



NATIONAL CAPITAL COMMISSION  
COMMISSION DE LA CAPITALE NATIONALE

# Sustainable Development Strategy

Annual Report 2023–2024

Canada



2023–  
2024

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## Message from the CEO

I am proud to present the 2023–2024 annual report on the results of the National Capital Commission’s (NCC) Sustainable Development Strategy 2023–2027.

As one of the two organizations voluntarily participating in the Federal Sustainable Development Strategy, the NCC deliberately leads by example. We not only adhere to the sustainable development principles we have set out, but we have also tabled our strategy in Parliament, ensuring transparency and accountability in our sustainability journey. Through these efforts, the NCC continues to set a benchmark for others to follow.

As the principal steward of federal lands and assets in the National Capital Region, the NCC is committed to the protection and conservation of the natural and built assets that shape our shared history and landscape. This stewardship is reflected in our new Sustainable Development Strategy 2023–2027, which outlines the bold actions we are undertaking to green our operations and increase climate resiliency in our region and for all Canadians.

Approved by our Board of Directors in June 2023, the Sustainable Development Strategy 2023–2027 is aligned with the 2022–2026 Federal Sustainable Development Strategy and the United Nations Sustainable Development Goals and offers a robust framework of 28 actions to be taken over the next four years. These actions span across key themes of reconciliation with Indigenous peoples, sustainable and active transportation, access to urban green spaces, responsible consumption, climate action, regional food production, affordable housing, and nature and wildlife conservation. This year’s progress report stands as a testament to our collective efforts, with tangible strides made toward net-zero

carbon operations, the adoption of a Climate Adaptation Plan, the expansion of the Gatineau Park shuttle bus, and the protection of ecological corridors for conservation purposes.

Collaboration remains the cornerstone of our approach, acting as a driving force for alignment and partnership with our federal, regional and Indigenous partners. We remain dedicated to regular public engagements with regional stakeholders, ensuring our journey toward sustainability is both equitable and inclusive. Our regional workshop with municipalities across the region proved a resounding success, fostering connections that will advance our shared responsibility toward a more sustainable and climate-resilient National Capital Region.

Together, as we embark on the journey of implementing this strategy, I am encouraged by a team that is motivated and equipped to lead and enact change. We are not just participants in this transformative endeavour; we are the architects of a future that is greener, more resilient and more vibrant.

Thank you for your hard work, your passion, and your belief in our mission. It is with this collective energy and purpose that we will continue to advance, making our Sustainable Development Strategy a living, breathing reality that guides us toward a brighter, more sustainable tomorrow.

**Tobi Nussbaum**, *Chief Executive Officer*



# About the Report

This report is the first annual report on the SDS 2023–2027. It enables the NCC to make decision-making related to sustainable development more transparent and accountable to its Board of directors and Parliament, as required by the *Federal Sustainable Development Act*. It highlights the organization’s sustainable development and climate resilience achievements for the 2023–2024 fiscal year, with the exception of greenhouse gas (GHG) emission results, which cover the 2022–2023 period.<sup>1</sup>

The body of this report provides an update on SDS 2018–2023, highlights progress on selected SDS 2023–2027 actions for which an update is relevant, and details how the NCC has worked to create a culture of sustainability. Appendix 1 provides the status of each SDS action and further details on its implementation.

<sup>1</sup> Due to the time required to prepare the annual GHG inventory, it is not possible to present the GHG inventory results for the current year in the SDS annual report. Therefore, the results presented for the GHG inventory are for the fiscal year 2022–2023, while the rest of the information presented in this report is for the fiscal year 2023–2024.



Meech Lake

### *Sustainable Development Vision*

*“We protect our precious legacy, the natural, built and cultural heritage of the National Capital Region. We work with regional partners for a green and inclusive region. We value the health and well-being of all residents and visitors. We take action on climate change; build resilient infrastructure; protect and value natural capital; promote sustainable agriculture and safe communities; and connect Canadians with nature.”*

# Introduction

For 125 years, the National Capital Commission (NCC) has fulfilled its mandate as steward of the National Capital Region by building a dynamic and inspiring Capital that is a source of pride and unity for Canada and a legacy for future generations. Today, it continues to meet new challenges and demonstrate leadership in building a sustainable and resilient national capital, as evidenced by its new [Sustainable Development Strategy \(SDS\) 2023–2027](#), adopted in November 2023.

## A Leading Role

The NCC manages over 11% of the lands in the National Capital Region. These lands provide people with places to enjoy nature, recreation, heritage and culture. By preserving and animating these lands for present and future generations, the NCC is helping to improve the well-being of people in the region and across the country. In addition to greening its own operations and integrating sustainable development into its business lines, the NCC demonstrates leadership in sustainability and climate resilience both regionally and nationally.

## Contribution to the Federal Sustainable Development Strategy

The Sustainable Development Strategy (SDS) 2023–2027 is one of the key tools that enables the NCC to be a national leader in sustainable development. Derived from the *Federal Sustainable Development Act* and its [7 Principles](#), it is based on [the United Nations Sustainable Development Goals](#), the actions of the [Federal Sustainable Development Strategy](#) (FSDS) and the commitments of the [Greening Government Strategy](#). The actions under the SDS 2023–2027 are also linked to indicators under the Canadian Indicator Framework (CIF) and the Global Indicator Framework (GIF).

Under the FSDS 2022–2026, the NCC is required to support the implementation strategies under Goals 10 — Reduced Inequalities, 11 — Sustainable Cities and Communities, 12 — Responsible Consumption and Production and 13 — Action on Climate Change, but has also identified contributions to Goals 2 — Zero Hunger and 15 — Life on Earth. In addition, the NCC contributes to the federal government’s sustainable development and climate resilience priorities by creating an internal culture of sustainability and collaboration with partners.



### *Indigenous heritage*

*The NCC’s lands and assets are located on the unceded territory of the Algonquin Anishinabe Nation. The NCC values Indigenous heritage and knowledge and is committed to continue working with the Anishinabe Nation and other Indigenous communities to build a sustainable National Capital Region.*

*Indigenous ceremony at Vincent Massey Park*

# Final Review: Sustainable Development Strategy, 2018–2023

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With the SDS 2023–2027, the NCC has aligned its sustainable development strategic planning schedule with that of the Federal Sustainable Development Strategy. As such, the [SDS 2018–2023](#) cycle ended a few months early when the new strategy was adopted. In order to close the 2018–2023 cycle, here is a summary of the actions that were still in progress as of the SDS Annual Report 2022–2023.





**35/36**

actions achieved or  
in progress.

**72/76**

indicators achieved or  
in progress.

## Overall Progress

Of the ambitious commitments made under the SDS 2018–2023, the NCC made progress on 35 of the 36 actions and 72 of the 76 indicators. Only one action, action 8.2 to adopt an urban food strategy, was not achieved. Instead, this action was amended and the NCC has committed to developing a Sustainable Agriculture and Food Strategy to encourage food production on NCC farmlands (SDS 2023–2027 action 2.1). This approach will allow the NCC to have a greater impact on local food production.

## Carry-over Actions

Other actions that were still in progress have, for the most part, been renewed under the SDS 2023–2027. For example, energy efficiency and responsible water use will continue to be addressed, among other actions, as part of the Climate Mitigation Plan. The target for using low-carbon forms of transportation for staff commuting has been updated to reflect the new hybrid working conditions. Work also continues on other projects, such as the development of sustainable transportation plans and guidelines and the assessment of the potential for renewable energy on NCC lands, as well as efforts towards tree planting and invasive species control.

## Recently Completed Actions

Some of the actions that were still ongoing when the last annual report under the SDS 2018–2023 was published were not renewed under the SDS 2023–2027, as they were already achieved or would be achieved shortly after the new strategy was launched. Here is a final update on these actions:

### Action 3.1 Adoption of Stormwater Management Guidelines

A stormwater management policy and associated guidelines were approved in March 2024. They provide a framework of best practices to improve the quality of runoff and groundwater and maximize surface permeability.

### Action 7.3 Adoption of Pollinator Habitat Guidelines

Guidelines to facilitate the conservation of natural habitats and vegetation that support pollinator diversity were finalized in 2023 and are now being used to guide the NCC's work to maintain and create pollinator-friendly habitats.

### Action 10.2 Pesticide Policy Update

After being postponed, work to update the pesticide policy has resumed and the new policy will be adopted and implemented in 2024. Among other things, it will allow for better monitoring of the use of non-cosmetic pesticides on NCC lands.



## Milestones Achieved Over the Past Five Years



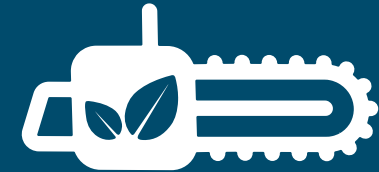
**25,000+**  
**trees**

planted between 2014 and 2022.



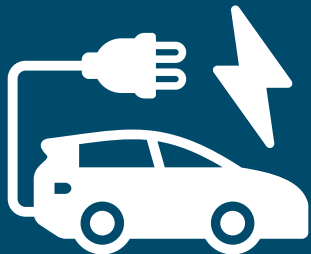
**25+ projects**

completed under the Natural  
Resources Action Plan.



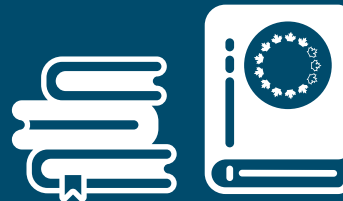
**Small gas-  
powered hand  
tools prohibited**

for use on NCC urban lands.



**100%**

of new vehicles purchased were  
zero-emission or hybrid.



**5 key documents**

Climate projections for the National  
Capital Region (2020),

Climate Change Vulnerability and  
Risk Assessment (2022),

Tree Canopy Assessment (2019),

Forest Strategy (2021),

Bird-Safe Design Guidelines (2021).



**400+**  
**volunteers**

participated in citizen  
science initiatives.

# 2023–2024 Highlights

Fiscal year 2023–2024 marked the transition between the actions of the SDS 2018–2023 and the new commitments made under the SDS 2023–2027, as the NCC focused on planning ambitious projects that will unfold in the coming years. In spite of this, several accomplishments warrant highlighting. The next sections of the report present key progress from the first stages of implementation.

As of March 31, 2024, just five months after the adoption of the new strategy, the NCC has progressed toward all 33 indicators, and eight of the targets have been achieved. The target for action 12.2 regarding diversion of public waste from the Rideau Canal Skateway was not achieved for the 2023–2024 season. The tables in Appendix 1 illustrate the overall progress made by the NCC in fiscal year 2023–2024 and provide an overview of what is planned for the following fiscal year.





## Sustainable Communities

Due to its mandate to plan, develop and be the steward of federal lands, the NCC plays a role in improving the well-being of people of the National Capital Region. It also facilitates access to natural and cultural heritage and recreational activities, while supporting the development of affordable housing. The NCC is committed to promoting the availability and accessibility of healthy, local and sustainable food. Its agricultural farm lease program provides farmers with the opportunity to produce food in close proximity to a large urban area and supports farmers in transitioning to sustainable food production. The following feature stories present some of the accomplishments achieved this year in these focus areas.



*NCC River House*

## Turn Toward the Water

As part of its goal to create new, and enhance existing green spaces, the NCC has facilitated and implemented projects that will bring new life to previously undervalued natural spaces. These new green spaces provide access to nature, recreation and cultural places, while increasing their climate resilience and promoting the health and well-being of people.

Tesasini Park, which means “flat stone” in Algonquin, was completed this year. This new green space on the north shore of the Ottawa River, near the Chaudières Crossing, is the second of three parks to be built on the banks of the Ottawa River as part of the Zibi project. Tesasini Park features exposed bedrock shelves, a universally accessible pathway and two lookouts. The park is open year-round, but the terraced bedrock shelves are only accessible when the river is low. Designed to be climate resilient, these bedrock shelves will protect the shoreline from erosion during spring floods (action 11.3).

The NCC River House reopened to the general public in 2023. The project provided universal access to the heritage property and created an additional access point to the shores of the Ottawa River. In summer, access to the public dock is free for swimming or launching a kayak or canoe and provides respite on the hottest summer days. In the winter, people can ski, snowshoe, bike, or walk along the multi-use winter trail. The site encourages contemplation of nature on a year-round basis (action 11.3).

## A convenient and sustainable way to visit Gatineau Park

The Gatineau Park shuttle returned in 2023 with an extended schedule and an expanded network. Between May and August, more than 18,000 people boarded the free Gatineau Park shuttle to reach points of interest, including the Champlain Lookout, the Visitor Centre and Pink Lake. The popularity of the shuttle is undeniable as ridership has increased 19% over 2022.

In partnership with Transcollines, the shuttle from Philippe Lake was newly opened to travel to this sector of the park. More than 1,630 people used the service during this first season.

With a view to making access to green spaces and heritage and cultural sites more equitable and sustainable (action 11.4), the shuttle program enables people without vehicles and those with reduced mobility to enjoy the park, as well as making visiting the park more economical and sustainable, by reducing the GHG emissions associated with travel to the park. A survey found that 35% of users would have taken their personal vehicles to visit the park and 41% would not have visited the park without the shuttle service. In addition, with fewer vehicles in the park, the shuttle program also reduces the impact of cars on wildlife and supports biodiversity and connectivity between the various ecosystems in Gatineau Park.



*Gatineau Park shuttle*

## An Army of Volunteers to Support Biodiversity

Through the NCC's Citizen Science Program, a collaboration with the Friends of Gatineau Park, a team of committed and enthusiastic volunteers has been helping Gatineau Park biologists conduct research (action 11.5) since 2018. Depending on the project, volunteers can assist with animal tracking; conduct inventories of monarch butterflies, loons, peregrine falcons or anurans (a family of amphibians); remove invasive species; or patrol and maintain trails. Whatever their task, their observations and interventions help biologists better understand and protect the park's biodiversity. In 2023, more than 320 volunteers participated in this program.



*Gatineau Park trail maintenance volunteer*

## Mādahòkì Farm: Valuing the Land

In the National Capital Greenbelt, the NCC leases 5,600 hectares of agricultural land to farmers and encourages food production (action 2.1). The Mādahòkì Farm is dedicated to bringing value to the land and sharing Indigenous stories and food, and is a year-round cultural and agricultural tourism destination focused on Indigenous knowledge. There, the public can enjoy a variety of traditional Indigenous foods, such as berries, corn, strawberries, beans and squash, grown directly on site. The farm also celebrates several cultural activities throughout the seasons: Sígwan (spring), Tagwàgi (fall) and Pibòn (winter), as well as the Summer Solstice Indigenous Festival.



*Mādahòkì Farm*



## Responsible Consumption

The transition to a cleaner, more sustainable economy is important to the resilience of the National Capital Region. To support this transition, the NCC is focused on remediating contaminated lands; decarbonizing its fleet of vehicles; greening its procurement; and reducing waste. Here are some of the year's projects in these key areas.

*Waste sorting bins at the Champlain Lookout*



*NCC all-electric pickup trucks*

## All-electric pickup Trucks

The NCC acquired three Ford Lightning electric pickup trucks in 2023. These state-of-the-art front-line vehicles will support conservation officers and operational teams in Quebec urban lands, Gatineau Park, Ontario urban lands and the Greenbelt. The NCC became the first federal organization in the National Capital Region to test these vehicle as part of its operations. Along with several other electric and hybrid vehicles in the fleet, these new vehicles demonstrate the NCC's leadership in sustainable development within the National Capital Region and advance the decarbonization of its fleet (action 12.6).



*Remediation work at Victoria Island*

## Victoria Island Remediation

Covering an area of 5.6 hectares, Victoria Island is located downtown on the Ottawa River and is an important site for the Algonquin Anishinabe communities in the National Capital Region. Historically, industrial, commercial and residential activities dating back to the late 1800s have taken place on the island. Some of these activities have contaminated soil, groundwater, sediment and surface water. Remediation work, scheduled for completion in 2028, is preparing Victoria Island for redevelopment. The goal is to prepare the island for a new vocation that honours its Indigenous heritage while creating an urban environment conducive to education and reconciliation, while valuing nature. In 2023, the NCC remediated an additional 0.73 hectares of land on Victoria Island, bringing the total area of remediated land to 3.26 hectares (action 12.7).





## Climate Action

Climate change is already having an impact on the NCC and the National Capital Region. To address this, the NCC tracks its GHG emissions and is working to make its operations carbon neutral and increase its resilience to the impacts of climate change. The NCC does this by implementing climate mitigation measures, such as improving the energy efficiency of its real estate portfolio, and climate adaptation measures, including nature-based solutions. Figure 1 presents the NCC's short- and long-term targets in this area and the following paragraphs highlight this year's efforts.

## Short term



**2018**

Initiation of the climate change adaption project.



**2020**

Acquisition of climate projections for the National Capital Region.



**2022**

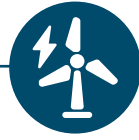
Completion of a climate change vulnerability and risk assessment.



**2027**

Target: 100% of short-term actions under the Climate Adaptation Plan are ongoing.

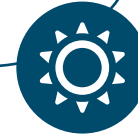
Update of the climate projections for the National Capital Region, the Climate Change Vulnerability and Risk Assessment and the Climate Adaptation Plan.



**2025**

Target: 100% of electricity consumed by NCC facilities comes from clean energy.

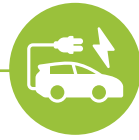
Target: 40% reduction of GHG emissions from facilities and fleet.



**2024**

Adoption of the Climate Adaptation Plan.  
Development of a climate mitigation plan, including a net-zero real property portfolio plan, a green fleet plan and an assessment of renewable energy potential on NCC lands.

## Long term



**2030**

Target: 100% of light-duty vehicles in the NCC's fleet are zero-emission.

Target: 80% of light-duty vehicles used for NCC land maintenance contracts are zero-emission.



**2050**

Carbon neutral target: GHG emissions from NCC facilities and fleet are reduced by 90% and remaining emissions are offset using renewable energy credits or carbon offsets.

Figure 1 – NCC's pathway to net-zero and climate resilient operations

## Mitigating the Impacts of Climate Change

The NCC has committed to reducing its Scope 1 and 2 GHG emissions to 40% below 2005 reference levels by 2025 (action 13.1). To achieve this goal, the NCC conducts an annual GHG emissions inventory and is implementing various projects to reduce emissions.

### 2022–2023 GHG Emissions Inventory

The annual GHG emissions inventory is prepared in accordance with the federal greenhouse gas accounting and reporting guidelines. For 2022–2023, the inventory includes NCC facilities and assets that consume energy, including 96 buildings, 105 structures (bridges, culverts, lighting systems, etc.), 55 on-road vehicles and an undefined quantity of other mobile equipment that use fossil fuels.

In 2022–2023, the NCC’s Scope 1 and 2 GHG emissions were 2,550 tonnes of CO<sub>2</sub>e. This represents a 54% reduction from the 2005 baseline and means that the NCC has surpassed its 2025 target (Figure 2).

The decrease in this indicator from 61%, calculated in 2021–2022, is due to a series of recalculations of reference values and the integration of assets that had not previously been accounted for.

The reduction in GHG emissions is primarily due to the decarbonization of Ontario’s electricity grid, which has resulted in a reduction of 1,910 tonnes of CO<sub>2</sub> since 2005.

GHG emission reduction projects undertaken by the organization in recent years, such as the installation of air-source heat pumps, the replacement of fluorescent lighting tubes with light-emitting diodes (LEDs), the replacement of propane hot water tanks with electric versions, and the removal of gas-fired kitchen appliances, have helped reduce electricity and fossil fuel consumption.

Nearly 70% of the NCC’s emissions come from Scope 1 emissions (Figure 3), over which it has greater control than Scope 2 emissions. It is therefore working to reduce Scope 1 emissions through various climate mitigation projects, which are presented in the next section.



*Solar panels at Hog’s Back Park*

### **Scope 1 and 2 Emissions**

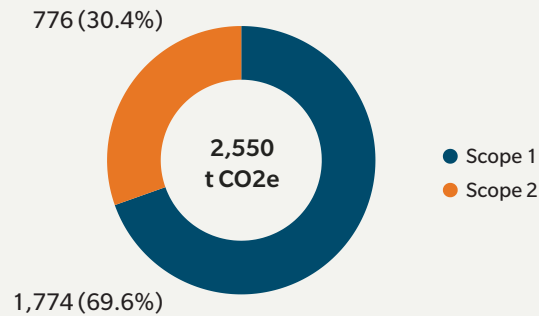
*Scope 1 includes direct emissions primarily from the combustion of fuels in NCC facilities (buildings and infrastructure) or by goods (on-road, off-road or other equipment).*

*Scope 2 includes indirect emissions from two sources: electricity consumption from the Ontario and Quebec electricity grids, as well as steam consumption from the district energy system of the Energy Services Acquisition Program administered by Public Services and Procurement Canada for heating and air conditioning.*

**Figure 2 – NCC GHG Emissions by Sector for 2022–2023.**



**Figure 3 – Distribution of NCC GHG Emissions by Scope for 2022–2023.**



### Climate Change Mitigation Projects

This year, the NCC made progress on several projects through the development of the Climate Mitigation Plan. For example, the NCC developed its first Net-Zero Real Property Portfolio Plan. This plan provides a roadmap to achieving net-zero emissions by 2050 (action 13.1). While additional building-specific plans will be required to achieve this goal, the Net-Zero Real Property Portfolio Plan provides broad direction and actions to be implemented by 2050.

The NCC has also committed to having a light-duty fleet composed entirely of zero-emission vehicles by 2030 (action 12.6). These vehicles currently represent 23% of the NCC fleet. To address the shortfall, the Corporate Services team has begun the development of a Green Fleet Plan. This plan will include an estimate of costs as well as a strategy for the acquisition of vehicles and charging infrastructure.

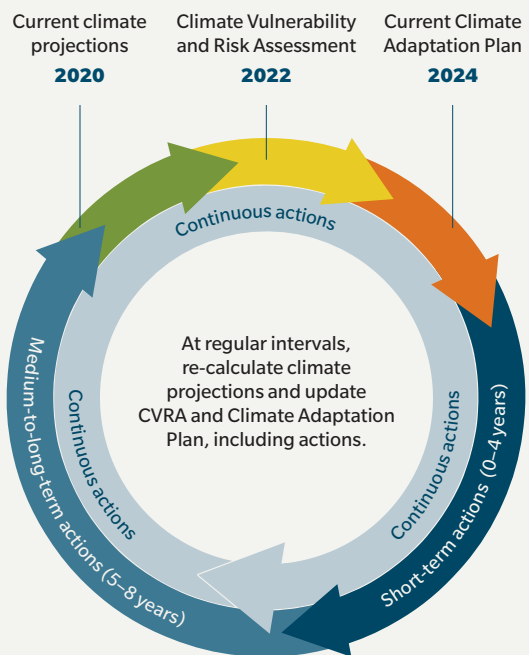


*NCC's zero-emission vehicle*



*Bioswale at the Champlain Node*

**Figure 4 – Review of climate adaptation measures process**



## Adapting to Climate Change

Following the acquisition of climate projections for the National Capital Region in 2020 and the completion of a climate change vulnerability and risk assessment in 2022, the NCC developed and adopted its first Climate Adaptation Plan (Figure 4). The plan comprises 35 actions targeting the greatest risks identified in the Climate Change Vulnerability and Risk Assessment, and groups them under six intervention themes: corporate policy and guidelines, capacity building, operational planning and management, emergency response and business continuity, capital investment and funding, and data deployment. Twenty-four of the 35 actions will be ongoing or achieved in the short term (by 2027) (action 13.10); six actions will be ongoing in the medium to long term (by 2028 to 2031); and five actions will be implemented on an ongoing basis. On a regular basis, the NCC will acquire new climate projections, reassess the vulnerabilities and risks posed by the region's changing climate, and identify new actions to maintain its resilience to the effects of climate change.

Although the Climate Adaptation Plan was recently adopted, the NCC has already achieved one of the actions set out: A soil cover layer has been added to the geomatics tool used by the NCC.



## Natural Capital

As stewards of an extensive land portfolio, the NCC is in a unique position to support habitat conservation and the protection of Canada’s wildlife populations. Much of the NCC’s green space is in its natural state and supports significant biodiversity while providing essential ecosystem services. Several NCC programs and activities aim to protect species at risk; reduce habitat fragmentation; eliminate the risk of birds colliding with buildings; control invasive species; and contribute to biodiversity research. Here is an overview.

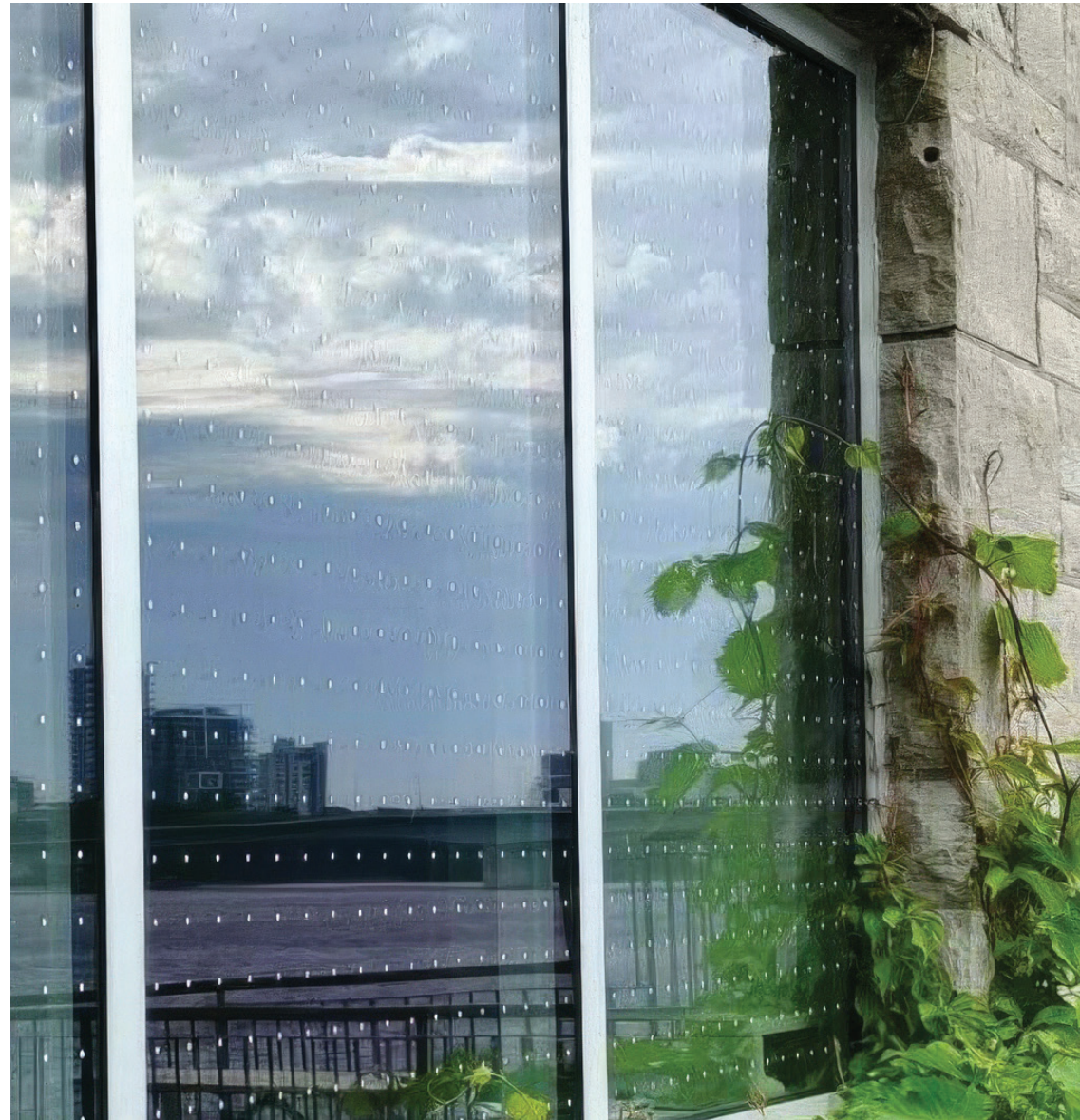
### *Ecosystem service*

*An ecosystem service is a service derived from the ecological functions of a natural asset like a forest, wetland or farmland. Examples of ecosystem services include agricultural or forest production, air quality control, water filtration, climate regulation or soil maintenance.*

## Protecting and Monitoring Birds around NCC Buildings

Because the NCC manages a vast real estate portfolio in the National Capital Region, and because collisions with buildings are one of the main causes of injury and mortality for birds, NCC staff must sometimes care for injured birds. To learn how to deal with such situations, the NCC organized training for key NCC staff on the risks buildings pose to birds, how to mitigate those risks, and how to respond to a bird that has struck a building. This training, conducted in partnership with Safe Wings Ottawa, allowed staff to learn how to respond appropriately when they find injured birds and monitor for bird collisions around NCC buildings.

The NCC continues to assess the risks posed by its existing buildings (low, medium, high or lethal) and to address lethal-risk buildings (action 13.3). It continues to apply its Bird-Safe Design Guidelines to ensure that any new buildings or renovation projects are safe for birds.



*Bird collision prevention markers at 50 Sussex Drive*

### *Ecological corridor*

*Ecological corridors are land or water passages between a park and the surrounding natural environments used for wildlife movement, dispersal of flora, seasonal migration, breeding, feeding and adapting to environmental changes.*



*Researchers at Shirleys Bay*

### **Another parcel protected in the Larrimac ecological corridor**

In 2021, the NCC created a partnership program to protect ecological corridors adjacent to Gatineau Park. This program supports partner organizations to protect lands of high ecological value (action 15.1). These lands must be located among one of the 12 ecological corridors that connect the park to three major natural areas — the large tracts of forests to the northwest, the Ottawa River and the Gatineau River.

This year, the NCC provided \$100,000 to finance the acquisition of 42 acres of forest within the Larrimac ecological corridor. This acquisition, carried out by Action Chelsea for the Respect of the Environment (ACRE), in collaboration with the Larrimac Golf Club, supports the long-term ecological integrity and biodiversity of Gatineau Park, as well as contributing to the conservation of key properties within the Larrimac ecological corridor.

### **Supporting Scientific Research**

The NCC encourages and supports scientific research by welcoming researchers to its lands (action 11.5). This year, in Gatineau Park and on Quebec’s urban lands, members of the scientific community carried out research on the [effects of traffic mitigation on bird and mammal diversity](#) (Millicent Gaston, Carleton University), the use of ecological corridors by avian fauna (Sylvain Delagrangue, Université du Québec en Outaouais) and the potential impact of the introduction of non-native piscivorous fishes on mussel populations (Benjamin Aubrey, Carleton University and Sarah Steele, Canadian Museum of Nature).





## Culture of Sustainability

The nature of the NCC's role as long-term planner and steward of federal lands and buildings in the National Capital Region inherently compels the NCC to consider sustainable development in its planning and decision-making and in the delivery of its mandate. As part of the SDS 2023–2027, the NCC is committed to continuing to integrate sustainable development into its organizational culture and into all its business activities in the National Capital Region. Here is what was accomplished regarding this commitment in 2023–2024.

# Good Governance

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

## Commitments

- 1. Update the NCC’s environmental sustainability policy.
- 2. Clearly define the roles, responsibilities and accountabilities for sustainable development, embed them into the NCC’s governance structure and communicate them to staff.
- 3. Add sustainable development objectives into performance measurement, including executive and employee performance management.

## Comments

The NCC has begun updating its Environmental Sustainability Policy, which will be renamed the Sustainable Development Policy, to update the roles and responsibilities that support sustainable development and climate resilience. This document will help the NCC integrate more accountability for sustainable development into its governance structure and decision-making processes. Governance is also being considered as part of the development of an implementation plan to disclose financial risks related to climate change. This work will serve as the basis for building a culture of sustainability within the NCC.

Other projects related to these commitments have not started.

# Leadership and Engagement

The NCC will act as a leader on regional collaboration and engagement efforts towards achieving an environmentally sustainable and climate resilient National Capital Region.

## Commitments

- 1. Provide regular opportunities for the public to engage with the NCC on sustainable development through online media and in-person events.
- 2. Regularly engage with regional stakeholders through initiatives such as Open NCC, the annual regional sustainability workshop and climate mitigation and adaptation working groups.

## Comments

The NCC engaged with its partners to discuss sustainable development on several occasions. In September 2023, the organization hosted “Open NCC,” a day where the public was invited to learn about the NCC’s work through themed activities and booths. NCC staff were available to answer questions from the public at the sustainable development and climate change kiosk. Over 2,000 people participated this year.

In 2023–2024, the NCC sent 65 issues of its newsletters to nearly 45,000 subscribers to inform them of its activities under nine different themes. The sustainable development and climate resilience-themed newsletter was viewed by more than 1,730 people on each of two occasions. The above-average open rate for this newsletter shows an increasing interest in the NCC’s sustainability initiatives.

The NCC has more than 240,000 subscriptions through its various social media platforms. They are commonly used to promote sustainable development, climate resilience and conservation. For example, this year’s popular publications included an opportunity for registrants to learn more about the vulnerability of wood garlic and a reminder of the consequences of using unofficial trails. The popularity of these publications is a testament to the public’s engagement in the NCC’s efforts on biodiversity, green space protection and conservation.

In December 2023, the NCC organized a workshop with 12 public agencies in the National Capital Region, including the City of Ottawa, the Ville de Gatineau, the Regional County Municipalities and Public Services and Procurement Canada. The workshop focused on climate change priorities and ways to improve regional cooperation to address the climate crisis. The NCC and its public partners agreed to work together on next steps, which include developing collaborative strategies, identifying potential synergies, and launching joint projects to advance climate change.



## Sustainable Resources and Capacity

The NCC will work to optimize its resources and capacity across the organization, in order to deliver on sustainable development goals.

### Commitments

1. Develop or adopt guidelines for the implementation of the Sustainable Development Strategy, beginning with climate resilience, net-zero buildings, greenhouse gas life-cycle cost analysis and green procurement.
2. Increase staff capacity for sustainable development by training staff on sustainability topics and including sustainability criteria in job profiles.
3. Secure stable funding for sustainable development by continually assessing resources required and taking advantage of innovative funding streams, such as energy performance contracts and partnerships.

### Comments

To provide a clear framework for implementing the SDS 2023–2027, the NCC has begun work on a management and implementation framework to guide the organization in implementing the SDS 2023–2027 and integrating sustainable development into all its activities.

This year, the NCC initiated a review of its new staff onboarding program, and is assessing the possibility of including training modules on the organization’s sustainable development commitments as well as general information on sustainable development and climate change.

The NCC identified \$7.5 million over 5 years, starting in 2024–2025, within the funding earmarked in the 2022 Fall Economic Statement, to support its corporate priority on sustainability, including the implementation of the SDS 2023–2027.

## Sustainable Business Practices

The NCC will include sustainable development in decision-making processes, planning and operations, in a way that balances environmental, social and economic factors.

### Commitments

1. Review and update NCC processes to include criteria for sustainable development, such as natural capital, social equity, and Indigenous reconciliation, beginning with the project management process, multi-year capital planning tools, project review and approval submission templates to advisory committees and the Board of Directors, the corporate risk profile and the asset management system.
2. Enable evidence-based decision-making by identifying and adopting measures to improve collection, retention, analysis and communication of data relevant to sustainability (including, but not limited to, data on social equity, culture and heritage, carbon emissions, climate projections, asset conditions, natural capital, mobility and waste).

### Comments

The NCC is currently looking at modernizing its asset management system. It is revising its asset condition assessment form to incorporate criteria for sustainability and resilience to climate change.

In addition, the NCC initiated an update of the project review and approval submission templates to advisory committees and the Board of Directors. This will help integrate environmental sustainability and climate resilience information into the project review process to support informed decision-making.

Finally, the NCC is reviewing its project management process to, among other things, increase accountability for sustainable development and climate resilience. The revised process is expected to be adopted in 2024.

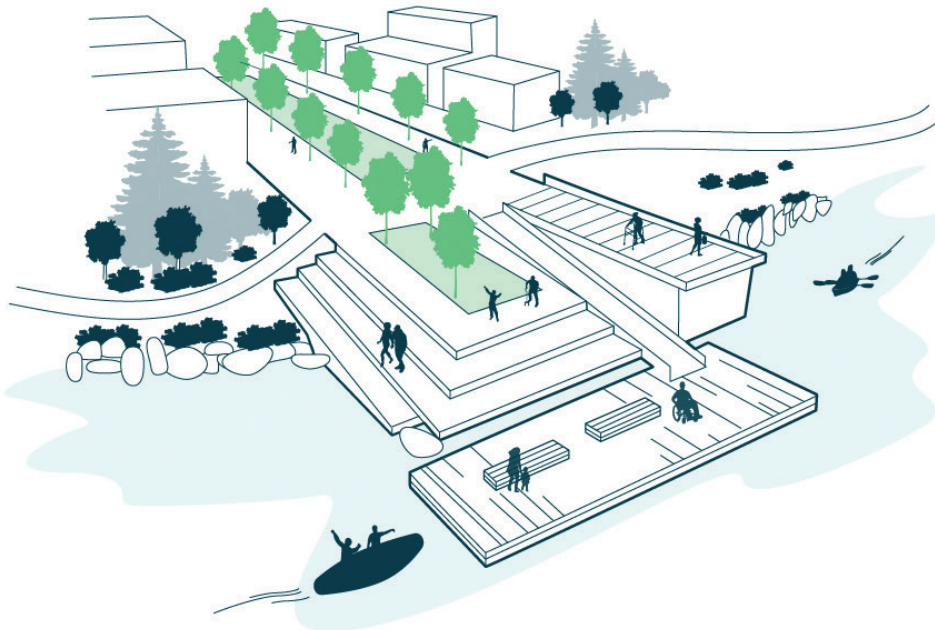
*Ottawa River in winter*



## Strategic Environmental Assessments

The NCC conducts voluntary strategic environmental assessments of its master plans. The purpose of these assessments is to determine the scope and nature of the potential impact of its plans on the environment, society and culture; to report on how its plans contribute to the objectives of the Federal Sustainable Development Strategy and the NCC Sustainable Development Strategy; to consider the risks posed by climate change to the implementation of its plans; and describe opportunities to reinforce positive impacts or identify potential mitigation measures for negative impacts. Results of strategic environmental assessments are appended to the master plans and are posted on the NCC website.

No strategic environmental assessments were completed in 2023–2024. Two are underway as part of the review of the Sir George-Étienne Cartier Parklands Plan and the National Capital Core Area Plan.



*Example of artistic renderings for a plan*

# Get Involved

Everyone in the National Capital Region has a role to play in building 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 webpage, 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.

Email: [SDS-SDD@ncc-ccn.ca](mailto:SDS-SDD@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



# Appendix 1 —

## Progress Tracking Tables

### Support a healthier and more sustainable food system



**FSDS TARGET THEME:** N/A

**FSDS TARGET:** N/A

**FSDS IMPLEMENTATION STRATEGY:**

**Help Canadian communities access healthy food.** Invest in projects that increase access to food and support food security, with the potential to provide social, health, environmental, and economic benefits in support of vibrant communities across Canada.

NCC Actions	Performance Indicators, Targets and Starting Points	Contribution to the FSDS Goal and Canada’s 2030 Agenda National Strategy	Results and Comments
<p><b>2.1</b></p> <p>Develop a Sustainable Agriculture and Food Strategy to promote food production on NCC agricultural lands.</p>	<p><b>Indicator:</b> % of NCC farmlands used for food production</p> <p><b>Target:</b> Target to be set in 2024</p> <p><b>Starting Point:</b> 28% of farmed NCC agricultural land is used for food production as of 2023</p>	<p>The NCC manages its more than 5,600 hectares of agricultural lands to support a healthier and more sustainable food system using a farm tenant model that provides unique opportunities for seasoned farmers to establish on quality agricultural land within 20 minutes of downtown Ottawa. Since 2018, more than 528 hectares of farmland have been converted to food production and six farms have converted to sustainable growing practices. Many of these farms have public offerings, such as tours, fruit picking, market gardens and classes that can help educate the public about local and sustainable food. The NCC also established a pilot project that saw the development of two community gardens on NCC urban lands. The NCC’s Sustainable Agriculture and Food Strategy will seek to further establish targets and actions to support the production of local, healthy and sustainable food in the National Capital Region.</p> <p><b>Relevant targets or ambitions</b></p> <p><b>CIF Ambition:</b> Canadians have access to sufficient, affordable and nutritious food.</p> <p><b>GIF Target 2.4:</b> By 2030, ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding and other disasters and that progressively improve land and soil quality.</p>	<p><b>Indicator Progress:</b> Ongoing</p> <p><b>Results as of March 31, 2024:</b> 28% of leased farmlands is used for food production.</p> <p>The NCC is undertaking the necessary preparatory work to develop the Sustainable Agriculture and Food Strategy. Before developing this strategy, the NCC needs to determine the true agricultural potential of its lands. To do so, it must evaluate the possibility of irrigating certain lands, since many of the NCC’s farmlands do not have sufficient irrigation to support sustainable food production. The NCC is currently exploring options to irrigate these lands to support new agricultural activities.</p> <p>In addition, the NCC encourages existing tenants to adopt sustainable food production practices when signing or renewing leases, although no new leases or renewals have been completed this year.</p> <p>The target for this action will be established as part of the development of the Sustainable Agriculture and Food Strategy.</p>

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

**FSDS TARGET THEME:** Advancing reconciliation with First Nations, Inuit and Métis communities

**FSDS TARGET:** Between 2023 and 2026, and every year on an ongoing basis, develop and table annual progress reports on implementing the *United Nations Declaration on the Rights of Indigenous Peoples Act* (Minister of Justice and Attorney General of Canada)

**FSDS IMPLEMENTATION STRATEGY:**

**Implement the *United Nations Declaration on the Rights of Indigenous Peoples Act*.** The Government of Canada will work to implement the *United Nations Declaration on the Rights of Indigenous Peoples Act*, in consultation and cooperation with Indigenous Peoples. Federal organizations will support and implement the measures identified in the UN Declaration Act Action Plan, in accordance with their own mandates and the guidance provided by the Act Implementation Secretariat.

NCC Actions	Performance Indicators, Targets and Starting Points	Contribution to the FSDS Goal and Canada's 2030 Agenda National Strategy	Results and Comments
<p><b>10.1</b></p> <p>Work with Indigenous Peoples, particularly the Algonquin Nation, to build capacity and relationships that will advance reconciliation and lead to meaningful inclusion of Indigenous perspectives in NCC activities.</p>	<p><b>Indicator:</b> # of NCC projects where one of the objectives is to advance Indigenous reconciliation</p> <p><b>Target:</b> By 2027, at least 3 new projects are in place where one of the objectives is to advance reconciliation</p> <p><b>Starting Point:</b> 0 as of 2023</p>	<p>Given that NCC lands lie on the unceded territory of the Algonquin Anishinabeg Nation, it is important for the advancement of reconciliation that Indigenous perspectives be included in the planning and development of those lands. In addition to ensuring that opportunities to advance reconciliation are explored during the project planning process for all NCC projects, the NCC is committed to making Indigenous reconciliation an objective of major projects. The NCC's Indigenous Procurement Policy uses procurement best practices to encourage the participation of Algonquin and other Indigenous-owned businesses in providing goods and services to the NCC. The NCC considers Indigenous businesses as sources of supply where Indigenous capacity exists. The resulting contracts can enhance positive socio-economic outcomes regionally and nationwide and can help build capacity for future engagement in federal procurement.</p>	<p><b>Indicator Progress:</b> Ongoing</p> <p><b>Results as of March 31, 2024:</b> 1 project implemented.</p> <p>One project to advance reconciliation with Indigenous peoples carried out in 2023–2024 was the renaming of Kichi Zībī Mīkan, formerly known as the Sir John A. Macdonald Parkway. Kichi Zībī Mīkan means “Great River Road” in the Algonquin language. Chosen in partnership with the Algonquin Nation, the new name honours the deep meaning of the river, shoreline and landscape to First Nations.</p> <p>Two other projects to advance reconciliation with Indigenous Peoples are also being planned and implemented:</p> <ul style="list-style-type: none"> <li>• The development of interpretive panels, created by Indigenous peoples, at Kiweki Point, scheduled to open in the summer of 2024.</li> <li>• The development of interpretive panels, created by Indigenous peoples, at the rehabilitated Philippe Lake campground, scheduled to open in the summer of 2025.</li> </ul> <p>In addition, the NCC procured services from various Indigenous businesses for a number of projects over the past year, including the remediation of Victoria Island, the procurement of IT products, the design of the National Monument to Canada's Mission in Afghanistan and archeological services for the Philippe Lake campground rehabilitation project.</p> <p>Once again this year, the NCC provided technical assistance to the Anishinàbe Objibikan Archaeological Field School, which brings together members of the Kitigan Zibi Anishinabeg First Nation and Algonquins of Pikwàkanagàn First Nation, in its excavation activities at sites along the shores of Leamy Lake Park.</p>

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

**FSDS TARGET THEME:** Public transit and active transportation

**FSDS TARGET:** By 2030, 22% of commuters use public transit or active transportation (Minister of Intergovernmental Affairs, Infrastructure and Communities)

**FSDS IMPLEMENTATION STRATEGY:**

**Invest in public transit and active transportation.** Invest in long-term public transit, rural transit and active transportation solutions to provide reliable, fast, affordable and clean ways for people to get around.

NCC Actions	Performance Indicators, Targets and Starting Points	Contribution to the FSDS Goal and Canada's 2030 Agenda National Strategy	Results and Comments
<p><b>11.1</b></p> <p>Support the improvement of infrastructure for sustainable transportation in the National Capital Region through the development of transportation plans and guidelines.</p>	<p><b>Indicator:</b> % of NCC parkways reviewed for opportunities to increase safe and sustainable active mobility</p> <p><b>Target:</b> 100% of NCC parkways will be reviewed by 2024</p> <p><b>Starting Point:</b> 0% as of 2023</p>	<p>The NCC plays an enabling role in creating a more sustainable and connected interprovincial transportation network in the National Capital Region by conducting regional transportation studies, developing transportation plans and guidelines, funding transportation infrastructure projects, and collaborating with municipal, provincial and federal partners. Some examples of NCC plans that will govern how transportation infrastructure will be developed in the downtown core of the National Capital Region over the long term include the Long-term Integrated Interprovincial Crossings Plan and the upcoming Parkways Planning and Design Guidelines and Confederation Boulevard Guidelines.</p> <p>NCC parkways represent over 90 km of roadways that are used extensively for commuting and recreational transportation throughout the region. The NCC is reviewing its parkways for opportunities to increase safe and sustainable active and public transportation. This information will be used to help develop new Parkways Planning and Design Guidelines, which will replace the 1984 Policies on Parkways and Driveways. The new policy will provide a contemporary view of parkways and give priority to accommodating pedestrians and cyclists and, when incorporated into infrastructure projects, support safe and sustainable active mobility across the region.</p> <p><b>Relevant targets or ambitions</b></p> <p><b>CIF Ambition:</b> Canadians live in healthy, accessible and sustainable cities and communities.</p> <p><b>CIF Target 11.5:</b> By 2030, 22% of commuters adopt shared or active transportation.</p> <p><b>GIF Target 11.2:</b> By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, such as women, children, persons with disabilities and older persons.</p>	<p><b>Indicator Progress:</b> Ongoing</p> <p><b>Results as of March 31, 2024:</b> 33% of the parkways assessed.</p> <p>As part of its Parkways Planning and Design Guidelines, the NCC is reviewing its entire parkway network in order to propose a vision, strategies and design models for parkways that promote active, sustainable, equitable and universally accessible transportation. By the end of 2023–2024, approximately 33% of the project had been completed. It is expected to be completed by the end of fiscal year 2024–2025.</p>
<p><b>11.2</b></p> <p>Improve opportunities for year-round active mobility in the National Capital Region, including, for example, access to:</p> <ul style="list-style-type: none"> <li>• streets closed to motor vehicle traffic for active mobility</li> <li>• groomed ski and snowshoe trails</li> <li>• stairways, bicycle lanes and pathways that are maintained year-round</li> <li>• bicycle rentals (including e-bikes)</li> </ul>	<p><b>Indicator:</b> # of initiatives implemented that improve opportunities for year-round active mobility in the National Capital Region and their associated outcomes.</p> <p><b>Target:</b> 5 initiatives by 2027</p> <p><b>Starting Point:</b> 0 as of 2023</p> <p>Note: Targets and outcomes will be reported for each initiative.</p>	<p>The NCC promotes active transportation in several ways. It manages a network of over 300 km of multi-use pathways throughout the region that are used by commuters every day. The NCC provides access to 19 km of car-free parkways every weekend from May to October through its Weekend Bikedays program, and exclusive access for active users to over 34 km of parkways in Gatineau Park on weekends and certain weekdays, through a pilot program that began during the pandemic. Along with its network of over 200 km of winter trails in Gatineau Park, the NCC, in partnership with the Urban Winter Trail Alliance, maintains over 100 km of winter trails in Ottawa, many of which are along urban routes that can be used for commuting. Some commuters also make use of the Rideau Canal Skateway during the winter months.</p> <p>Over the next four years, the NCC will work to ensure the long-term viability of these programs and expand on them, while also implementing other initiatives aimed at encouraging active transportation in the region, such as increasing the amount of bike lanes on NCC lands and expanding winter maintenance to make walkways and multi-use pathways more accessible for winter use.</p> <p><b>Relevant targets or ambitions</b></p> <p><b>CIF Ambition:</b> Canadians live in healthy, accessible and sustainable cities and communities.</p> <p><b>CIF Target 11.5:</b> By 2030, 22% of commuters adopt shared or active transportation.</p> <p><b>CIF Ambition:</b> Canadians adopt healthy behaviours.</p>	<p><b>Indicator Progress:</b> Ongoing</p> <p><b>Results as of March 31, 2024:</b> 1 project implemented.</p> <p>For the 2023–2024 winter season, the NCC added 5 km to its network of multi-use winter trails along the Sir George-Étienne Cartier Parkway near the NCC River House in Ottawa.</p> <p>In addition, the NCC conducted several counts on selected streets and parkways to assess the proportion of people using active transportation.</p>



**FSDS TARGET THEME:** Green spaces, cultural and natural heritage

**FSDS TARGET:** Designate national urban parks as part of a network, with a target of up to six new national urban parks by 2026 and a total of 15 new national urban parks by 2030 (Minister of Environment and Climate Change)

**FSDS IMPLEMENTATION STRATEGY:**

**Develop green spaces close to urban centres.** Develop green spaces in or close to urban centres and facilitate access to them.

NCC Actions	Performance Indicators, Targets and Starting Points	Contribution to the FSDS Goal and Canada's 2030 Agenda National Strategy	Results and Comments
<p><b>11.3</b></p> <p>In line with NCC master plans, develop new green spaces, or enhance existing green spaces to improve access to nature, recreation, and cultural sites to promote human health and wellbeing, urban biodiversity, and climate mitigation and resilience.</p>	<p><b>Indicator:</b> # of green spaces developed</p> <p><b>Target:</b> 3 new green spaces developed by 2027</p> <p><b>Starting Point:</b> 0 as of 2023</p> <p><b>Indicator:</b> # of green spaces enhanced</p> <p><b>Target:</b> At least 1 green space enhanced by 2027</p> <p><b>Starting Point:</b> 0 as of 2023</p>	<p>The NCC manages over 600 km<sup>2</sup> of lands, over 70% of which is green space that provides opportunities for the public to access nature, culture and recreational activities. However, opportunities remain for the NCC to improve upon green spaces in the urban area and develop new, accessible green spaces, where aligned with planning and development processes. The NCC is planning to add at least three new green spaces to development projects along the Ottawa River and improve upon a green space at Brewery Creek in Gatineau by improving natural habitats and naturalizing shorelines, improving access between the green space and recreational pathways, and creating opportunities for sustainable recreation.</p> <p><b>Relevant targets or ambitions</b></p> <p><b>GIF Target 11.4:</b> Strengthen efforts to protect and safeguard the world's cultural and natural heritage.</p>	<p><b>Indicator Progress:</b> Ongoing</p> <p><b>Results as of March 31, 2024:</b> 1 new green space.</p> <p>Tesasini Park, which means “flat rock” in Algonquin, was completed this year. Located on the north shore of the Ottawa River near the Chaudières Bridge, this waterfront park is the second of three that will be built on the banks of the Ottawa River as part of the Zibi project. Tesasini Park includes exposed bedrock shelves, a universally accessible pathway and two lookouts. The park is open year-round, but the bedrock shelves on the terrace will only be accessible when the river is low. Designed to be climate resilient, these bedrock shelves provide erosion protection during spring floods.</p> <p>As part of the update to the National Capital Core Area Plan, the NCC is also planning to reclaim the existing cliff parking lot, located at the bottom of the escarpment behind Parliament Hill, and convert it into flood-resilient public parkland.</p> <p><b>Indicator Progress:</b> Achieved</p> <p><b>Results as of March 31, 2024:</b> 2 green spaces improved.</p> <p>The NCC River House reopened to the public in 2023. The project provided universal access to the heritage property and created an additional access point to the banks of the Ottawa River for swimming, boating or nature contemplation.</p> <p>As part of the LeBreton Flats Public Realm Improvements project along the LeBreton Flats pathway, modular seating, shaded areas and interpretation panels were installed west of the O-Train Pimisi Station to create a rest area. In addition, a unique public art installation entitled “When the Rubber Meets the Road” (2018) by Canadian artist Gerald Beaulieu was temporarily installed until July 2024 to create a cultural experience for the public.</p> <p>Other green space improvement projects are also being planned or constructed:</p> <ul style="list-style-type: none"> <li>• Kiweki Point, formerly Nepean Point, is being redeveloped and is expected to reopen in summer 2024.</li> <li>• Consultations on the land use plan for Brewery Creek were held in March 2024.</li> </ul>

**FSDS TARGET:** By 2026, support at least 23.7 million visitors annually to Parks Canada places (Minister of Environment and Climate Change)

**FSDS IMPLEMENTATION STRATEGY:**

**Promote access to green space, cultural and natural heritage.** Provide opportunities to connect with nature, green spaces, trail networks and culture.

NCC Actions	Performance Indicators, Targets and Starting Points	Contribution to the FSDS Goal and Canada's 2030 Agenda National Strategy	Results and Comments
<p><b>11.4</b></p> <p>Increase equitable and sustainable access to designated NCC green spaces, and cultural and natural heritage sites, in line with NCC master plans.</p>	<p><b>Indicator:</b> # of initiatives put in place that increase equitable and sustainable access to designated NCC green spaces, and cultural and natural heritage sites</p> <p><b>Target:</b> 4 initiatives by 2027</p> <p><b>Starting Point:</b> 0 as of 2023</p>	<p>Providing opportunities for Canadians to connect with the nature and culture of the Capital is an integral part of the NCC's mandate. The NCC is committed to improving equitable and sustainable access to its lands. Recently the NCC began including Gender-based Analysis Plus into its planning process to ensure equitable access to NCC sites and services. In addition, the NCC also provides free shuttle bus service to and around Gatineau Park during the summer and fall and offers e-bike rentals to make it easier for more people to connect with nature in the park. The NCC plans to increase accessibility of its lands by building connections between the NCC's pathway network, communities and transit nodes, upgrading facilities such as washrooms to improve accessibility and equity, and improving wayfinding on its pathways.</p> <p><b>Relevant targets or ambitions</b></p> <p><b>GIF Target 11.7:</b> By 2030, provide universal access to safe, inclusive and accessible, green and public spaces, in particular for women and children, older persons and persons with disabilities.</p>	<p><b>Indicator Progress:</b> Ongoing</p> <p><b>Results as of March 31, 2024:</b> 2 projects implemented.</p> <p><b>Gatineau Park Shuttle</b></p> <p>In 2023, the Gatineau Park shuttle returned with an extended schedule and expanded network, serving a larger area than ever before. Extended by 5 weeks compared to 2022, the shuttle service in the southern sector transported 18,210 people, 19% more than in 2022, and linked downtown Ottawa and Gatineau to several of the park's popular destinations, including Pink Lake, Mackenzie King Estate, Champlain Lookout, the Visitor Centre, Camp Fortune, King Mountain and Lauriault Trail. In addition, it was possible to travel to the Philippe Lake sector by NCC shuttle. More than 1,630 people used this free service during its first season. Finally, from September 30 to October 22, 2023, the Fall Rhapsody Shuttle transported 4,433 people, making it possible for them to enjoy the fall colours. A survey of those who made use of the shuttle found that 35% would have taken their personal vehicles to visit the park and 41% would not have visited the park without the shuttle service.</p> <p><b>Open NCC Shuttle</b></p> <p>In September 2023, the NCC hosted "Open NCC," a day where the public was invited to learn more about the NCC's work through themed activities and kiosks. To transport people to the various event locations, the NCC offered a free shuttle service, which was used by more than 100 people.</p>

**FSDS TARGET THEME:** N/A

**FSDS TARGET:** N/A

**FSDS IMPLEMENTATION STRATEGY:**

**Work with partners on conservation.** Engage with Indigenous Peoples, partners and the public in stewardship activities to protect and conserve natural space as well as wildlife species and their habitats.

NCC Actions	Performance Indicators, Targets and Starting Points	Contribution to the FSDS Goal and Canada's 2030 Agenda National Strategy	Results and Comments
<p><b>11.5</b></p> <p>Work with Indigenous Peoples and partners and provide opportunities for the public to participate in citizen science, conservation management and cultural programs on NCC lands.</p>	<p><b>Indicator:</b> # of initiatives in place each year that engage the Algonquin Nation, partners and/or the public in citizen science, conservation management or cultural programs</p> <p><b>Target:</b> At least 10 initiatives in place in each fiscal year</p> <p><b>Starting Point:</b> 11 initiatives took place in 2022-2023</p>	<p>Each year, the NCC engages dozens of partners and participants in research and citizen science programs, cultural programs and conservation management activities, mainly through programs such as the Natural Resources Action Plan and the responsible trail management project, but also through interpretive programs that aim to educate the public about nature and heritage conservation. In recent years, hundreds of volunteers participated in projects such as animal tracking, wildlife inventories, invasive species control, parkway patrols and trail maintenance. The NCC is committed to maintaining its robust public engagement program and expanding on it, in partnership with NGOs, Indigenous groups, businesses and the public, to provide quality programs that result in tangible environmental benefits and increase environmentally sensitive behaviours.</p>	<p><b>Indicator Progress:</b> Achieved</p> <p><b>Results as of March 31, 2024:</b> 10 projects implemented this year.</p> <p>Rehabilitation of the Philippe Lake campground:</p> <p>The NCC is working with the Kitigan Zibi Anishinabeg First Nation on three interpretive elements: naming of the camping areas, land acknowledgement, and interpretation within the multi-use pavilion.</p> <p><b>Citizen Science Projects:</b></p> <ul style="list-style-type: none"> <li>• Frog Watch – 24 volunteers</li> <li>• Common Loon Survey – 30 volunteers</li> <li>• Mission Monarch– 10 volunteers</li> <li>• Control of invasive species – 9 volunteers</li> <li>• Peregrine Falcon Survey – 12 volunteers</li> <li>• Animal Tracks Inventory – 23 volunteers</li> <li>• Gatineau Park Trail Patrol – 99 volunteers</li> <li>• Gatineau Park Trail Maintenance – 117 volunteers</li> </ul>

## FSDS IMPLEMENTATION STRATEGY:

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

NCC Actions	Performance Indicators, Targets and Starting Points	Contribution to the FSDS Goal and Canada's 2030 Agenda National Strategy	Results and Comments
<p><b>11.6</b></p> <p>Support affordable housing in the National Capital Region through the development and implementation of NCC master plans.</p>	<p><b>Indicator:</b> Number of affordable housing units completed under the Building LeBreton project</p> <p><b>Target:</b> 200 by 2027</p> <p><b>Starting Point:</b> 0 completed as of 2023</p> <p><b>Indicator:</b> # of new development sites on NCC lands within walking distance of an O-Train, Transitway or Rapibus stations made available for development</p> <p><b>Target:</b> At least 4 by 2027</p> <p><b>Starting Point:</b> 1 as of 2023</p>	<p>As principal planner for the National Capital Region, the NCC develops master plans that provide guidelines for land use, urban design and development on federal lands in the region. The NCC uses this planning and development role to ensure that regional needs are met along with the national interest. Moving forward, the NCC's master planning process will aim to incorporate a more modern view of urban planning that considers opportunities for accessible and affordable housing, while remaining focused on the national interest. The LeBreton Flats Master Concept Plan does just this by guiding the transformation of LeBreton Flats into a place of national and civic pride, as well as a complete urban community where anyone can live, work and play. A 1.1-hectare parcel at LeBreton Flats, near the Pimisi O-Train station, which will feature a mixture of affordable housing units, was made available for development in 2022–2023.</p> <p><b>Relevant targets or ambitions</b></p> <p><b>CIF Ambition:</b> Canadians have access to quality housing.</p> <p><b>CIF Ambition:</b> Canadians live in healthy, accessible and sustainable cities and communities.</p> <p><b>CIF Indicator 11.4.1:</b> Percentage of population living within 500 m of a public transport stop.</p>	<p><b>Indicator Progress:</b> Ongoing</p> <p><b>Results as of March 31, 2024:</b> 0 housing units completed.</p> <p>This year, no affordable housing was completed as part of the Building LeBreton project. Construction of the first phase began in spring 2024 with the development of the library parcel (a 1.1-hectare parcel of land made available for development in 2022–2023). The first housing units are expected to be completed in 2026. The library parcel is set to include 247 affordable housing units, or 41% of the units built.</p> <p><b>Indicator Progress:</b> Ongoing</p> <p><b>Results as of March 31, 2024:</b> 1 plot reserved for real estate development.</p> <p>No new development sites were made available in 2023–2024.</p> <p>Consultations on the Brewery Creek Land Use Plan were held in March 2023. The NCC's proposed development vision for these lands includes the construction of affordable housing.</p>

## Reduce waste and transition to zero-emission vehicles



**FSDS TARGET THEME:** Federal leadership on responsible consumption

**FSDS TARGET:** By 2030, the Government of Canada will divert from landfill at least 75%, by weight, of non-hazardous operational waste (All Ministers)

## FSDS IMPLEMENTATION STRATEGY:

**Maximize diversion of waste to landfill.** Analyze waste streams and implement waste diversion measures.

NCC Actions	Performance Indicators, Targets and Starting Points	Contribution to the FSDS Goal and Canada's 2030 Agenda National Strategy	Results and Comments
<p><b>12.1</b></p> <p>Complete waste audits of NCC offices and implement waste diversion measures.</p>	<p><b>Indicator:</b> % of non-hazardous NCC operational waste diverted from landfill</p> <p><b>Target:</b> 75% annually</p> <p><b>Starting Point:</b> 46% office waste diversion in 2023 for 40 Elgin Street (this includes tenants other than the NCC)</p>	<p>The NCC has roughly 500 employees, with most of these located at NCC headquarters at 40 Elgin Street in Ottawa. The NCC also has other small satellite offices for staff at Rideau Hall and Gatineau Park, an office for conservation officers and a warehouse facility. In 2010, the NCC introduced a composting program and updates waste receptacles at all offices. Waste diversion rates have typically been between 60% and 70% for NCC headquarters at 40 Elgin Street. The NCC will review waste diversion at all its offices to prepare to meet the new FSDS targets. As part of the project to update the NCC's new headquarters at 80 Elgin Street, the NCC is reviewing the requirements for waste and identifying challenges and opportunities for waste diversion.</p> <p><b>Relevant targets or ambitions</b></p> <p><b>GIF Target 12.5:</b> By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse.</p>	<p><b>Indicator Progress:</b> Achieved</p> <p><b>Results as of March 31, 2024:</b> 81% at 40 Elgin Street, NCC's headquarters and location of work for 84% of staff. No audits were conducted at satellite offices in 2023–2024.</p> <p>The NCC occupies office space at 40 Elgin Street as a tenant. The results presented above are from the annual waste audit conducted by the building owner and manager, and include waste generated by other tenants in the building. The NCC will be moving its headquarters to 80 Elgin Street in 2025, and, as such, will conduct a waste audit for its new office space within months of this move being complete. For 2024, the NCC will focus its efforts on its satellite offices.</p>

NCC Actions	Performance Indicators, Targets and Starting Points	Contribution to the FSDS Goal and Canada's 2030 Agenda National Strategy	Results and Comments
<p><b>12.2</b></p> <p>Reduce public waste from key NCC sites and programs.</p>	<p><b>Indicator:</b> % of non-hazardous waste diverted from landfill at key NCC sites and programs</p> <p><b>Target:</b> 80% diversion rate annually for the Rideau Canal Skateway, 60% for other key sites</p> <p><b>Starting Point:</b> 95% diversion rate for the Rideau Canal Skateway in 2022, other sites to be identified in 2024</p>	<p>A significant proportion of the NCC's operations involve the public realm. Under its Sustainable Development Strategy 2018–2023, the NCC committed to reducing waste on the Rideau Canal Skateway, addressing waste in certain public areas and encouraging partners hosting events on NCC sites to reduce waste. To reduce waste on the RCS, the NCC worked with concessionaires to ensure compostable products were used for food service and triaged all waste items to ensure they were disposed of in the proper waste stream. The NCC also implemented waste tracking requirements for major events and put in place a recycling program on Confederation Boulevard in partnership with the City of Ottawa. While public waste has traditionally presented a challenge for the NCC, it is committed to continuing these programs and identifying new key sites and programs where targeted diversion measures can be implemented to reduce waste.</p>	<p><b>Indicator Progress:</b> Not on target</p> <p><b>Results as of March 31, 2024:</b> 70% of non-hazardous waste from the Rideau Canal Skateway was diverted from landfill.</p> <p>The Rideau Canal Skateway was open for only 10 skating days during the 2024 season. During this period, 70% of the waste generated was diverted from landfill.</p> <p>In 2024–2025, the NCC will identify the key sites to focus its waste reduction efforts for this SDS cycle.</p>

**FSDS TARGET:** By 2030, the Government of Canada will divert from landfill at least 90% by weight of all construction and demolition waste (All Ministers)

**FSDS IMPLEMENTATION STRATEGY:**

**Maximize diversion of waste to landfill.** Analyze waste streams and implement waste diversion measures.

NCC Actions	Performance Indicators, Targets and Starting Points	Contribution to the FSDS Goal and Canada's 2030 Agenda National Strategy	Results and Comments
<p><b>12.3</b></p> <p>Implement waste diversion best practices for construction and demolition projects.</p>	<p><b>Indicator:</b> % of NCC construction and demolition waste diverted from landfill</p> <p><b>Target:</b> 90% annually</p> <p><b>Starting Point:</b> Diversion rate for demolition waste was 91% in 2023; diversion rate from construction waste to be calculated in 2024</p>	<p>Due to its vast portfolio of real estate and other built assets, the NCC conducts demolition projects each year. Since 2018, the NCC has required all contractors to divert at least 90% of demolition waste and report their waste diversion rates. This target has typically been met or exceeded. Moving forward, the NCC will require construction projects to meet the same diversion rate and will explore and implement best practices for waste reduction and responsible consumption.</p> <p><b>Relevant targets or ambitions</b></p> <p><b>GIF Target 12.5:</b> By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse.</p>	<p><b>Indicator Progress:</b> Achieved</p> <p><b>Results as of March 31, 2024:</b> Over 95% of construction and demolition waste was diverted from landfill.</p> <p>Based on weight, the proportion of waste diverted from landfill was greater than 95%. The NCC will continue to refine its waste monitoring methods to ensure that it captures all the materials generated as part of its construction and demolition projects.</p>

**FSDS TARGET:** The Government of Canada's procurement of goods and services will be net-zero emissions by 2050, to aid the transition to a net-zero, circular economy (All Ministers)

**FSDS IMPLEMENTATION STRATEGY:**

**Strengthen green procurement criteria.** Develop criteria that address greenhouse gas emissions reduction for goods and services that have a high environmental impact; ensure the criteria are included in procurements; and support green procurement, including guidance, tools and training for public service employees

NCC Actions	Performance Indicators, Targets and Starting Points	Contribution to the FSDS Goal and Canada's 2030 Agenda National Strategy	Results and Comments
<p><b>12.4</b></p> <p>Update green procurement guidelines and train staff in implementing the new green procurement policy and guidelines.</p>	<p><b>Indicator:</b> % of standing offers and contracts for the purchase of high-impact goods, services and construction that include green procurement criteria</p> <p><b>Target:</b> 80% by 2027</p> <p><b>Starting Point:</b> 0% in 2023</p> <p><b>Indicator:</b> % of NCC staff that have been trained in implementing new green procurement policy and guidelines</p> <p><b>Target:</b> 100% by 2027</p> <p><b>Starting Point:</b> 0% in 2023</p>	<p>The NCC is a significant purchaser of goods and services in the National Capital Region, with over \$137 million in procurement in 2022–2023. In 2022, the NCC adopted a Green Procurement Policy and endeavours to remain in line with guidelines and best practices provided by Treasury Board of Canada Secretariat, under the Greening Government Strategy.</p> <p>Construction and land maintenance contracts account for the bulk of the NCC's spending. The NCC has incorporated sustainability requirements into its land maintenance contracts for several years now and updates these requirements according to new targets and best practices every time these contracts are renewed. The NCC also provides contractors with environmental guidelines. Over the coming years, the NCC will conduct a review of its procurement spending and associated carbon emissions and update its 2016 Green Procurement Guidelines with new criteria to address carbon emissions and support a circular economy. Staff will be trained on the implementation of the new guidelines.</p> <p><b>Relevant targets or ambitions</b></p> <p><b>GIF Target 12.7:</b> Promote public procurement practices that are sustainable, in accordance with national policies and priorities.</p>	<p><b>Indicator Progress:</b> Ongoing</p> <p><b>Results as of March 31, 2024:</b> No results available.</p> <p>The project to update the Green Procurement Guidelines is currently being planned. The NCC has defined procurement categories that have a high environmental impact. Tracking of the percentage of standing offers and contracts for high-impact goods, services and construction has not started.</p> <p><b>Indicator Progress:</b> Ongoing</p> <p><b>Results as of March 31, 2024:</b> No results available.</p> <p>The project to update the Green Procurement Guidelines is currently being planned. Staff training will be planned as part of its implementation.</p>

NCC Actions	Performance Indicators, Targets and Starting Points	Contribution to the FSDS Goal and Canada's 2030 Agenda National Strategy	Results and Comments
<p><b>12.5</b></p> <p>Produce or procure clean electricity for NCC real property</p>	<p><b>Indicator:</b> % of electricity consumption in NCC real property that comes from clean electricity generation</p> <p><b>Target:</b> 100% by 2025</p> <p><b>Starting Point:</b> 91% of electricity used in NCC real property in 2022 was clean</p>	<p>The NCC's vast real estate portfolio consumes a significant amount of electricity, but its emissions from electricity use have decreased over 90% since 2011, mainly due to the decarbonization of the Ontario electricity grid. To contribute to the federal target to use clean electricity, the NCC will purchase renewable energy credits. Under its Climate Mitigation Plan, the NCC will also assess renewable energy potential on its lands to determine whether they could benefit from onsite electricity production or contribute renewable energy to the grid. The Net-Zero Real Property Portfolio Plan will also identify ways to reduce actual energy consumption in NCC buildings.</p>	<p><b>Indicator Progress:</b> Ongoing</p> <p><b>Results for the period from April 1, 2022 to March 31, 2023:</b> 92% of electricity consumption comes from clean energy.</p> <p>The NCC completed the calculation of GHG emissions for the 2022–2023 fiscal year. 92% of the electricity consumed by NCC properties came from clean energy sources. The NCC is planning a study to assess the renewable energy potential on its lands and buildings. It is expected to begin in 2024. The NCC will continue to track its electricity consumption and will be purchasing renewable energy credits starting in 2025.</p>

**FSDS IMPLEMENTATION STRATEGY:**

**Transform the federal light-duty fleet.** Fleet management and renewal will be optimized with the objective that the conventional light-duty on-road fleet comprises 100% zero-emission vehicles by 2030, including battery electric, plug-in hybrid, and hydrogen fuel cell vehicles.

NCC Actions	Performance Indicators, Targets and Starting Points	Contribution to the FSDS Goal and Canada's 2030 Agenda National Strategy	Results and Comments
<p><b>12.6</b></p> <p>As part of the NCC Climate Mitigation Plan, develop a Green Fleet Plan to optimize fleet management and provide a roadmap toward net-zero fleet emissions.</p>	<p><b>Indicator:</b> % of NCC light-duty fleet that is zero-emission</p> <p><b>Target:</b> 100% by 2030</p> <p><b>Starting Point:</b> 21% as of 2023</p>	<p>The NCC has been working towards the federal target for zero-emission vehicles for some time and replaces end-of-life vehicles with zero-emission vehicles where options exist. The NCC has also installed 17 vehicle charging stations at its office sites and public parking lots. The upcoming Green Fleet Plan will help optimize fleet management and provide a plan for achieving the 2030 target.</p> <p><b>Relevant targets or ambitions</b></p> <p><b>CIF Ambition:</b> Canadians consume in a sustainable manner.</p> <p><b>CIF Target 12.1:</b> Zero-emission vehicles represent 10% of new light-duty vehicle sales by 2025, 30% by 2030 and 100% by 2040.</p> <p><b>GIF Target 12.7:</b> Promote public procurement practices that are sustainable, in accordance with national policies and priorities.</p>	<p><b>Indicator Progress:</b> Ongoing</p> <p><b>Results as of March 31, 2024:</b> 23% of light-duty vehicles are zero-emission.</p> <p>The NCC's fleet of 60 light-duty vehicles consists of 23% zero-emission light-duty vehicles and 15% hybrid light-duty vehicles. A Green Fleet Plan is expected to be completed in 2024 to plan for the life-cycle replacement of the remaining conventional vehicles.</p>

**FSDS TARGET THEME:** N/A

**FSDS TARGET:** N/A

**FSDS IMPLEMENTATION STRATEGY:**

**Remediate high-priority contaminated sites.** Reduce environmental and human health risks from known federal contaminated sites and associated federal financial liabilities, focusing on the highest priority sites.

NCC Actions	Performance Indicators, Targets and Starting Points	Contribution to the FSDS Goal and Canada's 2030 Agenda National Strategy	Results and Comments
<p><b>12.7</b></p> <p>Remediate high priority sites on NCC lands.</p>	<p><b>Indicator:</b> # of hectares of NCC contaminated lands remediated since 2018 through the Federal Contaminated Sites Action Plan (FCSAP) or land development</p> <p><b>Target:</b> 25.14 hectares by March 31, 2030</p> <p><b>Starting Point:</b> 19.93 hectares remediated as of 2023</p>	<p>The Federal Contaminated Sites Action Plan (FCSAP) aims to reduce the risk of contaminated lands to human and environmental health and reduce the federal government's financial liability. Under this program, the NCC manages the risk of all its contaminated sites to the community and surrounding environment and works to decontaminate high-risk sites. One of these is Victoria Island, which lies at the heart of the region, in the Ottawa River, and holds special significance for the Algonquin Anishinabeg Nation, with whom the NCC is engaging as part of the remedial effort.</p> <p>In addition, the NCC ensures that risks associated with contaminated lands slated for development are properly addressed as part of the development process. This allows for previously underused land to be made available for beneficial public use, such as the construction of the City of Ottawa light rail transit system.</p>	<p><b>Indicator Progress:</b> Ongoing</p> <p><b>Results as of March 31, 2024:</b> 20.67 hectares remediated.</p> <p>This year, an additional 0.73 hectares were remediated as part of the Victoria Island remediation project, bringing the total to 20.67 hectares remediated since 2018.</p>

## Take action on climate change and its impacts

**FSDS TARGET THEME:** Federal leadership on greenhouse gas emission reductions and climate resilience

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

**FSDS IMPLEMENTATION STRATEGY:**

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

NCC Actions	Performance Indicators, Targets and Starting Points	Contribution to the FSDS Goal and Canada's 2030 Agenda National Strategy	Results and Comments
<p><b>13.1</b></p> <p>As part of the NCC Climate Mitigation Plan, develop and implement a Net Zero Real Property Portfolio Plan to reduce greenhouse gas emissions from the NCC's real property portfolio.</p>	<p><b>Indicator:</b> % reduction in Scope 1 and 2 greenhouse gas emissions from real property and fleet owned and operated by the NCC since 2005</p> <p><b>Target:</b> 40% below 2005 levels by 2025 and at least 90% below 2005 levels by 2050</p> <p><b>Starting Point:</b> 61% below 2005 levels in 2022</p>	<p>The NCC has been calculating its greenhouse gas emissions since 2015 and adopted the federal emissions targets in 2018. The NCC has thus far achieved the federal milestone of a 40% emissions reduction, based on a 2005 baseline. The NCC's Climate Mitigation Plan will provide a roadmap to reducing emissions by 90% from real property by 2050. Remaining emissions will be offset through the purchase of Renewable Energy Credits.</p> <p><b>Relevant targets or ambitions</b></p> <p><b>CIF Ambition:</b> Canadians reduce their greenhouse gas emissions.</p> <p><b>CIF Target 13.1:</b> By 2030, reduce Canada's total greenhouse gas emissions by 40% to 45%, relative to 2005 emission levels. By 2050, achieve economywide net-zero greenhouse gas emissions.</p> <p><b>GIF Target 13.2:</b> Integrate climate change measures into national policies, strategies and planning.</p>	<p><b>Indicator Progress:</b> Achieved</p> <p><b>Results for the period from April 1, 2022 to March 31, 2023:</b> 54% reduction in GHG emissions.</p> <p>In 2022–2023, Scope 1 and 2 GHG emissions from NCC-owned and -operated real property and fleet were 2,550 tonnes of CO<sub>2</sub>e. This represents a 54% reduction from 2005 reference levels.</p> <p>The decrease in this indicator from the 61% starting point calculated in 2021–2022 is due to a series of recalculations of reference values and the integration of assets that had not previously been accounted for.</p> <p>The reduction in GHG emissions is primarily due to the decarbonization of Ontario's electricity system, which has resulted in a reduction of 1,910 tonnes of CO<sub>2</sub>e since 2005.</p> <p>GHG emission reduction projects undertaken by the organization in recent years, such as the installation of air-source heat pumps, the replacement of fluorescent lighting tubes with light-emitting diodes (LEDs), the replacement of propane hot water tanks with electric versions, and the removal of gas-fired kitchen appliances, have helped reduce GHG emissions.</p> <p>This year, several initiatives have progressed as part of the development of the NCC's Climate Mitigation Plan. The first Net-Zero Real Property Portfolio Plan was developed to provide a roadmap to achieving net-zero emissions by 2050. In addition, the first Green Fleet Plan is being developed and is expected to be completed in 2024. This plan will include a budget as well as a strategy for the acquisition of vehicles and the installation of charging infrastructure.</p>
<p><b>13.2</b></p> <p>Maintain the ecosystem services provided by NCC green spaces.</p>	<p><b>Indicator:</b> Economic value of the ecosystem services provided by NCC green spaces</p> <p><b>Target:</b> Maintain the economic value of the ecosystem services provided by NCC green spaces</p> <p><b>Starting Point:</b> The value of NCC ecosystem services provided by NCC green spaces is approximately \$332 million per year, according to a 2016 study: Natural Capital: The Economic Value of the NCC's Green Network.</p>	<p>According to a 2016 study, Natural Capital: The Economic Value of the NCC's Green Network, natural areas account for over 90% of NCC lands. This includes forests (72%), agricultural lands (10%), wetlands (5%) and freshwater (5%). In addition to improving the quality of life in the Capital and providing goods such as agricultural products, these lands also provide valuable ecosystem services that maintain biodiversity, benefit human health, and help address climate change and its impacts. These ecosystem services include air quality control, water filtration, climate regulation, carbon storage, wildlife habitat, and erosion control. Given the importance of the NCC's green network, the NCC is committed to maintaining the ecosystem services provided by its lands by incorporating natural capital into its planning, decision-making and operations.</p> <p><b>Relevant targets or ambitions</b></p> <p><b>GIF Target 15.9:</b> By 2020, integrate ecosystem and biodiversity values into national and local planning, development processes, poverty reduction strategies and accounts.</p>	<p><b>Indicator Progress:</b> Ongoing</p> <p><b>Results as of March 31, 2024:</b> No results available.</p> <p>The NCC has not yet updated its assessment of the economic value of the ecosystem services provided by its green network. It will continue its efforts to meet the 2027 target, in part by updating <a href="#">the study, Natural Capital: The Economic Value of the NCC's Green Network</a>. The NCC will also develop an implementation plan for this action to support the integration of natural capital into its decision-making processes and land-use planning.</p>

NCC Actions	Performance Indicators, Targets and Starting Points	Contribution to the FSDS Goal and Canada's 2030 Agenda National Strategy	Results and Comments
<p><b>13.3</b></p> <p>Reduce bird collisions with NCC buildings by addressing the highest risk buildings.</p>	<p><b>Indicator:</b> # of existing NCC-owned and managed buildings that pose a lethal threat to birds</p> <p><b>Target:</b> 0 by 2030</p> <p><b>Starting Point:</b> Baseline to be determined in 2023.</p>	<p>In Canada, window collisions kill 16 to 42 million birds a year and are one of the leading causes of bird mortality. The NCC has over one thousand buildings, of which about 450 pose a potential threat to birds. To protect birds, it is therefore important that the NCC address this threat in its planning and operations. In 2021, the NCC published its Bird-Safe Design Guidelines to ensure that all new building and renovation projects incorporate bird-safe designs. The NCC must now take steps to assess and address its existing buildings to ensure they do not pose a lethal threat to birds. The NCC began an assessment of its buildings in 2020 to assess their level of threat to birds (low, moderate, high, lethal) and has already addressed some lethal-risk buildings. The results will be used to prioritize projects for bird-safe window treatments.</p>	<p><b>Indicator Progress:</b> Ongoing</p> <p><b>Results as of March 31, 2024:</b> 6 buildings owned and managed by the NCC pose a lethal risk to birds.</p> <p>The NCC has categorized the risk level of all its buildings that pose a threat to birds and will work with bird collision experts to validate the results of this exercise. The first priority, as per the target, is to address buildings managed internally by the NCC. Once this target has been met, the NCC will work with tenants to identify strategies to address leased buildings. In the meantime, the NCC continues to apply <a href="#">Bird-Safe Design Guidelines</a> to its construction projects, major renovations and as part of the federal approval process. For example, the new buildings at Philippe Lake campground, scheduled for completion in 2025, will be equipped with markers designed to limit bird collisions with windows.</p>
<p><b>13.4</b></p> <p>Implement the NCC's Forest Strategy.</p>	<p><b>Indicator:</b> # of trees planted on NCC lands since 2021</p> <p><b>Target:</b> Plant 100,000 trees by 2026</p> <p><b>Starting Point:</b> 5,000 trees have been planted since 2021</p> <p><b>Indicator:</b> % of tree canopy cover on NCC lands</p> <p><b>Target:</b> Maintain tree canopy cover at 74%</p> <p><b>Starting Point:</b> 74% as per the 2019 tree canopy assessment completed in collaboration with the City of Ottawa and Ville de Gatineau</p>	<p>Maintaining forested land is a major part of the NCC's operations. The <a href="#">Forest Strategy</a> was developed in 2021 to articulate goals for how trees and forests will be managed over the next 30 years. The strategy streamlines the NCC's forest management actions and includes a five-year action plan designed to increase the NCC's capacity to effectively manage forests.</p> <p><b>Relevant targets or ambitions</b></p> <p><b>CIF Ambition:</b> Canada sustainably manages forests, lakes and rivers.</p> <p><b>CIF Indicator 15.5.1:</b> Forest area as a proportion of total land area.</p>	<p><b>Indicator Progress:</b> Ongoing</p> <p><b>Results as of March 31, 2024:</b> 15,868 trees planted since 2021.</p> <p>In 2023–2024, an additional 10,868 trees were planted on NCC lands, including along the Aviation Parkway (240), in Brébeuf Park (130), in Leamy Lake Park (250), near Nordic Circle (45), at the crescent of Island Park Drive (33) and in the Meech Creek Valley (10,170). Of these, 665 trees were planted in partnership with Forêt Capitale Forest, while the Meech Creek project is a partnership with Dendroica Environnement et Faune.</p> <p>In addition, to support the NCC's reforestation efforts in the National Capital Region, an agreement with Natural Resources Canada will provide funding for 50% of new tree planting efforts undertaken by 2031, as part of the 2 Billion Trees program. The agreement provides for annual funding of \$1.2 to \$2.3 million, based on the NCC's contribution to tree planting.</p> <p><b>Indicator Progress:</b> Ongoing</p> <p><b>Results as of March 31, 2024:</b> Result available in 2025.</p> <p>A new canopy cover assessment of NCC lands is being completed. Results will be available in 2025.</p>
<p><b>13.5</b></p> <p>Transition to low-carbon land maintenance operations.</p>	<p><b>Indicator:</b> % of contractor light-duty fleet that consists of zero-emission vehicles</p> <p><b>Target:</b> 80% by 2030</p> <p><b>Starting Point:</b> 0% as of 2023</p>	<p>The maintenance of built and natural assets accounts for a significant portion of the NCC's operations and therefore has a major impact on its scope 3 (indirect) greenhouse gas emissions. The NCC manages seven major maintenance contracts and self-manages the grounds at six of Canada's official residences. The NCC has begun working with its contractors to track Scope 3 emissions. In 2022–2023, to show leadership and begin the transition to low-carbon land maintenance, the NCC eliminated the use of certain gas-powered hand tools at the official residences and banned these tools in its major maintenance contracts. The NCC is now working with contractors to identify challenges and ways to further reduce emissions, including transitioning to zero-emission vehicles.</p> <p><b>Relevant targets or ambitions</b></p> <p><b>CIF Ambition:</b> Canadians reduce their greenhouse gas emissions.</p>	<p><b>Indicator Progress:</b> Ongoing</p> <p><b>Results as of March 31, 2024:</b> 15% of light-duty vehicles used by NCC maintenance contractors are zero-emission.</p> <p>The NCC continues to work with its land maintenance contractors to increase the percentage of light-duty zero-emission vehicles in their fleets. The NCC is committed to including criteria related to this indicator in its land maintenance contracts.</p>

NCC Actions	Performance Indicators, Targets and Starting Points	Contribution to the FSDS Goal and Canada's 2030 Agenda National Strategy	Results and Comments
<p><b>13.6</b></p> <p>Track water consumption in NCC facilities with an aim to identifying buildings with high water consumption as priorities for retrofits.</p>	<p><b>Indicator:</b> % of buildings where water is tracked</p> <p><b>Target:</b> Water consumption tracked in 50% of all NCC buildings by 2027</p> <p><b>Starting Point:</b> 0% as of 2023</p>	<p>Reducing water consumption is an important best practice in sustainable buildings and an essential measure for conserving this valuable global resource. Although the NCC installs low-flow equipment when making updates to its buildings and uses lakes or streams for land irrigation where feasible, the NCC does not track water consumption in its buildings with an aim to greening its overall operations. Moving forward, the NCC will begin tracking water consumption and will identify ways to further reduce the water consumption in its buildings.</p> <p><b>Relevant targets or ambitions</b></p> <p><b>GIF Target 6.4:</b> By 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity.</p>	<p><b>Indicator Progress:</b> Ongoing</p> <p><b>Results as of March 31, 2024:</b> Result available in 2025.</p> <p>Data were compiled as part of an inventory of water meters and NCC portfolios will continue their efforts to assess the water consumption in buildings where meters exist. Efforts will then be made to install meters in buildings where they do not yet exist, with the goal of reaching the 50% target by 2027.</p>
<p><b>13.7</b></p> <p>Facilitate hybrid work and the use of low-carbon forms of commuting.</p>	<p><b>Indicator:</b> % of NCC staff that use sustainable modes of transportation for commuting</p> <p><b>Target:</b> Maintain, at 66%, or increase use of sustainable modes of transportation (including teleworking) for staff commuting</p> <p><b>Starting Point:</b> 66% of NCC staff used sustainable modes of transportation (cycling, walking or public transit) according to a 2010 survey</p>	<p>Prior to the pandemic, NCC staff used sustainable modes of transportation at a much higher proportion than the average for the region. Many factors may have influenced this, including a lack of available parking downtown and access to secure bicycle parking, showers and lockers at NCC offices. Also, given the nature of the NCC's work, it is likely that a high proportion of staff have an interest in outdoor activities like walking and cycling. However, the Covid-19 pandemic changed the way people work and commute and the NCC will soon be moving to a new headquarters that facilitates a hybrid work model. To work towards carbon neutral mobility by 2050, it is important that the NCC take steps to ensure that employees retain their sustainable commuting habits.</p> <p><b>Relevant targets or ambitions</b></p> <p><b>CIF Ambition:</b> Canadians reduce their greenhouse gas emissions.</p>	<p><b>Indicator Progress:</b> Ongoing</p> <p><b>Results as of March 31, 2024:</b> Results available in 2026.</p> <p>No surveys were conducted in fiscal 2023–2024, as the NCC's new headquarters is still being renovated and a hybrid work model will be adopted once staff have moved into the new headquarters in early 2025.</p> <p>The NCC will conduct surveys in 2025 to track the percentage of staff using sustainable modes of transportation for commuting.</p>

**FSDS IMPLEMENTATION STRATEGY:**

**Modernize through net-zero carbon buildings.** All new federal buildings (including build-to-lease and public-private partnerships) will be net-zero carbon unless a life-cycle cost-benefit analysis indicates net-zero-carbon-ready construction.

NCC Actions	Performance Indicators, Targets and Starting Points	Contribution to the FSDS Goal and Canada's 2030 Agenda National Strategy	Results and Comments
<p><b>13.8</b></p> <p>Develop and implement NCC guidelines to ensure that all new buildings are net-zero carbon or net-zero carbon-ready, based on a greenhouse gas life-cycle cost-benefit analysis.</p>	<p><b>Indicator:</b> % of newly constructed buildings that are net-zero carbon, or net-zero carbon-ready based on a greenhouse gas life-cycle cost benefit analysis</p> <p><b>Target:</b> 100% annually</p> <p><b>Starting Point:</b> 100% as of 2023</p>	<p>Given the federal target to achieve carbon neutral operations by 2050, it is important to ensure that any new buildings the NCC builds do not increase the federal government's overall greenhouse gas emissions. As such, the NCC has already begun incorporating zero-carbon standards into its building design process. In 2022, the NCC built the first certified net-zero-carbon, Government of Canada building in the National Capital Region. It is also building a net-zero-carbon pavilion as part of the redevelopment of Westboro Beach. Moving forward, all new buildings on NCC lands will be required to be built to be net-zero carbon or net-zero-carbon-ready.</p> <p><b>Relevant targets or ambitions</b></p> <p><b>CIF Ambition:</b> Canadians reduce their greenhouse gas emissions.</p>	<p><b>Indicator Progress:</b> Achieved</p> <p><b>Results as of March 31, 2024:</b> No new buildings were built in 2023–2024.</p> <p>Design guidelines for net-zero carbon or net-zero carbon-ready buildings will be developed in 2024. Currently, all proposed new buildings follow the Canada Green Building Council's Zero Carbon Building Standard. The NCC is currently working to establish guidelines for the application of sustainability measures to NCC projects.</p>



**FSDS IMPLEMENTATION STRATEGY:**

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

NCC Actions	Performance Indicators, Targets and Starting Points	Contribution to the FSDS Goal and Canada’s 2030 Agenda National Strategy	Results and Comments
<p><b>13.9</b></p> <p>Conduct greenhouse gas life-cycle cost analyses during the design phase of major building retrofits.</p>	<p><b>Indicator:</b> % of major building retrofits that conduct a greenhouse gas life-cycle cost analysis during their design phase</p> <p><b>Target:</b> 100% annually</p> <p><b>Starting Point:</b> 100% in 2023</p>	<p>To significantly reduce the overall emissions of its large real property portfolio, the NCC will prioritize carbon reductions in all its renovations and will retrofit buildings according to its Net-Zero Real Property Portfolio Plan, which is currently being developed. Major renovations will use a life-cycle cost analysis to determine the optimal greenhouse gas reductions in each case.</p> <p><b>Relevant targets or ambitions</b></p> <p>GIF Target 9.4: By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities.</p>	<p><b>Indicator Progress:</b> Ongoing</p> <p><b>Results as of March 31, 2024:</b> Result available in 2025.</p> <p>The NCC completed a life-cycle cost analysis for the renovation of its future headquarters at 80 Elgin Street in Ottawa.</p> <p>The NCC is currently developing guidelines for the application of sustainability measures to NCC projects. It will then be in a better position to guide the planning of its major renovation projects. The NCC is also working on optimizing its project management process to incorporate GHG life-cycle cost analyses into the design phase of all major building renovations.</p>

**FSDS TARGET:** The Government of Canada will transition to climate resilient operations by 2050 (All Ministers)

**FSDS IMPLEMENTATION STRATEGY:**

**Reduce risks posed by climate change impacts to federal assets, services and operations.** Departments and agencies are required to assess risks posed by the impacts of climate change to federal assets, services and operations on a regular basis and ensure that actions to reduce these risks are implemented.

NCC Actions	Performance Indicators, Targets and Starting Points	Contribution to the FSDS Goal and Canada’s 2030 Agenda National Strategy	Results and Comments
<p><b>13.10</b></p> <p>Implement the NCC Climate Adaptation Plan, including addressing the highest risks and completing climate risk assessments for major projects.</p>	<p><b>Indicator:</b> % of short-term actions identified under the NCC Climate Adaptation Plan where progress has been made</p> <p><b>Target:</b> 100% by 2027</p> <p><b>Starting Point:</b> 0 as of 2023</p> <hr/> <p><b>Indicator:</b> % of applicable projects where a climate risk assessment was conducted before the design phase</p> <p><b>Target:</b> 100% of applicable projects by 2025</p> <p><b>Starting Point:</b> 100% in 2023</p>	<p>In 2019, the NCC began a climate change adaptation project to study the impacts of climate change on the NCC and take action to limit them. In Phase 1 of this project, the NCC acquired and analyzed precise climate change projections for the region to determine expected changes in the region’s future weather. In Phase 2, the NCC conducted a climate risk and vulnerability assessment and ranked the short- and long-term risks to NCC assets, operations and programs. In Phase 3, the NCC developed a Climate Adaptation Plan with actions to manage the greatest climate risks and identify risks shared by the NCC, City of Ottawa and Ville de Gatineau.</p> <p><b>Relevant targets or ambitions</b></p> <p><b>CIF Ambition:</b> Canadians are well-equipped and resilient to face the effects of climate change.</p> <p><b>GIF Target 13.1:</b> Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries.</p>	<p><b>Indicator Progress:</b> Ongoing</p> <p><b>Results as of March 31, 2024:</b> 4% of short-term actions in the Climate Adaptation Plan have progressed.</p> <p>The Climate Adaptation Plan was adopted in the spring of 2024. One of the 24 short-term actions in the plan — adding a soil cover layer to the geomatics tools used by the NCC — was completed.</p> <hr/> <p><b>Indicator Progress:</b> Ongoing</p> <p><b>Results as of March 31, 2024:</b> Result available in 2025.</p> <p>The NCC has completed a climate risk assessment for the renovation of its future headquarters at 80 Elgin Street in Ottawa .</p> <p>The Climate Adaptation Plan was adopted in the spring of 2024.</p> <p>The NCC is currently developing guidelines for the integration of climate adaptation measures into NCC projects. Tools are being developed to ensure that eligible projects now conduct a climate risk assessment during the design stage.</p>

NCC Actions	Performance Indicators, Targets and Starting Points	Contribution to the FSDS Goal and Canada's 2030 Agenda National Strategy	Results and Comments
<p><b>13.11</b></p> <p>Develop and implement a plan to disclose NCC climate-related financial risks.</p>	<p><b>Indicator:</b> Number of recommendations completed as per the Task Force on Climate-related Financial Disclosures (TCFD)</p> <p><b>Target:</b> 8 recommendations by 2025 (75% of the 11 recommendations as per the TCFD)</p> <p><b>Starting Point:</b> 3 as of 2023, including the acquisition of climate projections for the National Capital Region, the completion of an overall Climate Vulnerability and Risk Assessment and the NCC's annual greenhouse gas inventory</p>	<p>Under the <i>Canadian Net-Zero Emissions Accountability Act</i>, the NCC is required to disclose its climate-related financial risks and take actions to reduce them. Through its climate adaptation and mitigation plans, the NCC is already implementing some of the recommendations of the Task Force on Climate Related Financial Disclosures and already communicates some of its climate actions through its Sustainable Development Strategy annual report.</p>	<p><b>Indicator Progress:</b> Ongoing</p> <p><b>Results as of March 31, 2024:</b> 3 recommendations completed as per the recommendations of the Task Force on Climate-related Financial Disclosures.</p> <p>This year, the NCC undertook a gap assessment to determine its level of compliance with the recommendations of the Task Force on Climate-related Financial Disclosures. This assessment revealed that, for each of the 12 recommendations, the NCC still has work to do to achieve full compliance. However, the assessment also indicated that the NCC has at least some measures in place for 10 of the 12 recommendations. The NCC is nearly fully compliant with the 3 recommendations related to metrics and targets, has significant measures in place to address the 3 recommendations related to strategy and has implemented some fundamental measures related to governance and risk management. The implementation plan currently being drafted will help the NCC prioritize actions to achieve full compliance with the recommendations of the Task Force on Climate-related Financial Disclosures.</p>

## Protect and recover species, conserve Canadian biodiversity



**FSDS TARGET THEME:** Conservation of land and fresh water

**FSDS TARGET:** Conserve 25% of Canada's land and inland waters by 2025, working toward 30% by 2030, from 12.5% recognized as conserved as of the end of 2020, in support of the commitment to work to halt and reverse nature loss by 2030 in Canada, and achieve a full recovery for nature by 2050 (Minister of Environment and Climate Change)

**FSDS IMPLEMENTATION STRATEGY:**

**Conserve natural spaces.** Accelerate the establishment of new protected and conserved areas, including by developing and implementing nature agreements with provinces and territories, and by protecting freshwater spaces; enhance Canadians' access to nature; and create jobs in nature conservation and management.

NCC Actions	Performance Indicators, Targets and Starting Points	Contribution to the FSDS Goal and Canada's 2030 Agenda National Strategy	Results and Comments
<p><b>15.1</b></p> <p>Acquire or protect ecological corridors adjacent to Gatineau Park.</p>	<p><b>Indicator:</b> # of properties managed for nature conservation within identified corridors</p> <p><b>Target:</b> A consistent increase in the number of properties managed for nature conservation, with a minimum of 2 conservation projects carried out annually</p> <p><b>Starting Point:</b> 2 projects were carried out in 2023</p>	<p>Ecological corridors are important to improve connectivity between protected and conserved areas and other wilderness areas. As such, the NCC has been working to identify and protect ecological corridors adjacent to its largest protected area, Gatineau Park, which covers more than 360 km<sup>2</sup>.</p> <p>A 2012 study identified 12 ecological corridors that connect the park to three large natural environments: large tracts of forests to the northwest, the Ottawa River and the Gatineau River. These corridors are owned by other jurisdictions and private landowners and have a total area of over 29,000 hectares. Under the Gatineau Park Master Plan, updated in 2021, the NCC committed to working with conservation organizations, various stakeholders and private landowners to protect these areas through the Ecological Corridors Protection Project.</p> <p><b>Relevant targets or ambitions</b></p> <p><b>CIF Ambition:</b> Canada conserves and restores ecosystems and habitat.</p> <p><b>CIF Target 15.3:</b> Conserve 25% of Canada's land by 2025, working towards 30% by 2030.</p> <p><b>GIF indicator 15.1:</b> Proportion of important sites for terrestrial and freshwater biodiversity that are covered by protected areas, by ecosystem type.</p>	<p><b>Indicator Progress:</b> Achieved</p> <p><b>Results as of March 31, 2024:</b> A total of 4 properties within ecological corridors adjacent to Gatineau Park are being managed for nature conservation. 2 conservation projects were carried out in 2023–2024.</p> <p>In 2023–2024, the NCC protected the following locations:</p> <ul style="list-style-type: none"> <li>• Devcore Property, located within the Breckenridge Creek ecological corridor, is protected by the Nature Conservancy of Canada.</li> <li>• Larrimac Forest, located in the Larrimac ecological corridor, is protected by Action Chelsea for the Respect of the Environment (ACRE).</li> </ul>

**FSDS TARGET THEME:** N/A

**FSDS TARGET:** N/A

**FSDS IMPLEMENTATION STRATEGY:**

**Prevent, detect, respond to, control and manage invasive alien species.** Collaborate with provincial and territorial governments, Indigenous Peoples, local jurisdictions, nongovernmental organizations and international partners to increase awareness of invasive alien species, better understand their costs and impacts, and prevent, detect, respond to, control and manage them.

NCC Actions	Performance Indicators, Targets and Starting Points	Contribution to the FSDS Goal and Canada's 2030 Agenda National Strategy	Results and Comments
<p><b>15.2</b></p> <p>Address the impacts of aggressive exotic invasive species in high-value ecosystems and natural habitats on NCC lands.</p>	<p><b>Indicator:</b> # of projects in place each year that assess and address the impacts of invasive species</p> <p><b>Target:</b> 3 projects annually</p> <p><b>Starting Point:</b> 3 projects were carried out in 2023</p>	<p>The NCC estimates that its lands shelter approximately 200 species at risk. It is important to protect these species from the various factors that threaten them, including aggressive exotic invasive species. To have the greatest impact, the NCC will focus its management efforts on those areas where species at risk are most threatened by invasive species.</p> <p><b>Relevant targets or ambitions</b></p> <p><b>GIF Target 15.8:</b> By 2020, introduce measures to prevent the introduction and significantly reduce the impact of invasive alien species on land and water ecosystems and control or eradicate the priority species.</p>	<p><b>Indicator Progress:</b> Achieved</p> <p><b>Results as of March 31, 2024:</b> 7 projects implemented this year to assess and address the impact of invasive species.</p> <ul style="list-style-type: none"><li>• Control of water milfoil at Philippe Lake (6,000 m<sup>2</sup>)</li><li>• Control of buckthorn in northern sector of Jacques Cartier Park (5,700 m<sup>2</sup>)</li><li>• Asian celaster control at Mackenzie King Estate (1,200 m<sup>2</sup>)</li><li>• Control of the small periwinkle torn from Gatineau Park (200 m<sup>2</sup>)</li><li>• Control of largemouth bass at Kingsmere Lake</li><li>• Control of black dog beetle at Stoney Swamp (2,500 m<sup>2</sup>)</li><li>• Control of Japanese knotweed in Hampton Park (200 m<sup>2</sup>)</li></ul>



*Rideau Canal Skateway*

# Appendix 2 —

## Glossary

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

**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.” [*carboneutre*]

**circular economy:** A way of doing business that extracts as much value as possible from resources by recycling, repairing, reusing, repurposing or refurbishing products and materials, thus eliminating waste and greenhouse gas emissions at the design stage. [*économie circulaire*]

**citizen science:** The collection and analysis of data relating to the natural world by members of the general public, typically as part of a collaborative project with professional scientists. [*science citoyenne*]

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

**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*]

**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. [*décarboner*]

**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. [*réseau énergétique de quartier*]

**ecological corridor:** Land or water passages between a park and the surrounding natural environments used for wildlife movement and dispersal of flora. [*corridor écologique*]

**ecosystem services:** Services that humans derive from ecological functions, such as air quality control, water filtration, climate regulation, carbon storage, pollination, and erosion control, as well as consumables such as food, fuel and medicine. [*service écosystémique*]

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

**gender-based analysis plus (GBA Plus):** A Government of Canada best practice to assess how policies, programs and initiatives affect diverse groups of people differently. [*analyse entre les sexes plus (ACS Plus)*]

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

**greenhouse gas life-cycle cost analysis:** A method for assessing the total cost of facility ownership that accounts for the cost of carbon emissions [*analyse du coût sur le cycle de vie des 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. [*approvisionnement écologique*]

**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*]

**Net-zero-carbon building:** A building that is located, designed, built and operated to minimize the impacts of a changing climate; highly energy-efficient and fully powered from on-site and/or off-site clean energy sources. [*bâtiment carboneutre*]

**Net-zero-carbon-ready building:** A building that is designed and built so that it could operate as a net-zero building in the future. [*bâtiment prêt à être carboneutre*]

**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 (décontaminer)*]

**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, such as climate events, while retaining the same basic structure and ways of functioning, and the capacity to self-repair or adapt to stress and change. [*résilience*]

**scope 1 emissions:** Direct fossil fuel emissions from sources that are owned or controlled by an organization. [*émissions de la portée 1*]

**scope 2 emissions:** Indirect emissions associated with the purchase of energy. [*émissions de la portée 2*]

**scope 3 emissions:** Other indirect emissions that are not included in scope 2 and occur outside of the organization. [*émissions de la portée 3*]

**social equity:** Refers to the concept of a society that gives individuals and groups fair treatment and an equitable share of the benefits of society. [*équité 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*]

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