

NATIONAL CAPITAL COMMISSION  
COMMISSION DE LA CAPITALE NATIONALE

<b>No.</b>	2023-P272
<b>To</b>	Board of Directors
<b>Date</b>	2023-06-22

<b>For</b>	DECISION
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**Subject/Title**

Draft Sustainable Development Strategy 2023-2027

**Summary**

- The National Capital Commission (NCC) voluntarily became subject to the Federal Sustainable Development Act and must table in Parliament, by November 4, 2023, a Sustainable Development Strategy 2023-2027 that is fully aligned with the 2022 to 2026 Federal Sustainable Development Strategy.
- This submission presents the final draft of the NCC’s Sustainable Development Strategy 2023-2027.
- This strategy was developed based on internal consultation. It responds to the NCC’s specific federal obligations under Goals 10, 11,12, and 13 of the 2022-2026 Federal Sustainable Development Strategy, and it includes additional voluntary commitments under Goals 2,11, 13 and 15.
- The strategy also contains commitments to integrate sustainable development into all corporate and operational aspects of NCC business lines, which will help the NCC create a culture of sustainability, as directed by the Board of Directors in October 2021.
- The implementation of this strategy will help the NCC to demonstrate leadership in achieving an environmentally sustainable and climate resilient National Capital Region (corporate priority #4). Working toward net-zero, climate resilient operations by 2050, will reduce the NCC’s carbon footprint and its climate-related risks.

**Risk Summary**

- That the NCC is unsuccessful in achieving the goals set out in its Sustainable Development Strategy 2023-2027. To reduce this risk, the NCC will conduct a detailed assessment of resource requirements to ensure that all identified actions are resourced. The NCC will also optimize internal processes to incorporate sustainable development and will establish accountability for environmental sustainability within its governance structure.

**Recommendation**

- That the Draft Sustainable Development Strategy 2023-2027 be approved by the Board of Directors.

Public

- That the Draft Sustainable Development Strategy 2023-2027 be submitted to Public Services and Procurement Canada (PSPC) Parliamentary Affairs for tabling in Parliament.
- That the Board of Directors delegate authority for the Chairperson of the Board to approve minor changes to the strategy that may be required as part of the tabling process.

**Submitted by:**

Alain Miguelez, Vice-President, Capital Planning Branch



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 NCC is subject to the Federal Sustainable Development Act (FSDA), which governs the [Federal Sustainable Development Strategy](#) (FSDS). The FSDS sets out the Government of Canada's sustainable development priorities, establishes goals and targets, and identifies actions to achieve them.

## 2. Authority

- Section 3.2.1 of the NCC By-laws.

## 3. Context

- The NCC voluntarily became a designated entity under the FSDA and is legally obligated to develop and table in Parliament, by November 4, 2023, a Sustainable Development Strategy (SDS) for the period from 2023 to 2027, that is fully aligned with the 2022-2026 FSDS.
- The 2022-2026 FSDS contains 17 goals, aligned with the United Nations Sustainable Development Goals. Each goal has targets, milestones and implementation strategies.
- In October 2021, the Board of Directors gave direction that the NCC should go beyond its federal requirements to fully integrate sustainable development into its business lines and create a culture of sustainability at the NCC.
- The Sustainable Development Strategy team conducted several internal consultations to develop the content for the draft SDS 2023-2027.

## 4. Options Analysis

- The NCC can voluntarily contribute to any of the goals of the FSDS but has a federal obligation to contribute to implementation strategies under four (4) FSDS goals:
  - Goal 10: Advance reconciliation with Indigenous peoples and take action to reduce inequality.

- Goal 11: Improve access to affordable housing, clean air, transportation, parks, and green spaces, as well as cultural heritage in Canada.
- Goal 12: Reduce waste and transition to zero-emissions vehicles.
- Goal 13: Take action on climate change and its impacts.
- Additional voluntary actions were included in the SDS 2023-2027 to show leadership and highlight the NCC's contributions to sustainable development under Goals 11 and 13, as well as Goal 2: Support a healthier and more sustainable food system, and Goal 15: Protect and recover species, conserve Canadian biodiversity. These actions focus on sustainable agriculture, affordable housing, greening government operations, protecting ecological corridors and addressing invasive species and include actions 2.1, 11.6, 13.2, 13.3, 13.4, 13.5, 15.1 and 15.2.
- To respond to the direction from the Board of Directors to create a culture of sustainability, commitments to integrating sustainable development into NCC business lines have been identified.

## 5. Financial Details

- Discussions regarding resource requirements have already taken place with divisions implicated in the strategy. A more detailed assessment of resource requirements for the implementation of each action will be conducted by fall 2023.

## 6. Opportunities and Expected Results

- The NCC's current SDS, which covers the period of 2018-2023, has been successful and allowed the NCC to show leadership on sustainability. Thus far, the NCC has achieved or made progress on 89% of the performance indicators in this strategy.
- This more ambitious strategy for the 2023-2027 period will showcase the NCC as a leader among federal and regional organizations and a significant contributor to federal priorities and regional sustainability and climate resilience.
- Implementing the SDS 2023-2027 will help the NCC respond and adapt to climate change by reducing the NCC's greenhouse gas emissions and climate risks and should reduce energy costs and costs associated with climate impacts.
- Optimizing NCC processes to include sustainable development also presents an opportunity to streamline NCC operations and align priorities.

## 7. Alignment with Government and NCC Policies

- This strategy fulfills the NCC's legal obligations under the FSDA and provides a roadmap for the NCC for sustainable development action over the next four years.

- GBA Plus considerations, including equitable access to green space, were explored during consultations and relevant measures will be incorporated into the implementation of the actions laid out in this strategy.

## 8. Risks and Mitigation Measures

- The impacts of not implementing the sustainability and the climate mitigation and adaptation measures set out in the SDS 2023-2027 include:
  - increased human health and safety risks;
  - increased costs from climate impacts;
  - increased energy costs and greenhouse gas emissions;
  - missed opportunity to show leadership and capitalize on co-benefits; and
  - negative reputation.
- Treasury Board of Canada Secretariat considers every building not built to a net-zero carbon standard to be a financial liability that will require extensive renovations to achieve carbon neutrality by 2050. Public Safety Canada estimated that every dollar spent now on adaptive measures reduces \$3 – 5 in recovery costs down the road.

Risk	Likelihood	Impact	Planned Response
The NCC not being successful in implementing or achieving the targets set out in the SDS 2023-2027.	Medium	Moderate	<ul style="list-style-type: none"> <li>• Resource requirements and gaps in capacity will be established for each SDS action and presented at the financial retreat.</li> <li>• Planned actions for incorporating sustainable development into NCC processes and establishing accountability through governance will help ensure that sustainability costs are included in projects and the NCC implements all the actions set out in the SDS.</li> </ul>

## 9. Public Engagement and Communications

- The 2022-2026 FSDS went through a rigorous public consultation and was signed off by department heads, including the NCC.
- Consultations for the development of the SDS 2023-2027 included the following:
  - Consultations with a core team (representing several NCC divisions) to discuss federal obligations, additional actions and integrating sustainable development into NCC business lines.

- Consultations with directors to draft the SDS targets and performance indicators.
- An all-staff information session on the development of the SDS 2023-2027.
- Meetings with the NCC Strategic Committee on Environment and Sustainability (Director Level) to report on progress and seek guidance and feedback.
- Attendance at Environment and Climate Change Canada presentations and working groups on the development of the FSDS and departmental SDS's.
- An information session for regional stakeholders to discuss collaboration and alignment on sustainability targets and actions.
- A new page was added to the NCC website with information about the priorities of the new SDS 2023-2027. (Public comments can be submitted via a comment box, which has been in place since 2019).

## **10. Next Steps**

- Submit the approved draft SDS 2023-2027 to Parliamentary affairs at Public Services and Procurement Canada (PSPC) for review and tabling process (July 2023).
- SDS 2023-2027 is tabled in Parliament by PSPC (by November 4, 2023).
- Prepare media lines and launch the SDS by November 2023.

## **11. List of Appendices**

- Appendix 1: NCC Draft Sustainable Development Strategy 2023-2027

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

- Alain Miguelez, Vice-President, Capital Planning (CP)
- Emmanuel Saydeh, Director, Sustainable Development and Environmental Services (SDES), CP
- Genevieve Mercier, Chief, Sustainable Development, SDES, CP
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NATIONAL CAPITAL COMMISSION  
COMMISSION DE LA CAPITALE NATIONALE

# Sustainable Development Strategy

**2023–2027**

**DRAFT**

Canada

# Message From the CEO

I am proud to present the National Capital Commission's (NCC) Sustainable Development Strategy for 2023–2027.

As the principal steward of federal lands and assets, the NCC has developed a longstanding tradition of environmental conservation and stewardship within the National Capital Region. With this strategy, we are strengthening that tradition by taking concrete steps to green our own operations and foster an internal culture of sustainability, while also working with partners on actions that will advance our shared vision for a greener, healthier and more resilient Capital Region.

Building on the accomplishments of *Building a Greener Capital* (2009–2017) and the first iteration of the Sustainable Development Strategy (2018–2023), the NCC is setting an ambitious course for a more sustainable future, one that addresses regional sustainability and the emerging challenges posed by climate change, while meeting new obligations set out by the *Federal Sustainable Development Act*.

Guided by the notion that when we work together, we all share the benefits, the Sustainable Development Strategy will serve not only as an essential roadmap for the NCC to achieve its sustainability goals, but also as a tool to build alignment and collaboration with our federal, regional and Indigenous partners.

Within this strategy, key priorities for action include reducing our greenhouse gas emissions and increasing our resilience to climate change; providing equitable and sustainable access to our greenspaces; reducing waste and greening our purchasing; advancing reconciliation with Indigenous peoples; protecting our shared natural capital; and integrating sustainable development into all our policies, processes and operations.

Over the next four years, these actions will serve to ensure that the work we are doing will contribute to building a 21st century Capital we can all be proud of—one that is sustainable, low carbon and climate resilient.

I would like to thank NCC staff and our regional partners and stakeholders for imparting their passion, dedication and efforts in developing this Sustainable Development Strategy. You have my utmost appreciation and gratitude.

Together, the work we do is making the National Capital Region a truly inspiring and healthier place to live, work, play and enjoy—now, and for generations to come.



**Tobi Nussbaum** *Chief Executive Officer*



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# Introduction to the NCC’s Sustainable Development Strategy

For more than half a century, the National Capital Commission (NCC) has embraced its role as principal planner of the National Capital Region. Today, it continues to evolve to meet emerging challenges and demonstrate leadership in building an inspiring national Capital. With its Sustainable Development Strategy 2023–2027, the NCC aims to demonstrate national leadership in achieving an environmentally sustainable and climate-resilient National Capital Region by combining the NCC’s corporate vision for sustainability with the principles and actions of the [Federal Sustainability Development Strategy \(FSDS\)](#). The end result reflects the NCC’s commitment to creating an internal culture of sustainability and collaborating with partners to build a sustainable capital region and protect it as a legacy for future generations.

The FSDS describes the Government of Canada’s sustainable development priorities, as well as the actions that will be implemented to support the 17 Sustainable Development Goals in the [United Nations 2030 Agenda for Sustainable Development](#). The FSDS is governed by the [Federal Sustainable Development Act \(FSDA\)](#) and is updated every three years. The 2022–2026 FSDS provides a balanced view of the environmental, social and economic dimensions of sustainable development and brings together the goals, targets, short-term milestones and implementation strategies for 101 organizations across the Government of Canada to provide a whole-of-government approach to sustainable development. On December 1, 2020, the NCC became one of two Crown corporations to voluntarily become a legal designated entity under the FSDA. With this designation comes the legal responsibility to contribute to the federal strategy, through the development and implementation of a departmental sustainable development strategy, and report on progress annually to Parliament. As such, the NCC’s Sustainable Development Strategy 2023–2027 is aligned with the 2022–2026 FSDS and responds to the NCC’s commitments under the federal strategy, while also going above and beyond those commitments to voluntarily contribute to other areas of the FSDS, where aligned with the NCC’s mandate. This strategy also considers the [seven principles](#) of the FSDS and Canada’s [2030 Agenda National Strategy](#).

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# The NCC’s Vision for Sustainable Development

*“We protect our precious legacy, the natural, built and cultural heritage of the National Capital Region. We work with community 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.”*

The NCC’s fulfills its vision for sustainable development through the implementation of its mandate, its corporate plan, its master and demonstration plans, and through the management of its assets. The Sustainable Development Strategy serves as an overarching framework to be integrated across the Crown corporation, including all NCC plans, strategies, policies and operations.

## **Indigenous Peoples and the Capital**

The NCC acknowledges that the National Capital Region, in which it carries out its mandate, is situated on the ancestral lands of the Algonquin Anishinabe Nation. The NCC values Indigenous heritage and knowledge, and commits to continue working collaboratively with the Anishinabe Nation, as well as with other Indigenous communities, to build a sustainable Capital Region.



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## Mandate

The NCC is a federal Crown corporation with a broad mandate to build a dynamic and inspiring national capital that is a source of pride and unity for Canadians and a legacy for future generations. The NCC fulfills its mandate through its roles as **long-term planner** and **principal steward** of federal lands and assets, and as a **creative partner** for development and conservation in the National Capital Region.

## Corporate Plan

The priorities, key initiatives and milestones listed in the [summary of the NCC's Corporate Plan for fiscal years 2022–2023 to 2026–2027](#) are aligned with sustainable development. One of the NCC's priorities is to demonstrate national leadership in achieving an environmentally sustainable and climate resilient National Capital Region. The Sustainable Development Strategy 2023–2027 is the primary mechanism for measuring and reporting on progress towards this priority.

## Planning Process

[The Plan for Canada's Capital 2017–2067](#) provides the basis for delivering the NCC's mandate. Its three strategic directions guide the development and implementation of the NCC's master plans and real estate development plans and are aligned with the social, economic and environmental pillars of sustainable development:

- Strengthen relations with the community, Indigenous Peoples and all orders of government to foster an inclusive and meaningful National Capital Region.
- Conserve and celebrate natural assets, cultural landscapes and built heritage under the NCC's stewardship to ensure a picturesque and natural capital.
- Plan, develop and improve the NCC's assets such that they contribute to a thriving, connected and sustainable capital that inspires Canadians.

## Assets

The NCC manages more than 11 percent of all lands in the National Capital Region, located on the unceded territory of the Algonquin Anishinabeg Nation. These lands include a diverse portfolio of nationally significant assets that provide access for Canadians to experience nature, recreation, heritage and culture. The approximate replacement value of the NCC's built assets is \$2.2 billion.

# The NCC's Assets



145  
bridges, including  
interprovincial bridges



Six official residences, including  
the residence of the Governor General  
of Canada and the official residence  
of Canada's Prime Minister



194  
monuments, public art, interpretive  
panels and plaques



Over  
600  
structures, including retaining walls,  
lookout platforms and others

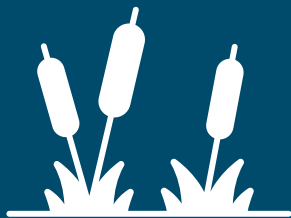


300  
kilometres of  
pathways and

90  
kilometres  
of parkways



23  
urban parks



55,000

hectares of land of which  
72% is forests, 5% is wetlands  
and 10% is agricultural land



75

kilometres of waterfront



Gatineau Park (361 km<sup>2</sup>) and  
the Greenbelt (200 km<sup>2</sup>)



Over 1,000 buildings, including  
approximately 300 residential and  
150 commercial buildings, as well as  
kiosks, cabins, offices, warehouses,  
barns, garages and outbuildings



The Rideau Canal Skateway  
(7.8 kilometres long)

## The NCC's Contributions to the Federal Sustainable Development Strategy

As a federal organization with a national mandate that carries out its work in a region that crosses the border of two provinces in collaboration with three levels of government, the NCC is uniquely placed to create an enabling environment for sustainable development and showcase Canadian leadership in addressing the [United Nations Sustainable Development Goals](#). This unique role characterized the NCC's Sustainable Development Strategy 2018–2023, which was voluntarily aligned with the FSDS. For the period from 2023 to 2027, the NCC will build upon the work started and the successes achieved under its last strategy, while also fulfilling its new federal obligations and identifying new ways to support sustainable development. Under the 2022–2026 FSDS, the NCC is required to support implementation strategies under Goals 10, 11, 12 and 13, but has also identified voluntary contributions under Goals 2, and 15.

*Lorem ipsum dolor sit amet*





## Goal 2: Support a healthier and more sustainable food system

With over 5,600 hectares of agricultural land that is within the boundaries of the National Capital Region, the NCC has a significant opportunity to promote the availability and accessibility of healthy, local and sustainable food. The NCC’s farm agricultural lease program provides farmers with opportunities to practise farming in close proximity to an urban area and supports farmers in transitioning to sustainable food production.



## Goal 10: Advance reconciliation with Indigenous Peoples and take action to reduce inequality

The NCC’s work is carried out on the unceded territory of the Algonquin Anishinabeg people. The NCC undertakes large-scale projects that have both an impact on Indigenous Peoples and provide an opportunity to advance reconciliation. These projects range from developing monuments and parks and buildings to establishing natural and cultural heritage conservation programs and other public engagement programs. Building relationships with Indigenous Peoples is an ongoing process and the NCC has been working toward building better relationships for decades. In the years to come, the NCC will work to ensure that Indigenous perspectives are integrated into all projects that are important to Indigenous communities.



## Goal 11: Improve access to affordable housing, clean air, transportation, parks, and green spaces, as well as cultural heritage in Canada

By virtue of its legislated federal planning role, as well as through its ownership of lands and infrastructure, such as bridges, parkways, and multi-use pathways, the NCC can influence urban development and mobility in the region. Through its master planning process, the NCC already supports the development of a more connected and sustainable regional transportation network, contributes to the achievement of a denser, more mixed-use and walkable urban fabric, and promotes access to natural and cultural heritage and recreational opportunities. Through this process, it can also enable the development of more affordable housing. The NCC also regularly engages the public in nature conservation through its citizen science programs.



## Goal 12: Reduce waste and transition to zero-emission vehicles

Through its last Sustainable Development Strategy 2018–2023, the NCC took steps to reduce the amount of solid waste generated on its lands. In addition to diverting waste from building demolitions, the NCC also reduced waste from the Rideau Canal Skateway and encouraged partners hosting events on its lands to divert waste generated during their events. However, the NCC also has an opportunity to take part in the circular economy and reduce emissions through prioritizing green procurement in its large construction and land maintenance contracts and converting its fleet to zero-emission vehicles.



## Goal 13: Take action on climate change and its impacts

The NCC’s extensive portfolio of over 1,000 buildings makes it essential for the NCC to work toward decarbonizing its real property and ensuring these assets are resilient to the risks posed by climate change. The NCC also plays a role in protecting human health and safety during major climate events, as flooding has proven to be a significant risk to NCC assets such as shorelines, bridges and pathways, while high winds have contributed to a loss of tree canopy cover in the NCC’s green spaces.



## Goal 15: Protect and recover species, conserve Canadian biodiversity

The NCC’s extensive land portfolio contributes significantly to the maintenance of biodiversity in the region. The NCC manages a large portion of the lands it manages as conservation lands, with Gatineau Park covering more than 361 km<sup>2</sup> and the provincially significant Mer Bleue Bog covering 35 km<sup>2</sup>. The NCC’s conservation programs are aimed at protecting species at risk, reducing habitat fragmentation and addressing invasive species, as well as contributing to biodiversity research.

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# Listening to Canadians

As part of the development of the 2022–2026 FSDS, Environment and Climate Change Canada (ECCC) released a draft version of the FSDS in March 2022 for a period of 120 days to allow for public consultation. All federal organizations, including the NCC, must consider input provided by the public in the development of their respective departmental sustainable development strategies for 2023–2027. Although there were no comments that were specifically addressed to the NCC, responses received from the public were taken into consideration and, wherever possible, integrated into the NCC’s Sustainable Development Strategy (SDS) 2023–2027. For example, actions or commitments were added to the strategy in areas that were considered important to Canadians, such as incorporating Indigenous perspectives into projects, making green spaces accessible, supporting affordable housing, investing in local infrastructure for active mobility, and balancing social and environmental perspectives in decision-making. Additionally, wherever possible, indicators within the strategy were updated to focus less on outputs (the NCC’s work) and more on outcomes (meaningful changes that result from the NCC’s work). A commitment has been made to improve data tracking to better measure outcomes in the future. Finally, as called for by the public, the NCC is developing a plan for decarbonizing its existing building stock.

Please find more information on the FSDS public consultation and its results in the [FSDS Consultation Report](#).

In addition to its response to the comments on the FSDS, the NCC also held its own internal and external consultations. The implementation of the SDS 2023–2027 is a shared responsibility among all branches of the NCC, so it was important to consult staff extensively to ensure that the SDS actions would be clear, measurable, ambitious yet feasible, and relevant to the NCC’s mandate and operations. These consultations also had an objective to identify the challenges and opportunities to integrating sustainable development into all NCC business lines. Internal consultations included workshops with a core team of NCC staff, individual meetings with division directors, all-staff sessions, and presentations to a strategic committee, the executive management committee and the Board of Directors.

In April 2023, the NCC also held an information session with regional stakeholders, including municipalities, federal partners, conservation authorities and local non-governmental organizations. This consultation provided an opportunity to share the draft SDS and identify areas of alignment on sustainability action. Lastly, the NCC informed the public on the key areas for action in the SDS 2023–2027 via the NCC website. In the spirit of collaboration and transparency, the NCC will maintain ongoing engagement with stakeholders throughout the implementation of the SDS.

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# The National Capital Commission's Commitments

The following section lays out the NCC's response to its commitments under the 2022–2026 FSDS. It provides the context for the NCC's contributions to the FSDS goals, including the actions that will be undertaken to advance the FSDS implementation strategies that apply to the NCC. The targets, indicators and starting points the NCC will use to measure its progress are also presented. These follow the SMART criteria, so they are specific, measurable with data available to the NCC, achievable within the timeframe of the current FSDS, relevant to the NCC's mandate, operations and sphere of influence, and time-bound (having a target date for achievement). This section also provides the broader picture of how the NCC's actions will contribute to the FSDS goals, the Canadian Indicators Framework (CIF) and the Global Indicators Framework (GIF), thus highlighting how the NCC's efforts fit within the collective action being taken at national and global scales to advance the United Nations 2030 Agenda for Sustainable Development.

The following section lays out the NCC's response to its commitments under the 2022–2026 FSDS. It provides the context for the NCC's contributions to the FSDS goals, including the actions that will be undertaken to advance the FSDS implementation strategies that apply to the NCC. The targets, indicators and starting points the NCC will use to measure its progress are also presented. These follow the SMART criteria, so they are specific, measurable with data available to the NCC, achievable within the timeframe of the current FSDS, relevant to the NCC's mandate, operations and sphere of influence, and time-bound (having a target date for achievement). This section also provides the broader picture of how the NCC's actions will contribute to the FSDS goals and highlights how the NCC's efforts fit within the collective action being taken at national and global scales to advance sustainability. Links to the targets and ambitions of the Canadian Indicators Framework (CIF) and the Global Indicators Framework (GIF) show progress toward Canada's 2030 Agenda National Strategy and the United Nations 2030 Agenda for Sustainable Development, respectively.

## Focus areas

In addition to being linked to the FSDS goals, the NCC's sustainability actions are focused on two areas: corporate actions and regional actions.

**Corporate actions:** The NCC recognizes how important it is for the Government of Canada to demonstrate leadership when it comes to sustainability and is committed to greening its own operations and integrating sustainable development into all its business lines. The NCC's corporate actions are in line with corporate priorities and the federal Greening Government Strategy. They are geared towards reducing operational waste and greening procurement, reducing carbon emissions and increasing the resilience of NCC assets, programs and operations to climate change.

**Regional actions:** Because of its mandate to plan for, develop and steward federal lands, the NCC has a role to play in increasing the well-being of Canadians in the National Capital Region, and is committed to taking actions that have the potential to positively influence the social, environmental and physical dimensions of human health. The NCC's regional actions will preserve access to the natural environment, improve the quality, sustainability, aesthetics and physical accessibility of the built environment, prioritize sustainable transportation options, promote Indigenous reconciliation, increase access to healthful food, and protect the community from the impacts of toxic substances and extreme weather events. Many of these actions require collaboration with external partners and stakeholders to be successful.



# Goal 2

## Support a healthier and more sustainable food system



Conserving our natural environment and protecting freshwater and soil quality help ensure that our food system continues to provide access to safe and healthy food in the long term. Through the management of an extensive portfolio of agricultural land within the Greenbelt and on selected urban lands, the NCC supports sustainable food production and contributes to a healthy regional food system, while supporting the local economy. The NCC has developed a model that provides unique opportunities for new farmers to establish farms on quality farmland within the National Capital Region. There are approximately 90 farms on NCC lands (including market gardens, dairies, and crop and livestock farms),

of which 24 produce food for the region. These farms provide an opportunity to ensure that residents in the National Capital Region have access to locally sourced, sustainable, and healthy food, and that biodiversity is protected on farmlands. As part of the NCC’s commitment to supporting a more sustainable food system, the NCC will develop a Sustainable Agriculture and Food Strategy and continue to work with tenants to encourage sustainable farming practices and food production in the National Capital Region. The NCC will also continue to explore the potential for food production on urban lands, where it is in line with NCC master plans and municipal development plans.

**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 Point	Contribution to the FSDS Goal and Canada’s 2030 Agenda National Strategy
<p><b>2.1</b> Develop a Sustainable Agriculture and Food Strategy to promote food production on NCC agricultural lands.</p>	<p><b>Indicator:</b> % of NCC farmlands used for food production  <b>Target:</b> Target to be set in 2024 once a baseline has been  <b>Starting Point:</b> 10% of farmed NCC agricultural land is used for food production as of 2023</p>	<p>The NCC manages its more than 5,500 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 organic 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>  <b>CIF Ambition:</b> Canadians have access to sufficient, affordable, and nutritious food.  <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>





# Goal 10

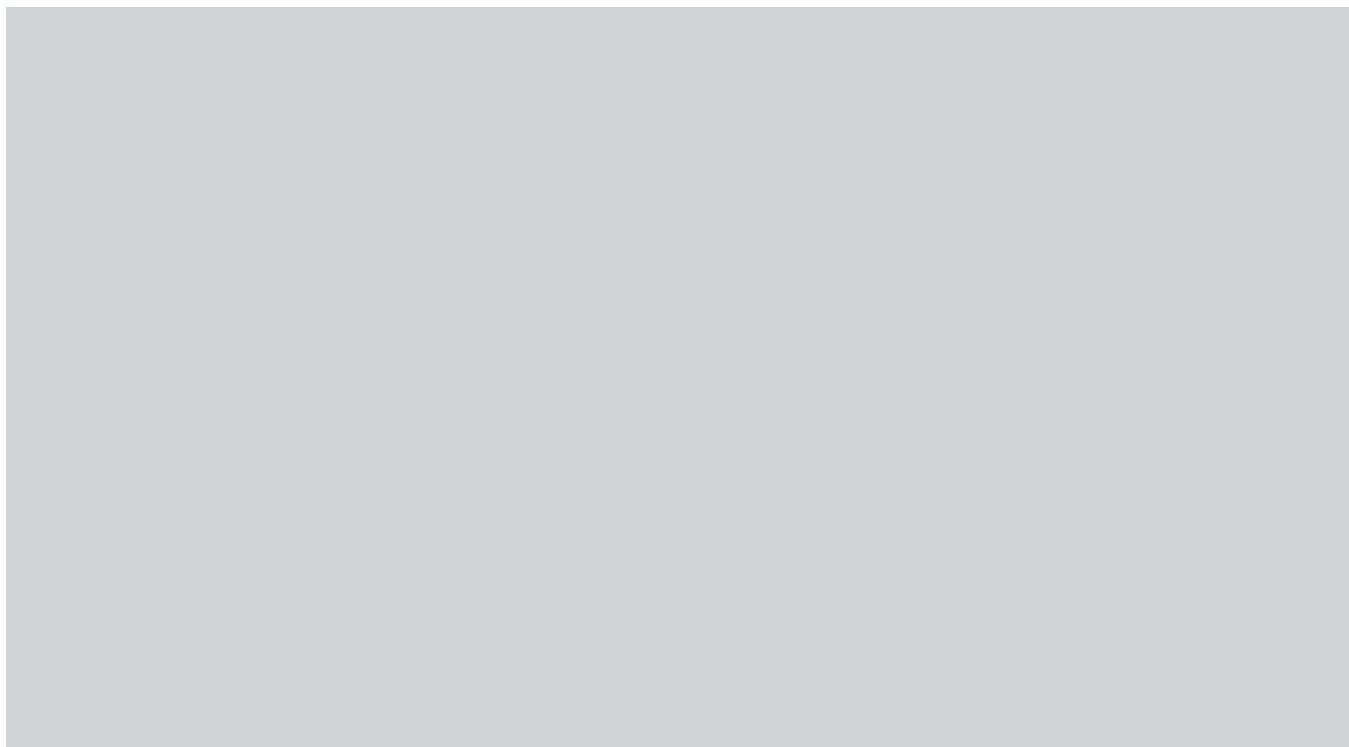
## Advance reconciliation with Indigenous Peoples and take action to reduce inequality



Canada enacted the *United Nations Declaration on the Rights of Indigenous Peoples Act* in 2021 as part of the ongoing process of reconciliation between the Canadian government and Indigenous Peoples. The process of reconciliation involves building a renewed relationship with Indigenous Peoples based on the recognition of rights, respect and partnership.

The National Capital Region is home to many Indigenous people, particularly those of the Algonquin Anishinabeg Nation. The NCC is committed to implementing the recommendations set out by Canada's Truth and Reconciliation Commission and is working to build strong relations with local Indigenous leaders and communities through its role in designing, developing, or managing shared public spaces, cultural monuments, real estate and conservation areas. By creating opportunities to work with Indigenous Peoples and cultivating a relationship based on

collaboration, it can ensure that Indigenous perspectives are truly reflected in the numerous projects and proactive initiatives being undertaken across the National Capital Region. Over the period of this strategy, the NCC will continue to work towards reconciliation through its toponymy policy, which provides for a transparent decision-making process for naming and renaming NCC-managed assets, and the Advisory Committee on Toponymy, which includes partners from Kitigan Zibi Anishinabeg and Algonquins of Pikwakanagan First Nation, as well as experts in local and national history. The NCC will also continue to build relationships through projects that are specifically aimed at advancing reconciliation, such as the Anishinàbe Objibikan Archeological Field School and through important Capital-building projects, such as the redevelopment of Kiweki Point (formerly Nepean Point) and the rehabilitation of Victoria Island.





**FSDS Target Theme:** Advancing reconciliation with First Nations, Inuit, and Métis 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 Point	Contribution to the FSDS Goal and Canada’s 2030 Agenda National Strategy
<p><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.</p>	<p><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>	<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. Currently, the NCC is working to advance reconciliation in three projects: the Anishinàbe Objibikan Archeological Field School, which encourages Indigenous youth to learn about archaeology and their own history; the redevelopment of Kiweki Point, where a new name and interpretation and site plans were developed in coordination with Algonquin communities to honour their heritage; and the Victoria Island Master Plan, which is being developed in partnership with the Algonquin Anishinabeg Nation.</p> <p>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>

# Goal 11

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



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



*Open roads are available to all active users*

Through the Building LeBreton project, the NCC is transforming LeBreton Flats into a Capital destination and a complete urban community that will meet the needs of diverse communities by providing accessible, affordable and sustainable housing in a thriving and connected mixed-use neighbourhood.

The implementation of the NCC's Long-term Integrated Interprovincial Crossing Plan will help provide well-connected and sustainable travel options across the National Capital Region. The system of crossings envisioned by the plan will support equitable mobility and the safe and efficient movement of people and goods, while respecting the region's natural environment and cultural heritage. Through its Capital Pathways Strategic Plan, the upcoming Parkways Planning and Design Guidelines and its various sector plans, as well as through programs and partnerships like Weekend Bikedays and the Winter Trails Alliance, the NCC will help promote active transportation in the region by improving the availability and accessibility of cycling, walking and cross-country skiing infrastructure.

The implementation of the [NCC's master and demonstration plans](#) promote access to green spaces by creating new greenspaces, improving facilities and the ecological integrity of current green spaces, and increasing the connectivity of the recreational pathways network. Programs like the Gatineau Park shuttle bus and nature interpretation and citizen science programs provide opportunities for the public to connect with nature and culture. Over the coming years, the NCC plans to work towards improving and expanding these programs and ensuring their longevity so that they can continue to connect Canadians with nature.

## 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 Point	Contribution to the FSDS Goal and Canada's 2030 Agenda National Strategy
<p><b>11.1</b></p> <p>Support the improvement of infrastructure for sustainable transportation in the National Capital Region through the development of transportation plans and guidelines.</p>	<p><b>Indicator:</b> % of NCC parkways reviewed for opportunities to increase safe and sustainable active mobility</p> <p><b>Target:</b> 100% of NCC parkways will be reviewed by 2024</p> <p><b>Starting Point:</b> 0% as of 2023</p>	<p>The NCC's transportation planning division 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. Currently, the NCC is reviewing its parkways for opportunities to increase safe and sustainable active 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 give priority 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 11.5.1:</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>11.2</b></p> <p>Improve opportunities for year-round active mobility in the National Capital Region, including, for example, access to:</p> <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>	<p><b>Indicator:</b> # of initiatives implemented that improve opportunities for year-round active mobility in the National Capital Region and their associated outcomes.</p> <p><b>Target:</b> 5 initiatives by 2027</p> <p><b>Starting Point:</b> 0 as of 2023</p> <p><i>Note: Targets and outcomes will be reported for each initiative.</i></p>	<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. From May to October, 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, maintain 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>

**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 6 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 Point	Contribution to the FSDS Goal and Canada’s 2030 Agenda National Strategy
<p><b>11.3</b></p> <p>In line with NCC master plans, develop new greenspaces, or enhance existing green spaces to improve access to nature, recreation, and cultural sites to promote human health and well-being, urban biodiversity, and climate mitigation and resilience.</p>	<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 greenspace 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 greenspace that provides opportunities for the public to access nature, culture and recreational activities. However, opportunities remain for the NCC to improve upon greenspaces in the urban area and develop new, accessible greenspaces, where aligned with planning and development processes. Currently, the NCC is planning to add at least three new greenspaces to development projects along the Ottawa River and improve upon a greenspace at Brewery Creek in Gatineau by improving natural habitats and naturalizing shorelines, improving access between the greenspace 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>

**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 Point	Contribution to the FSDS Goal and Canada’s 2030 Agenda National Strategy
<p><b>11.4</b></p> <p>Increase equitable and sustainable access to designated NCC green spaces, and cultural and natural heritage sites, in line with NCC Master Plans.</p>	<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 to include Gender-based Analysis + into its planning process to ensure equitable access to NCC sites and services. In addition, 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>

**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 Point	Contribution to the FSDS Goal and Canada's 2030 Agenda National Strategy
<p><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.</p>	<p><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.</p>	<p>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 2022–2023, over 250 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.</p>

**FSDS Implementation Strategy:**

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

NCC Actions	Performance Indicators, Targets and Starting Point	Contribution to the FSDS Goal and Canada's 2030 Agenda National Strategy
<p><b>11.6</b> Support affordable housing in the National Capital Region through the development and implementation of NCC master plans.</p>	<p><b>Indicator:</b> Number 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</p>	<p>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 recently developed 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.</p> <p><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 11.3.1:</b> Percentage of population living within 500 metres of a public transport stop.</p>



# Goal 12

## Reduce waste and transition to zero-emission vehicles

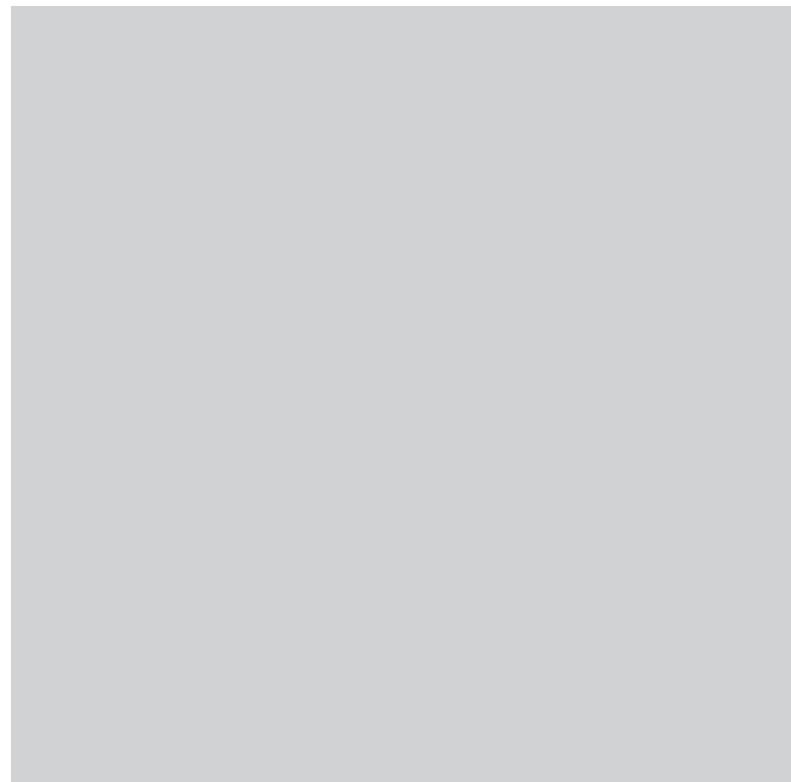


Transitioning to a cleaner, more sustainable economy that prioritizes waste reduction and supports a circular economy is an important step towards building a more resilient capital region. Under this goal, the NCC will focus on the ongoing process of remediating contaminated sites, transitioning the fleet towards zero-emission vehicles, greening procurement contracts and reducing operational waste.

As a result of the industrial activities that occurred within the National Capital Region over the last century, there are many sites that are affected by contamination that pose a risk to the public and the environment. The NCC has been managing these sites under its Contaminated Sites Program for over 20 years. The majority of the sites have been addressed through risk management and are safe for public use; however, some sites require remediation to ensure that human health and the environment are protected. Following the [Federal Contaminated Sites Action Plan \(FCSAP\)](#), the NCC will continue to prioritize the remediation of the highest priority sites to render them safe for other activities such as restoration, the creation of green spaces or new developments. These sites and their associated climate risks are also being considered under the NCC's climate adaptation plan.

The NCC is a significant purchaser of goods and services, with its main procurement spending being on construction contracts and land maintenance operations. In 2022, the NCC adopted a Green Procurement Policy and will now work on updating its Green Procurement Guidelines and training staff to integrate environmental considerations in the procurement process to reduce the environmental impacts of the NCC's operations, promote environmental stewardship, and adapt to climate change. Greening efforts will focus on transitioning the NCC's fleet to zero-emission vehicles and greening the NCC's land maintenance contracts, which account for a significant proportion of its procurement spending.

Since 2018, the NCC has been working towards reducing waste from its most significant operations, including office waste, demolition waste and public waste associated with key sites, events and programs. Due to the implementation of a waste triage program on the Rideau Canal Skateway, public waste diversion rates were increased by 80%. Under this strategy, the NCC will continue its efforts to reduce waste in these areas, implement measures to reduce construction waste, and identify opportunities for waste reduction at new sites, events or programs.



**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 Point	Contribution to the FSDS Goal and Canada’s 2030 Agenda National Strategy
<p><b>12.1</b></p> <p>Complete waste audits of NCC offices and implement waste diversion measures.</p>	<p><b>Indicator:</b> % of non-hazardous NCC operational waste diverted from landfill</p> <p><b>Target:</b> 75% annually</p> <p><b>Starting Point:</b> : 46% office waste diversion in 2023 for 40 Elgin Street (this includes tenants other than the NCC).</p>	<p>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 newly purchased headquarters at 80 Elgin Street, the NCC is reviewing the requirements for waste and identifying challenges and opportunities for waste diversion.</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>12.2</b></p> <p>Reduce public waste from key NCC sites and programs.</p>	<p><b>Indicator:</b> % of non-hazardous waste diverted from landfill at key NCC sites and programs</p> <p><b>Target:</b> 80% diversion rate annually</p> <p><b>Starting Point:</b> 95% diversion rate for the Rideau Canal Skateway in 2022, other sites to be identified in 2024.</p>	<p>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 Blvd 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.</p>

**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 Point	Contribution to the FSDS Goal and Canada’s 2030 Agenda National Strategy
<p><b>12.3</b></p> <p>Implement waste diversion best practices for construction and demolition projects.</p>	<p><b>Indicator:</b> % of NCC construction and demolition waste diverted from landfill</p> <p><b>Target:</b> 90% annually</p> <p><b>Starting Point:</b> Diversion rate for demolition waste was 91% in 2023; diversion rate from construction waste to be calculated in 2024.</p>	<p>Due to its vast portfolio of real estate 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>



**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 Point	Contribution to the FSDS Goal and Canada’s 2030 Agenda National Strategy
<p><b>12.4</b> Update green procurement guidelines and train staff in implementing the new green procurement policy and guidelines.</p>	<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 \$x in procurement in 2021–2022. 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> <b>GIF Target 12.7:</b> Promote public procurement practices that are sustainable, in accordance with national policies and priorities.</p>
<p><b>12.5</b> Produce or procure clean electricity for NCC real property.</p>	<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. Currently, 91% of the electricity used in NCC real property is clean. To contribute to the federal target of 100% 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 Property Portfolio Plan will also identify ways to reduce actual energy consumption in NCC buildings.</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 Point	Contribution to the FSDS Goal and Canada’s 2030 Agenda National Strategy
<p><b>12.6</b></p> <p>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.</p>	<p><b>Indicator:</b> % of NCC light-duty fleet that is zero-emission</p> <p><b>Target:</b> 100% by 2030</p> <p><b>Starting Point:</b> 21% as of 2023</p>	<p>The NCC’s fleet consists of around 50 vehicles. 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 12.1.1:</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>

**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 Point	Contribution to the FSDS Goal and Canada’s 2030 Agenda National Strategy
<p><b>12.7</b></p> <p>Remediate high-priority sites on NCC lands.</p>	<p><b>Indicator:</b> # of hectares of NCC contaminated lands remediated since 2018 through the Federal Contaminated Sites Action Plan (FCSAP) or land development.</p> <p><b>Target:</b> 25.14 hectares by March 31, 2030</p> <p><b>Starting Point:</b> 19.93 hectares remediated as of 2023</p>	<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>



# Goal 13

## Take action on climate change and its impacts

Effective action on climate change requires a transition towards a low-carbon economy, reducing greenhouse gas emissions and ensuring that climate resilience is integrated into project planning and at all levels of decision-making. The NCC owns and manages a large inventory of buildings that use a significant amount of energy and water, including official residences of the Government of Canada, office buildings, various types of commercial buildings, multi-unit residential buildings, warehouses, farmhouses and agricultural buildings, and parks and recreation facilities. Many of these buildings are heritage assets that the NCC strives to conserve and protect. Low carbon standards for construction, renovations and retrofits, energy efficiency measures, and the use of renewable energy will help reduce the carbon footprint of the NCC's assets. Under its Climate Mitigation Plan, the NCC is currently developing a Net-Zero Real Property Portfolio Plan that will provide a blueprint for achieving carbon-neutral building operations by 2050. The NCC is also working to decarbonize its vehicle fleet.

The impacts of climate change are already impacting the NCC and the National Capital Region. Major flooding in 2017 and 2019 resulted in the closure of several multi-use pathways and the emerald ash borer infestation of the mid-to-late 2010s, the tornadoes of 2018, the derecho of 2022 and the ice storm of 2023 destroyed significant amounts of the tree canopy cover. These events all involved costly cleanup and repairs and required significant staff effort. To tackle this issue, the NCC has been working on a climate change adaptation project. The NCC has acquired [climate change projections for the National Capital Region](#) and completed a [climate change vulnerability and risk assessment](#). The NCC is developing a Climate Adaptation Plan with the goal of reducing climate risks to the organization. Users of the NCC's assets and programs and will begin implementing the actions in this plan over the course of this Sustainable Development Strategy 2023–2027.

To green its overall operations, the NCC will also focus on implementing measures in its most significant areas of operation, where it can have the most environmental impact. This includes ensuring that NCC greenspaces can continue to provide valuable ecosystem services and better managing forested lands, working toward low-carbon and environmentally sensitive land maintenance operations, reducing bird-window collisions in its vast portfolio of buildings, and encouraging the use of sustainable modes of transportation for staff commuting.



*Trees vulnerability*



**FSDS Target Theme:** Federal leadership on greenhouse gas emission reductions and climate resilience

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

**FSDS Implementation Strategy:**

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

NCC Actions	Performance Indicators, Targets and Starting Point	Contribution to the FSDS Goal and Canada’s 2030 Agenda National Strategy
<p><b>13.1</b> As part of the NCC Climate Mitigation Plan, develop and implement a Net Zero Real Property Portfolio Plan to reduce greenhouse gas emissions from the NCC’s real property portfolio.</p>	<p><b>Indicator:</b> % reduction in greenhouse gas emissions from real property and fleet owned and operated by the NCC since 2005</p> <p><b>Target:</b> 40% below 2005 levels by 2025 and at least 80% below 2005 levels by 2050</p> <p><b>Starting Point:</b> 61% below 2005 levels in 2022</p>	<p>The NCC has been calculating its greenhouse gas emissions since 2015 and adopted the federal emissions targets in 2018. In 2022, greenhouse gas emissions from NCC real property and fleet accounted for 1,908 tCO<sub>2</sub>e (not including residential agricultural properties, which will be added to the inventory in 2023–2024). 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 80–90% from real property by 2050.</p> <p><b>Relevant targets or ambitions</b></p> <p><b>ClF Ambition:</b> Canadians reduce their greenhouse gas emissions.</p> <p><b>ClF 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.</p> <p><b>GIF Target 13.2:</b> Integrate climate change measures into national policies, strategies and planning.</p>
<p><b>13.2</b> Maintain the ecosystem services provided by NCC greenspaces.</p>	<p><b>Indicator:</b> Economic value of the ecosystem services provided by NCC greenspaces</p> <p><b>Target:</b> Maintain the economic value of the ecosystem services provided by NCC greenspaces</p> <p><b>Starting Point:</b> The value of NCC ecosystem services provided by NCC greenspaces is approximately \$332 million per year, according to a 2016 study: <a href="#">Natural Capital: The Economic Value of the NCC’s Green Network</a>.</p>	<p>According to a 2016 study, <a href="#">Natural Capital: The Economic Value of the NCC’s Green Network</a>, 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.</p> <p><b>Relevant targets or ambitions</b></p> <p><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.</p>
<p><b>13.3</b> Reduce bird collisions with NCC buildings by addressing high-risk buildings.</p>	<p><b>Indicator:</b> # of existing NCC-owned and managed buildings that pose a high or lethal threat to birds.</p> <p><b>Target:</b> 0 by 2030</p> <p><b>Starting Point:</b> Baseline to be determined in 2023–2024.</p>	<p>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 1,000 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 <i>Bird-Safe Design Guidelines</i> 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. This assessment will be completed in 2024 and the results will be used to prioritize projects for bird-safe window treatments.</p>



NCC Actions	Performance Indicators, Targets and Starting Point	Contribution to the FSDS Goal and Canada's 2030 Agenda National Strategy
<p><b>13.4</b> Implement the NCC's Forest Strategy.</p>	<p><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</p> <p><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 <a href="#">2019 tree canopy assessment</a> completed in collaboration with the City of Ottawa and Ville de Gatineau</p>	<p>Maintaining forested land is a major part of the NCC's operations. The NCC's Forest Strategy was developed in 2021 to articulate goals for how trees and forests will be managed over the next 30 years. The strategy streamlines the NCC's forest management actions and includes a five-year action plan designed to increase the NCC's capacity to effectively manage forests.</p> <p><b>CIF Ambition:</b> Canada sustainably manages forests, lakes and rivers.  <b>CIF Indicator 15.5.1:</b> Forest area as a proportion of total land area.</p>
<p><b>13.5</b> Transition to low-carbon land maintenance operations.</p>	<p><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</p>	<p>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.</p> <p><b>Relevant targets or ambitions</b>  <b>CIF Ambition:</b> Canadians reduce their greenhouse gas emissions.</p>
<p><b>13.6</b> Track water consumption in NCC facilities with an aim to identifying buildings with high water consumption as priorities for retrofits.</p>	<p><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</p>	<p>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 green 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.</p> <p><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.</p>
<p><b>13.7</b> Facilitate hybrid work and the use of low-carbon forms of commuting.</p>	<p><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 used sustainable modes of transportation (cycling, walking or public transit) according to a 2010 survey</p>	<p>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. In light of this new situation, it is important that the NCC take steps to ensure that the sustainable commuting habits of its employees remain high.</p> <p><b>Relevant targets or ambitions</b>  <b>CIF Ambition:</b> Canadians reduce their greenhouse gas emissions.</p>



## 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 Point	Contribution to the FSDS Goal and Canada's 2030 Agenda National Strategy
<p><b>13.8</b></p> <p>Develop and implement NCC guidelines to ensure that all new buildings are net-zero carbon or net-zero carbon-ready, based on a life-cycle cost-benefit analysis.</p>	<p><b>Indicator:</b> % of newly constructed buildings that are net-zero carbon, or net-zero carbon-ready based on a life-cycle cost-benefit analysis</p> <p><b>Target:</b> 100% annually</p> <p><b>Starting Point:</b> 100% as of 2023.</p>	<p>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 a net-zero carbon or net-zero-carbon-ready standard.</p> <p><b>Relevant targets or ambitions</b></p> <p><b>ClF Ambition:</b> Canadians reduce their greenhouse gas emissions.</p>

## FSDS Implementation Strategy:

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

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

NCC Actions	Performance Indicators, Targets and Starting Point	Contribution to the FSDS Goal and Canada's 2030 Agenda National Strategy
<p><b>13.9</b></p> <p>Conduct greenhouse gas life-cycle cost analyses during the design phase of major building retrofits.</p>	<p><b>Indicator:</b> % of major building retrofits that conduct a greenhouse gas life-cycle cost analysis during their design phase</p> <p><b>Target:</b> 100% annually</p> <p><b>Starting Point:</b> 100% in 2023</p>	<p>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 Property Portfolio Plan, which is currently being developed. Major renovations will use a life-cycle cost analysis to determine the optimal greenhouse gas reductions in each case. The NCC is currently renovating its new headquarters at 80 Elgin Street, Ottawa, and has completed a greenhouse gas lifecycle assessment for this project.</p> <p><b>Relevant targets or ambitions</b></p> <p><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.</p>



**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 Point	Contribution to the FSDS Goal and Canada’s 2030 Agenda National Strategy
<p><b>13.10</b> Implement the NCC Climate Adaptation Plan, including addressing the highest risks and completing climate risk assessments for major projects.</p>	<p><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</p> <p><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% as of 2023</p>	<p>In 2019, the NCC began a climate change adaptation project to study the impacts of climate change on the NCC and take action to limit them. In Phase 1 of this project, the NCC acquired and analyzed precise climate change projections for the region to determine expected changes in the region’s future weather. In Phase 2, the NCC conducted a climate risk and vulnerability assessment and ranked the short- and long-term risks to NCC assets, operations and programs. In Phase 3, the NCC will develop a 10-year Climate Adaptation Plan with actions to manage the greatest climate risks and identify risks shared by the NCC, City of Ottawa and Ville de Gatineau. This plan will be implemented beginning in 2024. However, a climate risk assessment tool for projects is already under development and will be completed in 2023. Currently, NCC projects include mitigation measures for climate risks on an ad-hoc basis. The NCC completed a climate risk assessment for the renovation of its new headquarters in 2023.</p> <p><b>Relevant targets or ambitions</b></p> <p><b>ClF Ambition:</b> Canadians are well-equipped and resilient to face the effects of climate change.</p> <p><b>GIF Target 13.1:</b> Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries.</p>
<p><b>13.11</b> Develop and implement a plan to disclose NCC climate-related financial risks.</p>	<p><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 <a href="#">climate projections for the National Capital Region</a>, the completion of an <a href="#">overall Climate Vulnerability and Risk Assessment</a> and the NCC’s annual greenhouse gas inventory</p>	<p>Under the <a href="#">Canadian Net-Zero Emissions Accountability Act</a>, 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. Over the coming year, will draft a plan to further address these recommendations.</p>



# Goal 15

Protect and recover species, conserve Canadian biodiversity



Biodiversity is a cornerstone of ecological resilience and provides a wealth of ecological services upon which all of humankind depend. But biodiversity is declining globally and is expected to increase due to the impacts of climate change, habitat loss and degradation, pollution and the spread of invasive species. As the steward of more than 10 percent of the lands in the Capital Region, the NCC is in a unique position to contribute to biodiversity conservation and the protection of Canada’s wildlife populations, including species at risk. About 200 species at risk make their homes in the NCC’s 28 high-value ecosystems and natural habitats. Much of the NCC’s green space is in its natural state and therefore contributes significantly to biodiversity and habitat conservation. The NCC is committed to protecting these species and habitats. One of the main goals of the Gatineau Park Master Plan is to preserve the ecological integrity and

biodiversity in the park; the Greenbelt Master Plan aims to protect the natural systems of the Greenbelt; and the Capital Urban Lands Plan aims to protect valued natural habitats and regional biodiversity on urban lands and reinforce urban vegetation cover. Some NCC programs and operational activities that are aimed at preserving biodiversity and reducing habitat fragmentation include the implementation of species at risk recovery plans, the Responsible Trail Management Program, the Natural Resources Action Plan, the protection of ecological corridors, invasive species management and shoreline restoration projects. Actions under this strategy will focus on measuring the NCC’s progress towards protecting ecological corridors adjacent to Gatineau Park and addressing the impacts of exotic, invasive species on NCC lands.



*Chrysemys picta marginata* - Central painted turtle





**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 Point	Contribution to the FSDS Goal and Canada’s 2030 Agenda National Strategy
<p><b>15.1</b> Acquire or protect ecological corridors adjacent to Gatineau Park.</p>	<p><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</p>	<p>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>.</p> <p>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.</p> <p><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.</p>

**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 Point	Contribution to the FSDS Goal and Canada’s 2030 Agenda National Strategy
<p><b>15.2</b> Address the impacts of aggressive exotic invasive, species in high-value ecosystems and natural habitats on NCC lands.</p>	<p><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</p>	<p>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. Many species at risk live in one of the NCC’s 28 high-value ecosystems and natural habitats, which represent 58 percent of lands managed by the NCC. To have the greatest impact, the NCC will focus its management efforts on these areas where species at risk are most threatened by invasive species.</p> <p><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.</p>

# Integrating Sustainable Development

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, decision-making and regulatory functions. Working with several municipalities, two provinces, the federal government, and other partners, the NCC also plays a role in developing or supporting policies, plans and projects that enable the sustainable development of the National Capital Region.

Through its planning framework, which is guided by the [Plan for Canada's Capital 2017–2067](#), the NCC develops land use plans that ensure federal lands and assets are designed and managed in accordance with the NCC's mandate and federal priorities, including sustainable development. Furthermore, as a best practice, the NCC has been conducting Strategic Environmental Assessments (SEA) of its master plans since 2017. The purpose of these SEAs is to determine the scope and nature of potential ecological, social and cultural impacts and opportunities of the plan, report on how the plan contributes to the goals of the FSDS, consider the potential risks from climate change on the implementation of the plan, and describe opportunities to strengthen positive impacts and/or identify potential mitigation measures for negative impacts. The results of NCC SEAs are appended to the Master Plans and made available to the public on the NCC's website.

The NCC's Sustainable Development Strategy 2018–2023 provided a guiding framework for integrating sustainable development into NCC operations. Since 2018, sustainable development and climate action have become a shared corporate responsibility, and accountability for the Sustainable Development Strategy actions has been incorporated into the performance measurement framework for each branch of the NCC. The Sustainable Development Strategy annual report has provided, and will continue to provide, a regular assessment of the NCC's progress toward the targets and indicators set out in the Strategy. In addition, the Sustainable Development Strategy 2018–2023 contained six principles — leadership, public participation, natural capital in decision-making, collaboration, social equity and transparency and accountability — which were designed to guide the way the NCC does business and which will continue to guide the NCC's sustainability journey. However, in 2021, the NCC's Board of Directors made it clear that more changes are needed to fully integrate sustainable development into the fabric of the NCC's business and strengthen the NCC's role as an enabler of sustainable development in the National Capital Region. The board provided a clear direction for the NCC to create an internal culture of sustainability and ensure that sustainable development is at the heart of everything the NCC does. The commitments below are intended to build the internal structures and external relationships required for the NCC to successfully meet the sustainability targets set out in this Sustainable Development Strategy 2023–2027.



### Good Governance

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

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.

### 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.**

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.

### Culture of Sustainability

### 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.**

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 a reserve fund, energy performance contracts and partnerships.

### 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.**

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, carbon emissions, climate projections, asset conditions, natural capital, mobility and waste).

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# Glossary (to come)

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# Glossary (to come)

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## Get Involved

Everyone in the National Capital Region has a role to play to build a more environmentally sustainable and climate resilient National Capital Region. Whether you're 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 find more information about our progress made, sign up to our e-newsletter and send us your comments. We welcome your feedback as to how the NCC's sustainability efforts might be strengthened or improved upon. To learn more or to get involved in this work, please contact us.

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