



Treasury Board of Canada
Secrétariat

Secrétariat du Conseil du Trésor
du Canada

Sustainable Development Strategy 2007–09



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Canada

"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 that may be achieved by, among other things:

- (a) integrating the environment and the economy;
- (b) protecting the health of Canadians;
- (c) protecting ecosystems;
- (d) meeting international obligations;
- (e) promoting equity;
- (f) adopting an integrated approach to planning and decision making 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;
- (g) preventing pollution; and
- (h) having respect for nature and the needs of future generations.

Source: *Auditor General Act* (1995 amendments)



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represented by the President of the Treasury Board, 2006

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Sustainable Development Strategy 2007-09



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Executive Summary

The Treasury Board of Canada Secretariat's Sustainable Development Strategy for 2007–09 is built on ways to support greater accountability to Canadians in both the short and long terms. The Treasury Board supports excellence in the management of the Government of Canada through expenditure management and management policy development and oversight. The Secretariat's Sustainable Development Strategy supports the Treasury Board in achieving these objectives. The Secretariat is also the policy lead for specific federal priorities for sustainable development, and is committed to improving its own operations as a small department.

The Secretariat has updated its Sustainable Development Strategy to strengthen its role in management policy oversight and improved performance management. Over 2007–09, the Secretariat will

- support effective, timely, and balanced reporting on sustainable development to Parliament and Canadians;
- develop guidance, where appropriate, on sustainable development issues in Treasury Board policies;

- continue to improve the tools supporting the Secretariat challenge function by including sustainable development issues; and
- assist other departments and agencies in developing means for improving management and accountability for sustainable development.

The Secretariat will also continue to advance the federal work on contaminated sites with Environment Canada, as well as the work on federal fleet management. In collaboration with the Department of Finance Canada and the Public Service Human Resources Management Agency of Canada, it is undertaking a wide range of measures to improve environmental stewardship of its operations.

Introduction

Sustainable development represents the means for integrating and reconciling environmental, economic, and social concerns. This concept provides a basis and a context for addressing environmental challenges and the well-being of current and future generations of Canadians.

With the 1995 amendments to the *Auditor General Act*, a legal requirement was introduced to monitor and report on the progress of designated federal departments and agencies towards achieving sustainable development. This 2007–09 Sustainable Development Strategy represents the fourth strategy submitted by the Treasury Board of Canada Secretariat (the Secretariat).

As an update to the 2004–06 strategy, this report reviews the progress made since 2004, provides revised goals and new commitments for 2007–09, and presents a detailed performance management and accountability framework to support delivery on the commitments.

Secretariat issues and priorities

In 2006, the Secretariat revised its priorities as a department to focus on the priority issues for the Government of Canada—on ways to improve accountability in public sector management and deliver on commitments to Canadians. These issues are addressed by:

- ***enhancing governance, accountability, and management practices*** through the *Federal Accountability Act* and improved

reporting to Parliament, the Policy Suite Renewal initiative, ongoing development of the Management Accountability Framework, and service transformation;

- ***strengthening expenditure management and financial oversight*** through Expenditure Management System reform and improved management and information on programs and spending; and
- ***improving Secretariat internal management***—strengthening Secretariat support to the Treasury Board by renewing the approach to Treasury Board operations and adopting other improvements in response to the Secretariat’s Management Accountability Framework assessment.

The Secretariat and sustainable development

“Sustainable development” means development that meets the needs of the present without compromising the ability of future generations to meet their own needs. Since the Secretariat plays two distinct roles, the “vision” for the Secretariat with respect to sustainable development may be expressed as follows:

For the Treasury Board of Canada Secretariat, sustainable development is a functional norm. In other words, it is considered and reflected in all its work, both as a central agency providing management oversight to all federal departments and agencies and as a department responsible for managing its own operations.

I Context for 2007–09 Sustainable Development Strategy

The 2007–09 Sustainable Development Strategy is built around guidance provided through Environment Canada with respect to federal goals for sustainable development and the federal approach to developing sustainable development strategies, as well as that provided by Public Works and Government Services Canada (PWGSC), which together with Environment Canada and the Secretariat provides guidance specific to greening government operations.

It incorporates the recommendation from the 2006 Report of the Commissioner of the Environment and Sustainable Development and is based on lessons learned from the challenges of implementing past sustainable development commitments. It also benefits from collaboration with other departments and agencies in developing more effective and efficient ways to support goals and commitments.

Leadership, direction, and guidance

Since the Secretariat developed its 2004–06 Sustainable Development Strategy, the leadership for sustainable development has advanced. Environment Canada led this fourth round of sustainable development strategies and developed guidance materials that set out six long-term federal sustainable development goals for use by departments and agencies, as these goals fit with individual mandates, to increase the consistency and coherence of the fourth-round strategies. To support the

advancement of the greening of government operations, PWGSC, together with the Secretariat and Environment Canada, produced guidance to help performance by developing focus, stimulating activity in key areas, and enhancing the transparency and identification of trends.

Consultation and engagement

The Secretariat undertook a range of consultative and engagement activities to inform the development of the 2007–09 Sustainable Development Strategy. These activities provided opportunities to share ideas, learn about expectations, and develop collaborative initiatives.

The activities included establishing an internal cross-sectoral working group, as well as an interagency working group, as the Secretariat, the Department of Finance Canada, and the Public Service Human Resources Management Agency of Canada (PSHRMAC) share corporate services. The Public Service Commission of Canada (PSC) was also included in the discussions around greening operations, as it shares facilities. In addition, the Secretariat was active in events at the working and senior management levels led by Environment Canada and PWGSC to develop the guidance for the fourth round. The engagement with other departments and agencies also included making presentations to and supporting discussions within the Interdepartmental Network for Sustainable

Development Strategies and its working groups. This will provide the context for the dialogue and discussion to support commitments over the next three years.

Goals and accomplishments

The Secretariat made progress on all three goals set for 2004–06. During this period, the Secretary assigned accountability for meeting departmental sustainable development commitments to an Assistant Secretary.

2004–06 Goal 1 Support departments in setting, achieving, and reporting on sustainable development goals

The Secretariat supported departments in setting, achieving, and reporting on sustainable development goals by assisting with advancing horizontal management of issues in a number of areas. This provided the basis for supporting improved performance management—approaches that could be adapted to address the management challenges associated with horizontal files, such as sustainable

development and the greening of government operations. The Secretariat also supported the development of the Office of Greening Government Operations in PWGSC to provide strategic support for the federal government's commitment to greening its operations.

Initiatives were moreover taken to update and improve reporting about sustainable development. Guidance for reporting on sustainable development strategies for the Reports on Plans and Priorities (RPPs) and Departmental Performance Reports (DPRs) was revised to support linkages to the new guidance on sustainable development and to provide details on plans and progress on sustainable development strategy goals within the fiscal year. The Secretariat also conducted annual DPR assessments based on the reporting principles and tabled the report, *Canada's Performance: The Government of Canada's Contribution*. This annual report can support departments in reporting on sustainable development from a whole-of-government perspective.

2004–06 Goal 2 Make progress on federal priorities related to sustainable development

In its role as the lead department for specific federal policies, the Secretariat focussed activity on improving information related to federal contaminated sites and the greening of the federal fleet.

Following the Budget 2004 announcement of \$3.5 billion for the cleanup of federal contaminated sites, the Secretariat worked closely with Environment Canada to develop the Federal Contaminated Sites Action Plan (FCSAP), to succeed and build on the previous experience of the accelerated action plan. As part of its budget office role, the Secretariat provided oversight in the allocation of FCSAP funds to participating organizations.

The FCSAP program reflects strengthened governance, accountability, and reporting mechanisms, and focusses attention on assessment and remediation of a wider range of federal contaminated sites, including smaller Class 1 and 2 sites and those under the custodianship of consolidated Crown corporations. The Secretariat continued maintenance of the Federal Contaminated Sites Inventory and, in March 2006, launched a significantly redesigned system, with enhancements to reporting and mapping, and stronger requirements for certification of data.

The Federal Contaminated Sites Inventory (FCSI) is a publicly available online searchable database that provides information on all federal contaminated sites. There are currently more than 10,000 sites listed in the FCSI.

The Secretariat also made significant policy and management improvements with respect to fleet management. The *Executive Vehicle Policy* was amended twice to significantly increase the use of climate-friendly vehicles and fuels in the executive fleet. New fleet management directives were also prepared to promote better fleet management practices (and, thus, improved efficiency in the operation of the federal fleet) and to enhance the federal government's reporting capabilities on fleet-related activities.

As a result of the Secretariat's work on the Executive Vehicle Policy, the federal government's executive fleet will soon consist entirely of hybrids, alternative fuel vehicles, and vehicles equipped with conventionally fuelled, low-emission four-cylinder engines.

The Secretariat undertook a range of other activities to inform fleet managers about various green initiatives, products, and programs (e.g. anti-idling and green driving) and to encourage departments to avail themselves of them to reduce utilization, operating costs, and vehicle emissions. The Secretariat chaired the interdepartmental Fleet Management Committee, presented highlights of the new fleet management directives to departmental fleet managers, and participated in many other interdepartmental groups, including those dealing with greening government operations.

2004–06 Goal 3 ***Make the Secretariat's operations more environmentally friendly***

The Secretariat took the opportunity to show leadership on greening within the federal government environment by working on greening its operations on two key fronts: reducing resource consumption, and raising awareness through Corporate Services Branch (CSB). CSB also serves the Department of Finance Canada and PSHRMAC, and works with the PSC, a co-tenant at L'Esplanade Laurier.

Specific targets were set, such as increasing the proportion of employees involved in the ongoing promotion of sustainable development principles (to 20 per cent by the end of 2006) and increasing the number of requests for materials on greening initiatives, policies, and achievements (by 30 per cent by the end of 2006).

The establishment of the Green Citizenship Network (see sidebar) represented a key achievement. The Network includes employees from the Secretariat, the Department of Finance Canada, PSHRMAC, and the PSC, who work together and across their respective organizations to pool knowledge, experience, and ideas. Network efforts focussed on increasing employee awareness about how sustainable development can become a reality on a day-to-day basis.

Strength in numbers— Green Citizenship

The Secretariat developed the Green Citizenship Network as part of its 2004–06 strategy to engage employees in environmental awareness activities. The Network has been successful as a “green think tank” and was instrumental in developing business cases for environmental initiatives to green the workplace.

As part of a strategy to reduce resource consumption, the GCN established a system to measure paper consumption by the Secretariat, the Department of Finance Canada, and PSHRMAC in 2004, arriving at a baseline of 7815 boxes of paper consumed that year. Measures to reduce paper consumption included defaulting all network printers to duplex printing and creating Printing Practices Guidelines, which outlined best practices for printing and photocopying. These initiatives resulted in a reduction of 159 boxes of paper (795,000 sheets) in 2005. Other efforts, such as a worm composting pilot project, served to increase awareness among employees about the management of waste.

Additionally, CSB advanced a recycling program to divert paper-based items, metal cans, plastic and glass bottles, batteries, and toner cartridges from the landfill. This experience provided CSB with insights into how to develop better targets and ways to measure performance.

Green procurement training was introduced to procurement personnel and acquisition cardholders as part of the 2004–06 strategy. A total of 19 per cent of cardholders in the Secretariat and PSHRMAC, or 36 of a total of 190 cardholders, participated in the training. Experience with the challenges of increasing green procurement provided insights for future work.

Further details on the work undertaken are provided in the appended Sustainable Development Strategy 2004–06: Progress Report.

Lessons learned

Implementation of past strategies has provided experience and insights into how the Secretariat can better advance sustainable development.

For example, ***the Secretariat's role in managing sustainable development issues needs to be clarified.*** It is important that it be recognized that the essence of the Secretariat's role in many policy and program areas is management policy development and oversight. This role is often facilitative, since the Secretariat does not have responsibility for operations in many areas.

Improved reporting and results-based management may play an important role in supporting better approaches to sustainable development, enabling departments to develop effective approaches to managing their sustainable development priorities and commitments.

Policy renewal initiatives may also provide some opportunities for improving the environment for sustainable development. Integrating sustainable development into reviews of federal policies and program development could support Government of Canada policy objectives.

II Sustainable Development Strategy 2007–09

The Secretariat has developed its strategy for the next three years within the context of the accomplishments of 2004–06, the Secretariat's priorities and responsibilities, and the guidance materials for the fourth round. The 2004–06 goals have been updated to take into account new responsibilities for sustainable development.

The call by the Commissioner of the Environment and Sustainable Development for the Secretariat to stretch beyond business as usual presents challenges and opportunities for the Secretariat. This strategy is focussed on ways that sustainable development can be worked into the day-to-day activities and operations of the Secretariat.

Highlights of the commitments supporting the updated goals follow, and specific commitments and performance measures are set out in the Performance Management and Accountability Framework, starting on page 16.

Goal 1

Contribute to improved management of and accountability for sustainable development within the Government of Canada

Supporting development of effective, timely, and balanced reporting on sustainable development to Parliament and Canadians

The Secretariat is committed to supporting the development of effective, timely, and balanced reporting on sustainable development to parliamentarians and Canadians.

Parliamentarians have said that they need simpler and more integrated information, more balanced reporting, clearer linkages between planning and performance reporting documents, and high-level overviews with the ability to drill down to more detail.

Ongoing improvements to guidance for reporting on sustainable development strategies in RPPs and DPRs will be developed and included in guidance documents. This will support departments in including their federal sustainable development goals and reporting progress toward meeting their commitments within the fiscal year in their RPPs and DPRs. Information about performance measures and linkages to departmental planning will allow for improved reporting to parliamentarians about federal activities on sustainable development.

The Secretariat will also improve reporting on sustainable development from a whole-of-government perspective through, for example, *Canada's Performance*, a report tabled annually in Parliament that provides a government-wide overview of spending and performance information in a comprehensive format that is easily accessible to parliamentarians and Canadians.

Using the Policy Suite Renewal initiative to better integrate sustainable development considerations

Treasury Board policies provide one of a number of mechanisms for achieving effective management and oversight of government operations, as well as being instrumental in making progress in other policy areas. Through its policies, the Treasury Board (as a collective of ministers) directs the authorities of ministers and deputy heads on management matters, with a view to addressing government-wide risk. Currently, there are some 180 policies and 280 other policy instruments (such as directives, guidelines, and standards) in place.

The Treasury Board's Policy Suite Renewal initiative is a concrete expression of the "modern" management approach. It sets out specific requirements and accountabilities that serve to complement the work on the Management Accountability Framework in setting high-level expectations with respect to management.

The Policy Suite Renewal initiative is

- effectively streamlining and reducing the number of policies from 180 to less than 50;
- simplifying policies to render them more coherent and user-friendly;
- rescinding outdated policies (and, where needed, putting in place other means to attain objectives);
- considering implementation impacts of policies on departments (reporting requirements); and
- making policies more accessible on the Web.

For example, Secretariat policies for managing real property and procurement are being transformed into a comprehensive source of policy direction in the Assets and Acquired Services Policy Suite. As a result of this ongoing work to improve policy management, there may be opportunities for advancing sustainable development through guidance materials, such as guidance on procurement practices.

Continuing to improve the tools supporting the Secretariat challenge function

The Treasury Board Secretariat supports the President of the Treasury Board by providing a "challenge" function, which comes into play through the review of regulatory submissions and Treasury Board submissions made by departments and agencies. Tools such as guidance and learning opportunities and materials support this function.

Guidance for reviewing both types of submissions is already extensive and comprehensive (e.g. issues identified by strategic environmental assessments, when applicable, must be reflected in the Regulatory Impact Analysis Statement during prepublication and final publication in the *Canada Gazette* and in Treasury Board submissions). The Secretariat commits to carrying out a review of its guidance materials for these submissions and, where appropriate, revising them to ensure that sustainable development considerations are effectively taken into account in reviewing and assessing submissions.

The Secretariat also provides training and learning opportunities. Recognizing that learning can act as both a driver for change and a contributor to effective management, it has renewed its learning and training program to ensure that staff remain informed of developments, opportunities, and the results of lessons learned. The current (new) priorities (page 2) provide the context for reinforcing focussed and continuous learning to keep staff informed of changes, support career development, and remain aligned with the Secretariat's strategic objectives.

While the commitment in the 2004–06 Sustainable Development Strategy to train Secretariat analysts was not realized, the groundwork established during this period has been used to increase training opportunities. The Secretariat will work with other departments and agencies on this front and collaborate on joint learning events or materials (e.g. guest speakers and checklists), as appropriate. This will include joining with other government departments and the Canada School of Public Service to design and deliver new Government of Canada sustainable

development training material. These efforts will be aimed at increasing levels of awareness and understanding to strengthen the quality of analysis and dialogue about sustainable development challenges facing the federal government, both within the Secretariat and in work with other departments and agencies.

Revising the guidance for submissions and introducing new learning and training opportunities will move the Secretariat closer to its vision of making sustainable development a functional norm.

Providing support for sustainable development leadership

Environment Canada and PWGSC have been leading the development of the federal Sustainable Development Strategy and the greening of federal government operations; these roles and responsibilities will mature over the 2007–09 period.

In support of its response to the recommendation of the 2006 Report of the Commissioner of the Environment and Sustainable Development, the Secretariat commits to assisting Environment Canada and PWGSC in developing approaches and tools to improve accountability for and management of federal sustainable development and the greening of government operations.

Goal 2

Make progress on federal priorities related to sustainable development

As the administrative arm of the “management board” of the federal government, the Secretariat’s goal is to ensure that clear standards, expectations, and requirements for public sector management are established and that performance is monitored. Although the Secretariat has a lead role in providing overarching policy guidance, responsibility for the implementation of specific commitments rests with individual departments. For example, while the Treasury Board is responsible for maintaining and updating the procurement policy, PWGSC is responsible for the implementation of the *Policy on Green Procurement*.

Some aspects of the area of assets and acquired services for which the Secretariat has policy leadership—notably, federal contaminated sites and fleet management—advance specific federal priorities for sustainable development. Within this operating context and based on the Secretariat’s current priorities, as well as experience and accomplishments under the 2004–06 strategy, the Secretariat will continue its efforts on federal contaminated sites and fleet management and will work to provide leadership in other areas of Treasury Board management policy.

Addressing federal contaminated sites

In its policy oversight capacity, the Secretariat supports Environment Canada in implementing the Federal Contaminated Sites Action Plan (FCSAP). In addition to

maintaining the underlying policy framework (to be included in the Treasury Board Assets and Acquired Services Policy Suite), the Secretariat administers the supporting central database, the Federal Contaminated Sites Inventory (FCSI).

Over the next three years, the Secretariat is committed to:

- monitoring the administration of the FCSAP program to ensure compliance with the federal contaminated sites management principles contained in the Policy Framework for the Management of Assets and Acquired Services (effective November 2006);
- working with custodian departments to maintain and update the FCSI;
- launching the Federal Contaminated Sites Web portal by March 2007 to ensure that Canadians have comprehensive access to information on the federal government’s contaminated sites program;
- supporting the sharing of experience and best practices within the federal contaminated sites community by participating in the Federal Contaminated Sites National Workshop in the spring of 2008;
- providing effective administration of the FCSAP program reserve consistent with the Secretariat’s budget office role; and
- supporting and assisting Environment Canada in preparing FCSAP annual reports and conducting a formative program evaluation in 2007–08.

Extending policy and oversight reach in fleet management

The Secretariat provides policy leadership on the management of the federal fleet as part of the portfolio of federal assets. Given this scope of policy leadership, there is little room for further advances beyond those made in the 2004–06 period. Nevertheless, the Secretariat will continue to support federal departments and agencies in advancing their sustainable fleet strategies through facilitation activities.

Goal 3

Improve environmental stewardship of the Secretariat's operations

The Secretariat is a small, non-operational department in comparison with many federal government departments. As a tenant co-located with other departments and agencies, the Secretariat remains committed to minimizing the environmental impact of its day-to-day operations.

Direction and guidance on greening government operations has informed and shaped the Secretariat's approach to and commitments for advancing environmental stewardship of its operations.

The greening commitments for 2007–09 are the product of a collaborative effort through Corporate Services Branch involving the Secretariat, the Department of Finance Canada, and the Public Service Human Resources Management Agency of Canada (PSHRMAC). The commitments also have

the support of the Public Service Commission (PSC), a co-tenant in the L'Esplanade Laurier building. This marks the beginning of a new approach to increase the effectiveness of greening initiatives.

Building energy

The Secretariat can reduce the impact of its operations by cutting back on its use of energy, which in turn will reduce production of greenhouse gases, ease demands on the electrical grid, and be financially prudent. By working in cooperation with co-tenants and the custodian, PWGSC, it can make energy-saving changes to the building and how employees work in it.

The Secretariat commits to taking action to reduce its use of building energy by developing and implementing an energy conservation plan. This will involve an awareness campaign, by means of which energy efficiency opportunities will be explored with staff in L'Esplanade Laurier and, increasingly, in other buildings.

Vehicle fleet

The Secretariat shares a six-vehicle executive fleet with the Department of Finance Canada. This presents an opportunity for it to take a leading role in the sound planning, acquisition, and management of the fleet.

The Secretariat is committed to reducing greenhouse gas (GHG) emissions per vehicle kilometer for the fleet by 15 per cent (based on the fiscal year 2005–06 fleet composition baseline) by purchasing ethanol blended gasoline (where available), increasing employee participation in green and defensive driver training, and adhering to the Secretariat's Directive on Fleet Management: Executive Vehicles.

Co-tenancy and greening opportunities

The Treasury Board of Canada Secretariat has 1334 employees, 88 per cent of whom work within the National Capital Region; 70 per cent work in the L'Esplanade Laurier building in downtown Ottawa. The Secretariat shares facilities with the Department of Finance Canada, the Public Service Human Resources Management Agency of Canada, and the Public Service Commission, and shares its six-car executive fleet with the Department of Finance Canada. Some Secretariat employees are housed in other buildings in Ottawa, and another 33 are spread across 11 regional offices.

Co-tenancy arrangements at L'Esplanade Laurier present a unique opportunity for a collaborative approach to greening operations, first at L'Esplanade Laurier and then at other sites.

Green procurement

As is the case for all departments and agencies, the Secretariat has the opportunity to reduce the environmental impact of its operations by procuring environmentally responsible goods and services. Two key ways of making such procurement choices are to appropriately track purchases and to train procurement personnel.

The Secretariat will continue the green procurement training provided in 2004–06. Specifically, CSB commits to increasing procurement of environmentally responsible goods and services through ongoing green procurement training of materiel managers and procurement staff (100 per cent by 2008) and of acquisition cardholders (60 per cent by 2009). To complement this initiative, CSB will complete the development of a common modification to the financial management system (SAP-IFMS (Integrated Financial and Materiel System)), in conjunction with Health Canada, Citizenship and Immigration Canada, and the Department of Justice Canada, to enable procurement and financial staff in all these organizations to report on and track green procurement in all commodity areas.

With this improved support for green procurement, CSB commits to increasing the proportion of green purchases of office furniture by 50 per cent where new fit-up opportunities exist or arise, and where design configurations permit, by 2009.

CSB will also develop a pilot program to reduce the need for many single-tasked machines, such as a networked photocopier, printer, colour printer, scanner, and fax machine, by combining all of these functions into one centrally managed device. This multi-function document manager program will be supported by a printer reduction program to save toner cartridges, energy, and support costs, as well as fit-up standards, and awareness and incentive programs.

Environmental awareness

The establishment of a Green Citizenship Network (GCN) to engage employees in environmental awareness activities was a key element of the Secretariat's 2004–06 strategy. The GCN, an interdepartmental network composed of employees from the Secretariat, the Department of Finance Canada, PSHRMAC, and the PSC, has been successful as a “green think tank” and was instrumental in the development of a business case of environmental initiatives to green the workplace. The Secretariat commits to supporting CSB in increasing GCN membership by 25 per cent and to providing members with more opportunities for grassroots involvement in workplace environmental initiatives.

Waste reduction

The diversion rates for the current recycling program for paper-based items, metal cans, plastic and glass bottles, batteries, and toner cartridges can be increased through a number of means, including raising awareness and providing accessible bins and clear signage.

The Secretariat commits to supporting CSB in improving the recycling program at L'Esplanade Laurier so that 75 per cent of waste is diverted from the landfill by 2007, and to report on diversion progress against 2004 levels. In keeping with PWGSC guidelines, CSB will develop and implement a composting program to divert such waste as hand paper towels and food waste from the landfill. It will also work to improve use of take-back programs to ensure proper disposal of toxic and hazardous waste.

Environmental management

Clear and effective governance mechanisms are vital to supporting the integration of sustainable development in decision making. The Secretariat will support CSB and work in cooperation with its co-tenants to implement an environmental management system (EMS). An EMS is a system for managing environmental issues and impacts in the conduct of departmental operations, focussing primarily on procurement, waste management, water and energy use, vehicle fleets, and human resource development.

The EMS will provide a framework for practices and procedures, documentation, communication, and evaluation of environmental performance, and will help improve access to environmental performance information and improved internal accountability. It will also support proactive environmental stewardship by providing an opportunity for the Secretariat to move beyond managing compliance and fixing problems, to controlling and preventing environmental damage.

III Performance Management and Accountability Framework

For the fourth round of sustainable development strategies, the federal government has worked to develop a set of six sustainable development goals:

- clean air;
- clean water;
- reduction of greenhouse gas emissions;
- sustainable development and use of natural resources;
- sustainable communities; and
- governance for sustainable development.

These goals incorporate and complement the objectives set concerning the greening of government operations.

It is hoped that identifying how departmental activities support broader federal goals and objectives for sustainable development will help Canadians gain a clearer picture of how the federal government works to ensure improvements in our quality of life on an ongoing basis. At the same time, improved coordination within the government will strengthen accountability, drive government-wide performance, and focus and stimulate activity in some key areas. More information on the federal sustainable development goals and on the greening of government operations is available at www.sdinfo.gc.ca.

The Secretariat has identified a number of activities that support progress toward achieving the federal sustainable development goals. The logic model created by Environment Canada is the core structure around which the Secretariat has developed its own approach for supporting performance and accountability.

Accountability for carrying out sustainable development commitments is critical. The following performance management and accountability framework (PMAF) spells out specific commitments, establishes measures, and assigns accountability. It is designed to clearly identify the Secretariat's goals, commitments, and performance measures as these relate to the federal goals for sustainable development and for the greening of government operations.

Reading the PMAF

The shaded areas of the PMAF represent the broad government goals and objectives for sustainable development and for the greening of government operations. The white areas in the table are the goals, commitments, and performance measures for the Secretariat.

Performance Management and Accountability Framework

Sustainable Development Strategy 2007–09

Goal 1

Contribute to improved management of and accountability for sustainable development within the Government of Canada

Federal Sustainable Development Goals and Objectives

Treasury Board of Canada Secretariat Goal 1 is aligned with the federal government's goal of *strengthening federal governance and decision making to support sustainable development* (Federal SD Goal VI) and, more specifically, with its objective of *organizational structures and processes supporting meaningful and sustainable development objectives* (Federal SD Objective VI.1).

Government-Wide Outcomes/Targets	Commitments	Performance Measures	Accountabilities
<p><i>Sustainable development strategy commitments are integrated into the key planning and reporting processes of departments and agencies.</i> (Federal SD Outcome VI.1.1)</p> <p><i>Clear and effective governance mechanisms to integrate sustainable development in decision making.</i> (Federal SD Outcome VI.1.2)</p>	<p>1.1 The Secretariat will support the development of effective, timely, and balanced reporting on sustainable development to Parliament and Canadians.</p>	<p>Improved guidance on sustainable development strategies for Reports on Plans and Priorities (RPPs) and Departmental Performance Reports (DPRs). Increased linkages to federal sustainable development goals in reporting in RPPs and DPRs. <i>Target date: 2008</i></p> <p>Improved reporting on sustainable development from a whole-of-government perspective (e.g. through <i>Canada's Performance</i>). <i>Target date: 2008</i></p>	<p>Executive Director, Climate Change Review and Sustainable Development Division</p> <p>Executive Director, Climate Change Review and Sustainable Development Division</p> <p>Senior Director, Parliamentary Reporting and Accountability Division</p>
	<p>1.2 The Secretariat will require policy centres to take into account sustainable development issues when renewing Treasury Board policies.</p>	<p>Guidance material for policy writing includes sustainable development as one of the considerations in the Policy Suite Renewal initiative. <i>Target date: March 2007</i></p>	<p>Executive Director, Policy Renewal Directorate (Assistant Secretary, Corporate Priorities, Planning and Policy Renewal Sector)</p>

Government-Wide Outcomes/Targets	Commitments	Performance Measures	Accountabilities
	<p>1.3 The Secretariat will continue to improve the tools supporting its challenge function by ensuring that sustainable development issues are considered.</p>	<p>Revised guidance materials for submissions (e.g. guides on preparing Treasury Board submissions and regulatory submissions). <i>Target date: December 2007</i></p>	<p>Senior Director, Ministerial Services (Submission and Cabinet Document Centre)</p> <p>Executive Director, Regulatory Affairs</p> <p>Executive Director, Climate Change Review and Sustainable Development Division</p>
	<p>1.4 The Secretariat will support departments in developing means for improving management of and accountability for sustainable development.</p>	<p>Learning opportunities and materials about managing sustainable development for Secretariat employees are identified and developed in collaboration with other departments and agencies, where feasible. <i>Target date: December 2008</i></p>	<p>Executive Director, Climate Change Review and Sustainable Development Division</p> <p>Executive Director, Strategic Planning (Learning and Knowledge Management)</p>
		<p>Environment Canada is supported by the Secretariat, where appropriate, in leading efforts to improve management processes for departmental sustainable development strategies through the development of management tools. <i>Target date: 2008</i></p>	<p>Executive Director, Climate Change Review and Sustainable Development Division</p>
		<p>Public Works and Government Services Canada (PWGSC) is supported by the Secretariat, where appropriate, in leading and improving management of the greening of government operations for the Government of Canada through the development of management tools. <i>Target date: 2008</i></p>	<p>Executive Director, Climate Change Review and Sustainable Development Division</p>

Goal 2

Make progress on federal priorities related to sustainable development

Federal Sustainable Development Goals and Objectives

This Secretariat goal is aligned with and supports a number of federal goals for sustainable development, as well as some specific to greening government operations. It supports the federal SD goals for environmental quality (Federal SD Goal III). It is also aligned with the federal goal for *sustainable communities* (Federal SD Goal IV) and the objective of *reducing risks to human and ecosystem health from harmful substances (including cleanup of federal contaminated sites)* (Federal SD Objective IV.3).

Greening Government Operations (GGO) Goals and Objectives

Secretariat Goal 2 also supports and is aligned with one of the three GGO goals, *to be a leader in fleet management, so that the planning, acquiring, managing, and disposing of fleets are carried out in a way that minimizes negative effects on the environment* (GGO goal), and its related objective of *improving the environmental performance of the Government of Canada's vehicle fleets* (GGO objective).

Government-Wide Outcomes/Targets	Commitments	Performance Measures	Accountabilities
<i>Emissions are reduced.</i> (Federal SD Outcome III.3.1)	2.1 The Secretariat will continue to lead the federal community through facilitation activities (e.g. workshops, best practices sessions, and symposia) in identifying technological advances and opportunities for federal fleet management.	Improved learning opportunities through workshops, sessions, and symposia. <i>Target date: ongoing</i>	Executive Director, Assets and Acquired Services Directorate
<i>Risks to human and ecosystem health from harmful substances are reduced (including cleanup of federal contaminated sites).</i> (Federal SD Outcome IV.3.2)	2.2 The Secretariat will support and assist Environment Canada in monitoring and reporting on the implementation of the Federal Contaminated Sites Action Plan (FCSAP) through maintenance of the underlying policy framework, administration and maintenance of the Federal Contaminated Sites Inventory (FCSI) on the basis of site and liability data provided and certified by custodians, and administration of financial aspects of the program consistent with the Secretariat's budget office role.	Administration of the FCSAP program will be monitored to ensure compliance with the federal contaminated sites management principles contained in the Policy Framework for the Management of Assets and Acquired Services. <i>Target date: ongoing</i> The FCSI, including data on financial liabilities associated with federal contaminated sites, will be maintained and updated on the basis of data provided and certified by custodians. <i>Target date: ongoing</i> Effective financial administration of the FCSAP program reserve consistent with the Secretariat's budget office role. <i>Target date: ongoing</i>	Executive Director, Assets and Acquired Services Directorate

Government-Wide Outcomes/Targets	Commitments	Performance Measures	Accountabilities
		<p>Support and assistance to Environment Canada in preparing FCSAP annual reports and conducting a formative program evaluation in 2007–08. <i>Target date: ongoing</i></p> <p>The Federal Contaminated Sites Web portal will be launched to ensure that Canadians have access to comprehensive information about the federal contaminated sites program. <i>Target date: March 2007</i></p> <p>Participation in the 2008 Federal Contaminated Sites National Workshop to support sharing of experience and best practices within the federal contaminated sites community. <i>Target date: spring 2008</i></p>	

Goal 3

Improve environmental stewardship of the Secretariat's operations

Federal Sustainable Development Goals and Objectives

This third goal* supports several federal goals and objectives, including the Federal SD goals for environmental quality (Federal SD Goal III) and the *sustainable communities* goal (Federal SD Goal IV) and its related objective of *promoting a high level of environmental quality in communities* (Federal SD Objective IV.3). It is also directly aligned with the federal goal of *strengthening governance and decision making to support sustainable development* (Federal SD Goal VI) and its related objective of *organizational structures and processes supporting meaningful and significant sustainable development objectives* (Federal SD Objective VI.1).

* Goal 3 was developed in collaboration with the Department of Finance Canada and PSHRMAC. The three organizations share common commitments and performance measures for this goal; accountability rests with a single, common Corporate Services Branch (CSB).

Greening Government Operations (GGO) Goals and Objectives

Goal 3 is aligned with the three main GGO priority goals and their related objectives (which are in turn aligned with the federal goals). Specifically, Goal 3 supports the following GGO priority areas:

- the goal of *being a leader in reduction of greenhouse gas and other air emissions through optimization of energy efficiency and conservation and implementation of renewable energy technologies* and the related objective of *reducing greenhouse gas and other air emissions from buildings owned and occupied by the federal government*;
- the goal of *being a leader in fleet management, so that the planning, acquiring, managing, and disposing of fleets are carried out in a way that minimizes negative effects to the environment*, and the related objective of *improving the environmental performance of the Government of Canada's vehicle fleets*; and
- the goal of *being a leader by integrating environmental performance considerations into procurement planning, acquisition, use, and disposal*, including the related objective of *maximizing the use of procurement to protect the environment and support sustainable development*.

This goal is also aligned with another opportunity identified by GGO: *optimizing waste diversion / reduction rates to protect and support sustainable development*.

Government-Wide Outcomes/Targets	Commitments	Performance Measures	Accountabilities
<i>Tenant departments and agencies will work with their facilities provider to establish meaningful targets and the means to measure the reduction of greenhouse gas (GHG) emissions. (GGO)</i>	3.1 CSB will decrease GHG emissions by 5 per cent in L'Esplanade Laurier (LEL) through the development and implementation of an energy conservation plan and awareness campaign to explore and facilitate energy efficiency opportunities for LEL and other buildings occupied.	The percentage reduction in GHG emissions across the department's building inventory is reported annually, based on FY 2005-06 utility figures for LEL (2007-09).	Assistant Deputy Minister, CSB.
<i>Reduce, by 15 per cent from 2002-03 levels, GHG emissions per vehicle kilometre from the departmental fleet by 2010. (GGO)</i>	3.2 CSB will reduce GHG emissions per vehicle kilometre from the departmental fleet by 15 per cent.	Annual average GHG emissions per vehicle kilometre, based on fiscal year 2005-06 fleet composition baseline. <i>Target date: 2009</i>	Assistant Deputy Minister, CSB.

Government-Wide Outcomes/Targets	Commitments	Performance Measures	Accountabilities
<i>All gasoline purchased for federal road vehicles will be ethanol blended, where available. (GGO)</i>	3.3 CSB will require fleet management to use ethanol blended gasoline; 90 per cent of gasoline purchased for federal road vehicles will be ethanol blended.	Percentage of gasoline purchased for federal road vehicles that is ethanol blended, based on FY 2005–06 baseline. <i>Target date: 2007</i>	Assistant Deputy Minister, CSB.
<i>Reduce, by 15 per cent from 2002–03 levels, GHG emissions per vehicle kilometre from the departmental fleet by 2010. (GGO)</i>	3.4 CSB will ensure that fleet drivers have taken the green and defensive driver training.	One hundred per cent of drivers receive green and defensive driver training, based on FY 2005–06 baseline. <i>Target date: December 2007</i>	Assistant Deputy Minister, CSB.
<i>Canadian communities are actively engaged in sound environmental and natural resource management practices, stewardship initiatives, and biodiversity conservation. (Federal SD Outcome IV.3.1)</i>	3.5 CSB will establish ongoing support for the Green Citizenship Network (GCN), increase GCN membership by 25 per cent, and improve opportunities for employee participation in grassroots environmental activities.	GCN membership is increased by 25 per cent, environmental initiatives are implemented, and associated environmental outcomes are identified. <i>Target date: 2009</i>	Assistant Deputy Minister, CSB.
<i>Clear and effective governance mechanisms to integrate sustainable development into decision making. (Federal SD Outcome VI.1.2)</i>	3.6 CSB will develop and implement a shared environmental management system (EMS) for the Secretariat, the Department of Finance Canada (Fin) and the Public Service Human Resources Management Agency of Canada (PSHRMAC), and in collaboration with the Public Service Commission (PSC).	CSB undergoes a successful internal EMS audit (Secretariat, Consulting and Audit Canada, or Office of Greening Government Operations). <i>Target date: September 2009</i>	Assistant Deputy Minister, CSB.
<i>One hundred per cent of materiel managers and procurement personnel take green procurement training—either the Secretariat's Professional Development and Certification Program for the Procurement, Materiel Management and Real Property Community, or other federal government green procurement courses. (GGO)</i>	3.7 CSB will develop and deliver updated green procurement training to 100 per cent of materiel managers and procurement staff and to 60 per cent of acquisition cardholders.	Report annually on the percentage of materiel managers, procurement staff, and acquisition cardholders trained. One hundred per cent of materiel managers and procurement staff are trained in green procurement. <i>Target date: 2008</i> Sixty per cent of acquisition cardholders are trained in green procurement. <i>Target date: 2009</i>	Assistant Deputy Minister, CSB.

Government-Wide Outcomes/Targets	Commitments	Performance Measures	Accountabilities
<p><i>Set a minimum of three procurement targets over three years. (GGO)</i></p>	<p>3.8 CSB will increase green purchasing of office furniture by 50 per cent where new fit-up opportunities exist or arise, and where current design configuration permits.</p>	<p>Report annually on the number of contracts issued, quantities purchased, and dollar values of contracts, and identify environmental outcomes, using total furniture purchases in FY 2005–06 as the baseline. <i>Target date: 2009</i></p>	<p>Assistant Deputy Minister, CSB.</p>
	<p>3.9 CSB will coordinate the introduction of a field in SAP (IFMS) to facilitate tracking and reporting on green procurement.</p>	<p>Report annually on the number of contracts issued, quantities purchased, and dollar values of contracts, and identify environmental outcomes. <i>Target date: 2009</i></p>	<p>Assistant Deputy Minister, CSB.</p>
	<p>3.10 CSB will develop a multi-function document manager pilot program to reduce the need for a separate networked photocopier, printer, colour printer, and scanner (and possibly fax machine).</p>	<p>Report on the number of contracts issued, quantities purchased, and dollar values of the contracts, and identify associated environmental (i.e. energy) outcomes, IM/IT support savings, and client and IM/IT support staff satisfaction via surveys and/or interviews. <i>Target date: 2008</i></p>	<p>Assistant Deputy Minister, CSB.</p>
<p><i>Manage office waste with an emphasis on waste diversion from landfills. (GGO)</i></p>	<p>3.11 CSB will work with PWGSC to divert 75 per cent of waste at LEL and other buildings occupied through the redesign and implementation of an updated recycling program, including improvement to take-back and hazardous materials programs.</p>	<p>The Secretariat reports on the percentage of waste diversion from landfill, based on the 2004 waste audit baseline for LEL. <i>Target date: 2007</i></p>	<p>Assistant Deputy Minister, CSB.</p>
	<p>3.12 A composting program will be developed and implemented (possible inclusions are hand paper towels and food waste).</p>	<p>Composting program that meets PWGSC guidelines is in place. <i>Target date: 2007</i></p>	<p>Assistant Deputy Minister, CSB.</p>

Appendix

Sustainable Development Strategy 2004–06: Progress Report

Goal 1

Support departments in setting, achieving, and reporting on sustainable development goals

Objectives	Activities	Expected Outcomes and Outputs	Accountabilities	Results as of October 2006
<p>Improved management practices: outlining the expectations and indicators of sound management</p>	<p>Assess the feasibility of integrating indicators of departments for developing and implementing sustainable development into operations and policy analysis.</p>	<p>An assessment of whether and how sustainable development could be integrated into the expectations and indicators of the Management Accountability Framework (MAF).</p>	<p>Director, Environment and Transportation Division</p> <p><i>Completion date: December 2004</i></p>	<p>An assessment was done. For the 2006 MAF, "sustainable development" does not figure as a discrete element (as with many other public policy commitments) but, like climate change, it does fit within the assessment of the effectiveness of extra-organizational contributions as a horizontal initiative.</p>
<p>Horizontal management: advancing activities related to leadership on key horizontal initiatives and developing a government-wide perspective on spending and performance</p>	<p>Work with other departments to assure accurate reporting on expenditures and results, measurement and reporting frameworks, risk and evaluation frameworks, management systems, and a governance structure.</p>	<p>A comprehensive picture of all government spending and goals for climate change, an improved evidence base for policy development and public reporting through a consistent and robust measurement system, and a renewed governance system.</p>	<p>Director, Environment and Transportation Division</p> <p><i>Completion date: March 2004</i></p>	<p>This work is now the responsibility of the Executive Director, Climate Change Review and Sustainable Development Division. The Climate Change Review initiative collected comprehensive, multi-year financial and performance information on 106 climate change programs, including linkages to departmental program architecture structures. In consultation with climate change departments, the Review developed a weighting and ranking methodology. The financial and performance information has been input into a Web-based performance management desktop information system that will facilitate future financial and performance management monitoring and reporting by departments and central agencies on programs comprising this horizontal file.</p>

Objectives	Activities	Expected Outcomes and Outputs	Accountabilities	Results as of October 2006
<p>Water: developing a baseline on expenditures and results</p>	<p>Water activities: Lead the collection of policy and program information related to water from all involved federal departments, under the guidance of the Interdepartmental Water ADM Committee (IWAC).</p> <p>Assess the success of the approach and determine how it applies to other key horizontal and sustainable development files.</p>	<p>IWAC will have a sound base of policy and program information on which to develop a new federal policy on water.</p>	<p>Director, Environment and Transportation Division</p> <p><i>Completion date: February 2004</i></p> <p><i>Completion date: March 2004</i></p>	<p>A Web-based data capture template was created and an inventory of water-related activities (expenditures and results) of 16 departments was compiled.</p> <p>Results were presented to IWAC in June 2004 and to the Commissioner of the Environment and Sustainable Development in July and September 2004.</p> <p>Experience gained through this study provided the basis for developing the horizontal approaches used for climate change and greening of government operations.</p>
<p>Sustainable Federal House in Order (SFHIO): developing a baseline on expenditures and results</p>	<p>SFHIO activities: With the SFHIO community, explore the value of developing expenditures and results frameworks to better articulate initiatives to prevent pollution and protect the environment while the government carries out its activities.</p> <p>If agreed upon, work with the SFHIO community to initiate the development of a results-based management accountability framework for SFHIO.</p>	<p>Decision on the value of developing expenditures and results frameworks for SFHIO.</p> <p>A framework will be in place to ensure that SFHIO initiatives across departments have a common purpose with agreed-upon measurement and a strategy for reporting results.</p>	<p>Director, Environment and Transportation Division</p> <p><i>Completion date: March 2004</i></p> <p><i>Completion date: January 2005</i></p>	<p>Within the context of the climate change review, the SFHIO programs were assessed and rated in terms of their effectiveness and cost-effectiveness in achieving objectives.</p> <p>Essential support was provided to establish the Office of Greening Government Operations at Public Works and Government Services Canada (PWGSC). A framework for greening of government operations was also developed as a desktop program to:</p> <ul style="list-style-type: none"> ■ provide government and, eventually, citizens with current information on federal programs and expenditures that relate to greening of government operations; ■ provide a comprehensive view of government performance on all federal programs related to greening of government operations with an aim to achieve more rapid progress in greening operations; and

Objectives	Activities	Expected Outcomes and Outputs	Accountabilities	Results as of October 2006
<p>Program/policy analysis: broadening capacity among Secretariat analysts to include sustainable development in their activities</p>	<p>Program/policy analysis activities: Identify opportunities to integrate sustainable development considerations into the activities of Secretariat analysts.</p> <p>Conduct a pilot test for a training program, using analysts from the Environment and Transportation Division of the Economic Sector of the Secretariat.</p> <p>Based on an assessment of the pilot program, determine the need for and focus of an ongoing program for all Secretariat analysts.</p>	<p>As appropriate, sustainable development considerations will be integrated into activities of Secretariat analysts.</p>	<p>Director, Environment and Transportation Division</p> <p><i>Completion date: March 2004</i></p> <p><i>Completion date: January 2005</i></p> <p><i>Completion date: June 2005</i></p>	<ul style="list-style-type: none"> ■ pilot a new approach for managing horizontal issues across the federal government. <p>Training opportunities were explored and identified.</p> <p>The pilot test was not developed.</p> <p>The usefulness of developing specific opportunities for analysts within the Secretariat was confirmed on the basis of the work undertaken. In addition, an interdepartmental collaborative initiative began work on government-wide training, for implementation during the 2007–09 period.</p>
<p>Reporting: improving parliamentary and public reporting</p>	<p>Report on Plans and Priorities (RPP) activity: Provide departments and agencies with guidelines every fall to develop their spring RPPs, including guidelines for reporting on their plans involving sustainable development strategies.</p>	<p>Appropriate guidelines will ensure accurate reporting on plans involving sustainable development.</p>	<p>Chief, Estimates Production, Expenditure Operations and Estimates Directorate</p> <p><i>Completion date: each fall</i></p>	<p>Guidance for the RPPs was prepared and included guidelines for sustainable development strategy reporting. Departments are asked to provide details on goals/objectives and long-term targets, how they help achieve departmental strategic outcomes, the targets for the reporting period, progress to date, and any adjustments.</p>

Objectives	Activities	Expected Outcomes and Outputs	Accountabilities	Results as of October 2006
	<p>Departmental Performance Report (DPR) activities: Work with departments to improve reporting on horizontal initiatives relating to sustainable development.</p> <p>Provide other departments and agencies with guidelines to develop their fall DPRs, including guidelines for reporting on their performance involving sustainable development strategies.</p> <p>Assess DPRs annually on the basis of reporting principles developed in consultation with departments, the Office of the Auditor General of Canada, parliamentarians, outside experts, and others to gauge improvement and determine major areas requiring greater focus and direction.</p>	<p>The Commissioner of the Environment and Sustainable Development reviews departmental reporting on sustainable development. Favourable reviews will indicate that the Secretariat's approach of providing a framework and template for departments to report on sustainable development is appropriate and will indicate improved departmental reporting.</p> <p>Appropriate guidelines will ensure departments provide accurate reporting on their performance involving sustainable development.</p> <p>Annual assessments will help departments improve their performance reporting.</p>	<p>Senior Director, Horizontal Results Management, Results-based Management Directorate</p> <p><i>Completion date: each spring</i></p> <p>Senior Director, Results Management Strategies, Results-based Management Directorate</p> <p><i>Completion date: each spring</i></p> <p>Senior Director, Results Management Strategies, Results-based Management Directorate</p> <p><i>Completion date: each fall</i></p>	<p>The online Horizontal Results Database, which sets out planned and actual financial and non-financial information on horizontal initiatives, was maintained. A review of the database, which included consultation with parliamentary researchers and departmental representatives, was conducted in summer 2006 and improvements were implemented in fall 2006.</p> <p>See also the results under "Horizontal Management."</p> <p>Guidance for the DPRs was prepared and included guidelines for sustainable development strategy reporting. Departments are asked to provide details on goals/objectives and long-term targets, how they help achieve departmental strategic outcomes, the targets for the reporting period, progress to date, and any adjustments.</p> <p>A DPR sample assessment is completed annually, based on reporting principles. Overall findings highlighting good practices and areas for improvement are shared with departments during annual kickoff or information sessions when new guidelines are released.</p>

Objectives	Activities	Expected Outcomes and Outputs	Accountabilities	Results as of October 2006
	<i>Canada's Performance activity:</i> Work with departments to strengthen strategic outcomes and horizontal areas of activity by reporting on the balance between economic, social, and environmental goals in government activity and on trends in the quality of life in Canada.	<i>Canada's Performance</i> will provide an accurate report on the balance between economic, social, and environmental goals in government activity.	Senior Director, Horizontal Results Management, Results-based Management Directorate <i>Completion date: each fall</i>	<i>Canada's Performance</i> is tabled annually, providing a vehicle for reporting on sustainable development from a whole-of-government perspective. This report is now the responsibility of the Senior Director, Parliamentary Reporting and Accountability Division.

Goal 2

Make progress on federal priorities related to sustainable development

Objectives	Activities	Expected Outcomes and Outputs	Accountabilities	Results as of October 2006
Federal Contaminated Sites Accelerated Action Plan (FCSAAP): managing and remediating federal contaminated sites	<p>Contaminated sites: With Environment Canada, jointly manage the implementation of the FCSAAP. The Secretariat and Environment Canada will report to Cabinet on progress and recommend approaches for the future.</p> <p>Administer funds for FCSAAP and monitor compliance with the <i>Treasury Board [Federal] Contaminated Sites Management Policy</i> among federal departments.</p>	<p>The Secretariat and Environment Canada will report to Cabinet on progress made on the management of FCSAAP and will recommend an approach for the future.</p> <p>Compliance with the <i>Treasury Board [Federal] Contaminated Sites Management Policy</i> will be monitored to ensure that departments and agencies adhere to it.</p>	<p>Executive Director, Real Property and Materiel Policy Directorate</p> <p><i>Completion date: March 31, 2008</i></p> <p><i>Completion date: ongoing</i></p>	<p>In conjunction with Environment Canada, the Secretariat managed administration of FCSAAP funding 2003–05 (more than 500 site assessments, and 57 remediation projects funded). Following the Budget 2004 announcement, the Secretariat worked closely with Environment Canada to design, seek Cabinet approval for, and implement an enhanced contaminated sites program in spring 2005.</p> <p>The Secretariat administers program funds and exercises oversight through its budget office role, and ensures program enhancements are in line with its policy requirements. A review is conducted of departmental contaminated sites management plans. The Secretariat is an active participant in interdepartmental working groups.</p>

Objectives	Activities	Expected Outcomes and Outputs	Accountabilities	Results as of October 2006
<p>Fleet management: reducing the environmental impact of the federal fleet</p>	<p>Maintain and update the Federal Contaminated Sites Inventory (FCSI).</p>	<p>The Secretariat will keep the FCSI up to date on an ongoing basis to ensure that Canadians have the latest information available.</p>	<p><i>Completion date: ongoing</i></p>	<p>The Secretariat administers and monitors information in the FCSI on an ongoing basis, using internal standards for input and quality control.</p> <p>A significant system redesign was launched in March 2006. New features include new annually reported data fields, mapping, and reporting of suspected sites.</p> <p>Annual certification of completeness and accuracy by custodians has been introduced.</p>
	<p>Fleet activities: Update and consolidate the <i>Motor Vehicle Policy</i> and <i>Executive Vehicle Policy</i> into a single policy to promote the use of climate-friendly vehicles and fuels in the federal fleet.</p>	<p>The new consolidated policy will promote the use of climate-friendly vehicles and fuels in the federal fleet.</p>	<p>Executive Director, Real Property and Materiel Policy Directorate</p> <p><i>Completion date: December 2004</i></p>	<p>The Secretariat amended the <i>Executive Vehicle Policy</i> to significantly increase the use of climate-friendly vehicles and fuels in the executive fleet. New fleet management directives were prepared to replace current policies under a new policy suite effective November 2006. They are designed to promote better fleet management practices from efficiency and environmental perspectives.</p>
	<p>Meet with departmental fleet managers and periodically publish <i>Fleet Talks</i>, an online publication designed to provide information and best practices for responsible management of the federal fleet.</p> <p>Chair an interdepartmental committee devoted to improved fleet management and conduct annual workshops to promulgate the enhanced policy and raise awareness of sustainable fleet management practices.</p>	<p><i>Fleet Talks</i> will ensure that departmental fleet managers across government are aware of best practices.</p> <p>An annual workshop will promulgate the consolidated policy and raise awareness of best practices.</p>	<p><i>Completion date: ongoing</i></p> <p><i>Completion date: ongoing</i></p>	<p>The Secretariat met regularly with departmental fleet managers as an alternative to publishing <i>Fleet Talks</i>. It promoted best practices in fleet management through various meetings and events, with presentations on green initiatives and products, displays, environmentally friendly vehicle rides and drives, and programs such as anti-idling and green driving programs.</p> <p>The Secretariat chaired the interdepartmental Fleet Management Committee, presented highlights of the new fleet management directives to fleet managers, and participated in many other interdepartmental groups, including those dealing with greening government operations. The Secretariat played a lead role in preparing and hosting the annual workshops for fleet managers.</p>

Objectives	Activities	Expected Outcomes and Outputs	Accountabilities	Results as of October 2006
	Monitor technological developments related to alternative fuels and fleet management and share information with other departments and agencies.	As warranted, the Secretariat will share information on new technological developments related to alternative fuels with fleet managers across government.	<i>Completion date: ongoing</i>	The Secretariat encouraged departments to carry out green activities and supported technological developments, such as auxiliary power and heating units to reduce idling, and wireless technology to capture accurate fleet data for increased reporting capabilities. These developments are enablers that reduce utilization and operating costs and vehicle emissions.

Goal 3

Make the Secretariat's operations more environmentally friendly

Objectives	Activities	Expected Outcomes and Outputs	Accountabilities	Results as of October 2006
Consumption: developing and implementing a strategy to reduce resource consumption throughout Secretariat operations	Activities: Measure current consumption level of resources within the Secretariat.	Baseline measurement of consumption of resources will be developed.	SD Champion (Assistant Secretary, Economic Sector) and Assistant Deputy Minister, Corporate Services Branch <i>Completion date: 2005</i>	Corporate Services Branch (CSB) is currently tracking paper consumption within the departments (Secretariat, Department of Finance Canada (Fin) and the Public Service Human Resources Management Agency of Canada (PSHRMAC)), using procurement data. PWGSC tracks the consumption of utilities, including electricity, gas, and water, and also bottled water.
	Using current levels of consumption to establish targets and measure progress, develop and implement a strategy to reduce resource consumption.	A strategy to reduce resource consumption will be in place.	<i>Completion date: 2005</i>	A resource consumption strategy focussing on reducing the department's use of energy and paper and its production of solid waste was developed.
	Explore a system to track and increase the proportion of environmentally preferred products and services.	A system to track and increase purchasing of environmentally preferred products and services will be available.	<i>Completion date: 2006</i>	CSB partnered with PWGSC to develop and deliver a green procurement training course for the department's acquisition cardholders. The department's Integrated Financial and Materiel System was modified to track and record green purchases.

Objectives	Activities	Expected Outcomes and Outputs	Accountabilities	Results as of October 2006
<p>Raising awareness: encouraging individual employees to minimize the environmental impact of Secretariat operations</p>	<p>Awareness activities: Develop and implement a strategy to engage employees in making sustainable development a reality in the workplace.</p> <p>Increase the proportion of employees participating in the ongoing promotion of sustainable development principles in the workplace to 20 per cent.¹</p> <p>Increase the number of requests for materials on greening initiatives, policies, and achievements by 30 per cent.²</p> <p>Seek opportunities to help other departments encourage their employees to contribute to a more environmentally friendly environment in their workplaces.</p>	<p>Employees are engaged in making sustainable development a reality in the workplace.</p> <p>Increased to 20 per cent.</p> <p>Increased by 30 per cent.</p> <p>The Secretariat will participate with other departments in encouraging an environmentally friendly workplace.</p>	<p>SD Champion (Assistant Secretary, Economic Sector) and Assistant Deputy Minister, Corporate Services Branch</p> <p><i>Completion date: September 2004</i></p> <p><i>Completion date: 2006</i></p> <p><i>Completion date: 2006</i></p> <p><i>Completion date: ongoing</i></p>	<p>Additional tools and support may have to be developed to increase green purchasing and recording of such purchasing.</p> <p>The Green Citizenship Network (GCN), established in the fall of 2004, has contributed to a number of environmental projects in the workplace. Work is ongoing to increase the capacity of the GCN to provide employees with more opportunities to engage in grassroots “greening” activities in their individual workspaces.</p> <p>Participation in Secretariat-endorsed environmental events and initiatives increased by 9.33 per cent from 2003 to 2006.</p> <p>Visitors to the “Greening the Office” pages of the InfoSite intranet site of the Secretariat and Fin increased by 20 per cent from 2003 to 2004–05.</p> <p>2005–06 statistics are currently being compiled.</p> <p>The Secretariat, Fin, PSHRMAC, and the Public Service Commission support the Green Citizenship Network (GCN) and collaborate on workplace “greening” activities.</p>

¹ An increase in employee participation in promoting sustainable development from a 12-per-cent baseline of employees who participated in a Secretariat-endorsed event in 2003.

² This increase is based on a baseline of 1300 requests for information on the “Greening the Office” intranet site in 2002–03.