SUSTAINABLE DEVELOPMENT STRATEGY 2007–2009

Coordinating the Fourth Round of Departmental Sustainable Development Strategies

June 2006

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Canada

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

It is a continually evolving concept based on the integration of social, economic and environmental concerns, and which may be achieved by, among other things,

(a) the integration of the environment and the economy;

(b) protecting the health of Canadians;

(c) protecting ecosystems;

(d) meeting international obligations;

(e) an integrated approach to planning and making decisions that takes into account the environmental and natural resource costs of different economic options and the economic costs of different environmental and natural resource options;

(f) preventing pollution; and

(g) respect for nature and the needs of future generations.

From: *Auditor General Act*
(1995 amendments)

Preface

The purpose of this document is to facilitate a coordinated approach for the fourth round of departmental Sustainable Development Strategies (SDSs).

The first section of the document reviews the approach being taken by the federal government to strengthen the sustainable development strategy process, in particular, enhancing coherence, coordination, and results reporting for the fourth round of SDSs.

The second section outlines a set of federal sustainable development goals and a common reporting format which will serve to enhance government-wide coherence and provide the foundation for a federal level roll-up report on the fourth round of SDSs.

The third section provides further guidance on a number of government-wide priorities for the greening of government operations.

The fourth section reviews elements of a common approach for the content of departmental SDSs and common graphic standards for the production of the strategy documents.

The final section of the document discusses consolidated reporting procedures for the federal sustainable development goals.

This document builds on lessons learned from earlier rounds of SDSs and is responsive to advice provided by the Commissioner of the Environment and Sustainable Development. It provides an opportunity for departments to work towards building coherence across departmental SDSs and strengthening accountability to Canadians.

For further information on the contents of this document, please contact:

Greg Wilburn, Director
Sustainable Development
Policy Planning and Integration
Strategic Policy Branch
Environment Canada
Telephone: 819-994-4441
Email: greg.wilburn@ec.gc.ca

Contents

1.
Context

1.1 Approach to Sustainable Development Strategies

Departmental Sustainable Development Strategies (SDSs) are required under the 1995 amendments to the *Auditor General Act*. A more coordinated approach to the SDS process will enable the government to build coherence and strengthen accountability across departmental SDSs.

Strengthening the departmental SDS process will help drive government-wide performance on specific environmental quality and sustainable development management goals and objectives, highlight for departments where goals and targets should be set, and create, over time, a culture of achievement as progress is made.

At the same time, this approach will enhance transparency and facilitate the identification of trends and comparisons among departments with varying levels of engagement in the government-wide goals and objectives for the fourth round.

This document provides guidance to departments on the preparation of the upcoming fourth round of departmental SDSs.

1.2 The Fourth Round of Sustainable Development Strategies

The fourth round of SDSs provides an opportunity to implement elements of a coordinated federal approach. For the fourth round, departments and agencies will work towards:

- **building coherence** based on a set of common federal sustainable development goals; and

- **strengthening accountability** to Canadians by developing common format standards that will enable roll-up reporting on the federal sustainable development goals.

Departments should contribute to the federal sustainable development goals, only where appropriate to their mandate, at the same time as continuing to advance their own departmental SDS commitments. Roll-up of departmental SDS commitments under each goal will provide the foundation for a federal-level report following the tabling of the fourth round of SDSs. Note that departments are not expected to develop commitments in relation to each of the federal sustainable development goals and objectives. They are encouraged to do so where appropriate to their mandate.

The federal sustainable development goals were developed through extensive interdepartmental consultation and reflect issues that are current government priorities. The goals and objectives should not be construed as setting new policy. Rather, the emphasis must be on how to better achieve sustainable development results within existing authorities.

1.3 Greening Government Operations

The federal government is one of the largest service providers, landowners, and employers in Canada. The Office of Greening Government Operations (OGGO) was created in PWGSC to lead and facilitate the implementation of a government-wide approach to the greening of government activities.

OGGO, together with Environment Canada and Treasury Board Secretariat, consulted widely with other departments and agencies in the development of *Greening Government Operations: Guidance for Organizations Developing Sustainable Development Strategies (2007–2009)*. *Coordinating the Fourth Round of Departmental Sustainable Development Strategies* complements and includes the objectives of *Greening Government Operations*.

The OGGO guidance document outlines government-wide targets and common performance measures for three priorities: building energy, vehicle fleets, and green procurement. It also profiles additional areas of focus, including waste management, facilities and land use management, regulatory compliance, and green stewardship.

It is expected that all departments and agencies will commit to the government-wide targets for the three priority areas and use the performance measures identified in Chapter 3, Greening Government Operations, where appropriate to the nature of their operations. The three priority areas, targets, and associated performance measures are reflected under the following federal sustainable development goals: Reduce Greenhouse Gas Emissions and Governance for Sustainable Development.

2.
Building Coherence Across Government

2.1 Federal Sustainable Development Goals for the Fourth Round

The following pages outline the set of federal sustainable development goals for the fourth round which will provide the basis for a federal roll-up report. The intent of the federal sustainable development goals is to build coherence on federal issues across departmental SDSs.

Departments are encouraged to develop departmental commitments that support the federal sustainable development goals, where appropriate to their mandate, at the same time as continuing to advance their own departmental SDS commitments. **The federal sustainable development goals are intended to complement work currently under way in departments to develop their departmental strategy and to provide an opportunity to contribute to federal sustainable development goals where they reflect departmental SDS priorities.**

The federal sustainable development goals for the fourth round focus on both environmental quality (Clean Air, Clean Water, and Reduce Greenhouse Gas Emissions) and sustainable development management (Sustainable Communities, Sustainable Development and Use of Natural Resources, and Governance for Sustainable Development).

Although the sustainable development goals are focused on federal-level policies and programs, it is clear that responsibility is shared among jurisdictions and is of interest to a broad range of stakeholders across Canada. International cooperation, partnerships, and participation are also key in advancing progress on sustainable development. It is therefore of critical importance that the Government continue to work coherently with its key partners, domestically and internationally, to achieve these federal goals.

2.1.1 Logic Model Template for Federal Sustainable Development Goals

A logic model has been developed for suggested use by departments in characterizing their contribution to the federal sustainable development goals. The following template, which defines the elements of the logic model, has been developed to enable roll-up reporting on the federal sustainable development goals.

Each of the federal sustainable developments goals is supported by government-wide objectives and government-wide outcomes. In their SDSs, departments will relate their SDS commitments and performance measures to support government-wide outcomes, as appropriate to their mandate.

In order to strengthen coherence across strategies, departments are encouraged (but not required) to apply the elements of the logic model template and its terminology to their departmental commitments that contribute to the federal sustainable development goals.

If other terminology is chosen to characterize departmental commitments under the federal sustainable development goals, the intent of that terminology must be consistent with the definitions of logic model elements. (Please see below.)

LOGIC MODEL TEMPLATE

Goal: Long-term goal		
Objective: Long-term outcome desired		
Government-wide Outcomes	Departmental or Collaborative Commitments	Government-wide or Departmental Performance Measures
Intermediate outcomes that should occur after commitments have been achieved. Tangible progress would be reported within 3-year time frame. These would be set in advance and be **government-wide**.	Actions/activities that organizations intend to take to achieve outcome. These would be **determined by individual organizations or groups of organizations** as their contribution to meeting the outcome.	A qualitative or quantitative means of measuring an outcome, with the intention of gauging the performance of a program, policy, or initiative. These would be **set government-wide or by individual organizations or groups of organizations** as a means of measuring how commitments are being met.

The elements of the logic model are defined as follows:

Government-wide Goal: An overall sense of direction and the parameters for action.

Government-wide Objective: The overall aim arising under each goal.

Government-wide Outcome: Intermediate outcomes that should occur after commitments have been achieved. Tangible progress on these outcomes would be reported within the three-year time frame of the SDS. These outcomes are set in advance and are government-wide.

Departmental or Collaborative Commitment: Actions/activities that federal organizations intend to take to achieve government-wide outcomes. These would be determined by individual departments/agencies or groups of departments/agencies as their contribution to meeting the government-wide outcome.

Government-wide or Departmental Performance Measure: A qualitative or quantitative means of measuring an output or outcome with the intention of gauging the performance of a program, policy, or initiative. These would be set government-wide or by individual organizations or groups of organizations as a means of measuring how commitments are being met.

2.2 Identification of Commitments that Support Federal Goals and Linkages to Federal Planning and Reporting Processes

In order to strengthen the linkages between SDSs and departmental planning and reporting processes, **departments are asked to tag each of their departmental commitments that contribute to a federal sustainable development goal with a common, text-based element.**

This tagging system will enable the compilation of the federal roll-up report of departmental commitments under each federal sustainable development goal, following the tabling of the fourth round of SDSs, and clearly identify departmental commitments that will deliver on the federal sustainable development goals. (Please see section 4.2.1 for further details on the common element as well as suggested common text for departments to use in their SDSs to provide context on the federal sustainable development goals.)

Departments should include all SDS commitments that contribute to the federal sustainable development goals in their departmental Report on Plans and Priorities and Departmental Performance Report (DPR). These commitments should be tagged with the common element, thus strengthening integration of SDS commitments in departmental forward planning and performance reporting.

Performance, on an annual basis, will continue to be reported in the Sustainable Development Performance Report section of the DPR, including departmental commitments under the federal sustainable development goals. Environment Canada will work with Treasury Board Secretariat to develop clear DPR guidelines for reporting on the federal sustainable development goals.

As departments develop commitments in their SDSs, it is likely that benefits will result in progress against more than one of the federal sustainable development goals. For instance, activities that reduce greenhouse gas emissions, such as improved fleet management, may also result in reductions of emissions of air pollutants. Since the activity supports both the climate change and clean air sustainable development goals, departments should identify the activities as supporting both federal goals. The performance measures would, however, differ. Such activities can, and should, be reported in departmental strategies as supporting more than one federal sustainable development goal.

Similarly, mechanisms to support improved governance and decision making, such as green procurement, may also support more than one federal sustainable development goal. Setting targets for the purchase of goods and services that support efficient water use would support both the sustainable governance goal and the clean water goal.

It is important to recognize that sustainable development is about integration. For this reason, it is vital that departments recognize and account for the fact that activities in one area often have potential benefits in others.

2.3 Departmental Commitments

In developing commitments that support both the federal sustainable development goals and departmental areas of priority, departments are encouraged to consider the following issues:

- The potential to work collaboratively with other departments in areas of common interest, i.e., the development of collaborative commitments under which departments would work together to develop common wording for commitments that reflect shared initiatives, and, where possible, collectively determine performance measures appropriate to the commitment.

- The potential to enhance progress through the use of partnerships with non-governmental sectors. Partnerships that include a range of sectors and stakeholders have been, and continue to be, an important means for the Government to advance sustainable development at local, national, and international levels.

- The goals and objectives should not be construed as setting new policy; rather, the emphasis must be on how to better achieve sustainable development results within existing authorities.

2.4 Tools for Implementation

Departments may wish to use the following categories as a checklist in assessing gaps and opportunities for activities proposed within their SDSs:

- **Decision making** — inclusive, flexible, and sound decision making; results-focused collaboration between stakeholders; performance assessment; and clear accountability.

- **Information** — Information to enable sound decision making, prediction, assurance, and reporting.

- **Science and technology** — Coherent approach to science and technology focused on priority challenges and key opportunities.

- **Performance promotion and enforcement** — Clear incentives to drive performance and a fair, consistent, and predictable enforcement regime focused on outcomes.

- **Education and engagement** — Meaningful educational and engagement initiatives that empower Canadians and decision makers to make informed choices.

2.5 Federal Sustainable Development Goals

The following pages outline logic models for the federal sustainable development goals:

Environmental Quality Goals

- Clean Water

- Clean Air

- Reduce Greenhouse Gas Emissions

Sustainable Development Management Goals

- Sustainable Communities

- Sustainable Development and Use of Natural Resources

- Governance for Sustainable Development

2.5.1 Environmental Quality: Clean Water

Long-term goal: Clean and secure water for people, marine and freshwater ecosystems

The importance of maintaining high quality and secure quantities of water cannot be overstated. In economic terms, the availability of clean water is vital to Canada's prosperity. In environmental terms, water is the lifeblood of the planet. In social terms, water is an essential part of our lives, culture, and identity. Without a steady supply of water, all life would cease to exist.

Clean water is also important for the health of our ecosystems; without it, all other components of the ecosystem, such as land, air, and living things, will be negatively impacted.

Efforts that can facilitate the achievement of this goal include actions to improve drinking water quality and wastewater management on federal lands and First Nations reserves, improve water efficiency and sustainable water use, and reduce threats to marine environments and key watersheds across Canada.

Goal 1: Water — Clean and secure water for people, marine and freshwater ecosystems[1]		
Objective 1.1: People have access to clean water		
Government-wide Outcomes	Departmental or Collaborative Commitments	Government-wide or Departmental Performance Measures
1.1.1 Water pollution is reduced		
1.1.2 Drinking water quality and wastewater management is improved, such as on federal lands and First Nations reserves		

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[1] Note that the development of this federal sustainable development goal was informed by the Federal Water Framework, an initiative of nineteen federal departments having water-related responsibilities.

GOAL 1: (CONTINUED)

Goal 1: Water — Clean and secure water for people, marine and freshwater ecosystems		
Objective 1.2: People use water efficiently		
Government-wide Outcomes	Departmental or Collaborative Commitments	Government-wide or Departmental Performance Measures
1.2.1 Water efficiency and sustainable water use is improved		
Objective 1.3: Conserve and protect aquatic ecosystems (marine and freshwater) and biodiversity		
Government-wide Outcomes	Departmental or Collaborative Commitments	Government-wide or Departmental Performance Measures
1.3.1 Marine and freshwater resources are protected and continue to support ecosystems and biodiversity		
1.3.2 Knowledge of water resources is increased		

2.5.2 Environmental Quality: Clean Air

Long-term goal: Clean air for people to breathe and ecosystems to function well

Clean air is vital to Canadians. The direct relationships between clean air and quality of life today and in the future are evident.

The environmental impact of smog and acid rain is widespread. Acid depositions from both domestic and international sources pose a serious threat to our lakes, forests, and biodiversity, thus harming our soils, water, vegetation, and wildlife, and impacting the socio-economic well-being of Canadians. Canadian ecosystems have suffered from exposure to acid rain in the past and are struggling to recover.

Efforts that can facilitate the achievement of this goal include reducing exposure to indoor and outdoor air pollutants, supporting and promoting clean air solutions (including market mechanisms and the development of environmental technologies), and the reduction and mitigation of threats to ecosystems, natural and built heritage from the effects of air pollution.

Goal 2: Clean Air — Clean air for people to breathe and ecosystems to function well

Objective 2.1: Reduce the risks to human health and well-being caused by air quality

Government-wide Outcomes	Departmental or Collaborative Commitments	Government-wide or Departmental Performance Measures
2.1.1 Emissions of and exposure to harmful indoor and outdoor air contaminants are reduced		

Objective 2.2: Canada's clean air solutions support long-term competitiveness

Government-wide Outcomes	Departmental or Collaborative Commitments	Government-wide or Departmental Performance Measures
2.2.1 Clean air solutions are supported and promoted (including market mechanisms and the development of environmental technologies)		

Objective 2.3: Reduce the environmental impacts of air pollution on ecosystems, natural and built heritage

Government-wide Outcomes	Departmental or Collaborative Commitments	Government-wide or Departmental Performance Measures
2.3.1 Threats to ecosystems, natural, and built heritage, from the effects of air pollution are reduced and mitigated		

2.5.3 Environmental Quality: Reduce Greenhouse Gas Emissions

> **Long-term goal: Reduce greenhouse gas emissions**

Climate change is an important environmental challenge and its impacts are already becoming apparent in Canada. Important regional economies and economic sectors, such as forestry, agriculture, and fisheries, are likely to be affected by a changing climate.

The forest fires in British Columbia (2003) and the ice storm in Eastern Ontario/Quebec (1998) demonstrated how vulnerable Canada is to a changing and variable climate. Canada's northern communities and ecosystems are particularly vulnerable, and impacts, including melting permafrost and shrinking sea ice cover, are already being observed.

Efforts that can facilitate the achievement of this goal include initiatives that assist Canadians to adapt and respond to the changing climate; support green technologies; strengthen understanding of the impacts of climate change (e.g., on health, safety, the environment, and the economy); promote clean and renewable energy; and reduce emissions that contribute to climate change. International cooperation, particularly to help developing countries reduce their emissions, could also provide co-benefits that will assist in ensuring clean air for Canadians.

Goal 3: Reduce greenhouse gas emissions		
Objective 3.1: Increase resilience to a changing climate		
Government-wide Outcomes	Departmental or Collaborative Commitments	Government-wide or Departmental Performance Measures
3.1.1 Impacts of climate change are understood and vulnerability is reduced		
3.1.2 Canada adapts to a changing climate		
Objective 3.2: Develop and deploy longer term solutions to address climate change		
Government-wide Outcomes	Departmental or Collaborative Commitments	Government-wide or Departmental Performance Measures
3.2.1 Support for clean technologies is provided (such as building, transportation, and industrial processes)		
3.2.2 Renewable and clean energy is promoted		

GOAL 3: (CONTINUED)

Goal 3: Reduce greenhouse gas emissions		
Objective 3.3: Mitigate and reduce emissions that contribute to climate change		
Government-wide Outcomes	Departmental or Collaborative Commitments	Government-wide or Departmental Performance Measures
3.3.1 Emissions are reduced		
	GGO Government-wide Targets	Government-wide Performance Measures
	Reduce by 15%, from 2002–2003 levels, GHG emissions per vehicle kilometre from the departmental fleet by 2010	Annual average GHG emissions per vehicle kilometre
	All gasoline purchased for federal road vehicles will be ethanol blended, where available (timeline - immediate)	Percentage of gasoline purchased for federal road vehicles that is ethanol blended
	FHIO targeted departments and agencies will meet or exceed their FHIO target for buildings by 2010	Report annually the percent reduction in GHG emissions across the department's building inventory
	Other custodian departments and agencies will establish and report on meaningful departmental targets in support of the overall FHIO target by 2010	Report annually the percent reduction in GHG emissions across the department's building inventory
	Tenant departments and agencies will work with their facilities' provider to establish meaningful targets and the means to measure the reduction of GHG emissions by 2010	Report annually the percent reduction in GHG emissions across the department's building inventory

2.5.4 Sustainable Development Management: Sustainable Communities

> **Long-term goal: Communities enjoy a prosperous economy, a vibrant and equitable society, and a healthy environment for current and future generations**

The quality of life in Canadian communities is a reflection of the social well-being of its citizens, the strength of the economy, and the quality of the natural environment. Canada's continued prosperity and competitiveness rely on the fostering of sustainable communities.

Sustainability issues cut across the range and diversity of Canadian communities, including urban, Aboriginal, rural, northern, and remote communities. Many communities are undergoing unprecedented change and are facing complex social, environmental, cultural, and economic challenges as well as emerging opportunities.

Efforts that can facilitate the achievement of this goal include reducing risks to human and ecosystem health from harmful substances, ensuring that communities are well positioned to advance sustainable social development, and are well positioned to adapt and to maintain or generate sustainable economic activities.

In addition, the establishment of partnerships among a range of governments, Aboriginal communities, the private sector and other stakeholders, as well as community capacity-building initiatives, will contribute to the development of strong, vibrant, and more sustainable communities.

Goal 4: Sustainable Communities — Communities enjoy a prosperous economy, a vibrant and equitable society, and a healthy environment for current and future generations		
Objective 4.1: Maintain and foster social well-being within communities		
Government-wide Outcomes	Departmental or Collaborative Commitments	Government-wide or Departmental Performance Measures
4.1.1 Communities are well positioned to advance sustainable social development		
Objective 4.2: Encourage vibrant, competitive local economies		
Government-wide Outcomes	Departmental or Collaborative Commitments	Government-wide or Departmental Performance Measures
4.2.1 Communities are well positioned to adapt and to maintain or generate sustainable economic activities		

GOAL 4: (CONTINUED)

Goal 4: Sustainable Communities — Communities enjoy a prosperous economy, a vibrant and equitable society, and a healthy environment for current and future generations		
Objective 4.3: Promote a high level of environmental quality in communities		
Government-wide Outcomes	Departmental or Collaborative Commitments	Government-wide or Departmental Performance Measures
4.3.1 Canadian communities are actively engaged in sound environmental and natural resource management practices, stewardship initiatives, and biodiversity conservation		
4.3.2 Risks to human and ecosystem health from harmful substances are reduced (including cleanup of federal contaminated sites)		

2.5.5 Sustainable Development Management: Sustainable Development and Use of Natural Resources

Long-term goal: Sustainable development and use of natural resources

The natural resource sectors play a key role in Canadian society. Canada's landmass and resources are a distinctive part of our social fabric — they form part of the Canadian identity and provide enjoyment and benefits, recreationally and culturally. Natural resources perform a series of vital functions on which the health and well-being of Canadians depend, including air and water purification, natural pest control, plant growth, and flood control.

Canada's natural resource sectors are a major engine of economic development and job creation. For example, in 2004, the mineral, forest, and energy sectors represented 13.2% of Canada's GDP and provided direct employment to 998,000 people.[2] Thousands of Canadian communities depend on a productive resource base and healthy ecosystems for their employment in the resource industries, tourism, or recreation. Appropriate management of Canada's rich natural resources will support Canada's long-term competitiveness, resource and labour productivity, and employment levels.

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[2]   Natural Resources Canada. 2006. Important Facts on Canada's Natural Resources. www.nrcan.gc.ca/statistics/IF_2006_e.pdf.

The country's abundant natural resources provide inherent environmental benefits as part of diverse functioning ecosystems. The conservation and protection of the variety of species, their genetic health, and the ecosystems of which they are a part is therefore essential to the stability and sustainability of life and livelihoods. As such, Canada's natural resources contribute fundamentally to the earth's supply of clean water, clean air, climatic stability, and productive soils.

Efforts that can facilitate the achievement of these objectives include the promotion of environmentally sustainable use of natural resources, increased integration of knowledge about health and environmental effects into decisions, and the promotion of sustainable consumption and production of natural resources.

Goal 5: Sustainable development and use of natural resources

Objective 5.1: Reduce adverse effects on ecosystem and public health from the use of resources

Government-wide Outcomes	Departmental or Collaborative Commitments	Government-wide or Departmental Performance Measures
5.1.1 Integration of knowledge about health and environmental effects into decisions is increased		

Objective 5.2: Maintain and strengthen the competitiveness of the Canadian economy through the sustainable development and use of natural resources

Government-wide Outcomes	Departmental or Collaborative Commitments	Government-wide or Departmental Performance Measures
5.2.1 Sustainable consumption and production of natural resources is promoted		

Objective 5.3: Encourage responsible use of natural resources that conserves and protects environmental quality

Government-wide Outcomes	Departmental or Collaborative Commitments	Government-wide or Departmental Performance Measures
5.3.1 Environmentally sustainable use of natural resources is promoted		

2.5.6 Sustainable Development Management: Governance for Sustainable Development

Long-term goal: Strengthen federal governance and decision making to support sustainable development

As one of the largest service providers, landowners, and employers in the country, the federal government has a significant range of opportunities to demonstrate and apply principles of corporate responsibility and leadership in the context of sustainable development.

The federal government is also a significant purchaser in Canada. By integrating the application of environmental performance considerations in its procurement process, the federal government is in a position to reduce the environmental impacts of its operations and promote environmental stewardship. The focus of the Green Procurement Policy (effective April 2006) supports the federal government in targeting specific environmental outcomes where procurement can effectively be used to mitigate the impact of environmental issues such as climate change and can also support the federal sustainable goals. Where decisions are made to move forward on realizing specific environmental outcomes through procurement, it is expected this will:

- demonstrate environmental leadership and influence industry and citizens to use environmentally preferable goods, services, and processes;

- stimulate innovation and market development of, and demand for, environmentally preferred goods and services, making these available and mainstream for other sectors of society; and

- support emerging environmental technologies.

Where the focus of departmental procurement targets are identifying links to specific environmental outcomes captured under the headings of Environmental Quality or Sustainable Communities, they should identify the targets and performance measures under these categories. Where the departmental target is focused on strengthening decision making to support sustainable development, it may include initiatives to integrate environmental performance considerations into the procurement decision-making process (e.g., including environmental performance considerations in establishing value for money; as well as policies, training, and so forth). The following logic model for Governance for Sustainable Development serves as an example for the inclusion of green procurement under this federal goal.

Efforts on the part of the federal government to facilitate the achievement of this goal can also include the integration of SDS commitments into the key planning and reporting processes of departments and agencies, and ensuring that there are clear and effective governance mechanisms to integrate sustainable development in decision making, for example, Strategic Environmental Assessment (SEA).

Goal 6: Strengthen federal governance and decision making to support sustainable development

Objective 6.1: Organizational structures and processes support meaningful and significant sustainable development objectives

Government-wide Outcomes	Departmental or Collaborative Commitments	Government-wide or Departmental Performance Measures
6.1.1 SDS commitments are integrated into the key planning and reporting processes of departments and agencies		
6.1.2 Clear and effective governance mechanisms to integrate sustainable development in decision making, e.g., SEA		
	GGO Government-wide Targets	Government-wide Performance Measures
	Set a minimum of three procurement targets over three years (timeline – immediate)	Report annually on the dollar value spent or quantity purchased and the number of contracts issued against the procurement targets established and identify associated environmental outcomes
	100% of materiel managers and procurement personnel take green procurement training[3] by 2010	Report annually on the percentage of materiel managers and procurement community trained

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[3] Green procurement training — either through the TBS Professional Development and Certification Program for the Procurement, Material Management and Real Property Communities or other federal government green procurement course offerings.

STRATEGIC ENVIRONMENTAL ASSESSMENT

A commitment to sustainable development requires strong, integrated decision making. Strategic Environmental Assessment (SEA) is an important part of integrated decision making because it generates information about potential environmental effects that can be used to inform the development of policies, plans, and programs. Through SEA, the potential environmental implications of a proposal can be considered at the earliest possible stage and allow for the consideration of mitigation measures and alternatives.

Strategic Environmental Assessment can generate useful environmental information to support more sustainable decisions. It is not intended, however, to address trade-offs among economic, social, or environmental factors that may be required. Decisions about achieving an appropriate balance among sustainable development imperatives are a function of the decision-making process, as well as government priorities.

To make informed decisions in support of sustainable development, decision makers at all levels must be able to integrate economic, social, and environmental considerations.

Departmental performance was audited in 2004 by the Commissioner of the Environment and Sustainable Development, and, as a result, all federal departments should have management systems in place. SEA is a key means to deliver on governance for sustainable development.

For further information, see the following:

Cabinet Directive on the Environmental Assessment of Policy, Plan and Program Proposals
www.ceaa-acee.gc.ca/016/directive_e.htm

3.
Greening Government Operations

3.1 Message from the Associate Deputy Ministers

Public Works and Government Services Canada, Environment Canada, and Treasury Board of Canada Secretariat

As champions for the Greening of Government Operations Initiative, and on behalf of our colleagues across the federal government that have contributed to its development, we are pleased to provide you with: ***Greening Government Operations*** *Guidance for Organizations Developing Sustainable Development Strategies (2007–2009).*

Greening of government operations is a critical component of the Sustainable Development Strategies that 35 departments and agencies table in Parliament every three years. This year, as we prepare the Sustainable Development Strategies for 2007–2009, we have yet another opportunity to collectively renew our commitment to sustainable development. With departments and agencies pulling together to make a concerted effort, the Government

of Canada can make significant, measurable progress and achieve demonstrable results in the greening of its operations.

The guidance is aligned with, and forms a key component of the proposed federal sustainable development strategy being developed by Environment Canada. Further, it focuses on a smaller number of government-wide priorities, helping to ensure that the Government of Canada makes significant progress in these areas.

Please be sure to clearly reflect the government-wide targets and performance measures in your strategies. We anticipate that by doing so, we will achieve one of our best collective efforts yet in the greening of our operations.

Yvette Aloïsi
Associate Deputy Minister
Public Works and Government
Services Canada

Cassie Doyle
Associate Deputy Minister
Environment Canada

Linda Lizotte-MacPherson
Associate Secretary
Treasury Board of Canada
Secretariat

3.2 Acknowledgements

We would like to thank all departments and agencies that helped us develop this section of the guidance document.

3.3 Introduction and Context

The Government of Canada's commitment to sustainable development continues to drive its efforts in greening government operations. Such greening efforts offer an opportunity to help protect and conserve the environment, as well as to contribute to the economy.

The federal government is one of the largest service providers, landowners and employers in Canada. It manages more than 45,000 buildings and operates approximately 26,000 vehicles in more than 500 communities across Canada. The size of its operations positions the government to become a leading practitioner of environmentally sound management in Canada. By leveraging its predominant position and by being recognized as a model of environmentally and economically sustainable government operations, the federal government will be better positioned to lead Canada to a long-term competitive advantage based on environmental sustainability.

To this end, Public Works and Government Services Canada (PWGSC), Environment Canada (EC), and Treasury Board of Canada, Secretariat (TBS) consulted widely with other departments and agencies and are united in promoting a focused, results-oriented, government-wide approach to the greening of government operations.

Background

The federal government's journey to sustainable development began in earnest with amendments to the *Auditor General's Act* in 1995, which created the position of the Commissioner of the Environment and

Sustainable Development (CESD). The Act also required that departments and agencies table Sustainable Development Strategies (SDS) in Parliament and update them every three years.

The first strategies were developed in accordance with the *Guide to Green Government* and tabled in 1997. Since these first strategies were tabled, interdepartmental efforts have been undertaken to share information and to coordinate the direction, objectives and performance measures of the SD Strategies. As the CESD has pointed out, Canadians want a clear picture of how the government as a whole is progressing in terms of greening its operations. An outline of the chronology of greening operations in the federal government can be found in section 3.5.

Governance for Greening Government Operations

In April 2005, the Office of Greening Government Operations (OGGO) was created in PWGSC to lead and facilitate the implementation of a government-wide approach to the greening of government activities. OGGO works closely with EC and TBS as well as with six interdepartmental steering groups representing key operational sectors. These groups help set the agenda for government-wide action and facilitate the sharing of information and development of enabling tools.

The Deputy Ministers' Policy Committee for the Environment and Sustainability provides oversight to the greening of government operations initiative, while the associate

deputy ministers of PWGSC, EC and TBS provide senior-level direction. This governance structure helps ensure that the initiative is given the appropriate level of leadership so that there is a solid foundation for government-wide coordination, collaboration and links to other government priorities.

Governance, strategic objectives, a logic model and common targets and performance measures are essential elements of any management framework. To this end, TBS has developed a common performance management framework for Greening Government Operations. The framework provides a governance structure for the six operational sectors covered under the greening government initiative, inventories related programs and identifies various output and outcome measures currently in use.

Chapter 7 of the September 2005 Report of the CESD recommended that government focus on fewer goals. In response to that recommendation, this section of the guidance document will focus on three key priorities for SDS (2007–2009).

- **Building Energy**
  Goal: To be a leader in the reduction of greenhouse gas and other air emissions through the optimization of energy efficiency and conservation, and the implementation of renewable energy technologies.

- **Vehicle Fleet**
  Goal: To be a leader in fleet management, so that planning, acquiring, managing and disposing of vehicles minimizes negative effects on the environment.

- **Green Procurement**
  Goal: To be a leader by integrating environmental performance considerations into procurement including planning, acquisition, use and disposal.

This section of the guidance document recognizes that due to the varied nature of their mandates, many departments and agencies will have additional environmental priorities to address. This section of the guidance document identifies further opportunities based on best practices in the federal government and other jurisdictions. Likewise, not all three of these priorities will apply to all departments and agencies.

Content of the Guidance Document

This section of the guidance document offers guidance in each of the three priority areas, using the following format.

- **Objective(s)** Describes where departments and agencies should focus their efforts so that the Government of Canada can meet its stated objectives.

- **Government-wide Targets for SDS (2007–2009)** Provides the targets that all departments and agencies are expected to include in their SDS. *Note: Should a department or agency not be able to incorporate certain government-wide targets in its SDS, a written explanation should be provided in the SDS.*

- **Performance Measures** Identifies the essential performance information that departments and agencies will need to collect to demonstrate progress against the government-wide targets and to enable consistent reporting of results to parliamentarians and all Canadians.

- **Enablers** Identifies tools that are available or will be available to help departments and agencies achieve government-wide commitments.

For the three priority areas, departments and agencies are expected to commit to the "government-wide targets" and to use the recommended performance measures provided in this guide. **All departments and agencies are required to report**

their performance annually through the Sustainable Development Performance Report section of the Departmental Performance Report. Reporting in a consistent manner on the three priorities will make it easier to develop a government-wide report on these aspects of our operations.

> **For these objectives to be realized, this guidance must be supported and driven from the most senior levels. Successful implementation will require the support of necessary human and financial resources, the alignment of policies to support their delivery, and the identification of associated authorities and accountabilities. In general, employees must be "enabled" to follow this guidance.**

3.3.1 Building Energy

The federal government has one of the largest real estate portfolios in the country. It owns approximately 25 million square metres of floor space — and leases another 6 million[4]—in a variety of types of buildings, including special-purpose buildings, across the country. The government consumes significant energy to heat, cool, light and power its facilities. In addition, federal buildings contributed 81% of the greenhouse gas (GHG) emissions from Government of Canada operations in 2002–2003.[5] As a whole, this portfolio provides the government with an important opportunity to reduce energy demand and air pollutants, to enhance energy efficiency and to drive the demand for new technologies.

Government-wide Targets for SDS (2007–2009)		
To make rapid progress on **building energy** objectives, it is recommended that departments and agencies commit to the following targets.		
Government-wide Target	Timeline	Performance Measure
FHIO targeted departments and agencies will meet or exceed their FHIO target for buildings.[8]	By 2010	Report annually the percent reduction in GHG emissions across the department's building inventory.
Other custodian departments and agencies establish and report on meaningful departmental targets in support of the overall FHIO target.	By 2010	Report annually the percent reduction in GHG emissions across the department's building inventory.
Tenant departments and agencies will work with their facilities' provider to establish meaningful targets and the means to measure the reduction of GHG emissions.	By 2010	Report annually the percent reduction in GHG emissions across the department's building inventory.

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4   Treasury Board of Canada, Secretariat. Directory of Federal Real Property. (Ottawa: Treasury Board of Canada Secretariat).

5   Federal House in Order Annual Report on Emission Reductions from Federal Operations (Ottawa: Natural Resources Canada, October 2004). http://oee.nrcan.gc.ca/publications/statistics/fhio04/pdf/fhio2004.pdf.

Objective

The objective is the reduction of greenhouse gas and other air emissions from buildings owned and occupied by the federal government.

To meet this objective it is critical to regularly review and pursue cost-effective opportunities to reduce the energy demand of buildings and related equipment. Doing so is particularly important in light of current concerns related to energy supply and the detrimental effects of increased levels of air contaminants on the environment.

The federal government has two related programs that help achieve building energy objectives: the Federal Buildings Initiative (FBI)[6] and the Federal House in Order (FHIO) initiative.[7] The FBI promotes private and public sector partnerships to plan and implement innovative and cost-effective facility upgrades and retrofits. Through the FHIO initiative, the government is tracking, monitoring and reporting greenhouse gas emissions from federal operations.

Recommended Activities

To achieve these targets, departments and agencies should undertake the following:

- Update or conduct a review of departmental facilities (i.e. building information database including number and total area of general-purpose buildings and special-use buildings such as laboratories). Assess opportunities for improving energy efficiency and reducing GHG emissions. The review would also establish activity and data baselines for energy demand, as well as operating costs for evaluation, reporting and improvement purposes. Based on this review, establish departmental targets.

- Update or develop and implement a comprehensive energy management framework with departmental targets and timeframes covering the amount of energy used and conserved, cost savings, and audit and reporting information.

- Take steps to maximize participation in existing building energy initiatives and opportunities such as the Federal Buildings Initiative and the potential to "bundle"[9] opportunities inter- and intra-departmentally.

- Design all new office buildings to meet the Leadership in Energy and Environmental Design (LEED) Gold Standard. Build all new federal housing to comply with either the R2000 Standard or the EnerGuide for Houses 80 energy efficiency level.

- Set building temperatures at the limits of the acceptable temperature range. The TBS Occupational Safety and Health Directive of January 1, 2006, indicates,

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[6] For details, see http://oee.nrcan.gc.ca/communities-government/buildings/federal/federal-buildings-initiative.cfm.

[7] For details, see www.fhio.gc.ca.

[8] Under the FHIO, eleven departments that account for 95% of federal emissions agreed to collectively meet the target of 30.6% reduction in greenhouse gas emissions from buildings and vehicles (rounded to 31%). In 2002, buildings contributed roughly 81% of the federal emissions. The eleven departments are: Department of National Defence, PWGSC, Department of Fisheries and Oceans, Correctional Services Canada, Royal Canadian Mounted Police, Agriculture and Agri-Food Canada, National Research Council, Natural Resources Canada, Parks Canada, Transport Canada and Environment Canada.

[9] The term "bundling" refers to consolidating opportunities with in small projects in order that the overall (consolidated) project would be eligible for participation in the Federal Buildings Initiative.

"In office accommodation, air (dry bulb) temperatures during working hours should be maintained within the 20°C–26°C range, which is the ideal temperature operating range."

- Build capacity within building operations and maintenance staff to enable a "continuous optimization" approach to recommissioning buildings. This approach will help improve building energy systems in an integrated and continuous fashion.

- Participate in the Building Energy Steering Group, which is established to help departments and agencies achieve government-wide targets for building energy.

- Participate in the Green Stewardship Steering Group which is established to share information and ideas to help raise awareness among employees and building occupants about their environmental roles and responsibilities.

ENABLERS

- Best practices promoted within the organization can help achieve targets. These include such practices as turning off computers, office equipment and lights at the end of the day; installing energy-efficient lighting and lighting controls to coordinate building hours with hours of operation, and using water more efficiently.

FOR CUSTODIAN DEPARTMENTS AND AGENCIES

New buildings

- The Model National Energy Code (MNEC) for buildings.

- A life-cycle costing approach — this approach should be used to determine the full cost of projects for TBS approval.

Existing buildings

- Federal Buildings Initiative (FBI) — provides products and services that can assist organizations with building energy efficiency improvements. Federal organizations have utilized the FBI model in addressing a wide variety of energy efficiency needs in their diversified portfolios of buildings in all regions of Canada and should continue to maximize participation in the initiative. http://oee.nrcan.gc.ca/communities-government/buildings/federal/federal-buildings-initiative.cfm

- The Building Owners and Managers Association (BOMA) Canada's Go Green Plus program — building owners should assess, register and/or certify buildings through this program. www.bomagogreen.com/ggc.html

- The PWGSC Fit-up Standards — the standards encourage departments and agencies to make the best use of space. Further, fit-up projects provide departments and agencies with the opportunity to adopt measures to maximize energy efficiency. http://publiservice.pwgsc.gc.ca/fitup/

- "Green power" or renewable energy is another opportunity to reduce dependence on non-renewable sources of energy where feasible. Departments and agencies should consider the option while undertaking building retrofits. This step will also help achieve the government's commitment to a further reduction of emissions by 235 kilotonnes per year by 2010 attributed to the purchase of green power.

- Building features such as "green roofs" should be considered as greening options that, while not directly energy related, could still reduce energy consumption.

FOR TENANT DEPARTMENTS AND AGENCIES

- The model green lease is being developed by PWGSC to assist departments and agencies in greening their building operations.

- Changes, such as setting building temperatures at the limits of the acceptable temperature range, and installing energy-efficient lighting and lighting controls to coordinate building hours with hours of operation are ways in which departments and agencies can work with facilities service providers to help green their operations.

- Changes in employee actions can help achieve the department's and government's overall targets. Simple changes include such actions as turning off computers, office equipment and lights at the end of the day, and using water efficiently.

3.3.2 Vehicle Fleet

The Canadian transportation sector is responsible for 25% to 30% of Canada's greenhouse gas (GHG) emissions, and this share is continuing to increase. Passenger vehicles, trucks and buses in Canada are a major contributor of contaminant emissions to the atmosphere and to negative impacts to our health and the environment.

The Government of Canada operates approximately 26,000 vehicles, namely light-duty vehicles such as cars, pick-up trucks, vans and sport utility vehicles, and a few medium- and heavy-duty trucks. It also operates an executive fleet of more than 70 vehicles used by ministers, and deputy ministers. A fleet of this size presents an opportunity to save money as well as establish leadership in improving the environmental performance of the government fleet. The Government of Canada is committed to improving the way it acquires, manages and disposes of its vehicle fleets.

Objective

To improve the environmental performance of the Government of Canada's vehicle fleets.

Government-wide Targets for SDS (2007–2009)

To make rapid progress on greening the Government of Canada's **vehicle fleets**, it is recommended that departments and agencies commit to the following targets.

Government-wide Target	Timeline	Performance Measure
Reduce by 15%,[10] from 2002–2003 levels, GHG emissions per vehicle kilometre from the departmental fleet.	By 2010	Annual average GHG emissions per vehicle kilometre.
All gasoline purchased for federal road vehicles will be ethanol blended, where available.	Immediate	Percentage of gasoline purchased for federal road vehicles that is ethanol blended.

Recommended Activities

To achieve these targets, departments and agencies are strongly encouraged to do the following.

- Undertake a review of departmental vehicle fleet emissions and operating costs to establish activity and data baselines for evaluation, reporting and improvement, according to the EC Case Study outlined below (review excludes the executive vehicle fleet). The review should examine the following:

  - ✓ timely replacement and renewal of older vehicles;
  - ✓ right-sizing the fleet for operational requirements;
  - ✓ rationalizing vehicle sizes;
  - ✓ using life-cycle costing in all vehicle purchasing decisions; and
  - ✓ preventative maintenance programs.

- Design and implement a robust vehicle fleet management framework and system.

When designing the framework, consider centralizing, within the department or agency, all or some components of fleet management, such as authority, scrutiny, decision-making and auditing.

- On the basis of the departmental fleet review, and based on best practices and a life-cycle approach, establish additional targets for reducing air contaminants, GHG emissions and fuel usage, as well as for adopting such green fleet practices as mandatory driver training, anti-idling, and preventative maintenance program.

- Purchase the most fuel-efficient vehicle models that meet operational requirements.

- Report annually on the purchase of ethanol blends and on departmental fleet reviews through the Sustainable Development Performance Report. Doing so enhances accountability and provides a more comprehensive view of environmental performance for each department and agency.

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[10] On April 5, 2005, the Government of Canada and the Canadian automotive industry (Canadian Vehicle Manufacturers' Association and the Association of International Automobile Manufacturers of Canada) signed a major agreement on climate change. Under the Memorandum of Understanding, the Canadian automotive industry will take actions to voluntarily reduce greenhouse gas (GHG) emissions by 30% from light-duty vehicles (cars, minivans, sport utility vehicles and pickup trucks) by 2010. For the three-year period for the next round of SDS from 2007–2009, Departments and Agencies are asked to achieve half the 30% GHG emissions target set by the auto manufacturers. They would be able to achieve this through updating and right-sizing their fleets respectively.

Case Study: Environment Canada

A recent review by Environment Canada (EC) suggests that EC's vehicle fleet emissions and operating costs could be reduced by several key strategies: updating vehicles, taking a more strategic approach to fleet management practices through the centralization and "professionalization" of the function, investing in hybrids and high-efficiency vehicles, and rationalizing vehicle sizes.

The review conservatively estimated that an additional investment of $100,000 to $500,000 in vehicle purchase funding over six years could potentially save $815,000 or more annually in operating costs after a six-year phase-in implementation period.

Assuming that these lessons learned are applicable to other departments and agencies, there is a significant potential for greening the overall federal vehicle fleet, reducing operating costs and strengthening the environmental performance of the fleet.

ENABLERS

- The Vehicle Fleet Steering Group has been created to coordinate and facilitate the achievement of government-wide targets for vehicle fleets. Departments and agencies are encouraged to participate.

- *The Alternative Fuels Act* http://laws.justice.gc.ca/en/A-10.7/166995.html

- The TBS Motor Vehicle Policy www.tbs-sct.gc.ca/pubs_pol/dcgpubs/materielmanage/motorveh_e.asp

- The TBS Executive Vehicle Policy www.tbs-sct.gc.ca/pubs_pol/dcgpubs/materielmanage/evp-pvf_e.asp

- PWGSC's National Master Standing Offer for Fleet Card and Fleet Management Services, including database and other service capabilities, http://soi.pwgsc.gc.ca/app/index.cfm?Fuseaction=prg.main &altlang=-e

- The Federal Vehicles Initiative, chaired by NRCan, features a range of tools, such as driver training programs, to assist fleet managers. http://oee.nrcan.gc.ca/communities-government/transportation/federal/mandate.cfm? attr=28

- Fleet Management Committee is a committee chaired by the TBS.

- NRCan's FleetSmart Program offers information to all fleet operators in Canada on improving energy efficiency, reducing fuel cost, fleet maintenance, improving driving practices and managing systems. http://oee.nrcan.gc.ca/transportation/fleetsmart.cfm

- The TBS Fleet Management Directive will be issued in 2006.

- The TBS Fleet Management Handbook will be issued in 2006.

- The green fleet accreditation program guide will be developed by the Vehicle Fleet Steering Group.

- The best-in-category vehicle-rating guide will be developed by the Vehicle Fleet Steering Group.

As the tools become available, they will be posted on the PWGSC Web site: www.pwgsc.gc.ca/greening/.

The Treasury Board Executive Vehicle Policy

www.tbs-sct.gc.ca/pubs_pol/dcgpubs/materielmanage/evp-pvf_e.asp.

The Treasury Board amended this policy on November 28, 2005. It contains standards and requirements for economy and environmental considerations (vehicle size). It also covers equity and probity in managing the executive fleet. The revisions should rapidly accelerate the greening of the executive fleet toward cleaner, more energy-efficient models. As greening this highly visible fleet demonstrates fleet management leadership, the government will continue to seek more opportunities to do so.

3.3.3   Green Procurement

Green procurement is a priority area in the development of Sustainable Development Strategies. Its purpose is to mitigate the impact of government procurement of goods and services on the environment, support the greening of government operations and stimulate innovation and market development of, and demand for, environmentally-preferred goods and services, making these available to other sectors of society.

Objective

The application of the Policy on Green Procurement (www.pwgsc.gc.ca/greening/) is intended to contribute to the Government of Canada's environmental objectives, including:

- reducing greenhouse gas emissions and air contaminants;

- improving energy and water efficiency;

- reducing ozone-depleting substances;

- reducing waste and supporting reuse and recycling;

- reducing hazardous waste; and

- reducing toxic and hazardous chemicals and substances.

The Government of Canada is committed to achieving environmental objectives by systematically embedding sustainable development considerations in its operations. A major step in reaching this objective

was the adoption of the Policy on Green Procurement, effective April 1, 2006. The policy's objective is to advance the protection of the environment and support sustainable development by integrating environmental performance considerations into the procurement decision-making process.

Recognizing that procurement is an instrument used to achieve program and project objectives, departments and agencies are required to determine the opportunities within their organizations where procurement can effectively be used to green operations and to set green procurement targets accordingly.

Government-wide Targets for SDS (2007–2009)		
As part of their SDS commitments, and consistent with the Policy on **Green Procurement**, departments and agencies will set green procurement targets tailored to reflect their mandates, departmental buying patterns and the environmental risks/impacts of acquired goods and services. Departmental strategies tabled in 2006 must:		
Government-wide Target	Timeline	Performance Measure
Set a minimum of three green procurement targets over three years.	Immediate	Report annually on the dollar value spent or quantity purchased, and the number of contracts issued against the procurement targets established and identify associated environmental outcomes.
In response to the recommendations on green procurement training made by the Commissioner of the Environment and Sustainable Development in September 2005, departments and agencies are encouraged to commit to the following:		
Government-wide Target	Timeline	Performance Measure
100% of materiel managers and procurement personnel attend green procurement training either through the TBS Professional Development and Certification Program for the Procurement, Materiel Management and Real Property Communities or other federal government green procurement course offerings.	By 2010	Report annually on the percent of materiel managers and procurement community trained.

Examples

The examples of green procurement targets that follow are provided in an effort to assist departments and agencies. The

examples attach importance to the planning and requirement definition stage of the procurement process where there is the most opportunity to consider environmental

issues. It is at this stage that departments and agencies can not only plan the purchase of environmentally preferred goods and services, but also plan the management of how purchases are used, maintained and disposed.

Example 1: The leases on several photocopiers in Department "X" are about to expire and they are looking to replace them. Also, the departmental printers are getting old and often breaking down. The easiest thing to do would be to replace these devices on a one-to-one basis with like equipment; however, because the department is looking for savings as well as looking to green its operations, it commissions a review of its printing and copying requirements. As a result, the department initiates the purchase of multi-function equipment that can print, facsimile, copy and scan, that are Energy Star-compliant, to save energy costs and have duplex capacity to reduce paper consumption and paper costs. The department decides to lease the equipment in order to reduce maintenance costs and disposal issues. The review may also show that the department's

paper consumption is significant, most of which is non-recycled or virgin alkaline copy paper. Accordingly, the department commits that by 2008-09, 90% of its office paper will have environmental attributes, such as x% recycled content.

Example 2: Department "W" spends a significant amount of dollars on the maintenance of buildings in the regions. While the management of these buildings is decentralized (each region is responsible for the buildings within its territory), the department issues a directive on the replacement of light bulbs and fluorescent tubes. The department commits to purchasing low mercury and high-energy efficiency items and to recycle these items at a certified facility at the end of their life. In addition, in recognition of the numerous service contracts issued in support of maintaining buildings such as janitorial services, the department commits to greening technical specifications, wherever appropriate, by requiring, for example, all cleaning products be EcoLogo or equivalent.

Enablers

The following is a list of enabling tools to help departments and agencies set their green procurement targets:

- Policy on Green Procurement and Frequently Asked Questions www.pwgsc.gc.ca/greening/

- PWGSC Standing Offer Index – identifies standing offers with green products or services http://soi.pwgsc.gc.ca/app/Start/index.htm

- The Green Procurement Network http://publiservice.gc.ca/partners/vert/text/home-e.htm

- The North American Green Purchasing Initiative's Self-Assessment Tool (Eco-S.A.T.) is designed to help professional purchasers evaluate their organization's environmental purchasing initiatives and identify opportunities for improvement. www.cec.org/eco-sat/english/index.html

- The Paper Calculator provides users, including businesses, with U.S. average wood consumption, energy use, and other environmental impacts of different paper types across their full life-cycle. www.papercalculator.org

The following tools are under development in collaboration with the Office of Greening Government Operations, Environment Canada and Natural Resources Canada:

- Green Procurement Decision Making Tool (setting green procurement targets)
- Guideline for the Integration of Environmental Performance Considerations in Federal Government Procurement
- Environmental Awareness Information Kit
- Life-Cycle Assessment Tool

As the tools become available they will be posted on the PWGSC Web site: www.pwgsc.gc.ca/greening/

PWGSC COMMODITY MANAGEMENT APPROACH TO PROCUREMENT:

- The commodity management process is a PWGSC-led initiative that depends on interdepartmental participation to offer a government-wide approach to reviewing, planning, acquiring and controlling the total life-cycle activities of a distinct group of goods or services. By way of this process, with the input and advice of departments such as Environment Canada and Natural Resources Canada, we will be able to integrate environmental considerations into key commodities.

- Commodity management will provide an understanding of the operational requirements of government departments and agencies as a whole and provide the opportunity to achieve the optimal cost of ownership and disposal as well as improved environmental performance.

- Commodity management will result in government-wide procurement tools such as standing offers or supply arrangements that government departments and agencies will make use of to meet their needs.

- Government departments and agencies will have access to environmentally preferable goods and services without having to go through their own time-consuming tendering and appraisal processes.

3.3.4 Other Opportunities

In addition to the three key priorities outlined above, we can also green government operations through waste management, facilities and land use management, regulatory compliance, and green stewardship. As well, all government departments and agencies should continue to work on ongoing, complementary environmental and sustainable development targets that match their mandates.

Waste Management

The federal government holds one of Canada's largest portfolios of office property and as such generates significant amounts of office solid waste, including recyclable materials such as paper, cardboard, metal and glass. Municipal, provincial, territorial and federal governments all have a hand in managing waste.

The federal government needs to reduce the solid waste it generates and to divert

more waste from landfills. Departments and agencies are accountable for managing office waste and many departments and agencies have included this consideration in previous Sustainable Development Strategies, with a particular emphasis on waste diversion. All departments and agencies can also reduce waste, even as they divert it through recycling.

In addition to diverting waste, departments and agencies should also use their procurement opportunities to reduce waste comprehensively and systemically. For example, departments and agencies should buy and use printers and photocopiers that have default options for double-sided printing and photocopying.

From a risk management perspective, office waste management requires a comprehensive government-wide approach when it comes to such electronic waste as computers, monitors, printers and peripheral items. Approximately 80% to 90% of all such waste is transferred to Computers for Schools. The rest is primarily disposed of through PWGSC, Crown Assets Distribution, and sold by the pallet to recyclers and scrap dealers.

Waste reduction can mean having more employees per printer and using more multi-purpose electronic equipment. Or it can mean greater use of Computers for Schools, although surplus electronic equipment must meet the program's minimum standards. For surplus equipment that does not meet these standards, the federal government will develop an effective and environmentally sound management approach for timely disposal. Green procurement can also mean requiring suppliers to take back materials and seeking electronic equipment that is easily disassembled.

Facilities and Land Use

The federal government has significant land holdings and operations across the nation and must minimize the environmental

risks associated with its operations. This task includes managing contaminated sites, pesticides, storage tanks, as well as complying with federal environmental laws.

Land Use Management — Contaminated Sites

The Government of Canada is committed to effectively managing the approximately 4,400 sites that have been reported to the Federal Contaminated Sites and Solid Waste Landfill Inventory (maintained by TBS), to date. Although some of these sites have been remediated, most require further work. A contaminated site is defined as one at which "substances occur at concentrations (1) above background levels and pose or are likely to pose an immediate or long-term hazard to human health or the environment, or (2) exceeding levels specified in policies and regulations."

The Federal Contaminated Sites Action Plan was established in 2003–2004 to help departments and agencies identify and manage federal contaminated sites. The annual departmental contaminated sites management plan helps departments and agencies to establish and update their targets annually. Targets should address the contaminated sites for which the custodial department is responsible, and the department should manage unacceptable risks associated with those contaminated sites.

To increase the public visibility and accountability for action on federal contaminated sites, custodial departments and agencies should include in their Sustainable Development Strategy relevant targets from their departmental contaminated sites management plan. Further, they should report progress towards these and other targets in their Sustainable Development Performance Report, thereby providing a more comprehensive picture of the organization's environmental performance.

Regulatory Compliance

Canadians expect the federal government to conduct its business in an ethical and environmentally responsible manner. They expect their government to comply with federal laws and regulations. According to the Code of Environmental Stewardship, adopted by the Government of Canada in the early 1990s, departments and agencies are expected to "meet or exceed the letter and spirit of federal environmental laws and, where appropriate, to be compatible with provincial and international standards."

Each federal department or agency is expected to manage its environmental regulatory obligations as it would its financial obligations and to demonstrate that, in its own operations, it is knowledgeable about, and meets the requirements of, all applicable federal environmental laws, regulations, guidance and standards. Departments and agencies should indicate in their SDS their plan to review compliance with all applicable federal environmental regulatory obligations and to report internally on gaps and progress, as well as on their progress in meeting the aforementioned commitment set out in the Code of Environmental Stewardship.

Green Stewardship

Incorporating sustainable development into the Government of Canada involves changing the culture—a challenging task for any large organization. One of the first steps taken by the Government of Canada in this process was the Code of Environmental Stewardship. Established in 1992, it commits the government to integrating the principles of sustainable development into all aspects of its operations and activities. It also specifically commits the government "to improve the level of awareness throughout the public service of the environmental and health benefits and risks of operational decisions and to encourage and recognize

employee actions." Since the Code was established, much has been done to improve the environmental performance of the government's operations. However, more can be done.

Green stewardship is a primary enabler for achieving objectives and targets for the three key priority areas in this section of the guidance document. Success in these areas to a large extent depends on the over 200,000 employees that work for the federal government.

It is critical for departments and agencies to focus on building employee awareness and engaging them in the greening challenge. Departments and agencies should indicate in their SDS specific plans for encouraging and supporting all employees to incorporate environmental responsibilities into their work duties and their everyday decision-making.

At a minimum, departments and agencies are encouraged to establish a green stewardship committee for their department, reporting to senior management. Departments and agencies should promote existing initiatives such as Environment Week, Clean Air Day, One Tonne Challenge, and the Commuter Challenge. They could also encourage greening of offices, major conferences, events and meetings; promote telework, active transportation, green business travel, and the use of green hotels; and, support eco-commuting by extending the EcoPass program beyond the National Capital Region.

The Green Stewardship Steering Group will be instrumental in helping to share best practices and to coordinate a government-wide approach to help engage federal employees. For instance, the Group is considering how training and orientation systems across the government can be used to help ensure that every employee is aware that greening operations is a government priority and that

employees are expected to do their part. Some activities that departments and agencies may wish to implement can be found on the Web site of the Office of Greening Government Operations (OGGO): www.pwgsc.gc.ca/greening/.

3.4 Conclusion

The establishment of OGGO, the narrowing of environmental priorities and the development of this section of the guidance document are important milestones on the road to a government-wide approach to greening government operations. This approach will provide Canadians with a focused and coherent government-wide report on results achieved by individual departments and agencies.

The next step now greatly depends on departments and agencies adopting the common targets and common performance measures for the three priority areas and reflecting them in their next SDS. Alternatively, departments and agencies that have not yet built the capacity to do so are strongly encouraged to take this necessary first step in their SDS. Mechanisms are in place to help organizations do so.

We know, for example, that a government-wide approach to reporting will be achieved most efficiently and effectively through collaboration. To this end, departments and agencies are again encouraged to participate in the interdepartmental steering groups and annual workshops that share information, tools, best practices and lessons learned from pilot projects. OGGO is looking forward to working with organizations to continue to green our collective government operations.

References and enabling tools are available on the OGGO Web site: http://pwgsc.gc.ca/greening. We are interested in receiving your feedback on this section of the guidance document.

3.5 GGO—Appendix A: History

The Government of Canada has taken numerous steps to improve the environmental footprint of its own operations, as outlined below.

- 1990 — *The Green Plan* was established.

- 1992 — The Code of Environmental Stewardship was established. www.ns.ec.gc.ca/g7/code.html.

- 1995 — Amendments to the *Auditor General Act* made it a legal requirement for a number of departments and agencies to produce a Sustainable Development Strategy (SDS) and update it every three years. The amendments also established the Commissioner of the Environment and Sustainable Development (CESD),

reporting to the House of Commons on departmental SDS. Encouraging the government to be more accountable for greening its policies, operations, and programs is a key to the Commissioner's mandate. www.oag-bvg.gc.ca/domino/oag-bvg.nsf/html/menue.html.

- 1995 — *A Guide to Green Government* was released to assist departments and agencies in preparing their SDS www.sdinfo.gc.ca/reports/en/ggg/ Default.cfm.

- 1997 — The first SDS were tabled in Parliament.

- 1998 — The CESD issued the first SDS Report Card. www.oag-bvg.gc.ca/ domino/cesd_cedd.nsf/html/cesd_arvr_e.html.

- 2000 — *Sustainable Development in Government Operations (SDGO): A Coordinated Approach* was released to help departments and agencies set consistent and coordinated targets in seven key priority areas. www.sdinfo.gc.ca/reports/ en/coordinated_approach/index.cfm.

- 2001 — The Federal House in Order initiative was launched to reduce greenhouse gas (GHG) emissions in government operations. www.fhio-ifppe.gc.ca.

- 2001 — The second SDS were tabled in Parliament.

- 2002 — Second report of the CESD released.

- 2003 — The FHIO mandate is extended in the areas of buildings, vehicles, outside emissions and green power.

- 2004 — Third round of SDS were tabled in Parliament.

- 2005 — Third report of the CESD released.

- 2004–05 — Treasury Board of Canada Secretariat, in consultation with many departments and agencies, developed a performance management framework for the greening of government operations. The framework outlined the management and governance structure for the greening of government operations initiative.

- 2005 — Creation of the Office of Greening Government Operations, PWGSC. www.pwgsc.gc.ca/greening/.

3.6 GGO—Appendix B: Policy and Program Drivers

Building Energy
- Federal Buildings Initiative http:// oee.nrcan.gc.ca/communities-government/ buildings/federal/federal-buildings- initiative.cfm.

- Federal House in Order www.fhio.gc.ca.

Vehicle Fleet
- TBS Motor Vehicle Policy www.tbs-sct.gc.ca/ pubs_pol/dcgpubs/materielmanage/ motorveh_e.asp.

- TBS Executive Vehicle Policy www.tbs-sct. gc.ca/pubs_pol/dcgpubs/materielmanage/ evp-pvf_e.asp.

- *Alternative Fuels Act* (1995) http:// laws.justice.gc.ca/en/A-10.7/166995.html Where cost effective and operationally feasible, 75% of the motor vehicles operated by all federal bodies and Crown corporations will run on alternative fuels, thereby promoting the replacement of petroleum-based fuels for transportation.

- Federal House in Order www.fhio.gc.ca.

Green Procurement
- Policy on Green Procurement (2006) www.pwgsc.gc.ca/greening/.

3.7 Summaries

BUILDING ENERGY

Goal: To be a leader in the reduction of greenhouse gas and other air emissions through the optimization of energy efficiency and conservation, and the implementation of renewable energy technologies

Objective: The objective is the reduction of greenhouse gas and other air emissions from buildings owned and occupied by the federal government

Government-wide Target	Timeline	Performance Measure
FHIO targeted departments and agencies will meet or exceed their FHIO target for buildings.[11]	By 2010	Report annually the percent reduction in GHG emissions across the department's building inventory.
Other custodian departments and agencies will establish and report on meaningful departmental targets in support of the overall FHIO target.	By 2010	Report annually the percent reduction in GHG emissions across the department's building inventory.
Tenant departments and agencies will work with their facilities' provider to establish meaningful targets and the means to measure the reduction of GHG emissions.	By 2010	Report annually the percent reduction in GHG emissions across the department's building inventory.

[11] Under the FHIO, eleven departments that account for 95% of federal emissions agreed to collectively meet the target of 30.6% reduction in green house gas emissions from buildings and vehicles (rounded to 31%). In 2002, buildings contributed roughly 81% of the federal emissions. The eleven departments are: Department of National Defence, PWGSC, Department of Fisheries and Oceans, Correctional Services Canada, Royal Canadian Mounted Police, Agriculture and Agri-Food Canada, National Research Council, Natural Resources Canada, Parks Canada, Transport Canada and Environment.

VEHICLE FLEET

Goal: To be a leader in fleet management, so that planning, acquiring, managing and disposing of vehicles is carried out in a way that minimizes negative effects to the environment

Objective: To improve the environmental performance of the Government of Canada's vehicle fleets

Government-wide Target	Timeline	Performance Measure
Reduce by 15%,[12] from 2002–2003 levels, GHG emissions per vehicle kilometre from the departmental fleet.	By 2010	Annual average GHG emissions per vehicle kilometre.
All gasoline purchased for federal road vehicles will be ethanol blended, where available Immediate.	Immediate	Percentage of gasoline purchased for federal road vehicles that is ethanol blended.

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[12] On April 5, 2005, the Government of Canada and the Canadian automotive industry (Canadian Vehicle Manufacturers' Association and the Association of International Automobile Manufacturers of Canada) signed a major agreement on climate change. Under the Memorandum of Understanding, the Canadian automotive industry will take actions to voluntarily reduce greenhouse gas (GHG) emissions by 30% from light-duty vehicles (cars, minivans, sport utility vehicles and pickup trucks) by 2010. For the three-year period for the next round of SDS from 2007–2009, Departments and Agencies are asked to achieve half the 30% GHG emissions target set by the auto manufacturers. They would be able to achieve this through updating and right-sizing their fleets respectively.

GREEN PROCUREMENT

Goal: To be a leader by integrating environmental performance considerations into procurement including planning, acquisition, use and disposal

Objective: Maximize the use of procurement to protect the environment and support sustainable development

Government-wide Target	Timeline	Performance Measure
Set a minimum of three procurement targets over three years.	Immediate	Report annually on the dollar value spent or quantity purchased, and number of contracts issued against the procurement targets established; identify associated environmental outcomes.[13]
100% of materiel managers and procurement personnel take green procurement training—either the TBS Professional Development and Certification Program for the Procurement, Material Management and Real Property Communities, or other federal government green procurement courses.	By 2010	Report annually on the percentage of materiel managers and procurement employees trained.

13 These outcomes are as follows: reducing GHG emissions and air contaminants; improving energy and water efficiency; reducing ozone-depleting substances; reducing waste and supporting reuse and recycling; reducing hazardous waste; and reducing toxic and hazardous chemicals.

4. Strengthening Accountability

The fourth round of SDSs provides an opportunity

- to enhance accountability by strengthening SDS reporting processes; and

- to enhance accessibility through the consistent use of a common format and graphic standards across departmental SDSs.

These measures will support roll-up reporting on the federal sustainable development goals and, subsequently, reporting on progress towards the federal goals. In the longer term, these measures will strengthen the Government's ability to measure and report on results and to communicate to Canadians federal sustainable development priorities, including the broad goals and objectives to which the Government can be held accountable.

The following sections focus on common formatting and graphic standards for the fourth round of departmental SDSs.

4.1 Elements of a Common Approach

Following is a brief outline of the main elements of a departmental SDS, as based on previous guidance. Departments may wish to ensure that their SDS addresses each of these key elements

- Introduction
  - Departmental Profile
  - Departmental Vision
  - Issue Scan
- Logic Model
- Accountability and Performance Measurement
- Appendices

4.1.1 Introduction

The introduction sets the context and tone for the SDS and can include the following sub-sections:

- A brief and focused **departmental profile** that describes the department's mandate and key activities. This description establishes the broad context for the strategy — the department's role in sustainable development and the key strategic interests that the department is positioned to address.

- Statement of the **departmental vision** that guides the sustainable development strategy and sets its overall direction.

- The **issue scan** that provides an assessment of the department's policies, programs, and operations in terms of their impact on sustainable development and identifies the key sustainable development issues from a departmental standpoint.

- Where applicable, departments may also wish to describe **changing circumstances** that have influenced the department's approach and highlight the changes between the previous and current strategies.

4.1.2   Logic Model

Many departments have made considerable progress in past strategies and may want to build on past successes. For those that are revisiting their logic model or for those that are developing one for the first time, information sources are available at the following:

- *Sustainable Development Strategies: Making a Difference* (CESD): www.oag-bvg.gc.ca/ domino/reports.nsf/html/c200303sds.html

- *Profile and Logic Model* (TBS): www.tbs-sct. gc.ca/eval/tools_outils/ RBM_GAR_cour/ Bas/module_02/module_02_e.asp

4.1.3   Accountability and Performance Measurement

Departments should ensure that their SDS includes the following:

- a description of the department's management system for its sustainable development strategy;

- how the department will communicate and report progress to stakeholders; and

- how the department will measure performance.

For further information, go to the following:

- *Sustainable Development Strategies: Making a Difference* (CESD) www.oag-bvg.gc.ca/ domino/reports.nsf/html/c200303sds.html

- 1998 Report of the Commissioner of the Environment and Sustainable Development, Chapter 8 "Performance Measurement for Sustainable Development Strategies"

4.1.4   Appendices

Departments may choose to include supplemental information in appendices to the SDS.

If not included elsewhere in the SDS, a summary of the consultations held during the development of the SDS – both internal and external – and how they influenced the final document should be included as an appendix.

4.2 Graphic Standards for Departmental SDSs

Graphic standards for departmental SDSs were developed for the third round of SDSs to encourage consistency across SDS documents and to coordinate a "common look and feel". Graphic standards, including information on the use of the common element, for the fourth round of SDSs can be found in Appendix A.

4.2.1 Use of Common Element to Identify Federal Sustainable Development Goals

As outlined in section 2.2, departments are asked to tag each of their departmental commitments that contribute to a federal sustainable development goal with a common element, in order to clearly identify those departmental commitments in support of the federal goals and to enable the compilation of the federal roll-up report. The common element is text-based and identifies the specific goal that is to be supported by the departmental commitment, as follows:

Clean Water: "Federal SD Goal I"

Clean Air: "Federal SD Goal II"

Reduce Greenhouse Gas Emissions: "Federal SD Goal III"

Sustainable Communities: "Federal SD Goal IV"

Sustainable Development and Use of Natural Resources: "Federal SD Goal V"

Governance for Sustainable Development: "Federal SD Goal VI"

Further information on the common element can be found in the Graphics Standards located in Appendix A.

In order to ensure consistency among departmental Sustainable Development Strategies where specific commitments are being identified as supportive of federal sustainable development goals, it is recommended that departments include the following text (or some variation) to make the linkages to the broader federal goals:

"For the fourth round of Sustainable Development Strategies, the federal government has worked to develop a set of six sustainable development goals related to Clean Air, Clean Water, Reduce Greenhouse Gas Emissions, Sustainable Development and Use of Natural Resources, Sustainable Communities, and Governance for Sustainable Development. These goals integrate and complement the objectives set earlier this year in respect of Greening Government Operations. It is hoped that by identifying how departmental activities support broader federal goals and objectives in respect of sustainable development that Canadians will gain a clearer picture of how the federal government works, in an ongoing way, to ensure improvements in our quality of life. At the same time, improved coordination will strengthen accountability, drive government-wide performance, and focus and stimulate activity in some key areas.

<Department name here> has identified a number of activities related to the delivery of its mandate that support progress toward achieving the federal sustainable development goals. These activities and commitments are identified with a common element in our sustainable development strategy. More information on the federal sustainable development goals and on work to Green Government Operations is available at www.sdinfo.gc.ca."

5.
Path Forward

5.1 Consolidated Reporting on Federal Sustainable Development Goals

Following the tabling of the fourth round of SDSs, a federal roll-up report on the sustainable development goals will be compiled by Environment Canada early in 2007.

This roll-up report, based on departmental SDS commitments under each federal sustainable development goal, is intended to provide departments with a comprehensive overview, at the federal level, of the contribution of departmental SDS commitments to each of the federal sustainable development goals. The report will:

- contribute to the transparency and accountability of the sustainable development strategy reporting process;

- provide a basis for departments to assess the scope and relevance of departmental SDS commitments to the federal sustainable development goals;

- encourage government-wide performance on federal sustainable development goals;

- focus and stimulate activity in key areas;

- facilitate the identification of trends and comparisons among departments; and

- create, over time, a culture of achievement as progress is made.

The second and subsequent reports will be drawn from SDS reporting in annual Departmental Performance Reports and will provide a means to report on progress at the federal level on federal sustainable development goals.

5.1.1 Compilation of the Federal Roll-up Report

In order to compile the initial federal roll-up report, Environment Canada will forward a template of the federal goals to each department, following the tabling of the SDSs, so they can then list their departmental commitments and performance measures alongside the appropriate government-wide outcome. (See the following example.)

EXAMPLE OF DEPARTMENTAL SUBMISSION TO FEDERAL ROLL-UP

Goal 6: Strengthen federal governance and decision making to support sustainable development		
Objective 6.1: Organization structures and processes support meaningful and significant sustainable development objectives		
Government-wide Outcomes	Departmental or Collaborative Commitments	Government-wide or Departmental Performance Measures
SDS commitments are integrated into the key planning and reporting processes of departments and agencies		
Clear and effective governance mechanisms to integrate sustainable development in decision making, e.g., SEA	Fully implement the Cabinet Directive on the Environmental Assessment of Policy, Plan and Program Proposals	Management system for SEA established, to be reviewed on a regular basis.

Selected References

Coordinating Departmental Sustainable Development Strategies (Government of Canada, 2003)
Available through INSDS, contact Amy Goon (amy.goon@ec.gc.ca)

A Guide to Green Government (1995). www.sdinfo.gc.ca/reports/en/ggg/Default.cfm

Greening Government Operations: Guidance for Organizations Developing Sustainable Development Strategies
(2007–2009). www.pwgsc.gc.ca/greening/text/publications/guidance-sds-e.html

Leaders Forum on Sustainable Development: Discussion Document. www.ec.gc.ca/sd-dd_consult/
dctacon_e.htm

Making a Difference (2003) www.oag-bvg.gc.ca/domino/reports.nsf/html/c200303sds.html

Moving Up the Learning Curve (1999). www.oag-bvg.gc.ca/domino/cesd_cedd.nsf/html/c9dec_e.html

Progress towards a Sustainable Development Strategy for the Government of Canada (2002).
Available through INSDS, contact Amy Goon (amy.goon@ec.gc.ca)

APPENDIX A:
SDS IV Graphics Standards

Graphic Standards
for Departmental Sustainable Development Strategies

AUGUST 2006

CONTENTS

INTRODUCTION

The graphic standards in this document are intended to assist federal government departments as they prepare their Sustainable Development Strategies (SDSs) for tabling in December 2006, and to contribute to a common look for the documents.

These graphic standards closely align with the standards developed for the third round of departmental Sustainable Development Strategies.

A key addition to the graphic standards for the fourth round of SDSs is the addition of a common element to identify departmental commitments that support Federal Sustainable Development Goals. Information on the common element may be found on page 5.

For further information on these guidelines, please contact Greg Wilburn at greg.wilburn@ec.gc.ca.

HOW TO USE THESE STANDARDS

When tabling the Sustainable Development Strategies in December 2006, a "family look" on the covers will show consistency and create a unified federal government presence. At the same time, there will be scope for some individual departmental expression.

There are a number of required elements and a few elements that departments may choose to include. As well, departments have a number of options in terms of colour that they may choose from. The required and optional cover design elements are illustrated on page 3 of this document.

The following elements are required:

For the cover:

- The relevant departmental signature should appear on the top left cover as illustrated.

- The title of the document "Sustainable Development Strategy 2007–2009" should appear on the cover.

- The colour bar should appear as indicated. However, the colour of the bar and the text that appears within the bar (if any) are flexible.

- Departments should select three images for the front cover (or just one image if necessary). Either photographs or graphics may be used.

- The fonts stipulated should be used if possible. If they are unavailable, the alternate font for Penumbra is Microsoft Sans Serif; the alternate font for Franklin Gothic is Tahoma bold.

For inside the document:

- Commitments contributing to Federal Sustainable Development Goals should be identified with the common element as provided on page 5.

- Departments should apply portrait format.

- Layout criteria are stipulated for inside pages. Text guidelines are provided.

The following elements are optional:

- Departments may include a secondary title or "departmental message" on the cover if desired or appropriate. If a secondary title is not employed, the title "Sustainable Development Strategy 2007–2009" should appear where the departmental message is indicated.

- Departmental website addresses may appear on the cover or on the inside cover page.

- Departments can select either a 1-, 2- or 4-colour process.
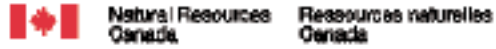
SUSTAINABLE DEVELOPMENT STRATEGY 2007–2009

Moving Forward on Sustainable Development

www.nrcan.gc.ca/sd-dd

Canada

A

B

C

D

E

A

Natural Resources   Ressources naturelles
Canada   Canada

SUSTAINABLE DEVELOPMENT STRATEGY 2007–2009

Moving Forward on Sustainable Development

www.nrcan.gc.ca/sd-dd

Canada

A MANDATORY: The departmental FIP and Canada wordmark are typeset using these standards: the FIP is $1/4''$ high and $1/2''$ from the left and $1/2''$ from the top. The Canada wordmark aligns $1/2''$ from the right and $1/2''$ from the bottom. The FIP height equals the height of the "a" in the Canada wordmark. Both shall appear in black text with a red flag or all in 1 colour.

- -

B MANDATORY: The title, Sustainable Development Strategy 2004–2006, is typeset using these standards: 100% black, Penumbra 20-point text, placed under the department name 1" down and $1/2''$ from the left. (See item C for alternate positioning if there is no subtitle/message.)

- -

C OPTIONAL: Departments may choose to add a subtitle or message that reflects individual departmental messaging about sustainable development. The department message is typeset using these standards: 100% black, Franklin Gothic 42-point text, placed under the Sustainable Development Strategy 2004–2006 title $1 1/4''$ down and $1/2''$ from the left. If your department does not have a subtitle or message, item B would appear in this space, and the space allotted to item B would be left blank.

D MANDATORY: Photos/graphics will be treated using these standards: CMYK-relevant images will appear within the three main circles (or one circle if necessary) on the right-hand side. Departments may consider using images that reflect social, economic and environmental dimensions of sustainable development.

- -

E OPTIONAL: The departmental Web site address is reversed out of the colour bar using these standards: white (reversed out), Franklin Gothic Demi 18 point. The Web site address is $1/2''$ from the left and is centred within the coloured bar, equal distance from the top and bottom. Alternatively, you may put the departmental Web site on the inside front cover with the coloured bar equal distance from the top and bottom.

Graphic standards for publications

A set of graphic standards has been developed to facilitate the production of Government of Canada publications related to the Sustainable Development Strategy.

Application of these standards will ensure that these publications can be quickly and easily produced. Consistent use of the standards will result in publications that readers recognize and relate to the Strategy.

General characteristics

The publication designs are based on standard letter-size paper stock. Designs have been developed for portrait (vertical) documents.

Overall, the feeling of the publications is open and inviting. Pages are designed with two text columns. There is a 2-pica gutter between columns. Body text is set flush left. Pages have wide (approximately 1-inch) margins on all four sides.

Section titles are set to the full width of the image area. The subsequent introductory text is indented on the left or on both sides by $1/2$ or $2/3$ of a column. Level 1 subheads and the following descriptive text are set to the full width of the image area.

Boxed callouts and photographs break the two-column structure by being inset into text column areas.

Callout boxes may conform to the columns or be inset into the text space, generally by $1/2$ or $1/3$ of a column, in which case the text is set around them with a 1-pica release.

Photos always intrude into the columns, covering $1/2$ or $2/3$ of the column width. Column space not covered by the photo is left white.

Colour use

Section heads print in solid colour underscored with a 4-point rule in a 50% tint of the same colour. This solid/tint colour treatment is carried through in the callouts. Callout boxes are a 20% tint. Callout heads print in solid colour. Callout text prints black.

Section titles and callout titles print in 100% PMS colour of choice.

The 4-point rule prints in 50% of PMS colour of choice, and the callout boxes print in 20% of PMS colour of choice. All other text prints black.

Photos are 4 colours when print processes permit and greyscale for 1-colour and 2-colour publications.

Type and grid
Portrait (vertical) format

Portrait pages are set up with 2 columns, 18:06 picas wide each, with a 2-pica gutter between. Width of the text area is 39 picas.

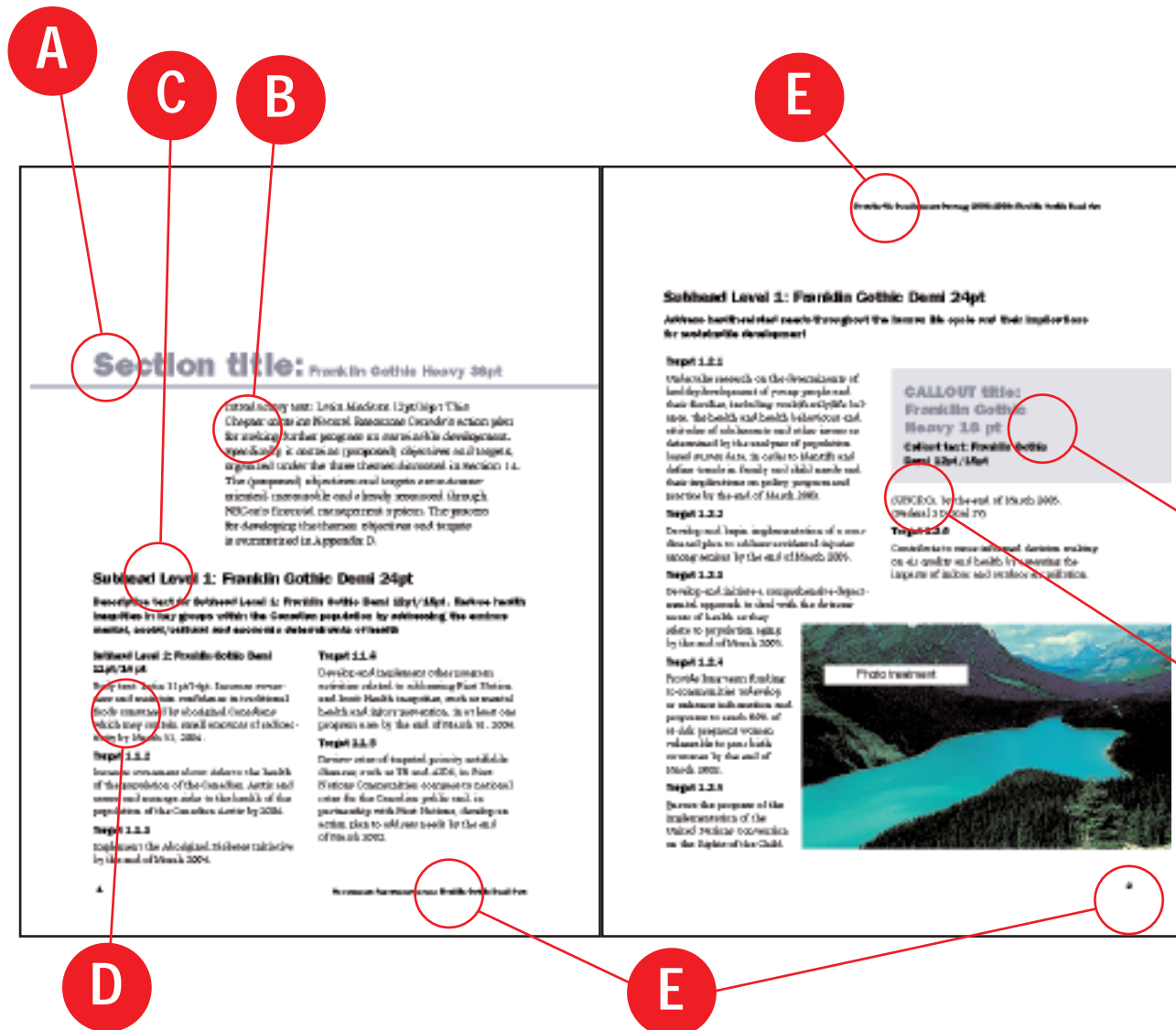**_Defining margins_**

Left and right margins are equal.

On section title pages: 1st text baseline starts 17 picas down from top trim.

On regular text pages: 1st text baseline starts 6 picas down from top trim.

On all pages: running text image area stops 6 picas up from bottom trim.

Header baseline is 2 picas down from top trim.

Footer baseline is 3 picas up from bottom trim.

Please use for inside text pages.

Setting type:

A **Section Title:** 36-point Franklin Gothic Heavy, flush left on 39-pica line length, 100% of PMS colour of choice.
Title Underscore: 4-point rule starts 12 points below baseline of section title, 50% screen of PMS colour of choice.

B **Introductory Text:** 12/16 Latin Medium, indent 11:06 picas, flush left on 27:06-pica line length.

C **Subhead Level 1:** 24-point Franklin Gothic Demi, flush left on 39-pica line length.
Descriptive Text for Subhead Level 1: 12/15 Franklin Gothic Demi, flush left on 39-pica line length.
Subhead Level 2: 11/14 Franklin Gothic Demi, flush left on 18:06-pica line length.

D **Body Text:** 11/14 Latin, flush left on 18:06-pica line length.

E **Header (Document Name):** 8-point Franklin Gothic Demi, flush right on full text width, right-hand pages.
Footer (Government Department): 8-point Franklin Gothic Demi, flush right on full text width, left-hand pages.
Page Number: 8-point Franklin Gothic Demi, flush-to-text margin at trim edge.

F Callouts are set in colour boxes. Box colour is 20% screen of PMS colour of choice. Boxes and text conform to the column widths but are inset to the column widths but is inset 1 pica from the edges of the callout box (top, bottom and left or right, as appropriate).
Callout Title: 18-point Franklin Gothic Heavy, PMS colour of choice at 100%.
Callout Text: 12/15 Franklin Gothic Demi.

G Targets that support Federal Sustainable Development Goals are to be identified with the common element at the end of the target commitment. The common element will be text-based and indicate what federal SD goal the departmental commitment supports. For example, Clean Air is Federal SD Goal II, Sustainable Communities is Federal SD Goal IV.

5

Eco-friendly publishing means being sensitive to environmental issues when planning your publishing and distribution requirements. It is especially important here — since the departmental strategies being tabled are about sustainable development. The voluntary use of these guidelines will help to send the right message about the Government of Canada's activities. For example, the design supplied is eco-friendly by avoiding the use of bleeds.

At a minimum, departments should consider using recycled paper and displaying the recycle logo and choosing vegetable-based inks. Items to consider when designing your submission include the following:

A For text pages, use recycled and recyclable paper, preferably a non-coated, Canadian-manufactured sheet. Covers can use a matte coated stock for better ink hold out. Check recycled and recyclable content.

B Use vegetable-based inks on text pages — no varnishes or lamination. Check with your supplier on the recycled content of covers with an aqueous coating. This will protect the sheet from smudging and fingerprints.

C Try to limit bleeds. This will cut down on wastage and paper costs.

D Investigate the possibility of using fewer colours. One- and two-colour jobs can be very cost-effective.

E Print what you need. Consult a concise distribution list to determine the print run. Also consider other production and distribution methods such as CD-ROM, PDF and the Web.

F Always display the recycled and recyclable symbols and information (not shown).