

NATIONAL CAPITAL COMMISSION
COMMISSION DE LA CAPITALE NATIONALE

No.	2021-P137
To	Board of Directors
Date	2021-06-23

For	DECISION
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Subject/Title

Sustainable Development Strategy Annual Report, 2020–2021, National Capital Commission (NCC)

Summary

- As of March 31, 2021, the NCC made progress on 33 out of 36 actions and 68 out of 76 indicators in its Sustainable Development Strategy 2018-2023.
- For 18 of the 76 indicators, work has begun, but issues have arisen that have required the timeline for the completion of the project to be extended or will make it difficult to attain the target.
- Work has yet to begin for 8 of the 76 indicators.
- On December 1, 2020, the NCC became a designated entity under the *Federal Sustainable Development Act*. As such, beginning in 2023, the NCC will be required to contribute to and report on progress towards the Federal Sustainable Development Strategy (FSDS).
- The Sustainable Development Strategy annual report indicates where changes are being made to better align the implementation of the strategy with the Federal Sustainable Development Strategy and the Greening Government Strategy.

Risk Summary

- Some actions will be met on a delayed schedule.
- Implementation of some principles and actions in line with the FSDS will generate additional costs for projects, programs and operations.
- Medium and long-term liabilities will be created if the NCC doesn't integrate climate mitigation and adaptation measures to the management of its real estate portfolio, its projects, and its plans.

Recommendation

- That the Sustainable Development Strategy Annual Report 2020-2021 (Appendix 1) be approved.

Submitted by:

Kalen Anderson, Vice President, Capital Planning Branch

Signature

1. Strategic Priorities

- The [Plan for Canada's Capital 2017-2067](#) has three strategic directions all related to sustainability: a Meaningful Capital; a Picturesque and Natural Capital; and a Thriving and Connected Capital.
- For the 2021-2022 to 2025-2026 planning period, the following strategic directions, all of which are related to the Sustainable Development Strategy, will guide the NCC as it delivers its mandate:
 - Foster an inclusive and meaningful National Capital Region of national significance reflective of all Canadians, including Indigenous peoples, and all levels 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 NCC will concentrate its efforts on six priorities over this planning period. One of these is to provide leadership in achieving an environmentally sustainable and resilient National Capital Region and exemplary stewardship of federal lands and assets.
- The [Federal Sustainable Development Strategy](#) (FSDS) is the Government of Canada's primary vehicle for sustainable development planning and reporting. It sets out sustainable development priorities, establishes goals and targets, and identifies actions to achieve them. The NCC is now subject to the *Federal Sustainable Development Act* (see Section 3).
- 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 [Sustainable Development Strategy 2018-2023](#) was aligned with the FSDS 2019-2022. The FSDS sets out the Government of Canada's sustainable development priorities and outlines how Canada will support the environmentally focused Sustainable Development Goals of the United Nations 2030 Agenda for Sustainable Development.
- On December 1, 2020, the NCC became subject to the *Federal Sustainable Development Act*. As such, the NCC must develop a new Sustainable Development Strategy by 2023, which will be fully aligned with the FSDS 2022-2026, and report on progress annually to Parliament. The current strategy will remain in place until 2023.

- The Sustainable Development Strategy Annual Report 2020-21 outlines the progress made toward the 36 actions and 76 indicators in the strategy and indicates where changes are being made to better align the implementation of the current strategy with the FSDS and the Greening Government Strategy.
- To align with the federal strategies, the NCC will refocus the implementation of some of its actions (under Goal 2: Low Carbon Government) toward establishing a Net-Zero Climate-Resilient Real Property Portfolio Plan that will lay out a plan to achieve carbon neutral operations by 2050.

4. Options Analysis

- Since the NCC's Sustainable Development Strategy was approved in September 2018, the NCC has made progress on 33 of the 36 actions and 68 of the 76 indicators.
- For 18 of the 76 indicators, work has begun, but issues have arisen that have required the timeline for the completion of the project to be extended or will make it difficult to attain the target.
- Work has yet to begin for 8 of the 76 indicators.
- Some highlights of the progress made in 2020-2021 are:
 - Bird-Safe Design Guidelines were developed to reduce bird collisions with buildings.
 - An NCC Forest Strategy was developed for NCC lands.
 - The design of the new service, maintenance and storage building at Rideau Hall obtained Zero Carbon Building certification from the Canada Green Building Council.
 - 100 percent of eligible fleet vehicles purchased were zero-emission or hybrid vehicles.
- Priority projects for 2021-22 include a Climate Risk Assessment for NCC assets, operations and programs and planning for the development of a net-zero climate-resilient real property portfolio plan.
- The NCC will also begin planning for the development of the next Sustainable Development Strategy.

5. Financial Details

- In March 2021, the Sustainable Development Strategy obtained \$3.4M in funding through Budget 2020 to complete the implementation of the strategy over the next three years, better align the current strategy with FSDS and begin work on the development of a new strategy, to be launched in 2023.

6. Opportunities and Expected Results

- It is expected that the implementation of the realigned Sustainable Development Strategy 2018-2023 will be successful with the recently obtained funding and increased human resources.
- Planned projects, such as the net-zero climate resilient real property portfolio plan and the climate change risk assessment may offer potential for long-term cost

savings through the reduction of energy consumption and the integration of climate change resiliency into project planning.

- The feasibility of establishing a National Capital Foundation is being explored and could bring potential new funding for sustainability projects, such as tree planting projects.

7. Risks and Mitigation Measures

Risk	Likelihood	Impact	Planned Response
Some actions will be met on a delayed schedule.	Medium	Moderate	<ul style="list-style-type: none"> • New staff are being hired to assist with the implementation of the Sustainable Development Strategy over the next three years.
Implementation of some principles and actions in line with the FSDS will generate additional costs for projects, programs and operations.	Medium	Moderate	<ul style="list-style-type: none"> • Sustainability costs must be integrated into portfolio and project planning and project-specific capital funds must be sought from Treasury Board of Canada Secretariat. • New operational costs that arise from the Sustainable Development Strategy implementation must be identified and integrated into funding requests.
Medium and long-term liabilities will be created if the NCC doesn't integrate climate mitigation and adaptation measures to the management of its real estate portfolio, its projects, and its plans.	High	Major	<ul style="list-style-type: none"> • Ensure the integration of the Sustainable Development Strategy into all projects, programs and operations. • Identify opportunities for joint initiatives and strengthen internal and external engagement.

8. Consultations and Communications

- The annual report was drafted by various divisions and branches as the Sustainable Development Strategy is a corporate-wide initiative.
- Throughout the implementation of the Sustainable Development Strategy, the NCC consulted stakeholders, partners and experts, such as for the Forest Strategy and the Bird-Safe Design Guidelines.

- The NCC attends regular meetings with federal partners on various sustainability topics.
- The NCC is taking part in federal working groups to develop the FSDS 2022-2026. This will allow the NCC to ensure its contributions to the FSDS remain achievable and aligned with its mandate.

9. Next Steps

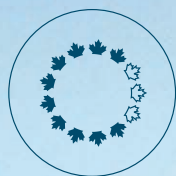
- Continue implementation of the realigned Sustainable Development Strategy 2018-2023 and onboard new staff members.
- Plan for, consult on, draft, and launch (through NCC Board approval as well as the required Parliamentary process) a new Sustainable Development Strategy that is fully aligned with the FSDS 2022-2026, as per the NCC's legal obligations under the *Federal Sustainable Development Act*.
- Explore reference level funding for ongoing *Federal Sustainable Development Act* commitments from Treasury Board Secretariat.

10. List of Appendices

Appendix 1 – Sustainable Development Strategy Annual Report 2020-2021

11. Authors of the Submission

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NATIONAL CAPITAL COMMISSION
COMMISSION DE LA CAPITALE NATIONALE

Sustainable Development Strategy

2020–2021 Annual Report

Canada

Message From the CEO

I am proud to present this year's report on the results of the National Capital Commission's (NCC) 2018–2023 Sustainable Development Strategy.

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

COVID-19 presented numerous challenges, but sustainability remained a key priority for us. In fact, we were not only able to continue our work to build a more sustainable National Capital Region, but we were also able to facilitate greater outdoor access during the pandemic, with programs such as the parkways pilot project and the expansion of the urban winter trails system. These initiatives gave us a glimpse at how promising a future with more emphasis on active mobility can truly be.

As evidence of the NCC's continued commitment to sustainability, in December 2020, we became one of only two Crown corporations to voluntarily sign on to the *Federal Sustainable Development Act*. The NCC will begin contributing to and reporting to Parliament on its progress toward the goals of this federal strategy, as legally required for a designated entity under the *Federal Sustainable Development Act*.

This year's report provides information about the progress we are making in the area of sustainable development. For example, we continue to reduce our greenhouse gas emissions, and we have completed our first forest strategy, which will help us streamline the management of trees and forests. Part of this strategy's long-term vision is to ensure that the trees and forests on federal lands in the Capital Region provide ecosystem services, enrich heritage and cultural landscapes, and promote health and well-being equitably for residents and visitors.

Significant waste diversion efforts remain a key priority through the management of key assets such as the Rideau Canal Skateway, and through the building demolition work we conduct on our lands.

Since we adopted our Sustainable Development Strategy, we can report that the organization has made tangible progress toward completing 33 out of 36 actions and, of the 76 indicators considered in the strategy, it has advanced 68.

I would like to thank our regional partners and stakeholders for their contributions to the successes you will read about here. I also want to commend the staff of the NCC for their ongoing dedication to the success of this strategy.



Tobi Nussbaum *Chief Executive Officer*

Cyclists in Gatineau Park.



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. It aims to show leadership, and promote collaboration among regional stakeholders.

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

This is the third annual report of the 2018–2023 Sustainable Development Strategy. It presents the NCC's progress since the launch of the strategy, and highlights actions and partnerships started in the 2020–2021 fiscal year. It also gives an overview of upcoming initiatives, and reflects on the challenges ahead.



NCC buildings on Sussex Drive.

Update on the Federal Sustainable Development Strategy

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

On December 1, 2020, the NCC became a designated entity under the *Federal Sustainable Development Act*, which provides the legal framework for the Federal Sustainable Development Strategy. This means that the NCC is now legally required to contribute to and report on progress toward the Federal Sustainable Development Strategy. In 2023, the NCC will table in Parliament a new Sustainable Development Strategy, 2023–2027. While the new strategy will be fully aligned with the 2022–2026 Federal Sustainable Development Strategy and the Greening Government Strategy, it will also reflect the NCC's unique mandate and position as a regional partner in building a more sustainable National Capital Region.

In 2020–2021, the NCC undertook a review of the Sustainable Development Strategy, 2018–2023, and has updated the way some actions will be implemented to better align with the new targets in the federal strategies. For example, the NCC will work toward a carbon neutral real property portfolio by 2050, by tracking energy use from its leased portfolio, implementing requirements for zero-carbon building construction, and developing a Net-Zero Climate-Resilient Real Property Portfolio Plan. This will help the NCC prepare to be a successful contributor to the federal strategies, while still fulfilling the goals of the Sustainable Development Strategy, 2018–2023. Over the coming year, the NCC will participate in the development of the 2022–2026 Federal Sustainable Development Strategy, and will begin the necessary preparations and consultations to develop a new NCC Sustainable Development Strategy.

Priorities

The NCC recognizes the crosscutting nature of environmental issues and their impact on the well-being of Canadians. The two priorities of the 2018–2023 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 strategy, the NCC will act as a leader jointly with its regional partners, which include all three levels of government, non-governmental organizations, community groups, businesses, NCC tenants and members of the public, to build a more sustainable National Capital Region.

Improving the built environment for human health

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

Skier on the SJAM Winter Trail.



An Exceptional Year

The year 2020 was like no other in recent history. The COVID-19 pandemic changed every aspect of daily life. Public health restrictions required people to change the way they work and play. Due to its mandate, the NCC had a unique opportunity to improve the lives of all people in the National Capital Region. It did so by keeping its assets open and increasing opportunities for outdoor recreation. Some programs that were launched to address the impacts of COVID-19 may have lasting impacts on sustainable development.



Active users enjoying a car-free parkway.

In spring 2020, the NCC launched pilot projects to give people more space to walk, bike, run and be outdoors safely. In April, the NCC dedicated a portion of the centrally located Queen Elizabeth Driveway for active use, seven days a week. This was followed by weekend openings of the Sir John A. Macdonald Parkway in the west of Ottawa, the Sir George-Étienne Cartier Parkway in the east, and three parkways in Gatineau Park in Quebec's Outaouais region. In total, this program provided 42 kilometres of space reserved for outdoor recreation throughout the region. Although the idea of using the parkways for more outdoor recreation had already been proposed in the Gatineau Park Master Plan, the parkways pilot project may help to hasten the move toward more active transportation options in the region. The program was extremely successful, with over 660,000 parkway visits between May and October, and a high satisfaction rate: 94 percent of visitors said they would use the parkways again if closed to vehicles, and nearly 40 percent of the comments received about the program indicated that it should continue. For this reason, the NCC is currently considering short- and long-term options to increase multi-modal use of the parkways that may be more ambitious than would have been considered in a pre-pandemic world.

During the winter, the NCC helped to increase multi-use winter trail offerings by more than 50 percent, thanks to partnerships with the Urban Winter Trails Alliance, Ville de Gatineau and the Centre de plein air du Lac-Leamy. Through these pilot projects, nearly 100 kilometres of groomed trails were made available for winter activities such as cross-country skiing, snowshoeing, fat biking and walking. This was in addition to the hundreds of kilometres of trails already available in Gatineau Park and the Greenbelt. Although increasing winter recreational offerings on the Capital Pathway network was proposed under the new Capital Pathway Strategic Plan, the need to get outside during the pandemic, especially in winter, helped launch successful partnerships that dramatically increased winter use of the pathways (by at least 33 percent in the case of the SJAM Winter Trail) in just one season. It is hoped that, post-pandemic, these partnerships will continue to provide more opportunities for the public to connect with nature in the National Capital Region.

It is undeniable that the COVID-19 pandemic presented enormous challenges, but every challenge also presents an opportunity. The hope is that the programs implemented by the NCC to overcome the challenges of COVID-19 will help make the National Capital Region a more sustainable place to live, play and visit, now and into the future.

Feature Stories



Hiker in Gatineau Park.

Protecting Forests and Birds on NCC Lands

The NCC's mandated role as steward of federal lands in the National Capital Region, coupled with its vast portfolio of buildings and lands, gives the organization a unique responsibility for protecting regional forests and wildlife. This year, the NCC undertook two projects to enhance the protective measures in place for forests and wildlife.

THE NCC FOREST STRATEGY

The NCC developed its first [Forest Strategy](#) to guide the management of forests and trees on NCC-managed lands. It provides a blueprint to make forests more diverse, connected and resilient, aligns our internal efforts, and prepares us to meet current and future challenges such as invasive species and climate change. Although the Forest Strategy looks at trees and forests in natural areas like the Greenbelt and Gatineau Park, it has a strong emphasis on urban areas. It will contribute to five overarching goals, which are to understand our trees and forests; protect the existing canopy cover; plant the right trees in the right place; manage for resilience, safety and efficiency; and engage with partners and the community. Under these goals, the NCC has identified 20 short-term actions that will be renewed every five years. The strategy also includes two important targets to protect the urban forest, which are to plant 100,000 trees and to maintain the tree canopy cover at 2017 levels by 2026.

THE NCC BIRD-SAFE DESIGN GUIDELINES

The NCC also developed [Bird-Safe Design Guidelines](#), which provide best practices for building, lighting and landscape design on federal lands in the National Capital Region. As urban development puts more pressure on wildlife habitat, it has come to light that collision with glass surfaces on and around buildings is the second-most common human-related cause of bird mortality. It is estimated that, in Canada, collisions kill 16 million to 42 million birds a year. The NCC can play an important role in reducing this problem by thoughtfully managing its real property portfolio, and by educating and collaborating with regional and federal stakeholders on federal land use and design approvals. The guidelines are in line with the Canadian Standards Association's national standard. The implementation of these guidelines will help ensure that future building projects on federal lands do not pose a threat to birds. The NCC is also assessing its existing buildings to find out if measures are required to reduce their threat to birds.



Artist's rendering of the potential development in the Albert District of LeBreton Flats, which includes the Library Parcel.

The NCC's First Zero-Carbon Building

Through its Greening Government Strategy, the Government of Canada has committed to attaining net-zero carbon emissions by 2050 for federal operations. Central to achieving this goal is eliminating emissions from buildings, since building electricity, heating and cooling account for a significant proportion of operational emissions. "Zero-carbon buildings" are highly energy-efficient buildings where the minimal building emissions that are produced are counterbalanced by the production or procurement of carbon-free renewable energy or high-quality carbon offsets. The Canada Green Building Council provides accreditation for such buildings through its [Zero Carbon Building Standard](#) and the Greening Government Strategy requires that all new federal buildings and major building retrofits meet this standard. In 2020–2021, at Rideau Hall, the NCC began construction on a new service, maintenance and storage building, the design for which achieved the zero carbon standard. The new building will be the Government of Canada's first zero-carbon building in the National Capital Region. The two-level building will be semi-conditioned, with tempered indoor temperatures in winter and no air conditioning in summer. This space will better serve the needs of the operations and maintenance team, while also reducing the NCC's overall carbon footprint. Over the next few years, the NCC will undertake a major assessment of its entire real property portfolio, and develop a Net-Zero Climate-Resilient Real Property Portfolio Plan, which will lay out a pathway to achieve net-zero emissions by 2050.


Sustainability and Social Equity in the Building LeBreton Project

The purpose of the NCC's Sustainable Development Strategy, 2018–2023, is to incorporate sustainability into all of the NCC's plans, policies, projects and operations, and to work with partners to develop a more sustainable and livable National Capital Region. These commitments are demonstrated in the development process for the [Building LeBreton project](#). In 2020–2021, the NCC partnered with the Canada Mortgage and Housing Corporation (CMHC) to ensure that the first development phase of the Building LeBreton project is a sustainable and socially inclusive project. Through this collaboration with CMHC's Federal Lands Initiative, the development of the [Library Parcel](#) at LeBreton Flats will include at least 180 affordable housing units where rent will be no more than 80 percent of median market rent for a minimum of 25 years. These units will also meet accessibility standards. In line with the Building LeBreton project's guiding principles, the development will also be one of the most sustainable building projects in Canada, delivering carbon neutrality at a building scale by focusing on highly energy-efficient buildings that use carbon-free renewable energy, carbon offsets or a combination of both. A successful development proponent for this project is expected to be selected by early 2022.

Progress in 2020–2021

As of March 2021, the NCC has made progress on 33 out of 36 actions and 68 out of 76 indicators. For 18 of the 76 indicators, work has begun, but 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. Work has yet to begin for 8 of the 76 indicators.

The following tables provide details of the progress made in the 2020–2021 fiscal year and an overview of work planned for the coming year, where applicable. The tables also indicate where changes are being made to better align the implementation of the strategy with the Federal Sustainable Development Strategy and the Greening Government Strategy.



*Pedestrians on the Rideau River
Eastern Pathway.*

Principles

The Sustainable Development Strategy was founded on six principles that were intended to change the way the NCC does business. After the second full year of the strategy's implementation, it is becoming clear that sustainability and the six principles have indeed become embedded into the NCC's work. This section provides examples of how the NCC is working collaboratively with internal staff and external partners, and engaging the public to create a more sustainable and equitable National Capital Region.

Collaboration

COMMITMENTS	ACTIONS IN 2020–2021
Work with regional municipalities, provincial and federal governments, academia, Indigenous peoples, and non-governmental organizations to identify common interests and leverage resources for projects.	<p>The NCC worked collaboratively with regional, provincial and federal partners on various sustainability themes this year, including reducing bird–building collisions, climate change and flood risk assessment, Ottawa's Official Plan, LeBreton Flats redevelopment, reducing greenhouse gas emissions, controlling invasive species, and maintaining recreational trails.</p> <p>Partners included Ontario conservation authorities, the Ville de Gatineau, City of Ottawa, Safe Wings Ottawa, FLAP Canada, Natural Resources Canada, Public Services and Procurement Canada (PSPC), Environment and Climate Change Canada, Treasury Board of Canada Secretariat, the Canadian Parks and Wilderness Society, Ottawa Mountain Bike Association, Gatineau Park Recreation Coalition, Relais plein air du parc de la Gatineau, Chelsea Trails, Club Oxygène, Friends of Gatineau Park, and the Urban Winter Trails Alliance.</p> <p>Other examples of collaboration for sustainable development include</p> <ul style="list-style-type: none"> • the Building LeBreton Public Advisory Group, which includes individuals from a diversity of groups with varying perspectives, and maintains a strong emphasis on sustainability, • the NCC's partnership with Thistledown Foundation to plant trees on NCC lands, and • the NCC's participation in several federal working groups related to greening government operations.
Build relationships and maintain an ongoing dialogue with Indigenous peoples.	<p>A dialogue between the NCC and Kitigan Zibi Anishinabeg and the Algonquins of Pikwakanagan has taken place or is ongoing on several projects and plans, including the Gatineau Park Master Plan, Victoria Island, the Building LeBreton project, the Remarkable Trees of Canada's Capital project and the NCC's Forest Strategy. The Building LeBreton project is also being implemented in consultation with the Algonquins of Ontario, the Algonquin Nation Secretariat and the Algonquin Anishinabeg Nation Tribal Council.</p>

Public Participation

COMMITMENTS	ACTIONS IN 2020–2021
Create a platform to collect comments on the strategy at any time, and reach out to the public, via a public consultation process, every three years.	<p>The NCC's second Sustainable Development Strategy newsletter was sent in July 2020. The Sustainable Development Strategy web page is regularly updated with new information about current projects and public consultations. The public can submit comments anytime via this web page.</p>
Use the NCC's Urbanism Lab and lands to host events that bring internal and external partners together for environmental engagement and capacity building.	<p>Although all events had to be virtual, the 2020–2021 season of the NCC's Urbanism Lab was a success. Over 1,427 online viewers participated in the following events:</p> <ul style="list-style-type: none"> • October 22, 2020, Waterfront planning: How to bring the water to everyone • November 26, 2020, Environmental justice from a planning perspective • December 9, 2020, Planning and the pandemic: The responses of cities to the COVID-19 pandemic • February 18, 2021, The importance of story and memory in placemaking and building an inclusive city.

Leadership

COMMITMENTS	ACTIONS IN 2020–2021
Identify financing streams for the implementation of this strategy, including a green fund and corporate partnerships.	Funding was set aside for the final three years of implementation of the Sustainable Development Strategy and the realignment of the strategy with the Federal Sustainable Development Strategy. The NCC is also exploring the feasibility of establishing a National Capital Foundation.
Convene an annual regional sustainability workshop.	An annual regional sustainability workshop took place virtually in July 2020 to discuss the recently acquired climate projections (see action 1.4) and identify potential joint initiatives to increase adaptation and resiliency for the National Capital Region.
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.	<p>In 2020–2021, the service, storage and maintenance building at Rideau Hall obtained certification under the Canada Green Building Council's Zero Carbon Standard for building design. This means that the building has been designed to require less energy than required under current Canadian building standards, and the energy it does use will be offset to make the building carbon neutral.</p> <p>Through the federal land use, design and transaction approval process, the NCC continues to work with proponents and federal partners to improve heritage conservation, sustainability and human health in the National Capital Region.</p> <p>The development process for the Library Parcel of the Building LeBreton project includes a requirement for net-zero carbon certification for the project, among other sustainable development criteria.</p> <p>The NCC conducts strategic environmental assessments (SEAs) for all its long-term plans to ensure that potential impacts on environmental, social and cultural elements are considered at all stages of plan development.</p> <p>The NCC was named one of Canada's Greenest Employers for various sustainability initiatives that engage staff and the public.</p>

Social Equity

COMMITMENTS	ACTIONS IN 2020–2021
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.	<p>Results of the geospatial study were compiled into a report that presents data about the distribution of five socio-economic categories, and explores some ways in which these data could be integrated into NCC plans, projects and programs.</p> <p>Currently, the development process for the Library Parcel of the Building LeBreton project includes a significant affordable housing requirement, which will help increase social equity within the National Capital Region.</p>
Revise the project management process and prioritization tools to include social equity.	A revision of the project management process was initiated, but is not yet completed.
Provide training for NCC staff on how to assess and enhance social equity in plans, projects and programs.	Training for NCC staff is under development. The NCC has launched a Diversity and Inclusion Committee which, in collaboration with the GBA+ centre of expertise, is exploring ways to integrate social equity into NCC plans, projects and programs. For example, the GBA+ committee is developing gender-inclusive design guidelines for internal and external projects.

Natural Capital in Decision Making

COMMITMENTS	ACTIONS IN 2020–2021
Adopt a method for natural capital accounting.	The NCC has not yet adopted a method for natural capital accounting. The NCC continues to follow the Public Sector Accounting Board's periodic review and update of public sector accounting standards. The NCC supports the inclusion of natural capital in public sector decision making, and will continue to participate in stakeholder consultations as opportunities arise.
Revise the project management process and prioritization tools to include natural capital values.	A revision of the project management process was initiated, but is not yet completed.
Communicate the importance of the ecosystem services provided by NCC green spaces, and provide training for NCC staff on natural capital.	The NCC continues to inform the public about the importance of protecting natural habitats and green spaces to maintain the ecosystem services they provide the National Capital Region and its residents. This year, the NCC also promoted the use of its green spaces for physical and mental health during the COVID-19 pandemic.

Transparency and Accountability









COMMITMENTS	ACTIONS IN 2020–2021
Report on progress via the NCC's annual report, website and social media, and through the <i>Federal Sustainable Development Act</i> reporting process.	<p>The NCC's Sustainable Development Strategy website has been expanded. It now shows progress for each action, and is updated with new information as milestones are met.</p> <p>Several posts have been made on social media platforms to report on various aspects of the strategy.</p> <p>The NCC will be required to report via the <i>Federal Sustainable Development Act</i> starting in 2023–2024.</p>
Address failures by making changes to the Sustainable Development Strategy's implementation plans, as necessary.	The NCC conducted a mid-term review of the Sustainable Development Strategy, which considered the impacts of becoming a designated entity under the <i>Federal Sustainable Development Act</i> and the resources required to implement the remaining actions of this strategy and the new strategies, policies and guidelines adopted as part of this strategy. As a result, funds were set aside to support the full implementation of the current Sustainable Development Strategy, while also allowing the NCC to prepare to be a successful contributor to the Federal Sustainable Development Strategy.







Actions and Indicators (see pages 10 to 18)

LEGEND

-  This action is complete or is on track for the target to be met on time.
-  Work toward this action has begun, but issues have arisen that have delayed the project beyond its deadline, 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.

Goal 1: Effective Action Against Climate Change

ACTIONS	WHAT WILL SUCCESS LOOK LIKE?	DEADLINE	STATUS	RESULTS/COMMENTS
1.1  Promote sustainable transportation and mobility in the National Capital Region.	The Capital Pathway Strategic Plan has been renewed.	2019–2020		The Capital Pathway Strategic Plan was approved in October 2020. Final public consultations showed strong support for the plan's actions and recommendations. The Capital Pathway will be a multi-use network, providing safe and equitable opportunities to people of all ages and abilities. It will showcase key points of interest, offer a high-quality user experience and support active mobility.
	The Parkways Policy has been renewed.	2020–2021		This policy is being revised, and is anticipated to be approved in 2022. It will respond to the paradigm shift in the function of parkways from roadways for motor vehicles to spaces for people and active mobility. The focus will be on ensuring a high-quality experience and safe places for people, with slower speeds and safer crossings for pedestrians and cyclists.
	The regional sustainable transportation and mobility strategy has been renewed.	2023–2024		As part of phase three of a four-phase sustainable transportation study, the NCC is developing and assessing baseline and alternative future scenarios for 2050. This plan will help guide the development of a strategy for sustainable transportation in the region. Public engagement is planned for late spring 2021.
1.2  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 origin-destination survey planned for 2020–2021, as part of a collaborative effort between the NCC, City of Ottawa and Ville de Gatineau, was postponed due to COVID-19. The study will be launched when regular working conditions resume. It is anticipated that commuting patterns around federal employment nodes will change drastically as a result of a post-pandemic increase in teleworking. The NCC will use the results of PSPC's Roadmap to Low-Carbon Federal Operations in the National Capital Region to identify opportunities in the commuting sector.
	The percentage of private vehicle use for travel to/from work in federal employment nodes has decreased, based on a 2020 baseline.	2023–2024		As noted above, the origin-destination survey and the Roadmap to Low-Carbon Federal Operations will be used to assess opportunities to promote balance in terms of job, housing and services around federal employment nodes.
1.3 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 March 2021, 30.1 hectares of surplus brownfield sites and sites adjacent to transit nodes are slated for development. A total of 16.3 hectares of surplus NCC brownfield (or contaminated) sites adjacent to transit nodes have been sold for the development of the City of Ottawa's light rail transit and bus rapid transit projects. Remediation of these sites will take place as required. The LeBreton Flats Master Concept Plan was approved in 2020–2021. This plan ensures that the most significant portion of the contamination located in the Parks District (12.7 hectares) will be managed "on-site," in line with provincial directions. The rest of the plan will be implemented over time, with the NCC currently seeking proposals for sustainable development of the 1.1-hectare Library Parcel.

ACTIONS	WHAT WILL SUCCESS LOOK LIKE?	DEADLINE	STATUS	RESULTS / COMMENTS
1.4  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		In collaboration with the Standards Council of Canada, the NCC began a research study to evaluate the risks of climate change impacts on the Rideau Canal Skateway, using the climate projections for the National Capital Region acquired in 2019–2020. This study will provide recommendations regarding adaptation measures for this iconic facility.
	A research study for NCC assets, programs and services has been completed.	2020–2021		The climate change projections for the National Capital Region , which were acquired and analyzed in 2019–2020, will be used to complete a risk and vulnerability assessment for NCC assets, programs and services. The project was delayed due to limited internal capacity, but is scheduled to begin in summer 2021.
	A climate change adaptation and resiliency plan has been completed.	2022–2023		The climate change projections and risk and vulnerability assessment on NCC assets, programs and services (see above) will inform the creation of a climate change adaptation and resiliency plan.
	All NCC projects integrate climate change adaptation.	2023–2024		The impacts of climate change and the need to adapt to it are being considered in more and more projects at the NCC. The climate change projections acquired in 2019–2020 will facilitate the integration of climate change adaptation into more projects and plans. Some examples of plans and projects that considered climate change adaptation in 2020–2021 include the Gatineau Park Master Plan, the Westboro Beach Pavilion, the Rideau Hall service maintenance and storage building (see action 2.4), and the Capital Pathway Strategic Plan, which includes guidelines for integrating flood resilience into pathway design and moving pathways out of flood plains.
1.5 Install electric vehicle charging stations at NCC parking lots.	There are at least 10 electric vehicle charging stations on NCC properties.	2021–2022		Six additional charging stations were installed on NCC lands in 2020–2021. There are now 12 charging stations on NCC properties: one of these is for public use, and the rest are for NCC fleet and staff vehicles. The NCC recently launched a request for letters of interest to install 20 additional electric charging stations for public use on NCC lands.









Goal 2: Low-Carbon Government

ACTIONS	WHAT WILL SUCCESS LOOK LIKE?	DEADLINE	STATUS	RESULTS / COMMENTS
2.1 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		<p>To date, 19 percent of NCC-owned energy-consuming buildings have been audited.</p> <p>In the official residences portfolio, 89 percent of the energy-consuming buildings have been audited to date. The remaining buildings will be audited in 2021–2022.</p> <p>In the residential-agricultural portfolio, 13 percent¹ of the buildings have been audited. Energy audits have yet to begin on buildings in the commercial portfolio.</p> <p>Although this target will be met on a delayed timeline, funds have been set aside to complete energy audits on the remaining buildings in the residential-agricultural and commercial portfolios over the next two years.</p>
2.2 Integrate a greenhouse gas emissions analysis into renovation and construction projects considering best practices guidelines for heritage buildings and sites. ²	A methodology for analyzing greenhouse gas emissions has been adopted.	2020–2021		To align this action with the Greening Government Strategy, the NCC will begin work on a Net-Zero Climate-Resilient Real Property Portfolio Plan. This plan will outline a series of measures to reduce emissions from real property. Each project will require a greenhouse gas emissions analysis to assess the potential greenhouse gas reductions and return on investment. The analysis could also provide compatible strategies and potential interventions specific to heritage assets.
	At least 75 percent of projects are integrating greenhouse gas emissions analysis.	2021–2022		<p>Although work is yet to begin on the Net-Zero Climate-Resilient Real Property Portfolio Plan, the NCC has already designed one new building to meet the Canada Green Building Council's Zero Carbon Standard: the new service, maintenance and storage building at Rideau Hall (see page 5). Another is planned for design in 2021–2022 (the Westboro Beach Pavilion).</p> <p>New building proposals for commercial properties on NCC lands are also required to integrate emissions reductions and sustainable design.</p>

¹ The 2019–2020 annual report mistakenly reported the percentage of buildings audited in the residential-agricultural portfolio as 27 percent. This was the number of buildings audited, not the percentage. The percentage of buildings audited should have been reported as 11 percent.





² https://www.historicplaces.ca/media/49493/resilience_en_june%202016.pdf and <https://www.historicplaces.ca/media/18072/81468-parks-s+g-eng-web2.pdf>

ACTIONS	WHAT WILL SUCCESS LOOK LIKE?	DEADLINE	STATUS	RESULTS/COMMENTS
2.3 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	✓	To align with the Greening Government Strategy, in 2020–2021, with support from Natural Resources Canada, the NCC began tracking building energy using RETScreen Energy Management Software. In 2021–2022, in addition to tracking emissions from buildings and lands over which it has total operational control, the NCC will begin to track emissions from its leased properties.
	The NCC has reduced its scope 1 and 2 CO ₂ equivalent emissions by 40 percent, compared with a 2005 baseline.	2030–2031	✓	The NCC reduced its emissions from buildings and lands over which it has total operational control by 51 percent in the 2019–2020 fiscal year, compared with a 2005–2006 baseline. Of this reduction, eight percent is due to changes in NCC operations, and the other 43 percent is due to the decarbonization of the Ontario and Quebec energy grids. The NCC is now calculating its emissions for 2020–2021.
2.4 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	!	To align this action with the Greening Government Strategy, the NCC will begin work on a Net-Zero Climate-Resilient Real Property Portfolio Plan. This plan will outline a series of measures to reduce emissions from real property, including, for example, real property optimization, energy efficiency improvements, SMART building technology, building recommissioning, deep retrofits and fuel switching. This plan could also identify and tailor options to be compatible with heritage assets.
2.5 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	✓	In 2020–2021, 100 percent of eligible fleet vehicles purchased were zero-emission or hybrid vehicles. The NCC added two plug-in electric hybrid vehicles and three zero-emission vehicles to its fleet. Zero-emission and hybrid vehicles currently account for 19 percent of NCC fleet vehicles.
2.6 Launch a green procurement policy for services and goods.	A green procurement policy, which includes life cycle analysis, has been adopted.	2020–2021	—	The NCC continues to work with clients to identify environmental considerations in procurement processes and purchase sustainable goods and services. For example, additional environmental criteria were added to major land maintenance contracts, electric vehicles were purchased, and a request for information was launched to install charging stations in NCC parking lots. In 2021–2022, the NCC will update its green procurement guidelines considering Green Government Strategy requirements to include criteria that address the reduction of greenhouse gas emissions, sustainable plastics and broader environmental benefits.
2.7 Invest in measures to support low-carbon forms of transportation to reduce emissions from employee commuting and business travel.	CO ₂ emissions from business travel by NCC staff and executives are being tracked.	2020–2021	—	Tracking of emissions from business travel has been delayed due to COVID-19.
	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	✓	Due to COVID-19, there were no staff engagement events to encourage sustainable commuting in 2020–2021, and a survey of staff commuting habits planned for this year was not completed. During the pandemic, teleworking and virtual meetings became the norm. This is likely to affect emissions from employee commuting post-pandemic. The NCC is planning to update its head office with a view to creating a central resource hub, a place for collaboration, team building and formal business activities that would support a more flexible, autonomous and varied office environment.
	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 currently has two electric bikes and ten zero-emission or hybrid vehicles, which provide low- or zero-carbon options for staff commuting trips. The number of local business trips taken by staff was significantly reduced during the pandemic, and this trend is likely to continue with more people working from home permanently.

ACTIONS	WHAT WILL SUCCESS LOOK LIKE?	DEADLINE	STATUS	RESULTS/COMMENTS
2.8  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 building demolitions that took place on NCC lands since 2020–2021 diverted at least 90 percent of non-contaminated waste from landfills. For other types of demolitions (e.g. road maintenance), an average of 71 percent of non-contaminated waste was diverted 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		The waste diversion rate for the 2021 skating season was 91 percent. Despite the NCC's past efforts at waste diversion, which have included making recycling and compost bins with proper signage available along the length of the Skateway, having a volunteer Green Team on-site to help the public sort their waste, and working with concessionaires to use compostable dishes and cutlery, the contamination rate (the amount of non-recyclable and non-compostable materials) in the recycling and compost bins is generally so high that they are not accepted at recycling and compost facilities. For this reason, all Skateway waste is sorted post-collection to ensure that recyclable and compostable materials are diverted from landfills.
	Each year, a minimum of 60 percent of waste from NCC offices is diverted from landfills.	2019–2020		No waste audits were completed in 2020–2021 due to COVID-19, but previous waste audits for NCC headquarters at 40 Elgin Street have indicated that this target is being met.
	Each year, a minimum of 50 percent of the waste from major events on NCC lands is diverted from landfills.	2019–2020		No major events took place on NCC lands in 2020–2021 due to COVID-19. To date, waste diversion rates have typically been lower than 50 percent. The NCC will work with event planners to build capacity for waste diversion.
	Each year, a minimum of 60 percent of the waste along the Rideau Canal corridor is diverted from landfills.	2023–2024		An initial assessment found that dog waste makes up a significant proportion of the waste in NCC urban parks. The NCC is currently exploring the feasibility of implementing a dog waste diversion program along the Rideau Canal corridor.



Goal 3: Modern and Resilient Infrastructure

ACTIONS	WHAT WILL SUCCESS LOOK LIKE?	DEADLINE	STATUS	RESULTS/COMMENTS
3.1 Adopt stormwater management guidelines to reduce impacts on water quality and quantity.	Stormwater management guidelines have been adopted.	2019–2020		Stormwater management guidelines were completed in 2019–2020 and are still being reviewed for their application under provincial legislation.
	All new projects apply stormwater management guidelines.	2023–2024		The guidelines will be implemented as new projects or retrofits arise.
3.2  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		<p>This project has been delayed due to data availability. In 2020–2021, the NCC worked to acquire updated flood plain data for the National Capital Region from the Ville de Gatineau and Ontario conservation authorities. In 2021–2022, these data will be used to assess the current flood risk to NCC assets, operations and programs. The NCC will also explore how the impacts of climate change will affect future flood risk.</p> <p>The NCC also created a flood monitoring dashboard that amalgamates several sources of data relevant to flooding into a single user-friendly platform. This tool will help staff assess, predict and better respond to flooding events.</p>



Goal 4: Clean Energy

ACTIONS	WHAT WILL SUCCESS LOOK LIKE?	DEADLINE	STATUS	RESULTS/COMMENTS
4.1 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.
4.2 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		Under PSPC's Energy Services Acquisition Program, in spring 2021, work will begin to connect 14 NCC buildings along Sussex Drive, George Street and York Street to the new federal district energy system. The new Ottawa Public Library and Library and Archives Canada joint facility at LeBreton Flats plans for a connection to the district energy system.












Goal 5: Pristine Lakes and Rivers

ACTIONS	WHAT WILL SUCCESS LOOK LIKE?	DEADLINE	STATUS	RESULTS/COMMENTS
5.1 Prioritize and restore degraded shorelines along watercourses and lakes on NCC lands to improve ecosystem function.	An assessment of threatened archaeological legacy on NCC shorelines has been completed.	2021–2022		The assessment and rescue of archaeological legacy along NCC shorelines is ongoing. This is a long-term project to investigate all NCC shorelines, a small portion of which have been assessed to date. In 2020, Phase 2 of this project focused on 15 pre-contact archaeological sites on the Ottawa River shorelines. This work was accompanied by limited rescue excavations at one site at Leamy Lake. The completion of this project will exceed the deadline of 2021–2022.
	Degraded shorelines have been identified and prioritized.	2019–2020		The identification and prioritization of degraded shorelines on all NCC lands is nearly complete. However, given the recurring impacts of flooding and changes in land use, work toward this action will remain an ongoing process.
	At least 25 percent of high-priority shorelines have been stabilized and restored.	2023–2024		On Ontario urban lands, over 875 metres of degraded shorelines have been restored. Restoration projects in 2020–2021 included Victoria Island, sites along the Rideau River and sites along the Ottawa River, such as at the Portage Bridge, along the Sir John A. Macdonald Parkway, the Britannia pathway wall, and the Blair Road boat launch. A literature review was also conducted, which will help establish best management practices for riparian buffer enhancement and restoration. In the Quebec urban lands portfolio, shorelines along the Gatineau River and Ottawa River, and at Leamy Lake will be restored in 2021–2022. All high-priority shorelines in the official residences portfolio have been restored.
5.2 Continue to establish riparian corridor zones within leased properties.	Each year, all new leases include riparian protection measures.	2023–2024		Agricultural 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. For all other types of lease, riparian protection measures are required for any projects undertaken on lands adjacent to shorelines.




Goal 6: Sustainably Managed Lands and Forests

ACTIONS	WHAT WILL SUCCESS LOOK LIKE?	DEADLINE	STATUS	RESULTS/COMMENTS
6.1  Adopt and implement a forest strategy that considers natural and cultural heritage values, and focuses on urban tree protection.	A forest strategy, which considers natural and cultural heritage values, and focuses on urban tree protection, has been adopted.	2019–2020		The NCC's first forest strategy was launched in April 2021. It includes a five-year action plan that identifies 20 actions and two targets, which will improve the way the NCC manages trees and forests.
	At least 100,000 trees have been planted.	2022–2023		<p>In 2019–2020, it was reported that this action would not be achieved. However, the development of the NCC's first forest strategy helped show that this action is achievable, though on a longer timeline.</p> <p>An exercise was completed which identified and prioritized potential sites for planting 100,000 trees on NCC lands by 2026. Dedicated staff have been assigned to implement the Forest Strategy, and several potential partnerships are being explored to fund tree planting projects.</p> <p>Nearly 20,000 trees have been planted at various sites on NCC lands since 2014, when the NCC began a program to replace trees affected by the emerald ash borer. Tree planting projects that took place in 2020–2021 include the following:</p> <ul style="list-style-type: none"> • 45 large trees were planted along Trail 27 in Gatineau Park • 300 small trees were planted at the Moore Farm, in collaboration with students from La Cité • 1,000 seedlings were planted on various small sites in the Greenbelt • One commemorative tree was planted in Confederation Park. <p>A partnership with Thistledown Foundation has been established to plant over 1,200 trees, beginning in 2021–2022.</p>
6.2  Control the spread of invasive plant species, in collaboration with regional stakeholders.	A coordinated approach to invasive species control has been adopted.	2020–2021		<p>A formalized, coordinated approach to invasive species management is yet to be adopted with regional stakeholders. However, the NCC remains active in controlling invasive species on its lands. Invasive species control is conducted annually as part of regular land management activities, and is also conducted through a series of volunteer projects.</p> <p>In 2020–2021, five colonies of invasive Japanese knotweed were manually removed over an area of 900 square metres in Hampton Park. The Friends of Hampton Park will help monitor the area to ensure project success. In Gatineau Park, a 75-square-metre area of lesser periwinkle was controlled, in collaboration with the Friends of Gatineau Park, and a project to control dog-strangling vine at two sites is ongoing. The ongoing rehabilitation of the Parliament Hill Escarpment, in partnership with PSPC, includes removing invasive species and planting native species.</p>
6.3  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		Ecological corridors were identified in the newly adopted Gatineau Park Master Plan. An action plan to protect those corridors is in development, involving several regional stakeholders, including local land trust organizations.
6.4 Renew the Corporate Natural Resources Action Plan, which includes the improvement of biodiversity health on NCC lands.	The Corporate Natural Resources Action Plan has been renewed.	2018–2019		This action is complete. Funding for the Corporate 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		Since 2018, 21 projects have been completed under this program. Six projects were completed in 2020–2021. Projects included ecosystem health monitoring, research on species at risk, control of invasive species, the development of pollinator habitat guidelines and a scientific study on tick management.




Goal 7: Healthy Wildlife Populations

ACTIONS	WHAT WILL SUCCESS LOOK LIKE?	DEADLINE	STATUS	RESULTS/COMMENTS
7.1 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	✓	The NCC's Bird-Safe Design Guidelines were approved, and are publicly available on the Sustainable Development Strategy web page. The guidelines provide best practices for building, lighting and landscape design, and will be applied to projects on federal lands in the National Capital Region. The guidelines are in line with the Canadian Standards Association's standard on bird-friendly building design and the City of Ottawa's Bird-Safe Design Guidelines.
	Each year, all new projects apply bird-friendly standards.	2023–2024	✓	The newly approved NCC Bird-Safe Design Guidelines can now be applied to all projects. In addition, the NCC continues to assess the risk that its current buildings pose to birds. Additional pilot projects will be implemented to address lethal and high-risk buildings.
7.2 Acquire and analyze ecological land classification data to identify and protect habitat of potential species at risk.	Data acquisition and analysis for designated natural areas have been completed.	2021–2022	✓	This project has been updated, and will now use a mix of ecological land classification, remote sensing and geographic information systems to map and assess habitat attributes, in order to identify and protect habitat and species of conservation concern. Various external and internal data sources are currently being acquired to classify natural areas. These data will provide a more detailed analysis than ecological land classification alone, and will be more cost-effective.
	Data acquisition and analysis for other natural lands have been completed.	2023–2024	—	Work toward this action has not yet begun.
7.3 Create a pollinator habitat landscape program.	Pollinator habitat guidelines have been adopted.	2020–2021	!	NCC biologists have begun reviewing landscape plans to ensure the use of native species and the inclusion of pollinator-friendly species in landscaping and landscape design projects. Guidance was created for site restoration projects regarding the preferred native seed mix for creating pollinator habitat. This guidance will be used to restore natural areas after demolition projects, and will also inform the creation of more formalized NCC guidelines on pollinator habitat.
	The number of hectares of new pollinator habitat has increased.	2022–2023	✓	In 2020–2021, the Goldenrod Community Garden was established. This 246-square-metre garden includes species that are attractive to pollinators. Since 2018, a total of 11 nature restoration projects have been undertaken after building demolitions to create pollinator habitat in the Greenbelt. A total of 3.2 hectares of pollinator habitat have been established since 2018.
7.4  Develop guidelines to minimize wildlife mortality on roadways.	A research project has been completed to inform decision making regarding the impact of roads on wildlife.	2023–2024	✓	A multi-year research agreement with Carleton University was signed to monitor and study the impacts of roads in natural areas of the Greenbelt.



Goal 8: Sustainable Food







ACTIONS	WHAT WILL SUCCESS LOOK LIKE?	DEADLINE	STATUS	RESULTS/COMMENTS
8.1 Create a campaign to promote the production of local food on NCC lands.	A local food campaign has been launched.	2020–2021	✓	The local food campaign , launched in 2018, is ongoing. Efforts in 2020–2021 included an interactive farm map on the NCC website, featuring profiles of the various farms that provide local food.
8.2  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.
8.3 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	✓	In 2020–2021, the NCC assisted one Greenbelt farm to transition to organic farming. Since 2018, lands on six Greenbelt farms have been converted to organic cultivation, which not only improves soil and water quality, but also increases local food production and climate resiliency. These farms include Ottawa Farm Fresh, Beet Box, Greta's Organic Gardens, Backyard Edibles, Mike's Garden Harvest and Ekoroot Farm.
8.4 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	!	In 2019, the NCC conducted a survey of NCC farmlands to assess farming types. Follow-up surveys to assess the food produced on NCC lands were planned for 2020–2021, but were delayed due to COVID-19.
	At least 200 hectares of existing Greenbelt farmlands have been converted for food production.	2021–2022	✓	In 2020, 67 hectares of Greenbelt farmlands were converted to food production. This brings the total area of farmlands converted to food production to 528 hectares.



Mike's Garden Harvest: A community-focused sustainable farm in the Greenbelt.






Goal 9: Connecting Canadians With Nature

ACTIONS	WHAT WILL SUCCESS LOOK LIKE?	DEADLINE	STATUS	RESULTS/COMMENTS
9.1  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		In the Ontario urban lands portfolio, a partnership was established with the Friends of Hampton Park to help control invasive Japanese knotweed, after a 2020 restoration project in Hampton Park. As part of an ongoing partnership with the Friends of Maplelawn Garden, 35 volunteers conducted garden rehabilitation and maintenance at Maplelawn Garden National Historic Site. Despite COVID-19, many volunteers gave their time to help the NCC conduct nature conservation activities in 2020–2021: <ul style="list-style-type: none"> • 30 citizen science volunteers tracked animal trails in Gatineau Park this winter • 67 volunteers conducted common loon and monarch butterfly surveys • 7 volunteers helped the Friends of Gatineau Park control invasive species • 79 volunteers helped maintain Gatineau Park trails • 30 volunteer patrollers helped keep trails safe in Gatineau Park this winter • 15 volunteers “adopted a trail” in Gatineau Park, checking its maintenance status, reporting observations and educating users.
9.2  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		The new Gatineau Park Master Plan, which was approved in 2020–2021, seeks to improve equitable access to the Park and the quality of the user experience, as well as to reduce the impact of motor vehicles. The NCC has been involved in several consultations with the City of Ottawa on transit projects that would improve transit access to the Greenbelt. The Barrhaven light rail transit extension and the Blair bus rapid transit would both provide rapid transit stations adjacent to the Greenbelt.
9.3  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		There is currently no bike share program in place in the National Capital Region. The NCC remains supportive of such a program being deployed on its lands, and will seek to spearhead the development of a regional bike share program operated by both cities.



Goal 10: Safe and Healthy Communities

ACTIONS	WHAT WILL SUCCESS LOOK LIKE?	DEADLINE	STATUS	RESULTS/COMMENTS
10.1 Remediate the highest-priority sites on NCC lands, under the Federal Contaminated Sites Action Plan.	At least 1.5 hectares of land have been remediated.	2023–2024		Work continues to remediate the NCC's highest-priority contaminated site: Victoria Island. Thus far, 1.13 hectares of land have been remediated. In 2021–2022, it is anticipated that an additional 1.09 hectares will be remediated.
10.2 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		To help revise its pesticide policy, the NCC assessed the pesticides used on its lands, and completed a literature review on the environmental and health impacts of various pesticides, the pesticide policies of other jurisdictions, and alternatives to chemical pesticides.
	The NCC pesticide policy has been revised.	2022–2023		A set of recommendations will be developed based on the review of pesticides used on NCC lands and best management practices. These recommendations will be used to revise the pesticide policy.

*Hikers on the boardwalk
at the Mer Bleue Bog.*



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.

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

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

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

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 (N₂O), methane (CH₄) and especially carbon dioxide (CO₂) 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.

zero-carbon building: A highly energy-efficient building where the minimal building emissions produced are counterbalanced by the production or purchase of carbon-free renewable energy or high-quality carbon offsets.

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.

Stay Connected

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


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

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The Alexandra Bridge on the Ottawa River, viewed from the Ottawa Locks at the entrance to the Rideau Canal.

National Capital Commission

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