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# SUSTAINABLE DEVELOPMENT STRATEGY 2007-2009



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Canada 

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# Message from the Minister

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As Minister of Canadian Heritage and Status of Women, and on behalf of my colleagues, Peter Van Loan, Minister for Sport; David Emerson, Minister for the Vancouver-Whistler Olympics; and Josée Verner, Minister for La Francophonie and Official Languages, I am pleased to present Canadian Heritage's *Sustainable Development Strategy* (SDS) for 2007-2009.

Over the last twenty years, the concept of sustainable development has evolved. Beginning with a focus on environmental and "green" issues, sustainable development has come to mean balancing economic, social, cultural and environmental interests so as to sustain the well-being of current and future generations and their communities.

To meet these challenges, concrete, measurable action is required. That is why Canadian Heritage's commitment to sustainable development in SDS 2007-2009 will focus on the area of environmental impacts and building a practical framework for action.

Key to this commitment will be to improve the way Canadian Heritage manages for sustainable development outcomes. Enhancing governance structures and accountability measures, and ensuring that the impact of its decisions and activities are fully considered will be a top priority.

To achieve this, SDS 2007-2009 will draw on experiences from the first three strategies, as well as the guidance provided by the Commissioner of

the Environment and Sustainable Development.

However, Canadian Heritage also recognizes that it has something unique to offer beyond environmental impacts. Opportunities for cultural and civic participation are important to sustainable communities as are clean air and water and prosperous economies. The *Sustainable Development Strategy 2007-2009* highlights the ongoing opportunities for the Department to provide federal leadership in recognizing and understanding the cultural dimensions of sustainability.

I am pleased that this strategy is guided more than ever by over-arching federal goals to ensure consistency and targeted actions across the Government of Canada. In this way, we are contributing to the Government's collective commitment to build a strong, modern and sustainable Canada.



A handwritten signature in black ink, appearing to read 'B. Oda'. The signature is fluid and cursive.

Beverley J. Oda  
Minister of Canadian Heritage  
and Status of Women

# Executive Summary

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In accordance with the Government of Canada's objectives, Canadian Heritage's fourth *Sustainable Development Strategy* (SDS 2007-2009) focuses on ensuring that the environmental impacts of its decisions are understood, weighed and appropriately addressed.

To this end, the Strategy makes its first priority to institute effective governance structures and management measures. Actions described in SDS 2007-2009 will be consistently monitored on an ongoing basis by senior officials, and accounted for. Baseline data will be collected and progress will be measured. Advances made – whether in improvements to operational practices or increased capacity to undertake strategic environmental assessments of programs and policies – will be documented and communicated to employees and to the public. Canadian Heritage sees this approach to SDS management as essential for reaching the next level of sustainable development practice.

In addition, SDS 2007-2009 underscores the unique contribution that Canadian Heritage makes in the area of sustainable communities

and in particular the essential role that culture plays to sustain them. The Department's activities relate to arts and culture; national celebrations and citizenship; cultural industries such as broadcasting, sound recording, publishing, film and new media; multiculturalism; official languages; Aboriginal communities; and sport. Working in these areas, Canadian Heritage strengthens the cultural vitality of communities and the country, and demonstrates the importance of culture to the sustainability equation. Moreover, Canadian Heritage sees itself as providing a critical expertise within government to help decision-makers incorporate culture into their sustainable development thinking.

Finally, SDS 2007-2009 advances earlier departmental sustainable development strategies in the area of the greening of operations and the integration of environmental considerations in program and policy areas. Actions in SDS 2007-2009 contribute to a focused set of government-wide goals and should be understood in the broader federal context.

# Introduction

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*Sustainable Development Strategy 2007-2009* (SDS 2007-2009) of Canadian Heritage is the fourth such strategy that the Department has prepared. SDS 2007-2009 takes its lead from government-wide federal efforts to provide greater focus on key environmental objectives, and to address a number of outstanding governance challenges

faced by federal organizations. SDS 2007-2009 also re-asserts the commitment of Canadian Heritage to advance sustainable communities by contributing to their well-being and cultural vitality. To this end, measuring social and cultural outcomes remains among the key considerations for SDS 2007-2009.

# Canadian Heritage and Sustainable Development

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## Departmental Profile

The role and responsibilities of the Department of Canadian Heritage are laid out in the *Department of Canadian Heritage Act* (1995), which accords the Minister of Canadian Heritage jurisdiction over areas relating to “Canadian identity and values, cultural development, and heritage.” Specific responsibilities as defined in the act include:

- the promotion of a greater understanding of human rights, fundamental freedoms and related values;
- multiculturalism;
- the arts, including cultural aspects of the status of the artist;
- cultural heritage and industries, including performing arts, visual and audio-visual arts, publishing, sound recording, film, video and literature;
- the encouragement, promotion and development of sport;
- the advancement of the equality of status and use of English and French and the enhancement and development of the English and French linguistic minority communities in Canada;
- state ceremonial and Canadian symbols;
- broadcasting, except with respect to spectrum management and the technical aspects of broadcasting;

- the formulation of cultural policy, including the formulation of cultural policy as it relates to foreign investment and copyright;
- the conservation, exportation and importation of cultural property; and
- national museums, archives and libraries.

The Department of Canadian Heritage's mission is to contribute to a cohesive and creative Canada in which all Canadians have opportunities to participate in the country's cultural and civic

life. The Department's two interrelated strategic outcomes are:

- Canadians express and share their diverse cultural experiences with each other and the world; and
- Canadians live in an inclusive society built on intercultural understanding and citizen participation

The Department is staffed by approximately 2,300 employees (in 2006) who are housed in 53,230 m<sup>2</sup> of third party managed space in 27 locations across the country.

## Departmental SDS Vision

The Department of Canadian Heritage has learned a great deal since tabling its first *Sustainable Development Strategy* in 1997. When the Brundtland Commission in 1987 first defined sustainable development as "development that meets the needs of the present without compromising the ability of future generations to meet their own needs", it was drawing a link between environmental degradation, poverty and development. Over the years, we have learned that the achievement of sustainable development is dependent on social and cultural factors as much as environmental and economic ones.

As a result, Canadian Heritage has designed its past SDSs by considering the social and cultural aspects of sustainable development, while acknowledging that they are far less well understood than economic or environmental ones. The most recent iterations of the Department's *Sustainable Development Strategy* have emphasized the leadership role that Canadian Heritage would play in improving our knowledge base in this area of cultural sustainability.

For SDS 2007-2009, Canadian Heritage will focus on the two most meaningful thrusts of sustainable development for the Department, ie. the environmental and cultural aspects. The

Department continues to see a role for itself as a leader in understanding the social and cultural aspects of sustainable development. Canadian Heritage is committed to pursuing an analysis that will assist government, communities and decision-makers to identify the cultural elements that contribute to sustainable development, and to know how to evaluate and measure this contribution.

At the same time, the vision of SDS 2007-2009 aims to be clear and focused, and provide meaningful guidance to departmental officials to improve the environmental impact of the department's activities. That is, SDS 2007-2009 focuses on its environmental footprint. While Canadian Heritage is not among the federal organizations that have a large influence on environmental management, it nonetheless can improve the way it manages its activities vis-à-vis the environment. A key improvement will be to communicate with employees and other federal colleagues, to encourage a culture of SD awareness and willingness to act. In this way, the Department accepts its part in contributing to the overall leadership role that the Government of Canada is playing in demonstrating responsible environmental stewardship.



# Issue Scan

Compared to many other types of organizations and businesses, Canadian Heritage's environmental footprint is relatively small. The physical space that the department occupies for executing its responsibilities is limited to a total of 53,230 m<sup>2</sup> nation-wide, which is managed by the Department of Public Works and Government Services (PWGSC).

PWGSC is responsible for building maintenance (carpets, water, lighting, heating, ventilation and air conditioning) and Canadian Heritage is responsible for all aspects of the use of space. PWGSC oversees facilities contracts, and the Department insists that these contracts include stipulations of requirements for the use of non-toxic, low- to zero-emission and earth friendly products such as carpets, glue, paint, cleaning and other maintenance chemicals.

Canadian Heritage influences the type of technology deployed in its space, such as environmentally friendly smart lighting and electronic climate controllers for energy efficiency. The Department not only deploys waste recycling programs, but encourages the systematic expansion of these programs to include battery and toner cartridge recycling as well.

As a federal entity, it is important to remember that the Department of Canadian Heritage makes no direct policies regarding the environment or the management of natural resources. Still, Canadian Heritage has impacts on the environment in a few key ways.

## Operations

- use of space in building facilities
- procurement of goods and services
- use of paper and other office supplies
- travel of employees
- management of departmental fleet (10 vehicles)
- coordination of events

## Policies & Programs

- through engagement with individuals, communities, organizations and institutions in a variety of ways, including with investments that implicate travel, event management and infrastructure development

In addressing these impacts, Canadian Heritage has determined that it will have the most significant positive effect by further enhancing its efforts toward green operations and by implementing a systematic process for strategic environment assessments in policy and program areas, where warranted.

Beyond mitigating its environmental impacts, the Department has two other types of activities that it can pursue related to sustainable development, under a theme of Knowledge Development and Communications. First, through research and policy analysis in the domain of cultural sustainability, Canadian Heritage is capable of enriching the federal knowledge base about sustainable public policy. Second, through communications activities, Canadian Heritage can expand employee understanding of how to identify and integrate sustainable development principles. For example, promotion of public transit use or encouragement toward double-sided printing and photocopying of documents can be expected to lead to greater appreciation of the need for sustainable development measures in the Canadian Heritage workplace.

Finally, Canadian Heritage recognizes that it has had difficulty in the past to establish the appropriate management processes and baseline data to be able to monitor progress on sustainable development accomplishments. Challenges have included the absence of permanent monitoring functions to evaluate and report on progress in achieving SDS goals. More generally, changes include addressing management gaps with several measures for ensuring regular coordination, senior executive oversight, clarity of accountability expectations and the maintenance of necessary data.

# Contributing to a Government-wide Approach

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## Six Federal Goals

In order to make progress on sustainable development, it is important to recognize that no federal department acts alone. Progress will be significantly enhanced if all partners across the Government of Canada act in a concerted fashion, toward consistent goals. This fourth round of SDSs has implemented lessons learned from previous strategies and is significantly more precise in ensuring federal coherence. For this reason, Canadian Heritage's SDS 2007-2009 is guided by a focused list of six federal goals. These goals shape the commitments that every federal department and agency undertakes with their SD strategies.

The goals fall within two broad categories: improvements to environmental quality and improvements to management practices.

The environmental quality goals focus on:

- Clean water
- Clean air
- Reduction of greenhouse gas emissions

The sustainable development management goals focus on:

- Sustainable communities
- Sustainable development and use of natural resources
- Governance for sustainable development

A more detailed explanation of what is meant by the six federal goals can be found in Appendix B.

## Greening of Government Operations

In April 2005, the Office of Greening Government Operations (OGGO) was created in Public Works and Government Services Canada (PWGSC) to lead and facilitate the implementation of a government-wide approach to the greening of government activities. OGGO works closely with Environment Canada (EC) and the Treasury Board Secretariat (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.

In 2006, the OGGO released its *Greening Government Operations Guidance for Organizations Developing Sustainable Development Strategies*

(2007-2009). This document is designed to ensure federal coherence across a focused range of government-wide greening priorities, and it encourages all departments to reflect its recommended commitments and targets. The *Greening Government Operations* guide underlines three key priorities for the SDS 2007-2009 of every department, while recognizing that the three priorities will not apply equally to all departments, depending on mandates and activities. The three priorities are:

### 1. 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

### 2. Vehicle Fleet

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

### 3. Green Procurement

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

SDS 2007-2009 for Canadian Heritage reflects the priorities and recommendations outlined in the *Greening Government Operations* guidance document. This Strategy is also informed by the Federal House in Order (FHIO) initiative, the Government of Canada's plan for reducing greenhouse gas (GHG) emissions within its own operations. To encourage emissions reductions within federal government operations, all departments, agencies and Crown corporations have been challenged through the FHIO to undertake a GHG reduction program of their own design. The Government of Canada is also expected to show leadership by taking concrete action to reduce emissions associated with employee commuting, business travel and taxi use.

## Strategic Environmental Assessments

In 2004, the *Guidelines for Implementing the Cabinet Directive on the Environmental Assessment of Policy, Plan and Program Proposals* were published. The directive and guidelines for implementation re-affirmed the government's commitment to sustainable development, and asserted that in order to "make informed decisions in support of sustainable development, decision makers at all levels must be able to integrate economic, social and environmental considerations."

The environmental assessment of policy, plan and program proposals, also known as 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.

The Cabinet directive further underlines that "ministers expect a strategic environmental assessment of a policy, plan or program proposal to be conducted when the following two conditions are met:

1. the proposal is submitted to an individual minister or Cabinet for approval; and
2. implementation of the proposal may result in important environmental effects, either positive or negative."

SDS 2007-2009 considers the importance of SEA within management measures at Canadian Heritage, and has incorporated commitments to facilitate a more systematic inclusion of SEAs wherever appropriate.

# Managing for Results

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## Logic Model for Canadian Heritage

A logic model is a valuable tool for understanding how activities and objectives are connected to desired outcomes. Figure 1 illustrates the logic model for the management of SDS 2007-2009 at Canadian Heritage. It demonstrates how department-specific objectives and activities to be undertaken are expected to connect with

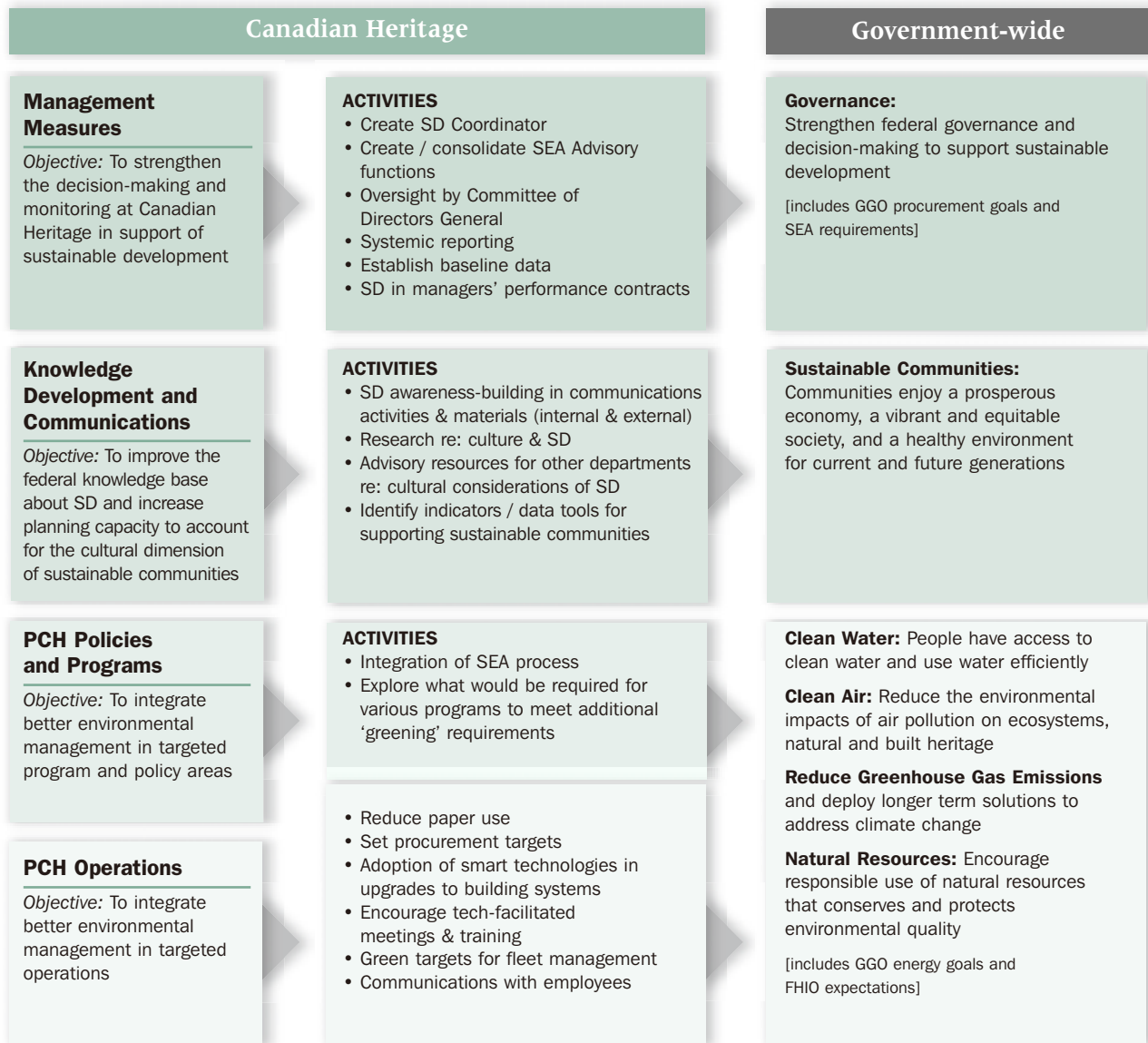
the six areas of priority for government-wide outcomes, and it highlights where outcomes will intersect with other government-wide results, such as those defined by the Greening of Government Operations (GGO) guidelines and the Federal House in Order (FHIO) initiative.

## Accountability and Performance Measurement

The most significant feature of SDS 2007-2009 compared to past strategies is the emphasis that Canadian Heritage will place on establishing coordination resources, oversight mechanisms and monitoring data. By putting these management measures into place, SDS 2007-2009 will lay the necessary foundations for efficient and accountable integration of sustainable development principles in areas where impact will be greatest.

In addition to strengthening governance as a priority, SDS 2007-2009 advances accountability on SD initiatives by being clear and practical about performance measures and by establishing realistic timeline targets. The Strategy further anticipates that senior executive engagement will provide opportunities for enhancement of goals and updating of targets throughout the strategy period; this is also considered in the way performance expectations are outlined.

**Figure 1: Canadian Heritage Sustainable Development (SD) Logic Model**



# Priorities, Objectives and Commitments

## Priority 1: Improve Management Measures

### Rationale

In the 2006 Report of the Commissioner of the Environment and Sustainable Development, Canadian Heritage was identified as one of the departments where it was found that “minimal demonstrable effort had been made to plan, implement, and monitor achievement of the [examined] commitment.” While the report also referred to actions taken by Canadian Heritage as encouraging examples of federal progress, having

demonstrated integration of sustainable development as part of operational planning in federal coordination for the 2010 Olympic and Paralympic Winter Games, the report nonetheless highlighted departmental weaknesses in monitoring SD commitments. The first priority for advancing sustainable development at Canadian Heritage is therefore to focus on management measures and governance structures.

**Objective:** To strengthen the decision-making and monitoring at Canadian Heritage in support of sustainable development

Desired Outcome	Actions	Performance Measures	Link to Government-wide Goals
Implementation of SDS commitments is supported and monitored in the Department	1. Creation of the position of an SD Coordinator to be responsible for managing the implementation and monitoring of commitments	1. Existence of an SD Coordinator, by May 2007, who will be responsible for developing and monitoring the SDS actions below, as well as preparing the identified reports	6.1.1
	2. Identification of a committee of Directors General (DGs) that will be responsible for overseeing progress on the SDS	2. Report on SDS submitted twice annually to a committee of DGs for discussion, review and follow-up action as needed	6.1.1
	3. Continued inclusion of progress reports on SDS commitments within departmental planning documents, e.g. Report on Plans and Priorities (RPP); Departmental Performance Report (DPR)	3. SDS progress appears in RPP and DPR with references to specified actions and performance measures, beginning with RPP for 2007-08	6.1.1

**Objective:** To strengthen the decision-making and monitoring at Canadian Heritage in support of sustainable development (*continued*)

Desired Outcome	Actions	Performance Measures	Link to Government-wide Goals
Implementation of SDS commitments is supported and monitored in the Department ( <i>continued</i> )	4. Sustainable development objectives are integrated into managers' annual performance contracts	4. Managers' performance contracts include SD expectations for managing staff, by December 2007	6.1.2
	5a. An overview of departmental areas that award contracts through requests for proposals (RFPs) and that stipulate environmental standards in criteria is prepared and updated annually for Departmental management and the public	5. Annual report of RFPs and service contracts with environmental criteria is made available on the department's web site, including annual accounting of total investments awarded to contracts meeting specified environmental standards	6.1.1
	5b. In preparations for assuming custodianship of the 3 facilities of the Canadian Conservation Institute (CCI), the department will determine if service contracts can stipulate environmental standards.		
Canadian Heritage officials are equipped with the necessary information to integrate SD considerations in decision-making	6. Baseline data is established across a range of activities and operations, such as: consumption of water and paper in Canadian Heritage facilities, travel and public transit use by employees, production of waste, and energy usage	6. First report on baseline data included with update to DGs, by September 2007	6.1.2
	* Note: for CCI facilities that are currently undergoing renovations, baseline data can be determined beginning in 2008, once the laboratories are fully operational, and the number of individuals using the facilities has stabilized		



**Objective:** To strengthen the decision-making and monitoring at Canadian Heritage in support of sustainable development (*continued*)

Desired Outcome	Actions	Performance Measures	Link to Government-wide Goals
Canadian Heritage officials are equipped with the necessary information to integrate SD considerations in decision-making ( <i>continued</i> )	7. An inventory of current departmental practices and initiatives in support of sustainable development is shared with departmental staff and managers	7. Analysis of SD-supportive practices throughout the department is undertaken, with Report circulated to staff by September 2007	6.1.2
	8. Resources are allotted to establish advisory functions in the Department in support of Strategic Environmental Assessments and their appropriate application, including by consolidating and building awareness of access to these and other environmental assessment services	8. An officer is appointed and announced departmentally to perform the functions of departmental SEA Advisor for new policy and program development (by May 2007)	6.1.2

## Priority 2: Enhance Knowledge and Awareness about Sustainable Communities

### Rationale

Beyond governance challenges, Canadian Heritage faces difficulty measuring the social and cultural factors that contribute to sustainable development. Proponents of sustainable development acknowledge the social/cultural pillars of sustainability, but recognize at the same time that they are not well understood and difficult to evaluate. Measurement challenges become even more problematic when decision-makers are

called upon to make trade-offs between environmental, economic, social and cultural outcomes. As a result, social and cultural aspects are often undervalued in such calculations, and sustainable communities more difficult to achieve. The measurement of social and cultural factors is something that Canadian Heritage will seek to address, both in its responsibility to advance sustainable development and also in the performance of its mandated duty.



**Objective:** To improve the federal knowledge base about SD and increase planning capacity to account for the social and cultural dimensions of sustainable communities

<b>Desired Outcome</b>	<b>Actions</b>	<b>Performance Measures</b>	<b>Link to Government-wide Goals</b>
Improved federal capacity to identify, evaluate and integrate social and cultural considerations in developing new policies and programs for communities	9. Advance research and review of literature that analyses the relationship between culture and sustainable communities	9. Creation and dissemination of new research products about culture and sustainable communities	4.1.1
	10. Develop culture-based indicators and/or data tools for evaluating sustainable communities	10. A list of indicators or data tools, by 2009	4.1.1
	11. Provide advisory resources for other departments, assisting with integrating social and cultural considerations of SD	11. Integration of PCH advice and data in other departments' policy & program development, reflecting social / cultural considerations for sustainable communities	4.1.1
	12. Actively communicate with employees and other federal officials about findings and debates on the subject of sustainable communities	12. Number of occasions in which Canadian Heritage supports and advances discussion and reflection about the role of culture in supporting sustainable communities	4.1.1

## Priority 3: Operate in a More Environmentally Friendly Manner

### Rationale

Canadian Heritage has a variety of opportunities to improve the environmental impacts of its activities. The efforts to increase government-wide coherence and focus will enable Canadian Heritage to demonstrate the extent to which the

Department plays its part in supporting federal leadership in environmental management. This is a central factor in advancing sustainable development as a national policy, and is expected of all federal organizations.

**Objective:** To integrate better environmental management in departmental policies, programs and operations

<b>Desired Outcome</b>	<b>Actions</b>	<b>Performance Measures</b>	<b>Link to Government-wide Goals</b>
Programs and policies are informed by strategic environmental assessments (SEAs) and mitigate negative impacts to the extent possible, wherever environmental impacts are significant	13. SEA process is integrated systematically in program and policy development, wherever appropriate	13a. Number of units seeking advice on SEA  13b. Number of SEAs conducted for new policy, plans and programs	Goal 1 Goal 2 Goal 3 Goal 5
Environmental impacts of Canadian Heritage's internal operations are reduced where possible	14. Double-sided printing is set as default and encouraged in print & copy machines	14. Reduction in paper use as measured by amount of paper purchased per capita	5.3.1
	15. Technology-facilitated meetings and training sessions are encouraged as alternatives to travel and greenest possible choices in transportation options are encouraged, as appropriate to time and distance considerations	15. Per cent of meetings and training sessions conducted with technology assistance for participants in multiple locations;	3.3.1
	16. Smart technologies will be adopted in building upgrades to reduce emissions and water consumption, and to enhance fuel efficiency	16. Per cent of new environmentally-friendly / low emissions equipment and facilities accessories that are integrated in building upgrades when such upgrades occur	3.2.2 3.3.1

**Objective:** To integrate better environmental management in departmental policies, programs and operations  
(continued)

Desired Outcome	Actions	Performance Measures	Link to Government-wide Goals
Environmental impacts of Canadian Heritage's internal operations are reduced where possible (continued)	17. Vehicle purchases to replace the department's fleet will have 15% greater energy efficiency (from 2002-03 levels, or best available data), and all gasoline purchased for road vehicles will be ethanol blended where available and where feasible	17. Annual per cent ratio of ethanol blended fuel acquired against regular fuel	3.3.1
	18. Canadian Heritage will work with PWGSC to establish targets and the means to measure the reduction of GHG emissions from its office spaces  (Note: this action includes recognition of the limitations of Canadian Heritage to act as a tenant without support from the custodian department)	18. Annual report on the per cent reduction in GHG emissions across the department's building spaces  (*Note: CCI facilities will be evaluated once renovations are completed and baseline measures can be established, beginning in 2008)	3.3.1
	19. As part of the assumption of custodianship (2007-08), Canadian Heritage (Canadian Conservation Institute – CCI) will be developing a plan, including service standards, for managing its facilities. Baseline data will be established once the renovations to CCI's main facility are complete and CCI has been fully functional for at least a year.	19. Plan developed and submitted to DG Committee that oversees SDS, in order to update SDS targets accordingly and reflect the Department's new role as custodian of CCI facilities	Goal 1 Goal 2 Goal 3

**Objective:** To integrate better environmental management in departmental policies, programs and operations  
(continued)

Desired Outcome	Actions	Performance Measures	Link to Government-wide Goals
Environmental impacts of Canadian Heritage's internal operations are reduced where possible (continued)	20a. Procurement, at all levels, will consider and include (where plausible and practical) environmentally friendly clauses and stipulation of expected results in acquisition processes and practices	20. Instances of environmentally friendly clauses or stipulations in procurement documents for goods and services	6.1.2
	20b. Canadian Heritage's corporate procurement system (SAP) will track green purchases and suppliers	20b. Per cent increase in green purchases and use of green suppliers from baseline set at beginning of 2006/07	6.1.2
	21. All procurement personnel will receive green procurement training, if not already completed	21. Report annually on the percentage of procurement community trained	Goal 1 Goal 2 Goal 3 Goal 4 Goal 5 Goal 6
Employees at Canadian Heritage are informed about the importance of sustainable development to their work and how they can improve the environmental impacts of their actions	22. Actions taken to improve the environmental impacts of programs, policies and operations (see actions 13-21) are accompanied by a communications strategy for employees	22. Number of focused communications materials and activities that raise awareness about actions 13-21	Goal 3
	23. Public transit use and alternate commuting choices are promoted, including through awareness-building about the department's participation in the OC Transpo ECOPass Program	23a. Number of communications materials and activities about commuting alternatives	23b. Number of Canadian Heritage employees participating in the ECOPass Program
		23c. Per cent of employee travel / commuting by public transit or other green choices (e.g. carpooling, cycling, walking) in relation to single-person automobile travel	

# Conclusion

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SDS 2007-2009 is a stepping stone, reflective of the lessons the Department has learned to-date and anticipatory of further progress that will be expected down the road. This Strategy represents a small piece in a very large puzzle that aims to bring previously hidden impacts – social, cultural, environmental and economic – into public light and increase environmental consciousness among

business and decision-makers in Canada. Readers are invited to consult the Government of Canada's information resources that shed further light on this effort and its relationship with other sustainable development initiatives. For information, please visit: [www.sdinfo.gc.ca](http://www.sdinfo.gc.ca).

# Appendix A: Consultations

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Canadian Heritage conducted consultations with managers across the organization who have responsibility for operational oversight, program delivery and policy development. Particular effort was made to consult with managers who deal with key areas of environmental impact identified in the issue scan. The expertise of these managers in working with and reflecting the needs of their clients and partners was recognized as vital to ensuring realistic SDS commitments. Recall that the issue scan highlighted a few key areas of environmental impact, namely:

## Operations

- use of space in building facilities
- procurement of goods and services
- use of paper and other office supplies
- travel of employees
- management of departmental fleet (10 vehicles)
- coordination of events

## Policies & Programs

- through engagement with individuals, communities, organizations and institutions in a variety of ways, including with investments that implicate travel, event management and infrastructure development

Several important messages emerged from the consultations, and are reflected in the approach adopted by SDS 2007-2009.

## Key Messages from the Consultations:

- Improving governance structures and capacity to manage SDS outcomes effectively will respond to the Commissioner of the Environment and Sustainable Development and address the Department's greatest weakness in making further SD progress; this should be the top priority.
- Monitoring progress on sustainable development can be resource-intensive and requires the support of management to achieve the appropriate balance between committing adequate resources and meeting expected results.
- Caution must be exercised in making commitments to *reduce* activities, when it is not yet clear from the data that current practices are excessive or inappropriate; more specific reduction targets may be set only once the Department has established and evaluated its baseline data.
- Canadian Heritage has a distinct opportunity with regard to sustainable communities, since this is an area that directly concerns the department's mandate and policy development; while it would be inappropriate to monitor the evolution of this concept in the same way that environmental targets are monitored, Canadian Heritage nonetheless has an important role to play in improving federal understanding of sustainable communities and their social-cultural dimensions.

- The Department has already implemented numerous measures for enhancing its sensitivity to the environment, though awareness of such measures is not as high as it could be because they have not been captured in a consolidated form or promoted; increasing awareness of existing measures will be as important as making progress on new commitments, and various survey tools can be used to evaluate awareness at appropriate times.
- It is better to adopt measures that are systematic and that help provide overall corporate guidance, rather than project-based initiatives that perpetuate an *ad hoc* approach on a case-by-case basis.
- The extent of applicability of environmental mitigation efforts will vary from program to program and activity to activity, depending on numerous factors such as scope of impact, financial reasonableness, logistical feasibility and intensity of risk; corporate guidelines should assist managers in making responsible decisions about when to apply environmental assessments and how to do it effectively in consideration of the nature of the activity.

# Appendix B: Explanation of the Six Federal Goals

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## Goal 1: Clean Water

### 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.

The cleanliness and security of water in Canada are compromised when pollutants are introduced

(such as fertilizer chemicals, sewage and other nitrate- and phosphate-based substances), when wastewater systems are inadequate or fail, or as a result of various natural and industrial processes (such as construction, logging, urbanization, farming / the wash-off of plowed fields, and the erosion of river banks.) In addition, Canadians are the second largest consumers of urban domestic water in the world<sup>1</sup>, and this overuse is recognized as a threat to the sustainability of water supplies and to the Canadian economy.

The Government-wide framework for contributing to the goal of CLEAN WATER focuses on:

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#### Objective 1.1: People have access to clean water

- 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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#### Objective 1.2: People use water efficiently

- 1.2.1 Water efficiency and sustainable water use is improved

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#### Objective 1.3: Conserve and protect aquatic ecosystems (marine and freshwater) and biodiversity

- 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
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<sup>1</sup> Government of Canada. (2003) *Water and Canada: Preserving a Legacy for People and the Environment*. <<http://www.ec.gc.ca/Water/en/info/pubs/wwf/watercanada.pdf>>



## Goal 2: Clean Air

### 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.

Air pollution, smog and acid rain are causing increasing strain on Canadian ecosystems, and are having more and more detrimental effects on Canadians, especially those living in cities. According to a study of eight Canadian cities, Health Canada estimated that 5,900 premature deaths can be attributed to air pollution annually.<sup>2</sup> Acid depositions, from both domestic and international sources, pose a serious threat to our lakes, forests, and biodiversity, thus harming

our soils, water, vegetation, 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.

Challenges to clean air are caused mainly by the effect of unclean fuel combustion, including with reference to transportation vehicles, infrastructure design and industrial processes.

The Government-wide framework for contributing to the goal of CLEAN AIR focuses on:

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

2.1.1 Emissions of and exposure to harmful indoor and outdoor air contaminants are reduced

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

2.2.1 Clean air solutions are supported and promoted (including market mechanisms and the development of environmental technologies)

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

2.3.1 Threats to ecosystems, natural, and built heritage, from the effects of air pollution are reduced and mitigated

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## Goal 3: Reduce Greenhouse Gas Emissions

Greenhouse gases pose particular threats to the environment. The most important greenhouse gases are: water vapour, carbon dioxide, methane, nitrous oxide and ozone. All these can be produced in excessive amounts as a result of human and industrial activities, such as fuel combustion, fuel extraction, pollutant production and

processes of decay. One of the largest contributors to greenhouse gas emissions is transportation – both passenger vehicles and freight.

The Government-wide framework for contributing to the goal of REDUCING GREENHOUSE GAS EMISSIONS focuses on:

<sup>2</sup> Judek, S., B. Jessiman, D. Stieb, (2004) Air Health Effects Division, Health Canada and R. Vet, Meteorological Service of Canada, Environment Canada. *Estimated Number of Excess Deaths in Canada Due to Air Pollution*. <[http://www.hc-sc.gc.ca/ahc-asc/media/nr-cp/2005/2005\\_32bk2\\_e.html](http://www.hc-sc.gc.ca/ahc-asc/media/nr-cp/2005/2005_32bk2_e.html)>

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**Objective 3.1: Increase resilience to a changing climate**

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- 3.1.1 Impacts of climate change are understood and vulnerability is reduced
  - 3.1.2 Canadians adapt to a changing climate
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**Objective 3.2: Develop and deploy longer term solutions to address climate change**

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- 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
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**Objective 3.3: Mitigate and reduce emissions that contribute to climate change**

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- 3.3.1 Emissions are reduced
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## Goal 4: Sustainable Communities

### 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 relies 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 both complex social, environmental, cultural and economic challenges as well as emerging opportunities.

The Government-wide framework for contributing to the goal of SUSTAINABLE COMMUNITIES focuses on:

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**Objective 4.1: Maintain and foster social well-being within communities**

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- 4.1.1 Communities are well positioned to advance sustainable social development
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**Objective 4.2: Encourage vibrant, competitive local economies**

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- 4.2.1 Communities are well positioned to adapt and to maintain or generate
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**Objective 4.3: Promote a high level of environmental quality in communities**

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- 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 clean up of federal contaminated sites)
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## Goal 5: 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 2003, the mineral, forest and energy sectors represented 12.6% of Canada's GDP and provided direct employment to 995,000 people.<sup>3</sup> 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.

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.

The Government-wide framework for contributing to the goal of SUSTAINABLE DEVELOPMENT AND USE OF NATURAL RESOURCES focuses on:

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

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5.1.1 Integration of knowledge about health and environmental effects into decisions is increased.

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

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5.2.1 Sustainable consumption and production of natural resources is promoted

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

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5.3.1 Environmentally sustainable use of natural resources is promoted.

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<sup>3</sup> Natural Resources Canada. (November 2004) *Important Facts on Canada's Natural Resources*. <[http://www.nrcan.gc.ca/statistics/Important%20fact\\_Eng.pdf](http://www.nrcan.gc.ca/statistics/Important%20fact_Eng.pdf)>

# Goal 6: 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 2006 Report of the Commissioner of the Environment and Sustainable Development highlighted the ongoing gaps found in many departments where efforts to plan and monitor for progress could be improved.

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 environment 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.

The Government-wide framework for contributing to the goal of STRENGTHENING FEDERAL GOVERNANCE focuses on:

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

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- 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
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