

NATIONAL CAPITAL COMMISSION  
COMMISSION DE LA CAPITALE NATIONALE

<b>No.</b>	2023-P137
<b>To</b>	Board of Directors
<b>Date</b>	2023-06-22

**FOR** DECISION

**Subject/Title**

NCC Sustainable Development Strategy Annual Report, 2022–2023

**Summary**

- As of April 2023, the National Capital Commission (NCC) has made progress on 35 out of 36 actions and on 72 out of 76 indicators in its Sustainable Development Strategy, 2018–2023 (2018).
- This year highlights include:
  - The finalization of the new Capital Design Guidelines;
  - A 61% reduction of greenhouse gas emissions from fiscal year 2005-2006 to 2021-2022;
  - The launch of the development of a climate adaptation plan that will be completed by March 2024;
  - The launch of the Net-Zero Real Property Portfolio Plan as part of the Climate Mitigation Plan;
  - The adoption of a new NCC Green Procurement Policy; and
  - Two financial contributions to ensure the conservation in perpetuity of a 23-hectare property located in the Larrimac ecological corridor of Gatineau Park, and an 18-hectare property located in the Breckenridge ecological corridor.
- As a designated entity under the *Federal Sustainable Development Act*, the NCC is finalizing the next Sustainable Development Strategy for the 2023-2027 period which will replace the current strategy that spans until March 2024. Given the overlap, next year’s annual report will reflect the transition between the current and the strategy for the 2023-2027 period.

**Risk Summary**

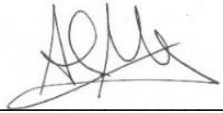
- Some actions will be met on a delayed schedule or will not be completed by the end of the 2018-2023 cycle.
- Medium and long-term liabilities will be created if the NCC doesn’t integrate climate mitigation and adaptation measures to the management of its real estate portfolio, its projects, and its plans.

**Recommendation**

- That the Sustainable Development Strategy Annual Report, 2022–2023 (Appendix A) be endorsed.

Public

**Submitted by:**  
Alain Miguelez, Vice-President, Capital Planning Branch

A handwritten signature in black ink, appearing to read 'Alain Miguelez', written over a horizontal line.

Signature

## 1. Strategic Priorities

- The National Capital Commission's (NCC) mandate to prepare plans for and assist in the development, conservation, and improvement of the National Capital Region, necessitates that the corporation consider the long-term sustainability of the built and natural environment it stewards.
- Under the Corporate Plan 2023-2024 to 2027-2028, the NCC has a priority to “demonstrate national leadership in achieving an environmentally sustainable and climate-resilient National Capital Region” and short-term milestones to optimize corporate processes and develop a management framework and implementation plan for the integration of sustainable development across NCC business lines.
- The [Federal Sustainable Development Strategy, 2019–2022](#) is the Government of Canada's primary vehicle for sustainable development planning and reporting. It sets out sustainable development priorities, establishes goals and targets, and identifies actions to achieve them. The NCC is now subject to the *Federal Sustainable Development Act*.

## 2. Authority

- Section 3.2.1 of the NCC By-laws.

## 3. Context

- The NCC's [Sustainable Development Strategy, 2018–2023](#) (2018) voluntarily aligned with the Federal Sustainable Development Strategy. The Federal Sustainable Development Strategy sets out the Government of Canada's sustainable development priorities and outlines how Canada will support the environmentally focused Sustainable Development Goals of the United Nations 2030 Agenda for Sustainable Development.
- The Sustainable Development Strategy Annual Report, 2022–2023 outlines the progress made toward the 36 actions and 76 indicators in the strategy.
- As a designated entity under the *Federal Sustainable Development Act*, the NCC is finalizing the next Sustainable Development Strategy for the 2023-2027 period which will replace the current strategy that spans until March 2024. This new strategy must be tabled in Parliament by November 2023.

## 4. Options Analysis

- Since the NCC's Sustainable Development Strategy was approved in September 2018, the NCC has made progress on 35 of the 36 actions and 72 of the 76 indicators.
- For 46 indicators, objectives have already been reached or are nearing completion as scheduled.
- For 26 indicators, the work has begun, but issues have arisen that have required the timeline for completion of the project to be extended.
- Four (4) indicators will not be met by the end of the 2018-2023 period.
- Some highlights of the progress made in 2022-2023 include:
  - The finalization of the new Capital Design Guidelines;
  - A 61% reduction of greenhouse gas emissions from fiscal year 2005-2006 to 2021-2022;
  - The launch of the development of a climate adaptation plan that will be completed by March 2024;
  - The launch of the Net-Zero Real Property Portfolio Plan as part of the Climate Mitigation Plan;
  - The adoption of a new NCC Green Procurement Policy; and
  - Two financial contributions to ensure the conservation in perpetuity of a 23-hectare property located in the Larrimac ecological corridor of Gatineau Park, and an 18-hectare property located in the Breckenridge ecological corridor.

## 5. Financial Details

- In March 2021, the NCC's Sustainable Development Strategy obtained \$3.4M in funding through Budget 2020 to advance its implementation, improve alignment with the Federal Sustainable Development Strategy and initiate work on the development of a new strategy, to be launched in 2023.
- It is expected that the total budget amount of \$3.4M dedicated to implement the Sustainable Development Strategy 2018-2023 will be spent by March 31, 2024.

## 6. Opportunities and Expected Results

- The NCC committed to take actions to increase its resilience to climate change through the development of a climate adaptation plan.
- The development of a net-zero real estate portfolio plan has been initiated as part of a climate mitigation plan that will inform the NCC's short- and long-term investments to reduce its carbon footprint.
- The NCC's leadership role and reputation will be strengthened by the successful implementation of innovative and concrete sustainability actions.

- A strong commitment to sustainable development and climate actions will require regional coordination and collaboration.
- Continuing to work jointly with regional partners will ensure the protection of natural and cultural heritage and will improve the health and well-being of all residents and visitors in the National Capital Region.

### 7. Alignment with Government and NCC Policies

- This annual report reports progress made under NCC’s Sustainable Development Strategy, 2018–2023 which is fully aligned with the Federal Sustainable Development Strategy, 2019–2022.
- Certain aspects of GBA+ were included in the Sustainable Development Strategy 2018-2023 such as social equity, accessibility of greenspaces and improving the built environment for human health.

### 8. Risks and Mitigation Measures

Risk	Likelihood	Impact	Planned Response
Some actions will be met on a delayed schedule or will not be completed by the end of the 2018-2023 cycle.	High	Moderate	<ul style="list-style-type: none"><li>• Actions that will exceed the 2023 schedule may be carried over to the NCC’s new Sustainable Development Strategy, 2023–2027.</li></ul>
Medium and long-term liabilities will be created if the NCC doesn’t integrate climate mitigation and adaptation measures to the management of its real estate portfolio, its projects, and its plans.	High	Major	<ul style="list-style-type: none"><li>• Ensure the integration of the Sustainable Development Strategy into all projects, programs and operations.</li><li>• Identify opportunities for joint initiatives and strengthen internal and external engagement.</li></ul>

### 9. Public Engagement and Communications

- The annual report includes input from all divisions and branches as the Sustainable Development Strategy is a corporate-wide initiative.
- Throughout the implementation of the actions under the Sustainable Development Strategy, the NCC consulted numerous stakeholders, partners, and subject-matter experts.
- The NCC attends regular meetings with federal partners on sustainability topics, including climate adaptation and mitigation, green procurement, green fleet management, and employee mobilization.

- The public can provide comments on the actions and progress made using the comments box on the [Sustainable Development Strategy webpage](#).

## **10. Next Steps**

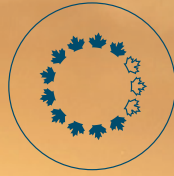
- Continue the implementation of the Sustainable Development Strategy, 2018–2023 (until March 2024).
- Finalize the NCC’s next Sustainable Development Strategy for the period of 2023-2027.

## **11. List of Appendices**

- Appendix A – Sustainable Development Strategy Annual Report, 2022–2023

## **12. Authors of the Submission**

- Alain Miguelez, Vice-President, Capital Planning Branch (CP)
- Emmanuel Saydeh, Director, Sustainable Development and Environmental Services (SDES), CP
- Geneviève Mercier, Chief, Sustainable Development, SDES, CP
- Charla Patterson, Sustainable Development Programs Officer, SDES, CP



NATIONAL CAPITAL COMMISSION  
COMMISSION DE LA CAPITALE NATIONALE

# Sustainable Development Strategy

Annual Report 2022–2023

Canada

# Message from the CEO

I am pleased to present the 2022–2023 Annual Report on the results of the National Capital Commission's (NCC) 2018–2023 Sustainable Development Strategy.

As the principal steward of federal lands and assets in the National Capital Region, the NCC is responsible for protecting and preserving the Capital's heritage, both natural and built. As the chief planner for those same lands and assets, we work to augment their resilience in the face of climate change and extreme weather, while pursuing projects and initiatives that advance climate adaptation and benefit the health and well-being of people in the National Capital Region.

Guided by the vision of our Board of Directors, and carried out in alignment with the *Federal Sustainable Development Strategy*, which sets out the Government of Canada's sustainable development priorities, we have been given clear direction to cultivate a culture of sustainability into every facet of our activities moving forward – including a particular emphasis on climate mitigation and adaptation, Indigenous reconciliation, access to green space, green procurement, sustainable transportation and agriculture, and affordable housing.

Through the implementation of the Sustainable Development Strategy, we aim not only to integrate sustainability into all our strategies, policies, and operations, but to strengthen our collaboration with regional partners, organizations, community groups, and businesses, as we strive to enhance the natural and built environment of the National Capital Region.

This year's report highlights projects that are advancing our ambitious goals, including the development of a 10-year climate adaptation plan, which will be completed in the fall of 2023, and the Sustainable Development Strategy 2023–2027, which will be tabled in Parliament in November 2023. I am pleased to note that, as this report indicates, we are building on that record of accomplishment, and setting a course for a more sustainable future, as we have advanced 35 of the 36 actions in the strategy.

Together, we are ensuring that the work we are doing will contribute to building a 21st century Capital we can all be proud of – a Capital that is sustainable, low-carbon and climate-resilient. This report is attributable to the hard work and dedication of NCC staff, as well as to our regional partners and stakeholders who have collaborated with us for the successes you will read about here.

Thank you for doing your part in making the National Capital Region a more sustainable, healthier place to live.



**Tobi Nussbaum** *Chief Executive Officer*



*Alexandra Bridge*



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## Introduction

The National Capital Commission's (NCC) Sustainable Development Strategy, 2018–2023 (SDS 2018–2023) outlines the NCC's role in creating a more sustainable National Capital Region. It aims to show leadership and promote collaboration among regional stakeholders.

Although the strategy has a regional focus, it aligns with important federal and international initiatives. It was developed with input from NCC staff, stakeholders and the public.

This is the fifth annual report on the NCC's SDS 2018–2023. It presents the NCC's progress since the launch of the strategy, and specifically highlights actions and partnerships started or completed in the 2022–2023 fiscal year. It also gives an overview of upcoming initiatives and the challenges ahead.



*Voyageurs Pathway along the Ottawa River*

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## Progress Under the Federal Sustainable Development Strategy

The [Federal Sustainable Development Strategy](#) (FSDS) sets out the Government of Canada's sustainable development priorities, and outlines how Canada will support the environmentally focused [Sustainable Development Goals of the United Nations 2030 Agenda for Sustainable Development](#). The [Greening Government Strategy](#), led by the Treasury Board of Canada Secretariat (TBS), lays out the specific actions that federal departments and agencies will take to transition to low-carbon, climate-resilient and green operations.

On December 1, 2020, the NCC voluntarily became a designated entity under the *Federal Sustainable Development Act* and is now contributing to the FSDS and reporting on its progress. In 2022, the NCC took part in consultations, along with other federal departments, to develop the targets, milestones, and implementation strategies for the 2022 to 2026 Federal Sustainable Development Strategy, which was released in November 2022. At the same time, the NCC has been working to develop its next Sustainable Development Strategy for the period from 2023 to 2027, that will be aligned with the new federal strategy. The NCC held extensive consultations with over 250 staff representing all branches of the NCC, which consisted of workshops, information sessions, committee meetings and individual meetings to develop the NCC's sustainability priorities, actions, and performance indicators. The new priorities have also been shared with regional stakeholders in an information session and with the public via the NCC's website. The resulting strategy will respond to the NCC's specific obligations under the federal strategy, while also reflecting the NCC's unique mandate and position as a regional partner in building a more ecologically sustainable and climate-resilient National Capital Region. The Sustainable Development Strategy 2023–2027 will be tabled in Parliament in November 2023 and will strive to integrate sustainable development into all aspects of the NCC's business lines.



*Winter hiking trail in Gatineau Park*

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## Priorities

Sustainable development is central to the NCC’s organizational vision. For the 2022–2023 fiscal year, one of its four priorities is to “provide national leadership in achieving an environmentally sustainable and climate-resilient National Capital Region.” Given this corporate priority, the NCC Board of Directors would like the organization to develop a culture of sustainable development, and to incorporate climate change adaptation and mitigation measures into all areas of the corporation’s activities.

The SDS 2018–2023 is one of the tools the NCC uses to address this priority. The NCC recognizes the crosscutting nature of environmental issues and their impact on the well-being of Canadians. The following two priorities of the SDS 2018–2023 highlight the importance of collaboration to ensure a sustainable future for the country.

### Partnerships for regional sustainability

Creating sustainable communities requires collaboration between different actors in the region throughout the process. Through the implementation of the strategy, the NCC will act as a leader jointly with its regional partners, which include all three levels of government, non-governmental organizations, community groups, businesses, NCC tenants and members of the public, to build a more sustainable National Capital Region.

### Improving the built environment for human health

The interaction between the built environment and the natural environment can affect social and health outcomes. As the owner and steward of more than 10 percent of the lands in the National Capital Region, the NCC has a role to play in increasing the well-being of the public. Through its mandate, the NCC has the potential to influence several determinants of human health, including access to nature, the quality of the built environment, cultural heritage conservation, the creation of beautiful spaces, access to transportation options, physical accessibility, access to healthful food, and safety from toxic substances and extreme weather events.

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## Feature Stories

### Anishinàbe Objìbìkan Archaeological Field School

The story of the Anishinàbe Objìbìkan Archaeological Field School started after the discovery of a pre-contact Indigenous artifact on Parliament Hill in 2019. Leaders from the Algonquin Anishinàbe communities of Kitigan Zibi and Pikwakanagan consulted several archaeologists, who identified the artifact as a stone knife, or mòkomàn, between 3000 and 4000 years old. From there, the field school was launched, with funding from Indigenous Services Canada, to encourage Indigenous youth to learn about archaeology and their own history. Now in its 3rd year of operations, Anishinàbe Objìbìkan is supervised by Ian Badgley, Manager of the NCC's Archaeology Program, and six young Anishinàbe Algonquins who have been with the field school since it began in 2021.

This year the team conducted excavations at pre-contact sites in Leamy Lake Park, at the confluence of the Gatineau and Ottawa rivers. The park contains the largest complex of pre-contact archaeological sites currently known in the Ottawa River drainage basin which, though dated to as early as 6000 years ago, was mainly occupied between 1000 to 2000 years ago. The artifacts recovered from these sites are a window into the past and help us learn about Anishinàbe Algonquin history in the National Capital Region. The Anishinàbe Objìbìkan Archaeological Field School team is also helping the Archaeology Program catalogue artifact collections recovered over the years. Roughly 300,000 pre-contact archaeological artifacts are presently stored at the NCC's archaeology lab. With the help of the field school team, almost 80% of these finds have been catalogued. As a rich and unique archaeological legacy created by their Anishinàbe ancestors, the NCC is helping these communities build their capacity to steward these artifacts so that they may be returned to the modern-day Anishinàbe Algonquins communities.



*The Anishinàbe Objìbìkan Archaeological Field School team conducting excavations*

## Restoring and conserving urban forests in Hampton Park

For both human and non-human residents alike, Hampton Park is a natural oasis nestled in Kitchissippi Ward, in the west end of Ottawa. The NCC is the primary landowner of Hampton Park, which was purchased by the NCC's predecessor in 1927. Since then, the Park has been a refuge for a diversity of wildlife and plants. It is also a haven for residents who gather here year-round to enjoy nature and who rely on the urban forest to provide essential ecological services. Urban greenspaces like Hampton Park are critical for climate adaptation. These spaces buffer the impacts of extreme weather events, heatwaves, and excessive flooding. They are also home for many wildlife and plant species that are experiencing sharp declines in habitat that threaten their existence.

Given the significance of this natural area, neighbours and local groups have come together to form Friends of Hampton Park and Friends of Carlington Woods, two community organizations that advocate for the protection of these critical urban greenspaces. In 2022–2023, the Friends of Hampton Park, and the NCC collaborated on an ecological restoration project to plant native trees and shrubs with the help of local youth. In September 2022, the NCC provided trees and shrubs that were planted to regenerate areas that had been impacted by invasive knotweed. In the fall of 2023, the NCC will help plant trees and shrubs across from the dog run in Hampton Park. By working in partnership with the Friends of Hampton Park and Friends of Carlington Woods, the NCC hopes to conserve the ecological integrity of Hampton Park and other important green spaces for many years to come.



*Volunteer pulling out an exotic invasive plant*

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## Progress in 2022–2023

As of April 2023, the NCC has made progress on 35 out of 36 actions and on 72 out of 76 indicators. For 46 indicators, objectives have already been reached or are nearing completion as scheduled. For 26 indicators, the work has begun, but issues have arisen that have required the timeline for completion of the project to be extended. Lastly, four of the indicators will not be achieved by the end of the 2018–2023 cycle of the Sustainable Development Strategy.

The following tables provide details about progress made in the 2022–2023 fiscal year and an overview of plans for the coming year, as applicable. They also indicate where changes are being made to prepare for the NCC's new obligations under the Federal Sustainable Development Strategy.

*Pink Lake in Gatineau Park*



# Highlights

2022–  
2023

## Progress on 80 Elgin (New NCC headquarters)

Sustainability has been a top priority for the modernization of the new NCC headquarters. This ambitious project will integrate GHG emissions analysis, bird-safe building design, and energy efficiency measures as well as several other elements that will render the building environmentally sustainable, efficient and climate resilient.

## Finalization of the new Capital Design Guidelines

The Capital Design Guidelines establish a standard of excellence for the planning and design of projects in the National Capital Region and ensure that essential elements are integrated, including universal accessibility, Gender-Based Analysis, and bird-safe design.

## Increased public engagement through the Urbanism Lab

The Urbanism Lab lecture series entered its 9th season in 2022–2023. Thanks to a return to in-person, hybrid events and a selection of highly engaging topics, the attendance of Urbanism Lab events for the 2022–2023 season has increased by 72% compared to 2019–2020, with an average of 1090 attendants per Urbanism Lab session.

## The NCC Gatineau Park Shuttle bus service continues to improve accessibility

The NCC continues to improve upon the shuttle bus service in 2022–2023. More than 7,600 visitors used the Gatineau Park Summer Shuttle Service between downtown Ottawa, Gatineau, and the Gatineau Park Visitor Centre. A survey assessing the shuttle bus service found that 45% of users would not have visited Gatineau Park without having access to the shuttle bus. Among those who used it, 11% were individuals who identified as having a disability.

## Adoption of a new Green Procurement Policy

In the spring of 2022, the NCC adopted a new green procurement policy that is aligned with Treasury Board of Canada Secretariat. As a next step, the NCC will update its green procurement guidelines to assist staff in incorporating sustainability requirements into procurement contracts. This work will be conducted under the next SDS 2023–2027.

# Highlights

2022–  
2023

## Progress made under the Forest Strategy

The implementation of the [Forest Strategy](#) has been progressing well since implementation began in April 2021. In 2022–2023, the NCC’s forestry team has:

- visited 117 boundaries of the forested sections of the Greenbelt to assess required pruning and maintenance;
- initiated the 2023 Canopy Cover Study in collaboration with the City of Ottawa and the Ville de Gatineau; and
- inspected hundreds of trees within the urban area (covering about 25% of NCC urban lands) to update the urban forest inventory, and to prescribe appropriate care and maintenance operations for each tree. The derecho of May 2021 delayed the progress as resources were redirected to assess the damages from the storm.

## Development of a climate adaptation plan

A climate vulnerability and risk assessment was completed in 2022. The results of this study are being used to develop a climate adaptation plan that will be completed in the fall of 2023.

## Development of a Net-Zero Real Property Portfolio Plan

The NCC began to develop a Net-Zero Real Property Portfolio Plan. This plan will provide the NCC with an essential roadmap to achieving carbon-neutral emissions by 2050. The plan will include a series of measures to reduce the greenhouse gas emissions of NCC buildings, along with costs and timelines.

## Protection of ecological corridors

Following the adoption of the Gatineau Park Master Plan (2021), a program was established to protect ecological corridors and facilitate the protection of high-value lands by partner organizations. The NCC signed a \$100,000 financial contribution agreement with Action Chelsea for the Respect of the Environment (ACRE) to ensure the conservation in perpetuity of a 28 hectare property located in the Larrimac ecological corridor of Gatineau Park. The NCC also contributed \$70,000 to the Nature Conservancy of Canada for the conservation in perpetuity of a 18 hectare property located in the Breckenridge ecological corridor.

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# Principles

The Sustainable Development Strategy is founded on six principles intended to change the way the NCC operates. Four years after the strategy's implementation, sustainable development and the six principles below have indeed become an integral part of the NCC's activities. This section illustrates how the NCC has established collaboration between its internal staff and external partners, while engaging the public in creating a more sustainable and equitable National Capital Region.

*National Holocaust Monument*



## Collaboration

COMMITMENTS	ACTIONS IN 2022–2023
Work with regional municipalities, provincial and federal governments, academia, Indigenous peoples, and non-governmental organizations to identify common interests and leverage resources for projects.	<p>This year, the NCC continued to engage with its regional, provincial and federal partners to ensure that its efforts remain grounded in an integrated approach to sustainable development. Among other things, it took part in collaborative activities for the following projects: assessing climate change vulnerability and risks, redeveloping LeBreton Flats, reducing greenhouse gas emissions, controlling invasive species, pursuing the tree planting project at Hog’s Back Park, and reducing bird collisions with buildings.</p> <p>These partners include the Kitigan Zibi Anishinabeg First Nation, the Algonquins of Pikwakanagan First Nation, the Ville de Gatineau, the City of Ottawa, Forêt Capitale Forest, Safe Wings Ottawa, The Royal Canadian Geographical Society, Natural Resources Canada, Public Services and Procurement Canada, Environment and Climate Change Canada, the Treasury Board of Canada Secretariat, the Canadian Parks and Wilderness Society, the Centre intégré de santé et de services sociaux de l’Outaouais, Carleton University, the Conseil régional de l’environnement et du développement durable de l’Outaouais, the Ottawa Mountain Bike Association, the Coalition des organismes de loisirs du parc de la Gatineau, the Relais plein air du parc de la Gatineau, Sentiers Chelsea Trails, the Club Oxygène, the Friends of Gatineau Park, la Société de transport de l’Outaouais, Transcollines, the Nomades du Parc and the Urban Winter Trails Alliance.</p> <p>The NCC is also working closely with Public Services and Procurement Canada and Brookfield Global Integrated Solutions to harmonize our efforts to transition away from gas-powered maintenance equipment through our various maintenance contracts.</p>
Build relationships and maintain an ongoing dialogue with Indigenous peoples.	Discussions and meetings are ongoing with local Algonquin communities and organizations on various projects, such as Public Services and Procurement Canada’s Alexandra Bridge Replacement Project, Kiweki Point and Philippe Lake. Discussions are also ongoing for different long-term plans for various areas under NCC management. Remediation of Victoria Island continues and will again include Algonquin participation in the contracting process. The Alexandra Bridge replacement and the Building LeBreton Project are also being carried out in consultation with the Algonquin Nation Secretariat and the Algonquin Anishinabeg Nation Tribal Council.

## Public Participation

COMMITMENTS	ACTIONS IN 2022–2023
Create a platform to collect comments on the strategy at any time, and reach out to the public, via a public consultation process, every three years.	<p>In 2022–2023, the NCC engaged with the general public by sending out a newsletter in February 2023 regarding its Sustainable Development Strategy and the actions being taken at the NCC. As part of the development of the Sustainable Development Strategy, 2023–2027, the NCC invited regional partners, to attend an information session to provide an overview of the NCC’s upcoming sustainability priorities for the next four years. Sessions were offered in both English and French via online webinar and included a discussion period.</p> <p>The NCC continues to regularly update its Sustainable Development Strategy web page with information on current projects and public consultations. The public can submit comments at any time using this web page.</p>
Use the NCC’s Urbanism Lab and lands to host events that bring internal and external partners together for environmental engagement and capacity building.	<p>In 2022–2023, the NCC’s Urbanism Lab continued its successful programming, including a return to in-person events. An average of 1090 people attended this year’s sessions. This is a 61% increase in attendance compared to pre-pandemic events. For the 2022–2023 season, the public was invited to the following sessions:</p> <ul style="list-style-type: none"> <li>• Cultural Landscapes: Uncovering the Stories of our Cities and Regions (May 5, 2022, 1,044 participants [Online only]);</li> <li>• Climate Resilience and Indigenous Knowledge (June 16, 2022, 587 participants) [Online only];</li> <li>• Open NCC (September 10, 2022, 500+ In-person participants);</li> <li>• Streets for Everyone (December 1, 2022, 668 participants [144 In-person, 524 online (live)]);</li> <li>• New Traditional Architecture (January 26, 2023, 1481 participants [120 In-person, 1361 online (live)]);</li> <li>• Sustainability in the Anthropocene Era (March 2, 2023, 323 participants [50 In-person, 273 online (live)]).</li> </ul>

## Leadership

COMMITMENTS	ACTIONS IN 2022–2023
Identify financing streams for the implementation of this strategy, including a green fund and corporate partnerships.	<p>The current sustainable development strategy cycle is fully funded, and the NCC has set aside funds for the Sustainable Development Strategy 2023–2027. Funding requirements for the various areas of action will be reassessed when the next sustainable development strategy is adopted in late 2023.</p> <p>The NCC has also identified other funding sources to support sustainable development objectives and actions. This year, the NCC received a donation of \$10,000 from CIMA+ to support a tree-planting project. CIMA+ has also committed an additional \$10,000 in 2023–2024 to support tree planting. The NCC also worked with Forêt Capital Forest on a planting initiative along Aviation Parkway. A total of 200 trees were donated by this organization this year, and the NCC will continue working with them in 2023–2024.</p>
Convene an annual regional sustainability workshop.	The NCC will hold a regional sustainability workshop in the fall of 2023. Additionally, the NCC has established regular meetings with the City of Ottawa and the City of Gatineau to discuss climate change adaptation and mitigation.
Lead by example, by applying best practices in terms of heritage and sustainability, including the NCC challenging its partners through its federal approval role to do the same.	<p>When it comes to sustainable development, the NCC shows leadership in several ways. Several sustainable building design elements have been incorporated into the project specifications for the NCC's new headquarters at 80 Elgin, and a GHG emissions analysis was completed for this project. Bird-safe building guidelines are also being integrated into the design. The new headquarters will be a publicly accessible, modernized office building that prioritizes sustainability and occupant comfort.</p> <p>Work done to upgrade heritage buildings includes the completed Rochon Residence and several projects currently in design phases, including the Strutt House, the Rideau Hall Gate Lodge Rehabilitation, and the Rideau Hall Lisgar buildings rehabilitation. These projects have included sustainable design principles and priorities carefully balanced with heritage preservation responsibilities. Specifically, these projects include major upgrades to mechanical and electrical systems and strategic building envelope upgrades to improve thermal performance. The Zero Carbon Building – Design Standard has been targeted for the Lisgar buildings rehabilitation project, which is currently in the pre-design phase. For this target to be met, innovative thinking will be required throughout all project design and construction phases to unite energy efficiency and heritage conservation priorities.</p> <p>The NCC also has significant influence in the region due to its responsibility for federal land use, design, and transaction approvals in accordance to the National Capital Act. For example, its influence ensured the inclusion of energy efficiency and bird collision prevention measures in Public Services and Procurement Canada's Place du Portage III renewal project.</p> <p>A new modernized energy centre in Gatineau was also approved at the schematic design level. When built, it will provide zero-carbon energy to the district heating and cooling system that connects over 80 federally owned buildings in the National Capital Region.</p>

## Social Equity

COMMITMENTS	ACTIONS IN 2022–2023
Conduct a geospatial study through the perspective of population health and wellness and social equity to guide new or renewed NCC plans, projects and programs.	A geospatial socio-economic study of communities adjacent to lands managed by the NCC has been made available to staff. One of the study's objectives is to make the data collected available and to explore ways in which the NCC could incorporate them into its decision-making processes.
Revise the project management process and prioritization tools to include social equity.	The review of the project management process has begun, but is not yet complete.
Provide training for NCC staff on how to assess and enhance social equity in plans, projects, and programs.	The planned training for NCC staff is in preparation.

## Natural Capital in Decision Making

COMMITMENTS	ACTIONS IN 2022–2023
Adopt a method for natural capital accounting.	<p>The NCC has not yet adopted a natural capital accounting method. It continues to rely on the Public Sector Accounting Board’s periodic reviews and updates of public sector standards.</p> <p>The NCC is currently conducting a land cover change analysis for NCC lands by comparing the land cover in 2014 and 2021. The results of these analyses may be used to inform decision-making processes for land use planning and development.</p>
Revise the project management process and prioritization tools to include natural capital values.	The review of the project management process has not yet begun.
Communicate the importance of the ecosystem services provided by NCC green spaces and provide training for NCC staff on natural capital.	<p>The NCC uses social media, its website, newsletters, signage, and print publications to inform the public about the importance of protecting green spaces and natural habitats in the National Capital Region. It also encourages people to use these green spaces for their physical and mental health.</p> <p>The NCC has promoted the use of its assets like pathways and parkways for enjoying nature through forms of active use. It has also educated the public on the importance of respecting wildlife and taking care of green spaces when visiting them.</p> <p>The NCC has not yet begun to train staff on using natural capital data to inform project planning and decision-making.</p>

## Transparency and Accountability





COMMITMENTS	ACTIONS IN 2022–2023
Report on progress via the NCC’s annual report, website and social media, and through the <i>Federal Sustainable Development Act</i> reporting process.	<p>The NCC continues to expand its Sustainable Development Strategy web content, which now shows progress on each action, and is updated as new information arises or as milestones are met.</p> <p>Several posts have been made on social media platforms to report on various aspects of the strategy.</p> <p>As a designated entity under the <i>Federal Sustainable Development Act</i>, the NCC will be reporting to Parliament annually, beginning in 2024.</p>
Address failures by making changes to the Sustainable Development Strategy’s implementation plans, as necessary.	In the spring of 2022, the NCC worked with staff to identify challenges to implementing the current Sustainable Development Strategy as well as potential solutions. As a result, the NCC’s next Sustainable Development Strategy 2023–2027 will contain a series of commitments that will help integrate sustainability throughout the NCC’s planning, operational and decision-making processes.

*Shorelines of the Ottawa River viewed from Portage Bridge*



# Actions and Indicators

## LEGEND








-  This action is complete or is on track for the target to be met on time.
-  Work toward this action has begun, but issues have arisen that have delayed the project beyond its deadline.
-  The target for this action will not be met or has not been met.
-  This symbol identifies those actions that are to be implemented in collaboration with regional partners.










*Stand-up paddleboarding on the Ottawa River in front of Parliament buildings*



## Goal 1: Effective Action Against Climate Change

ACTIONS	WHAT WILL SUCCESS LOOK LIKE?	DEAD-LINE	STATUS	RESULTS/COMMENTS
<b>1.1</b>  Promote sustainable transportation and mobility in the National Capital Region.	The Capital Pathway Strategic Plan has been renewed.	2019–2020		The NCC Board of Directors approved the <a href="#">Capital Pathway Strategic Plan</a> in October 2020.
	The Parkways Policy has been renewed.	2020–2021		<p>The NCC is in the process of developing the Parkways Planning and Design Guidelines. This new document will replace the 1984 Policies on Parkways and Driveways and provide a contemporary view of parkways, adding detailed design treatment and ensuring consistency with NCC Plans. The new vision, guiding principles and guidelines will need to be coherent with the long-term vision and sustainable development goals of the NCC. For instance, it should support safe and sustainable active mobility, increase climate resilience, support climate change mitigation, and offer better access to natural and cultural heritage sites along the network. The project is planned to be approved in 2024.</p> <p>Aside from this planning project, the NCC was in the third year of the pilot program to promote active mobility on its Parkways. From May to August 2022, a total of 318,800 people used the NCC parkways in Ottawa and Gatineau.</p>
	The regional sustainable transportation and mobility strategy has been renewed.	2023–2024		<p>The <a href="#">Long-Term Integrated Interprovincial Crossings Plan</a>, which serves as a regional strategy for interprovincial sustainable mobility and transportation, was approved in January 2022. It presents a vision and strategies for the interprovincial movement of people and goods in the National Capital Region. This plan guides the NCC and its partners in their work to build a more sustainable transportation system. It addresses current and future transportation challenges and uncertainties in the region. An action plan is being developed with government stakeholders. One of the first actions is to update traffic data and models with new mobility data from 2022 to 2024. After these updates are complete, the Long-Term Integrated Interprovincial Plan will be updated to confirm recommendations that meet the vision and principles of the Plan.</p> <p>Since traffic models are being updated with new mobility data from 2022 to 2024, the Long-Term Plan will be updated to confirm recommendations that meet the vision and principles of the Plan.</p>
<b>1.2</b>  Promote balance in terms of jobs, housing and services, especially in federal employment nodes and in other significant developments subject to NCC land use approval.	The average number of kilometres travelled by private vehicles to/from traffic zones around federal employment nodes has decreased, based on a 2019 baseline.	2023–2024		<p>The Origin-Destination survey was successfully completed in the fall of 2022. This project was a collaboration between the NCC, the City of Ottawa, the City of Gatineau, the Société de transport de l’Outaouais (STO), the Ontario Ministry of Transportation and the Ministère des Transports du Québec. The Origin-Destination survey had a sample size of approximately 5% of households in the National Capital Region. The data now needs to be validated and coded into the regional transportation models which will take until the end of 2023. The new updated regional transportation models will be ready in early 2024, at which point vehicle kilometers travelled and other mobility statistics will be available for the region.</p>
	The percentage of private vehicle use for travel to/ from work in federal employment nodes has decreased, based on a 2020 baseline.	2023–2024		<p>The Origin-Destination survey was successfully completed in the fall of 2022. The data collected is currently being compiled so that it can be integrated into data models. The NCC will use the results of this survey to assess opportunities for reducing greenhouse gas emissions generated by commuting in the region. Models based on data collection from origin-destination surveys and truck movements surveys are to be completed this year.</p>












<p><b>1.3</b> Promote the development of surplus NCC brownfield sites and sites adjacent to transit nodes, consistent with NCC plans.</p>	<p>There are at least 23 hectares of sites under contract for remediation and development.</p>	<p>2023–2024</p>	<p></p>	<p>In April 2022, the Library Parcel, which covers 1.1 hectare at LeBreton Flats, was sold to the private sector as part of the Library Parcel Development Project. Since 2018, 17.4 hectares of surplus NCC brownfield sites adjacent to transit nodes have been sold for development.</p>
<p><b>1.4</b>  Evaluate the risk of climate change impacts on NCC assets, programs, and services, and develop a climate change adaptation and resiliency plan.</p>	<p>A research study for the Rideau Canal Skateway has been completed.</p>	<p>2019–2020</p>	<p></p>	<p>The <a href="#">Risk Assessment of the Effects of Climate Change on the Rideau Canal Skateway</a> was completed in 2021.</p> <p>Risks at the beginning of the season were found to be greater than at the end of the season. Therefore, the NCC has focused its efforts on adapting to the initial ice formation period to avoid delaying the start of the skating season. To do so, it has <a href="#">partnered with Carleton University to test certain ice resilience</a> methods as part of a four-year project. The research team continues to collect baseline data about the canal conditions to support ongoing research on increasing climate resilience for the Skateway. Slush cannons were tested this year to advance the onset of the skating season; however, exceptionally warm weather prevented the Rideau Canal Skateway from opening altogether.</p>
	<p>A research study for NCC assets, programs and services has been completed.</p>	<p>2020–2021</p>	<p></p>	<p>A climate vulnerability and risk assessment was completed in 2022. It assessed the greatest vulnerabilities and risks to NCC assets (built and natural), activities and programs between 2021 and 2100 under two emission scenarios.</p> <p>The study found that the following climate factors pose the greatest risk to the NCC’s mandate: warmer and more humid summers, shorter, intense, and sustained precipitation, and extreme weather events (ice storms, tornadoes, etc.). The sectors with the greatest number of high risks are buildings, built infrastructure and natural resources and parks.</p> <p>The results of this study are being used to develop a Climate Adaptation Plan.</p>
	<p>A climate change adaptation and resiliency plan has been completed.</p>	<p>2022–2023</p>	<p></p>	<p>The 10-year Climate Adaptation Plan is under development and will be completed by March 2024.</p>
	<p>All NCC projects integrate climate change adaptation.</p>	<p>2023–2024</p>	<p></p>	<p>Since the Climate Adaptation Plan will not be completed until the fall of 2023, climate change adaptation will not be formally incorporated into NCC projects under the SDS 2018–2023.</p> <p>Nevertheless, staff are already factoring climate change into some projects. For example, the impact of climate change on the number of skating days and ice formation for the Rideau Canal Skateway has been studied; winter trail grooming practices in Gatineau Park have been modified to work with less snow, flood-damaged pathways have been rebuilt to withstand flooding, climate risks will be considered during the renovation of the NCC’s new headquarters at 80 Elgin St., and a climate risk assessment tool is being developed to assess risks to projects and identify resilient design measures.</p> <p>The upcoming plan will also include actions to integrate climate change into decision-making.</p>
<p><b>1.5</b> Install electric vehicle charging stations at NCC parking lots.</p>	<p>There are at least 10 electric vehicle charging stations on NCC properties.</p>	<p>2021–2022</p>	<p></p>	<p>A total of 5 new electric vehicle charging stations were installed in 4 locations (Parking lots P1, P11 and P20 in the Greenbelt, and Rockcliffe Park). There are now 17 charging stations located on NCC properties, with 6 of those being available for public use.</p>



## Goal 2: Low-Carbon Government

ACTIONS	WHAT WILL SUCCESS LOOK LIKE?	DEAD-LINE	STATUS	RESULTS/COMMENTS
<b>2.1</b> Undertake energy audits of residential, commercial, and official residence buildings.	At least 75 percent of NCC-owned energy-consuming buildings have been audited.	2021–2022		<p>As of March 2023, 20% of the NCC's energy-consuming buildings have been audited. This includes nearly all the official residences and their associated buildings, 5% of commercial buildings, and 15% of agricultural buildings. The NCC expects an additional 15 commercial building audits to be completed by summer 2023.</p> <p>Funds have been identified for 2023–2024 to pursue the evaluation of the remaining residential, agricultural and commercial buildings.</p>
<b>2.2</b> Integrate a greenhouse gas emissions analysis into renovation and construction projects considering best practices guidelines for heritage buildings and sites <sup>1</sup> .	A methodology for analyzing greenhouse gas emissions has been adopted.	2020–2021		The NCC initiated the development of its Climate Mitigation Plan. A consultant was also hired to prepare a Net-Zero Real Estate Portfolio Plan. This plan will include a series of measures to reduce the greenhouse gas emissions of NCC buildings. Under the next Sustainable Development Strategy 2023–2027, greenhouse gas life cycle cost analyses will become mandatory on a project-by-project basis, to assess emission reduction potential and return on investment. Such analyses could produce strategies and measures compatible with heritage properties.
	At least 75 percent of projects are integrating greenhouse gas emissions analysis.	2021–2022		<p>The Net-Zero Real Estate Portfolio Plan, which will assess the greenhouse gas emissions from the NCC real estate portfolio, is expected to be concluded by March 31, 2024. In the meantime, several projects undertaken by the NCC include greenhouse gas emission reduction in their planning, such as the Westboro Beach Pavilion, 80 Elgin Street, and the Philippe Lake Campground.</p> <p>As a means of reducing greenhouse gas emissions, some buildings have been renovated by adding insulation and/or installing higher efficiency electrical systems wherever possible. For example, The Farm, the official residence of Speaker of the House of Commons, is currently undergoing renovation to install an updated electrical system so that existing propane furnaces can be replaced with electrical units at the end of their life cycle.</p>
<b>2.3</b> Track energy consumption and greenhouse gas emissions of NCC buildings and lands, including new leased facilities and renewed leases.	At least 75 percent of NCC-owned energy-consuming buildings are tracked in ENERGY STAR Portfolio Manager.	2019–2020		<p>Energy data for all buildings owned and managed by the NCC is now tracked using RETScreen Clean Energy Management Software, which provides more analytical tools than ENERGY STAR Portfolio Manager.</p> <p>The Net-Zero Real Estate Portfolio plan, to be completed on March 31, 2024, will help to estimate the energy consumption of buildings that the NCC owns but does not operate.</p>
	The NCC has reduced its scope 1 and 2 CO <sub>2</sub> equivalent emissions by 40 percent, compared with a 2005 baseline.	2030–2031		The NCC's GHG emissions for FY 2021–2022 are 1,908 t CO <sub>2</sub> e. Compared to the 2005–2006 base year, the NCC's emissions were reduced by 61%. Thus, the NCC has already met the target to reduce emissions by 40% by 2030. To achieve the new federal target of net-zero emissions for its operation by 2050, the NCC will continue its efforts to significantly reduce energy consumption in its buildings. The Climate Mitigation Strategy, launched in 2022, will provide a road map for the years to come.
<b>2.4</b> Adopt minimum energy- and water-efficiency standards for renovations and construction on NCC land, including for heritage buildings.	Minimum energy- and water-efficiency standards have been adopted.	2021–2022		<p>The NCC's next SDS will align with energy efficiency standards set out in the 2022 to 2026 Federal Sustainable Development Strategy, including building new buildings to a net-zero carbon standard and prioritizing greenhouse gas savings for major retrofits. Additionally, the NCC's Net-Zero Real Estate Portfolio Plan will identify measures required to reduce GHG emissions from its existing building stock, including heritage buildings.</p> <p>Currently, the NCC installs low-flow equipment when making updates to its buildings and uses lakes or streams for land irrigation where feasible. Under the next Sustainable Development Strategy 2023–2027, the NCC will begin tracking water consumption in its buildings to assess whether further water-saving measures are required.</p>

1 [https://www.historicplaces.ca/media/49493/resilience\\_en\\_june%202016.pdf](https://www.historicplaces.ca/media/49493/resilience_en_june%202016.pdf) and <https://www.historicplaces.ca/media/18072/81468-parks-s+g-eng-web2.pdf>

<p><b>2.5</b> Purchase zero-emission or hybrid vehicles for the fleet.</p>	<p>At least 75 percent of new light-duty vehicles purchased for the fleet each year are zero-emission or hybrid vehicles.</p>	<p>2023–2024</p>		<p>In 2022–2023, 100 percent of eligible light-duty vehicles purchased were zero-emission or hybrid.</p>
<p><b>2.6</b> Launch a green procurement policy for services and goods.</p>	<p>A green procurement policy, which includes life cycle analysis, has been adopted.</p>	<p>2020–2021</p>		<p>In the spring of 2022, the NCC adopted a new green procurement policy that is aligned with Treasury Board Secretariat of Canada. As a next step, the NCC will update its green procurement guidelines to assist staff in incorporating sustainability requirements into procurement contracts. This work will be conducted under the next SDS 2023–2027.</p>
<p><b>2.7</b> Invest in measures to support low-carbon forms of transportation to reduce emissions from employee commuting and business travel.</p>	<p>CO<sub>2</sub> emissions from business travel by NCC staff and executives are being tracked.</p>	<p>2020–2021</p>		<p>Tracking emissions from business travel has been delayed due to COVID-19. Only air travel has been calculated.</p>
	<p>The percentage of staff commuting trips taken using low-carbon forms of transportation has increased by 10 percent, based on a 2012 baseline.</p>	<p>2023–2024</p>		<p>Tracking progress for this action has been delayed because of the pandemic and will be completed under the NCC's next Sustainable Development Strategy. However, it should be noted that during the pandemic, telework and virtual meetings became common practice. A hybrid work model will be retained post-pandemic, which will likely affect emissions from employee commuting. The NCC plans to renovate its new headquarters at 80 Elgin St. to provide adaptive workspaces to accommodate the new hybrid working model.</p>
	<p>The percentage of local staff business trips taken using low-carbon forms of transportation has increased by 10 percent, based on a 2012 baseline.</p>	<p>2023–2024</p>		<p>Since the pandemic, telework and virtual meetings have become the norm. The number of trips taken by staff from NCC offices to a property or meeting dropped significantly. This trend will likely continue now that more people are working from home. This indicator will need to be reviewed once the new telework habits are well established.</p>
<p><b>2.8</b>  Increase the waste diversion rate in public areas and NCC operations.</p>	<p>Each year, a minimum of 90 percent of the waste from building demolition on NCC lands is diverted from landfills.</p>	<p>2018–2019</p>		<p>There were six demolitions in 2022–2023, and for five of those, 91% of waste was diverted from landfills. Data is being collected for the remaining demolition project.</p>
	<p>Each year, a minimum of 80 percent of the waste from the activities associated with the Rideau Canal Skateway is diverted from landfills.</p>	<p>2018–2019</p>		<p>Due to exceptionally warm weather conditions, the Rideau canal Skateway did not open for the 2022–2023 season. This target has been met in the previous years.</p>
	<p>Each year, a minimum of 60 percent of waste from NCC offices is diverted from landfills.</p>	<p>2019–2020</p>		<p>Once again, due to the COVID-19 pandemic, there was a low number of staff in the workplace, so the volume of waste generated was lower compared to pre-pandemic years. For 2022–2023, a waste audit performed for 40 Elgin St. (which houses tenants other than just the NCC) found that 46.6% of waste generated was recycled or reused. This is a lower level of waste diversion than in previous years. The reason for this decrease is unknown, but no waste diversion awareness campaigns were carried out during the pandemic. In the future, the NCC will conduct a waste audit exclusively for NCC offices.</p>
	<p>Each year, a minimum of 50 percent of the waste from major events on NCC lands is diverted from landfills.</p>	<p>2019–2020</p>		<p>One major event on NCC lands, the RBC Ottawa Bluesfest, diverted an average of 31% of waste from landfills. Data was not collected for other major events on NCC lands. The NCC will continue to ensure its environmental guidelines for events on its lands are applied.</p>
	<p>Each year, a minimum of 60 percent of the waste along the Rideau Canal corridor is diverted from landfills.</p>	<p>2023–2024</p>		<p>Last year, an analysis of the waste collected in the Rideau Canal corridor revealed a critical level of contamination, primarily due to dog waste. Regional treatment sites that accept this type of waste are currently at maximum capacity. As a result, the NCC has determined that this target cannot be met. Instead, the budget for this indicator will be used to install recycling collection equipment on Confederation Boulevard in 2022, in partnership with the City of Ottawa. A suitable multi-stream waste receptacle has been selected and is currently being reviewed for approval.</p>





## Goal 3: Modern and Resilient Infrastructure

ACTIONS	WHAT WILL SUCCESS LOOK LIKE?	DEAD-LINE	STATUS	RESULTS/COMMENTS
<b>3.1</b> Adopt stormwater management guidelines to reduce impacts on water quality and quantity.	Stormwater management guidelines have been adopted.	2019–2020		Stormwater management guidelines have been drafted. Once adopted, the guidelines will apply to new projects and renovations.
	All new projects apply stormwater management guidelines.	2023–2024		Although stormwater management guidelines are not yet in place, many projects still consider stormwater in their planning. This year, a major storm drain repair was completed in Rideau Hall. As part of the project, the stormwater drainage system was improved to provide a better separation of stormwater from sanitary lines. To improve water sequestration and stormwater management, plants that absorb a lot of water and thrive in wet soils were planted on the property.
<b>3.2</b> Assess the flood risk for NCC operations and assets located in the 100-year and 350-year flood plain.	A flood risk assessment has been completed.	2020–2021		With data from three conservation authorities (Rideau Valley, South Nation and Mississippi Valley), the NCC was able to obtain updated flood maps for the 100-year and 350-year flood plains on the Ontario side and make them available to its employees for decision-making and project-planning purposes. The NCC will update its maps for Quebec shorelines when new data becomes available. The recent <a href="#">Climate Vulnerability and Risk Assessment</a> found that the NCC's assets within the 100-year flood plain are already at risk of extreme and long-duration precipitation events and that this risk will increase as the probability of high precipitation events increase. The upcoming Climate Adaptation Strategy will include an action to conduct a flood risk assessment for assets in the 100-year and 350-year flood plains.



## Goal 4: Clean Energy

ACTIONS	WHAT WILL SUCCESS LOOK LIKE?	DEAD-LINE	STATUS	RESULTS/COMMENTS
<b>4.1</b> Assess the renewable energy potential of NCC lands and buildings to increase the proportion of off-grid renewable energy systems.	An assessment of renewable energy potential on NCC lands has been completed.	2020–2021		The NCC initiated the development of its Climate Mitigation Plan which will include an assessment of renewable energy potential on its lands and buildings.
<b>4.2</b> Facilitate the connection of federal and NCC-owned buildings to the PSPC district energy system.	The number of planned federal and NCC-owned building connections to the PSPC district energy system has increased.	2023–2024		The NCC connected 10 buildings along Sussex Drive and York Street. There are ongoing discussions with Public Services and Procurement Canada about future connections and timelines.










## Goal 5: Pristine Lakes and Rivers

ACTIONS	WHAT WILL SUCCESS LOOK LIKE?	DEAD-LINE	STATUS	RESULTS/COMMENTS
<b>5.1</b> Prioritize and restore degraded shorelines along watercourses and lakes on NCC lands to improve ecosystem function.	An assessment of threatened archaeological legacy on NCC shorelines has been completed.	2021–2022	✓	The assessment of threatened archaeological legacy on NCC shorelines is an ongoing process. The main activity of the NCC's archaeology program is its Assessment and Rescue of Archaeological Legacy (ARAL) project. This long-term project aims to address the erosion of archaeological resources along NCC-managed shorelines. Ongoing since 2018, activities have focused on monitoring pre-European contact archaeological sites on the Ottawa River shoreline adjacent to Leamy Lake Park and Jacques-Cartier Park. In 2022, project work focused on the intensive collection of artifacts on the pre-contact archaeological sites located on the eroding shorelines of the Ottawa River and on experimental rescue excavations in 3 of these sites. This work was conducted to assist the development of an excavation strategy to maximize the recovery of the most 'meaningful' cultural information possible. Surface-collecting and rescue excavations will be carried out in 2023 by the Anishinàbe Objibikan Archaeological Field School.
	Degraded shorelines have been identified and prioritized.	2019–2020	✓	The identification and prioritization of degraded shorelines on all NCC lands are complete. However, with recurring floods and changes in land use, work on this action remains an ongoing process.
	At least 25 percent of high-priority shorelines have been stabilized and restored.	2023–2024	✓	As part of the process of stabilizing and restoring high-priority shorelines, a section of the Gatineau River pathway has been relocated to account for the dynamic state of the shoreline and to reduce the safety risk for pathway users (Leamy Lake Park). Restoration work along the north shore of the Ottawa River is underway while work around Leamy Lake and Meech Creek is expected to begin in 2023.
<b>5.2</b> Continue to establish riparian corridor zones within leased properties.	Each year, all new leases include riparian protection measures.	2023–2024	✓	No new leases were signed this year for property adjacent to a watercourse. All agricultural leases include shoreline protection clauses dictated by the Ontario Ministry of Agriculture, Food and Rural Affairs and regional conservation authorities. This includes maintaining a minimum three-metre buffer zone along water bodies, ponds, springs, ditches, and watercourses. For all other lease types, riparian protection measures are required for all projects on lands adjacent to shorelines.











## Goal 6: Sustainably Managed Lands and Forests

ACTIONS	WHAT WILL SUCCESS LOOK LIKE?	DEAD-LINE	STATUS	RESULTS/COMMENTS
<b>6.1</b>  Adopt and implement a forest strategy that considers natural and cultural heritage values and focuses on urban tree protection.	A forest strategy, which considers natural and cultural heritage values, and focuses on urban tree protection, has been adopted.	2019–2020	✓	<p>In April 2021, the NCC launched its <a href="#">Forest Strategy</a>. This strategy will guide how the organization manages forests and trees on NCC lands. It focuses on trees and forests in urban areas, but also covers trees and forests in natural areas such as the Greenbelt and Gatineau Park.</p> <p>The implementation of the Forest Strategy has been progressing well. In 2022–2023, the NCC's forestry team focused on:</p> <ul style="list-style-type: none"> <li>visiting Greenbelt boundaries to assess required pruning and maintenance;</li> <li>updating the <a href="#">2019 Canopy Cover Study</a> with new data, in collaboration with the City of Ottawa and the Ville de Gatineau; and</li> <li>updating the urban forest inventory.</li> </ul> <p>This fieldwork also led to observations about some important limiting factors to the health and growth of our trees, such as soil compaction and physical injuries. Priorities for the 2023 workplan will involve finding sustainable solutions to address these problems, in addition to the challenges caused by the derecho storm in May 2022.</p>
	At least 100,000 trees have been planted.	2022–2023	➔	<p>In its 2019–2020 Annual Report, the NCC stated that this target would not be met within the planned timeline. This goal is now included in the NCC's Forest Strategy, and the deadline to plant 100,000 trees is now 2026. The NCC has already identified planting sites for these trees and will proceed with progressive planting over the next four years on a priority basis.</p> <p>Since the project was started in 2014, approximately 25,000 trees have been planted.</p>








<b>6.2</b>  Control the spread of invasive plant species in collaboration with regional stakeholders.	A coordinated approach to invasive species control has been adopted.	2020–2021		The NCC remains active in controlling invasive species on its lands, in partnership with regional organizations. Invasive species control is performed annually during regular land management activities, and through a series of volunteer projects.
<b>6.3</b>  Promote the connectivity of ecosystems and natural habitats in the National Capital Region.	Potential corridors on, near and adjacent to NCC lands, have been identified.	2023–2024		Following the adoption of the Gatineau Park Master Plan (2021), a program was established to protect ecological corridors and facilitate the protection of high-value lands by partner organizations. As part of this program, the NCC is partnering with Action Chelsea for the Respect of the Environment and the Nature Conservancy of Canada for the conservation in perpetuity of over 44 hectares of high-value habitat.
<b>6.4</b> Renew the Corporate Natural Resources Action Plan, which includes the improvement of biodiversity health on NCC lands.	The Corporate Natural Resources Action Plan has been renewed.	2018–2019		This action has been fully implemented. Funding for the Corporate Natural Resources Action Plan has been renewed in perpetuity, given the importance of this program to the NCC.
	At least 15 projects have been completed.	2022–2023		In 2022–2023, the NCC conducted research on species at risk in partnership with Environment and Climate Change Canada and completed ecosystem health monitoring projects. Research completed includes common loon and frog surveys, surface water quality sampling, a study on the presence of breeding birds in Québec Urban Lands and a study on invasive alien species. A Eurasian water milfoil study was also carried out at Philippe Lake with the installation of 3200 m <sup>2</sup> of burlap on the lakebed to restore fish habitat.

## Goal 7: Healthy Wildlife Populations

ACTIONS	WHAT WILL SUCCESS LOOK LIKE?	DEAD-LINE	STATUS	RESULTS / COMMENTS
<b>7.1</b> Adopt bird-friendly standards for building design and landscaping for federal buildings and lands, to reduce negative impacts on birds.	Bird-friendly standards have been adopted.	2019–2020		This indicator was achieved in 2020–2021 with publication of the <a href="#">Bird-Safe Design Guidelines</a> .
	Each year, all new projects apply bird-friendly standards.	2023–2024		The <a href="#">Bird-Safe Design Guidelines</a> apply to all projects approved by the NCC. In the fall of 2022, the NCC made bird-friendly window upgrades to the shelters in Gatineau Park. As per NCC's guidelines, a symmetrical, white dot pattern was added to the exterior of the shelter windows. These decals are designed to interfere with light reflection thereby making them more visible to birds. Other projects still in the preliminary stages will take bird risks into account in their design, including 80 Elgin Street building design, and upgrades to Strutt House.
<b>7.2</b> Acquire and analyze ecological land classification data to identify and protect habitat of potential species at risk.	Data acquisition and analysis for designated natural areas have been completed.	2021–2022		This is an ongoing action. The NCC now uses a mix of ecological land classification, remote sensing, and geographic information systems to map and assess habitat characteristics. The purpose is to identify and protect habitat and species of conservation concern. These data provide a more detailed analysis than ecological classification alone.
	Data acquisition and analysis for other natural lands have been completed.	2023–2024		The species at risk database is continuously updated to include newly designated species, new observations, validations, and changes in habitat designations. NCC biologists continue to review and provide comments to Environment and Climate Change Canada about proposals to designate new essential habitat for species at risk on NCC lands while considering recent ecological data as well as knowledge of the concerned areas.







<b>7.3</b> Create a pollinator habitat landscape program.	Pollinator habitat guidelines have been adopted.	2020–2021		Pollinator habitat guidelines are being developed to help maintain existing natural habitats and vegetation that minimizes harm to pollinators, enhance habitats using methods that promote pollinator richness and diversity and help create new pollinator habitats. The guidelines are expected to be adopted in 2023–2024.
	The number of hectares of new pollinator habitat has increased.	2022–2023		<p>The <a href="#">LeBreton Flats Pathway</a> project, including the landscaping, was completed in the late spring of 2022. This project created 0.135 hectare of pollinator habitat.</p> <p>In 2022–2023, the <a href="#">Victoria Island</a> project also included the creation of 0.15 hectare of pollinator habitat which was planted in the fall of 2022.</p> <p>A total of 3.485 hectares has been developed for pollinators on NCC lands since 2018. That’s about 1.2 times the size of Confederation Park.</p>
<b>7.4</b>  Develop guidelines to minimize wildlife mortality on roadways.	A research project has been completed to inform decision making regarding the impact of roads on wildlife.	2023–2024		In addition to the multi-year research agreement with Carleton University to monitor and study the impacts of roads on wildlife populations and natural areas of the Greenbelt, the Conseil régional de l’environnement et du développement durable de l’Outaouais (CREDDO) completed a study on road mortality along four highways surrounding Gatineau Park. The collected data allowed the identification of key collision hotspots which will be discussed at a roundtable organized by the Ministère des Transports et de la Mobilité durable du Québec.

## Goal 8: Sustainable Food

ACTIONS	WHAT WILL SUCCESS LOOK LIKE?	DEAD-LINE	STATUS	RESULTS/COMMENTS
<b>8.1</b> Create a campaign to promote the production of local food on NCC lands.	A local food campaign has been launched.	2020–2021		The local food promotional campaign is ongoing, (launched in 2018). There were no changes to the existing campaign this year.
<b>8.2</b>  Develop a food strategy for urban lands to complement the Sustainable Agriculture and Food Strategy.	A food strategy has been completed.	2022–2023		The food strategy for urban lands will not be completed under the Sustainable Development Strategy 2018-2023. Instead, the NCC will revise its Sustainable Agriculture and Food Strategy.
	Five new partnerships have been established for implementing the urban food strategy.	2022–2023		This indicator is cancelled and the NCC will instead focus its efforts on revising its Sustainable Agriculture and Food Strategy.
<b>8.3</b> Enhance the conservation and quality of soil and water resources.	Five projects have been implemented that apply management best practices, are pilot or research projects, and include data acquisition and analysis of soil health and quality.	2023–2024		No new projects were launched in 2022-2023, but the NCC continues to work closely with tenants on agricultural properties to encourage sustainable farming practices.
<b>8.4</b> Diversify farmlands covered by monoculture farming operations and increase food production on existing Greenbelt farmlands.	An assessment of the food produced on NCC lands (type, quality and quantity, currently and potentially) has been completed.	2020–2021		This year, the NCC conducted surveys of NCC farmlands to collect data on the current tenancy and usage of agricultural properties in the Greenbelt. The results of these surveys will improve upon the data collected in 2019 and will assist with the development of the Sustainable Agriculture and Food Strategy.
	At least 200 hectares of existing Greenbelt farmlands have been converted for food production.	2021–2022		This year, no additional land was converted to food production. Total land converted is still 528 hectares.



## Goal 9: Connecting Canadians with Nature

ACTIONS	WHAT WILL SUCCESS LOOK LIKE?	DEAD-LINE	STATUS	RESULTS/COMMENTS
<p><b>9.1</b> </p> <p>Develop new partnerships with local organizations to deliver programs and initiatives that engage and educate citizens about nature and biodiversity conservation on NCC lands.</p>	<p>The number of volunteers, participants and visitors in NCC parks and green spaces has increased due to new partnerships.</p>	<p>2020–2021</p>	<p></p>	<p>Many volunteers gave of their time to help the NCC conduct conservation activities in 2022–2023:</p> <ul style="list-style-type: none"> <li>• 24 volunteer scientists monitored animal tracks in Gatineau Park this winter;</li> <li>• 64 volunteer scientists inventoried common loons, peregrine falcons, frogs and monarch butterflies;</li> <li>• 20 volunteers helped the Friends of Gatineau Park control invasive species;</li> <li>• 116 volunteers gave 1664 hours to maintain Gatineau Park trails;</li> <li>• A new partnership was developed with Wild Outside (Canadian Wildlife federation) and 8 youth participated in two working bees;</li> <li>• 44 volunteer patrollers gave 1578 hours to keep trails safe in Gatineau Park this summer and fall, and 65 volunteer patrollers took up this task this winter;</li> <li>• 10 volunteers “adopted a trail” in Gatineau Park, checking its maintenance status, reporting their observations, and taking leadership during working bees.</li> </ul> <p>In September 2022, the NCC provided trees and shrubs to the Friends of Hampton Park, who planted them in areas of Hampton Park that were impacted by Japanese knotweed. In the fall of 2023, another tree planting event will be held in collaboration with the Friends of Hampton Park.</p>
<p><b>9.2</b> </p> <p>Promote greater accessibility of Capital parks and green spaces by public transit.</p>	<p>An assessment of green space accessibility has been completed, and recommendations to increase accessibility by public transit have been proposed.</p>	<p>2021–2022</p>	<p></p>	<p>The NCC implemented a Gatineau Park summer shuttle pilot project during the summer of 2022. A free shuttle ran from 3 pick-up points in downtown Ottawa and Gatineau to 8 locations within the park. The service ran every 30 minutes on Saturdays and Sundays between June 25 and August 28 (20 days of service). The pilot project generated an estimated 7,600 person-visits to Gatineau Park.</p> <p>The NCC also offered its Fall Rhapsody free shuttle to Gatineau Park on weekends and on Thanksgiving Monday between October 1 and October 23 (9 days of service) servicing 2 pick-up locations in downtown Ottawa and Gatineau and 6 locations in the park. The program generated 7,500 person-visits.</p> <p>The NCC partnered with Transcollines to provide free transportation on their 924 route on weekends, between July 23 and September 4 with extended service to Philippe Lake and the Meech Creek Valley between October 1 and October 23.</p> <p>A survey assessing the shuttle bus service found that 45% of users would not have visited Gatineau Park without having access to the shuttle bus. Among those who used it, 11% were individuals who identified as having a disability. In 2023 the NCC will continue to improve accessibility to Gatineau Park by assessing and addressing accessibility barriers and engaging with user groups that have lower participation in the shuttle service to obtain feedback about the program.</p>
<p><b>9.3</b> </p> <p>Work with partners and the private sector to install new bike share locations in NCC urban green spaces.</p>	<p>The number of bike share locations on NCC lands has increased.</p>	<p>2022–2023</p>	<p></p>	<p>In 2021, an e-bike rental project was launched in partnership with the Relais plein air du parc de la Gatineau to allow even more people to explore the Park’s trails. This project improves for some people the accessibility of certain areas of the park that are more difficult to reach. The NCC is working with the City of Gatineau, which is leading a feasibility study in 2023, to evaluate offering this service at other departure points in the park.</p>



## Objective 10: Safe and Healthy Communities

ACTIONS	WHAT WILL SUCCESS LOOK LIKE?	DEAD-LINE	STATUS	RESULTS/COMMENTS
<b>10.1</b> Remediate the highest priority sites on NCC lands, under the Federal Contaminated Sites Action Plan.	At least 1.5 hectares of land have been remediated.	2023–2024	✓	Work continues to remediate the NCC's highest-priority contaminated site: Victoria Island. Thus far, 2.53 hectares of land have been remediated, including 0.05 hectare in 2022–2023.
<b>10.2</b> Assess alternatives to the use of chemical pesticides on NCC lands with a view to revising existing policies and practices.	An assessment of pesticide use on NCC lands has been completed.	2020–2021	✓	The NCC completed an assessment of pesticide use on its lands in 2021. This assessment included a literature review on the new legislative context and on the environmental and health impacts of various pesticides, the pesticide policies of other jurisdictions, and alternatives to chemical pesticides.
	The NCC pesticide policy has been revised.	2022–2023	➔	The NCC's pesticide policy will be updated in 2023–2024.

*Agricultural field in the autumn*





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# Glossary

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

**brownfield site:** Abandoned, idle or underutilized commercial or industrial property where past actions have caused environmental contamination, but which still has potential for redevelopment or other economic opportunities. Brownfield sites are typically located in urban areas.

**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.”

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

**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.

**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.

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

**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.

**ecosystem:** A unit of interdependent organisms that share the same habitat.

**ecosystem services:** Services that humans derive from ecological functions such as photosynthesis, oxygen production and water purification.

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

**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.

**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.

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

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

**remediate:** Remove contaminants from soil, groundwater, sediment or surface water so as to eliminate the hazard to humans and wildlife.

**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).

**resilience:** The ability of a social or ecological system to absorb disturbances while retaining the same basic structure and ways of functioning, the capacity of self-organization, and the capacity to adapt to stress and change.

**scope 1 emissions:** Direct fossil fuel emissions from sources that are owned or controlled by an organization.

**scope 2 emissions:** Indirect emissions associated with the purchase of energy.

**social equity (or social justice):** Refers to the concept of a society that gives individuals and groups fair treatment and an equitable share of the benefits of society. In this context, social justice is based on the concepts of human rights and equity. Under social justice, all groups and individuals are entitled equally to important rights such as health protection and minimal standards of income.

**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.

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

**stormwater:** Rainwater, snowmelt or other form of precipitation that has contacted the ground or any surface.

**stormwater management:** A process that deals with the component of the urban surface runoff that is or would be collected by means of separate municipal storm sewers.

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





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## Get Involved

Everyone in the National Capital Region has a role to play to build 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.

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## Stay Connected

Please visit our [Sustainable Development Strategy web page](#), 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.

For more information, to learn more or to get involved in this work, please contact us.

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*Sustainable Development Strategy  
2022–2023 Annual Report  
Catalogue number: W91-5E-PDF*