

NATIONAL CAPITAL COMMISSION  
COMMISSION DE LA CAPITALE NATIONALE

<b>No.</b>	2019-P137
<b>To</b>	Board of Directors
<b>Date</b>	2019-06-20

**For** DECISION

### Subject/Title

Sustainable Development Strategy Annual Report, 2018–2019, National Capital Commission

### Summary

- The NCC Sustainable Development Strategy 2018-2023 was approved in September 2018.
- In 2018-19, the NCC has made progress on 28 out of 36 actions and 38 out of 76 indicators in its Sustainable Development Strategy.
- The NCC's Sustainable Development Strategy is in line with the Federal government's Federal Sustainable Development Strategy and the Greening Government Strategy.
- As of December 1<sup>st</sup>, 2020, the NCC will be subject to the Act's application and will be required to contribute to, and report on progress toward, the Federal Sustainable Development Strategy.

### Risk Summary

- There is a risk that the NCC may not meet some of its action deadlines due to inadequate resources or other factors outside our control.

### Recommendation

- That the Sustainable Development Strategy Annual Report 2018-2019 (Appendix 1) be approved.

#### Submitted by:

Daniel Champagne, Executive Director, Capital Planning Branch

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Signature

## 1. Strategic Priorities

- The [Plan for Canada's Capital 2017-2067](#) has three strategic directions all related to sustainability: the Meaningful Capital; a Picturesque and Natural Capital; and a Thriving and Connected Capital.
- For the 2019-2020 to 2023-2024 planning period, the strategic directions will guide the NCC as it delivers its mandate to build a dynamic, sustainable, inspiring and thriving Capital Region.
  - Foster an inclusive and meaningful National Capital Region of national significance through strong relations with the public, Indigenous peoples and all orders of government.
  - Ensure a picturesque and natural National Capital Region through conserving and enhancing natural assets, cultural landscapes and built heritage under the NCC's stewardship.
  - Contribute to a thriving, connected and sustainable National Capital Region that inspires Canadians through the planning, development and improvement of the NCC's assets.
- The [Federal Sustainable Development Strategy](#) is the Government of Canada's primary vehicle for sustainable development planning and reporting. It aims at achieving low-carbon, environmentally responsible economic growth, maintaining and restoring our ecosystems, and ensuring Canadians can flourish in clean and healthy environments. To do so, it establishes goals and targets, and identifies actions to achieve them.
- The [Greening Government Strategy](#), led by the Treasury Board of Canada Secretariat's Centre for Greening Government, aims to ensure that Canada is a global leader in government operations that are low-carbon, resilient and green.

## 2. Authority

Section 3.2.1 of the NCC By-laws

## 3. Context

- The [NCC's Sustainable Development Strategy 2018-2023](#) was approved in September 2018.
- It adopted the Federal Sustainable Development Strategy framework and aims for compliance with relevant federal goals, targets and milestones.
- In February 2019, Parliament passed a bill to amend the Federal Sustainable Development Act. The amended Act ensures greater accountability and more effective engagement with Canadians. It also ensures a whole-of-government approach, greatly increasing the number of departments, agencies and crown corporations that are subject to the Act.
- This Act will come into force on December 1<sup>st</sup>, 2020.
- As of that date, the NCC will be subject to the Act and will be required to contribute to, and report on progress toward, the Federal Sustainable Development Strategy.

#### 4. Options Analysis

- Since the Strategy was approved, the NCC has made progress on 28 of the 36 actions and 38 of the 76 indicators listed in the Strategy.
- Some highlights of the progress made are:
  - In partnership with City of Ottawa and Ville de Gatineau, the NCC acquired tree canopy data for most of the National Capital Region, which will inform the future NCC forest strategy.
  - The NCC partnered with the City of Ottawa to acquire climate change projections for the National Capital Region to support vulnerability and risk assessments, and climate adaptation and resiliency planning.
  - The NCC met its greenhouse gas reduction target, reducing emissions by over 55% based on a 2005 baseline.

#### 5. Financial Details

- The Sustainable Development Strategy currently has funding for two years of implementation (fiscal years 2019-2020 and 2020-2021). Additional resources will be required to implement actions with deadlines from 2021-22 to 2023-24 (15 of 36 actions).

#### 6. Opportunities and Expected Results

- The NCC will be required to table its Sustainable Development Strategy to Parliament in 2021 and to report on progress made toward the Federal Sustainable Development Strategy.
- The NCC's Sustainable Development Strategy will require updates over the coming year to remain in line with federal priorities.
- Several actions of the Sustainable Development Strategy offer potential for cost savings through reduction of energy consumption and the integration of climate change resiliency into project planning.

#### 7. Risks and Mitigation Measures

Risk	Likelihood	Impact	Planned Response
<ul style="list-style-type: none"> <li>• There is a risk that the NCC may not meet some of its action deadlines due to inadequate resources or other factors outside our control.</li> </ul>	Medium	Moderate	<ul style="list-style-type: none"> <li>• Dedicated resources must be identified for the implementation of the future Strategy actions.</li> <li>• SDS actions have been added to the Corporate Plan and branch MOU's and will be added each year to ensure internal accountability.</li> </ul>

## **8. Consultations and Communications**

- In January 2019, a workshop was held with regional stakeholders to gather ideas for potential collaboration on projects related to the Strategy and to gather ideas for an Annual Regional Sustainability Workshop.
- The Sustainable Development Strategy was presented to the Advisory Committee on Planning, Design and Realty in May 2019.
- The NCC attends regular meetings with Federal partners on various Greening Government Strategy topics.

## **9. Next Steps**

- Pursue the implementation of the Strategy, including the planning of an Annual Regional Sustainability Workshop in the fall 2019.

## **10. List of Appendices**

Appendix 1 – Sustainable Development Strategy Annual Report 2018-2019

## **11. Authors of the Submission**

Daniel Champagne, Executive Director, Capital Planning Branch (CP)

Stan Leinwand, Acting, Director, Environment, Real Estate Transactions and Development, CP

Geneviève Mercier, Senior Environmental Strategy Officer, CP





NATIONAL CAPITAL COMMISSION  
COMMISSION DE LA CAPITALE NATIONALE

# Sustainable Development Strategy

## 2018–2019 Annual Report



Canada





# CEO Message

I am proud to present the inaugural annual report of the National Capital Commission's (NCC) Sustainable Development Strategy.

This strategy, which has been in place since September 2018, aligns the NCC's approach to sustainable development with Canada's Federal Sustainable Development Strategy, as well as the federal Greening Government Strategy.

It also positions the NCC to advance the vision contained in our own Plan for Canada's Capital, 2017–2067, which shows the way forward to realizing a capital that is inclusive and meaningful, thriving and connected, and, of course, picturesque and natural.

The NCC has three main roles: it is the chief federal planner and steward of federal lands and assets in the National Capital Region, and it is a creative partner working with a range of collaborators from all levels of government; national, regional and local institutions; non-governmental organizations; the private sector; community and heritage organizations; and the Indigenous people of the region, as well as members of the public.

The Sustainable Development Strategy reflects all three of these roles, as we plan for a more sustainable and resilient capital, work to protect the Capital's rich natural and cultural heritage, and collaborate with our partners in sharing both goals for the future and ideas for their effective implementation.

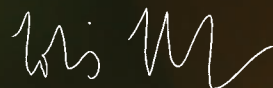
This year is the 60th anniversary of the founding of the NCC, and marks 120 years of Capital-building, beginning with the work of its predecessor organizations. Throughout this time, the NCC has developed a long-standing tradition of environmental protection and management, and we honour that tradition best by being bold and ambitious as we step into the future.

I am pleased to note that, as this current report indicates, the Sustainable Development Strategy is building on that record of accomplishment, and setting a course for a more sustainable future, as work has already begun on 28 of the 36 actions it advocates.

As well as preserving our natural environment for future generations, these actions have profound implications for human health and well-being by changing the way residents of the Capital and visitors engage with our environment, both natural and built. These actions include improving access to green spaces, supporting sustainable transportation, fostering regional food security, reducing exposure to toxic substances and ensuring that our planning efforts work to mitigate the effects of extreme weather events.

To the NCC staff and the many stakeholders who have put so much thought, effort and passion into developing the Sustainable Development Strategy and its successful launch over the past few months, you have my sincere thanks.

The work we are doing together is building a world-class capital for the 21st century and beyond — one that is a source of pride and inspiration to all Canadians now and for generations to come.



**Tobi Nussbaum** *Chief Executive Officer*

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## Introduction

The National Capital Commission's (NCC) Sustainable Development Strategy, 2018–2023, outlines the NCC's role in creating a more sustainable National Capital Region, and aims to show leadership and promote collaboration among regional stakeholders. Although the strategy has a regional focus and was developed with input from NCC staff, stakeholders and the general public, it also follows the format of the Federal Sustainable Development Strategy, and is in line with the Greening Government Strategy and the United Nations Sustainable Development Goals. This report provides an overview of progress on the implementation of the strategy, as well as a view toward upcoming initiatives and challenges to be addressed.



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## Update on the Federal Sustainable Development Strategy

The [Federal Sustainable Development Strategy](#) is an important aspect of the Government of Canada's response to the United Nation's 2030 Agenda on Sustainable Development. It sets out the Government of Canada's sustainable development priorities, and establishes concrete goals, targets and actions that are in line with the United Nations Sustainable Development Goals. It is governed by the *Federal Sustainable Development Act*, which requires that the strategy be renewed every three years. The 2019–2022 Federal Sustainable Development Strategy contains 13 aspirational goals, and strong targets with an emphasis on reducing greenhouse gas emissions, adapting to climate change, reducing plastic waste and advancing renewable energy. It also emphasizes the social and economic dimensions of sustainable development, including promoting sustainable food production and growing clean technology.

The [Greening Government Strategy](#), led by the Treasury Board of Canada Secretariat, specifies the actions that will be taken to decarbonize federal operations and ensure that federal departments lead by example in combatting climate change. The Greening Government Strategy contains several ambitious targets to decarbonize the federal real estate portfolio and fleet, reduce waste, and consider the environmental and climate change impacts of procurement products over their life cycle.

In February 2019, Parliament passed a bill to amend the *Federal Sustainable Development Act*. The amended Act ensures greater accountability and more effective engagement with Canadians. It also ensures a whole-of-government approach, greatly increasing the number of departments, agencies and Crown corporations that are subject to the Act. This Act will come into force on December 1, 2020. As of that date, the NCC will be subject to the Act and will be required to contribute to, and report on progress toward, the Federal Sustainable Development Strategy.



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# Priorities

The NCC recognizes the cross-cutting nature of environmental issues and their impact on the well-being of Canadians. The two priorities of the Sustainable Development Strategy underscore the importance of working together for a more sustainable future for all Canadians.

## Partnerships for regional sustainability

Through the implementation of the Sustainable Development Strategy, the NCC will act as a leader jointly with its regional partners, which include all three levels of government, non-governmental organizations, community groups, businesses, NCC tenants and members of the general public, to build a more sustainable National Capital Region.

## Improving the built environment for human health

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







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## Feature Stories

### Tree Canopy Assessment and Climate Change Projections

Positive action on environmental issues requires collaboration across political boundaries and expertise from all disciplines. Nowhere is this more evident than in Canada's Capital Region, which includes two provinces and three different political jurisdictions. The good news is that, with so many potential partners and experts at the table, we have the power to have an even more significant impact on issues like climate change and habitat loss. In 2018–2019, two major projects were launched that will change the way we manage our assets and programs in the region.

Recently, in partnership with the City of Ottawa and Ville de Gatineau, and working with internal experts and the Spatial Analysis Lab at the University of Vermont, the NCC acquired tree canopy data for most of the National Capital Region. These data, which will be publicly available in 2019–2020, will help us all make better policy decisions about our forests and green spaces. They will also inform several aspects of the future NCC forest strategy, including identifying prioritized planting areas, as well as potential NCC and regional canopy cover targets.

The NCC has also partnered with the City of Ottawa to acquire climate change projections for the National Capital Region to support vulnerability and risk assessments, and climate adaptation and resiliency planning. This climate information will support efforts to protect people, infrastructure, the economy and the environment through the services, programs and assets delivered or managed by the NCC and the City of Ottawa. The results of this study will be made publicly available in 2019–2020 to build awareness of anticipated climate impacts, and support stakeholders in the National Capital Region with climate change adaptation planning. The NCC and the City of Ottawa are also coordinating efforts with the Ville de Gatineau.



## Mapping Socio-Economic Status

The NCC believes that, in addition to environmental factors, social and health factors are integral to creating sustainable, livable cities. That's why one of the underlying principles of the Sustainable Development Strategy is social equity. This means taking into account the social and health impacts of NCC assets and services to ensure that benefits are shared equally among communities. This year, the NCC is very excited to have partnered with the Ottawa Neighbourhood Study at the University of Ottawa to embark on a project to improve our understanding of how NCC lands and assets correlate with the socio-economic status of surrounding communities. The goal of this project is to map the socio-economic status of communities in the National Capital Region to gain a better understanding of the communities adjacent to NCC lands. The results of this study can be considered by the NCC in its planning, decision making, and prioritization of projects and services, as well as help inform partnerships with our municipal partners regarding their projects and priorities.










## Progress in 2018–2019

Although the strategy has been in place only since September 2018, progress has already been made toward many of the targets. Some of the work to date follows from initiatives that were already in place under the NCC's Environmental Strategy (2009–2017), and some work was initiated as a response to the new Sustainable Development Strategy. Since the NCC began developing this strategy, many new relationships with regional partners have formed, to the benefit of regional sustainability. The NCC has also become an active participant in initiatives with its federal partners to green government operations.

The following tables provide details of the progress made in the 2018–2019 fiscal year toward each of the six principles, 36 actions and 76 indicators of the NCC's Sustainable Development Strategy, 2018–2023. Much work is already planned for 2019–2020, and details of this work are also provided, where available.

### LEGEND: Actions and Indicators

(see pages 8 to 12)

-  Work toward this action has begun, and the project is on track to be completed on time and for the target to be met.
-  Work toward this action has begun, and issues have arisen that have required the timeline for the completion of the project to be extended or that will make it difficult to attain the target.
-  The target for this action will not be met or has not been met.
-  Work toward this action has not yet begun.
-  This symbol identifies those actions that are to be implemented in collaboration with regional partners.





# Principles

## Collaboration

COMMITMENTS	ACTIONS IN 2018–2019
Work with regional municipalities, provincial and federal governments, academia, Indigenous peoples, and non-governmental organizations to identify common interests and leverage resources for projects.	In January 2019, the NCC held a workshop with regional partners to launch the new Sustainable Development Strategy, 2018–2023, and to identify potential partnership opportunities.  The NCC collaborated with the City of Ottawa and Ville de Gatineau to jointly acquire tree canopy data and climate change projections.
Build relationships and maintain an ongoing dialogue with Indigenous peoples.	The NCC continues to seek ways to build strong relationships with local Indigenous leaders and peoples, ensuring that their interests are truly reflected in the numerous projects and initiatives being undertaken across the region.

## Leadership

COMMITMENTS	ACTIONS IN 2018–2019
Identify financing streams for the implementation of this strategy, including a green fund and corporate partnerships.	No progress to report for 2018–2019.
Convene an annual regional sustainability workshop.	At the stakeholder workshop in January 2019, ideas were collected for the 2019–2020 Annual Regional Sustainability Workshop.
Lead by example, by applying best practices in terms of heritage and sustainability, including the NCC's challenging its partners through its federal approval role to do the same.	The NCC is currently working on projects that will employ best practices in heritage conservation and sustainable building design, including the Ottawa New Edinburgh Club and the Ottawa Film Studio, and will strive to improve the heritage and sustainability aspects of other NCC projects.  Through the federal land use, design and transaction approval process, the NCC works with proponents and federal partners to improve heritage, sustainability and human health within the National Capital Region.

## Natural Capital in Decision Making

COMMITMENTS	ACTIONS IN 2018–2019
Adopt a method for natural capital accounting.	The NCC signed off on the Municipal Natural Asset Initiative response to the input request from the Public Sector Accounting Board to increase the recognition of natural assets in the Canadian public sector accounting framework.
Revise the project management process and prioritization tools to include natural capital values.	No progress to report for 2018–2019.
Communicate the importance of the ecosystem services provided by NCC green spaces, and provide training for NCC staff on natural capital.	The NCC communicates the importance of the ecosystem services provided by its green spaces through projects and public forums. Training for staff will be developed in 2020–2021.

## Public Participation

COMMITMENTS	ACTIONS IN 2018–2019
Create a platform to collect comments on the strategy at any time, and reach out to the public, via a public consultation process, every three years.	The general public and regional stakeholders can now sign up for a semi-annual newsletter to obtain updates on the Sustainable Development Strategy via the NCC website.  In 2018–2019, three consultations were held with the general public and stakeholders. Overall, 47 participants from more than 20 organizations participated in stakeholder workshops, and 622 people filled out an online survey.
Use the NCC's Urbanism Lab and lands to host events that bring internal and external partners together for environmental engagement and capacity building.	The following public Urbanism Lab events, attended by over 600 people, had a focus on sustainable development. <ul style="list-style-type: none"> <li>• April 25, 2018: Forum on the Gatineau Park Master Plan</li> <li>• May 17, 2018: The Capital and the Healthy 10-Minute Neighbourhood</li> <li>• October 30, 2018: Gardens and Healthy Cities</li> <li>• November 20, 2018: Beyond Green Buildings</li> <li>• January 10, 2019: Metropolitan Governance and Big Data</li> <li>• February 21, 2019: Breathing New Life Into Old Buildings</li> <li>• March 20, 2019: Ok, Google. How Can I Engage My Community Online?</li> </ul> Three internal events were also held to build capacity among NCC staff for energy management of real property.












## Social Equity

COMMITMENTS	ACTIONS IN 2018–2019
Conduct a geospatial study through the perspective of population health and wellness and social equity to guide new or renewed NCC plans, projects and programs.	A socio-economic mapping study is under way. GIS data have been developed by the Ottawa Neighbourhood Study, and analysis will be completed by fall 2019.
Revise the project management process and prioritization tools to include social equity.	No progress to report for 2018–2019.
Provide training for NCC staff on how to assess and enhance social equity in plans, projects and programs.	No progress to report for 2018–2019.

## Transparency and Accountability

COMMITMENTS	ACTIONS IN 2018–2019
Report on progress via the NCC's annual report, website and social media, and through the <i>Federal Sustainable Development Act</i> reporting process.	The NCC's Sustainable Development Strategy website was updated, and the first annual report on progress has been issued.  A number of social media posts have been made on Facebook and Twitter to report on various aspects of the strategy.  The NCC has not yet been required to report via the <i>Federal Sustainable Development Act</i> .
Address failures by making changes to the Sustainable Development Strategy's implementation plans, as necessary.	None required, as yet.

# Actions and Indicators

ACTIONS	WHAT WILL SUCCESS LOOK LIKE?	DEADLINE	STATUS	RESULTS/COMMENTS
 <b>Goal 1: Effective Action Against Climate Change</b>				
<b>1.1</b>  Promote sustainable transportation and mobility in the National Capital Region.	The Capital Pathway Strategic Plan has been renewed.	2019–2020		This project is 60 percent complete. A draft has been developed which includes a defined network, and concrete actions, strategies and guidelines are being developed.
	The Parkways Policy has been renewed.	2020–2021		This project is 70 percent complete and on track to be completed on time.
	The regional sustainable transportation and mobility strategy has been renewed.	2023–2024		The requirements for this project have been identified, and were approved by the Executive Management Committee in April 2019.
<b>1.2</b>  Promote balance in terms of jobs, housing and services, especially in federal employment nodes and in other significant developments subject to NCC land use approval.	The average number of kilometres travelled by private vehicles to/from traffic zones around federal employment nodes has decreased, based on a 2019 baseline.	2023–2024		The NCC is contributing data toward Public Services and Procurement Canada's (PSPC) Roadmap to Low-Carbon Federal Operations in the National Capital Region. This project will identify opportunities in the mobility sector, including fleet and employee commuting. Baselines for each federal employment node on NCC lands will be established by 2020.
	The percentage of private vehicle use for travel to/from work in federal employment nodes has decreased, based on a 2020 baseline.	2023–2024		Baselines and targets for each federal employment node located on NCC lands will be established by 2020, giving consideration to the fact that some employment nodes will be close to future light rail transit stations.
<b>1.3</b> Promote the development of surplus NCC brownfield sites and sites adjacent to transit nodes, consistent with NCC plans.	There are at least 23 hectares of sites under contract for remediation and development.	2023–2024		As of 2018–2019, 3.12 hectares of surplus NCC brownfield sites adjacent to transit nodes have been sold for the development of the City of Ottawa's light rail transit project. Remediation of these sites will take place as required. Though the target remains the same, the timeline for this action will be delayed. Due to the new process for the development of LeBreton Flats, some sites will no longer be under contract for remediation and development by 2023.
<b>1.4</b>  Evaluate the risk of climate change impacts on NCC assets, programs and services, and develop a climate change adaptation and resiliency plan.	A research study for the Rideau Canal Skateway has been completed.	2019–2020		Climate change projections for the National Capital Region will be available in 2019–2020. These data will be used to complete the research study for the Rideau Canal Skateway.
	A research study for NCC assets, programs and services has been completed.	2020–2021		Once the NCC gains a better understanding of future climate risks through the acquisition of climate change projections (2019–2020), vulnerabilities for NCC assets, programs and services will be evaluated.
	A climate change adaptation and resiliency plan has been completed.	2022–2023		The climate change projections and research study on climate impacts on NCC assets, programs and services (see above) will inform the creation of a climate change adaptation and resiliency plan.
<b>1.5</b> Install electric vehicle charging stations at NCC parking lots.	There are at least 10 electric vehicle charging stations on NCC properties.	2021–2022		Four charging stations have been installed for NCC fleet vehicles: three at NCC headquarters and one at the NCC staff office in Gatineau Park. The NCC's Ottawa River South Shore Riverfront Park Plan envisions charging facilities at NCC parking sites within the park.
 <b>Goal 2: Low-Carbon Government</b>				
<b>2.1</b> Undertake energy audits of residential, commercial and official residences buildings.	At least 75 percent of NCC-owned energy-consuming buildings have been audited.	2021–2022		At least 20 percent of the official residences and 25 percent of the residential and agricultural leased portfolio have been audited.
<b>2.2</b> Integrate a greenhouse gas emissions analysis into renovation and construction projects considering best practices guidelines for heritage buildings and sites. <sup>1</sup>	At least 75 percent of projects are integrating greenhouse gas emissions analysis.	2021–2022		The NCC is reviewing PSPC's Project GHG Options Analysis Methodology as a potential methodology to adopt.


1. [Standards and Guidelines for the Conservation of Historic Places in Canada](#) and [Building Resilience: Practical Guidelines for the Sustainable Rehabilitation of Buildings in Canada](#)

ACTIONS	WHAT WILL SUCCESS LOOK LIKE?	DEADLINE	STATUS	RESULTS / COMMENTS
 <b>Goal 2: Low-Carbon Government</b> <i>(continued)</i>				
<b>2.3</b> Track energy consumption and greenhouse gas emissions of NCC buildings and lands, including new leased facilities and renewed leases.	At least 75 percent of NCC-owned energy-consuming buildings are tracked in ENERGY STAR Portfolio Manager.	2019–2020		The NCC has been tracking emissions from buildings and lands over which it has total operational control. Moving forward, buildings will be tracked using NRCAN's RETScreen Energy Management Software, which offers project feasibility analysis, in addition to portfolio performance analysis. Nine NCC employees have been trained to use RETScreen, and will begin tracking energy data for all NCC buildings for which data are available in the 2019–2020 fiscal year.
	The NCC has reduced its scope 1 and 2 CO <sub>2</sub> equivalent emissions by 40 percent, compared with a 2005 baseline.	2030–2031		Emissions have been reduced by 58 percent. Some of this reduction stems from a decrease in emissions from the Ontario electricity grid, but the NCC-driven emission reductions amount to at least a 13 percent decrease overall. The NCC strives to continue reducing its emissions in order to achieve an 80 percent reduction, based on a 2005 baseline, by 2050.
<b>2.4</b> Adopt minimum energy- and water-efficiency standards for renovations and construction on NCC land, including for heritage buildings.	Minimum energy- and water-efficiency standards have been adopted.	2021–2022		The NCC is considering options for minimum energy- and water-efficiency standards, taking into consideration that the federal priority is that all new buildings should be constructed to be net-zero carbon ready by 2030.
<b>2.5</b> Purchase zero-emission or hybrid vehicles for the fleet.	At least 75 percent of new light-duty vehicles purchased for the fleet each year are zero-emission or hybrid vehicles.	2023–2024		Two out of three (67 percent) of the vehicles purchased this year were plug-in electric vehicles. Electric and hybrid vehicles now make up 11 percent of the NCC fleet, with the addition of two more plug-in hybrid electric SUVs planned for next year.
<b>2.6</b> Launch a green procurement policy for services and goods.	A green procurement policy, which includes life cycle analysis, has been adopted.	2020–2021		This project has not yet been initiated, but will take into account the goals of the Greening Government Strategy.
<b>2.7</b> Invest in measures to support low-carbon forms of transportation to reduce emissions from employee commuting and business travel.	CO <sub>2</sub> emissions from business travel by NCC staff and executives are being tracked.	2020–2021		The NCC is currently looking into the best way to track staff business travel.
	The percentage of staff commuting trips taken using low-carbon forms of transportation has increased by 10 percent, based on a 2012 baseline.	2023–2024		As of 2012, 66 percent of NCC staff used low-carbon forms of transportation to commute to work. The NCC is exploring potential measures to increase the modal share of low-carbon forms of commuting. In 2018–2019, the NCC took part in Envirocentre's Bike-to-Work challenge, and STO's employer program to offer reduced-cost bus passes to staff.
	The percentage of local staff business trips taken using low-carbon forms of transportation has increased by 10 percent, based on a 2012 baseline.	2023–2024		The NCC has not yet begun to track staff business trips. However, to encourage the use of low-carbon forms of transportation, the NCC added one e-bike to its fleet, in addition to the two electric vehicles that were added in 2018–2019.
<b>2.8</b>  Increase the waste diversion rate in public areas and NCC operations.	Each year, a minimum of 90 percent of the waste from building demolition on NCC lands is diverted from landfills.	2018–2019		All NCC demolition contracts are required to use deconstruction practices and the four Rs (reduce, reuse, recycle and recover). All demolitions that took place on NCC lands in 2018–2019 diverted at least 95 percent of waste from landfills.
	Each year, a minimum of 80 percent of the waste from the activities associated with the Rideau Canal Skateway is diverted from landfills.	2018–2019		All waste on the Rideau Canal Skateway is sorted after being collected to ensure that all recyclable and compostable materials are diverted from the landfill. The diversion rate for 2018–2019 was 55 percent. Oversized and hazardous materials in the waste bins resulted in a lower diversion rate compared with the 2017–2018 fiscal year (73 percent).
	Each year, a minimum of 60 percent of waste from NCC offices is diverted from landfills.	2019–2020		As of 2014, the NCC's office waste diversion rate was 58 percent. The current system needs to be revisited to ensure its effectiveness and find ways to improve diversion rates. A waste audit will be completed in 2019–2020 to establish waste diversion rates.
	Each year, a minimum of 50 percent of the waste from major events on NCC lands is diverted from landfills.	2019–2020		The average waste diversion rate for major events held on NCC lands was 41 percent. The NCC will establish initiatives to further build capacity for waste management.
	Each year, a minimum of 60 percent of the waste along the Rideau Canal corridor is diverted from landfills.	2021–2022		This diversion rate has not yet been evaluated.

ACTIONS	WHAT WILL SUCCESS LOOK LIKE?	DEADLINE	STATUS	RESULTS/COMMENTS
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### Goal 3: Modern and Resilient Infrastructure

<b>3.1</b> Adopt stormwater management guidelines to reduce impacts on water quality and quantity.	Stormwater management guidelines have been adopted.	2019–2020	●	A draft document has been completed and is scheduled to be approved in 2019–2020.
	All new projects apply stormwater management guidelines.	2023–2024	○	Until new stormwater management guidelines are in place, an existing policy is being applied.
<b>3.2</b>  Assess the flood risk for NCC operations and assets located in the 100-year and 350-year flood plain.	A flood risk assessment has been completed.	2020–2021	●	The NCC has initiated discussions with the City of Ottawa and Ville de Gatineau about their flood plain mapping initiatives.





### Goal 4: Clean Energy

<b>4.1</b> Assess the renewable energy potential of NCC land and buildings to increase the proportion of off-grid renewable energy systems.	An assessment of renewable energy potential on NCC lands has been completed.	2020–2021	○	Work toward this action has not yet begun.
<b>4.2</b>  Facilitate the connection of federal and NCC-owned buildings to the PSPC district energy system.	The number of planned federal and NCC-owned building connections to the PSPC district energy system has increased.	2023–2024	●	The NCC has three building complexes that are connected to PSPC's current district energy system, including 513–541 Sussex Drive, 6–8 York Street and 12–18 York Street. These are all slated to be connected to the updated system through the Energy Services Acquisition Program.



### Goal 5: Pristine Lakes and Rivers

<b>5.1</b>  Prioritize and restore degraded shorelines along watercourses and lakes on NCC lands to improve ecosystem function.	An assessment of threatened archaeological legacy on NCC shorelines has been completed.	2021–2022	●	Baseline data were collected from 16 archaeological sites along the north shore of the Ottawa River. These data indicate that some sites have been damaged by erosion. In 2019–2020, the NCC will begin establishing measures to mitigate the ongoing loss of archaeological resources at these sites.
	Degraded shorelines have been identified and prioritized.	2019–2020	●	All degraded shorelines in Gatineau Park had previously been identified and prioritized. Four shorelines on Ontario urban lands were identified as requiring protection against erosion. A planting program along these shorelines will be implemented in 2019–2020.
	At least 25 percent of high-priority shorelines have been stabilized and restored.	2023–2024	○	Work toward this action has not yet begun.
<b>5.2</b>  Continue to establish riparian corridor zones within leased properties.	Each year, all new leases include riparian protection measures.	2023–2024	●	Tenants must follow farm management best practices in accordance with the Ontario Ministry of Agriculture, Food and Rural Affairs, and the regional conservation authorities, including maintaining a minimum three-metre buffer along water bodies, ponds, springs, ditches and/or watercourses.

ACTIONS	WHAT WILL SUCCESS LOOK LIKE?	DEADLINE	STATUS	RESULTS/COMMENTS
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## Goal 6: Sustainably Managed Lands and Forests

<b>6.1</b> Adopt and implement a forest strategy.	A forest strategy, which considers natural and cultural heritage values, and focuses on urban tree protection, has been adopted.	2019–2020		In partnership with the City of Ottawa and Ville de Gatineau, the NCC has acquired tree canopy data, which will be publicly available in fall 2019. These data will inform the forest strategy, which will be presented to the NCC Board of Directors for approval in fall 2020.
	At least 100,000 trees have been planted.	2020–2021		A total of 2,400 trees were planted in 2018–2019 at more than 15 sites. Tree planting projects are planned for more than 30 sites across NCC lands in 2019–2020.
<b>6.2</b> Control the spread of invasive plant species, in collaboration with regional stakeholders.	A coordinated approach to invasive species control has been adopted.	2020–2021		The NCC has been managing aggressive invasive alien species on its lands, and shares knowledge on an ongoing basis with the Ontario Invasive Plant Council and other interested partners. Work toward a coordinated approach has not yet begun.
<b>6.3</b> Promote the connectivity of ecosystems and natural habitats in the National Capital Region.	Potential corridors on, near and adjacent to NCC lands have been identified.	2023–2024		Potential corridors have been identified on Quebec urban lands, and in Gatineau Park and the Greenbelt. Corridors for Ontario urban lands have yet to be identified.
<b>6.4</b> Renew the Corporate Natural Resources Action Plan, which includes the improvement of biodiversity health on NCC lands.	The Corporate Natural Resources Action Plan has been renewed.	2018–2019		Funding for the Natural Resources Action Plan has been renewed in perpetuity, given the importance of this program for the NCC.
	At least 15 projects have been completed.	2022–2023		Nine projects were implemented under this program in 2018–2019. Projects included assessing rare and heritage trees on NCC lands, monitoring invasive species at Philippe Lake, monitoring indicators of ecosystem health and biodiversity, restoring monarch habitat and meadow habitat for pollinators, and mapping species at risk and invasive species.



## Goal 7: Healthy Wildlife Populations

<b>7.1</b> Adopt bird-friendly standards for building design and landscaping for federal buildings and lands, to reduce negative impacts on birds.	Bird-friendly standards have been adopted.	2019–2020		An NCC working group is developing the scope of this project and assessing potential standards. However, the timeline for this project may be delayed, as federal standards will become available only in summer 2019. The NCC will assess the bird collision risk of a portion of its current buildings in summer 2019.
	Each year, all new projects apply bird-friendly standards.	2023–2024		Work toward this action has not yet begun.
<b>7.2</b> Acquire and analyze ecological land classification data to identify and protect habitat of potential species at risk.	Data acquisition and analysis for designated natural areas have been completed.	2021–2022		Work toward this action has not yet begun.
	Data acquisition and analysis for other natural lands have been completed.	2023–2024		Work toward this action has not yet begun.
<b>7.3</b> Create a pollinator habitat landscape program.	Pollinator habitat guidelines have been adopted.	2020–2021		Research has been carried out and will be applied to develop the guidelines. Pollinators are being considered where opportunities exist. For example, over the coming year, areas affected by the emerald ash borer, in addition to being replanted with native trees, will be seeded with undergrowth species that are preferred by pollinators.
	The number of hectares of new pollinator habitat has increased.	2022–2023		The NCC, in partnership with the Canadian Wildlife Federation (CWF), has initiated the Greenbelt Pollinator Project, which will form part of CWF's larger Monarch Butterfly Initiative in Eastern Ontario.
<b>7.4</b> Develop guidelines to minimize wildlife mortality on roadways.	A research project has been completed to inform decision making regarding the impact of roads on wildlife.	2021–2022		Work toward this action has not yet begun.

ACTIONS	WHAT WILL SUCCESS LOOK LIKE?	DEADLINE	STATUS	RESULTS / COMMENTS
 <b>Goal 8: Sustainable Food</b>				
<b>8.1</b> Create a campaign to promote the production of local food on NCC lands.	A local food campaign has been launched.	2020–2021	●	The NCC has initiated a robust local food campaign aimed at connecting visitors with the Greenbelt's diverse agricultural offerings. The campaign incorporates both physical and digital components, including farm brochures and maps, social media postings and web content, the creation of a heritage farm interpretive trail, and the promotion of Greenbelt farmsteads at conferences and public events.
<b>8.2</b>  Develop a food strategy for urban lands to complement the Sustainable Agriculture and Food Strategy.	A food strategy has been completed.	2022–2023	○	Work toward this action has not yet begun.
	Five new partnerships have been established for implementing the urban food strategy.	2022–2023	○	Work toward this action has not yet begun.
<b>8.3</b> Enhance the conservation and quality of soil and water resources.	Five projects have been implemented that apply management best practices, are pilot or research projects, and include data acquisition and analysis of soil health and quality.	2023–2024	○	Work toward this action has not yet begun.
<b>8.4</b> Diversify farmlands covered by monoculture farming operations, and increase food production on existing Greenbelt farmlands.	An assessment of the food produced on NCC lands (type, quality and quantity, currently and potentially) has been completed.	2020–2021	●	The data for this assessment are available and will be compiled in a report in the 2020–2021 fiscal year.
	At least 200 hectares of existing Greenbelt farmlands have been converted for food production.	2021–2022	●	In 2017, 121 hectares at Orleans Fruit Farm were converted to food production from conventional cash crops (corn and soy beans). In 2018, an additional 202 hectares were converted for food production at Gourmet Acres. Further opportunities exist to convert Greenbelt farmlands for local food production, and these are being explored.
 <b>Goal 9: Connecting Canadians With Nature</b>				
<b>9.1</b>  Develop new partnerships with local organizations to deliver programs and initiatives that engage and educate citizens about nature and biodiversity conservation on NCC lands.	The number of volunteers, participants and visitors in NCC parks and green spaces has increased due to new partnerships.	2020–2021	●	The vision to establish the Greenbelt Nature Hub at the former Capital Golf Course is in its early stages. The NCC is currently assessing a concept plan, and meeting with interested stakeholders. The Hub could potentially offer space for research, education, camps, conferences and other nature-based programming.  New citizen science programs were developed with the Friends of Gatineau Park. Ninety volunteers participated in these programs in 2018–2019. New partnerships were also initiated with the Relais plein air du parc de la Gatineau, Loisir sport Outaouais and Événements nordiques Gatineau Nordic Events to help connect Canadians with nature.
<b>9.2</b>  Promote greater accessibility of Capital parks and green spaces by public transit.	An assessment of green space accessibility has been completed, and recommendations to increase accessibility by public transit have been proposed.	2021–2022	○	Work toward this action has not yet begun.
<b>9.3</b>  Work with partners and the private sector to install new bike share locations in NCC urban green spaces.	The number of bike share locations on NCC lands has increased.	2022–2023	●	The NCC, City of Ottawa and Ville de Gatineau will undertake a unified approach to offer this public service, with the City of Ottawa taking the lead role.
 <b>Goal 10: Safe and Healthy Communities</b>				
<b>10.1</b> Remediate the highest-priority sites on NCC lands, under the Federal Contaminated Sites Action Plan.	At least 1.5 hectares of land have been remediated.	2023–2024	●	All projects were in the planning phase during the 2018–2019 fiscal year. Remediation will begin in 2019–2020 for some projects. Other projects are subject to funding requests.
<b>10.2</b> Assess alternatives to the use of chemical pesticides on NCC lands with a view to revising existing policies and practices.	An assessment of pesticide use on NCC lands has been completed.	2020–2021	○	Work toward this action has not yet begun.
	The NCC pesticide policy has been revised.	2022–2023	○	Work toward this action has not yet begun.







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# Glossary

**Climate change adaptation:** Adjusting decisions, activities and thinking because of observed or expected changes in climate, in order to reduce harm or take advantage of new opportunities.

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

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

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

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

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

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

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

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

**Energy efficiency:** Refers to how effectively energy is being used for a given purpose. For example, performing a similar function or providing a similar (or better) level of service with less energy consumption on a per unit basis is considered an improvement in energy efficiency.

**Green demolition:** The process of dismantling a building in such a way as to ensure that as many of its elements as possible can be recycled or reused, rather than sent to landfills.

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

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

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

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

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

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

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

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

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

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

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

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

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

**Waste diversion:** The reduction, reuse and recycling of waste, leading to a reduction of waste being sent to the landfill.



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## Get Involved

Everyone in the National Capital Region has a role to play to build a greener and more sustainable National Capital Region. Whether you'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 sign up for our e-newsletter and find more information about our baselines and progress made. We welcome any and all feedback as to how the NCC's sustainability efforts might be strengthened or improved upon.

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

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

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

TTY: 1-866-661-3530 (toll-free)

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



## National Capital Commission

202–40 Elgin Street, Ottawa, Canada K1P 1C7  
Telephone: 613-239-5000 • Toll-free: 1-800-465-1867  
TTY: 613-239-5090 • Toll-free TTY: 1-866-661-3530  
Fax: 613-239-5063 • Email: [info@ncc-ccn.ca](mailto:info@ncc-ccn.ca)  
[www.ncc-ccn.gc.ca](http://www.ncc-ccn.gc.ca)

*Sustainable Development Strategy  
2018–2019 Annual Report*