



NATIONAL CAPITAL COMMISSION
COMMISSION DE LA CAPITALE NATIONALE

Sustainable Development Strategy

Annual Report 2021–2022



Canada

Message From the CEO

I am proud to present the 2021–2022 Annual Report on the results of the National Capital Commission's (NCC) 2018–2023 Sustainable Development Strategy.

As the principal steward of federal lands and some of the most spectacular natural assets in the National Capital Region, the NCC has a crucial role to play in building a climate-resilient Capital. Our Sustainable Development Strategy outlines the actions we are taking to protect our assets and adapt our programs in the face of climate change.

While the NCC has long embraced environmentally sound practices, these imperatives are now a driving force in our decision-making. Guided by the vision of our Board of Directors, we have identified national leadership in achieving a climate-resilient Capital as a key corporate priority and we are one of only two federal Crown Corporations that voluntarily signed on to the *Federal Sustainable Development Act*. As an organization, we are wholly committed to building a culture of sustainability where staff and volunteers integrate environmental sustainability in everything they do.

This year's progress report highlights the projects that are advancing our ambitious goals. This includes the completion of a climate vulnerability and risk assessment, a key project that will help us define the climate impacts that pose the greatest risk to our assets and operations and identify how we can adapt.

Additionally, we are making important progress in reducing greenhouse gas emissions by banning the use of gas-powered small tools on NCC lands—becoming the first jurisdiction in Canada to enact such a blanket policy. This decision helps to advance our goal of reducing operations emissions completely by 2050.

Since the initial launch of the NCC's Sustainable Development Strategy, we can proudly report that the organization has made progress toward completing 34 out of 36 actions and it has advanced 64 of the 76 indicators. This progress simply wouldn't be possible without the dedication of our staff and collaboration of our partners and stakeholders.

The climate crisis is a clear example of a global challenge that demands regional, national, and world-wide collaboration. International reports on climate change consistently signal that urgent action is needed and the Government of Canada has adopted a whole-of-Canada approach to mitigate climate impacts and increase Canada's resiliency to climate change. It is within this context that the NCC is seeing results from our ambitious initiatives and remains deeply committed to doing our part in close collaboration with partners across the National Capital Region.

In fact, work is already underway to develop our 2023–2027 Sustainable Development Strategy that will guide the NCC's ongoing journey. Future priorities will include reducing energy consumption in our buildings, integrating climate adaptation actions in our asset management, projects, and programs, and advancing sustainable procurement practices.



Tobi Nussbaum *Chief Executive Officer*



Introduction

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

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

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



Progress Under the Federal Sustainable Development Strategy

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

On December 1, 2020, the NCC became a designated entity under the *Federal Sustainable Development Act*, which governs the FSDS. This means that the NCC is now legally required to contribute to the federal strategy and report on its progress. In 2023, the NCC will table in Parliament a new sustainable development strategy for 2023–2027. The new strategy aligns with the 2022–2026 FSDS and the Greening Government Strategy, and will also reflect the NCC's unique mandate and position as a regional partner in building a more ecologically sustainable and climate-resilient National Capital Region.

The NCC has already begun developing its 2023–2027 sustainable development strategy. This process includes consultation with internal and external stakeholders. A first draft of this strategy will be presented to the NCC Board of Directors in winter 2023, and the general public will be able to submit comments in spring 2023.

Buildings on Sussex Drive

Priorities

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

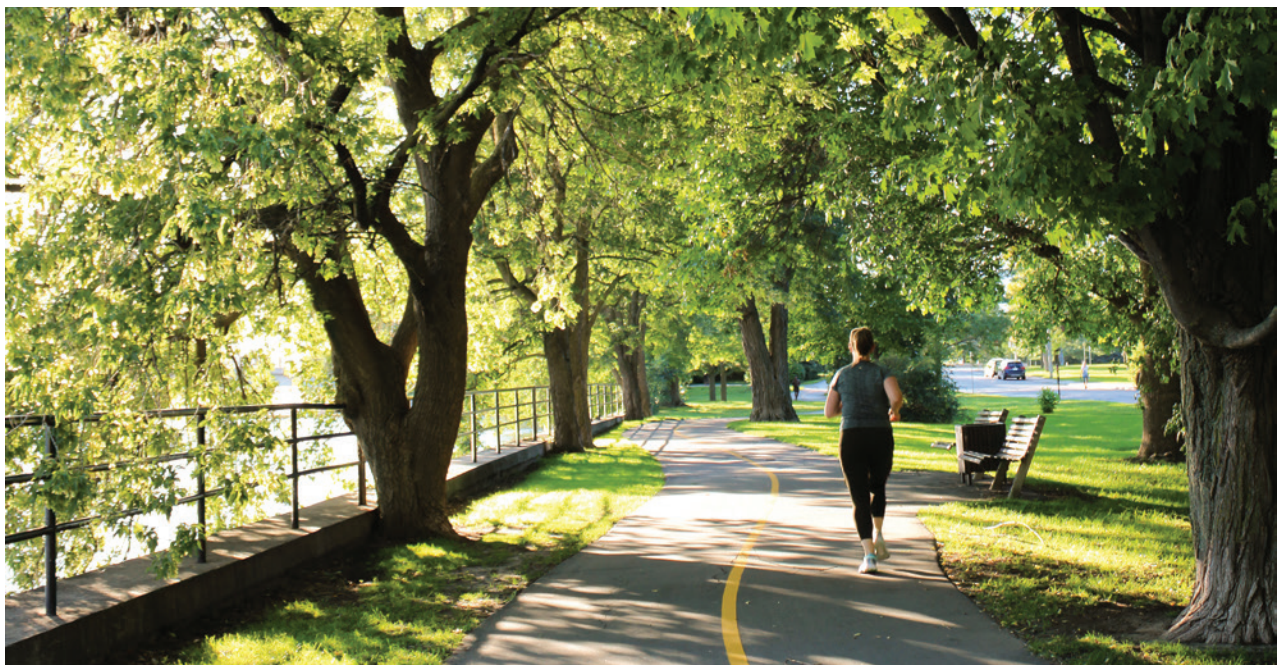
The SDS 2018–2023 is one of the tools the NCC uses to address this priority. The NCC recognizes the crosscutting nature of environmental issues and their impact on the well-being of Canadians. The two priorities of the SDS 2018–2023 highlight the importance of collaboration to ensure a sustainable future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

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.



Person running on the pathway beside the Rideau Canal

Feature Stories

One of Canada's largest residential zero-carbon projects

In January 2022, the NCC reached an important milestone with the [LeBreton Flats redevelopment project](#). Dream LeBreton will develop the first part of the land, the Library Parcel, where it will [establish a diverse, inclusive and sustainable community](#) over the next few years. The project will include 601 new housing units, 41 percent of them affordable for priority populations such as women and children, Algonquin and other Indigenous peoples, veterans, and recent immigrants. In addition, at least 31 percent of the units will meet the accessibility criteria set out in the [Federal Lands Initiative](#), meaning they will be rented out at 79 percent of the median market rent. All new construction will be LEED Gold certified. A community energy system that recycles municipal wastewater energy and uses solar energy sources is also being studied to determine the best zero-carbon strategy for LeBreton.

On the path to net-zero emissions

In the Greening Government Strategy, the Government of Canada has committed to achieving net-zero emissions for its operations by 2050. To reach this target, the NCC began developing a climate change mitigation plan, which will lead to a net-zero real property portfolio plan. This plan will set out the steps for reducing energy consumption from real property as much as possible. But the NCC is not waiting for completion of this plan before taking action and reducing its greenhouse gas emissions. In 2021, it became the first public organization in Canada to [ban the use of small, gas-powered tools](#). It is also continuing to expand its fleet of zero-emission or hybrid vehicles and selects high-efficiency equipment and materials wherever possible.

[Construction of the service, maintenance and storage building at Rideau Hall](#), completed in 2021, is another example of the NCC's efforts to reduce its emissions. This building serves as a work and storage space for the operations and maintenance teams. It is the first carbon-neutral building constructed by the Government of Canada in the National Capital Region. During its design, energy modelling helped achieve compliance with the Zero-Carbon Building – Design Standard, which includes requirements exceeding those of the National Building Code of Canada. Among other things, and since the building's functions allow it, the interior temperature is moderate in winter and no air conditioning is used in summer. Solar panels installed on the roof lower energy consumption and make the building energy self-sufficient.

Adaptation to climate change

Using data from the [Climate Projections for the National Capital Region Report](#), a climate change vulnerability and risk assessment was completed. Through this assessment, the NCC will be able to plan and prioritize the actions it needs to take to increase its resilience to the impacts of climate change.

The study found that the following climate-related risks pose the most serious challenges to the NCC's mandate: hotter and more humid summers; shorter, intense and sustained periods of precipitation; and extreme weather events (ice storms, tornadoes, etc.).

The sectors at greatest risk and in need of immediate attention are natural resources and parks, infrastructure and operations, buildings, residential property and real property, archaeology and agriculture. The assessment also found that shorelines, contaminated sites, archaeological sites and NCC property located inside the 100-year flood plain are already at risk during extreme and long-lasting precipitation events.

The NCC is only beginning its climate adaptation planning process. It has the opportunity to take steps to improve actions taken across its areas of activity to increase the resilience of the lands it manages, its infrastructure and its climate change programs. The NCC's first climate change adaptation plan will be completed in the fall of 2023.

Progress in 2020–2021

As of March 2022, the NCC has made progress on 34 out of 36 actions and on 64 out of 76 indicators. For 47 indicators, objectives have already been reached or were nearing completion as scheduled. For 17 indicators, the work has begun, but issues caused delays that have pushed back the project timelines, or will make it difficult to reach targets. Work has not yet started on 10 of the 76 indicators. Lastly, two of the indicators will not be achieved by the end of the 2018–2023 cycle of the Sustainable Development Strategy.

The following tables provide details about progress made in the 2021–2022 fiscal year and an overview of plans for the coming year, as applicable. They also indicate where changes have been made to better align implementation of the strategy with the Federal Sustainable Development Strategy and the Greening Government Strategy.

*Ottawa River Pathway below
Parliament Hill*





Principles

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

Collaboration

COMMITMENTS	ACTIONS IN 2021–2022
Work with regional municipalities, provincial and federal governments, academia, Indigenous peoples, and non-governmental organizations to identify common interests and leverage resources for projects.	<p>This year, the NCC continued to engage with its regional, provincial and federal partners to ensure that its efforts remain grounded in an integrated approach to sustainable development. Among other things, it took part in collaborative activities for the following projects: assessing climate change vulnerability and risks, redeveloping LeBreton Flats, reducing greenhouse gas emissions, controlling invasive species, pursuing the tree planting project at Hog's Back Park, and reducing bird collisions with buildings.</p> <p>These partners include the Kitigan Zibi Anishinabeg First Nation, the Algonquins of Pikwakanagan First Nation, the Ville de Gatineau, the City of Ottawa, Forêt Capitale Forest, Safe Wings Ottawa, The Royal Canadian Geographical Society, Natural Resources Canada, Public Services and Procurement Canada, Environment and Climate Change Canada, the TBS, the Canadian Parks and Wilderness Society, the Centre intégré de santé et de services sociaux de l'Outaouais, Carleton University, the Ottawa Mountain Bike Association, the Coalition des organismes de loisirs du parc de la Gatineau, the Relais plein air du parc de la Gatineau, Sentiers Chelsea Trails, the Club Oxygène, the Friends of Gatineau Park and the Urban Winter Trails Alliance.</p>
Build relationships and maintain an ongoing dialogue with Indigenous peoples.	<p>The NCC participates in ongoing dialogue with the Kitigan Zibi Anishinabeg First Nation and the Algonquins of Pikwakanagan First Nation regarding several projects and plans, such as replacing the Alexandra Bridge, modernizing the Philippe Lake Campground, remediating the Victoria Island site and pursuing the Building LeBreton Project. The Alexandra Bridge replacement and the Building LeBreton Project are also being carried out in consultation with the Algonquin Nation Secretariat and the Algonquin Anishinabeg Nation Tribal Council.</p>

Public Participation

COMMITMENTS	ACTIONS IN 2021–2022
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.	In 2021–2022, the NCC engaged with the general public by sending out a newsletter in January 2022 regarding its sustainable development strategy. The SDS, 2018–2023, web page is updated regularly with information on current projects and public consultations. The public can comment at any time using this web page.
Use the NCC's Urbanism Lab and lands to host events that bring internal and external partners together for environmental engagement and capacity building.	<p>In 2021–2022, the NCC's Urbanism Lab continued with its successful virtual programming. The public was invited to the following sessions:</p> <ul style="list-style-type: none"> • The thinking behind the location, dimensions and vocation of green spaces (April 29, 2021, 343 participants); • Reconciliation and the city: working toward reconciliation from an urban perspective (May 17, 2021, 479 participants); • Building community in our parks (November 3, 2021, 219 participants); • The changing face of public commemoration (December 8, 2021, 314 participants).

Leadership

COMMITMENTS	ACTIONS IN 2021–2022
Identify financing streams for the implementation of this strategy, including a green fund and corporate partnerships.	<p>The NCC set aside funds for the last three years (2020 to 2023) of implementation of the SDS, 2018–2023, and to align it with the FSDS. Funding requirements will be reassessed when the next cycle of the strategy is adopted in 2023.</p> <p>In addition, the NCC has identified other sources of funding to advance its sustainable development goals. For example, since 2020, it has raised \$260,000 for tree planting, and signed partnership agreements to provide sites to non-profit organizations, also for tree planting.</p>
Convene an annual regional sustainability workshop.	In 2021–2022, the annual regional sustainability workshop did not take place. However, the NCC's sustainable development program team regularly meets with the Ville de Gatineau, the City of Ottawa and several federal partners to share knowledge and provide progress reports on certain projects.
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>When it comes to sustainable development, the NCC shows leadership in a number of ways. This year, it was the first public organization in Canada to ban the use of small, gas-powered tools on its properties.</p> <p>The NCC is also innovating during renovations of its new office at 80 Elgin Street by incorporating several sustainable building design elements such as energy efficiency and wellness.</p> <p>The corporation also has significant influence in the region due to its responsibility for federal land use, design and transaction approvals. For example, its influence ensured the inclusion of energy efficiency and bird collision prevention measures in the Place du Portage III renewal project.</p>

Social Equity

COMMITMENTS	ACTIONS IN 2021–2022
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.	The geospatial socio-economic study of communities adjacent to lands managed by the NCC is nearing completion. One of the study's objectives is to make the data collected available and to explore ways in which the NCC could incorporate them into its decision-making processes.
Revise the project management process and prioritization tools to include social equity.	The review of the project management process has begun, but is not yet complete.
Provide training for NCC staff on how to assess and enhance social equity in plans, projects and programs.	The planned training for NCC staff is in preparation.

Natural Capital in Decision Making

COMMITMENTS	ACTIONS IN 2021–2022
Adopt a method for natural capital accounting.	The NCC has not yet adopted a natural capital accounting method. It continues to rely on the Public Sector Accounting Board's periodic reviews and updates of public sector standards. The NCC supports the idea of incorporating natural capital accounting into public sector decision making, and intends to continue to participate in consultations with stakeholders when given the opportunity.
Revise the project management process and prioritization tools to include natural capital values.	The project management process review has begun, but is not yet complete.
Communicate the importance of the ecosystem services provided by NCC green spaces, and provide training for NCC staff on natural capital.	Through social media, on its web page and in its newsletters, the NCC continues to inform the public about the importance of protecting green spaces and natural habitats to preserve the ecosystem benefits they contribute to the National Capital Region. For the second year in a row, it continued to promote the use of its green spaces to support the physical and mental health of residents during the COVID-19 pandemic.

Transparency and Accountability








COMMITMENTS	ACTIONS IN 2021–2022
Report on progress via the NCC's annual report, website and social media, and through the <i>Federal Sustainable Development Act</i> reporting process.	<p>The NCC continues to expand its SDS website, which now shows progress on each action, and is updated as new information arises or as milestones are met.</p> <p>Several posts have been made on social media platforms to report on various aspects of the strategy.</p> <p>The NCC has begun the process of renewing the Sustainable Development Strategy (for 2023–2027). It will be aligned with the <i>Federal Sustainable Development Act</i>. Under this Act, the NCC will be required to report on its results.</p>
Address failures by making changes to the Sustainable Development Strategy's implementation plans, as necessary.	Toward the end of the SDS, 2018–2023, cycle, in summer 2022, the NCC will review its strategy in preparation for the next cycle, while drawing lessons from the current cycle.








Actions and Indicators

LEGEND

-  This action is complete or is on track for the target to be met on time.
-  The target for this action will not be met or has not been met.
-  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.
-  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?	DEAD-LINE	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 NCC Board of Directors approved the Capital Pathway Strategic Plan in October 2020. In fall 2021, the NCC opened a new multi-use trail at LeBreton Flats. This is the first trail designed under this new plan.
	The Parkways Policy has been renewed.	2020–2021		The Temporary Use of Parkways Policy is currently under review, and the updated policy is expected to be adopted in 2023. The NCC continued the car-free parkways for active users throughout the summer of 2021, and intends to renew it for a third consecutive year in 2022. The updated policy will reflect the new realities that make more room for active transportation.
	The regional sustainable transportation and mobility strategy has been renewed.	2023–2024		<p>The Long-Term Integrated Interprovincial Crossings Plan, which serves as a regional strategy for sustainable mobility and transportation, was adopted in 2022. It presents a vision and strategies for the interprovincial movement of people and goods in the National Capital Region. This plan guides the NCC and its partners in their work to build a more sustainable transportation system. It addresses current and future transportation challenges and uncertainties in the region.</p> <p>In keeping with the 2021 federal budget, the NCC announced the creation of an interprovincial transportation project office. This office will demonstrate NCC leadership in interprovincial mobility planning where a regional vision is becoming increasingly important. Building on the Plan for Canada's Capital, 2017–2067, planning for the mobility of people in the heart of the Capital must be thought out and focused on the long term, both for those who reside in the region and for visitors from elsewhere in the country or abroad.</p>
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		<p>The origin-destination survey originally planned for 2020–2021 is expected to begin in the fall of 2022 and end in 2023. This project is being carried out through collaboration among the NCC, the City of Ottawa, the City of Gatineau, the Société de transport de l'Outaouais (STO), the Ontario Ministry of Transportation and the Ministère des Transports du Québec. The survey will take account of the new commuting models around federal employment hubs, which will change dramatically with increased telework.</p> <p>The NCC will use the results of this survey to assess opportunities for reducing greenhouse gas emissions generated by commuters in the region.</p>
	The percentage of private vehicle use for travel to/from work in federal employment nodes has decreased, based on a 2020 baseline.	2023–2024		As previously mentioned, the origin-destination survey originally planned for 2020–2021 is expected to start in the fall of 2022 and end in 2023. The NCC will use the results of this survey to assess opportunities for reducing greenhouse gas emissions generated by commuting in the region.

<p>1.3</p> <p>Promote the development of surplus NCC brownfield sites and sites adjacent to transit nodes, consistent with NCC plans.</p>	<p>There are at least 23 hectares of sites under contract for remediation and development.</p>	<p>2023–2024</p>		<p>A total of 16.3 ha of surplus NCC brownfield 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.</p> <p>This year, no brownfield sites were sold for development. In January 2022, a proponent was selected for the Library Parcel Development Project, which covers 1.1 ha at LeBreton Flats, and an agreement is expected to be reached by 2022–2023.</p>
<p>1.4 </p> <p>Evaluate the risk of climate change impacts on NCC assets, programs and services, and develop a climate change adaptation and resiliency plan.</p>	<p>A research study for the Rideau Canal Skateway has been completed.</p>	<p>2019–2020</p>		<p>The Risk Assessment of the Effects of Climate Change on the Rideau Canal Skateway was completed in 2021. Among other things, the study found that by 2050, the skating season on the canal will be shortened with a later start to the skating season. The end of season date is not expected to change.</p> <p>Since risks at the beginning of the season were found to be greater than at the end of the season, the NCC will focus its efforts on adapting to the initial ice formation period in order to avoid delaying the start of the skating season. To do so, it has partnered with Carleton University to test certain ice resilience methods, such as slush cannons, ice probes and even drones. This project will take four years to complete.</p>
	<p>A research study for NCC assets, programs and services has been completed.</p>	<p>2020–2021</p>		<p>A climate change vulnerability and risk assessment has been completed. It assessed the greatest vulnerabilities and risks to NCC assets (built and natural), activities and programs.</p> <p>The study found that the following climate factors pose the greatest risk to the NCC's mandate: warmer and more humid summers, shorter, intense and sustained precipitation, and extreme weather events (ice storms, tornadoes, etc.).</p> <p>The results of this study will be used to develop the climate change adaptation plan.</p>
	<p>A climate change adaptation and resiliency plan has been completed.</p>	<p>2022–2023</p>		<p>The climate change adaptation plan is in development and will be completed in the fall of 2023.</p>
	<p>All NCC projects integrate climate change adaptation.</p>	<p>2023–2024</p>		<p>Since the climate change adaptation plan will not be completed until fall 2023, climate change adaptation will not be incorporated into NCC projects under the SDS 2018–2023. However, the next sustainable development strategy will include actions to integrate climate change into project decision making.</p> <p>Nevertheless, staff are already factoring climate change into some projects. For example, for the Rideau Canal Skateway, the impact of climate change on the number of skating days and ice formation has been studied, and climate risks will be considered during renovation of the new NCC office at 80 Elgin.</p>
<p>1.5</p> <p>Install electric vehicle charging stations at NCC parking lots.</p>	<p>There are at least 10 electric vehicle charging stations on NCC properties.</p>	<p>2021–2022</p>		<p>No new electric vehicle charging stations were installed in 2021–2022. A total of 12 charging stations are installed on NCC properties. One is public, and the rest are for NCC personnel and fleet vehicles.</p> <p>The NCC plans to begin installing public charging stations in some parking lots in 2022–2023.</p>



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 residence buildings.	At least 75 percent of NCC-owned energy-consuming buildings have been audited.	2021–2022	!	<p>All official residence buildings that use energy have been audited, except for two that are currently being renovated that will be audited in 2022–2023.</p> <p>Thirteen percent of residential and agricultural buildings have been audited. Audits of commercial buildings have not started.</p> <p>The target will be met after the set deadline. Funds have been allocated for energy audits of the remaining buildings in the residential-agricultural and commercial portfolios over the next year.</p>
2.2 Integrate a greenhouse gas emissions analysis into renovation and construction projects considering best practices guidelines for heritage buildings and sites. ¹	A methodology for analyzing greenhouse gas emissions has been adopted.	2020–2021	!	In 2022, the NCC will develop a climate change mitigation plan. As part of this project, the NCC and a consultant will prepare a net-zero real property portfolio plan. This plan will include a series of measures to reduce the greenhouse gas emissions of its properties. Analyses of these emissions will become mandatory on a project-by-project basis, to assess emission reduction potential and return on investment. Such analyses could produce strategies and measures compatible with heritage properties.
	At least 75 percent of projects are integrating greenhouse gas emissions analysis.	2021–2022	!	Although the NCC has not yet begun to develop the net-zero real property portfolio plan, several projects being undertaken by the NCC are taking greenhouse gas emissions reductions into account during their planning, such as the Westboro Beach Pavilion, 80 Elgin Street, the new office for conservation staff and the Philippe Lake Campground.
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	!	<p>In 2021–2022, the NCC completed the migration of all the buildings it owns and controls to the RETScreen Clean Energy Management Software.</p> <p>In 2022–2023, this work will continue and leased buildings owned by the NCC will be added.</p>
	The NCC has reduced its scope 1 and 2 CO ₂ equivalent emissions by 40 percent, compared with a 2005 baseline.	2030–2031	✓	<p>Compared with the 2005–2006 base year, the NCC reduced its greenhouse gas emissions by 42 percent in 2020–2021 for its vehicle fleet and the buildings it owns and operates (scope 1 and 2). In 2019–2020, this reduction was 51 percent. The emission source analysis determined that the additional emissions in relation to the previous year came from the increased use of the vehicle fleet due to the unique operating conditions imposed by the pandemic. For example, for an extended period, two employees could not use the same vehicle in the course of their duties.</p> <p>In 2020–2021, the NCC stayed on track to reach the 40 percent reduction target by 2025. Most emission savings in recent years have come from increased access to cleaner electricity in Ontario. To achieve the new federal target of net-zero emissions for its operation by 2050, the NCC will continue its efforts to significantly reduce energy consumption in its buildings. The climate change mitigation plan, launched in 2022, will provide a road map for the years to come.</p>
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	!	<p>To align this action with the Greening Government Strategy, the NCC will begin work on a net-zero real property portfolio plan. This plan will outline a series of measures to reduce emissions from real property, including real property optimization, energy efficiency improvements, SMART building technology, building recommissioning, deep retrofits and fuel switching. This plan could also identify and tailor these options to heritage assets.</p> <p>No standard has been introduced concerning water consumption. However, it is common practice to use low-flow equipment when replacement or installation is required. For some official residences, land irrigation systems draw water from a nearby lake or stream.</p>

¹ 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>

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 light-duty vehicles purchased were zero-emission or hybrid.
	A green procurement policy, which includes life cycle analysis, has been adopted.	2020–2021		The NCC is in the process of adopting a green procurement policy. This policy will be fully aligned with the TBS Policy on Green Procurement. Once the policy has been adopted, the next step will be to update the current NCC guidelines to support their implementation. The guidelines will include life cycle analysis principles.
	CO ₂ emissions from business travel by NCC staff and executives are being tracked.	2020–2021		Tracking emissions from business travel has been delayed due to COVID-19. Only air travel has been calculated. It totals two tonnes of CO ₂ .
	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, no staff engagement events were held to encourage sustainable commuting in 2020–2021. During the pandemic, telework and virtual meetings became the norm. This will likely affect emissions from employee commuting post-pandemic. The NCC plans to renovate its new office at 80 Elgin Street to provide adapted workspaces.
	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		Since the pandemic, telework and virtual meetings have become the norm. The number of trips taken by staff from NCC offices to a property or meeting dropped significantly. This trend will likely continue now that more people are working from home. This indicator will need to be reviewed once the new telework habits are well established.
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		In 2021–2022, the NCC demolished two abandoned residential houses on its lands. The diversion rate was 80 percent for those projects. This lower than usual result is explained by the large proportion of unrecyclable materials in these buildings. The NCC will continue working with contractors to find ways to recycle as much material as possible from demolition projects.
	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 during the 2022 skating season was 95 percent. The NCC continues to deploy various strategies to divert this waste, such as placing recycling and compost bins with proper signage 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. In addition to these measures, all waste collected from the ice is sorted to divert recyclable and compostable materials from the landfill.
	Each year, a minimum of 60 percent of waste from NCC offices is diverted from landfills.	2019–2020		Once again this year, no waste audits were conducted due to the COVID-19 pandemic. Given the low number of staff in the workplace, the volume of waste generated is believed to be negligible.
	Each year, a minimum of 50 percent of the waste from major events on NCC lands is diverted from landfills.	2019–2020		Again this year, no major events took place on NCC lands due to COVID-19. Therefore, there is nothing to report for this indicator.
	Each year, a minimum of 60 percent of the waste along the Rideau Canal corridor is diverted from landfills.	2023–2024		An analysis of the waste collected in the Rideau Canal corridor revealed a critical level of contamination, primarily due to dog waste. Regional treatment sites that accept this type of waste are currently at maximum capacity. As a result, the NCC has determined that this target cannot be met. Instead, the budget for this indicator will be used to install recycling collection equipment on Confederation Boulevard in 2022, in partnership with the City of Ottawa. The results of this initiative will be tracked and reported under this indicator.




Goal 3: Modern and Resilient Infrastructure

ACTIONS	WHAT WILL SUCCESS LOOK LIKE?	DEAD-LINE	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 are currently under review and are expected to be adopted in 2022–2023. These guidelines will reduce the impact of activities on runoff water.
	All new projects apply stormwater management guidelines.	2023–2024	—	Once adopted, the guidelines will apply to new projects and renovations.
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 year, the three nature conservation authorities covering NCC land on the Ontario side (Rideau Valley, South Nation and Mississippi Valley) released revised data following the 2017 and 2019 floods. The NCC has therefore updated its 100-year and 350-year flood plain maps for Ontario shorelines.</p> <p>Quebec has been working on revising its data since 2019. The NCC will update its maps for Quebec shorelines as required.</p> <p>The NCC is also working to incorporate this information into its decision-making processes as part of the climate change adaptation plan.</p>



Goal 4: Clean Energy

ACTIONS	WHAT WILL SUCCESS LOOK LIKE?	DEAD-LINE	STATUS	RESULTS/COMMENTS
4.1 Assess the renewable energy potential of NCC lands and buildings to increase the proportion of off-grid renewable energy systems.	An assessment of renewable energy potential on NCC lands has been completed.	2020–2021	—	Work on this action has not yet begun. The assessment could be completed as part of the net-zero real property portfolio plan.
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, the NCC connected 10 buildings along Sussex Drive and York Street. Additional connections in the area are planned on George Street in 2023.



Renaud Shelter, Philippe Lake sector





Goal 5: Pristine Lakes and Rivers

ACTIONS	WHAT WILL SUCCESS LOOK LIKE?	DEAD-LINE	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 main activity of the NCC's archaeology program is its archaeological legacy assessment and rescue project. This long-term project aims to address the erosion of archaeological resources along NCC-managed shorelines. Ongoing since 2018, activities have focused on monitoring pre-European contact archaeological sites on the Ottawa River shoreline adjacent to Leamy Lake Park and Jacques-Cartier Park. The project has recovered more than 75,000 eroded artifacts from the river. In 2022, strategic multi-site salvage excavations will be added to the monitoring activities. This NCC project will continue indefinitely.
	Degraded shorelines have been identified and prioritized.	2019–2020	✓	The identification and prioritization of degraded shorelines on all NCC lands are complete. However, with recurring floods and changes in land use, work on this action remains an ongoing process.
	At least 25 percent of high-priority shorelines have been stabilized and restored.	2023–2024	✓	Design work to restore degraded shorelines along Meech Creek, Leamy Lake, the Gatineau River and the Ottawa River is progressing well. Restoration work is expected in these areas over the next two years. A portion of the Gatineau River shoreline will be restored over the next year as part of the Ottawa River shoreline restoration effort on the Quebec side.
5.2 Continue to establish riparian corridor zones within leased properties.	Each year, all new leases include riparian protection measures.	2023–2024	✓	No new leases were signed this year for property adjacent to a watercourse. All agricultural leases include shoreline protection clauses dictated by the Ontario Ministry of Agriculture, Food and Rural Affairs and regional conservation authorities. This includes maintaining a minimum three-metre buffer zone along water bodies, ponds, springs, ditches and watercourses. For all other types of lease, riparian protection measures are required for all projects on lands adjacent to shorelines.







Goal 6: Sustainably Managed Lands and Forests


ACTIONS	WHAT WILL SUCCESS LOOK LIKE?	DEAD-LINE	STATUS	RESULTS/COMMENTS
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	✓	In April 2021, the NCC launched its Forest Strategy . This strategy will guide how the organization manages forests and trees on NCC lands. It focuses on trees and forests in urban areas, but also covers trees and forests in natural areas such as the Greenbelt and Gatineau Park. The NCC hired a forestry engineer to implement the strategy. Work on several of the actions contained in the Forest Strategy is under way.
	At least 100,000 trees have been planted.	2022–2023	✗	This goal is now included in the NCC's Forest Strategy, and the deadline to plant 100,000 trees is now 2026. The NCC has already identified planting sites for these trees, and will proceed with progressive planting over the next four years on a priority basis. In 2021–2022, more than 4,400 trees were planted on NCC lands.
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	!	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, in partnership with certain regional organizations. Invasive species control is performed annually during regular land management activities, and through a series of volunteer projects.

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		<p>Following the adoption of the Gatineau Park Master Plan (2021), a program was established to protect ecological corridors and facilitate the protection of high-value lands by partner organizations.</p> <p>As part of this program, a \$100,000 financial contribution agreement was reached with Action Chelsea for Respect of the Environment (ACRE) to ensure the conservation in perpetuity of the Hundred Acre Wood located in the northeast ecological corridor of Gatineau Park. Parks Canada, the Fondation de la faune du Québec, the Minnes Corporation, the Municipality of La Pêche and many local donors also contributed to this important conservation project.</p>
	The Corporate Natural Resources Action Plan has been renewed.	2018–2019		This action has been fully implemented. Funding for the Corporate Natural Resources Action Plan has been renewed in perpetuity, given the importance of this program to the NCC.
6.4 Renew the Corporate Natural Resources Action Plan, which includes the improvement of biodiversity health on NCC lands.	At least 15 projects have been completed.	2022–2023		Since 2018, 22 projects have been completed under this program, including one in 2021–2022, related to species at risk.




Goal 7: Healthy Wildlife Populations

ACTIONS	WHAT WILL SUCCESS LOOK LIKE?	DEAD-LINE	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		This indicator was achieved in 2020–2021 with publication of the Bird-Safe Design Guidelines .
	Each year, all new projects apply bird-friendly standards.	2023–2024		<p>The Bird-Safe Design Guidelines apply to all projects approved by the NCC. This year, several major projects have incorporated bird collision prevention measures into their design, including the Westboro Beach Pavilion, the new office for conservation staff, the Lester B. Pearson Building and Place du Portage III. Several projects still in the preliminary stages will take bird risks into account in their design, including the projects at 80 Elgin Street, the Philippe Lake Campground and at 28 Alexandre-Taché Boulevard.</p> <p>The NCC continues to assess the risk to birds posed by its buildings. A first pilot project in partnership with The Royal Canadian Geographical Society began at 50 Sussex Drive and resulted in the installation of visual markers on all the windows of this iconic building on the Ottawa River. Additional visual marker projects are planned in 2022 at certain shelters in Gatineau Park.</p>
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		<p>This project has been updated. The NCC will now use a mix of ecological land classification, remote sensing and geographic information systems to map and assess habitat characteristics. The purpose is to identify and protect habitat and species of conservation concern.</p> <p>The NCC is currently endeavouring to acquire various external and internal data sources to classify natural areas. These data will provide a more detailed analysis than ecological classification alone.</p>
	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	!	Pollinator habitat guidelines are under development and should be finalized in spring 2022. These guidelines will outline best practices for managing pollinator habitats, and will include practical methods for restoring and creating pollinator habitats.
	The number of hectares of new pollinator habitat has increased.	2022–2023	✓	No new pollinator habitats were created in 2021–2022. Two projects are under way and will be completed in 2022–2023: the Victoria Island project and the LeBreton Flats Pathway project. A total of 3.2 ha have been developed for pollinators 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	✓	The NCC entered a multi-year research agreement with one of Canada's leading road ecologists at Carleton University to monitor and study the impacts of roads on wildlife populations and natural areas of the Greenbelt. The study is ongoing and scheduled for completion in 2022–2023. The study's results will help the NCC promote the principles of road ecology in order to manage the impact of wildlife and road network interaction more effectively.









Goal 8: Sustainable Food

ACTIONS	WHAT WILL SUCCESS LOOK LIKE?	DEAD-LINE	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, continues. This year, a promotional campaign was launched on the NCC's social media platforms and promoted by students on the ground. An interactive map showing where local food farms are located and briefly describing them remains available on the NCC web page.
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 on this action has not yet begun. However, the NCC worked with Just Food to evaluate the NCC's pilot policy on community gardens. This evaluation will measure the success of the two approved community gardens on NCC lands, including the effectiveness of the pilot policy and support for other NCC plans and policies, in order to report regularly to the board during the three-year pilot period.
	Five new partnerships have been established for implementing the urban food strategy.	2022–2023	–	Work on 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	✓	No new projects were launched in 2021–2022. Since 2018, lands on six Greenbelt farms have been converted to organic growing, which not only improves soil and water quality, but also increases local food production and climate resilience. 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 the types of agriculture they practise. Follow-up surveys to assess the food produced on NCC lands were postponed.
	At least 200 hectares of existing Greenbelt farmlands have been converted for food production.	2021–2022	✓	This year, no additional land was converted to food production. Total land converted is still 528 ha.






Goal 9: Connecting Canadians With Nature

ACTIONS	WHAT WILL SUCCESS LOOK LIKE?	DEAD-LINE	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		Despite the COVID-19 pandemic, many volunteers gave of their time to help the NCC conduct conservation activities in 2021–2022: <ul style="list-style-type: none"> • 44 volunteer scientists monitored animal tracks in Gatineau Park this winter; • 57 volunteers inventoried common loons, peregrine falcons and monarch butterflies; • 22 volunteers helped the Friends of Gatineau Park control invasive species; • 138 volunteers helped maintain Gatineau Park trails; • 39 volunteer patrollers helped keep trails safe in Gatineau Park this fall, and 68 volunteer patrollers took up this task this winter; • 15 volunteers “adopted a trail” in Gatineau Park, checking its maintenance status and reporting their observations. No activities were completed under the Mud Lake vegetation management project this year due to the public health situation.
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		During Fall Rhapsody 2021, the NCC once again offered free shuttle service between downtown Ottawa and Gatineau to the most popular sites in Gatineau Park. The shuttle service was available on the four weekends of October and Thanksgiving Day from 9 am to 4 pm. More than 4,200 shuttle visits took place during this period. The success of this program has prompted studies on creating a summer shuttle service in 2022.
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		In 2021, an e-bike rental project was launched in partnership with the Relais plein air du parc de la Gatineau to allow even more people to explore the Park’s trails. This project makes certain more difficult to reach areas of the Park more accessible. The NCC is currently exploring the possibility of offering this service at other departure points in the Park.



Objective 10: Safe and Healthy Communities

ACTIONS	WHAT WILL SUCCESS LOOK LIKE?	DEAD-LINE	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, 2.48 ha of land have been remediated, including 1.35 ha in 2021–2022.
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 use of pesticides on its lands. It also completed a literature review of the new legislative context, the environmental and health impacts of various pesticides, pesticide policies of other jurisdictions, and alternatives to chemical pesticides.
	The NCC pesticide policy has been revised.	2022–2023		The NCC’s pesticide policy is being updated. No delays are anticipated at this time in meeting this target by 2022–2023.



Mer Bleue Bog Boardwalk in the Greenbelt

Glossary

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

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

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

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.” *[carboneutralité]*

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

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

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

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. *[système énergétique de quartier]*

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

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

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

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. *[démolition verte]*

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. *[gaz à effet de serre]*

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

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

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

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

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

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

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. *[équité sociale (ou justice sociale)]*

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

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

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

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. *[gestion des eaux pluviales]*

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

waste diversion: The reduction, reuse and recycling of waste, leading to a reduction of waste being sent to the landfill. *[détournement des déchets]*

Get Involved

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

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

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
www.ncc-ccn.gc.ca

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