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, and which may be achieved by, among other things,

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

(b) protecting the health of Canadians;

(c) protecting ecosystems;

(d) meeting international obligations;

(e) promoting equity;

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

(g) preventing pollution; and

(h) respect for nature and the needs of future generations.
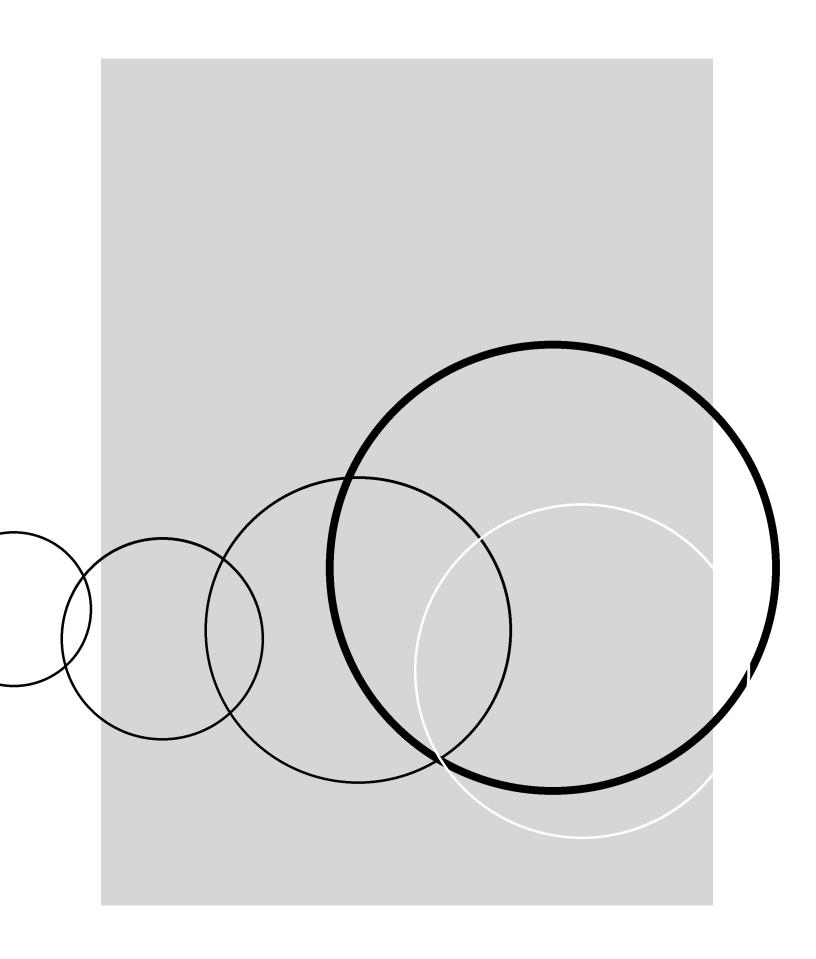
From: *Auditor General Act* (1995 amendments)

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INTRODUCTION

Amendments made in 1995 to the *Auditor General Act* require most federal departments and agencies to table their sustainable development strategies in the House of Commons every three years.

The Agency was created on December 12, 2003, and as a result, this is its first sustainable development strategy, which covers the period from 2007-09.

Sustainable development strategies prepared by federal departments and agencies are a key element in the Government of Canada's overarching approach. They provide a tool for these organizations to systematically consider the implementation of sustainable development in their policies, programs, legislation and operations.

This report describes the context in which the Agency is, and will be, contributing to sustainable development and outlines a number of concrete results-based commitments that the Agency is prepared to act upon over the next three years.

Section 1 of the strategy presents a high-level summary of the Agency profile (mandate and primary functions). Section 2 shows how the Agency contributes at different levels to sustainable development. Section 3 outlines the specific commitments the Agency will undertake to further contribute to sustainable development. Finally, Section 4 highlights the main elements of the management infrastructure that will be put in place to support the implementation of the strategy and its performance reporting requirements.

1. Agency Profile

The Agency was created on December 12, 2003, and is part of the Treasury Board portfolio together with the Treasury Board of Canada Secretariat, the Canada School of Public Service and the Office of the Registrar of Lobbyists. It is one of the strategic arms that help the Treasury Board exercise its oversight and leadership responsibilities in human resources (HR) management in the public service—Canada's largest employer.

The Agency's *raison d'être* is anchored in the necessity to rejuvenate, strengthen and modernize HR management in the public service—a sector where investments and changes have been limited for many years, leading to systemic challenges in various areas. In fostering continuing excellence in people management across the public service, the Agency's primary focus is on implementing and supporting a new HR management regime—one that enables managers and public service employees to deliver better results for Canadians. More specifically, its role is to provide the leadership and focus needed to promote, enable and ensure effective and results-driven people management across the public service.

The Agency's vision is to serve Canadians by striving for a workforce and a workplace second to none. The Agency's overarching goal, or strategic outcome, is a modern professional public service dedicated to the public interest and supporting ministers in democratic governance, representative of the Canadian public and serving Canadians with excellence in the official language of their choice, with employees effectively and ethically led in a high-quality work environment respectful of their linguistic rights.

To achieve its mandate, the Agency brings together most of the HR management functions that the Treasury Board is responsible for, including the following:

- values and ethics;

- implementation of the *Public Service Modernization Act*;

- HR planning, accountability and reporting to Parliament;

- management and modernization of the classification system;

- employment policy;

- corporate learning policy;

- management of all aspects of the executive group; and

- management of employment equity and official languages.

The Agency's programs cover the core public administration, which represents approximately 180,000 employees from 74 public service organizations. The program that supports the *Official Languages Act*, however, covers about 200 institutions, including some private organizations such as Air Canada and NAV CANADA, for a total of approximately 460,000 employees.

Appendix A presents an organizational chart for the Agency.

2. The Agency and Sustainable Development

2.1 What is sustainable development?

In 1987, the World Commission on Environment and Development (better known as the Brundtland Commission) defined sustainable development as follows:

Development that meets the needs of the present generation without compromising the ability of future generations to meet their own needs.

This definition has been widely adopted, including by the Canadian government. In other words, sustainable development challenges decision-makers to take:

- a broad view of social, economic and environmental outcomes;

- a long-term perspective (i.e., concerned with the interests and rights of future generations as well as the people of today); and

- an inclusive approach to action (e.g., recognizing the need for all people to be involved in decisions that affect their lives).

These are also some of the key principles that govern sustainable development.

2.2 Components of the Agency's contribution to sustainable development

As illustrated in the following graph, the Agency contributes to sustainable development at three levels:

- human capital management;

- public service capacity building; and

- green operations.

**The three components of the Agency's
contribution to sustainable development**

**1. Ensure excellence
in HR management and
leadership accross the public service
today and tomorrow**

Human Capital Management

Leaving a better public service to the next generations
than that which we inherited... ensuring that the public
service remains an employer of choice that attracts, recruits,
develops and retains the talents it needs to serve Canadians
well today and tomorrow.

**2. Enabling role across
the public service**

Public Service Capacity Building

Values and Ethics
Policies/Programs/Services

**3. Responsibility
for the sustainable
development of its operations**

Green Operations

Green procurement
Building energy
Vehicle fleet
Recycling

2.2.1 Human capital management

Previously considered solely the responsibility of environmental specialists, sustainable development is gradually being recognized as a value that requires contributions from across all functions of an organization, including HR management.

Indeed, by striving for excellence in HR management, federal institutions contribute to leaving a better public service to the next generations than that which they inherited.

In particular, through effective HR management policies, programs and services, the Agency ensures that the public service remains an employer of choice that attracts, recruits, develops and retains the talents it needs to serve Canadians well today and tomorrow thereby making sure that the public service is sustainable in the long term. This is one of the reasons why Public Service Renewal is one of the Clerk of the Privy Council's priorities.

For illustration purposes, the diagram below shows the key elements of HR management excellence across the public service as defined in the People Component of the Treasury Board's Management Accountability Framework.

People Component Management Accountability Framework (PCMAF)		
Management Accountability Framework	Departments and agencies have the people, work environment and focus on building capacity and leadership to assure success and a confident future for the Public Service of Canada.	
Outcomes	**WORKPLACE**	**WORKFORCE**
	A workplace that is fair, enabling, and healthy and safe in order to provide best service to Canadians.	**A workforce that is productive, principled, sustainable and adaptable to provide best service to Canadians.**
	Fair The workplace exhibits fair employment and workplace practices and effective labour relations.	**Productive** A committed workforce with the size, mix of skills and diversity of backgrounds to competently perform its duties.
	Enabling The workplace exhibits clear direction, collaboration, respect and support for employees' linguistic rights, diversity and personal circumstances in order to enable them to fulfill their mandate.	**Principled** The workforce is reflective of Canada's population, is respectful of Canada's official languages and performs its duties guided by the values and ethics of the Public Service.
	Healthy and safe The workplace is a healthy and safe physical and psychological environment.	**Sustainable** A workforce that is renewable and affordable over time.
		Adaptable A workforce that is versatile, innovative and engages in continuous learning.

Sustainable development shines a new light on HR management and shows how, through a *workforce and workplace second to none*, the Agency, and all its partners, will contribute to leaving a better public service to the next generations than that which it inherited.

Details on specific commitments related to sustainable development and HR management are presented in Section 3. It should be noted that this report does not present the Agency's plans and priorities in detail. Rather, the reader is invited to consult the Agency's last *Report on Plans and Priorities* 2006-07, which was tabled to Parliament in October 2006, for more information.

2.2.2 Public service capacity building

This is the Agency's second level of contribution to sustainable development. It deals with how elements of sustainable development principles can be reflected in the Agency's policies, programs and services.

It is at this level that the Agency, as a central agency, can make specific commitments toward building capacities in support of sustainable development across the public service. These commitments are presented in more detail in Section 3.

2.2.3 Green operations

This is the third level of contribution for the Agency in the area of sustainable development. Every federal department and agency is expected to play a role in contributing to government-wide environmental priorities, including clean air, clean water, reducing greenhouse gas emissions, and the use of natural resources.

It is at this level that the Agency must make specific commitments toward greening its operations. These commitments are also presented in more detail in Section 3.

3. Commitments

This 2007-09 Sustainable Development Strategy was developed through participation in a range of consultative activities to discuss the application of sustainable development to human resource management in the public service and to develop collaborative initiatives. Activities included the following:

- participation in an interagency working group (consisting of the Treasury Board Secretariat, the Department of Finance Canada, the Public Service Commission and the Agency);
- interviews of the Agency's five vice-presidents;
- participation at both the working level and senior management levels in events led by Environment Canada to guide the fourth round of strategies; (the reference guide *Coordinating the Fourth Round of Sustainable Development Strategies*, which was developed in collaboration with departments and central agencies under the leadership of Environment Canada) and
- presentations to, and engagement with, the Interdepartmental Network on Sustainable Development Strategies and its working groups.

As a result of these consultations the Agency has established two goals for the next three years:

1) increase the capacity of the public service to promote sustainable development; and

2) demonstrate the Agency's commitment to sustainable development in its operations.

As this is the first strategy developed by the Agency, some of the objectives and targets are still exploratory, allowing for the development of more concrete actions and initiatives in future iterations of the strategy.

These objectives and targets are discussed below, and a logic model is subsequently presented in support of these commitments. The logic model includes the specific objectives underlying each goal as well as the associated targets, timelines and performance indicators.

Goal 1

Increase the capacity of the public service to promote sustainable development

This first goal contributes to building a public service that is aware of, and engaged in, the integration of sustainable development in its HR policies, programs and projects. To enable this, the Agency has identified the three objectives presented below.

Objective 1.1
Sustainable development principles are reflected within public service values and ethics policy instruments

The Agency provides leadership for furthering values-based management within the public service.

As such, by March 2008, the Agency is committed to examining how sustainable development principles can be included, where appropriate, in values and ethics policy instruments that are currently being reviewed/developed, including the new code of conduct that will be developed as part of the *Federal Accountability Act* now before Parliament.

Objective 1.2
Public service leaders are aware of and understand sustainable development principles and how to factor them in their business

The Agency is committed to ensuring that the public service is a learning organization.

The new *Policy on Learning, Training and Development* is designed to help build a skilled, well-trained and professional workforce; to strengthen organizational leadership; and to adopt leading-edge management practices to encourage innovation and continuous improvements in performance. In particular, the *Policy on Learning, Training and Development* requires that existing managers validate their knowledge of the management of human resources, finances, procurement and information every five years. In addition, managers appointed to their level for the first time must successfully complete the training required to meet their employer's knowledge standards.

Increasing employees' sustainable development awareness and competence can build skills relevant to many situations (e.g., strategic environmental assessment, public consultation). However, public service managers are currently not formally trained on how to manage for sustainable development. Therefore, between 2007 and 2009, the Agency commits to the integration of sustainable development principles into the Standards on Knowledge for Required Training to be used by the Canada School of Public Service in the development of required training courses, and where appropriate, in the educational component of the leadership development programs.

Objective 1.3
Recognize public service leaders who
contribute to sustainable development

The Agency, on behalf of the Clerk of the
Privy Council, manages the public service
awards for Canada, which include the Public
Service Award of Excellence. This award is
presented to public service employees who
have demonstrated excellence in the
achievement of results for Canadians that
reflect the current values, ethics and priorities
of the public service of Canada.

Currently, the awards program touches on
facets of sustainable development in several
award categories (e.g., employment equity and
diversity; and management excellence,
including developing initiatives with
sustainable results).

However, the awards program does not
recognize public servants' contributions to
sustainable development as a single award
item. As such, between 2007 and 2009, the
Agency commits to create, as deemed feasible,
a new single sustainable development
category—or sustainable development could
be added as specific criteria to the
management excellence category.

Goal 2

Demonstrate the Agency's commitment to sustainable development in its operations

With about 525 employees, the Agency is
a small organization with few operations
compared to many federal government
departments.

Nonetheless, the Agency is committed to
minimizing the environmental impact of its
day-to-day operations, primarily as one of
many tenants (Finance Canada, Treasury

Board of Canada Secretariat, Public Service
Commission) co-located in the L'Esplanade
Laurier (LEL) building in downtown Ottawa.
The co-tenancy arrangements at this building
present a unique opportunity for a collaborative
approach to greening operations first at
L'Esplanade Laurier and then at other sites.

The commitments for 2007-09 are the
product of a collaborative effort through
Finance Canada's Corporate Services Branch
involving the Agency, the Treasury Board
Secretariat and Finance Canada. The
commitments also have the support of the
Public Service Commission. This collective
approach marks the beginning of a new
approach to increasing the effectiveness of
greening initiatives.

The objectives and targets under this goal also
align with government-wide efforts such as
the objectives established in *Greening
Government Operations*, developed by Public
Works and Government Services Canada
(PWGSC), and the guidance document,
*Coordinating the Fourth Round of Sustainable
Development Strategies*.

Objective 2.1
Integrate sustainable development into the
Agency's decision-making

In collaboration with the Corporate Services
Branch, the Agency has chosen these main
areas of focus, supported by the following
commitments:

Environmental Management System:
Clear and effective government mechanisms
are vital to support the integration of
sustainable development in decision-making.
The Agency will support the Corporate
Services Branch and will work in
co-operation with its co-tenants to
implement an Environmental Management
System. An Environmental Management
System is a system for managing

environmental issues and impacts in the conduct of departmental operations, focusing primarily on procurement, waste management, water and energy use, vehicle fleets and human resource development.

The Environmental Management System 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 to improved internal accountability. The Environmental Management System will also support proactive environmental stewardship by providing an opportunity for the Agency to move beyond managing compliance and fixing problems to controlling and preventing environmental damage.

Environmental Stewardship: In 2004 a Green Citizenship Network (GCN) was established, composed of employees from the Agency, the Treasury Board Secretariat, Finance Canada and the Public Service Commission housed in L'Esplanade Laurier. This interdepartmental network has been successful as a green think-tank and was instrumental in the development of environmental initiatives to green the workplace. The Network will work with similar networks in other departments to green government operations. The Agency commits to supporting the Corporate Services Branch in increasing membership in the GCN by 25 per cent and to providing members with more opportunities for grassroots involvement in workplace environmental initiatives.

Objective 2.2
Reduce greenhouse gas and other air emissions

Building Energy: The Agency can reduce its environmental impact by optimizing its energy use. This in turn reduces the production of greenhouse gases and reduces the demands on the electrical grid, while demonstrating financial prudence. Through working in co-operation with co-tenants and with Public Works and Government Services Canada, the custodian, energy-saving changes can be made to the building and how employees work in it.

The Agency 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 through which energy efficiency opportunities are explored with staff at the facility.

Vehicle Fleet: The Agency has a one-vehicle fleet. The Agency is committed to reducing its greenhouse gas emissions per vehicle kilometer for its fleet by 15 per cent (based on fiscal year 2005-06 fleet performance) by purchasing ethanol blended gasoline, where available; by increasing employee participation in green and defensive driver training; and by adhering to the Treasury Board Secretariat's directive on fleet management for executive vehicles.

Objective 2.3
Increase level of green procurement

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

The Agency will continue the green procurement training provided during the 2004-06 period. Specifically, the Corporate Services Branch commits to increasing procurement of environmentally responsible goods and services by providing ongoing green procurement training of materiel managers and procurement staff (100 per cent by 2008), and acquisition cardholders (60 per cent by 2009). To complement this initiative, the Corporate Services Branch will complete the development of a common modification to the financial management system (SAP—Integrated Financial and Materiel System), working with Health Canada, the Department of Justice Canada and Citizenship and Immigration Canada, to enable procurement and financial staff in all three organizations to account for and track green procurement in all commodities.

With this improved support for green procurement, by 2009 the Corporate Services Branch commits to increasing the proportion of office furniture purchases that are green by 50 per cent—where and when new fit-up opportunities exist and where design configuration permits.

The Corporate Services Branch will also develop a pilot program (Multi-Function Document Manager Pilot Program) to reduce the need for many single-tasked machines such as a networked photocopier, printer, colour printer, scanner and fax machine and combine these entire functions into one centrally managed device. This will be supported by a printer reduction program to save toner cartridges, energy, and support costs, and through fit-up standards, awareness and incentive programs.

Objective 2.4
Reduce waste sent to landfill

Waste Management: As a co-tenant at L'Esplanade Laurier, the Agency currently has a recycling program in place to divert paper-based items, metal cans, plastic and glass bottles, batteries and toner cartridges from the landfill. Diversion rates can be increased through a number of mechanisms including awareness, accessible bins and clear signage.

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

4. Management and Accountability Framework

Accountability for carrying out sustainable development commitments is essential. For the Agency, each vice-president will be responsible for those commitments that fall within their areas of expertise and accountability within the core business lines.

At the same time, these specific accountabilities must be integrated and managed at the corporate level not only from a monitoring point of view, but also to share best practices and leverage synergies. In support of this, the Agency plans to:

1. **Create a Sustainable Development Champion**—The Agency will identify a sustainable development champion with responsibility for overseeing the development and implementation of the Agency's sustainable development strategy.

2. **Establish a Sustainable Development Coordination Committee**—This committee will meet three times per year (or as required) to assess progress, address issues and adjust plans. The committee will review green operations plans as well as the capacity-building commitments made in this strategy. Composition of the Coordination Committee will consist of representatives of each branch involved in the development and implementation of the Agency's commitments.

Corporate Planning, Policy and Organization Development will report annually in the Agency's departmental performance report on progress made toward these sustainable development strategy commitments. Similarly, in the annual report on plans and priorities, the Agency will provide an update on plans to implement its sustainable development strategy commitments.

Logic Model for the Agency's Sustainable Development Strategy

Objectives	Targets	Link to the Agency's Strategic Outcome or Federal SD Goals	Timeline	Performance Indicators
Goal 1: Increase the capacity of the public service to promote sustainable development				
1.1—SD principles are reflected within PS values and ethics policy instruments	To consider incorporating, where appropriate, SD principles into values and ethics policy instruments that are currently being reviewed/developed	Effective, ethical leadership and a quality work environment	2007-08	SD principles have been included, where appropriate, in the new Treasury Board code of conduct to be developed following the enactment of the *Federal Accountability Act*
1.2—PS leaders are aware of and understand SD principles and how to factor them into their business	To consider incorporating, where appropriate, SD principles into learning and development programs for leaders	Effective, ethical leadership and a quality work environment	2007-09	The integration of SD principles into the Standards on Knowledge for Required Training to be used by the School in the development of required training courses; and the educational component of the leadership development programs have been examined and implemented, where appropriate (e.g., incorporating SD principles into e-learning courses on public service values and ethics)
1.3—Recognize PS leaders who contribute to SD	Create, as deemed feasible, an SD criteria added to the management excellence award or add a new single award for sustainable development	Effective, ethical leadership and a quality work environment	2007-09	The components and implications of a management excellence award for SD have been examined and implemented, where appropriate
Goal 2: Demonstrate the Agency's commitment to sustainable development in its operations				
2.1—Integrate SD into the Agency's decision-making	CSB will develop and implement a shared Environmental Management System (EMS) for the Treasury Board Secretariat, Finance Canada and the Agency, and also in collaboration with the Public Service Commission	SDS commitments are integrated into the key planning and reporting processes of departments and agencies (Federal SD Goal VI, Objective 6.1) Clear and effective governance mechanisms to integrate sustainable development in decision-making (Federal SD Goal VI, Objective 6.1)	By Sept. 2009	CSB undergoes a successful internal EMS audit

Objectives	Targets	Link to the Agency's Strategic Outcome or Federal SD Goals	Timeline	Performance Indicators
2.1—cont'd.	CSB will establish ongoing support for the Green Citizenship Network (GCN); increase the GCN membership by 25% and improve opportunities for employee participation in grassroots environmental activities	Canadian communities are actively engaged in sound environmental and natural resource management practices, stewardship initiatives, and biodiversity conservation (Federal SD Goal IV, Objective 4.3)	By 2008	GCN membership is increased by 25%. Environmental initiatives implemented and identify associated environmental outcomes
2.2— Reduce greenhouse gas (GHG) and other air emissions	CSB will decrease GHG emissions by 5% (based on FY 2005-06 baseline) 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 occupied buildings	Emissions are reduced (Federal SD Goal III, Objective 3.3)	2007-09	The percentage reduction in GHG emissions across the Agency's building inventory is reported annually
	CSB will reduce GHG emissions per vehicle kilometre from the Agency fleet by 15% based on FY 2005-06 fleet composition baseline	Emissions are reduced (Federal SD Goal III, Objective 3.3)	2009	Annual average GHG emissions per vehicle kilometre
	CSB will require fleet management to use ethanol blended gasoline; 90% of gasoline purchased for federal road vehicles will be ethanol blended	Renewable and clean energy is promoted (Federal SD Goal III, Objective 3.2)	2007	Percentage of gasoline purchased for federal road vehicles that is ethanol blended based on FY 2005-06 baseline
	CSB will ensure that fleet drivers have taken the green and defensive driver training	Emissions are reduced (Federal SD Goal III, Objective 3.3)	By Dec. 2007	100% of drivers have taken green and defensive driver training, based on FY 2005-06 baseline

Objectives	Targets	Link to the Agency's Strategic Outcome or Federal SD Goals	Timeline	Performance Indicators
2.3— Increase level of green procurement	2.3.1 CSB will develop and deliver updated green procurement training to 100% of materiel managers and procurement staff and 60% of acquisition cardholders	Sustainable consumption and production of natural resources is promoted (Federal SD Goal V, Objective 5.2)	By 2008 materiel managers and procurement staff By 2009 acquisition cardholders	Annual percent of materiel managers, procurement staff, and acquisition cardholders trained
	2.3.2 CSB will increase purchase of green office furniture by 50% where and when new fit-up opportunities exist and where current design configuration permits, based on total furniture purchases in FY 2005-06	Reduced waste and increased reuse and recycling. Links to greening government operations guidance and government-wide SDS Objective 6.2 to develop organizational structures and processes to support meaningful and significant sustainable development objectives	By 2009	Annual number of contracts issued, quantities purchased and dollar value of contracts, and identifies environmental outcomes
	2.3.3 CSB will coordinate the introduction of a field in SAP (IFMS) to facilitate tracking and reporting on green procurement	Reduced waste and environmental impact; increased recycling content. Stretches beyond greening government operations guidance requirements and links to government-wide SDS Objective 6.2 to develop organizational structures and processes to support meaningful and significant sustainable development objectives	By 2009	Annual number of contracts issued, quantities purchased and dollar value of contracts, and identify environmental outcomes

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Objectives	Targets	Link to the Agency's Strategic Outcome or Federal SD Goals	Timeline	Performance Indicators
	2.3.4 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)	Reduced waste and increased reuse and recycling. Links to greening government operations guidance and government-wide SDS Objective 6.2 to develop organizational structures and processes to support meaningful and significant sustainable development objectives	By 2008	Annual number of contracts issued, quantity purchased and dollar value of the contracts, and identifies associated environmental outcomes (i.e. energy), IM/IT support savings, clients and IM/IT support staff satisfaction via surveys/interviews
2.4— Reduce waste sent to landfill	2.4.1 CSB will work with PWGSC to divert 75% of waste at LEL and other occupied buildings through the redesign and implementation of an updated recycling program including improvement to take-back and hazardous materials programs	Reduces solid waste generated and diverts solid waste from landfills. Stretches beyond greening government operations guidance requirements	By 2007	Waste diversion percentage from landfill based on waste audit baseline of 2004 for LEL
	2.4.2 A composting program will be developed and implemented (possible inclusions are paper towels and food waste)	Reduces solid waste generated and diverts solid waste from landfills. Stretches beyond greening government operations guidance requirements	By 2007	Composting program that meets PWGSC guidelines is in place

APPENDIX A

Organizational Structure (September 2006)