



NATIONAL CAPITAL COMMISSION  
COMMISSION DE LA CAPITALE NATIONALE

# Sustainable Development Strategy

Annual Report 2024–2025

Canada





2024–  
2025

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*NCC Bistro at Patterson Creek Park*



## Message from the CEO

I am pleased to present the 2024–2025 annual report on the results of the National Capital Commission's (NCC) Sustainable Development Strategy 2023–2027.

As a responsible steward of federal lands and assets in the National Capital Region, the NCC is committed to fostering a vibrant, resilient and inclusive capital for all Canadians. We prioritize the preservation of the region's shared natural, cultural and built heritage and ensure that it remains accessible, welcoming and sustainable for generations to come. This year, we made significant strides in key areas of focus, with each initiative playing a vital role in ensuring that the National Capital Region is prepared to meet the climate challenges of tomorrow.

In 2024, we adopted our first Climate Adaptation Plan. Since then, we have advanced several short-term actions within the plan and are working on tools to integrate climate adaptation and mitigation measures into our projects. These actions will ensure that we continue to manage natural and built resources responsibly to increase resilience in the face of climate change and create lasting value for all Canadians.

In celebration of our 125th anniversary, we enhanced the region's green spaces by planting a mini-forest in Jacques-Cartier Park and launching a natural regeneration initiative along the Sir George-Étienne Cartier Parkway to increase tree coverage. By combining innovative and traditional planting methods, these efforts maximize environmental and human benefits, including sequestering carbon and mitigating the impacts of extreme heat and rainfall. We also implemented several projects in our ongoing fight to address the impact of invasive species on the health of green spaces. It is our hope that these green spaces will remain special places where biodiversity can flourish and people can connect with nature.

Building on past successes, we continued to promote active mobility across the region. This includes the introduction of a winter shuttle service and seven new initiatives designed to encourage sustainable transportation options, reduce congestion and improve public health. These efforts make it easier for people to walk, cycle and enjoy outdoor activities year-round.

Through all our work, good governance and fostering a culture of sustainability has remained at the core of everything we do. Over the 2024–2025 fiscal year, we updated the NCC's Sustainable Development Policy to ensure we always follow best practices and we continued to embed sustainability and climate action into our planning and operational processes, striving to create lasting positive impacts on both the environment and the communities we serve.

Collaboration with our partners and local communities has been essential in amplifying the impact of our work and fostering a unified approach to environmental stewardship. We are indebted to the hundreds of volunteers who dedicated their time and hard work to our conservation stewardship projects. We are motivated by the enthusiasm of our public partners who shared their expertise and ideas for collaboration at the Annual Regional Sustainability Workshop. And, we are humbled by the grace of our Indigenous partners who help guide us toward reconciliation and helped us promote Anishinabeg culture through targeted education activities at Open NCC and interpretive panels at Kiweki Point.

I am also deeply grateful to the NCC staff, our partners and all stakeholders whose dedication has been instrumental in producing this report. Your ongoing efforts are driving our sustainable development initiatives, and I look forward to continued collaboration as we work together to build a more sustainable and resilient future for the National Capital Region.

**Tobi Nussbaum**, *Chief Executive Officer*





*Snowshoe trail in Gatineau Park*

## About the Report

This report is the National Capital Commission's (NCC) second annual report on the [Sustainable Development Strategy \(SDS\) 2023–2027](#). It renders the decision-making process related to sustainable development transparent and accountable to its board of directors and to Parliament, as required by the *Federal Sustainable Development Act*. It highlights the organization's sustainable development and climate resilience achievements for the 2024–2025 fiscal year, with the exception of greenhouse gas emission results, which cover the 2023–2024 period.<sup>1</sup>

The main body of the report presents the year in review. It highlights the progress made on the actions listed in the SDS 2023–2027 for which an update is relevant. It also outlines what the NCC is doing to promote a culture of sustainability. Appendix 1 provides an update on the progress of each SDS action and details on its implementation.

<sup>1</sup> Due to the time required to prepare the annual greenhouse gas emissions inventory, it is not possible to present the inventory results for the current year in the SDS annual report. Therefore, the results presented for the greenhouse gas emissions inventory are for fiscal year 2023–2024, while the rest of the information presented in this report is for fiscal year 2024–2025.



### *Sustainable Development Vision*

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

# Introduction

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



## A Leading Role

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

## Contribution to the Federal Sustainable Development Strategy

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

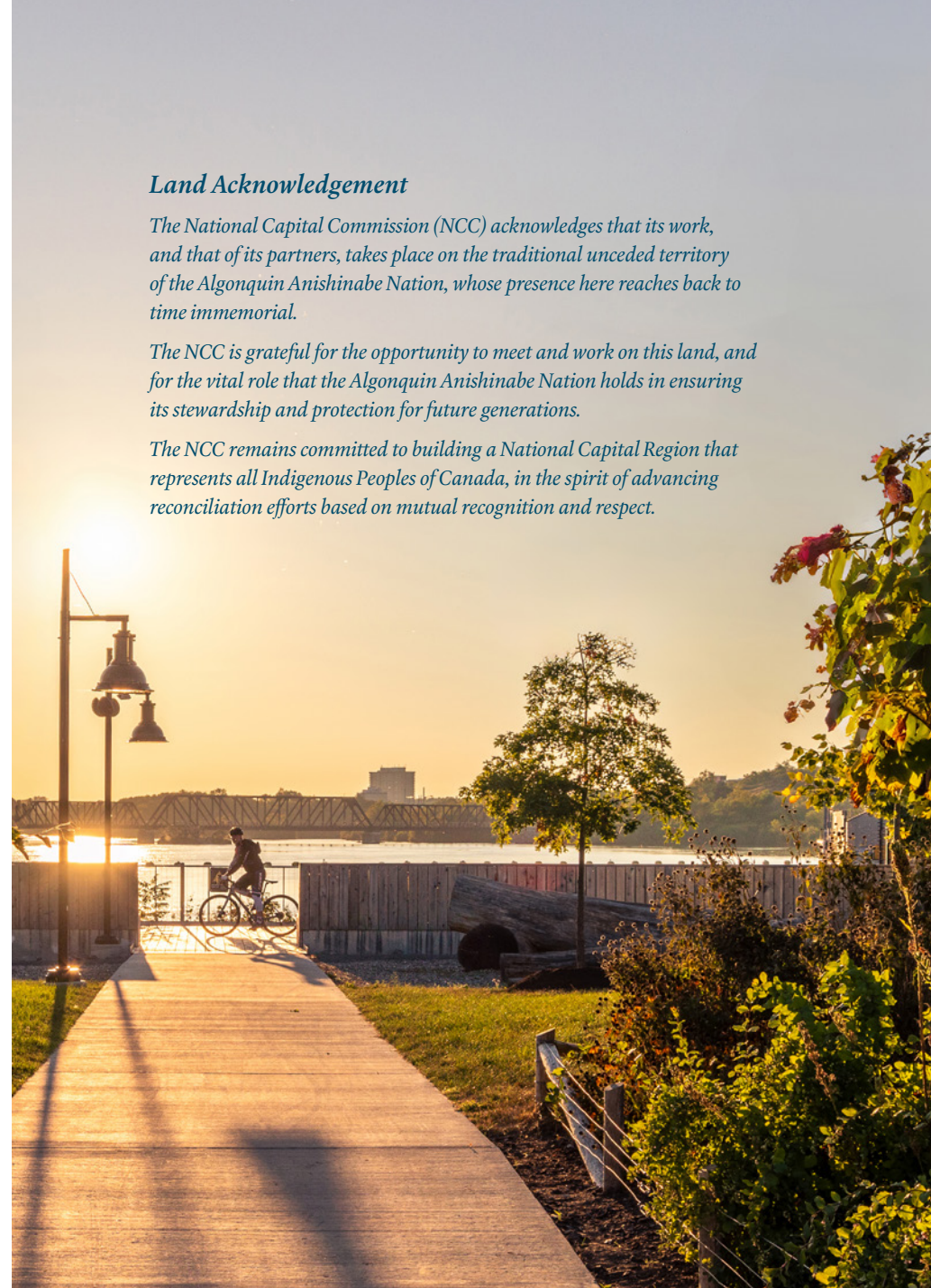
Under the 2022–2026 FSDS, the NCC has an obligation to support implementation strategies set out in Goal 10 – Reduced Inequalities, Goal 11 – Sustainable Cities and Communities, Goal 12 – Responsible Consumption and Production, and Goal 13 – Climate Action, and intends to contribute to the achievement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

## Land Acknowledgement

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

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

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



Pangishimo Park



# 2024–2025 Highlights

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Fiscal year 2024–2025 was a productive year in which several initiatives were advanced. Many accomplishments warrant highlighting. The next sections of this report present key highlights of the implementation period.

As of March 31, 2025, the NCC has advanced 31 of the 33 indicators, and 11 of the targets have been achieved. The target for Action 12.1 on reducing waste generated in NCC offices, as well as the target for Action 12.2 on reducing waste generated on the Rideau Canal Skateway, were not met in 2024–2025. The tables in Appendix 1 illustrate the overall progress by the NCC in fiscal year 2024–2025 and provide an overview of what is planned for the next fiscal year.



## 2024–2025 by the numbers



**430  
volunteers**

participated in citizen  
science activities.



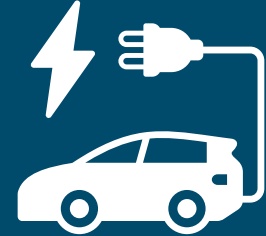
**91%**

of electricity consumed came  
from clean energy sources.



**71% of  
waste**

from the Canadian Tulip Festival  
was diverted from landfills.



**25%**

of light-duty vehicles in the  
NCC's fleet are zero-emission.

**51%**

fewer greenhouse gas emissions  
have been released compared  
to the 2005 baseline year.



**14 of the 24  
short-term  
actions**

under the Climate Adaptation  
Plan (2024) are ongoing.



**32,615  
trees**

have been planted since 2021.



**20,000 m<sup>2</sup>**

of land have been treated to  
eradicate invasive species.







*Kiweki Point*



## Sustainable Communities

Due to its mandate to plan, develop and be the steward of federal lands, the NCC plays a role in improving the well-being of people in the National Capital Region. It also facilitates access to natural and cultural heritage and recreational activities, while supporting the development of affordable housing. The NCC is committed to promoting the availability and accessibility of healthy, local and sustainable food. Its agricultural farm lease program provides farmers with the opportunity to produce food in close proximity to a large urban area and supports farmers in transitioning to sustainable food production. The following feature stories present some of the accomplishments achieved this year in these focus areas

### Pidàban Bridge at Kiweki Point

When the NCC redeveloped Kiweki Point, it installed a pedestrian and cycling bridge connecting Kiweki Point to Major's Hill Park, thus facilitating access to this significant historical and cultural area. Pidàban Bridge, meaning "dawn," is accessible all year round. It has a snow melting system integrated into the roadway that is powered by the Energy Services Acquisition Program's (ESAP) energy grid, overseen by Public Services and Procurement Canada (PSPC). This feature will be launched in the winter of 2026–2027. The bridge illustrates the NCC's commitment to offering innovative solutions that provide equitable and sustainable access to natural areas and heritage and cultural spaces (Action 11.4).





*An accessible trail in Gatineau Park*

## Improved accessibility to trails

In 2024, the NCC created a new and optimized mapping tool to improve trail accessibility. This tool provides additional information to help people identify trails that are adapted to different needs and abilities (Action 11.4). It was produced in partnership with the Canadian Disabled Outdoor Society (CanDo), an organization dedicated to removing barriers that prevent people with disabilities from enjoying nature and the outdoors. The NCC uses the tool for six Greenbelt and Gatineau Park trails, totalling 11 km.

To meet the project goals, the NCC first inspected and redeveloped sections of selected trails, then collected data on trail conditions, length of the sections, types of ground cover, potential obstacles and slopes, and recorded 360-degree panoramic images along the entire length of the trails. The NCC integrated this data into a user-friendly mapping tool that provides the information needed to prepare for a visit. This tool will be available to the public in 2025.



*Gatineau Park winter shuttle bus*

## Winter shuttle bus

Building on its success in recent years with the Gatineau Park fall and summer shuttles, the NCC launched, from January to March 2025, a winter shuttle connecting the Gatineau and Ottawa downtowns to Relais plein air and Camp Fortune. This free service provides more equitable and sustainable access to NCC-managed natural, heritage and cultural spaces (Action 11.4). It also allows more people to enjoy winter in the park.



*Strutt Pavilion at Westboro Beach*



## Responsible Consumption

The transition to a cleaner, more sustainable economy is important to the resilience of the National Capital Region. To support this transition, the NCC is focused on remediating contaminated lands, decarbonizing its vehicle fleet, greening its procurement, and reducing waste. Here are some of the year's projects in these key areas.

### Reusing excess soil

Construction and land maintenance sometimes require the relocation or removal of excess soil to complete projects. In the past, this soil was sent to the landfill because there was no other place to put it. The NCC has recognized the potential for excess soil reuse and has developed an excess soil management site so that this material can be stored and reused at a later date. This cost-effective and environmentally friendly solution helps fulfill Action 12.3, which involves employing best practices to divert construction and demolition waste material from landfill sites. The soil reuse management site will be operational beginning in 2025.

### Opting for low-carbon concrete

The NCC made repairs to the Lady Grey Drive retaining wall to ensure the structural integrity of the roadway in this area. The reconstruction of the wall required a significant amount of concrete. Recognizing that conventional concrete is a high-carbon material, since its production is a significant source of greenhouse gas emissions, the NCC proactively sought a greener product. In phase 1 of the project, the NCC chose low-carbon concrete, a sustainable option that generates 30% to 70% fewer emissions during production. For a 10-m-high, 580-m-long retaining wall, this option substantially reduces the project's embodied carbon emissions. This new approach is part of the NCC's efforts toward green procurement (Action 12.4).





Tesasini Park



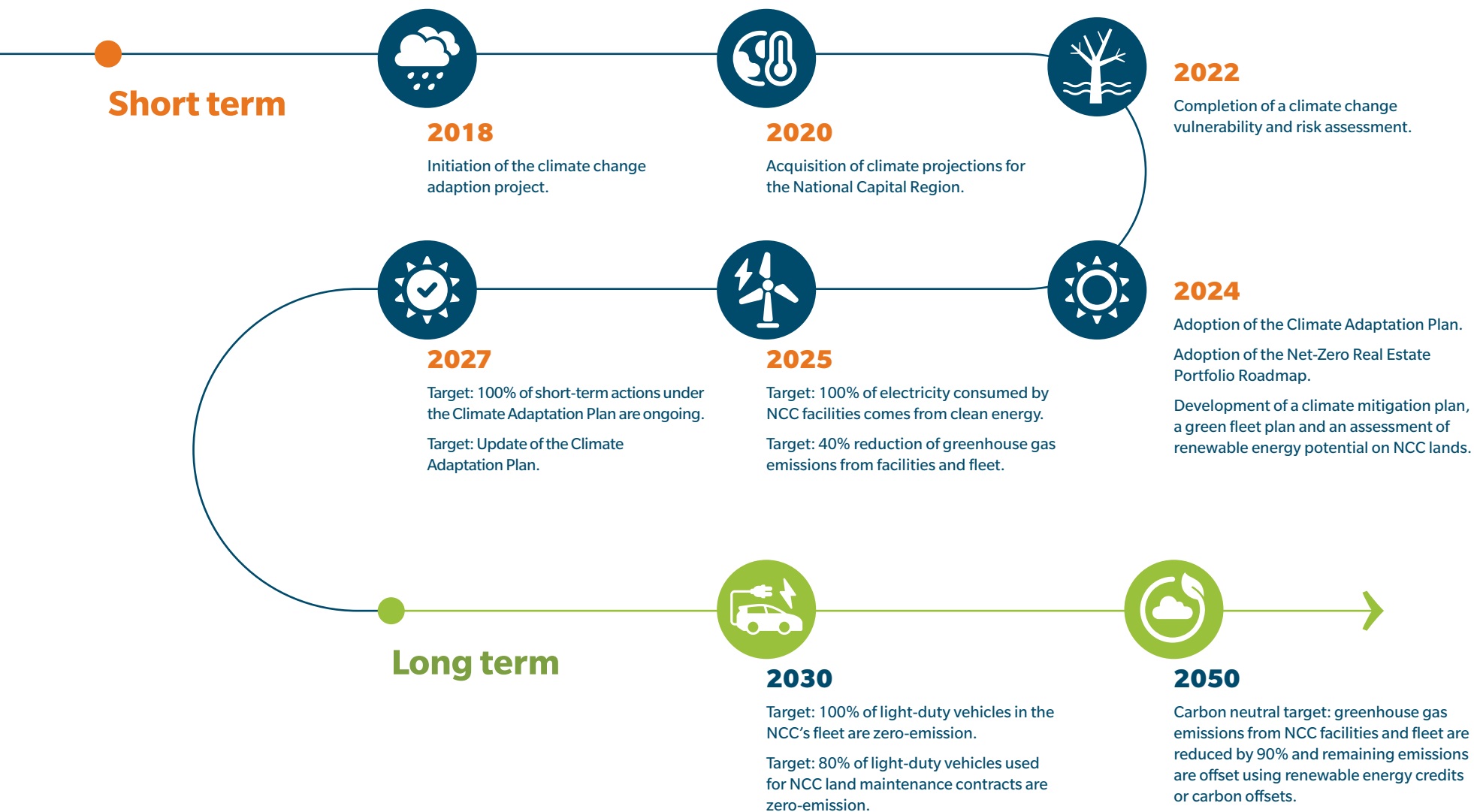
## Climate Action

Climate change is already having an impact on the NCC and the National Capital Region. To address this issue, the NCC tracks its greenhouse gas emissions and is working to make its operations carbon neutral and increase its resilience to the impacts of climate change. It does this by implementing climate mitigation measures, such as improving the energy efficiency of its real estate portfolio, and climate adaptation measures, including nature-based solutions. Figure 1 presents the NCC's short- and long-term targets in this area and the following paragraphs highlight this year's efforts.

### Mitigating the impacts of climate change

The NCC has committed to transitioning to net-zero carbon operations for its Scope 1 and Scope 2 greenhouse gas emissions below 2005 reference levels by 2050 (Action 13.1). To achieve this goal, the NCC conducts an annual greenhouse gas emissions inventory and is implementing various projects to reduce emissions.

Figure 1 – The NCC’s pathway to net-zero and climate-resilient operations





## 2023–2024 greenhouse gas emissions inventory

The annual greenhouse gas emissions inventory is prepared in accordance with federal greenhouse gas accounting and reporting guidelines. For 2023–2024, the inventory included NCC facilities and 450 energy-consuming assets, including certain buildings, infrastructure elements, on-road vehicles, and other mobile equipment that consume fossil fuels.

In 2023–2024, Scope 1 and Scope 2 greenhouse gas emissions totalled 5,797 tonnes of CO<sub>2</sub>e. This represents a 51% reduction from the 2005 baseline and means that the NCC has surpassed its 2025 target (Figure 2). The decrease in this indicator from 54%, calculated in 2022–2023, is due to a series of recalculations of reference values and the integration of assets that had not previously been accounted for.

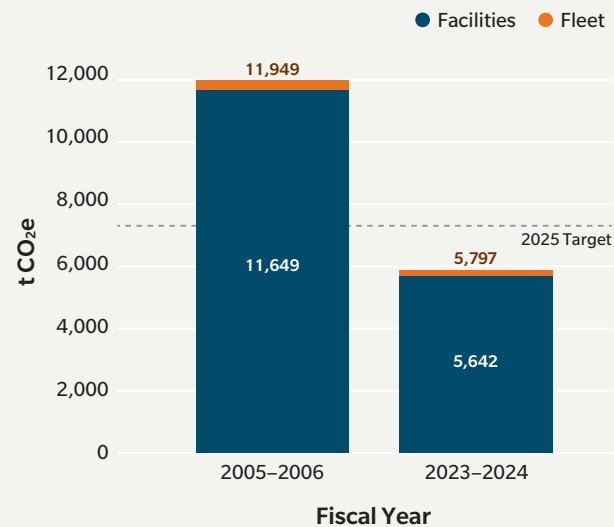
Nearly 83% of the NCC’s emissions are Scope 1 emissions (Figure 3), which include on-site fuel combustion and fleet operations. The NCC is working to reduce its Scope 1 emissions by improving the energy efficiency of its fleet, with zero-emission light-duty vehicles, plug-in hybrid electric vehicles and hybrid electric vehicles. These improvements have helped reduce the fleet’s emissions by 49% compared to the baseline year.

### Scope 1 and Scope 2 emissions

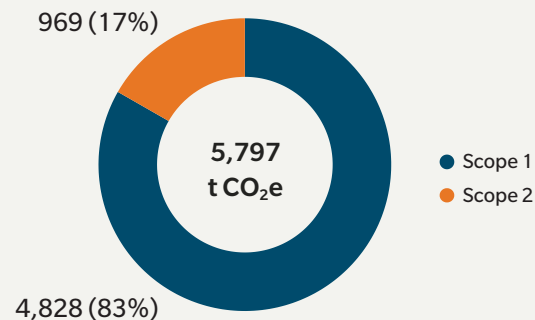
*Scope 1 includes direct emissions primarily from burning fossil fuels in NCC facilities (buildings and infrastructure) or from assets (on-road, off-road vehicles or other equipment).*

*Scope 2 includes indirect emissions from two sources: electricity consumption from the Ontario and Quebec electricity grids, as well as steam consumption from the district energy system of the ESAP (overseen by PSPC) for heating and air conditioning.*

**Figure 2 – NCC Greenhouse Gas Emissions by Sector for 2023–2024.**



**Figure 3 – Distribution of NCC Greenhouse Gas Emissions by Scope for 2023–2024.**



## Climate change mitigation projects

Westboro Beach, which the NCC has completely redeveloped, recently reopened to the public. The work included the restoration of the iconic Strutt Pavilion and the construction of a new, carbon-neutral pavilion on the upper level, the new Park Pavilion. This new community space offers a breathtaking view of the Ottawa River, has a restaurant and community gathering space, and fulfills the NCC's commitment to reducing greenhouse gas emissions.

In addition, the NCC is adopting various strategies to reduce energy consumption and, in turn, its greenhouse gas emissions. These include installing light-emitting diodes (LED) along the parkways; converting heating systems to become more efficient and less polluting; acquiring zero-emission vehicles; and using smaller, electric-only tools.



*Westboro Beach pavilions and structures*

## Adapting to climate change

Implementation of the [Climate Adaptation Plan](#) began in 2024. The plan comprises 35 actions targeting the greatest risks identified in the [Climate Change Vulnerability and Risk Assessment](#) and groups them under six themes: corporate policy and guidelines, capacity building, operational planning and management, emergency response and business continuity, capital investment and funding, and data deployment.

As of March 31, 2025, the NCC had completed three of the following actions: reviewing gaps in occupational health and safety training programs for exposure to climate risks to protect employee health and safety; updating asset inspection checklists to include climate vulnerability and risk in order to prioritize improvements to assets; adding a land cover layer in the NCC's geographic information system (GIS) to improve the collection, deployment and utilization of relevant local climate data. While not explicitly mentioned in the Climate Adaptation Plan, the NCC has also integrated climate change into its enterprise risk management profile, a major step forward for the organization's resilience.

The implementation of 14 other short-term actions has begun. The NCC continues to advance this important action plan to ensure that all short-term actions are completed by March 31, 2028 at the latest.



## Climate-Related Disclosure 2024–2025

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

Governance	Strategy	Risk Management	Metrics and Targets
<p>Roles and responsibilities regarding sustainable development are defined in the NCC’s Sustainable Development Policy.</p> <p>The NCC’s board of directors approves the <a href="#">Sustainable Development Strategy</a>, which includes targets and implementation actions related to climate change, and the annual report on progress.</p> <p>The chief executive officer ensures that sustainable development is integrated across all areas of activity and decision-making.</p> <p>The vice-president of Capital Planning monitors progress on the targets and implementation actions outlined in the Sustainable Development Strategy and presents the Sustainable Development Strategy annual report to the board of directors each year.</p> <p>All members of the Executive Management Committee are responsible for fostering a culture of sustainability and for considering economic, social and environmental aspects, as well as climate-related risks and opportunities, in the plans, strategies, projects and operations of their respective sectors.</p>	<p>In 2024–2025, for the sixth consecutive year, the NCC integrated sustainable development and climate resilience into its corporate priorities.</p> <p>The NCC develops and implements a <a href="#">Sustainable Development Strategy</a> every three years, aligned with the Federal Sustainable Development Strategy.</p> <p>The NCC commissioned <a href="#">climate projections for the National Capital Region</a> and conducted a <a href="#">Climate Vulnerability and Risk Assessment</a> based on these projections. The assessment identified 124 potential climate impacts on its operations, 61 of which were deemed priorities, requiring immediate action.</p> <p>The priority impacts identified include impacts on lands from flooding and other extreme weather events; impacts on infrastructure from extreme heat, precipitation and seasonable changes; and impacts on programs from seasonable changes. These findings have an impact on the NCC’s strategic planning with respect to asset management, particularly for assets already in critical condition or facing deferred maintenance challenges.</p> <p>For its real property assets, the NCC adopted a Net-Zero Real Estate Portfolio Roadmap, which identifies risks and opportunities associated with the transition to net-zero buildings.</p>	<p>In 2024–2025, the NCC added climate change to its corporate risk profile. This profile is reviewed quarterly by the organization’s executive management committee.</p> <p>In addition, operational risks, assessed by the Leadership Committee, consider potential impacts of climate change on the achievement of quarterly milestones and annual results. These risks are reviewed and discussed quarterly by the Executive Management Committee.</p> <p>Based on the Climate Vulnerability and Risk Assessment, the NCC adopted a <a href="#">Climate Adaptation Plan</a> that addresses the 61 priority impacts and their effect on lands, infrastructure and programs. An update on the implementation of this plan can be found on page 13 of this report.</p>	<p>The NCC committed to reduce its Scope 1 and 2 greenhouse gas emissions from properties and vehicles it owns or manages by 40% below 2005 levels by 2025, and by 90% below 2005 levels by 2050 (Action 13.1 of the Sustainable Development Strategy).</p> <p>In 2023–2024, Scope 1 and 2 greenhouse gas emissions totalled 5,797 tonnes of CO<sub>2</sub>e, including 4,828 tonnes of CO<sub>2</sub>e from Scope 1 and 969 tonnes of CO<sub>2</sub>e from Scope 2. This represents a 51% reduction compared to 2005 baseline levels.</p> <p>Finally, the 2023–2027 Sustainable Development Strategy includes 33 performance indicators that are both quantitative and time-bound.</p>



*La tourbière Mer Bleue*



## Natural Capital

As stewards of an extensive land portfolio, the NCC is in a unique position to support habitat conservation and the protection of Canada's wildlife populations. Much of the NCC's green space is in its natural state and supports significant biodiversity while providing essential ecosystem services. Several NCC programs and activities aim to protect species at risk; reduce habitat fragmentation; eliminate the risk of birds colliding with buildings; control invasive species; and contribute to biodiversity research. Here is an overview.

### Protection of ecological corridors adjacent to Gatineau Park

In 2024, the NCC acquired a former golf course of nearly 17 ha in the Chelsea Creek ecological corridor, strengthening the connection between Gatineau Park and the Gatineau River. Preserving biodiversity requires connections, or ecological corridors, between natural spaces that ensure the sustainability of natural functions required for the continuance of species, such as migration and gene flow between populations. It is through this spirit of conservation and vitality of ecosystems that the NCC has committed to ensuring connectivity between Gatineau Park and other adjacent natural spaces (Action 15.1).



## Eradication of buckthorn in the Lac-des-Fées sector

Lac-des-Fées is a significant, valued habitat managed by the NCC. However, the lake is surrounded by buckthorn, an invasive alien species that greatly impacts the ecosystem. For example, it grows rapidly, which makes it a formidable competitor for sunlight and prevents the growth of native species. To reduce the impact of buckthorn on the Lac-des-Fées habitat, the NCC began an eradication program in a limited area of the Lac-des-Fées Pathway. From the end of November 2024 to the end of January 2025, this program removed this invasive species over an area of 0.8 ha. In the spring of 2025, the NCC replaced it by planting native trees and shrubs.



*Tree planting at Jacques-Cartier Park*

## Forestry innovation

The NCC is actively working to increase the number of trees on its lands and has adopted an innovative approach to managing this resource (Action 13.4). For example, the NCC planted a mini-forest of 580 trees in the northern section of Jacques-Cartier Park in 2024. This type of dense forest, inspired by natural ecosystems, grows quickly, strengthens local biodiversity, improves soil quality and grows to become self-sufficient in only a few years, while requiring little maintenance.

In 2023, in addition to planting 240 trees along the Sir George-Étienne Cartier Parkway, the NCC is testing natural regeneration at this location as a method to accelerate canopy growth on its lands. Natural regeneration is the process by which forests renew themselves without direct human intervention through seed dispersal, root or stump sprouting, and continued growth of young trees. By eliminating annual mowing in areas where the composition and density of new trees are adequate due to natural regeneration, the NCC hopes to encourage the rapid development of young trees that are naturally adapted and resilient to climate risks and potential pests.

## Reducing nighttime light pollution for birds

Outdoor lighting directed up at the sky contributes to light pollution and poses a threat to birds by disrupting their migration, causing disorientation and increasing the risk of collisions with buildings and other structures. Fortunately, there are ways to reduce the impact of lighting on birds at night, including using light fixtures that follow best practices for preserving natural darkness and that direct light towards the ground. The NCC is committed to reducing this impact and applies best practices by complying with the NCC's [Bird-Safe Design Guidelines](#). For example, in 2024, the NCC replaced the light fixtures along the Rideau Canal with LED streetlights that meet best practices for preserving natural darkness, ensuring safe lighting for wildlife.



## Culture of Sustainability

The nature of the NCC's role as long-term planner and steward of federal lands and buildings in the National Capital Region inherently compels the NCC to consider sustainable development in its planning and decision-making and in the delivery of its mandate. As part of the 2023–2027 SDS, the NCC is committed to continue incorporating sustainable development into its organizational culture and all of its business activities in the National Capital Region.

To ensure that the governance structures, processes and practices for implementing the 2023–2027 SDS are adequate and effective, and to accelerate the integration of sustainability into its organizational culture, the NCC has undertaken an internal audit that will be completed in 2025. This is what was accomplished in 2024–2025 to strengthen the culture of sustainability within the organization.

## Strategic Environmental Assessments

The NCC voluntarily conducts strategic environmental assessments of its master plans. The purpose of these assessments is to determine the scope and nature of the potential impact of its plans on the environment, society and culture; to report on how the plans contribute to fulfilling FSDS and SDS objectives; to consider climate change risks when implementing plans; and to identify opportunities to strengthen positive impacts or potential mitigation measures for negative impacts. The strategic environmental assessments are appended to the master plans and are posted on the NCC website.

The NCC conducted only one strategic environmental assessment in 2024–2025, for the Sir George-Étienne Cartier Park Plan.



## Good Governance

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

### Commitments

1. Update the NCC's environmental sustainability policy.
2. Clearly define the roles, responsibilities and accountabilities for sustainable development, embed them into the NCC's governance structure and communicate them to staff.
3. Add sustainable development objectives into performance measurement, including executive and employee performance management.

### Comments

The updated NCC policy, renamed the Sustainable Development Policy, was approved in October 2024 and communicated to staff. The policy sets out the roles, responsibilities and obligations regarding sustainable development according to the NCC's governance structure. It supports maintaining an internal culture of sustainability and reaffirms the NCC's commitment to building an environmentally sustainable and climate-risk-resilient National Capital Region.

Other projects related to good governance are being planned as part of the development of an implementation plan to prepare for climate-related disclosures.

## Leadership and Engagement

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

### Commitments

1. Provide regular opportunities for the public to engage with the NCC on sustainable development through online media and in-person events.
2. Regularly engage with regional stakeholders through initiatives such as Open NCC, the annual regional sustainability workshop and climate mitigation and adaptation working groups.

### Comments

Once again, the NCC engaged with the public about sustainability during the third edition of NCC Open House, an event that takes place every year in September. More than 2,500 people participated in various activities such as bike and walking tours, and games and kiosks, all while learning about sustainability-related topics such as urban planning, archeological heritage, the protection of species at risk, and climate adaptation on the Rideau Canal Skateway.

NCC Urbanism Lab sessions integrate sustainable development perspectives into urban planning discussions. In the 2024–2025 programming schedule, the public was able to learn more about Indigenous design, the animation of public parks and green spaces, and support for climate resilience and sustainability through the conservation of heritage buildings. The NCC held its Urban Design Challenge for the next generation of post-secondary students, as well as a first-ever Urbanism Lab for children.

The NCC organized public consultations that allowed for discussion about sustainability in the region, particularly regarding the National Capital Core Area Plan; the Sir George-Étienne Cartier Park Plan; the Parkway Planning and Design Guidelines; and the Alexandra Bridge replacement (in partnership with Public Services and Procurement Canada).

The NCC shared sustainability-related information on its social media platforms, which have more than 270,000 subscribers. The platforms enjoy high traffic, especially during events like Fall Rhapsody and the Rideau Canal skating season, and highlight topics such as invasive species management, the Friends of Gatineau Park research day, tree planting and rehabilitation work.

In December 2024, the NCC held, along with its regional public sector partners, its annual regional sustainability workshop. The workshop covered natural asset management, which aims to protect the important environmental, public health and cultural benefits nature provides. As a next step, this same group of partners will form a community of practice in order to exchange information more efficiently; deepen their knowledge of environmental themes; and work cooperatively to achieve regional targets.

## Sustainable Resources and Capacity

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

### Commitments

1. Develop or adopt guidelines for the implementation of the Sustainable Development Strategy, beginning with climate resilience, net-zero buildings, greenhouse gas life cycle cost analysis and green procurement.
2. Increase staff capacity for sustainable development by training staff on sustainability topics and including sustainability criteria in job profiles.
3. Secure stable funding for sustainable development by continually assessing resources required and taking advantage of innovative funding streams, such as energy performance contracts and partnerships.

### Comments

To assist staff in planning and implementing projects that will help the NCC achieve its goals to increase climate resilience and transition to carbon-neutral operations by 2050, the NCC has started to draft guidelines for including climate mitigation measures in projects and is developing tools to assess climate-change-related risks and vulnerabilities. In 2025–2026, it will develop a capacity-building plan to provide in-house training on sustainability.

In 2024, the NCC entered into a five-year partnership with Forêt Capital Forest to plant trees on federal lands.

Finally, in 2024, the NCC expanded its staff recognition program by adding a sustainable development category. The Sustainability Champion awards reward people who have gone above and beyond in learning about, adopting and integrating environmental best practices in their projects or other work. This new award highlights the NCC's commitment to fostering a culture of sustainability.

## Sustainable Business Practices

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

### Commitments

1. Review and update NCC processes to include criteria for sustainable development, such as natural capital, social equity, and Indigenous reconciliation, beginning with the project management process, multi-year capital planning tools, project review and approval submission templates to advisory committees and the Board of Directors, the corporate risk profile and the asset management system.
2. Enable evidence-based decision-making by identifying and adopting measures to improve collection, retention, analysis and communication of data relevant to sustainability (including, but not limited to, data on social equity, culture and heritage, carbon emissions, climate projections, asset conditions, natural capital, mobility and waste).

### Comments

The NCC has identified climate change as an organizational risk in its risk management profile. It has identified mitigation measures to reduce climate impacts on its assets, plans, operations and programs. It has also identified ways to assess and address climate-related financial risks, in line with the recommendations by the Task Force on Climate-related Financial Disclosures.

In 2024, the NCC initiated a natural asset project that will be used to develop an implementation plan to support the integration of natural capital into its planning and asset management. The project will take place in phases over several years until 2027.

A review and update of other internal processes is under way.



## Get Involved

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

## Stay Connected

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

Email: [SDS-SDD@ncc-ccn.ca](mailto:SDS-SDD@ncc-ccn.ca)

Telephone: 1-800-465-1867 (toll-free)

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Mail: 202-40 Elgin Street, Ottawa ON K1P 1C7





# Appendix 1 —

## Progress Tracking Tables

### Support a healthier and more sustainable food system



**FSDS TARGET THEME:** N/A **FSDS TARGET:** N/A

**FSDS IMPLEMENTATION STRATEGY:**

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

NCC Actions	Performance Indicators, Targets and Starting Points	Contribution to the FSDS Goal and Canada's 2030 Agenda National Strategy	Results and Comments
<b>2.1</b> Develop a Sustainable Agriculture and Food Strategy to promote food production on NCC agricultural lands.	<b>Indicator:</b> % of NCC farmlands used for food production <b>Target:</b> Target to be set <b>Starting Point:</b> 28% of farmed NCC agricultural land is used for food production as of 2023	<p>The NCC manages its more than 5,600 hectares of agricultural lands to support a healthier and more sustainable food system using a farm tenant model that provides unique opportunities for seasoned farmers to establish on quality agricultural land within 20 minutes of downtown Ottawa. Since 2018, more than 528 hectares of farmland have been converted to food production and six farms have converted to sustainable growing practices. Many of these farms have public offerings, such as tours, fruit picking, market gardens and classes that can help educate the public about local and sustainable food. The NCC also established a pilot project that saw the development of two community gardens on NCC urban lands. The NCC's Sustainable Agriculture and Food Strategy will seek to further establish targets and actions to support the production of local, healthy and sustainable food in the National Capital Region.</p> <p><b>Relevant targets or ambitions</b></p> <p><b>CIF Ambition:</b> Canadians have access to sufficient, affordable and nutritious food.</p> <p><b>GIF Target 2.4:</b> By 2030, ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding and other disasters and that progressively improve land and soil quality</p>	<p><b>Indicator Progress:</b> Ongoing.</p> <p><b>Results as of March 31, 2025:</b> 28% of leased farmland used for food production.</p> <p>The development of a sustainable agriculture and food strategy is progressing well. The first phase, which focused on studying the feasibility of irrigation on certain agricultural lands, was carried out in 2024–2025. This information will inform the development of the strategy. The target for this action will be determined once the strategy is adopted.</p>

### Advance reconciliation with Indigenous Peoples and take action to reduce inequality



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

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

**FSDS IMPLEMENTATION STRATEGY:**

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

NCC Actions	Performance Indicators, Targets and Starting Points	Contribution to the FSDS Goal and Canada's 2030 Agenda National Strategy	Results and Comments
<b>10.1</b> Work with Indigenous Peoples, particularly the Algonquin Nation, to build capacity and relationships that will advance reconciliation and lead to meaningful inclusion of Indigenous perspectives in NCC activities.	<b>Indicator:</b> # of NCC projects where one of the objectives is to advance Indigenous reconciliation <b>Target:</b> By 2027, at least 3 new projects are in place where one of the objectives is to advance reconciliation <b>Starting Point:</b> 0 as of 2023	<p>Given that NCC lands lie on the unceded territory of the Algonquin Anishinabeg Nation, it is important for the advancement of reconciliation that Indigenous perspectives be included in the planning and development of those lands. In addition to ensuring that opportunities to advance reconciliation are explored during the project planning process for all NCC projects, the NCC is committed to making Indigenous reconciliation an objective of major projects. The NCC's Indigenous Procurement Policy uses procurement best practices to encourage the participation of Algonquin and other Indigenous-owned businesses in providing goods and services to the NCC. The NCC considers Indigenous businesses as sources of supply where Indigenous capacity exists. The resulting contracts can enhance positive socio-economic outcomes regionally and nationwide and can help build capacity for future engagement in federal procurement.</p>	<p><b>Indicator Progress:</b> Achieved.</p> <p><b>Results as of March 31, 2025:</b> 3 projects have been implemented since 2023.</p> <p>During fiscal year 2024–2025, the NCC completed 2 projects to advance reconciliation with Indigenous Peoples. First, the installation of interpretive panels at Kiweki Point, designed by Indigenous people, showcases the Indigenous heritage of the site. Second, Open NCC 2024 programming was enriched by integrating activities to raise awareness of Indigenous culture. These projects are in addition to the 2023–2024 plan that led to the Kichi Zībī Mīkan name change.</p> <p>Two other projects to advance reconciliation with Indigenous Peoples are also being planned and implemented:</p> <ul style="list-style-type: none"> <li>Interpretive panels, created in collaboratiwon with Indigenous Peoples, at the rehabilitated Philippe Lake campground, scheduled to open in summer 2026;</li> <li>The Rideau Canal Cultural Landscape Study.</li> </ul>



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

**FSDS TARGET THEME:** Public transit and active transportation

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

**FSDS IMPLEMENTATION STRATEGY:**

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

NCC Actions	Performance Indicators, Targets and Starting Points	Contribution to the FSDS Goal and Canada's 2030 Agenda National Strategy	Results and Comments
<b>11.1</b> Support the improvement of infrastructure for sustainable transportation in the National Capital Region through the development of transportation plans and guidelines.	<b>Indicator:</b> % of NCC parkways reviewed for opportunities to increase safe and sustainable active mobility  <b>Target:</b> 100% of NCC parkways will be reviewed by 2024  <b>Starting Point:</b> 0% as of 2023	<p>The NCC plays an enabling role in creating a more sustainable and connected interprovincial transportation network in the National Capital Region by conducting regional transportation studies, developing transportation plans and guidelines, funding transportation infrastructure projects, and collaborating with municipal, provincial and federal partners. Some examples of NCC plans that will govern how transportation infrastructure will be developed in the downtown core of the National Capital Region over the long term include the Long-term Integrated Interprovincial Crossings Plan and the upcoming Parkways Planning and Design Guidelines and Confederation Boulevard Guidelines.</p> <p>NCC parkways represent over 90 km of roadways that are used extensively for commuting and recreational transportation throughout the region. The NCC is reviewing its parkways for opportunities to increase safe and sustainable active and public transportation. This information will be used to help develop new Parkways Planning and Design Guidelines, which will replace the 1984 Policies on Parkways and Driveways. The new policy will provide a contemporary view of parkways and place greater importance to accommodating pedestrians and cyclists and, when incorporated into infrastructure projects, support safe and sustainable active mobility across the region.</p> <p><b>Relevant targets or ambitions</b></p> <p><b>CIF Ambition:</b> Canadians live in healthy, accessible and sustainable cities and communities.</p> <p><b>CIF Target 11.5:</b> By 2030, 22% of commuters adopt shared or active transportation.</p> <p><b>GIF Target 11.2:</b> By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, such as women, children, persons with disabilities and older persons.</p>	<p><b>Indicator Progress:</b> Ongoing.</p> <p><b>Results as of March 31, 2025:</b> 50% of the review of the parkways is complete.</p> <p>As part of its Parkway Planning and Design Guidelines, the NCC is reviewing its entire parkway network to propose a vision, strategies and design models for parkways that promote active, sustainable, equitable and universally accessible transportation.</p> <p>The development of these guidelines is ongoing, and public consultations were held in fall 2024. That said, the timeline for adoption of the guidelines had to be pushed back to devote more energy to other National Capital Region priorities such as transportation, including the Long-Term Integrated Interprovincial Crossings Plan. The NCC hopes to adopt the guidelines in 2026–2027.</p> <p>A significant milestone was reached in 2024 as part of the tramway project between Gatineau and Ottawa. Funding for feasibility studies has been confirmed for the entire 24 km connecting Gatineau's west end to downtown Ottawa. The NCC is coordinating federal partner planning for this project and is also working with regional partners to ensure the regional transportation system is sustainable and equitable.</p> <p>Other parkway network initiatives, such as Weekend Bikedays and the Gatineau Park shuttle program, continue to demonstrate the NCC's commitment to active and sustainable transportation in the region.</p>
<b>11.2</b> Improve opportunities for year-round active mobility in the National Capital Region, including, for example, access to: <ul style="list-style-type: none"> <li>streets closed to motor vehicle traffic for active mobility</li> <li>groomed ski and snowshoe trails</li> <li>stairways, bicycle lanes and pathways that are maintained year-round</li> <li>bicycle rentals (including e-bikes)</li> </ul>	<b>Indicator:</b> # of initiatives implemented that improve opportunities for year-round active mobility in the National Capital Region and their associated outcomes.  <b>Target:</b> 5 initiatives by 2027 <b>Starting Point:</b> 0 as of 2023  <b>Note:</b> Targets and outcomes will be reported for each initiative.	<p>The NCC promotes active transportation in several ways. It manages a network of over 300 km of multi-use pathways throughout the region that are used by commuters every day. The NCC provides access to 19 km of car-free parkways every weekend from May to October through its Weekend Bikedays program, and exclusive access for active users to over 34 km of parkways in Gatineau Park on weekends and certain weekdays, through a pilot program that began during the pandemic. Along with its network of over 200 km of winter trails in Gatineau Park, the NCC, in partnership with the Urban Winter Trail Alliance, maintains over 100 km of winter trails in Ottawa, many of which are along urban routes that can be used for commuting. Some commuters also make use of the Rideau Canal Skateway during the winter months.</p> <p>Over the next four years, the NCC will work to ensure the long-term viability of these programs and expand on them, while also implementing other initiatives aimed at encouraging active transportation in the region, such as increasing the amount of bike lanes on NCC lands and expanding winter maintenance to make walkways and multi-use pathways more accessible for winter use.</p> <p><b>Relevant targets or ambitions</b></p> <p><b>CIF Ambition:</b> Canadians live in healthy, accessible and sustainable cities and communities.</p> <p><b>CIF Target 11.5:</b> By 2030, 22% of commuters adopt shared or active transportation.</p> <p><b>CIF Ambition:</b> Canadians adopt healthy behaviours.</p>	<p><b>Indicator Progress:</b> Achieved.</p> <p><b>Results as of March 31, 2025:</b> 8 projects have been implemented since 2023.</p> <p>In 2024–2025, 7 projects were added to the one already under way, providing more opportunities to adopt active mobility in the region:</p> <ul style="list-style-type: none"> <li>construction of Pidāban Bridge, a new pedestrian connection between Major's Hill Park and Kiweki Point;</li> <li>construction of a raised pedestrian crossing on Colonel By Drive connecting Laurier Avenue and the Rideau Canal;</li> <li>addition of bike rentals at the NCC River House;</li> <li>addition of an Aqua-Taxi route between the Ottawa Locks and the NCC River House;</li> <li>addition of a section to the Greenbelt Pathway East (Tauvette – phase 1);</li> <li>addition of a trail through the pollinator garden at Green's Creek (P27) in the Greenbelt;</li> <li>renewal of the funding agreement with the Urban Winter Trails Alliance to maintain the multi-use winter trail network;</li> </ul> <p>These projects are in addition to the 5 km added to the multi-use winter trail network, as reported in 2023–2024.</p>

**FSDS TARGET THEME:** Green spaces, cultural and natural heritage

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

**FSDS IMPLEMENTATION STRATEGY:**

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

NCC Actions	Performance Indicators, Targets and Starting Points	Contribution to the FSDS Goal and Canada's 2030 Agenda National Strategy	Results and Comments
<b>11.3</b> In line with NCC master plans, develop new green spaces, or enhance existing green spaces to improve access to nature, recreation, and cultural sites to promote human health and wellbeing, urban biodiversity, and climate mitigation and resilience.	<p><b>Indicator:</b> # of green spaces developed</p> <p><b>Target:</b> 3 new green spaces developed by 2027</p> <p><b>Starting Point:</b> 0 as of 2023</p> <p><b>Indicator:</b> # of green spaces enhanced</p> <p><b>Target:</b> At least 1 green space enhanced by 2027</p> <p><b>Starting Point:</b> 0 as of 2023</p>	<p>The NCC manages over 600 km<sup>2</sup> of lands, over 70% of which is green space that provides opportunities for the public to access nature, culture and recreational activities. However, opportunities remain for the NCC to improve upon green spaces in the urban area and develop new, accessible green spaces, where aligned with planning and development processes. The NCC is planning to add at least three new green spaces to development projects along the Ottawa River and improve upon a green space at Brewery Creek in Gatineau by improving natural habitats and naturalizing shorelines, improving access between the green space and recreational pathways, and creating opportunities for sustainable recreation.</p> <p><b>Relevant targets or ambitions</b></p> <p><b>GIF Target 11.4:</b> Strengthen efforts to protect and safeguard the world's cultural and natural heritage.</p>	<p><b>Indicator Progress:</b> Ongoing</p> <p><b>Results as of March 31, 2025:</b> 1 new green space developed since 2023.</p> <p>No new green spaces were created in 2024–2025. Tesasini Park, located along the north bank of the Ottawa River, is the only site completed since 2023.</p> <p><b>Indicator Progress:</b> Achieved.</p> <p><b>Results as of March 31, 2025:</b> 4 green spaces have been improved since 2023.</p> <p><b>In 2024–2025, 4 existing green spaces were improved.</b></p> <p>The NCC completed the redevelopment of Kiweki Point (meaning “returning to one’s homeland”) This reimagined public space integrates, through a variety of landscaping efforts, more than 3,500 m<sup>2</sup> of native perennials and 80 mature trees. Kiweki Point promotes habitat for pollinators; supports biodiversity in an urban area; re-enlivens this major historical and cultural site in the region; and supports the health and well-being of the population using it.</p> <p>The NCC also opened the redeveloped Westboro Beach in 2024. The iconic Strutt Pavilion underwent restoration, and a new, carbon-neutral pavilion, the Park Pavilion, was built on the upper level. It features striking views of the Ottawa River, a restaurant area and a community gathering space.</p> <p>These projects are in addition to the NCC River House and LeBreton Flats pathway improvement projects that were completed last year.</p> <p>Consultations on the Ruisseau de la Brasserie (Brewery Creek) Land Use Plan were held in March 2024. This project is moving ahead in collaboration with Ville de Gatineau and various community stakeholders.</p>

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

**FSDS IMPLEMENTATION STRATEGY:**

**Promote access to green space, cultural and natural heritage.** Provide opportunities to connect with nature, green spaces, trail networks and culture.

NCC Actions	Performance Indicators, Targets and Starting Points	Contribution to the FSDS Goal and Canada's 2030 Agenda National Strategy	Results and Comments
<b>11.4</b> Increase equitable and sustainable access to designated NCC green spaces, and cultural and natural heritage sites, in line with NCC master plans.	<p><b>Indicator:</b> # of initiatives put in place that increase equitable and sustainable access to designated NCC green spaces, and cultural and natural heritage sites</p> <p><b>Target:</b> 4 initiatives by 2027</p> <p><b>Starting Point:</b> 0 as of 2023</p>	<p>Providing opportunities for Canadians to connect with the nature and culture of the Capital is an integral part of the NCC’s mandate. The NCC is committed to improving equitable and sustainable access to its lands. Recently the NCC began including Gender-based Analysis Plus into its planning process to ensure equitable access to NCC sites and services. In addition, the NCC also provides free shuttle bus service to and around Gatineau Park during the summer and fall and offers e-bike rentals to make it easier for more people to connect with nature in the park. The NCC plans to increase accessibility of its lands by building connections between the NCC’s pathway network, communities and transit nodes, upgrading facilities such as washrooms to improve accessibility and equity, and improving wayfinding on its pathways.</p> <p><b>Relevant targets or ambitions</b></p> <p><b>GIF Target 11.7:</b> By 2030, provide universal access to safe, inclusive and accessible, green and public spaces, in particular for women and children, older persons and persons with disabilities</p>	<p><b>Indicator Progress:</b> Achieved.</p> <p><b>Results as of March 31, 2025:</b> 5 projects have been implemented since 2023.</p> <p>The NCC implemented 3 new projects in 2024–2025:</p> <ul style="list-style-type: none"> <li>• Free winter shuttle to Gatineau Park, departing from the Gatineau and Ottawa downtowns to Relais plein air and Camp Fortune;</li> <li>• Development of an optimized mapping tool for more inclusive trail use that provides information to help identify and access trails adapted to different needs and abilities;</li> <li>• Completion of a study to optimize the future growth of the Gatineau Park shuttle program.</li> </ul> <p>These projects are in addition to those already reported in 2023–2024:</p> <ul style="list-style-type: none"> <li>• Increased shuttle service to Gatineau Park;</li> <li>• Addition of a shuttle bus for Open NCC 2024.</li> </ul>



**FSDS TARGET THEME:** N/A **FSDS TARGET:** N/A

**FSDS IMPLEMENTATION STRATEGY:**

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

NCC Actions	Performance Indicators, Targets and Starting Points	Contribution to the FSDS Goal and Canada's 2030 Agenda National Strategy	Results and Comments
<b>11.5</b> Work with Indigenous Peoples and partners and provide opportunities for the public to participate in citizen science, conservation management and cultural programs on NCC lands.	<b>Indicator:</b> # of initiatives in place each year that engage the Algonquin Nation, partners and/or the public in citizen science, conservation management or cultural programs  <b>Target:</b> At least 10 initiatives in place in each fiscal year  <b>Starting Point:</b> 11 initiatives took place in 2022–2023	Each year, the NCC engages dozens of partners and participants in research and citizen science programs, cultural programs and conservation management activities, mainly through programs such as the Natural Resources Action Plan and the responsible trail management project, but also through interpretive programs that aim to educate the public about nature and heritage conservation. In recent years, hundreds of volunteers participated in projects such as animal tracking, wildlife inventories, invasive species control, parkway patrols and trail maintenance. The NCC is committed to maintaining its robust public engagement program and expanding on it, in partnership with NGOs, Indigenous groups, businesses and the public, to provide quality programs that result in tangible environmental benefits and increase environmentally sensitive behaviours.	<b>Indicator Progress:</b> Achieved.  <b>Results as of March 31, 2025:</b> 11 projects have been implemented.  During the modernization of the Philippe Lake campground, the NCC collaborated with Kitigan Zibi Anishinabeg First Nation on 3 interpretive elements: campground sector names, land acknowledgment and interpretation at the multi-use pavilion.  <b>10 citizen science projects were also completed:</b> <ul style="list-style-type: none"> <li>• Bat inventory in the northeast corridors and Larrimac – 17 volunteers</li> <li>• Frog Watch – 16 volunteers</li> <li>• Peregrine Falcon Survey – 8 volunteers</li> <li>• Common Loon Survey – 24 volunteers</li> <li>• Mission Monarch – 3 volunteers</li> <li>• Periwinkle Challenge – 26 volunteers</li> <li>• Burdock control – 8 volunteers</li> <li>• Tree planting in Meech Creek Valley – 76 volunteers</li> <li>• Trail patrol – 109 volunteers</li> <li>• Trail maintenance – 146 volunteers</li> </ul>

**FSDS IMPLEMENTATION STRATEGY:**

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

NCC Actions	Performance Indicators, Targets and Starting Points	Contribution to the FSDS Goal and Canada's 2030 Agenda National Strategy	Results and Comments
<b>11.6</b> Support affordable housing in the National Capital Region through the development and implementation of NCC master plans.	<b>Indicator:</b> # of affordable housing units completed under the Building LeBreton project  <b>Target:</b> 200 by 2027  <b>Starting Point:</b> 0 completed as of 2023  <b>Indicator:</b> # of new development sites on NCC lands within walking distance of an O-Train, Transitway or Rapibus stations made available for development  <b>Target:</b> At least 4 by 2027  <b>Starting Point:</b> 1 as of 2023	As principal planner for the National Capital Region, the NCC develops master plans that provide guidelines for land use, urban design and development on federal lands in the region. The NCC uses this planning and development role to ensure that regional needs are met along with the national interest. Moving forward, the NCC's master planning process will aim to incorporate a more modern view of urban planning that considers opportunities for accessible and affordable housing, while remaining focused on the national interest. The LeBreton Flats Master Concept Plan does just this by guiding the transformation of LeBreton Flats into a place of national and civic pride, as well as a complete urban community where anyone can live, work and play. A 1.1-hectare parcel at LeBreton Flats, near the Pimisi O-Train station, which will feature a mixture of affordable housing units, was made available for development in 2022–2023.  <b>Relevant targets or ambitions</b> <b>CIF Ambition:</b> Canadians have access to quality housing. <b>CIF Ambition:</b> Canadians live in healthy, accessible and sustainable cities and communities. <b>CIF Indicator 11.4.1:</b> Percentage of population living within 500 m of a public transport stop.	<b>Indicator Progress:</b> Ongoing.  <b>Results as of March 31, 2025:</b> 0 housing units completed since 2023.  The first phase of the Building LeBreton construction project is under way. The library parcel development is set to include 247 affordable housing units, representing 41% of the units built at this location. The housing units should be available in 2026–2027.  In 2024–2025, the NCC entered into an agreement with a developer to plan the next phase of Building LeBreton, known as the Flats Phase. This development, which is scheduled to begin at the end of 2026–2027, will include 900 housing units, a percentage of which will be affordable housing units.  <b>Indicator Progress:</b> Ongoing.  <b>Results as of March 31, 2025:</b> 2 lots have been reserved for property development since 2023.  The NCC, in partnership with the Canada Mortgage and Housing Corporation, launched a bidding process in 2024–2025 that included affordability and accessibility criteria for 1460 Riverside Drive, Ottawa, with a view to development. This lot is located at a 650 m walk from Hurdman Station on the O-Train Confederation Line.  This land is in addition to lots already made available for real estate projects in 2022–2023 that are within walking distance of Pimisi station.  The NCC also secured residential zoning from the City of Ottawa for three of its properties near the Lincoln Fields O-Train station, as part of the new Lincoln Fields Station Secondary Plan. These properties could accommodate up to 2,500 new housing units, along with commercial spaces offering local services.

## Reduce waste and transition to zero-emission vehicles

**FSDS TARGET THEME:** Federal leadership on responsible consumption

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

**FSDS IMPLEMENTATION STRATEGY:**

**Maximize diversion of waste to landfill.** Analyze waste streams and implement waste diversion measures.

NCC Actions	Performance Indicators, Targets and Starting Points	Contribution to the FSDS Goal and Canada's 2030 Agenda National Strategy	Results and Comments
<b>12.1</b> Complete waste audits of NCC offices and implement waste diversion measures.	<b>Indicator:</b> % of non-hazardous NCC operational waste diverted from landfill  <b>Target:</b> 75% annually  <b>Starting Point:</b> 46% office waste diversion in 2023 for 40 Elgin Street (this includes tenants other than the NCC)	The NCC has roughly 500 employees, with most of these located at NCC headquarters at 40 Elgin Street in Ottawa. The NCC also has other small satellite offices for staff at Rideau Hall and Gatineau Park, an office for conservation officers and a warehouse facility. In 2010, the NCC introduced a composting program and updates waste receptacles at all offices. Waste diversion rates have typically been between 60% and 70% for NCC headquarters at 40 Elgin Street. The NCC will review waste diversion at all its offices to prepare to meet the new FSDS targets. As part of the project to update the NCC's new headquarters at 80 Elgin Street, the NCC is reviewing the requirements for waste and identifying challenges and opportunities for waste diversion.  <b>Relevant targets or ambitions</b>  <b>GIF Target 12.5:</b> By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse.	<b>Indicator Progress:</b> Not on target.  <b>Results as of March 31, 2025:</b> No results available.  The NCC occupies office space as a tenant at 40 Elgin Street. In 2024, a waste management audit was not performed in the building. This audit, usually conducted by the building owner, was not conducted due to the building being sold during the year. As a tenant, the NCC has limited control over the measures it can implement on this site for this indicator. The NCC will ensure that the situation is addressed when it moves to its new headquarters at 80 Elgin Street in 2026–2027 where waste reduction measures are planned.  The NCC did not conduct waste management audits at its satellite offices in 2024–2025.
<b>12.2</b> Reduce public waste from key NCC sites and programs.	<b>Indicator:</b> % of non-hazardous waste diverted from landfill at key NCC sites and programs  <b>Target:</b> 80% diversion rate annually for the Rideau Canal Skateway, 60% for other key sites  <b>Starting Point:</b> 95% diversion rate for the Rideau Canal Skateway in 2022, other sites to be identified in 2024	A significant proportion of the NCC's operations involve the public realm. Under its Sustainable Development Strategy 2018–2023, the NCC committed to reducing waste on the Rideau Canal Skateway, addressing waste in certain public areas and encouraging partners hosting events on NCC sites to reduce waste. To reduce waste on the RCS, the NCC worked with concessionaires to ensure compostable products were used for food service and triaged all waste items to ensure they were disposed of in the proper waste stream. The NCC also implemented waste tracking requirements for major events and put in place a recycling program on Confederation Boulevard in partnership with the City of Ottawa. While public waste has traditionally presented a challenge for the NCC, it is committed to continuing these programs and identifying new key sites and programs where targeted diversion measures can be implemented to reduce waste.	<b>Indicator Progress:</b> Not on target.  <b>Results as of March 31, 2025:</b> <b>Rideau Canal Skateway:</b> 55% of non-hazardous waste was diverted from landfill.  Other key sites: 71% of non-hazardous waste from the Canadian Tulip Festival was diverted from landfill.  Successive cold days from January to March allowed for a 52-day skating season on the Rideau Canal Skateway. The public's excitement in experiencing the world's largest skating rink was felt from opening to closing. A record number of visits—more than one million—were recorded, with an average of 23,000 visits a day. However, the popularity of the Skateway meant more waste. During the 2025 season, challenges related to waste sorting and processing prevented the NCC from meeting its target. The NCC will work with the contractor responsible for waste management on the Skateway to identify solutions to improve the situation next year.  In spring 2024, the popular Canadian Tulip Festival was once again held in the heart of the Capital. Waste collection from the site took place throughout the entire 21-day festival period. Of the 10 tonnes of waste produced during this period, 71% was recycled or composted.



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

**FSDS IMPLEMENTATION STRATEGY:**

**Maximize diversion of waste to landfill.** Analyze waste streams and implement waste diversion measures.

NCC Actions	Performance Indicators, Targets and Starting Points	Contribution to the FSDS Goal and Canada's 2030 Agenda National Strategy	Results and Comments
<b>12.3</b> Implement waste diversion best practices for construction and demolition projects.	<b>Indicator:</b> % of NCC construction and demolition waste diverted from landfill <b>Target:</b> 90% annually <b>Starting Point:</b> Diversion rate for demolition waste was 91% in 2023	<p>Due to its vast portfolio of real estate and other built assets, the NCC conducts demolition projects each year. Since 2018, the NCC has required all contractors to divert at least 90% of demolition waste and report their waste diversion rates. This target has typically been met or exceeded. Moving forward, the NCC will require construction projects to meet the same diversion rate and will explore and implement best practices for waste reduction and responsible consumption.</p> <p><b>Relevant targets or ambitions</b></p> <p><b>GIF Target 12.5:</b> By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse.</p>	<p><b>Indicator Progress:</b> Achieved.</p> <p><b>Results as of March 31, 2025:</b> 95% of construction and demolition waste was diverted from landfill.</p> <p>Based on this weight, the proportion of waste diverted from landfills was 95% for 6 construction and demolition projects. The NCC will continue to refine its waste-monitoring techniques to ensure that it takes account of all the materials produced during construction and demolition projects and integrates these criteria in its procurement and contract processes.</p>

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

**FSDS IMPLEMENTATION STRATEGY:**

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

NCC Actions	Performance Indicators, Targets and Starting Points	Contribution to the FSDS Goal and Canada's 2030 Agenda National Strategy	Results and Comments
<b>12.4</b> Update green procurement guidelines and train staff in implementing the new green procurement policy and guidelines.	<p><b>Indicator:</b> % of standing offers and contracts for the purchase of high-impact goods, services and construction that include green procurement criteria  <b>Target:</b> 80% by 2027  <b>Starting Point:</b> 0% in 2023</p> <p><b>Indicator:</b> % of NCC staff that have been trained in implementing new green procurement policy and guidelines  <b>Target:</b> 100% by 2027  <b>Starting Point:</b> 0% in 2023</p>	<p>The NCC is a significant purchaser of goods and services in the National Capital Region, with over \$137 million in procurement in 2022–2023. In 2022, the NCC adopted a Green Procurement Policy and endeavours to remain in line with guidelines and best practices provided by Treasury Board of Canada Secretariat, under the Greening Government Strategy.</p> <p>Construction and land maintenance contracts account for the bulk of the NCC's spending. The NCC has incorporated sustainability requirements into its land maintenance contracts for several years now and updates these requirements according to new targets and best practices every time these contracts are renewed. The NCC also provides contractors with environmental guidelines. Over the coming years, the NCC will conduct a review of its procurement spending and associated carbon emissions and update its 2016 Green Procurement Guidelines with new criteria to address carbon emissions and support a circular economy. Staff will be trained on the implementation of the new guidelines.</p> <p><b>Relevant targets or ambitions</b></p> <p><b>GIF Target 12.7:</b> Promote public procurement practices that are sustainable, in accordance with national policies and priorities.</p>	<p><b>Indicator Progress:</b> Ongoing.</p> <p><b>Results as of March 31, 2025:</b> No results available.</p> <p>An update of the green procurement guidelines is currently being planned. The NCC has defined procurement categories that have a high environmental impact. Percentage tracking of standing offers and contracts for high-impact goods, services and construction has not yet begun.</p> <p><b>Indicator Progress:</b> Ongoing.</p> <p><b>Results as of March 31, 2025:</b> No results available.</p> <p>An update of the green procurement guidelines is currently being planned. Staff training will take place as the guidelines are developed.</p>
<b>12.5</b> Produce or procure clean electricity for NCC real property.	<p><b>Indicator:</b> % of electricity consumption in NCC real property that comes from clean electricity generation  <b>Target:</b> 100% by 2025  <b>Starting Point:</b> 91% of electricity used in NCC real property in 2022 was clean</p>	<p>The NCC's vast real estate portfolio consumes a significant amount of electricity, but its emissions from electricity use have decreased over 90% since 2011, mainly due to the decarbonization of the Ontario electricity grid. To contribute to the federal target to use clean electricity, the NCC will purchase renewable energy credits. Under its Climate Mitigation Plan, the NCC will also assess renewable energy potential on its lands to determine whether they could benefit from onsite electricity production or contribute renewable energy to the grid. The Net-Zero Real Estate Portfolio Roadmap will also identify ways to reduce actual energy consumption in NCC buildings.</p>	<p><b>Indicator Progress:</b> Ongoing.</p> <p><b>Results for the period from April 1, 2024, to March 31, 2025:</b> 91% of electricity consumption comes from clean energy.</p> <p>The NCC has calculated its greenhouse gas emissions for fiscal year 2023–2024. 91% of the electricity consumed by NCC properties came from clean energy sources. The NCC will continue to track its electricity consumption and, starting in 2025–2026, will purchase renewable energy credits for energy consumed that does not originate from clean sources.</p>

#### FSDS IMPLEMENTATION STRATEGY:

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

NCC Actions	Performance Indicators, Targets and Starting Points	Contribution to the FSDS Goal and Canada's 2030 Agenda National Strategy	Results and Comments
<b>12.6</b> As part of the NCC Climate Mitigation Plan, develop a Green Fleet Plan to optimize fleet management and provide a roadmap toward net-zero fleet emissions.	<b>Indicator:</b> % of NCC light-duty fleet that is zero-emission <b>Target:</b> 100% by 2030 <b>Starting Point:</b> 21% as of 2023	<p>The NCC has been working towards the federal target for zero-emission vehicles for some time and replaces end-of-life vehicles with zero-emission vehicles where options exist. The NCC has also installed 17 vehicle charging stations at its office sites and public parking lots. The upcoming Green Fleet Plan will help optimize fleet management and provide a plan for achieving the 2030 target.</p> <p><b>Relevant targets or ambitions</b></p> <p><b>CIF Ambition:</b> Canadians consume in a sustainable manner.</p> <p><b>CIF Target 12.1:</b> Zero-emission vehicles represent 10% of new light-duty vehicle sales by 2025, 30% by 2030 and 100% by 2040.</p> <p><b>GIF Target 12.7:</b> Promote public procurement practices that are sustainable, in accordance with national policies and priorities.</p>	<p><b>Indicator Progress:</b> Ongoing.</p> <p><b>Results as of March 31, 2025:</b> 25% of light-duty vehicles are zero-emission.</p> <p>As of March 2025, the NCC's fleet consisted of 59 light-duty fleet vehicles; 15 were zero-emission, 5 were plug-in hybrids and 4 were hybrids. The 35 remaining vehicles are standard vehicles that will need to be replaced or retired for the NCC to have a carbon-neutral fleet by 2030.</p> <p>To reach this goal, the NCC is preparing a fleet greening plan to serve as a roadmap to carbon-neutrality. This plan will include a budget as well as a strategy for acquiring vehicles and the installation of a charging infrastructure.</p>

**FSDS TARGET THEME:** N/A **FSDS TARGET:** N/A

#### FSDS IMPLEMENTATION STRATEGY:

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

NCC Actions	Performance Indicators, Targets and Starting Points	Contribution to the FSDS Goal and Canada's 2030 Agenda National Strategy	Results and Comments
<b>12.7</b> Remediate high-priority sites on NCC lands.	<b>Indicator:</b> # of hectares of NCC contaminated lands remediated since 2018 through the Federal Contaminated Sites Action Plan (FCSAP) or land development <b>Target:</b> 25.14 hectares by March 31, 2030 <b>Starting Point:</b> 19.93 hectares remediated as of 2023	<p>The Federal Contaminated Sites Action Plan (FCSAP) aims to reduce the risk of contaminated lands to human and environmental health and reduce the federal government's financial liability. Under this program, the NCC manages the risk of all its contaminated sites to the community and surrounding environment and works to decontaminate high-risk sites. One of these is Victoria Island, which lies at the heart of the region, in the Ottawa River, and holds special significance for the Algonquin Anishinabeg Nation, with whom the NCC is engaging as part of the remedial effort.</p> <p>In addition, the NCC ensures that risks associated with contaminated lands slated for development are properly addressed as part of the development process. This allows for previously underused land to be made available for beneficial public use, such as the construction of the City of Ottawa light rail transit system.</p>	<p><b>Indicator Progress:</b> Ongoing.</p> <p><b>Results as of March 31, 2025:</b> 20.67 ha have been remediated since 2018.</p> <p>During the fiscal year, no additional land was remediated as part of the Victoria Island decontamination project. Remediation covered above-ground portions of the project. The number of hectares remediated since 2018 therefore remains at 20.67 ha for 2024–2025.</p>



## Take action on climate change and its impacts

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

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

**FSDS IMPLEMENTATION STRATEGY:**

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

NCC Actions	Performance Indicators, Targets and Starting Points	Contribution to the FSDS Goal and Canada's 2030 Agenda National Strategy	Results and Comments
<b>13.1</b> As part of the NCC Climate Mitigation Plan, develop and implement a Net Zero Real Estate Portfolio Roadmap to reduce greenhouse gas emissions from the NCC's real property portfolio.	<b>Indicator:</b> % reduction in Scope 1 and 2 greenhouse gas emissions from real property and fleet owned and operated by the NCC since 2005  <b>Target:</b> 40% below 2005 levels by 2025 and at least 90% below 2005 levels by 2050  <b>Starting Point:</b> 61% below 2005 levels in 2022	The NCC has been calculating its greenhouse gas emissions since 2015 and adopted the federal emissions targets in 2018. The NCC has thus far achieved the federal milestone of a 40% emissions reduction, based on a 2005 baseline. The NCC's Climate Mitigation Plan will provide a roadmap to reducing emissions by 90% from real property by 2050. Remaining emissions will be offset through the purchase of renewable energy credits.  <b>Relevant targets or ambitions</b> <b>CIF Ambition:</b> Canadians reduce their greenhouse gas emissions. <b>CIF Target 13.1:</b> By 2030, reduce Canada's total greenhouse gas emissions by 40% to 45%, relative to 2005 emission levels. By 2050, achieve economywide net-zero greenhouse gas emissions. <b>GIF Target 13.2:</b> Integrate climate change measures into national policies, strategies and planning.	<b>Indicator Progress:</b> Achieved.  <b>Results as of March 31, 2025:</b> 51% reduction in greenhouse gas emissions.  In 2023–2024, Scope 1 and 2 greenhouse gas emissions totalled 5,797 tonnes of CO <sub>2</sub> e. This represents a 51% reduction from the 2005 baseline and means that the NCC has exceeded its 2025 target.  The decrease in this indicator from the 61% starting point calculated in 2021–2022 is due to a series of recalculations of baseline values and the integration of assets that had not previously been accounted for.  The NCC will incorporate the results of the Net-Zero Real Estate Portfolio Roadmap into its portfolio investment plans, to be completed in 2024–2025.
<b>13.2</b> Maintain the ecosystem services provided by NCC green spaces.	<b>Indicator:</b> Economic value of the ecosystem services provided by NCC green spaces  <b>Target:</b> Maintain the economic value of the ecosystem services provided by NCC green spaces  <b>Starting Point:</b> The value of NCC ecosystem services provided by NCC green spaces is approximately \$332 million per year, according to a 2016 study: Natural Capital: The Economic Value of the NCC's Green Network.	According to a 2016 study, Natural Capital: The Economic Value of the NCC's Green Network, natural areas account for over 90% of NCC lands. This includes forests (72%), agricultural lands (10%), wetlands (5%) and freshwater (5%). In addition to improving the quality of life in the Capital and providing goods such as agricultural products, these lands also provide valuable ecosystem services that maintain biodiversity, benefit human health, and help address climate change and its impacts. These ecosystem services include air quality control, water filtration, climate regulation, carbon storage, wildlife habitat, and erosion control. Given the importance of the NCC's green network, the NCC is committed to maintaining the ecosystem services provided by its lands by incorporating natural capital into its planning, decision-making and operations.  <b>Relevant targets or ambitions</b> <b>GIF Target 15.9:</b> By 2020, integrate ecosystem and biodiversity values into national and local planning, development processes, poverty reduction strategies and accounts.	<b>Indicator Progress:</b> Ongoing.  <b>Results as of March 31, 2025:</b> No results available.  The NCC initiated a project to develop a natural capital plan to maintain the ecosystem services provided by its green spaces and to support its priorities for the rehabilitation and revitalization of its key built and natural assets in the National Capital Region.
<b>13.3</b> Reduce bird collisions with NCC buildings by addressing the highest risk buildings.	<b>Indicator:</b> # of existing NCC-owned and managed buildings that pose a lethal threat to birds  <b>Target:</b> 0 by 2030  <b>Starting Point:</b> Baseline to be determined in 2023.	In Canada, window collisions kill 16 to 42 million birds a year and are one of the leading causes of bird mortality. The NCC has over one thousand buildings, of which about 450 pose a potential threat to birds. To protect birds, it is therefore important that the NCC address this threat in its planning and operations. In 2021, the NCC published its Bird-Safe Design Guidelines to ensure that all new building and renovation projects incorporate bird-safe designs. The NCC must now take steps to assess and address its existing buildings to ensure they do not pose a lethal threat to birds. The NCC began an assessment of its buildings in 2020 to assess their level of threat to birds (low, moderate, high, lethal) and has already addressed some lethal-risk buildings. The results will be used to prioritize projects for bird-safe window treatments.	<b>Indicator Progress:</b> Ongoing.  <b>Results as of March 31, 2025:</b> 1 building owned and managed by the NCC poses a lethal risk to birds.  The assessment of NCC buildings that pose a threat to birds was finalized in 2024–2025. 6 buildings that present a lethal risk to birds were identified and further evaluated. Over the last few years, to mitigate the risk of bird strikes on windows, the NCC applied visual markers to the windows of NCC owned and managed buildings that pose a lethal risk to birds. The windows of the Dome Building annex at Rideau Hall were treated in fall 2024. Only one building still requires treatment due to a known lethal risk to birds: 80 Elgin Street. The renovation of this building, which will soon house NCC headquarters, is under way. Window treatment is planned at a later stage.  The NCC will continue to assess the risk level of the buildings it acquires and apply the <a href="#">Bird-Safe Design Guidelines</a> to its major construction and renovation projects and as part of the federal land use, design and transaction approval process.

<b>13.4</b> Implement the NCC's Forest Strategy.	<b>Indicator:</b> # of trees planted on NCC lands since 2021 <b>Target:</b> Plant 100,000 trees by 2026 <b>Starting Point:</b> 5,000 trees have been planted since 2021	Maintaining forested land is a major part of the NCC's operations. The <a href="#">Forest Strategy</a> was developed in 2021 to articulate goals for how trees and forests will be managed over the next 30 years. The strategy streamlines the NCC's forest management actions and includes a five-year action plan designed to increase the NCC's capacity to effectively manage forests.  <b>Relevant targets or ambitions</b> <b>CIF Ambition:</b> Canada sustainability manages forests, lakes and rivers. <b>CIF Indicator 15.5.1:</b> Forest area as a proportion of total land area.	<b>Indicator Progress:</b> Ongoing. <b>Results as of March 31, 2025:</b> 32,615 trees have been planted since 2021.  In 2024–2025, with an ambitious target of planting 100,000 trees between 2021 and 2026, the NCC planted 16,747 additional trees in 18 distinct locations on its lands, bringing the total number of trees planted since 2021 to 32,615. Major planting sites include Meech Creek Valley in Gatineau Park (10,425 trees); P16 parking lot area in the Greenbelt (3,100 trees); Mer Bleue (1,050 trees); and the northern sector of Jacques-Cartier Park (581 trees).  The NCC plants a variety of native species, including some maple and poplar trees, and others such as yellow birch and hackberry trees. However, for certain urban curbside environments, the NCC sometimes selects exotic species for their higher tolerance to dry conditions.  Planting a large number of trees creates significant challenges for the NCC, which it addresses by adopting innovative approaches such as assisted natural regeneration and planting mini-forests. In 2025–2026, the NCC plans to plant more than 22,000 new trees.
	<b>Indicator:</b> % of tree canopy cover on NCC lands <b>Target:</b> Maintain tree canopy cover at 74% <b>Starting Point:</b> 74% as per the 2019 tree canopy assessment completed in collaboration with the City of Ottawa and Ville de Gatineau		<b>Indicator Progress:</b> Ongoing. <b>Results as of March 31, 2025:</b> No results available.  A new forest canopy cover assessment of NCC lands will soon be completed. The NCC expects to receive the final results in 2025–2026.
<b>13.5</b> Transition to low-carbon land maintenance operations.	<b>Indicator:</b> % of contractor light-duty fleet that consists of zero-emission vehicles <b>Target:</b> 80% by 2030 <b>Starting Point:</b> 0% as of 2023	The maintenance of built and natural assets accounts for a significant portion of the NCC's operations and therefore has a major impact on its Scope 3 (indirect) greenhouse gas emissions. The NCC manages seven major maintenance contracts and self-manages the grounds at six of Canada's official residences. The NCC has begun working with its contractors to track Scope 3 emissions. In 2022–2023, to show leadership and begin the transition to low-carbon land maintenance, the NCC eliminated the use of certain gas-powered hand tools at the official residences and banned these tools in its major maintenance contracts. The NCC is now working with contractors to identify challenges and ways to further reduce emissions, including transitioning to zero-emission vehicles.  <b>Relevant targets or ambitions</b> <b>CIF Ambition:</b> Canadians reduce their greenhouse gas emissions.	<b>Indicator Progress:</b> Ongoing. <b>Results as of March 31, 2025:</b> 14% of light-duty vehicles used by NCC maintenance contractors are zero-emission.  The NCC continues to work with its land maintenance contractors to increase the percentage of light-duty zero-emission vehicles in their fleets. The NCC is also committed to including criteria related to this indicator in its land maintenance contracts.
<b>13.6</b> Track water consumption in NCC facilities with an aim to identifying buildings with high water consumption as priorities for retrofits.	<b>Indicator:</b> % of buildings where water is tracked <b>Target:</b> Water consumption tracked in 50% of all NCC buildings by 2027 <b>Starting Point:</b> 0% as of 2023	Reducing water consumption is an important best practice in sustainable buildings and an essential measure for conserving this valuable global resource. Although the NCC installs low-flow equipment when making updates to its buildings and uses lakes or streams for land irrigation where feasible, the NCC does not track water consumption in its buildings with an aim to greening its overall operations. Moving forward, the NCC will begin tracking water consumption and will identify ways to further reduce the water consumption in its buildings.  <b>Relevant targets or ambitions</b> <b>GIF Target 6.4:</b> By 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity.	<b>Indicator Progress:</b> Ongoing. <b>Results as of March 31, 2025:</b> No results available.  Data were compiled as part of an inventory of water meters and the NCC will continue tracking water consumption in buildings. Installing meters in buildings that do not have them yet will continue, with the goal of reaching the 50% target by 2027.



<b>13.7</b> Facilitate hybrid work and the use of low-carbon forms of commuting.	<b>Indicator:</b> % of NCC staff that use sustainable modes of transportation for commuting <b>Target:</b> Maintain, at 66%, or increase use of sustainable modes of transportation (including teleworking) for staff commuting <b>Starting Point:</b> 66% of NCC staff used sustainable modes of transportation (cycling, walking or public transit) according to a 2010 survey	Prior to the pandemic, NCC staff used sustainable modes of transportation at a much higher proportion than the average for the region. Many factors may have influenced this, including a lack of available parking downtown and access to secure bicycle parking, showers and lockers at NCC offices. Also, given the nature of the NCC's work, it is likely that a high proportion of staff have an interest in outdoor activities like walking and cycling. However, the Covid-19 pandemic changed the way people work and commute and the NCC will soon be moving to a new headquarters that facilitates a hybrid work model. To work towards carbon neutral mobility by 2050, it is important that the NCC take steps to ensure that employees retain their sustainable commuting habits.  <b>Relevant targets or ambitions</b> <b>CIF Ambition:</b> Canadians reduce their greenhouse gas emissions.	<b>Indicator Progress:</b> Ongoing. <b>Results as of March 31, 2025:</b> No results available.  No surveys were conducted in fiscal year 2024–2025, as NCC headquarters will move in 2026–2027. As part of its commitment to encouraging the adoption of low-carbon commuting patterns, the NCC is planning to build facilities that support sustainable modes of transportation, including a secure bicycle shelter and shower facilities at the new headquarters.  The NCC will conduct surveys in 2026–2027 to track the percentage of staff using sustainable modes of transportation for commuting.
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#### FSDS IMPLEMENTATION STRATEGY:

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

NCC Actions	Performance Indicators, Targets and Starting Points	Contribution to the FSDS Goal and Canada's 2030 Agenda National Strategy	Results and Comments
<b>13.8</b> Develop and implement NCC guidelines to ensure that all new buildings are net-zero carbon or net-zero carbon-ready, based on a greenhouse gas life cycle cost-benefit analysis.	<b>Indicator:</b> % of newly constructed buildings that are net-zero carbon, or net-zero carbon-ready based on a greenhouse gas life cycle cost benefit analysis <b>Target:</b> 100% annually <b>Starting Point:</b> 100% as of 2023	Given the federal target to achieve carbon neutral operations by 2050, it is important to ensure that any new buildings the NCC builds do not increase the federal government's overall greenhouse gas emissions. As such, the NCC has already begun incorporating zero-carbon standards into its building design process. In 2022, the NCC built the first certified net-zero-carbon, Government of Canada building in the National Capital Region. It is also building a net-zero-carbon pavilion as part of the redevelopment of Westboro Beach. Moving forward, all new buildings on NCC lands will be required to be built to be net-zero carbon or net-zero-carbon-ready.  <b>Relevant targets or ambitions</b> <b>CIF Ambition:</b> Canadians reduce their greenhouse gas emissions.	<b>Indicator Progress:</b> Achieved. <b>Results as of March 31, 2025:</b> 100% of new buildings built in 2024–2025 are carbon neutral or carbon-neutral ready.  Only one new building was built in 2024–2025, the Westboro Beach pavilion, which was designed to be carbon neutral.

#### FSDS IMPLEMENTATION STRATEGY:

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

NCC Actions	Performance Indicators, Targets and Starting Points	Contribution to the FSDS Goal and Canada's 2030 Agenda National Strategy	Results and Comments
<b>13.9</b> Conduct greenhouse gas life cycle cost analyses during the design phase of major building retrofits.	<b>Indicator:</b> % of major building retrofits that conduct a greenhouse gas life cycle cost analysis during their design phase <b>Target:</b> 100% annually Starting Point: 100% in 2023	To significantly reduce the overall emissions of its large real property portfolio, the NCC will prioritize carbon reductions in all its renovations and will retrofit buildings according to its Net-Zero Real Estate Portfolio Roadmap, which is currently being developed. Major renovations will use a life cycle cost analysis to determine the optimal greenhouse gas reductions in each case.  <b>Relevant targets or ambitions</b> <b>GIF Target 9.4:</b> By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities.	<b>Indicator Progress:</b> Achieved. <b>Results as of March 31, 2025:</b> No major building renovation projects underwent the design phase in 2024–2025.  The NCC is currently developing guidelines for including climate mitigation measures into projects. It will then be in a better position to guide the planning of its major renovation projects. The NCC is also working on optimizing its project management process to incorporate greenhouse gas life cycle cost analyses into the design phase of all major building renovations.

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

**FSDS IMPLEMENTATION STRATEGY:**

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

NCC Actions	Performance Indicators, Targets and Starting Points	Contribution to the FSDS Goal and Canada's 2030 Agenda National Strategy	Results and Comments
<b>13.10</b> Implement the NCC Climate Adaptation Plan, including addressing the highest risks and completing climate risk assessments for major projects	<b>Indicator:</b> % of short-term actions identified under the NCC Climate Adaptation Plan where progress has been made <b>Target:</b> 100% by 2027 <b>Starting Point:</b> 0 as of 2023	In 2019, the NCC began a climate change adaptation project to study the impacts of climate change on the NCC and take action to limit them. In Phase 1 of this project, the NCC acquired and analyzed precise <a href="#">climate change projections</a> for the region to determine expected changes in the region's future weather. In Phase 2, the NCC conducted a <a href="#">climate risk and vulnerability assessment</a> and ranked the short- and long-term risks to NCC assets, operations and programs. In Phase 3, the NCC developed a <a href="#">Climate Adaptation Plan</a> with actions to manage the greatest climate risks and identify risks shared by the NCC, City of Ottawa and Ville de Gatineau.  <b>Relevant targets or ambitions</b> <b>CIF Ambition:</b> Canadians are well-equipped and resilient to face the effects of climate change. <b>GIF Target 13.1:</b> Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries.	<b>Indicator Progress:</b> Ongoing. <b>Results as of March 31, 2025:</b> 58% of the short-term actions in the Climate Adaptation Plan are ongoing or completed. 14 of the 24 short-term actions under the <a href="#">Climate Adaptation Plan</a> are ongoing. Of these, 2 were completed in 2024–2025: <ul style="list-style-type: none"> <li>The workplace health and safety training program, which has been updated to address climate risks (Action 7);</li> <li>The asset inspection checklist, which has been updated to prioritize climate vulnerability for asset improvements (Action 16).</li> </ul> These actions are in addition to the one completed last year; i.e., a land cover layer has been added to the geomatics tools used by the NCC, bringing the number of completed actions to 3.
	<b>Indicator:</b> % of applicable projects where a climate risk assessment was conducted before the design phase <b>Target:</b> 100% of applicable projects by 2025 <b>Starting Point:</b> 100% in 2023		<b>Indicator Progress:</b> Ongoing. <b>Results as of March 31, 2025:</b> No results available. The NCC is currently working to integrate an applicability assessment for this target into its internal processes. A self-assessment tool and associated guidelines are being developed to ensure that all applicable projects now consider climate risks at the design stage. In the meantime, the NCC has already completed climate risk assessments for critical projects such as 80 Elgin Street and the Alexandra Bridge replacement (in partnership with PSPC).
<b>13.11</b> Develop and implement a plan to disclose NCC climate-related financial risks.	<b>Indicator:</b> Number of recommendations completed as per the Task Force on Climate-Related Financial Disclosures (TCFD) <b>Target:</b> 8 recommendations by 2025 (75% of the 11 recommendations as per the TCFD) <b>Starting Point:</b> 3 as of 2023, including the acquisition of climate projections for the National Capital Region, the completion of an overall Climate Vulnerability and Risk Assessment and the NCC's annual greenhouse gas inventory	Under the <i>Canadian Net-Zero Emissions Accountability Act</i> , the NCC is required to disclose its climate-related financial risks and take actions to reduce them. Through its climate adaptation and mitigation plans, the NCC is already implementing some of the recommendations of the Task Force on Climate Related Financial Disclosures and already communicates some of its climate actions through its Sustainable Development Strategy annual report.	<b>Indicator Progress:</b> Ongoing. <b>Results as of March 31, 2025:</b> 4 recommendations completed as per the recommendations of the Task Force on Climate-related Financial Disclosures. In 2024–2025, the NCC strengthened its climate change disclosure practices. In addition to practices related to metrics and the targets already in place in 2023 (3), the NCC revised its corporate risk profile to include climate change in its risk register. To fully align with the recommendations of the Task Force on Climate-related Financial Disclosures, the NCC is developing an implementation plan to adopt organizational best practices consistent with its mandate, including practices relating to governance, capacity building, and identifying and quantifying risks.



## Protect and recover species, conserve Canadian biodiversity

**FSDS TARGET THEME:** Conservation of land and fresh water

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

### FSDS IMPLEMENTATION STRATEGY:

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

NCC Actions	Performance Indicators, Targets and Starting Points	Contribution to the FSDS Goal and Canada's 2030 Agenda National Strategy	Results and Comments
<b>15.1</b> Acquire or protect ecological corridors adjacent to Gatineau Park.	<b>Indicator:</b> # of properties managed for nature conservation within identified corridors  <b>Target:</b> A consistent increase in the number of properties managed for nature conservation, with a minimum of 2 conservation projects carried out annually  <b>Starting Point:</b> 2 projects were carried out in 2023	Ecological corridors are important to improve connectivity between protected and conserved areas and other wilderness areas. As such, the NCC has been working to identify and protect ecological corridors adjacent to its largest protected area, Gatineau Park, which covers more than 360 km <sup>2</sup> .  A 2012 study identified 12 ecological corridors that connect the park to three large natural environments: large tracts of forests to the northwest, the Ottawa River and the Gatineau River. These corridors are owned by other jurisdictions and private landowners and have a total area of over 29,000 hectares. Under the Gatineau Park Master Plan, updated in 2021, the NCC committed to working with conservation organizations, various stakeholders and private landowners to protect these areas through the Ecological Corridors Protection Project.  <b>Relevant targets or ambitions</b> <b>CIF Ambition:</b> Canada conserves and restores ecosystems and habitat. <b>CIF Target 15.3:</b> Conserve 25% of Canada's land by 2025, working towards 30% by 2030. <b>GIF indicator 15.1:</b> Proportion of important sites for terrestrial and freshwater biodiversity that are covered by protected areas, by ecosystem type.	<b>Indicator Progress:</b> Achieved.  <b>Results as of March 31, 2025:</b> 4 properties within ecological corridors adjacent to Gatineau Park have been managed for nature conservation since 2023.  2 conservation projects were carried out in 2024–2025.  To further increase the number of properties managed for nature conservation, the NCC acquired, in 2024–2025, a 17-ha lot in the Chelsea Creek ecological corridor.  In addition, to build its capacity for the conservation of ecological corridors, the NCC participated in an ecological corridors roundtable, set up by the Conseil régional de l'environnement et du développement durable de l'Outaouais. The NCC also helped fund a study on wildlife crossings adjacent to Gatineau Park.

**FSDS TARGET THEME:** N/A

**FSDS TARGET:** N/A

### FSDS IMPLEMENTATION STRATEGY:

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

NCC Actions	Performance Indicators, Targets and Starting Points	Contribution to the FSDS Goal and Canada's 2030 Agenda National Strategy	Results and Comments
<b>15.2</b> Address the impacts of aggressive exotic invasive species in high-value ecosystems and natural habitats on NCC lands.	<b>Indicator:</b> # of projects in place each year that assess and address the impacts of invasive species  <b>Target:</b> 3 projects annually  <b>Starting Point:</b> 3 projects were carried out in 2023	The NCC estimates that its lands shelter approximately 200 species at risk. It is important to protect these species from the various factors that threaten them, including aggressive exotic invasive species. To have the greatest impact, the NCC will focus its management efforts on those areas where species at risk are most threatened by invasive species.  <b>Relevant targets or ambitions</b> <b>GIF Target 15.8:</b> By 2020, introduce measures to prevent the introduction and significantly reduce the impact of invasive alien species on land and water ecosystems and control or eradicate the priority species.	<b>Indicator Progress:</b> Achieved.  <b>Results as of March 31, 2025:</b> 12 projects were implemented this year to assess and address the impact of invasive species.  The following projects were completed in 2024–2025: <ul style="list-style-type: none"> <li>• Buckthorn control along Meech Lake Road (150 m<sup>2</sup>)</li> <li>• Buckthorn control along Pine Road (50 m<sup>2</sup>)</li> <li>• Lesser periwinkle control at the intersection of trails 1 and 60 (900 m<sup>2</sup>)</li> <li>• Oriental bittersweet control at Mackenzie King Estate (150 m<sup>2</sup>)</li> <li>• Wild parsnip control at Smith Beach, at Philippe Lake (1,000 m<sup>2</sup>)</li> <li>• Japanese knotweed control along Valle Verde Road (300 m<sup>2</sup>)</li> <li>• Buckthorn control at Lac-des-Fées (8,100 m<sup>2</sup>)</li> <li>• Buckthorn control in the northern sector of Jacques-Cartier Park (1,500 m<sup>2</sup>)</li> <li>• Japanese knotweed control at Hampton Park (2,200 m<sup>2</sup>)</li> <li>• Buckthorn control in part of Atlantis Avenue (5,800 m<sup>2</sup>)</li> <li>• Dog-strangling vine control at Deschênes Rapids Park</li> <li>• Ongoing control of various species in the Lemay Lake sector</li> </ul>

# Appendix 2 —

## Glossary

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

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

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

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

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

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

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

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

**district energy system:** A system made up of central plants that heat buildings with hot water or steam and cool buildings with chilled water. The water circulates through underground pipes connected in a loop. This process uses less energy and is more efficient than having equipment in each individual building. [*réseau énergétique de quartier*]

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

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

**energy efficiency:** Using less energy to perform the same task, thereby eliminating energy waste. [*efficacité énergétique*]

**excess soil:** Soil with a level of contamination below the reuse thresholds, in accordance with the uses authorized by law. [*sol réutilisable*]

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

**greenhouse gas:** Gas such as nitrous oxide (N<sub>2</sub>O), methane (CH<sub>4</sub>) and especially carbon dioxide (CO<sub>2</sub>), that accumulates in the atmosphere and acts to retain atmospheric heat, thus contributing to climate change. [*gaz à effet de serre*]

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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



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