



Treasury Board of Canada
Secrétariat

Secrétariat du Conseil du Trésor
du Canada

Sustainable Development Strategy 2004-06



sustainable
development

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President's Message



The Government of Canada remains unwavering in its commitment to preserving a healthy environment for all Canadians. This is evident in the ratification of the Kyoto Protocol, in the government's insistence that federal departments and agencies prepare sustainable development strategies and in its ongoing efforts to build the three pillars of sustainable development — environmental, economic and social objectives — into public policy.

Leadership — backed by a strong emphasis on measurable results — is at the heart of the Treasury Board of Canada Secretariat's *2004-06 Sustainable Development Strategy*. By focussing on measurable performance, the government will balance its social and environmental goals with its economic goals.

The Secretariat has a unique role in achieving the government's objectives. It supports departments in setting, achieving and reporting on sustainable development goals. It develops and implements guidelines and policies in order to make progress on federal priorities related to sustainable development. As well, it makes Secretariat operations more environmentally friendly.

I am confident that the strengthened focus on results will further our sustainable development goals within the Secretariat and across government.

The 2004-06 Sustainable Development Strategy highlights the Secretariat's plans and priorities to meet the concerns of all Canadians for their economic, social and environmental well-being.

The paper version was signed by

Reg Alcock
President of the Treasury Board

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Executive Summary



In its previous two sustainable development strategies, the Treasury Board of Canada Secretariat (the Secretariat) focussed on raising awareness of sustainability issues within the Secretariat. Among other things, that approach helped the Secretariat identify which areas of sustainable development fit most effectively within its mandate. This is particularly important given the Secretariat's position as a central agency of the federal government and its acknowledged leadership role in improving management practices across the federal Public Service.

Over the past six years, the Secretariat has enhanced the management of federal contaminated sites, encouraged the purchase of federal vehicles capable of operating on alternative fuels, and raised awareness among staff of the environmental impacts of the Secretariat's daily operations. The Secretariat also learned that demonstrating progress demands a clear link between activities and their effect on sustainable development.

Consultations and dialogue, within the Secretariat as well as with other government departments and agencies, were crucial in generating ideas for activities in the 2004–06 strategy. The Secretariat is an active participant on many interdepartmental committees and groups that work toward sustainable development. As a result, most of the activities described in the strategy are the result of bilateral or multilateral discussions with other departments.

Executive Summary



Within the Secretariat, dialogue took place through the Sustainable Development Working Group, which has broad representation across the Secretariat, as well as through discussions with senior management. These consultations emphasized the need to continue building awareness of sustainable development and revealed a growing desire to do more to green the Secretariat's internal operations and reduce the negative effects that day-to-day business imposes on the environment.

Finally, the Secretariat relied on the guidance and leadership of the Environment and Sustainable Development Coordinating Committee (ESDCC), a committee of deputy ministers created to assist federal departments in the area of sustainable development. The Clerk of the Privy Council has identified the ESDCC and its subcommittees as the interdepartmental bodies to lead and co-ordinate the government's efforts to promote sustainable development.

As a result of these efforts, and in acknowledgment of the Secretariat's unique role in achieving the government's objectives with respect to sustainable development, the Secretariat identified three key goals for the *2004–06 Sustainable Development Strategy*:

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

The Secretariat is committed to helping departments and agencies set, achieve and report on their goals, including their sustainable development goals. Within this context, the Secretariat will seek to advance sustainable development in government through activities in four key areas:

- **Improved management practices** — outlining the expectations and indicators of sound management;
- **horizontal management** — advancing activities related to leadership on key horizontal initiatives;
- **program and policy analysis** — broadening capacity among Secretariat analysts to include sustainable development in their activities; and
- **reporting** — improving parliamentary and public reporting.

2 Make progress on federal priorities related to sustainable development

This goal focusses on a Secretariat priority: developing and implementing guidelines and policies to guide the government's daily operations in areas such as fleet management. The Secretariat will work closely with the Sustainable Federal House in Order (SFHIO), a subcommittee of the ESDCC, to determine future initiatives in this area. In the 2004–06 strategy, the Secretariat's efforts will focus on the following:

- **contaminated sites** — managing and remediating federal contaminated sites; and
- **fleet management** — reducing the environmental impact of the federal fleet.

3 Make Secretariat operations more environmentally friendly

Although the Secretariat's operations may be small in relation to some government departments, and it is not directly responsible for the space it occupies, the Secretariat remains committed to doing all it can to minimize the environmental impact of its day-to-day operations. The Secretariat is working to make its operations as environmentally friendly as possible through the following activities:

- **reducing resource consumption** — developing and implementing a strategy to reduce resource consumption throughout its operations; and
- **raising awareness** — encouraging individual employees to minimize the environmental impact of Secretariat operations.

The 2004–06 Sustainable Development Strategy also includes a performance measurement and accountability framework to ensure measurable progress is made against these three goals.

Context for the 2004–06 Sustainable Development Strategy



The Government of Canada recognizes that it must integrate sustainability into its activities if Canadians — today and in the future — are to enjoy a high quality of life. In recent years, the government's strong commitment to sustainable development has been evident in a broad range of areas, including measures to mitigate climate change, the management of contaminated sites, the prosperity of Canadian cities and the health of Canadian communities.

As part of its commitment to sustainable development, the government has sharpened its focus on the link between economic and social well-being and the health of the environment. Today, the environment and the principles of sustainable development are at the heart of government decision making.

The Secretariat's unique role in implementing the government's management agenda

Fostering and encouraging sustainable development is the responsibility of all federal departments and agencies. The Treasury Board and the Treasury Board of Canada Secretariat (the Secretariat), however, play a special role in promoting sustainable development practices across the federal government.

In June 1997, the Prime Minister designated the Treasury Board as the government's Management Board. This designation, which acknowledges that the activities of government are too diverse for a "one-size-fits-all" management style, overlaid the traditional roles of the Treasury Board with new responsibilities, one of which was to improve management practices across the federal Public Service.

The Treasury Board, through its Secretariat, works with departments and agencies to meet government commitments. It does so through three strategic outcomes or business lines. They are stewardship, the sound public management of federal resources; human resources management, creating a modern, effective, well-managed Public Service; and service improvement, assuring citizen-centred service delivery. Although it is always seeking new avenues to promote sustainable development — most often with the encouragement of other departments — the Secretariat shapes and carries out its sustainable development agenda primarily through its stewardship strategic outcome.

(For more information about the Secretariat and its operations, visit www.tbs-sct.gc.ca)

Leadership from the Environment and Sustainable Development Coordinating Committee

While the Secretariat fills a leadership role in shaping the day-to-day management of government, primarily through its partnerships with other departments, the Secretariat's focus on sustainable development is shaped through the guidance and leadership of the Environment and Sustainable Development Coordinating Committee (ESDCC).

The Clerk of the Privy Council asked the ESDCC to co-ordinate the efforts of government departments to promote sustainable development. Specifically,

he encouraged the ESDCC to develop a long-term vision, establish clear objectives and help shape interdepartmental priorities on sustainable development.

In July 2003, the ESDCC released a document to help departments develop their own sustainable development strategies. The ESDCC document set out a long-term vision as well as the following three medium-term priorities for federal progress on sustainable development:

- demonstrating leadership and commitment for sustainable development in government operations by incorporating sustainable development principles in the government's day-to-day activities and on climate change by reducing greenhouse gas emissions and through the Federal House in Order Initiative;
- enhancing the federal role in managing freshwater and marine environments; and
- implementing international commitments from the 2002 World Summit on Sustainable Development in Johannesburg.

The priorities put forward in the ESDCC document are an important point of reference for the Secretariat's sustainable development activities. In fact, the first two priorities constitute a major part of the 2004–06 strategy.

Evolution of sustainable development at the Secretariat

In its first sustainable development strategy (1997–2000), the Secretariat explored where sustainable development fit within its mandate and operating environment. The second sustainable development strategy (2001–03) not only built on lessons learned from the first strategy but also helped the Secretariat make an important and appropriate contribution to sustainable development in areas such as management of contaminated sites and increasing awareness of the *Telework Policy*. Also,

a detailed accountability framework and action plan established to support the 2001–03 strategy was instrumental in achieving targets set out in the strategy.

(For more information about Telework Policy, visit www.tbs-sct.gc.ca/pubs_pol/hrpubs/tb_853/tele_work_e.asp)

As part of the 2001–03 strategy, the Secretariat appointed the Assistant Secretary for the Economic Sector as sustainable development champion. In addition to guiding and overseeing the implementation of the 2001–03 strategy, the champion is responsible for preparing and reporting on the results of the Secretariat's *2004–06 Sustainable Development Strategy*.

The goals and targets in this strategy are designed to more strongly leverage the Secretariat's position as a central agency of the federal government and its management board approach. The strategy focusses on areas appropriate to the Secretariat's role, such as helping departments set objectives and report on their results, horizontal management, and Treasury Board policies and guidelines in the areas of federal fleet and contaminated sites.

In preparing the *2004–06 Sustainable Development Strategy*, the Secretariat based its goals and activities on guidance provided by the ESDCC, an assessment of the 2001–03 strategy, and ongoing internal and external consultations. This combination helps define areas in which the Secretariat can advance sustainable development and promote positive activities in those areas.



Shaping the 2004–06 Sustainable Development Strategy

In developing the *2004–06 Sustainable Development Strategy*, the Secretariat relied on the internal assessment of its previous strategy to identify areas that were successful as well as areas that required more work. The Secretariat also relied on consultations within the Secretariat and with other government departments to generate ideas for activities. Further guidance and leadership were provided by the ESDCC.

Assessment of the 2001–03 Sustainable Development Strategy

As recommended by the Commissioner of the Environment and Sustainable Development, an internal assessment of the 2001–03 strategy was conducted and was instrumental in guiding the development of the 2004–06 strategy.

The 2001–03 strategy was based on four goals.

The 2001–03 strategy goals:

- ▶ facilitating solutions and supporting departments in achieving sustainable development goals;
- ▶ investing in infrastructure to improve the quality of life of Canadians;
- ▶ enhancing the Secretariat's capacity to take sustainable development into account in its program and activities; and
- ▶ reducing the environmental impact of its operations.

The internal assessment of the 2001–03 strategy determined that, overall, the Secretariat successfully met its commitments. It also found that when activities fit in with the Secretariat's mandate and were clearly linked to sustainable development objectives, they were more likely to be achieved. Success was less likely when

the link between activities and sustainable development was not clear. For example, while the Secretariat's work on the Government On-Line Initiative (GOL) has the potential to contribute to sustainable development, meaningful benefits from GOL — and especially those attributable to the Secretariat's efforts — are difficult to measure. As a result, GOL, which was part of the 2001–03 strategy, is not included in the current strategy.

The *Integrated Risk Management Framework* (IRMF) has also been excluded from the 2004–06 strategy for the same reason. Although IRMF promotes the greater integration of social, economic and environmental aspects of decisions, which is important for successful sustainable development initiatives, its effect on sustainable development is too difficult to measure.

The internal assessment also found that some areas of the Secretariat lack awareness of sustainable development principles and practices and that not enough was done to build this awareness among Secretariat staff.

(For the complete list of commitments and outcomes of the 2001–03 strategy, visit www.tbs-sct.gc.ca/report/TBSPerf/sd-dd/sdpr-redd_e.asp)

Consultations

Consultations and dialogue, within the Secretariat as well as with other government departments, were crucial in generating ideas for activities in the current strategy. The consultations were particularly helpful in identifying areas where the Secretariat can and should play a leadership role on sustainable development. An unexpected source of guidance was the power outage in Ontario in August 2003. Not only did this remind Secretariat staff of the need to conserve energy and the effectiveness of individual actions, it also highlighted the importance of being able to measure electricity consumption across the federal government.

Internal dialogue

Internal dialogue took place through the Secretariat's Sustainable Development Working Group, which has broad representation across the Secretariat, and through discussions with senior management.

These internal consultations underlined the need to continue building awareness of sustainable development considerations. They also revealed a desire within the Secretariat to strengthen capacity among program and policy analysts to include sustainable development issues in their day-to-day interactions with other government departments. Many believe this area provides the highest potential for the Secretariat to contribute to sustainable development.

Internal dialogue also made it clear that senior management and employees feel strongly that more can be done to green the Secretariat's internal operations and to reduce the negative effects that day-to-day business imposes on the environment. In fact, many felt measures to improve sustainable development could extend beyond the workplace. For instance, they recommended an increase in support for programs that encourage employees to use public transit to commute to and from work. It was also suggested that the Treasury Board use its role as employer to promote similar practices in other federal departments.

Agreement on one point was almost unanimous — performance measures are critical to assessing the progress of internal initiatives and to establishing targets.

External dialogue

Most of the activities described in the 2004–06 strategy are the result of bilateral or multilateral discussions with other departments. As an active participant on many interdepartmental committees and groups that work toward sustainable development, the Secretariat not only solicits various opinions about its approach to sustainable

development activities, but it also shares and encourages the implementation of best practices in other departments and agencies.

In addition to being represented on the ESDCC, the Secretariat is a member of a number of ESDCC subcommittees. These provide the forums for the Secretariat and other federal departments to identify the best opportunities for fostering the sustainable development agenda. The subcommittees that the Secretariat participates in are listed below:



- Sustainable Federal House in Order (SFHIO) committees;
- Interdepartmental Network for Sustainable Development Strategies;
- Interdepartmental Water ADM Committee; and
- Transit Pass Pilot Project ADM Steering Committee and Working Group.

The Secretariat is committed to more actively participating on these subcommittees, using them to define areas in which the Secretariat can have the greatest impact on sustainable development. With the support of other committee members, the Secretariat is constantly seeking to identify areas where it would be appropriate and beneficial to provide leadership. For example, the Secretariat will provide leadership on developing a more robust management framework related to climate change, including measurement and reporting frameworks, as well as an overview of all spending, activities and outcomes.

Leveraging the Secretariat's Position: Three Areas of Influence



The *2004–06 Sustainable Development Strategy* is based on the internal assessment of the Secretariat's 2001–03 strategy and its ongoing participation in sustainable development forums, both within the Secretariat and with other federal departments and agencies. As a result of these activities, the Secretariat identified the following three goals for its *2004–06 Sustainable Development Strategy*.

The 2004–06 strategy goals:

- ▶ support departments in setting, achieving and reporting on sustainable development goals;
- ▶ make progress on federal priorities related to sustainable development; and
- ▶ make the Secretariat's operations more environmentally friendly.

(For more information about the Management Accountability Framework (MAF), visit www.tbs-sct.gc.ca/maf-crg)

Goal 1

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

The Secretariat is committed to advancing sustainable development across the federal government by helping departments and agencies set, achieve and report on their goals. This approach reflects one of the Secretariat's key objectives: helping other departments identify, measure and report on the results of their sustainable development activities. Within this context, the Secretariat will seek to advance sustainable development in government through activities in four key areas:

- **improved management practices** — outlining the expectations and indicators of sound management;
- **horizontal management** — advancing activities related to leadership on key horizontal initiatives;
- **program and policy analysis** — broadening capacity among Secretariat analysts to include sustainable development in their activities; and
- **reporting**: improving parliamentary and public reporting.

Improved Management Practices

To improve management practices within the Public Service, the Secretariat has developed a management accountability framework (MAF) that outlines expectations and indicators of sound management.

The MAF is a succinct description of what the Secretariat considers prerequisites of good departmental management. Because an integrated approach is essential to effective performance measurement and good decision making, the Secretariat will assess whether management of sustainable development could be captured as a key indicator through the MAF.

Improved Management Practices Activity:

- ▶ Assess the feasibility of integrating indicators of the capacity of departments to develop and implement sustainable development into operations and policy analysis.

Completion date: December 2004.

Horizontal Management

Government departments and agencies often have different mandates and structures, making it difficult to harmonize initiatives spanning two or more departments. It can be especially challenging to develop a shared vision and establish an accountability framework for horizontal initiatives such as climate change or the Youth Employment Strategy.

To address this challenge in 2003, the Secretariat provided participating departments and agencies specific guidance on the development of results-based management and accountability frameworks (RMAF) for horizontal initiatives. Today, federal departments can access a companion guide for the development of RMAFs and a reporting template to include horizontal initiatives in their annual departmental performance reports.

The Secretariat is helping departments identify expenditures — and the results of those expenditures — on key horizontal initiatives related to sustainable development to build on this accomplishment:

- **climate change** — developing a government-wide perspective on spending and performance;
- **water** — developing a baseline on expenditures and results; and
- **SFHIO** — developing a baseline on expenditures and results.

Climate change — developing a government-wide perspective on spending and performance

Individual departmental initiatives on climate change are effective only when based on an integrated picture of the government's desired outcomes. Unfortunately, no such integrated comprehensive picture exists to guide these departments. Nor is there a consistent performance measurement strategy in place for such initiatives. Further, existing governance does not support the allocation of funds based on program performance.

As part of its responsibility to ensure accurate reporting on expenditures and results, several departments have asked the Secretariat to work with them to develop a more effective approach to the climate change agenda. Such an approach would include an overview of all spending, measurement and reporting frameworks, risk and evaluation frameworks, management systems and governance structure.

Climate Change Activity:

- ▶ Work with other departments to develop an approach to the climate change agenda that assures accurate reporting on expenditures and results, measurement and reporting frameworks, risk and evaluation frameworks, management systems and a governance structure.

Completion date: March 2004.

(For more information about horizontal results-based management accountability frameworks, visit www.tbs-sct.gc.ca/eval/tools-outils/accountability/comp-acc_e.asp and for information on the horizontal reporting template, visit www.tbs-sct.gc.ca/eval/tools-outils/accountability/comp-acc_e.asp)

Water — developing a baseline on expenditures and results

To help the ESDCC and its related Interdepartmental Water ADM Committee (IWAC) achieve their priorities, the Secretariat, under the guidance of the IWAC, will develop a baseline on expenditures and results. This information-gathering exercise will help identify the federal government's investments related to water and determine how they might be managed on a horizontal basis. In addition, the information will provide one of the foundations for the policy work of the ESDCC and guide future expenditure review exercises.

Water Activities:

- ▶ Lead the collection of policy and program information related to water from all involved federal departments under the guidance of the IWAC.

Completion date: February 2004.

- ▶ Assess the success of the approach and determine how it applies to other key horizontal and sustainable development files.

Completion date: March 2004.

SFHIO — developing a baseline on expenditures and results

The Secretariat is an active participant in the Sustainable Federal House in Order, an interdepartmental initiative designed to identify and co-ordinate opportunities to advance the federal commitment to be a leader in sustainable development. The Sustainable Federal House in Order oversees the Sustainable Development in Government Operations (SDGO) and Federal House in Order (FHIO) initiatives. The Secretariat is working together with other Sustainable Federal House in Order departments and agencies to adopt common measurement and reporting methods.

Building on the experience gained developing the expenditures and results frameworks for climate change and water, the Secretariat will explore with the SFHIO community the value and benefits of undertaking a similar exercise to better articulate initiatives designed to prevent pollution and protect the environment while the government carries out its activities.

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.

Completion date: March 2004.

- ▶ If agreed-upon, work with the SFHIO community to initiate the development of a results-based management accountability framework for SFHIO.

Completion date: January 2005.

Program and Policy Analysis

Secretariat analysts are essential in managing the ongoing relationships between the Secretariat and other departments. Analysts help departments through their challenge function by ensuring that program expenditures are well managed and in accordance with Treasury Board policies and by helping departments establish and report on achievable results for their expenditures. Through these activities, Secretariat analysts are perfectly positioned to increase attention to and action on, sustainable development.

The 2001–03 strategy began the important process of building awareness among Secretariat analysts of the need to consider and promote sustainable development. The Secretariat builds on those efforts in the 2004–06 strategy, seeking the most effective and appropriate opportunities to integrate sustainable development into the work performed by program analysts.

Program and Policy Analysis Activities:

- ▶ Identify opportunities to integrate sustainable development considerations into the activities of Secretariat analysts.
Completion date: March 2004.
- ▶ Conduct a pilot test for a training program, using analysts from the Environment and Transportation Division of the Economic Sector of the Secretariat.
Completion date: January 2005.
- ▶ Based on an assessment of the pilot program, determine the need for and focus of an ongoing program for all Secretariat analysts.
Completion date: June 2005.

(For more information about the reporting template, visit www.tbs-sct.gc.ca/rma/dpr/02-03/guidance/guide_e.asp#sustmp)

Reporting

The Secretariat plays a pivotal role in ensuring that government departments report on their expenditures — and the results of those expenditures — to Parliament and Canadians. Increasingly, these departments are being encouraged to reflect sustainable development considerations in their key planning and reporting documents. The Secretariat, because it provides principle-based guidelines for their two main reporting vehicles, and because it is committed to helping departments set, achieve and report on their sustainable development initiatives, is uniquely positioned to help departments integrate sustainable development considerations into their two main annual reports:

- departmental reports on plans and priorities (RPPs), which outline expected results and related expenses of department activities over a three-year period; and
- departmental performance reports (DPRs), which provide the actual results achieved compared to those put forward in the RPP.

The third main reporting vehicle of the Government of Canada is an annual report published by the Secretariat, entitled *Canada's Performance*, that reports on social, economic and environmental indicators of national performance.

In the 2001–03 strategy, the Secretariat provided leadership in developing a framework, including indicators, for departments to outline sustainable development strategies in their DPRs. A reporting template (revised in 2003) was developed in consultation with the Commissioner of the Environment and Sustainable Development, the Privy Council Office, Environment Canada and Natural Resources Canada.

The Secretariat is building on the success of the 2001–03 strategy by working with departments and agencies to further explore how they can better reflect

sustainable development considerations in their annual reports. This approach is in line with the commitments established in the 2003 budget to identify and act on opportunities to further improve public and parliamentary reporting. The Secretariat responded to this commitment by ensuring that efforts to identify such opportunities are an integral part of its *2004–06 Sustainable Development Strategy*.

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.

Completion date: each fall.

DPR Activities:

- ▶ Work with departments to improve reporting on horizontal initiatives relating to sustainable development, such as climate change.
- ▶ Provide departments and agencies with guidelines to develop their fall DPR, including guidelines for reporting on their performance involving sustainable development strategies.

Completion date: each spring.

- ▶ Assess DPRs annually based on reporting principles developed in consultation with departments, the Office of the Auditor General, parliamentarians, outside experts and others.

Completion date: each fall.

Canada's Performance Activity:

- ▶ 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.

Completion date: each fall.

Goal 2:

Make progress on federal priorities related to sustainable development

Goal 1 described how the Secretariat will advance sustainable development by helping other departments set, achieve and report on their goals. Goal 2 focusses on another Secretariat priority: developing and implementing guidelines and policies to steer the government's daily operations. The Secretariat will work closely with the SFHIO to determine future initiatives in this area. In the 2004–06 strategy, the Secretariat's efforts will focus on the following:

- **contaminated sites** — managing and remediating federal contaminated sites; and
- **fleet management** — reducing the environmental impact of the federal fleet.

Contaminated Sites

Key to the government's efforts to create and maintain a healthy and safe environment is its commitment to manage and remediate federal contaminated sites. Federal contaminated sites may be the result of previous government operations or sites for which the federal government has accepted some or all of the financial liability. Sites may vary from several square meters of soil contaminated by leaking batteries to abandoned mine sites in the North that are contaminated with heavy metals.

In 1999, Treasury Board approved the Treasury Board Federal Contaminated Sites Management Framework, a collection of policies and best practices for the management and rehabilitation of contaminated sites. While responsibility for the management and remediation of contaminated sites rests with individual custodial departments, the Treasury Board's Contaminated Sites Management Framework provides the context they require to carry out their responsibilities.

The framework embodies these three policies:

■ ***Treasury Board Federal Contaminated Sites and Solid Waste Landfills Inventory Policy (2000);***

www.tbs-sct.gc.ca/pubs_pol/dcgpubs/realproperty/tbfcswlip_e.asp

■ ***Treasury Board Federal Contaminated Sites Management Policy (2002); and***

www.tbs-sct.gc.ca/pubs_pol/dcgpubs/realproperty/fcsmp-gscf_e.asp

■ ***Policy on Accounting for Costs and Liabilities Related to Contaminated Sites (2002).***

www.tbs-sct.gc.ca/pubs_pol/dcgpubs/tbm_142/acfcs-ccpsc_e.asp

Through these policies, the Secretariat will encourage a government-wide approach to managing and reporting on this issue. In addition, the policies will help departments assess and report on suspected sites. For instance, the Federal Contaminated Sites Inventory (FCSI), available to departments and the public since 2002, was developed under the *Treasury Board Federal Contaminated Sites and Solid Waste Landfills Inventory Policy*.

(For more information about *The Federal Contaminated Sites Inventory (FCSI)*, visit www.tbs-sct.gc.ca/dfrp-rbif/cs-sc/home-accueil.asp?Language=EN)

In addition to the Federal Contaminated Sites Management Framework, the Secretariat, Environment Canada and other departments developed the Federal Contaminated Sites Accelerated Action Plan (FCSAAP). FCSAAP is designed to accelerate the remediation of federal contaminated sites and reduce the government's associated financial liability. Under FCSAAP, the Secretariat will

- assure consistency with Treasury Board policies related to the management of federal contaminated sites;
- implement the Accelerated Action Fund, a fund created to help departments administer the FCSAAP; and
- collaborate with Environment Canada to monitor government-wide progress on federal contaminated sites (departments will report annually on expenditures and their progress in identifying, managing and remediating contaminated sites).

The Secretariat and its partners will assess the effectiveness of the FCSAAP in the fifth year of the program.

Contaminated Sites Activities:

- ▶ 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.
Completion date: by the end of the 2007–08 fiscal year.
- ▶ Administer funds for FCSAAP and monitor compliance with the *Treasury Board Contaminated Sites Management Policy* among federal departments.
Ongoing.
- ▶ Maintain and update the federal contaminated sites inventory.
Ongoing.

Fleet Management

In November 2002, the government strengthened its approach to the purchase of fuel-efficient vehicles for the federal fleet and the use of alternative fuels, including ethanol, in government operations. As a key first step, the two policies covering fleet management, the *Motor Vehicle Policy* and the *Executive Vehicle Policy*, are being consolidated into a single policy. This new policy, promoting the use of climate-friendly vehicles and fuels in the federal fleet, is to come into effect by December 2004. The Secretariat, because of its responsibilities related to the existing *Motor Vehicle Policy* and the *Executive Vehicle Policy*, as well as the preparation of the *Report to Parliament on the Application of the Alternative Fuels Act*, is perfectly positioned to make that commitment a reality.

To ensure that fleet managers have access to the information and support they require, the Secretariat will continue to publish *Fleet Talks*, a Web-based publication. In addition to outlining the new policy, *Fleet Talks* will provide relevant and up-to-date information on fuel-efficient vehicles, alternative fuels and best practices to reduce greenhouse gas emissions from the fleet.

(For more information about the Report to Parliament on the Application of the Alternative Fuels Act, visit www.tbs-sct.gc.ca/report/other/2002/afa-2002-03_e.asp)

Fleet Activities:

- ▶ Update and consolidate the *Motor Vehicle Policy* and the *Executive Vehicle Policy* into a single policy to promote the use of climate-friendly vehicles and fuels in the federal fleet.

Completion date: December 2004.

- ▶ Meet with departmental fleet managers and periodically publish *Fleet Talks*, an on-line publication designed to provide information and best practices for responsible management of the federal fleet.

Ongoing.

- ▶ 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.

Ongoing.

- ▶ Monitor technological developments related to alternative fuels and fleet management and share information with other departments and agencies.

Ongoing.

Goal 3:

Make the Secretariat's operations more environmentally friendly

Although its operations may be small in relation to some government departments, and it is not directly responsible for the space it occupies, the Secretariat remains committed to doing all it can to minimize the environmental impact of its day-to-day operations. In addition, the August 2003 power outage in Ontario reinforced the importance of reducing electricity consumption. Goal 3 identifies two major areas in which the Secretariat is working to make its operations as environmentally friendly as possible:

- **reducing resource consumption** — developing and implementing a strategy to reduce resource consumption throughout Secretariat operations; and
- **raising awareness** — encouraging individual employees to minimize the environmental impact of Secretariat operations.

Reducing resource consumption

An effective way to lessen the environmental impact of an organization's operations is to reduce its use of resources, such as paper and energy. Turning off computers when not in use and printing on both sides of a page — such simple actions can significantly contribute to the creation of an environmentally friendly workplace.

While the Secretariat is strongly committed to developing a strategy to reduce the use of resources such as energy and paper, it recognizes that it must begin by accurately measuring the current level of consumption. This will enable the Secretariat to set realistic targets and accurately assess and measure progress in its resource consumption strategy. To that end, the Secretariat will improve its ability to measure the environmental impact of its operations by

- identifying and selecting appropriate aspects of its operations;
- determining what indicators are available (or could be developed) to support measurement;
- taking a baseline measurement for each identified aspect; and
- establishing ambitious but realistic targets for reduction.

Once an accurate measure of current consumption is established, the Secretariat will seek opportunities to make its operations more environmentally friendly, particularly in the following areas:

Paper use

- reviewing paper procurement practices;
- replacing 90 per cent (from 2,800 to 300) of Ottawa-Gatineau city directories with electronic versions by 2005; and
- setting the default on core copiers and printers to double-sided printing.

Energy use

- ensuring that all recommended hardware is Energy Star-compliant;
- increasing the recommendation of environmentally preferred products and services; and
- building on lessons learned from the 2003 power outage to more effectively measure and reduce power consumption.

Procurement and supplies

- partnering with lead departments to provide green procurement training and determine methods of tracking by 2006; and
- encouraging reuse of supplies internally.

Sustainable choices beyond the workplace

- exploring opportunities to encourage sustainable choices among employees beyond the workplace, including the use of public transit to commute to and from the office (the Secretariat will continue to work with other federal departments to determine next steps following the Transit Pass Pilot Project and other programs to encourage sustainable choices).

Consumption Reduction Activities:

- ▶ Measure current consumption level of resources within the Secretariat.
Completion date: by 2005.
- ▶ Using current levels of consumption to establish targets and measure progress, develop and implement a strategy to reduce resource consumption.
Completion date: by 2005.
- ▶ Explore a system to track and increase the proportion of environmentally preferred products and services.
Completion date: by 2006.

Raising awareness

Individual Secretariat employees can make a substantial contribution to sustainable development, both in and out of the workplace. At work, concerned employees can cut back on the use of resources such as paper and energy; outside of work, they can use public transit or carpool to get to and from work.

For its part, the Secretariat must continue to ensure that employees understand and are equipped to advance sustainable development in their day-to-day operations. It must provide ready access to materials on greening initiatives, policies and achievements, and it must continue to expand on interactive activities such as Earth Day and Environment Week. In short, the Secretariat must ensure that employees are aware of, and encouraged to adopt, best practices in the area of sustainable development.

Again, the Secretariat will establish performance measures for all of its initiatives to increase awareness of sustainable development. Ensuring that Secretariat employees can see the benefits of their actions in measurable terms will increase awareness and participation.

The Secretariat will achieve this goal in various ways, including the following:

- developing an internal green citizenship network to engage employees directly in greening efforts, which will foster the exchange of ideas and increase the number of individuals promoting greening initiatives;
- developing awareness modules for best practices and new green policies (fleet, procurement, and facilities management); and
- promoting Earth Day and Environment Week activities.

Raising awareness among Secretariat employees is designed specifically to further the goal of making its operations more environmentally friendly. The Secretariat will also examine how it can use its role to support Treasury Board as employer of the Public Service, its presence on the ESDCC and its important role in the federal government's sustainable development community to encourage similar efforts across government.



Raising Awareness Activities:

- ▶ Develop and implement a strategy to engage employees in making sustainable development a reality in the workplace.
Completion date: September 2004.
- ▶ Increase the proportion of employees participating in the ongoing promotion of sustainable development principles in the workplace and community to 20 per cent.
*Completion date: by 2006.**
- ▶ Increase the number of requests for materials on greening initiatives, policies and achievements by 30 per cent.
Completion date: by 2006.†
- ▶ Seek opportunities to help other departments encourage their employees to contribute to a more environmentally friendly environment in their workplaces.
Ongoing.

* 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.

† This increase is based on a baseline of 1,300 requests for information on the "Greening the Office" intranet site in 2002-03.

Making the 2004–06 Sustainable Development Strategy a Reality: Reporting and Accountability



Over the course of the *2004–06 Sustainable Development Strategy*, the Secretariat will report on its progress through the Performance Management and Accountability Framework that follows. It restates the objectives of the strategy, then lists appropriate performance measures, targets and Secretariat accountability for each objective.

The *2004–06 Sustainable Development Strategy* outlines a number of key goals and initiatives to promote and advance sustainable development, both within the Secretariat and across the federal government. The Secretariat recognizes, however, that no initiative will fully succeed, and no goal will be completely met, unless accountability — in tandem with expected outcomes and performance measures — is assigned to each action in the 2004–06 strategy. The accountability, performance measures and realistic targets of the Secretariat are not only beneficial for planning purposes and as management tools, but they can also help Canadians assess the government's progress in achieving its sustainable development goals:

- **performance measures** — to assess progress against commitments in the strategy;
- **expected outcomes and outputs** — to establish the results of Secretariat activities on sustainable development; and
- **Secretariat accountabilities** — to identify timelines and responsibilities of the various sectors and branches within the Secretariat.

Performance Management and Accountability Framework

2004–06 Sustainable Development Strategy



| Objectives | Activities | Expected Outcomes and Outputs | Accountabilities |
|---|---|---|--|
| Goal 1 — Support departments in setting and achieving sustainable development goals | | | |
| Improved Management Practices — outlining the expectations and indicators of sound management | Assess the feasibility of integrating indicators of departments to develop and implement sustainable development into operations and policy analysis. | An assessment of whether and how sustainable development could be integrated into the expectations and indicators of the Management Accountability Framework. | Director, Environment and Transportation Division <i>Completion date: December 2004</i> |
| Horizontal Management — advancing activities related to leadership on key horizontal initiatives Climate change — developing a government-wide perspective on spending and performance | Climate Change Activity: • Work with other departments to develop an approach to the climate change agenda that assures accurate reporting on expenditures and results, measurement and reporting frameworks, risk and evaluation frameworks, management systems and a governance structure. | 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 system of governance. | Director, Environment and Transportation Division <i>Completion date: March 2004</i> |
| Water — developing a baseline on expenditures and results | Water Activities: • Lead the collection of policy and program information related to water from all involved federal departments under the guidance of the IWAC. • Assess the success of the approach and determine how it applies to other key horizontal and sustainable development files. | Interdepartmental Water ADM Committee will have a sound base of policy and program information on which to develop a new federal policy on water. | Director, Environment and Transportation Division <i>Completion date: February 2004</i> <i>Completion date: March 2004</i> |
| Sustainable Federal House in Order (SFHIO) — developing a baseline on expenditures and results | 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. • If agreed-upon, work with the SFHIO community to initiate the development of a results-based management accountability framework for SFHIO. | Decision on the value of developing expenditures and results frameworks for SFHIO. 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. | Director, Environment and Transportation Division <i>Completion date: March 2004</i> <i>Completion date: January 2005</i> |

| Objectives | Activities | Expected Outcomes and Outputs | Accountabilities |
|--|---|--|---|
| <p>Program/policy analysis — broadening capacity among Secretariat analysts to include sustainable development in their activities</p> | <p>Program/Policy Analysis Activities:</p> <ul style="list-style-type: none"> • Identify opportunities to integrate sustainable development considerations into the activities of Secretariat analysts. • Conduct a pilot test for a training program, using analysts from the Environment and Transportation Division of the Economic Sector of the Secretariat. • Based on an assessment of the pilot program, determine the need for and focus of an ongoing program for all Secretariat analysts. | <p>As appropriate, sustainable development considerations will be integrated into activities of Secretariat analysts.</p> | <p>Director, Environment and Transportation Division <i>Completion date: March 2004</i></p> <p><i>Completion date: January 2005</i></p> <p><i>Completion date: June 2005</i></p> |
| <p>Reporting — improving parliamentary and public reporting</p> | <p>Report on Plans and Priorities (RPP) Activity:</p> <ul style="list-style-type: none"> • 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>Departmental Performance Report (DPR) Activities:</p> <ul style="list-style-type: none"> • Work with departments to improve reporting on horizontal initiatives relating to sustainable development, such as climate change. • Provide departments and agencies with guidelines to develop their fall DPR, including guidelines for reporting on their performance involving sustainable development strategies. • Assess DPRs annually based on reporting principles developed in consultation with departments, the Office of the Auditor General, parliamentarians, outside experts and others to gauge improvement and determine major areas requiring greater focus and direction. | <p>Appropriate guidelines will ensure departments provide accurate reporting on their plans involving sustainable development.</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>Director, Estimates Production, Expenditure Operations and Estimates Directorate <i>Completion date: each fall</i></p> <p>Senior Director, Horizontal Results Management, Results Based Management Directorate <i>Completion date: each spring</i></p> <p>Senior Director, Results Management Strategies, Results Based Management Directorate <i>Completion date: each spring</i></p> <p>Senior Director, Results Management Strategies, Results Based Management Directorate <i>Completion date: each fall</i></p> |

| Objectives | Activities | Expected Outcomes and Outputs | Accountabilities |
|--|---|---|---|
| | <p>Canada's Performance Activity:</p> <ul style="list-style-type: none"> • 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. | <p>Canada's Performance will provide an accurate report on the balance between economic, social and environmental goals in government activity.</p> | <p>Senior Director, Horizontal Results Management, Results Based Management Directorate <i>Completion date: each fall</i></p> |
| Goal 2 — Make progress on federal priorities related to sustainable development | | | |
| <p>Federal Contaminated Sites Accelerated Action Plan (FCSAAP) — managing and remediating federal contaminated sites</p> | <p>Contaminated Sites Activities:</p> <ul style="list-style-type: none"> • 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. • Administer funds for FCSAAP and monitor compliance with the <i>Treasury Board Contaminated Sites Management Policy</i> among federal departments. • Maintain and update the federal contaminated sites inventory. | <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 Contaminated Sites Management Policy</i> will be monitored to ensure that departments and agencies adhere to it.</p> <p>The Secretariat will keep the federal contaminated sites inventory up to date on an ongoing basis to ensure that Canadians have the latest information available.</p> | <p>Executive Director, Real Property and Materiel Policy Directorate <i>Completion date: March 31, 2008</i></p> <p><i>Completion date: ongoing</i></p> <p><i>Completion date: ongoing</i></p> |
| <p>Fleet management — reducing the environmental impact of the federal fleet</p> | <p>Fleet Activities:</p> <ul style="list-style-type: none"> • Update and consolidate the <i>Motor Vehicle Policy</i> and the <i>Executive Vehicle Policy</i> into a single policy to promote the use of climate-friendly vehicles and fuels in the federal fleet. • Meet with departmental fleet managers and periodically publish <i>Fleet Talks</i>, an on-line publication designed to provide information and best practices for responsible management of the federal fleet. | <p>The new consolidated policy will promote the use of climate-friendly vehicles and fuels in the federal fleet.</p> <p><i>Fleet Talks</i> will ensure that departmental fleet managers across government are aware of best practices.</p> | <p>Executive Director, Real Property and Materiel Policy Directorate <i>Completion date: December 2004</i></p> <p><i>Completion date: ongoing</i></p> |

| Objectives | Activities | Expected Outcomes and Outputs | Accountabilities |
|------------|--|--|---------------------------------|
| | <ul style="list-style-type: none"> 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. | Annual workshop will promulgate the consolidated policy and raise awareness of best practices. | <i>Completion date: ongoing</i> |
| | <ul style="list-style-type: none"> 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> |

Goal 3 — Make the Secretariat's operations more environmentally friendly

| | | | |
|---|--|---|---|
| Reducing Resource Consumption — developing and implementing a strategy to reduce resource consumption throughout Secretariat operations | <p>Consumption Reduction Activities:</p> <ul style="list-style-type: none"> Measure current consumption level of resources within the Secretariat. Using current levels of consumption to establish targets and measure progress, develop and implement a strategy to reduce resource consumption. Explore a system to track and increase the proportion of environmentally preferred products and services. | <p>Baseline measurement of consumption of resources will be developed.</p> <p>Strategy to reduce resource consumption will be in place.</p> <p>System to track and increase purchase of environmentally preferred products and services will be available.</p> | <p>Sustainable Development Champion (Assistant Secretary, Economic Sector) and Assistant Deputy Minister, Corporate Services Branch <i>Completion date: 2005</i></p> <p><i>Completion date: 2005</i></p> <p><i>Completion date: 2006</i></p> |
| Raising Awareness — encouraging individual employees to minimize the environmental impact of Secretariat operations | <p>Raising Awareness Activities:</p> <ul style="list-style-type: none"> Develop and implement a strategy to engage employees in making sustainable development a reality in the workplace. Increase the proportion of employees participating in the ongoing promotion of sustainable development principles in the workplace to 20 per cent. Increase the number of requests for materials on greening initiatives, policies and achievements by 30 per cent. Seek opportunities to help other departments encourage their employees to contribute to a more environmentally friendly environment in their workplaces. | <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 to encourage an environmentally friendly workplace.</p> | <p>Sustainable Development Champion (Assistant Secretary, Economic Sector) and Assistant Deputy Minister, Corporate Services Branch <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> |

