CANADIAN HERITAGE
SUSTAINABLE DEVELOPMENT STRATEGY 2004–2006
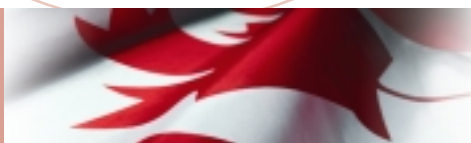
Canada

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Message from the Minister

In 1987, the World Commission on Environment and Development produced a report called *Our Common Future*, which contained what has proved to be the most enduring definition of sustainable development as "development that meets the needs of the present without compromising the ability of future generations to meet their own needs."

As Canadians, we recognize and appreciate the fundamental wisdom of the principles of sustainable development. Our quality of life in this country is something that we all cherish, and ensuring that our children and our children's children can meet their own needs is a cornerstone of ensuring that our quality of life continues to improve.

We all can play a part in supporting sustainable development, especially when we realize that it cuts across everything we do. Sustainable development is not simply a matter of ensuring that we conserve our natural environment in such way that it can continue to support us, but also that we ensure that our social and economic structures remain strong and supportive, even as they evolve and grow with changing circumstances.

This strategy represents the Department of Canadian Heritage's efforts to continue to contribute to sustainable development. The new strategy recognizes the importance of striving to operate internally and work with our partners in a manner

that is as eco-efficient as possible. Perhaps more importantly though, it charts out a new course, a new focus on the social and cultural aspects of sustainable development which, with the Department's mandate of moving towards a more cohesive and creative Canada, plays to our strengths.

The consultations that have been undertaken in developing this strategy have confirmed both the importance of sustainable development for the Department as well as the leadership role that we can play in contributing to social and cultural aspects. The strategy sets realistic goals and objectives that will allow us to work, with Canadians, to make a more sustainable country for future generations. As Minister of Canadian Heritage, and on behalf of my colleagues, Stan Keyes, the Minister of National Revenue and Minister of State (Sport) and Jean Augustine, the Minister of State (Multiculturalism and Status of Women), I would like to present Canadian Heritage's Sustainable Development Strategy for 2004-2006.

Hélène Chalifour Scherrer
Minister of Canadian Heritage

Executive Summary

Sustainable development is a priority for Canadian Heritage. This document — our Sustainable Development Strategy (SDS) for the years from 2004 to 2006 — provides us with an opportunity to share our perspective on this important objective. The Department's activities relate to history and heritage, arts and expression, sports, multiculturalism, official languages, Aboriginal peoples and youth. These are all things which contribute to and help define Canada's culture and it is in the social and cultural aspects of sustainable development that we see our greatest opportunities to contribute.

- Many of the programs that the Department and its Portfolio agencies develop to promote culture directly support sustainable development in Canada.

- A preeminent reason for the engagement of governments with culture is to provide their citizens with access to their culture, and to expose them to the cultures of others in order to promote individual and social well-being.

- Communities are a primary component of the social dimension of sustainable development.

The next few years offer many opportunities to promote the social and cultural elements of sustainable development. Large projects such as the 2010 Winter Olympics and ongoing grassroots efforts to preserve culture across the country will reach millions of Canadians.

To maximize the impact of these opportunities, preparations must begin now.

We need to create a vision of sustainable development for Canadian Heritage, and we need a definition that fits our organization and resonates with our employees.

We will use this definition to identify programs that contribute directly to sustainable development by improving social well-being in communities. We will share this information with other departments as we work together to map out the federal position on the social and cultural dimensions of sustainable development.

We will also look at our programs and policies to identify ways in which we can work on sustainable development with the agencies and Crown corporations within the Canadian Heritage Portfolio. We will seek out practical ways to work with our clients to reduce the negative environmental impacts of their activities.

We will continue to become more "eco-efficient" in our own operations, with a focus on conserving resources, reducing pollution and minimizing waste.

SDS 2004 – 2006 reflects our priorities and maps out a path for the next three years and beyond. It combines concrete activities that can be undertaken now with capacity building steps that will serve as the foundation for the next SDS. It explains our perspective, and the important contribution culture makes to sustainable development in Canada.

1.0   Introduction

Canadian Heritage is contributing to a more sustainable Canada in many ways. We support heritage and culture, which in turn directly support the social and cultural dimension of sustainable development; we work hard to minimize the environmental impacts of our operations; and we work with clients to offer advice on how programs could be delivered more sustainably. SDS 2004–2006 sets our direction for the next three years, and summarizes our preparatory efforts: the Issue Scan, the assessment of SDS 2001–2003, and the consultations that were undertaken.

One of our primary areas of focus during the preparation of our SDS was the need to define sustainable development in a Canadian Heritage context, and to establish a vision for the Department. The following section presents our current position and our plans for future work on a vision and a more refined definition.

1.1   A Vision of Sustainable Development

SDS 2004–2006 provides Canadian Heritage with an opportunity to share a vision of sustainable development from our perspective. We see ourselves as a leader at the forefront of efforts to identify, describe and promote the social and cultural dimensions of sustainable development. As the lead department responsible for cultural participation and engagement, we play an important role in the creation of sustainable communities in Canada.

Like many departments, we are also going through an important process of integrating sustainable development into our operations, programs and policies. When we look beyond those programs that contribute directly to sustainable development, we

need to consider our other programs and policies, and think about things as simple as working to make a light standard energy efficient, and as complex as conducting environmental assessments for the Vancouver Olympics.

As we prepared SDS 2004–2006, we came to fully appreciate the important role that a vision of sustainable development will play within our organization. We feel that we have improved our goals, objectives and targets, but we recognize that these should link to an overall vision for Canada 20 years from now. We will develop such a vision, and have included this commitment as a target.

1.2   Defining Sustainable Development

The World Commission on Environment and Development (commonly referred to as the Brundtland Commission) concluded that there is only one world for all and one common future for all nations. Ecological sustainability as such is not enough. We need to attain social and ecological *stability* with new technology and a new international economic order to achieve conservation of nature, efficient resource management and social equality, and more equal access to resources. In essence, there are three goals to be realized at the same time.[1]

Efforts to define sustainable development within the context of the operations, programs and policies of our Department are underway. Four important questions already identified are[2]:

· Why is sustainability, and sustainable development in particular, so difficult to define?

· What are the conceptual frameworks for definitions?

· How do these definitions inform our understanding of social sustainability?

· What are the implications for policy development and implementation?

However, the most important conclusion drawn from this initial work is that the challenge for all definitions is to provide interpretations that are appropriate to the context, and that resonate with the people who will use them.

Over the period covered by SDS 2004–2006, we will continue to work on developing a definition of sustainable development that is appropriate for Canadian Heritage. We will also incorporate our new vision into the definition. This definition will form the foundation for our next SDS and, along with the vision, help to guide us as we continue to advance sustainable development within the Department.

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[1] Putting People At The Center Of Sustainable Development Policy, STAKES—Finnish Ministry of Social Affairs and Health, 1998, p. 32.

[2] Sustainable Development and Social Sustainability, Maureen Williams, SRA-724. Ottawa, Department of Canadian Heritage, Strategic Research and Analysis, 2003, p. 1.

2.0 Canadian Heritage and Sustainable Development

Over the past three years, Canadian Heritage and other departments have made great strides towards a fuller understanding of the social and cultural dimensions of sustainable development. We see ourselves clearly in a sustainable development mosaic in which we are the cultural component — a special role that we lead and fill almost exclusively on our own.

Sustainable development also includes environmental and economic dimensions, and we continue to be conscious of the size of our ecological footprint. We once again have committed ourselves to improving our own operations and to working with our partners and clients, to help them reduce the environmental impact resulting from third party delivery of Canadian Heritage programs.

The following section describes the Department and the role we play vis-à-vis sustainable development.

2.1 Departmental Profile

Canadian Heritage is a federal Department with approximately 1,770 employees and a projected budget of $968 million dollars in fiscal year 2003–04. The Department's mandate is to make Canada a more cohesive and creative country. The four pillars that support this mission — Canadian content, cultural participation and engagement, connections, and active citizenship and civic participation — help shape policies, programs and services offered to Canadians.

The Canadian Heritage Portfolio, which includes the Department and 17 agencies and Crown corporations, plays a central role in supporting cultural and civic activity in Canada. The Portfolio agencies and Crown corporations are among the key Canadian institutions that support cultural and artistic expression: creating, promoting, regulating and disseminating Canadian choices to Canadians; and preserving and protecting Canada's cultural heritage and shared history.

The Canadian Heritage Portfolio includes:

- the Department of Canadian Heritage;

- seven departmental agencies: the Canadian Radio-television and Telecommunications Commission (an administrative tribunal), the National Archives of Canada, the National Battlefields Commission, the National Film Board of Canada, the National Library of Canada, Canadian Cultural Property Export Review Board and Status of Women Canada;

- 10 Crown corporations: the Canada Council for the Arts, the Canada Science and Technology Museum, the Canadian Broadcasting Corporation, Telefilm Canada, the Canadian Museum of Civilization, the Canadian Museum of Nature, the Canadian Race Relations Foundation, the National Arts Centre, the National Capital Commission and the National Gallery of Canada; and

- in addition to its cultural and civic mandate, the Portfolio includes the Public Service Commission, which reports to Parliament through the Minister of Canadian Heritage.

It is a challenge to make Canada more cohesive and creative in the face of significant societal changes, including globalization, increasing pluralism and advanced technologies. To meet this challenge, the Department has four strategic objectives supported by management initiatives that will improve access to services. They are:

- **Canadian Content,** which includes the strengthening of avenues and support mechanisms for both the development of creative endeavors and the preservation and dissemination of our distinctive past;

- **Cultural Participation and Engagement,** which promotes cultural participation through approaches as diverse as sport, international expositions, language, heritage, access to information both online and in print, and tourism;

- **Connections,** which are initiatives designed to foster and strengthen connections among Canadians and deepening understanding across diverse communities; and

- **Active Citizenship and Civic Participation,** which encompasses initiatives that encourage community participation, Aboriginal involvement and integration of recent immigrants.

2.2   Our Contributions to the Social Dimension of Sustainable Development

The preeminent reason for the engagement of governments with culture is to provide citizens with access to their culture, and to expose them to the cultures of others in order to promote individual and social well-being. Opportunities for cultural participation and enjoyment need to be accessible to all communities, be they physical, ethnic or linguistic.

Health, well-being, sense of place, social cohesion, equity and heritage are all components of a sustainable community. In many cases, the challenge of ensuring cultural participation and engagement across the country parallels the challenges faced by other departments in these important areas. At Canadian Heritage, we believe that the programs we develop to promote culture directly support sustainable development in Canada.

Program Support for Sustainable Development in Canada

Many programs delivered by Canadian Heritage contribute to more sustainable communities and connections between communities. For example, the Department:

- supports the preservation of culture in Canada through many processes, such as support for museums, and actively supports efforts to ensure that culture continues to be accessible at a community level through support for rural museums and other local cultural initiatives;

- supports the creation of culture through contributions to Canadian artists, movie makers, musicians and writers;

- supports efforts to improve access to quality minority language education at all levels. There are now 2.7 million young Canadians (52 percent of primary and secondary students) learning English or French as a second language, over 300,000 of them in immersion programs;

- supports multiculturalism – initiatives have been launched to help develop strategies to eliminate barriers to full participation in Canadian society and foster institutional change to make public institutions more representative and accessible to ethnic and visible minorities; and

- helps improve understanding among Canadians by supporting direct contacts through a variety of initiatives, including cultural exchanges, ceremonies and the provision of information on the Internet.

Social Cohesion

Social cohesion is based on the willingness of individuals to cooperate and work together at all levels of society to achieve collective goals, and has been a policy research priority of the federal government since 1996. The Department has played a key role in the Social Cohesion Network, a horizontal inter-departmental research group that meets periodically to discuss the issues around social cohesion. The Network also plans workshops that have been well attended by civil servants and academics. The Social Cohesion Network, in partnership with the Canadian Council on Social Development, has undertaken preliminary work to identify a set of possible indicators of social cohesion. These indicators identify key economic and social fault lines, and help policy-makers understand how to strengthen the social fabric of our communities.

Further research has highlighted the links between social capital, social cohesion, and sustainable communities, demonstrating that investments to increase social capital that departments such as PCH make, result in strengthened social cohesion, which in turn contributes to sustainable communities. It is clear from on-going research that there are strong links between social cohesion and sustainable development.

Program Support for Aboriginal Communities

Many programs delivered by Canadian Heritage directly support improving conditions in Aboriginal communities, both on reserve and off, thereby contributing to sustainable development in Canada. Examples include:

- The Urban Multipurpose Aboriginal Youth Centres Initiative (UMAYC) addresses a wide range of urban Aboriginal youth issues, including education, employment, life skills and culture. Measures of short-term success of the program include increasing the job search skills, pride and initiative of youth and strengthening community ties. Long-term results of the initiative include increased employment and schooling, improved life skills, and enhanced self-esteem among Aboriginal youth.

- The Aboriginal Languages Initiative fosters the maintenance, revitalization and growth of Aboriginal languages. Measures of short-term success of the initiative include an increase in the number and quality of Aboriginal language projects and increased awareness of Aboriginal languages. Long-term results include an increased number of Aboriginal language speakers and increased intergenerational transmission of Aboriginal languages.

- Programs such as the Aboriginal Representative Organizations Program, the Aboriginal Women's Program, the Northern Native Broadcast Access Program, and Aboriginal languages agreements with the Northwest Territories, Yukon and Nunavut help to preserve and promote cultures and languages through a number of initiatives.

2.3　Opportunities for Future Progress

SDS 2004–2006 reflects our efforts to take a serious look at our contribution to sustainable development, and our opportunities for focus in the future. As we consider our raison d'être and the changing circumstances we face (see **Appendix A– Assessment of SDS 2001–2003**) we can see that there are a number of opportunities for future progress. The following list sets out some of the areas that will be important in the years to come.

· **Our role as the cultural piece of the sustainable development mosaic in Canada** — Our unique contribution to the well-being of individuals and communities is the preservation of culture. This role contributes directly to sustainable development. We need to emphasize this link when communicating with employees, senior management, our clients and the Canadian public. Our evolving understanding of this link may even influence the future development of our policies and programs.

· **Building capacity in Aboriginal communities** — Aboriginal Canadians, on reserve and off, have immediate needs. One of the most important

is the need to build capacity. We have worked closely with other departments in the past to deliver services to Aboriginal communities, and we need to continue to do this, with an increasing focus on improving communities and reducing overlap.

· **Leadership on the social dimension of sustainability** — Our work on social cohesion and many other issues positions Canadian Heritage as an important participant in the social dimension of sustainable development. In addition, our ongoing research into defining sustainable development will allow us to contribute to progress in this field.

· **Greater eco-efficiency in our delivery of programs** — Our focus on being eco-efficient is a way of summarizing efforts to reduce energy consumption, conserve water and reduce waste. These are three areas where we have made progress and can continue to work with internal staff, the Canadian Heritage Portfolio and our clients.

3.0   Issue Scan

3.1   Background

The purpose of the Issue Scan is to identify relevant internal and external sustainable development issues as they relate to Canadian Heritage and development of the SDS. The purpose is further clarified in *A Guide to Green Government*:

It is at this stage that departments would identify the key sustainable development issues from a departmental standpoint. The issue scan would be aimed at helping the Department and the Commissioner understand the implications of the Department's activities for sustainable development.

The scan information could conclude with the identification of opportunities for, and constraints to, the advancement of sustainable development by the department.

3.2   Methodology

We took a two-part approach to identifying applicable issues:

1. Interviewing Internal Stakeholders

In late summer 2003, interviews were conducted with selected Canadian Heritage staff. The interviewees represented various branches of the Department and included staff from selected regional offices as well as from headquarters. Background information and interview questions were sent to the participants prior to the interview. Each interviewee was asked to comment on his or her perception of Canadian Heritage's sustainability issues, ways in which the issues could be addressed, and perceived barriers to SD activities.

Interviewees were also asked to comment on how their branch's operations relate to SDS targets and on their target setting and monitoring processes.

2. Reviewing Applicable Data

Internal and external documents were reviewed to identify priority issues for the federal government and within the Department itself. This included reviews of:

- the requirements of the Commissioner of the Environment and Sustainable Development;

- the 2003 Federal Budget;

- the 2002 Speech from the Throne;

- the results of the SDS 2001–2003 Assessment;

- the latest Canadian Heritage Report on Plans and Priorities;

- the last three Departmental Performance Reports;

- the Environmental Scan of Heritage Policy and Program Development in the Department of Canadian Heritage; and

- other selected internal documentation.

3.3   Findings

Overall, the findings of the Issue Scan can be summarized as follows.

- Heritage contributes to the sense of social well-being in communities, and communities are a primary component of the social dimension of sustainable development. Positive contributions need to be understood and nurtured, and Canadians need to understand how the various actors within government, such as Canadian Heritage, come together to build sustainable communities.

- The Department's current focus on modernizing management has created a climate that could potentially be more supportive of initiatives to improve the monitoring of sustainable development performance and the improvement of the SDS management system.

- The desire to become a learning organization and the increasing role of computer technology in managing information and sharing knowledge are trends that the Department can capitalize on to raise awareness of sustainable development.

3.4   Opportunities and Challenges

A principle focus of the Issue Scan was identifying opportunities for and challenges to the advancement of sustainable development by Canadian Heritage. This exercise allowed us to try to design our goals and targets for sustainable development to take advantage of the opportunities and address the challenges. A summary is contained in the following table.

Table A: Opportunities and Challenges

Issue	Opportunities	Challenges
Addressing social and cultural issues in an integrated framework for sustainable development within the federal government.	• **Sustainable communities provide opportunities for all members to participate fully in community life.** • **Government priorities include areas that will enable social/cultural dimensions of sustainable development.** • **The Department can work with other organizations and levels of government to leverage resources.**	• **The concept of sustainable development needs to be defined in a way that has meaning for Canadian Heritage staff.** • **Building consensus among departments can take time.**
Including a focus on the social dimension of sustainable development in Canadian Heritage business lines.	• **These business lines are linked to building a sense of community and social cohesion, and thus contribute to sustainable communities.** • **The integration of sustainable development into core business meets Commissioner of the Environment and Sustainable Development expectations.**	• **The concept of sustainable development needs to be defined in a way that has meaning for Canadian Heritage staff. This step needs to be completed first.**

Issue	Opportunities	Challenges
	• **This would play to the Department's strengths.** • **It would potentially enhance the visibility of sustainable development.**	
Addressing the environmental impacts associated with Canadian Heritage policies and programs.	• **2010 Winter Olympics will showcase sustainable development.** • **The environmental dimension of sustainable development could be more effectively embedded in grant assessments.** • **The Canadian Heritage Portfolio and clients may be very receptive to assistance.** • **The integration of sustainable development into core business meets Commissioner of the Environment and Sustainable Development expectations.**	• **There may be a need for internal training on sustainable development to support such initiatives.**
Addressing environmental impacts of internal operations.	• **Canadian Heritage can become more eco-efficient by focusing on energy use, water conservation and waste reduction.** • **Groundwork for further greening of operations has been laid (e.g., successful recycling initiatives already exist).**	• **Canadian Heritage owns very few physical assets and as a tenant has limited influence over physical operations and building management.** • **Procurement tracking systems are not in place to allow performance measurement on environmental issues.**
Improving the sustainable development management system and performance measurement.	• **Office of Modern Management has been established to renew and strengthen management practices.** • **Reviewing the management of grant and contribution programs has resulted in the development of accountability frameworks.**	• **Improving the management system and performance measurement will require a three-year commitment to the sustainable development file.** • **Help is needed from other branches within the Department.**

Issue	Opportunities	Challenges
Increasing the level of senior management commitment.	• **Canadian Heritage plays an important role in sustainable development within Canada as the lead department on heritage and culture.** • **Promoting sustainable development through senior management champion(s) would enhance visibility and raise awareness.**	• **Sustainable development competes for management attention.**
Increasing awareness, communications and training relevant to sustainable development.	• **The commitment to learning expressed in the Departmental Performance Reports and in the most recent Report on Plans and Priorities indicates there is a climate receptive to training and awareness, which is necessary for implementing the SDS.**	• **An increase in the amount of training targeted at employees may make it harder to secure approvals for launching sustainable development training programs given finite time available for training.**

4.0 Consultations

As detailed in the Issues Scan section, during the development of this strategy, we relied on input from Canadian Heritage staff. The interviewees represented various branches of the Department and included staff from selected regional offices as well as from head-quarters. Background information and interview questions were sent to the participants prior to the interview. Each interviewee was asked to comment on his or her perception of Canadian Heritage's sustainability issues, ways in which the issues could be addressed, and perceived barriers to SD activities.

The issues scan exercise allowed us to capture the views of stakeholders within the department and refine the direction of the strategy. Once the draft strategy was finished, this group was given an opportunity to review the draft and the targets to make sure that the views expressed in the interviews were captured in the strategy. The comments offered at this stage were very useful and constructive.

Prior to tabling, the strategy was also presented to Canadian Heritage senior management who were supportive of its direction, particularly the focus on social and cultural dimensions of sustainable development.

Consultation does not end with the development of the strategy. In fact. as we move forward to implement the strategy on-going consultation with Canadian Heritage staff, as well as our partners both inside and outside of government will be very important to ensure that we move forward on the goals that are setting for ourselves.

5.0 Goals, Objectives and Targets

SDS 2004–2006 reflects the intention of Canadian Heritage to better define sustainable development in a departmental context. This will allow us to contribute directly to the social and cultural dimension of sustainable development on behalf of the government, in addition to continuing our pattern of working with our clients and internal staff to reduce the environmental impact of our programs, policies and operations.

This section of the SDS contains our specific commitments for the next three years, and it begins the process of identifying long-term objectives for the Department.

5.1 The Importance of a Logic Model

The Commissioner of the Environment and Sustainable Development has recommended using a logic model to link actions and targets to their longer-term objectives and goals. Using the Treasury Board Secretariat *Guide for the Development of Results-based Management and Accountability Frameworks*, we have developed a process that we can use to map the connections between activities and outcomes.

We are committed to developing a long-term vision for sustainable development, and we will complete this task over the next three years. As a result, our logic model links targets to objectives and finally to goals. Once a vision statement has been accepted by senior management, we can reconsider our model and make changes as necessary.

Activity (Target—usually an activity)	→	Immediate Outcome (Objective)	→	Intermediate Outcome (Goal)
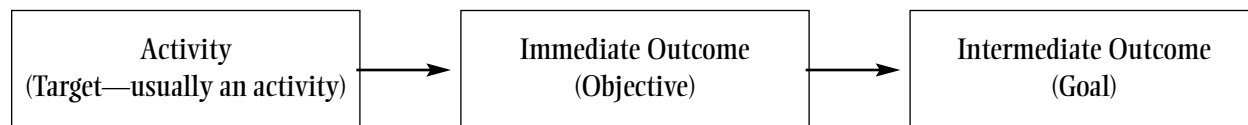
- *Activities (Outputs/Targets)* — What are the key activities that staff will undertake to contribute to the achievement of the outcomes? These activities will be expressed as targets and will be deliverable within this SDS period. In some cases they will contribute directly to the achievement of the outcomes, while in other cases they are capacity building steps that will serve as the foundation for the next SDS.

- *Immediate outcomes (Objectives)* — The immediate outcomes are often short-term, and achievable within a three-year horizon, such as Objective 1.1 — To increase employee awareness of Canadian Heritage's approach to sustainable development.

- *Intermediate outcomes (Goals)* — Intermediate outcomes are generally longer-term in nature, and fewer in number. Nonetheless, it will be possible to evaluate performance to determine the extent to which the Department has progressed against these outcomes.

Not included in the logic model are the specific, step-by-step operational details about how a policy, program or initiative is delivered. As such, we have chosen to let the branches accountable for targets establish their own action plans for achieving them.

5.2 Goals, Objectives and Targets

As in past years, we have worked hard to ensure that we have a reasonable number of goals, objectives and targets, and that they are plainly worded, measurable and time-bound. We have also considered our long-term objectives, and they have been included as well. All our goals, objectives and targets are outlined in Table B below.

Table B: SDS Commitments for Canadian Heritage

GOAL 1
To reduce the environmental impact of Canadian Heritage's internal operations.

Objective 1.1
To increase employee awareness of Canadian Heritage's approach to sustainable development.

Target 1.1.1 To include information on sustainable development in existing courses, measured annually, with the first report due on: • November 1, 2004	**Performance Indicator 1.1.1** Total number of existing departmental learning opportunities that cover sustainable development. Total number of employees who have taken these courses.
Target 1.1.2 To develop an intranet site that features tip sheets on sustainable development and promotes availability of educational opportunities covering sustainable development, by: • March 31, 2005.	**Performance Indicator 1.1.2** The existence of an intranet site, and the increase in information on that site, measured annually.

Long-Term Objectives
We realize that to achieve our goal, we will need to consider additional training, awareness and communications approaches in the future, including possibly a survey followed by more specialized training. However, this work can only take place once Canadian Heritage has defined sustainable development in a departmental context and fully established its place in the broader Government of Canada vision of sustainable development.

Objective 1.2
To reduce the environmental impact of procurement.

Target 1.2.1 To offer employees information on green procurement as a part of low dollar value procurement, measured annually, with the first report due on: • November 1, 2004	**Performance Indicator 1.2.1** Number of employees who have received training on green procurement, measured annually.
Target 1.2.2 To develop and incorporate "green" selection criteria into departmental requests for proposals, tenders or quotation documents by • March 31, 2006.	**Performance Indicator 1.2.2** Total number of "green" selection criteria. Number of departmental requests for proposals, tenders or quotation documents which included "green" selection criteria.
Target 1.2.3 To increase employee awareness of the "Green Leaf" hotel program and to encourage employees to use this program by: • March 31, 2005.	**Performance Indicators 1.2.3** Inclusion of "Green Leaf" hotel information in awareness and communication initiatives.

Long-Term Objectives
Measuring green procurement, as a total or as a percentage of overall procurement, remains a challenge for all government departments. Canadian Heritage continues to monitor progress in this area in the hopes of being able to measure green procurement in the future. We expect that our current targets will raise awareness and build capacity as we strive to achieve our current objective.

Objective 1.3
To operate in a more eco-efficient manner.

Target 1.3.1 To reduce the amount of paper used per capita, measured annually, with the first report due on: • November 1, 2004.	**Performance Indicator 1.3.1** Amount of paper purchased per capita.
Target 1.3.2 To include "green" lease criteria in any leases signed by Canadian Heritage, measured annually, with the first report due on: • November 1, 2004.	**Performance Indicator 1.3.2** Number and percentage of real property leases that include "green" criteria.
Target 1.3.3 To integrate "green" criteria into renovation and construction projects during the design phase, measured annually, with the first report due on: • November 1, 2004.	**Performance Indicator 1.3.3** Number and percentage of renovation and construction projects that include "green" criteria.

Long-Term Objectives

The current targets establish a firm footing for future action in support of Goal 1. In the future, the Department will be in a position to continue to identify new opportunities and to learn from the successes and challenges of the past.

GOAL 2

To integrate sustainable development into Canadian Heritage programs and policies delivered directly by the Department or in partnership with others.

Objective 2.1

To raise awareness of clients regarding how they can integrate sustainable development into the delivery of Canadian Heritage funded projects.

Target 2.1.1 To distribute Sports Canada's Environmental Toolkit for event management to Canadian sports organizations, measured annually, with the first report due on: • November 1, 2004.	**Performance Indicator 2.2.1** The number of sports organizations made aware of the existence of the toolkit by email or other means. The number of toolkit downloads
Target 2.1.2 To develop a Sustainable Development Toolkit for event management for Canadian cultural organizations, by: • March 31, 2005.	**Performance Indicator 2.2.2** Existence of a toolkit, possibly based on the Sports Canada toolkit, ready for distribution.
Target 2.1.3 To distribute the Sustainable Development Toolkit for event management to Canadian cultural organizations, measured annually, with the first report due on: • June 1, 2005.	**Performance Indicator 2.2.3** The number of cultural organizations made aware of the existence of the toolkit by email or other means. The number of toolkit downloads.

Long-Term Objectives

The current targets will build sustainable development capacity in the client organizations with whom we work. Communicating with clients will allow us to assess our progress towards this objective, and will allow us to adjust to meet our future challenges in this area.

Objective 2.2
To integrate sustainable development principles into the design and delivery of the Vancouver 2010 Winter Olympics.

Target 2.2.1 To conduct environmental assessments for all projects directly related to the Vancouver 2010 Winter Olympics, where the federal government has authority, measured annually, with the first report due on: • November 1, 2004.	**Performance Indicator 2.2.1** The number of environmental assessments completed for projects that are directly related to the Vancouver 2010 Winter Olympics and for which the federal government has authority.
Target 2.2.2 To develop a set of sustainable development principles that can be applied to the design and delivery of the Vancouver 2010 Winter Olympics, by: • March 31, 2005.	**Performance Indicator 2.2.2** Sustainable development principles for the Vancouver 2010 Winter Olympics.

Long-Term Objectives

The current targets will allow us to establish the proper foundation for the full integration of sustainable development principles into the design and delivery of the Vancouver 2010 Winter Olympics. This work will coincide with the definitional work being conducted under **Target 3.1.1,** and will ensure that more detailed commitments can be included in SDS 2007–2009. Environmental assessments will be conducted on an ongoing basis, for the life of the project.

Objective 2.3
To improve the eco-efficiency of the Canadian Heritage Portfolio.

Target 2.3.1 To consult on potential approaches with the agencies and Crown corporations in the Canadian Heritage Portfolio to discuss how they can become more eco-efficient, by • March 31, 2005.	**Performance Indicator 2.3.1** A report summarizing the findings of the consultation and identifying potential areas for collaborative action.

Long-Term Objectives

The agencies and Crown corporations in the Canadian Heritage Portfolio are important institutions within Canadian society, many of which are in the public eye every day. They have an opportunity to be leaders within our communities. The current targets are an effort to focus attention on the components of eco-efficiency: energy consumption, water use and waste generation. This process of engagement will result in a greater awareness of current levels of eco-efficiency and the potential for future improvement. It is expected that this effort will lead the way to long-term objectives focused on collaborative action and maximum improvement.

GOAL 3
To integrate social and cultural dimensions into the federal government's broader vision of sustainable development in Canada.

Objective 3.1
To better understand the social and cultural dimensions of sustainable development.

Target 3.1.1 To establish a vision of sustainable development for Canadian Heritage, by: • March 31, 2005.	**Performance Indicator 3.1.1** A vision of sustainable development for Canadian Heritage endorsed by senior management.
Target 3.1.2 To develop a first phase action plan for integrating this vision of sustainable development into the context of the operations, programs and policies of Canadian Heritage, by: • March 31, 2006.	**Performance Indicator 3.1.2** Reports defining sustainable development, within the context of the operations, programs and policies of Canadian Heritage.
Target 3.1.3 To participate in at least two interdepartmental projects to improve understanding of the Department's role in supporting the social and cultural dimensions of sustainable development, by: • June 1, 2006.	**Performance Indicator 3.1.3** Number of interdepartmental awareness-building events in which Canadian Heritage participates.

Long-Term Objectives
Canadian Heritage contributes to sustainable development in many ways. Recent work on the definition of sustainable development within the context of the operations, programs and policies of Canadian Heritage confirms this feeling. Once we have a solid vision, we can examine the many aspects of our work to further clarify our contributions to sustainable development, and identify additional opportunities for SDS 2007–2009 and beyond.

6.0 Contributing to a Government-wide Approach to Sustainable Development

As we move forward with the 2004–2006 Sustainable Development Strategy for Canadian Heritage, it is important that we do so in the context of activities being undertaken across the federal government that contribute overall to sustainable development.

As departments' understanding of sustainable development has evolved since the tabling of the first sustainable development strategies in 1997, a number of interdepartmental working groups have emerged to examine specific facets of sustainable development within the federal domain.

Several federal departments, including Canadian Heritage, have been working together as the Social and Cultural Sustainable Development working group to explore social and cultural dimensions of sustainable development.

Some of the activities undertaken by the working group during the last three years include: the commissioning of an academic research paper exploring perspectives on social and cultural sustainable development, and the organization of a workshop which took place in March, 2003. The workshop was attended by representatives from federal departments as well as members of the academic community. It examined issues such as leadership, governance and decision-making relating to social and cultural aspects of sustainable development

in the federal government, connections between natural capital and social capital and sustainable communities.

Canadian Heritage's commitments in this strategy clearly place a focus on obtaining a better understanding of how we contribute to the social and cultural dimensions of sustainable development. We will build on the work already done by the Social and Cultural Sustainable Development working group and continue to contribute to discussions on this important issue within the federal government.

Canadian Heritage is also an active participant in Sustainable Federal House in Order, an interdepartmental initiative designed to identify and coordinate opportunities to advance the federal commitment to be a leader in sustainable development. "Sustainable Federal House in Order" oversees the Sustainable Development in Government Operations (SDGO) and Federal House in Order (FHIO) initiatives. Our organization is working with other Sustainable Federal House in Order departments and agencies to adopt common measurement and reporting methods. Our interdepartmental work in this regard is consistent with and supportive of the commitments in this sustainable development strategy to reduce the environmental impacts of our internal operations.

7.0 Conclusion

A mosaic is an appropriate analogy for the emerging consensus on sustainable development within the federal government community. Each department has its own unique mandate, and many make contributions to sustainable development in Canada through their programs and policies.

By recognizing the social and cultural dimensions of sustainable development, we can broaden the support for relevant activities, and move eventually to a clearer definition of sustainable communities. In the end, a community focus may be more meaningful to Canadians as it has the power to provide tangible, real life examples of sustainable development.

Our commitments for the next three years focus on our internal operations, on working with clients and the organizations within the Canadian Heritage Portfolio, and on continuing to work with other departments on the social dimension of sustainable development. We have also looked at our longer-term objectives and incorporated capacity-building steps into this SDS that will pave the way for future successes.

On a broader scale, we plan on moving forward in four major directions.

- **Fulfilling our role as the cultural piece of the sustainable development mosaic in Canada** will ensure that culture remains an integral part of social well-being and the social dimensions of sustainable development.

- **Participating in the process of building capacity in Aboriginal communities** will facilitate the clear support of initiatives to preserve Aboriginal heritage and languages, not only on reserves but in urban areas as well.

- **Assuming leadership on the social dimension of sustainable development** will support efforts to finalize a Government of Canada position on sustainable development.

- **Becoming more eco-efficient in our delivery of programs** will reduce our environmental impact and support important programs such as our efforts to meet our commitments under the Kyoto Protocol.

Appendix A – Assessment of SDS 2001–2003

The Scope of Our Assessment

Before developing SDS 2004–2006, an assessment of SDS 2001–2003 was conducted to identify areas of strength and areas for improvement. The assessment focused on the key requirements and recommendations set out by the Commissioner of the Environment and Sustainable Development, the original template for SDS development *(A Guide to Green Government)*, and the environmental management system (EMS) standard ISO 14001.

The assessment of SDS 2001–2003 was conducted on behalf of Canadian Heritage by a third party. Evidence documents were collected and reviewed. Observations were documented and conformance with the criteria points was evaluated. A final report was produced specifying the requirement, evidence reviewed, observations, conclusions and recommendations. The findings of this report and Canadian Heritage's response are summarized below.

Progress Towards Goals, Objectives, and Targets

SDS 2001–2003 sets out three broad goals, each supported by a set of objectives, performance measures, targets and actions.

The first goal was to **minimize the negative biophysical impacts of internal operations,** mainly by building employee awareness of ways to achieve this goal, selecting green goods and services, and making more efficient use of material resources.

The second goal sought to **minimize the negative biophysical impacts associated with Canadian Heritage policies and programs.** The aim is to ensure that departmental policies and programs contribute to a quality social and cultural environment for Canadians without compromising the biophysical environment in which they live. This goal was to be achieved through an assessment of the issues surrounding these potential impacts and the development, in collaboration with clients and stakeholders, of tools and plans to minimize such impacts.

The third goal was to **contribute to a better understanding of the social and cultural dimensions of sustainable development in a Canadian context,** primarily through interdepartmental research and dialogue with experts. This goal also attempts to promote sustainable development so that it increasingly is understood and accepted as a key characteristic that defines Canada.

Upon tabling of the Strategy, a working group on sustainable development developed *SDS 2001–2003 Implementation Plan,* a document specifying tasks and estimated financial resource requirements for each action.

While branches of the Department may have progressed towards achievement of SDS commitments over the past three years, no centralized monitoring effort has been undertaken. Progress on the commitments of SDS 2001–2003 is unclear.

Meeting CESD Expectations

Recommendation	Finding	Canadian Heritage Action	Status
The Commissioner of the Environment and Sustainable Development (CESD) stated that strategies should look beyond the three-year horizon to present a long-term strategic perspective.	This is a new requirement. A vision statement had not been developed for SDS 2001–2003.	• For the 2003 Issue Scan, Canadian Heritage employees were asked to envision Canada 20 years from now if the Department's sustainable development outcomes are achieved. • Canadian Heritage is in the process of developing a vision. • SDS 2004 – 2006 commitments include identifying long-term objectives.	Initiated
Departments must conduct an issue scan.	The Department completed an issue scan.	• The 2003 Issue Scan examines corporate and external documents, includes staff interviews, and address opportunities for and constraints to the advancement of sustainable development.	Done
Objectives and targets should be plainly worded, measurable, time-bound, and of a reasonable number.	SDS 2001–2003 targets were well developed. They are clear, measurable, and outcome-focused.	• Targets for SDS 2004–2006 also meet the criteria specified.	Done
The CESD has in the past noted significant deficiencies in SDS management systems, resulting in a lack of capacity to deliver on SDS commitments.	A management system in support of the SDS has yet to be developed.	• Canadian Heritage is undertaking an initiative to modernize and improve SDS management practices.	Initiated
The 2001 Report of the CESD notes, "most departments have had little or no systematic training and have not systematically identified training needs within the department."	Training needs in support of the SDS have yet to be identified and addressed.	• Canadian Heritage will need to consider additional training, awareness and communications approaches in the future. However, this work can only take place once we have defined sustainable development in a departmental context and fully established its place in the broader Government of Canada vision of sustainable development.	Initiated

Recommendation	Finding	Canadian Heritage Action	Status
A performance measurement framework needs to be in place and functioning.	A process for monitoring and measuring SDS commitments has yet to be developed.	• Canadian Heritage is putting into place enhanced monitoring and accountability frameworks for its major programs and initiatives. • A performance measurement framework for SDS commitments will be established with the help of the Corporate Review branch of the Department.	Initiated
The 2001 CESD report states, "Internal audit cannot ensure management capability, but it is an essential component in assessing management processes and identifying gaps that could hinder the achievement of results."	Internal auditing of SDS 2001–2003 has not occurred.	• Canadian Heritage is adopting a more strategic approach to audit and evaluation planning.	Initiated
Senior management needs to review the management system, and ensure that key implementation milestones have been met.	Senior management has reviewed text on sustainable development activity in the Departmental Performance Reports.	• Canadian Heritage is putting into place enhanced monitoring, evaluation and accountability frameworks.	Initiated
Starting with the 2002–2003 Departmental Performance Report, departments have been asked to provide more detailed progress reports to supplement the one-page summaries in the Departmental Performance Report.	This comprehensive approach to departmental performance reporting on the SDS has yet to be implemented.	• Canadian Heritage is putting into place enhanced monitoring and reporting frameworks, at which time progress reporting can be considered.	Initiated

Influence of SDS 2001–2003 on Other Planning Documents and Strategies

Many of the activities undertaken by the Department in the pursuit of its mandate contribute to development that, in the broadest sense of the word, is sustainable. In fact, its four strategic objectives or "pillars" — Canadian content, cultural participation and engagement, connections, and active citizenship and civic participation — contribute to the social dimension of sustainable development. To complement this existing work, the Department has focused its past SDSs on activities with the potential to have an impact on the biophysical environment. Commitments in SDS 2004–2006 include efforts to partner with clients — a focus that could influence program delivery. To accomplish this, it will be essential to ensure that our regional offices, which undertake a significant amount of the department's program delivery and client contact are involved in a meaningful way.

The Department is also working more closely with program areas to understand how achieving their strategic outcomes will support the achievement of outcomes on broader horizontal themes such as sustainable communities, and will incorporate this into the next SDS.

Changing Circumstances Affecting Canadian Heritage

Changing circumstances will affect how a department can integrate sustainable development into its programs, policies and operations. Changes in policy direction, departmental activities, legislation, and stakeholder interest could all require adjustments to how the Department approaches implementing and achieving its sustainable development commitments.

The 2003 Issue Scan examined a number of issues facing the Department, and highlighted changing circumstances.

- A rapid increase in non-European immigration and settlement in large urban centers is challenging our current cultural institutions

and broadening our sense of what constitutes a community. Sustainable communities will need to include a focus on urban communities, and the importance of culture and heritage as contributors to social well-being.

- Museums in rural areas are threatened with extinction. Maintaining sustainable rural communities will require programs designed to ensure that culture remains accessible in rural areas.

- The Internet provides Canadian Heritage with many tremendous opportunities to broaden its reach and increase the amount information that is accessible. The contributions of Internet collections to sustainable communities will need to be considered in the future.

- Hosting the 2010 Winter Olympics gives Canada the chance to show the world that it can run the Games in a truly sustainable manner. Not only will this result in tremendous benefits specific to the event, but it could spin off many lessons learned that could be applied in future situations.

- Our focus on social cohesion and the indicators being collected to identify key economic and social fault lines may prove useful in our ongoing efforts to define sustainable development.

Suitability of SDS 2001–2003 as a Model for SDS 2004–2006

Based on the findings of the assessment, SDS 2001–2003 continues to form a suitable model for SDS 2004–2006. SDS 2001–2003 follows the requested format, addresses the issues highlighted by the CESD and forms a solid basis for performance measurement. The commitments are generally clear, measurable, time-bound and outcome-focused. Collaboration with other departments on government-wide themes and initiatives is highlighted. A 2004–2006 SDS based on this model, paired with strengthened implementation support, will assist Canadian Heritage in moving forward toward sustainable development.