30,992	30,974

C. Designated Funds

As at March 31, 2026, cash and cash equivalents included \$97.0 million (\$76.2 million in 2025) in designated funds whose use is internally designated and limited for the sole purpose for which they have been segregated. The following funds are segregated:

	2026	2025
The Revitalization of NCC assets (FES 2022)	32,558	–
The Revitalization of NCC assets (Budget 2020)	5,760	21,013
Green Funds	20,145	21,545
Federal Contaminated Sites Action Plan (FCSAP)	15,524	6,098
TramGo project	9,182	–
South Shore Riverfront Park development	3,475	4,133
Commemoration Canada's Mission in Afghanistan	3,292	3,569
Commemoration Fallen Foreign Service Officer	2,733	3,713
Commemoration Victim of Communism	1,141	1,214
Redevelopment of industrial lands on the north shore of the Ottawa River	3,233	3,140
Others	–	11,807
	97,043	76,232

4. Restricted Cash and Cash Equivalents

The restricted cash and cash equivalents are composed of the following:

	2026	2025
Chambers Building Fund	8,667	8,419
Deposit for future disposal of lands	5,866	2,493
Light Rail Transit	547	1,789
	15,080	12,701

Chambers Building Fund

As set out in the ground lease for 40 Elgin Street (Chambers Building), this fund administered by the NCC comes from contributions from the former tenant and is intended to fund future capital improvements for this building. A related liability is recorded in the Statement of Financial Position and is disclosed in Note 12.

5. Accounts Receivable

	2026	2025
Trades receivable - Government Departments and Crowns Corporations	25,313	7,239
Rental operations	6,753	6,634
Trades receivable - Other	13,784	7,836
	45,850	21,709
Allowance for doubtful accounts	(2,306)	(2,458)
	43,544	19,251

6. Loans Receivable

As at March 31, 2026, the NCC's balance of loans receivable is \$6.8 million (\$0.3 million in 2025). This balance consists primarily of a loan related to the commercial lease of a building owned by the NCC. This loan is intended to finance leasehold improvements required for the lessee's needs. The loan bears interest at an annual rate of 6.18% and is repayable over a 25-year period in monthly instalments. The loan includes no release clause or guarantee. As at March 31, there is no impairment provision to be recognized.

Notes to the Financial Statements

For the year ended March 31, 2026 (in thousands of dollars, unless otherwise specified)

7. Accounts Payable and Accrued Liabilities

	2026	2025
Trades payable and accrued liability - Others	36,564	31,246
Salaries and employee benefits	5,358	4,800
Trades payable and accrued liability - Government Departments and Crowns Corporations	3,825	2,507
	45,747	38,553

8. Provision for Environmental Remediation

As part of the Environmental Management Framework, the NCC developed a risk-based approach for the management of contaminated sites. This approach is a proactive management tool to ensure that the necessary steps are taken to identify, assess, classify and prioritize contaminated sites, and thus ensure public safety and security. To classify the sites in order of priority, all 1,640 sites owned by the NCC were the object of preliminary environmental assessments which involved researching the historical use of the land and its current use and, for those sites posing the greatest risk, an initial or detailed assessment was performed to confirm the degree of contamination.

As of March 31, 2026, the following table presents the classification of sites owned by the NCC.

	2026	2025
Contaminated sites exceeding environmental standards		
Sites included in the provision for environmental remediation or contingent liabilities	41	43
Other contaminated sites	222	218
Total contaminated sites exceeding environmental standards	263	261
Low risk sites or not exceeding environmental standards	1,377	1,368
Total sites owned by the NCC	1,640	1,629

Contaminated sites exceeding environmental standards

The NCC has identified 263 sites (261 in 2025) that contain levels of contaminants above acceptable environmental standards. The NCC land portfolio was contaminated primarily by former commercial and industrial operations. Multiple sources of contamination are associated with the former industrial and commercial sites, with the principal contaminants being metals, polycyclic aromatic hydrocarbons (PAHs), petroleum hydrocarbons, volatiles (e.g. methane) and organic compounds (e.g. trichloroethene).

Sites included in the provision for environmental remediation or contingent liabilities

A total of 41 contaminated sites (43 in 2025) is included in the provision for environmental remediation or contingent liabilities.

A liability of \$97.7 million (\$74.0 million in 2025) has been recorded in the provision for environmental remediation in the Statement of Financial Position. This liability represents management's best estimate of the funds required to complete the environmental remediation and is based on information available as at the date of the financial statements. Of the liability, \$76.0 million (\$52.3 million in 2025) has been capitalized to the cost of the land and the balance was expensed in the year the liability was recorded. The valuation of the liability is based on the estimated value of the remediation activities required. The liability is adjusted annually for inflation, using the Bank of Canada rate. The inflation rate used in 2026 is 2.3% (2.3% in 2025).

Further, the NCC estimates the unrecorded contingent liabilities at \$593.0 million (\$633.7 million in 2025). This amount is based on remediation activities where an environmental assessment was sufficient to reasonably estimate the liability, however, the occurrence of the confirming future event is not determinable and is dependent for example on intended land use, obtaining financing, consultation with or approval by third parties and/or regulatory bodies.

Other contaminated sites

The 222 remaining sites (218 in 2025) have levels of contamination above the environmental standards. However, no liability was recorded because these sites have been assessed by management as low corporate priority for the following reasons: they pose no public health or safety issues, they are not slated for development or disposal, and it is unlikely that the NCC will give up future economic benefits; they are secured sites or the NCC does not have sufficient information to assess a liability. Secured sites are those where the necessary studies, remediation and other risk management actions have been taken, consistent with the designated use of the site.

Low risk sites or not exceeding environmental standards

For the majority of low-risk sites or those not exceeding environmental standards, preliminary environmental assessments found the sites to be either not contaminated or to be within the acceptable environmental standards. Approximately 16% (15% in 2025) of these sites lack environmental information for classification, however, based on the preliminary assessment regarding historical use, these sites are not a priority as they do not pose a public health or safety risk.

Notes to the Financial Statements

For the year ended March 31, 2026 (in thousands of dollars, unless otherwise specified)

9. Asset Retirement Obligations

The NCC has recorded asset retirement obligations for the removal of asbestos in buildings, as well as other removal of infrastructures related to asset retirement. Changes in asset retirement obligations during the year are as follows:

	2026		2025	
	Designated substances ¹	Others ¹	Total	Total
Asset retirement obligations at beginning of the year	27,849	1,335	29,184	26,498
New liability	139	–	139	2,747
Liabilities settled	(779)	–	(779)	(900)
Accretion expense ²	880	–	880	851
Adjustment due to discount rate change	(3,365)	–	(3,365)	(12)
Asset retirement obligations at end of the year	24,724	1,335	26,059	29,184

¹ These categories represent the nature of asset retirement.

² The accretion expense is the amount corresponding to the increase in the carrying amount of an asset retirement obligation attributable to the passage of time.

The estimated undiscounted expenditure total on which the liability is based represents approximately \$36.0 million as of March 31, 2026 (\$36.0 million in 2025).

Key assumptions used in determining the present value of the obligation are as follows:

	2026	2025
Discount rate	2.59% to 3.95%	2.44% to 3.27%
Discount period and timing of settlement	1 year to 39 years	1 year to 40 years
Long-term inflation rate	2%	2%

10. Deferred Revenues

Deferred revenues are composed of the following:

	2026	2025
Deferred rental revenues	16,837	8,356
Deferred licence of occupation revenues	2,396	1,302
Parliamentary appropriations for various initiatives	11,436	1,320
Deferred revenues for the construction of monuments	7,166	9,423
Other deferred revenues	5,779	14,645
	43,614	35,046

Notes to the Financial Statements

For the year ended March 31, 2026 (in thousands of dollars, unless otherwise specified)

Deferred rental revenues include a 99-year lease on commercial land in the amount of \$8.7 million (none in 2025), ending in 2125. This initiative is part of the Federal Public Lands for Homes Plan. In addition, deferred rental revenues are the present value of the minimum future lease payments that the NCC has collected under four different land lease agreements. This amounts to \$7.4 million (\$7.8 million in 2025). The present value for the current agreements was determined using discount rates of 4.0%, 4.27%, 6.01% and 6.5%. These deferred rental revenues will be recognized as income over the term of the lease agreements, which have different termination dates extending to 2075.

Parliamentary appropriations for various initiatives of \$11.4 million (\$1.3 million in 2025) are mainly for the TramGo project, and deferred revenues for the construction of monuments of \$7.2 million (\$9.4 million in 2025) consist mainly of a contribution by Veterans Affairs Canada of \$3.3 million (\$3.6 million in 2025) for the construction of a commemoration which is expected to be completed by the end of 2028-2029, as well as a contribution by Global Affairs Canada of \$2.7 million (\$3.7 million in 2025) for the construction of a commemoration which is expected to be completed by the end of 2026-2027.

11. Employee Future Benefits

A. Pension Benefits

Substantially all the employees of the NCC are covered by the Public Service Pension Plan (the “Plan”), a defined benefit plan established through legislation and sponsored by the Government of Canada. Contributions are required by both the employees and the NCC. The President of the Treasury Board of Canada sets the required employer contributions, based on a multiple of the employee’s required contribution. The required employer contribution rate for 2025 and 2026 was dependent on the employee plan contribution start dates. For plan participation prior to 2013, the NCC’s contribution rate effective at year-end was 1.01 times (1.01 times in 2025) the employee contribution. For plan participation beginning on January 1, 2013, or later, the NCC’s contribution rate effective at year-end was 1.00 times (1.00 times in 2025) the employee’s contribution. NCC and employee contributions to the Plan for the year were as follows:

	2026	2025
NCC’s contributions	5,786	6,494
Employee contributions	5,670	6,332

The Government of Canada holds a statutory obligation for the payment of benefits relating to the Plan. Pension benefits generally accrue up to a maximum period of 35 years, at an annual rate of 2% per year of pensionable service, times the average of the best five consecutive years of earnings. The benefits are coordinated with Canada Pension Plan and Quebec Pension Plan benefits and are indexed to inflation.

Notes to the Financial Statements

For the year ended March 31, 2026 (in thousands of dollars, unless otherwise specified)

B. Other Benefit Plans

As at the Statement of Financial Position date, information relating to NCC benefit plans other than the pension plan is as follows:

	Sick leave benefits	Severance benefits	Worker's compensation benefits	Maternity or Parental leave benefits	2026	2025
Accrued benefit obligation at beginning of the year	9,030	451	382	539	10,402	10,207
Cost for the year	(797)	10	72	(168)	(883)	735
Benefits paid during the year	(320)	(78)	(131)	-	(529)	(540)
Accrued benefit obligation at end of the year	7,913	383	323	371	8,990	10,402

These other benefit plans are not pre-funded, and thus have no assets, resulting in a plan deficit equal to the accrued benefit obligation. Benefits will be paid from the NCC's future appropriations and other sources of revenue.

Sick Leave Obligation

The NCC has an obligation related to sick leave benefits for its employees. The most recent actuarial valuation for sick leave obligation was completed by an independent actuary as of March 31, 2026. The approach used by the actuary for calculating the obligation is last-in, first-out.

The estimated average remaining service period for employees is 16 years (16 years in 2025).

The key assumptions used in the actuarial valuation of the sick leave obligation include a discount rate of 3.51% (2.97% in 2025), an annual wage increase of 2.0% for 2026 (2.25% in 2025) and an annual wage increase rate of 2.0% per year for 2027 and thereafter (2.0% in 2025).

During the year, the NCC implemented permanent staff reductions, which constitute a partial plan curtailment. The actuarial effect of this plan curtailment reduced the sick leave liability by \$0.7 million. In addition, this plan amendment resulted in an actuarial gain of \$1.4 million, which was recognized as earnings for the fiscal year. This change is non-recurring in nature and is not attributable to normal experience or changes in the employee demographic profile.

Notes to the Financial Statements

For the year ended March 31, 2026 (in thousands of dollars, unless otherwise specified)

The information on sick leave is as follows:

	2026	2025
Sick leave obligation at beginning of the year	3,364	3,695
Current service cost	847	559
Interest cost on benefit obligation	108	132
Actuarial gain on obligation	(322)	(693)
Actuarial gain for partial plan curtailment	(661)	-
Sick leave used during the year	(320)	(329)
Sick leave obligation at end of the year	3,016	3,364
Unamortized actuarial gain	4,897	5,666
Sick leave liability at end of the year	7,913	9,030

12. Other Liabilities

Other liabilities are composed of the following:

	2026	2025
Chambers Building Fund ¹	8,687	8,442
Deposit for future disposal of lands	5,866	2,493
Light Rail Transit	1,267	2,509
Other	215	971
	16,035	14,415

¹ The amount represents a fund for future capital improvements. See Note 4 for more details.

Notes to the Financial Statements

For the year ended March 31, 2026 (in thousands of dollars, unless otherwise specified)

13. Tangible Capital Assets

	Cost			Accumulated Amortization			Net Book Value	
	Opening Balance	Acquisitions/ Adjustments ^{1,3}	Disposals	Closing Balance	Opening Balance	Amortization Expense	Disposals/ Adjustments	Closing Balance
	March 31, 2026	March 31, 2025	March 31, 2025	March 31, 2025	March 31, 2026	March 31, 2026	March 31, 2026	March 31, 2025
Land¹	388,964	27,370	211	416,123	-	-	-	-
Buildings and infrastructure^{2,3}								
Parkways, bridges and roadways	399,132	27,690	3	426,819	206,235	7,598	-	213,833
Historical properties	157,126	8,191	-	165,317	75,886	2,690	-	78,576
Rental properties	281,596	12,864	335	294,125	112,806	6,028	126	118,708
Parks	193,517	23,223	-	216,740	97,832	5,101	-	102,933
Administrative and service buildings	99,510	39,483	-	138,993	23,063	2,257	-	25,320
Recreational properties	38,843	918	-	39,761	17,705	1,144	-	18,849
Development properties	21,632	598	-	22,230	14,550	786	-	15,336
Leasehold improvements	15,360	591	-	15,951	13,072	238	-	13,310
Equipment²								
Office equipment, machinery and equipment	11,678	2,361	2	14,037	7,497	475	-	7,972
Computers and software	11,496	-	-	11,496	11,338	80	-	11,418
Vehicles	2,469	21	43	2,447	1,654	164	43	1,775
	1,621,323	143,310	594	1,764,039	581,638	26,561	169	608,030
					1,156,009			1,039,685

¹ The land cost includes \$0.2 million (\$0.2 million in 2024) of unsettled expropriation.

² The total cost of buildings and infrastructure and equipment include \$151.9 million (\$123.3 million in 2025) of construction in progress. When completed, the cost of these projects will be amortized on the basis of their estimated useful life.

³ The acquisition and improvement of tangible capital assets and the disbursements for environmental remediation presented in the Statement of Cash Flows exclude an amount of \$24.3 million (\$18.7 million in 2025) in relation to the acquisition and improvements of tangible capital assets that remain unpaid as at March 31 as well as an amount of -\$23.2 million (\$3.9 million in 2025) for non-monetary transactions incurred during the year.

14. Revenues

Rental operations and easements

The following provides further details of revenues from rental operations and easements:

	2026	2025
Rental operations		
Commercial	16,643	16,365
Residential	3,764	3,882
Agricultural	1,728	1,567
	22,135	21,814
Recoveries of payment in lieu of taxes	3,269	2,992
Easements and licence of occupation	2,486	2,622
	27,890	27,428

Recoveries

Recoveries of \$12.7 million (\$8.4 million in 2025) mainly include \$7.1 million (\$1.9 million in 2025) for a contribution from the LGBT Purge Fund to cover the construction costs of the 2SLGBTQI+ Monument which is expected to be completed by the end of 2026-2027.

Other revenues

Other revenues of \$11.5 million (\$13.7 million in 2025) include \$5.8 million (\$3.6 million in 2025) for improvements made to roadway lighting along the Rideau Canal corridor. This amount refers to a contribution from the City of Ottawa, which is payable as the work progresses and is expected to total approximately \$10.0 million by the end of the project. This revenue has a continuing performance obligation that is progressively satisfied as expenses are incurred by the NCC. Revenues are therefore recognized as the performance obligation is satisfied.

Notes to the Financial Statements

For the year ended March 31, 2026 (in thousands of dollars, unless otherwise specified)

15. Expenses by Object

The following provides a summary of expenses by object:

	2026 Budget	2026 Actual	2025 Actual
Goods and services	91,662	70,895	64,881
Salaries and employee benefits	71,583	70,850	69,040
Amortization	26,346	26,561	26,126
Payments in lieu of taxes	12,871	14,318	14,494
Write-down of tangible capital assets	–	217	292
	202,462	182,841	174,833

Antiques and works of art, consisting primarily of monuments, paintings, furniture and sculptures acquired or built by the NCC and those donated to the NCC. These are not recorded as tangible capital assets but are recorded as expenses in “Goods and services”. Donated assets are measured at fair market value whereas assets acquired or built by the NCC are measured at cost.

For the year ended March 31, 2026, the value of antiques, works of art and monuments, acquired or built by the NCC totalled \$8.3 million (\$3.6 million in 2025).

16. Parliamentary Appropriations

	2026	2025
Parliamentary appropriations for operating expenditures		
Amount received during the year	97,294	90,503
Amount received for previous year	(1,184)	(1,331)
Amount receivable at end of the year	4,463	1,184
Amount deferred to next year	(11,436)	(1,320)
Amount deferred from previous year	1,669	675
	90,806	89,711
Parliamentary appropriations for tangible capital assets		
Amount received during the year	83,803	60,465
Amount receivable at end of the year	16,450	–
Amount deferred from previous year	10,879	14,134
	111,132	74,599
Parliamentary appropriations approved and recorded during the year	201,938	164,310

17. Contractual Rights

Contractual rights are rights to economic resources arising from contracts or agreements that will give rise to assets and income in the future. Since its inception, the NCC has acquired properties, many of which were deemed to be part of the NILM. In order to ensure that their development is consistent with the NCC's mandate as steward of the National Capital Region, a number of the properties were added to the NCC's real estate portfolio to provide opportunities for appropriate and sustainable development, including the offering of long-term ground leases.

i. Ground leases

In some cases, ground leases were granted to permit the lease of the land for a period of time during which tenants could construct infrastructure for their use over the course of the lease term. At the end of the lease term, the infrastructure would be surrendered to the NCC at no cost, in accordance with the agreement, unless the lease is renewed.

Infrastructure built under these ground leases, defined as leasehold interests, is not recorded in the NCC's financial statements. The leasehold interests will be recognized as tangible capital assets once the infrastructure has been surrendered to the NCC at the end of the lease term.

The NCC currently has 11 ground leases for which it has a contractual right to future economic benefits. A reliable estimate of the financial impact to the financial statements when these infrastructures are obtained at the end of their respective lease terms cannot yet be made, however it is expected to be material.

End of Lease Term	Type of building
2039	Hotel facility
2049	Hotel facility
2056	Office building with commercial space
2061	Residential condominiums with commercial space
2063	Residential apartments with commercial space
2065	Residential apartments with commercial space
2068	Residential condominiums with commercial space
2068	Office building with commercial space
2069	Office building with commercial space
2075	Residential condominiums with commercial space
2125	Residential condominiums

Notes to the Financial Statements

For the year ended March 31, 2026 (in thousands of dollars, unless otherwise specified)

ii. Other contractual rights

Other contractual rights of the NCC stem mainly from the right to receive rental operations as well as other revenues related to the light rail transit project. The following table summarizes the NCC's other contractual rights for the next five years and thereafter:

	Leases ^A	Other	Total
2026-2027	13,614	700	14,314
2027-2028	12,836	700	13,536
2028-2029	10,869	5,723	16,592
2029-2030	7,613	–	7,613
2030-2031	5,628	–	5,628
2031 and thereafter	105,407	–	105,407

^A Some commercial leases, having differing termination dates, with the latest ending in 2059, include future revenue clauses based on tenants' operating income. Since these are uncertain, and a reliable value cannot be established, they do not appear in the contractual rights above.

18. Contractual Obligations

The NCC has entered into contracts for operating expenditures: services that amount to \$85.7 million (\$62.3 million in 2025) and other various obligations that amount to \$5.7 million (\$5.9 million in 2025). These contracts, which total \$91.4 million (\$68.2 million in 2025), have differing termination dates, with the latest ending in 2044. These contracts relate primarily to information technology services and the management and maintenance of the NCC's lands and properties.

The NCC has also entered into contracts for capital expenditures of approximately \$72.4 million (\$121.9 million in 2025).

The above contracts include a total amount of \$16.5 million (\$17.9 million in 2025) entered into with entities related to the NCC. These contracts relate primarily to a future acquisition and an office accommodation lease with Public Services and Procurement Canada (PSPC).

The approximate minimum annual payments under these contracts for the next five years and thereafter are as follows:

	Operating			Capital	Total
	Services	Other	Subtotal		
2026-2027	34,995	457	35,452	61,269	96,721
2027-2028	16,177	1,824	18,001	823	18,824
2028-2029	13,553	604	14,157	625	14,782
2029-2030	10,947	583	11,530	646	12,176
2030-2031	5,529	562	6,091	667	6,758
2031 and thereafter	4,516	1,699	6,215	8,410	14,625

19. Contingent Liabilities

In the normal course of business, and due to the NCC's ownership of lands in the National Capital Region, claims have been made against the NCC for which the outcome is not determinable and for which an amount has not been accrued, totalling an amount of \$12.4 million (\$22.0 million in 2025), excluding interest and other costs. These claims result primarily from alleged personal injuries sustained on NCC lands, which often leads to the NCC's being named as one of several parties in litigation. To mitigate this legal risk, the NCC will file counterclaims, cross-claims and third-party claims, as appropriate. Due to the complex and lengthy legal process, outcomes are often not determinable until the claim is finally settled. Nevertheless, it is the opinion of management that none of these claims will result in settlements (no claim recorded as a liability in 2025). Future payments resulting from claims where final settlements, if any, are currently unpredictable with any degree of accuracy will be accounted for in the year in which the liability becomes likely.

20. Financial Instruments

A. Credit Risk

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation. The NCC is exposed to credit risk resulting from the possibility that parties may default on their financial obligations, if there is a concentration of transactions carried out with the same party, or if there is a concentration of third-party financial obligations that have similar economic characteristics such that they could be similarly affected by changes in economic conditions. Financial instruments that potentially expose the NCC to credit risk consist of cash and cash equivalents, restricted cash and cash equivalents, accounts receivable, (excluding taxes receivables), loans receivable and investments.

The maximum exposure of the NCC to credit risk at March 31 is as follows:

	2026	2025
Cash and cash equivalents	156,926	158,557
Restricted cash and cash equivalents	15,080	12,701
Accounts receivable	40,626	17,170
Loans receivable	6,756	339
Investments	11,283	30,992
	230,671	219,759

Notes to the Financial Statements

For the year ended March 31, 2026 (in thousands of dollars, unless otherwise specified)

The credit risk associated with cash and cash equivalents and restricted cash and cash equivalents is minimized substantially by ensuring that cash surpluses are invested in high-quality investments such as bonds issued by the Government of Canada, as well as provincial and municipal governments. The NCC's policy is to invest cash surpluses with well-established financial institutions in the following types of investments: guaranteed investment certificates, bankers' acceptances, guaranteed notes, term deposits, and securities of federal, provincial and municipal governments. Management believes that the risk of loss is minimal.

The credit risk associated with accounts receivable is minimized, as substantial amounts are from federal, provincial or municipal entities. Furthermore, before entering into lease agreements, the NCC performs a financial review of all new tenants. The NCC records allowances for potential credit losses, and any such losses to date have been within management's expectations.

The credit risk associated with loans receivable is mitigated by the credit quality of the tenants, as the majority are established tenants with whom the organization has a long-standing business relationship demonstrating a satisfactory payment history.

The credit risk associated with investments is substantially minimized by ensuring that assets are invested in bonds of federal and provincial governments and guaranteed investment certificates (Note 3).

Management believes that concentrations of credit risk with respect to accounts receivable are limited due to the credit quality of the parties extended credit, as a substantial amount are federal, provincial or municipal customers. At March 31, 2026, accounts receivable from federal, provincial or municipal entities comprised 81% (65% in 2025) of the total amounts due.

The following table presents an analysis of the age of accounts receivable, net of allowance for doubtful accounts, as at March 31:

	2026	2025
Accounts receivable net of allowance for doubtful accounts:		
Less than 30 days past billing date	40,656	13,287
30–60 days past billing date	102	1,244
61–90 days past billing date	175	2,639
Greater than 90 days past billing date	4,917	4,539
	45,850	21,709
Allowance for doubtful accounts	(2,306)	(2,458)
	43,544	19,251

The NCC must make estimates in respect of the allowance for doubtful accounts. The type of clients, historical payment trend, economic conditions, reasons for the accounts being past due and line of business from which the receivable arose are all considered quarterly in the determination of when to include provisions for past due accounts. These same factors are considered when determining whether to write off amounts against accounts receivable. Accounts receivable overdue by greater than 90 days include, among other things, commercial lease related to long-term repayment agreements or commercial rent deferral repayment agreements which totalled \$1.4 million as at March 31 (\$1.5 million in 2025). Amounts subsequently recovered from accounts previously provisioned are recorded in the allowance for doubtful accounts in the period of recovery.

Notes to the Financial Statements

For the year ended March 31, 2026 (in thousands of dollars, unless otherwise specified)

The following table presents a summary of the activity related to the NCC's allowance for doubtful accounts:

	2026	2025
Allowance for doubtful accounts		
Balance at beginning of year	2,458	2,021
Bad debt expense	585	904
Amounts written off and recoveries	(737)	(467)
Balance at end of year	2,306	2,458

The NCC reviews and adjusts as required the allowance for doubtful accounts on a quarterly basis and believes that it is sufficient to cover the risk of default.

There are no other financial assets past due or impaired as at March 31, 2026 (none in 2025).

B. Liquidity Risk

Liquidity risk is the risk that the NCC will not be able to meet a demand for cash or fund its obligations associated with its financial liabilities as they come due. The NCC finances its operating expenditures, and the acquisitions and improvements of tangible capital assets, through a combination of cash flows from operations, parliamentary appropriations and proceeds from the disposal of surplus tangible capital assets. The NCC meets its liquidity requirements by preparing and monitoring detailed funding and expenditure plans and holding financial assets that can be readily converted into cash.

The level of liquidity risk remains low, which is comparable with the previous year and there has been no change in the practice used for managing liquidity risk.

The following table presents an analysis of the estimated maturities of the financial liabilities as at March 31:

	2026	2025
Accounts payable and accrued liabilities		
Less than 90 days	28,904	25,482
90–365 days	14,940	11,500
More than 365 days	1,903	1,571
	45,747	38,553
Other liabilities - Unsettled expropriation (Note 12)		
More than 365 days	215	212
	45,962	38,765

C. Market Risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk includes three types of risk: currency risk, interest rate risk and other price risk. The NCC is exposed only to interest rate risk.

Interest rate risk refers to the risk that the fair value of financial instruments or future cash flows associated with the instruments will fluctuate due to changes in market interest rates.

Here is an overview of the NCC's interest rate exposure as at March 31:

	2026	2025
Cash and Cash Equivalents and Investments		
Cash and cash equivalents	156,926	158,557
Restricted cash and cash equivalents	15,080	12,701
Investments	11,283	30,992
	183,289	202,250

The interest rate exposure of the NCC arises from its interest-bearing financial assets. Cash and cash equivalents earn interest at market rate. The NCC's objective is to manage its exposure to the interest rate risk of its cash and cash equivalents and short-term investments by maximizing the interest income earned on excess of funds, while maintaining the liquidity necessary to conduct operations for the current financial year. Fluctuations in market interest rate could have an effect on the NCC's interest revenue derived from cash and cash equivalents and short-term investments. If interest rates for the year ended March 31, 2026, had been 50 basis points lower or higher, with all other variables held constant, interest revenue for the same period would have been impacted by \$0.8 million (\$1.0 million in 2025).

The approach to the "Restricted cash and cash equivalents" is identical to that of the NCC's cash and cash equivalents management. Bearing this in mind, had interest rates for the year ended March 31, 2026, been 50 basis points lower or higher, with all other variables held constant, interest earned and allocated to the restricted cash and cash equivalents for the same period would have been insignificant (insignificant in 2025).

Investments also include bonds of the provincial governments at a fixed interest rate with a weighted average term to maturity of 4.9 years (5.0 years in 2025). These investments are indirectly affected by fluctuations of fair value, due to fluctuations of the market interest rate.

For the cash and cash equivalents, the level of interest rate risk increased compared to the previous year, as the rates decreased during the year. For investments, interest rate risk has also increased, with the weighted average interest rate decreasing from 4.9% in 2024-2025 to 3.0% in 2025-2026. To mitigate this risk, the NCC closely monitors changes in interest rates and adjusts its investments accordingly. There has been no other change in the practice used for managing market risk.

21. Related Party Transactions

The NCC is related by virtue of ownership to all Government of Canada departments, agencies and Crown corporations, and is financed primarily by the Parliament of Canada. Related parties also include key management personnel and their close family members with the authority and responsibility to plan, direct and control the activities of the NCC. This includes all voting members of the Board of Directors and the executive management team, as well as their close family members.

In addition to the related party transactions described below, and those disclosed elsewhere in these financial statements, the NCC also enters into transactions with related parties. In the normal course of business, and on normal trade terms applicable to all individuals and enterprises, the NCC incurred expenses totalling \$15.5 million (\$15.1 million in 2025) for utilities, rental of space, tangible capital assets, and services purchased from other government departments and agencies; and earned revenues totalling \$10.5 million (\$13.2 million in 2025) from recoveries, services rendered and rental operations which are recorded at the exchange amount.

The outstanding balances respectively due from and to Government Departments and Crowns Corporations at the end of the year are detailed in Notes 5 and 7. Amounts relating to contractual obligations with related parties are also detailed in Note 18.

The NCC holds two commercial leases with PSPC at a nominal value of \$1, which are detailed as a land lease and one commercial building.

During the year, the NCC received audit services from the Office of the Auditor General of Canada. These services received without charge, which are non-significant, were not recorded in the Statements of Operations and Accumulated Surplus.

22. Comparative figures

Certain comparative figures have been reclassified to conform to the presentation adopted in the current year.

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