



Department of Justice  
Canada

Ministère de la Justice  
Canada

## SUSTAINABLE DEVELOPMENT STRATEGY 2007–2009

# Sustainable Development Change is in order



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# Message from the Minister

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**Vic Toews**  
**Minister of Justice and Attorney General of Canada**

I am pleased to present the fourth Sustainable Development Strategy of the Department of Justice. The Department has made substantial progress on the implementation of sustainable development within the organization, but we still have a long way to go to integrate it in everyday work.

The Department's new strategy is designed to support current government priorities and direction, particularly the recently introduced green procurement policy and the proposed new approach to protecting our environment and building a stronger, more secure Canada.

With this fourth strategy, we continue to build on our past efforts in implementing an effective and meaningful sustainable development strategy, and working with other federal institutions, taking advantage of their experiences and best practices. We are also integrating sustainable development principles and practices into our strategic and business planning to help ensure that government efforts related to sustainable development are followed and respected.

This strategy shows that the Department of Justice is very serious about its commitment to supporting a sustainable justice system, while contributing to the protection of Canada's environment, the improvement of its economy, and the strengthening of our social fabric, well into the future.

A handwritten signature in black ink, appearing to read 'Vic Toews'.

Vic Toews  
Minister of Justice and  
Attorney General of Canada

# Executive Summary

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## Snapshot of the past three years

In the past three years, the Department of Justice has dedicated more efforts to implementing sustainable development within the organization.

The effect of having a dedicated sustainable development champion at a senior management level, a dedicated sustainable development project unit, and strong support of volunteers from across the Department is evident in the accomplishments in implementing the Department's third Sustainable Development Strategy. These include increased awareness of sustainable development across the organization, recognition across the Department of the need to better integrate sustainable development principles and practices into key Justice activities and increased efforts by its employees and management to reduce the organization's impact on our physical environment. A number of communications tools have been developed to promote the implementation of sustainable development in the Department of Justice, including a major redesign of the sustainable development Web site. A series of focus groups in early 2005 helped to assess the level of awareness and knowledge and identify areas of the Department's business where sustainable development principles could be applied more rigorously.

The objective of integrating the consideration of sustainable development into the Department's business was pursued as a long-term goal, with a number of opportunities identified for future efforts to build sustainable development into working tools. The most significant step towards achieving this objective was a conference in January 2006 aimed at exploring the role of the Department of Justice in advancing sustainable development in the Government of Canada. A number of prominent guest speakers (including former Supreme Court judges, a former Member of Parliament, a former Canada's Ambassador for Environment, the Commissioner of Environment and Sustainable Development, and academics and representatives from provincial sustainable development organizations) spoke to over one hundred Justice lawyers and policy experts. As the Department of Justice provides legal services to the government and client departments and agencies, it is in a privileged position to offer, when appropriate, expert advice to those organizations on the potential legal implications of policy and program decisions on issues related to sustainable development. As a policy maker, the Department can incorporate sustainable development principles and practices into its policy and program work. Participants of the conference agreed on the value of exploring the Department's role in these areas and committed to engage in discussions to further develop these roles, given the appropriate senior management support and direction, and with a further clarified link of sustainable development to the work of the Department.

A management process has also been developed to ensure the Department's compliance with the 1999 Cabinet Directive on Strategic Environmental Assessments, giving the Department the capacity to conduct strategic environmental assessments on all its policy and program proposals. Compliance with the cabinet directive will be monitored, and any detailed assessments will become a matter of public record.

Efforts also continued over this period to reduce the Department's impact on the environment. Environmental protection awareness was a key component of the sustainable development awareness campaign. Adherence to National Accommodation Standards is being ensured, and ways are being explored to reduce the use of paper in the Department and energy consumption, and to divert more solid waste from landfills. The new government Green Procurement Policy is also being implemented across the Department.

### **Where do we go from here?**

In developing the fourth Sustainable Development Strategy, the Department's employees were consulted, the Department collaborated with other organizations to share best practices and issues in advancing sustainable development, and a number of prominent speakers were invited to speak about sustainable development issues, as they may relate to the work of the Department. The strategy also follows the recommendation of the Commissioner for Environment and Sustainable Development to focus on fewer, more practical commitments.

The Department will continue with its efforts to raise awareness and knowledge of sustainable development, with greater emphasis on linking it to the employees'

work, and implementing more measures to reduce the Department's impact on the environment. The 2007-2009 Strategy has three objectives, with primary focus on further developing the Department's capacity to support the provision of legal services related to sustainable development efforts at the government level and in greater integration of sustainable development principles and practices in its policy and program areas.

The Department's strategy is responsive to the government's integrated approach to implementing sustainable development, as outlined in the guidelines prepared by Environment Canada in consultation with most other departments (see Appendix 4). The strategy is also composed to support current government priorities and direction related to sustainable development, particularly the recently introduced Green Procurement Policy.

The fourth Sustainable Development Strategy will be implemented under the continuing leadership of a senior executive sustainable development champion and a dedicated sustainable development office in the Department, with support from a Sustainable Development Implementation Team. Sustainable development will be included in the Department's business plans and in the Reports on Plans and Priorities and the Departmental Performance Reports. A detailed plan will be crafted to monitor and report on the progress of the implementation of the Strategy. An assessment of the progress in implementing the Strategy will be conducted mid-way through the implementation period. A survey will also be done to formally gauge the level of awareness and knowledge of sustainable development principles among employees and to establish benchmarks to measure any increase in the awareness and knowledge.

The survey will also assist in identifying learning tools and mechanisms to increase knowledge and in developing processes for employees to integrate sustainable development principles and practices into their daily work.

One of the key targets during the next three years will be to identify activities and programs in the Department's operations that may already be linked to sustainable development and may provide potential for strengthening the contribution of the Department of Justice to implementing sustainable development. Case studies and best practices will be documented and used in the efforts to increase the Department's contribution. This will accomplish a number of goals: it will help educate employees about how the work of this Department is linked to sustainable development; it will lead the Department to identify other areas where its contribution can be increased in a meaningful way; it will encourage employees in identifying and pursuing efforts where they can make a significant difference; and it will help to define more specific targets and associated performance measures for the Department's goals, so that clearer and more obvious progress can be demonstrated in advancing sustainable development.

Finally, the Department of Justice will continue to partner with external organizations in the government and the private sector, and with international organizations, to learn and share best practices and to seek ways to apply sustainable development in its operations more practically and in consideration of its partners' and clients' priorities and agendas. The Department of Justice is actively represented in a number of government networks and working groups, dedicated to promoting sustainable development, and will continue to enhance its active role in this area.

# 1. Sustainable Development in the Department of Justice

The Department of Justice is one of 28 federal government departments and agencies that are required to prepare and table sustainable development strategies in Parliament every three years.

The commonly accepted definition of sustainable development, established by the Brundtland World Commission on Environment and Development in 1987, describes it as follows:

**“Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs.”**  
The Brundtland Report, 1987



This definition was expanded with the 1995 amendments to the *Auditor General Act*, which first made it a requirement for the Canadian government to address sustainable development. The Act describes sustainable development as:

The Act states that: “continually evolving concept based on the integration of social, economic and environmental concerns, and 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.”

*Auditor General Act, section 21.1*



Although the Department's efforts continue to build on this commonly accepted definition of sustainable development, the Department will strive to refine the definition to make sustainable development more relevant to its work and mandate.

## 1.1 Mission and Mandate of the Department of Justice

The Department's Mission is to:

- support the Minister of Justice in working to ensure that Canada is a just and law-abiding society with an accessible, efficient and fair system of justice;
- provide high-quality legal services and counsel to the government and to client departments and agencies; and
- promote respect for rights and freedoms, the law and the Constitution.

The Department's responsibilities reflect the dual role of the Minister of Justice, who is also the Attorney General of Canada: in general, while the Minister of Justice is concerned with questions of policy and their relation to the justice system, the Attorney General is the chief law officer of the Crown.<sup>1</sup>

The Minister of Justice oversees all matters relating to the administration of justice that fall within the federal domain, including policy on criminal law, family law, Aboriginal justice, youth justice, human rights, privacy, access to information, and official languages.<sup>2</sup> The Minister is also the government's legal advisor and must see that its business is conducted in accordance with the law.

The Attorney General advises federal departments and agencies on matters of law, including the provision of law-drafting services; regulates and conducts all litigation for the Crown or any federal department or agency; and defends the government when litigation is brought against it. The Attorney General is also the ultimate authority for prosecuting violations of federal law other than the *Criminal Code* in the provinces and for prosecuting all federal offences (including *Criminal Code* violations) in the territories.

In supporting the Minister in these roles, the Department of Justice contributes to the government's broader goals, both by developing and implementing programs and by providing legal services: the Department provides legal services to about 50 federal departments, agencies and Crown corporations, supporting virtually every federal policy priority. Through the policies and programs it develops and the advice it provides, the Department contributes to key national goals such as protecting Canadians' safety and security and promoting Canadian interests and values on the world stage.

## 1.2 Key Issues Related to Sustainable Development

The Department of Justice can contribute to the achievement of the government's goals in support of the social and economic pillars of sustainable development primarily through its policy and program activities.

Justice also has a role in supporting all three pillars of sustainable development (see "Sustainable Development Pillars in Justice", section 1.5) through the provision of legal services to the government and client departments and agencies.

<sup>1</sup> The responsibilities of the Minister and the Attorney General are set out in the *Department of Justice Act*. The Minister/Attorney General is responsible in whole or in part for this act and 47 other acts of Parliament.

<sup>2</sup> The remaining administration-of-justice responsibilities – policing, corrections and conditional release – are the responsibility of other departments/agencies, such as the Department of Public Safety and Emergency Preparedness.

The Department continues to operate in an increasingly complex legal and policy setting. One of the major challenges facing Justice is how to sustain the legal services it provides to the Government of Canada with existing resources in the face of a rapidly increasing workload. A sustainable funding regime for legal services is being pursued to ensure that the Department continues to meet its mandate of providing high-quality services to the Government. With the work increasing not only in numbers but also in complexity, the Department will focus on ensuring that its legal counsel receive the proper support and continue to integrate legal risk management practices into their work, when appropriate.

The Department faces increasingly complex and sensitive legal issues associated with the emerging technologies, DNA/genetic research, the protection of our environment, society and sustainable economy, continuing safety and security concerns, and the rights of different groups in Canadian society and of future generations.

The Department remains committed to supporting safer communities and society, while protecting the rights and privacy of individuals, which supports the social pillar of sustainable development. With the same intent, it will continue to concentrate its efforts in a number of specific areas, including organized crime, child victimization, youth justice, Aboriginal justice, and issues affecting families in modern society.

### **1.3 The Department's Vision for Sustainable Development**

The Department's long-term vision for the next three years has been expanded and elaborated to address the role Justice can play in supporting the implementation of sustainable development in the Government of Canada:

**The Department of Justice strives to ensure that Canada has an accessible, fair and effective system of justice that reflects Canadian values, through the development and management of policies and programs with embedded sustainable development principles and practices. The Department also supports the Government with effective and responsible legal advice and services that consider sustainable development principles, where appropriate.**

This vision statement reflects the core targeted strategic outcomes of the Department and will guide the organization in its efforts to pursue its priorities and objectives by applying a sustainable development lens to its activities more rigorously, where it is appropriate.

## 1.4 Translating the Vision into Results

The Department has learned during the implementation of its previous strategies that the path from vision to successful results contains many challenges.

The most critical challenge is to further develop Justice's capacity to support the provision of legal services that can assist in advancing the government's sustainable development agenda for the benefit of the Department's government clients, as well as the Canadian public through the Department's services. The improved capacity to provide such services will allow for more concrete and measurable benefits related to the Department's long-term sustainable development objectives.

### Legal services to client departments

The Department of Justice provides a full range of legal services to the Government of Canada. In providing these services, Justice lawyers may be called upon, on occasion, to advise on legal and policy issues that involve sustainable development. By providing expert advice on the legal implications of policy and program decisions, Justice lawyers can, when appropriate, make a significant contribution to the achievement of the government's sustainable development objectives. In order to support Justice counsel in this role, further training and tools on the application and implications of sustainable development will be provided.

### Legislative services

The Department's Legislative Services Branch drafts, examines and revises government bills and regulations, including amendments to existing acts and regulations. In this capacity, it works with departments and agencies responsible for bills and regulations to

achieve government's policy goals. The Branch is therefore well placed to draw attention, as appropriate, to laws, government policies and international obligations that relate to the broader societal goals of sustainable development. The achievement of these goals will be enhanced through discussions with client departments and agencies and through training and other capacity-building measures focused on areas where sustainable development considerations are of particular relevance in drafting bills and regulations.

### Policy development and advice

The Department's Policy Sector plays an important role in examining and developing current and future policies, notably in those areas for which the Department has principal responsibility, including Criminal Law, Family Law, the International Legal Program, and public law. In this capacity, the Department can contribute to more sustainable, long-term and responsive policy decisions in Canada, and be more proactive in identifying sustainable development components that will require the Department's involvement and expertise in regard to upcoming issues, such as environmental degradation, violations of human rights, national and community safety and security, emerging technologies, and economic trends.

### Program development and implementation

The Department of Justice conceives, develops, and implements a number of funding programs and initiatives to help achieve its objective of promoting a fair, relevant and accessible justice system. Programs and strategies, such as Youth Justice, Family, the Child-centred Family Justice Strategy and the Aboriginal Justice Strategy provide financial support to governmental and non-governmental organizations and community members for projects and activities aimed at improving the justice system. The

Department also supports the delivery of certain services by the provinces and territories (e.g., Legal Aid, Youth Justice Services, the Aboriginal Courtworker Program). Many of these funding programs contribute to a more sustainable justice system by, for example, supporting direct community and citizen involvement in justice issues and efforts to promote the vitality of official-language minority communities. The Department can help raise awareness of sustainable practices among Canadians and government policy decision-makers by making more explicit the links between its programs and advancing sustainable development.

### **1.5 Sustainable Development Pillars in Justice**

General discussion of sustainable development continues to stress the need to consider and integrate all three recognized pillars: environmental, social and economic pillars.

The Commissioner of Environment and Sustainable Development has observed in several recent reports that government efforts to address sustainable development challenges still focus largely on protecting our physical environment. This is a key concern, which will continue to receive much attention across the government. However, efforts must be made to broaden the focus to fully consider all three pillars as the government looks at its policies, legislation, programs and services through a sustainable development lens.

The Department of Justice's long-term goal, building on the accomplishments in implementing sustainable development, will be to take all three pillars into account in its ongoing operations. In the shorter-term, the Department will focus on enhancing consideration of sustainable development principles and practices in its legal operations, but will integrate all three pillars of sustainable development in its policy and program work. This will be achieved by: increasing activities to raise awareness and knowledge of sustainable development principles; developing tools and training materials to increase employees' understanding of the basic concept; and identifying and documenting case studies and best practices, which may be improved or initiated to advance sustainable development within the organization. During the implementation of the last strategy, it was found that there are already many best practices in the Department that contribute directly or indirectly to the advancement of sustainable development. These practices will continue to be analyzed, promoted and improved to demonstrate the Department's commitment to sustainable development goals both governmental and global, as well as to encourage Justice employees in these and in other efforts. These key activities will help employees better understand the concept and principles of sustainable development and how these relate to their work. Some of the activities already documented as best practices of sustainable development, are described in Appendix 3.

## 1.6 Sustainable Development and the Department’s Business Plans

The Department of Justice’s current and future efforts to implement sustainable development will be linked more closely to its longer-term plans and priorities, and within the business-planning process.

## 1.7 Alignment with Federal Government Priorities and Approach to Future Sustainable Development Strategies

The Department of Justice’s fourth Sustainable Development Strategy also complies with the government guidelines provided for this round of sustainable development strategies to ensure a consistent approach among federal government organizations (see Appendix 4). The six federal government long-term goals, outlined in the guidance, will be supported to the full extent possible, given the Department’s mandate, through inclusion of sustainable development principles when appropriate in providing legal services, through its policy and program activities, and through the greening of Justice’s operations.



### Sustainable Development links to Departmental Business Planning

#### Strategic Outcome

A fair, relevant and accessible justice system that reflects Canadian values

A federal government that is supported by effective and responsive legal services

#### Sustainable Development Component

Responsible development of programs and policies to advance sustainable development in government programs in support of a sustainable justice system and sustainable communities

The Department provides legal services that support client departments and agencies in incorporating sustainable development in their initiatives, when appropriate

## 2. Summary of Results from the 2004-2006 Sustainable Development Strategy

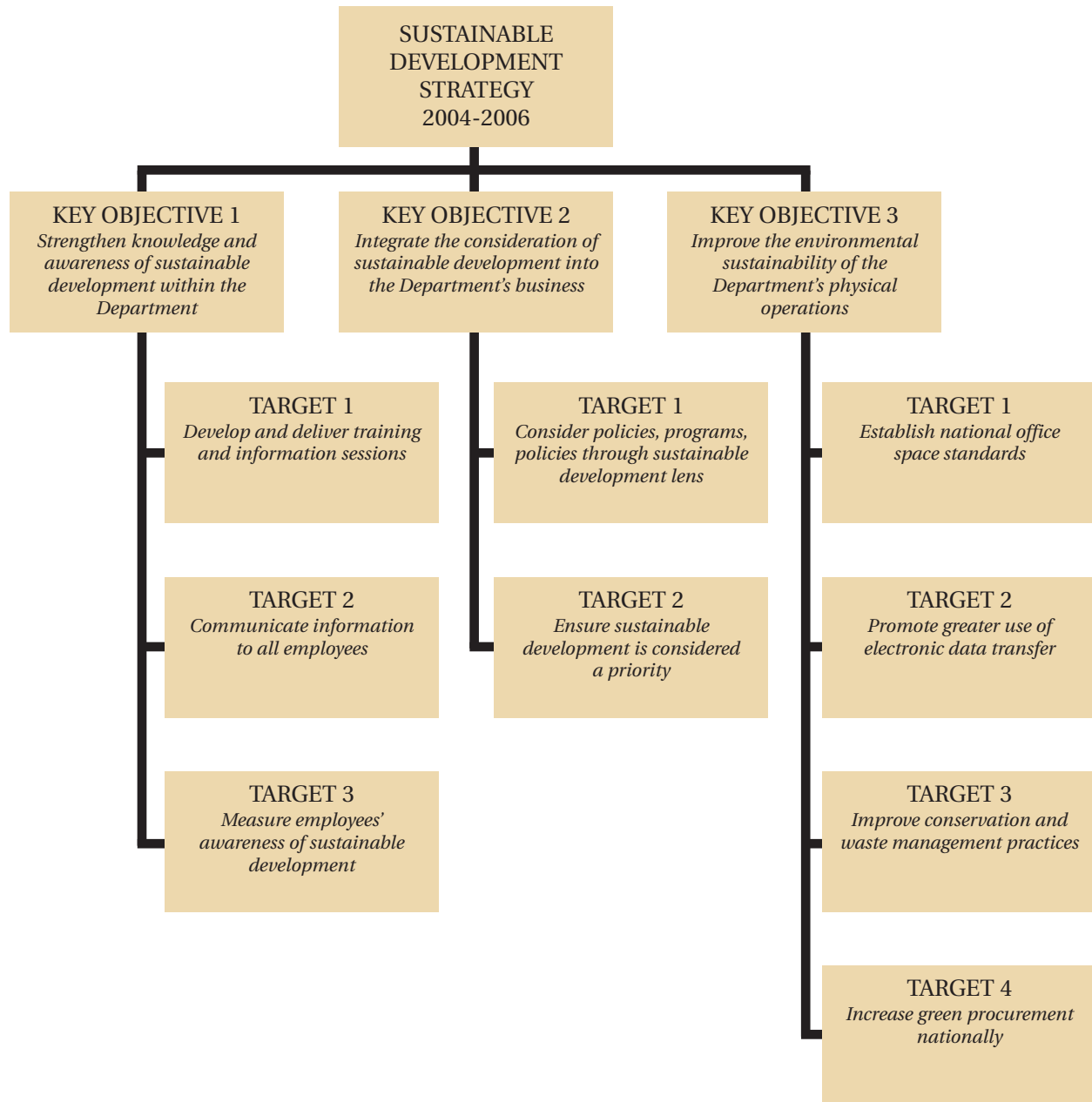
The Department's 2004-2006 Strategy contained three key objectives, encompassing nine key targets, the implementation of which was supported by some 42 activities.

A detailed and comprehensive implementation plan was developed to map out the activities and tasks in support of the key objectives and targets and to monitor and report on progress in meeting objectives. Detailed results achieved under each of the key activities are described in Appendix 1.

To summarize the accomplishments, the Department has successfully implemented the *first objective* of strengthening knowledge and awareness of sustainable development within the Department. This objective will now form a part of ongoing departmental operations. The *second objective* to integrate the consideration of sustainable development into the Department's business represented a greater challenge and has been identified as the key focus for the Department during the implementation period of the 2007-2009 strategy. The Department moved forward on this objective during 2004-2006, with particular efforts to define its role in advancing sustainable development in the Government of Canada. The *third objective* to improve the environmental sustainability of physical operations is well entrenched, but will require focus and intense effort to develop more specific targets and commitments and clearer action plans to achieve these objectives during the next three years, and beyond. A particular

focus will be on reducing the Department's paper consumption and implementing the Green Procurement Policy. All nine key targets in the strategy were addressed with a varying degree of success, and 30 of the 42 activities were either fully or mostly completed, with others either being superseded by new government direction, or not completed. Most of the activities were monitored throughout the implementation period of the last strategy. A number of them have been integrated into the 2007-2009 strategy, either to continue efforts that were deemed successful, or to enhance and improve future efforts to achieve greater success by the end of the implementation period of the new strategy.





### **Objective 1: Strengthen knowledge and awareness of sustainable development within the Department**

The first objective consisted of three key targets, which were supported by eight key activities.

Two of the targets were fully met, with all activities achieved, either fully or partially.

The Department met most of the targets in its first objective through a variety of activities across the organization.

The sustainable development team conducted nine focus groups across the Department in late 2004 and early 2005 with approximately 100 employees from most sectors of the organization. The aim of these focus groups was to test awareness and knowledge of sustainable development, to

identify best practices in the Department of Justice that might be used to promote sustainable development across the organization, and to seek recommendations and suggestions from employees on improving the Department's performance in this regard. About 40 recommendations were made by the participants, some of which form part of the fourth strategy. One of the key recommendations from this exercise resulted in a departmental sustainable development conference, which is addressed under the second objective.

Several communications tools were developed, such as posters, brochure and fact sheets, which were used at various events to promote the implementation of sustainable development in the Department of Justice. Regular communication with all staff included frequent sustainable development tips and related articles in JustInfo, the Department's weekly electronic newsletter.

The sustainable development project team also displayed a kiosk at six major departmental conferences, attended by over 1,000 of the Department's 5,000 employees, with the aim to further raise the awareness and knowledge of sustainable development. These events included a sustainable development conference, which was attended by a group of over 100 legal counsel and policy experts. Participants at four of the events were surveyed and their responses analyzed to measure the level of awareness and knowledge of sustainable development, as well as to solicit ideas and suggestions for improved implementation of sustainable development in the Department.

In addition, the project team organized successful and well-attended annual Earth and Clean Air Days and Environment Weeks, linking these events to the implementation of sustainable development

in the Department of Justice. Awareness was also raised through presentations by several prominent guest speakers from the Canadian and international sustainable development and legal communities, who shared their expertise and views on numerous related issues and topics. These presentations serve to educate staff and assist them in adapting their work processes to incorporate sustainable development principles and practices.

The awareness campaign included promotion and development of a management process to ensure the Department's compliance with the 1999 Cabinet Directive on conducting Strategic Environmental Assessments on all policy, program and planning proposals.

The sustainable development project team has also completely redesigned its intranet site, which was focus-tested and has been well received by staff from all areas of the Department. The site contains a wealth of information and links to resources that can be used by all employees in their legal, policy and administrative work.

Incorporation of sustainable development modules into existing departmental training activities was explored and a number of courses were identified, which will be modified during the implementation of this strategy to include reference to sustainable development.

## **Objective 2: Integrate the consideration of sustainable development into the Department's business**

The second objective included two key targets, supported by 19 key activities. Twelve of these activities were completed, while the others were addressed but not completed. This objective was the most challenging of the



2004-2006 strategy, and it will form a focal point for the 2007-2009 Sustainable Development Strategy. The Department has made considerable progress on this objective, but has more work to do to fully integrate sustainable development principles and practices into ongoing operations, particularly in the area of legal services and policy work.

This is a long-term objective, which will ultimately result in better knowledge of how sustainable development principles and practices are being implemented throughout the Department's ongoing operations. The objective is challenging; its results will not be easy to measure. One major step towards its achievement in the past three years was the hosting of a conference in January 2006 aimed at exploring the role of the Department of Justice in advancing sustainable development in the Government of Canada. A number of prominent guest speakers (including former Supreme Court judges, Canada's former Ambassador for Environment, academics and representatives of provincial sustainable development organizations, and the Commissioner of Environment and Sustainable Development) spoke to over 100 departmental lawyers and policy experts to engage them in reviewing the Department's special role in the government. Through the provision of legal services to the government and client departments and agencies, the Department of Justice is well-placed to support the sustainable development initiatives of other federal government departments and agencies, as well as taking sustainable development into consideration in developing its own policies.

Participants of the conference agreed on the Department's role in supporting sustainable development and committed to engage in further discussions in developing this role. The Department now has a dedicated

sustainable development champion at a senior executive level, as well as a structure to implement the sustainable development strategies, and both a project team and an implementation team. As a result, implementation of sustainable development practices within the Department is now receiving more focused attention and is also being considered in the development of the business plans; it is included in the annual Reports on Plans and Priorities and the Departmental Performance Reports, both of which are tabled in Parliament.

An internal process and training materials have been developed for the responsible employees to engage in and ensure the Department's compliance with the 1999 Cabinet Directive on Strategic Environmental Assessments to build the capacity to conduct strategic environmental assessments on the Department's policy and program proposals.

Discussions over the past three years led to the identification of a number of best practices in the Department. These are being promoted (in presentations to various organizational units and on the sustainable development Web site) to encourage staff to identify further ways to incorporate sustainable development principles and practices into their work.

### **Objective 3: Improve the environmental sustainability of the Department's physical operations**

The third objective included four key targets, supported by 15 activities. Eleven of these activities were worked on during the implementation period, with all but two of the objectives being met. The others have either been modified or have been overtaken by government-wide efforts, such as the implementation of the national

accommodation standards and the Green Procurement Policy.

Considerable attention and efforts were dedicated to the environmental concerns. Efforts to reduce the Department's impact on the environment are easier to implement and monitor. Most employees are aware of the negative effects of environmental degradation and climate change at work, at home, and in their communities. The majority of them have already adopted "conservation" practices and continue to improve their activities to protect the environment. Environmental protection awareness was a key component of the sustainable development awareness and knowledge campaign, described under the first objective. Building on these increased efforts, the Department can and will do more during the next three years to reduce its impact on the environment.

As part of the Department's commitment to sustainable development, National Accommodation Standards are now being rigorously applied in all organizational units. The Department of Justice is considered a leader in Canada's legal community for using less office space than most private sector firms and allocating space based on organizational function, not simply by seniority or the job level of employees. The appropriate employees are being trained to educate employees and to monitor compliance with these standards.

The Department continues to encourage greater use of electronic documentation in processing legal cases, which will substantially reduce paper consumption. Use of double-sided printing and photocopying is increasing and is expected to considerably lower paper use, which will be monitored during the implementation of the 2007-2009 Strategy.

Despite its status as a tenant, which limits some of the conservation efforts, the Department has benefited from a recent audit of its largest Headquarters buildings, showing a reduction in energy consumption. Additional measures are planned to conserve energy. The resulting energy savings will be measured periodically to identify areas of possible improvements.

The Department is reusing furniture and other assets more, and is taking steps to increase green procurement and green stock in all offices. This includes training its purchasing agents and other staff on the government's new Green Procurement Policy. A system has been developed to monitor the success in meeting specific green procurement targets, which will be established and monitored in future years.

Increasing amounts of solid waste are being diverted from landfills by reusing materials (for example, printer and photocopier cartridges), encouraging employees to use recyclable materials.



# 3. Sustainable Development Focus for 2007-2009 and Beyond

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**In developing its fourth Sustainable Development Strategy, the Department of Justice has incorporated lessons learned from its previous strategies.**

The focus will be on more concrete, measurable and specific results from efforts and activities that support the implementation of sustainable development, which will also help the Department to establish clearer accountability for specific targets. The Department consulted its staff, collaborated with other departments and agencies to share best practices and discuss issues in advancing sustainable development, learned from the prominent guest speakers on sustainable development issues, and responded to the recommendation of the Commissioner of Environment and Sustainable Development to focus on fewer, but more practical commitments to make the Justice contribution to sustainable development more valuable and concrete. Campaign to raise awareness and knowledge of all aspects of sustainable development will continue and more measures will be implemented to reduce the Department's own impact on the environment.

*The true focus of this strategy will be to further develop the capacity of the Department of Justice to support the provision of legal services related to sustainable development in the Government of Canada, to promote many of the core activities that already contribute to the advancement of sustainable development, and to find ways to enhance the consideration of sustainable development principles and practices in the Department's other core activities.*

The Department has three key objectives for the next three years:

**Objective 1: Further develop the capacity of the Department to support the provision of legal services related to sustainable development**

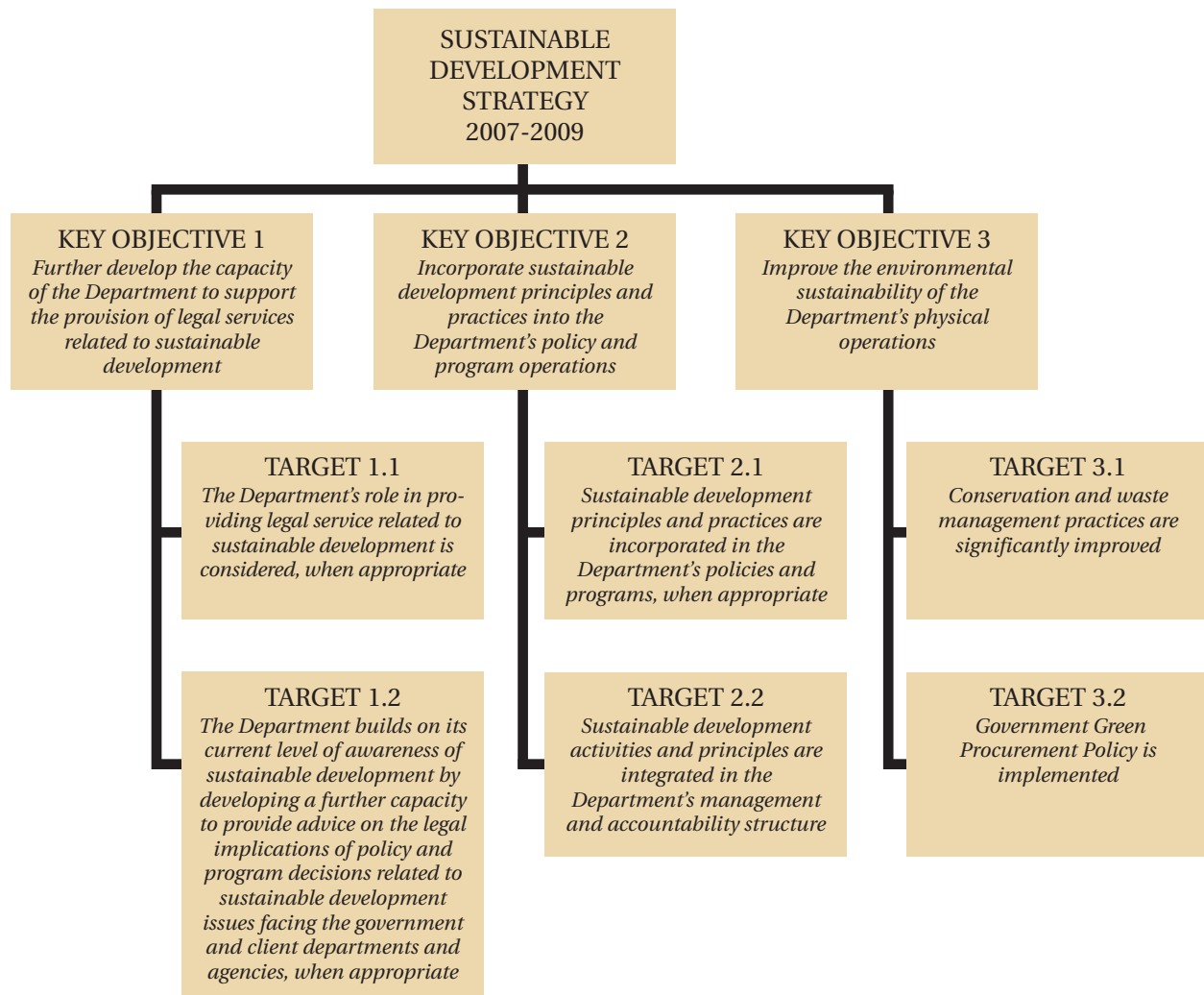
*Target 1.1: The Department's role in providing legal services related to sustainable development is considered, when appropriate*

**Target 1.2:** *The Department builds on its current level of awareness of sustainable development by developing a further capacity to provide advice on the legal implications of policy and program decisions related to sustainable development issues facing the government and client departments and agencies, when appropriate*

**Objective 2:** *Incorporate sustainable development principles and practices into the Department's policy and program operations*

**Target 2.1:** *Sustainable development principles and practices are incorporated in the Department's policies and programs, when appropriate*

**Target 2.2:** *Sustainable development activities and principles are integrated in the Department's management and accountability structure*



### **Objective 3: Improve the environmental sustainability of the Department's physical operations**

*Target 3.1: Conservation and waste management practices are significantly improved*

*Target 3.2: Government Green Procurement Policy is implemented*

#### **Implementation**

The Department will implement its fourth Sustainable Development Strategy under the leadership of a senior executive sustainable development champion and a dedicated sustainable development team in the Department. Support will continue to be solicited from the departmental sustainable development implementation team, which is well established and includes representatives from the majority of sectors, including several regional offices.

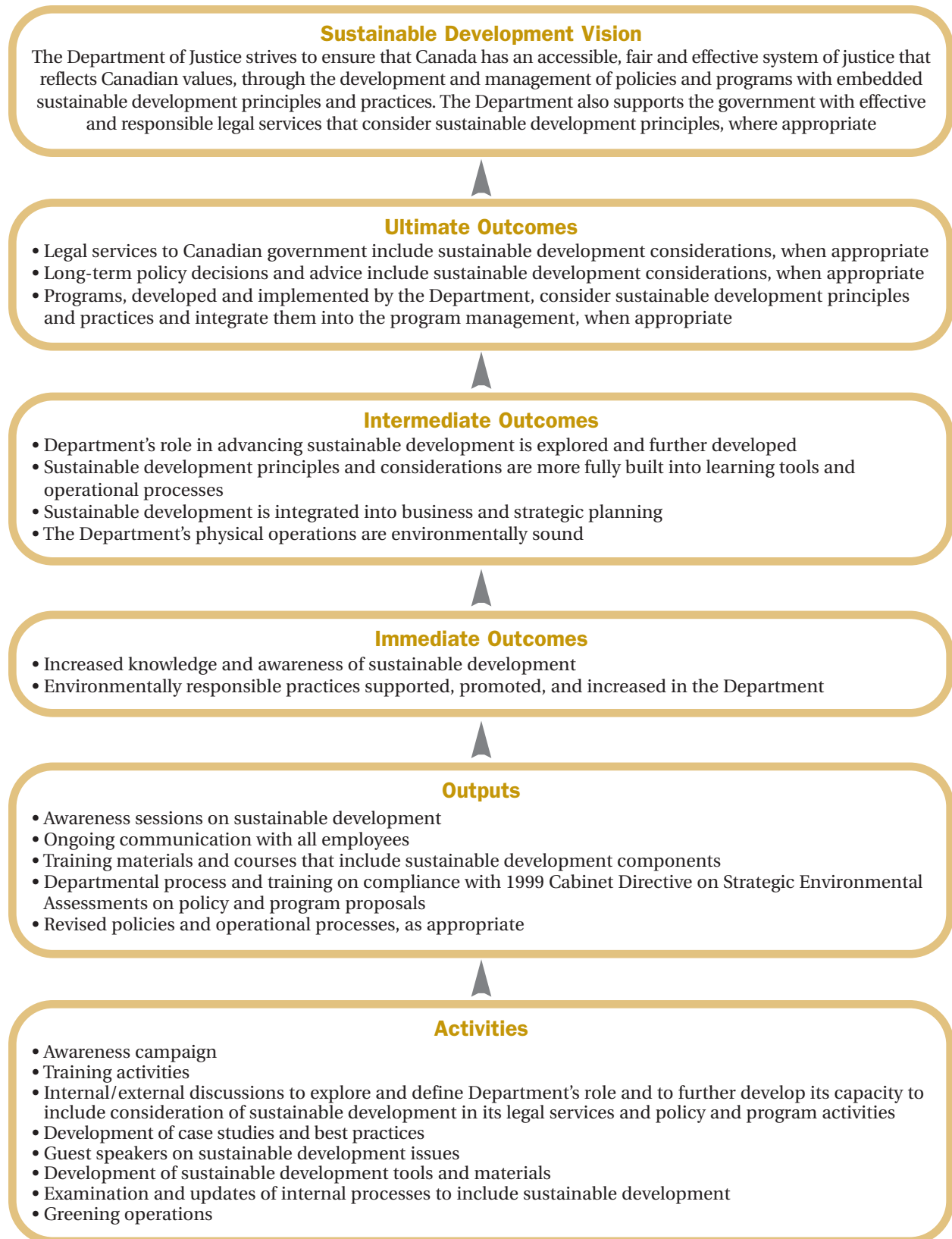
Support and direction from the Department's senior managers will be the key in addressing and meeting the Strategy's objectives. In order to enhance the role of the Department of Justice in providing legal services and developing policies that support sustainable development, a clear commitment and direction will be needed from the highest levels of management to engage the Department's staff in additional efforts to support sustainable development in their work. This will be supported by the recently incorporated sustainable development commitments in the senior managers' accountability agreements.

A detailed implementation plan will be developed to monitor and report on the progress of the implementation of the fourth Sustainable Development Strategy. An assessment will be conducted mid-way through the implementation period to assess the accomplishments and to identify any issues or need for changes in implementing sustainable development in the Department.

In addition, a survey will be conducted in the Department to determine the level of awareness and knowledge of sustainable development principles among employees and to establish benchmarks to measure an increase in awareness and knowledge over time. The survey will also help identify learning tools and mechanisms to raise knowledge and to develop processes to help employees to better integrate these principles and practices into their daily work.

The Department will continue to partner with other government, private sector, and international organizations to learn, share best practices and seek ways to apply sustainable development in its operations more practically and in consideration of its partners' and clients' priorities and agendas. The Department of Justice is actively represented in a number of government networks and working groups (as specified in Appendix 1), dedicated to promoting sustainable development, and will continue to enhance its active role in this area.

### 3.1 Results Chain for Sustainable Development in the Department of Justice



### 3.2 Key Sustainable Development Objectives and Targets

This section provides an overview of the Department's three objectives for the 2007-2009 strategy. A further breakdown and details on the planned key targets and activities to achieve the objectives, along with a list of performance indicators, are provided in Appendix 2.

#### **Objective 1: Further develop the capacity of the Department to support the provision of legal services related to sustainable development**

This objective was identified as a key consideration for the Department of Justice at the January 2006 Sustainable Development Conference. Participants and guests at the conference agreed that this Department, with its unique role in the government, could do more to support the advancement of sustainable development. The Department needs to provide guidelines, tools and management support to its staff and engage them in greater consideration of sustainable development in their work.

In order to meet this objective, the Department will first study and explore where in its operations it may be relevant to apply more rigorously sustainable development principles and practices. Case studies and best practices will be identified and documented to demonstrate clear connections between the Department's work and the application of sustainable development. Once clear connections are made to the various operational areas, opportunities for greater integration of sustainable development elements in existing processes will be identified, and the development of new processes that may support more inclusion

of sustainable development in the Department's work. At the same time, Justice will further consider its role in providing legal services that include sustainable development considerations, when appropriate, with client departments and agencies. Any new expertise required to provide such additional advice will be developed within the Department.

***Target 1.1: The Department's role in providing legal services related to sustainable development is considered, when appropriate***

The Department will further consider its role in providing legal services to its clients on the legal implications of their policy decisions, as they may relate to sustainable development issues, through discussions with client departments and agencies.

***Target 1.2: The Department builds on its current level of awareness of sustainable development by developing a further capacity to provide advice on the legal implications of policy and program decisions related to sustainable development issues facing the government and client departments and agencies, when appropriate***

The Department will intensify its research and examination of sustainable development principles and current issues. This will be done through research of best practices within the Government of Canada, within Canada, and on the international level. Internal networks, practice groups and ongoing consultations will be set up within the Department and with experts from outside. Sectors that may be responsible for addressing specific issues will be identified and guidelines and tools will be developed to help employees incorporate sustainable development to a greater extent into their work with their client organizations. The

development of case studies and best practices from within and outside the Department will provide clear examples of how sustainable development principles can be applied more rigorously in the provision of legal services. Development and delivery of training courses and materials to the appropriate staff will build additional sustainable development expertise in the Department.

### **Objective 2: Incorporate sustainable development principles and practices into the Department's policy and program operations**

Further attention to sustainable development elements in the work of the Department's policy sector will be somewhat easier than in its legal operations, as many policy areas (such as restorative justice, the Aboriginal Justice Strategy) are already linked to sustainable development practices. During 2007-2009, the Department will consult internally and externally to identify other areas where sustainable development principles can and should be applied. Guidelines and tools will be developed to help employees integrate sustainable development into their ongoing work activities to a greater extent, including guidelines and tools to ensure compliance with the Cabinet Directive on conducting strategic environmental assessments on all policy and program proposals. The policy area will also be examined for future capacity to conduct more forward-looking policy research and analysis on justice-related sustainable development issues.

***Target 2.1: Sustainable development principles and practices are incorporated in the Department's policies and programs, when appropriate***

The Department is already applying sustainable development to its policy and program activities, without consciously applying this lens to its efforts. The development of case studies and best practices from within and outside the Department will provide clear examples of how sustainable development principles can be applied more rigorously in the policy and program activities.

Guidelines and tools will be developed to help employees incorporate sustainable development to a greater extent into their work. Examples of some of the practices, already identified as being linked to sustainable development, are provided in Appendix 3. Development and delivery of training courses and materials related to practising sustainable development will provide additional tools and guidance to staff to apply sustainable development in their daily work.

***Target 2.2: Sustainable development activities and principles are integrated in the Department's management and accountability structure***

Implementation of sustainable development within the Department of Justice involves ensuring that the principles are embedded in the Department's management systems; that all activities in support of the Department's key strategic outcomes are ultimately reviewed using a sustainable development lens; that sustainable development becomes an integral part of all of the Department's business planning and reporting processes; and that commitments to achieving sustainable development targets are clearly defined and monitored in the managers' accountability agreements. This target will be achieved through development of specific sustainable development targets, which will in turn be included in the Department's business planning process and in the managers' performance agreements.



### **Objective 3: Improve the environmental sustainability of the Department's operations**

Work to minimize the Department's impact on the physical environment will continue, with more resources and efforts invested to meet this objective and with increased regular communication with all employees to raise awareness of best practices and of the consequences of their behaviour, both positive and negative. The Department will make further progress in reducing its energy costs and paper consumption, improving internal environmental practices, applying government-wide policies and regulations, and encouraging innovation in its operations to reduce the impact on the environment.

#### ***Target 3.1: Conservation and waste-management practices are significantly improved***

The Department will continue to pursue most of the activities worked on throughout the implementation of the third sustainable development strategy, with greater emphasis on specific conservation and waste management activities that will be measured and reported on a regular basis. More intensive and targeted communications are planned to raise employee awareness and monitor the impacts of good sustainable development practices. The Department will continue to apply the national accommodations standards to increase the efficiency of its operations, reduce consumption of solid goods, maximize its recycling practices and focus on building a technology infrastructure that will both increase the efficiency of operations and better preserve the environment.

#### ***Target 3.2: Government Green Procurement Policy is implemented***

During the next three years, the Department will focus on implementing the Green Procurement Policy by establishing clear and specific targets for which the appropriate managers will be accountable and collecting information to allow for regular reporting on the progress against these targets. Information technology changes have been made to allow for tracking of the green procurement activity and to monitor the efficiency and effectiveness of the application of the government policy in the Department.



# Appendix 1:

## Results Achieved Under the 2004-2006 Sustainable Development Strategy

### Objective 1: Strengthen knowledge and awareness of sustainable development within the Department

TARGET	RESULTS ACHIEVED
<p>Target 1.1: Develop and deliver training and information sessions on sustainable development issues</p>	
<p>Increase awareness and knowledge of sustainable development among the Department's managers.</p>	<ul style="list-style-type: none"> <li>• Mostly met.</li> <li>• Communications have been ongoing through departmental publications, presentations to management, and presence at large departmental conferences.</li> <li>• Awareness has been gauged by questionnaires following presentations and events (over 50% of 130 staff and managers, who responded to the questionnaires, showed low awareness of sustainable development and could not relate to the Department's role in advancing sustainable development in the Government of Canada beyond activities directly related to the environment).</li> </ul>
<p>Prepare and deliver training on 1999 Cabinet Directive on the Strategic Environmental Assessments (SEA) in policy, plan, and program proposals.</p>	<ul style="list-style-type: none"> <li>• Mostly met.</li> <li>• Training was offered to affected practice groups.</li> <li>• A reference to SEA is now included in drafting instructions for Memoranda to Cabinet (MC) and Treasury Board (TB) submissions and SEA are considered in the preparation of every MC and TB submission.</li> <li>• A number of other departments were consulted on their management processes.</li> <li>• Internal process and guidelines were developed to conduct Strategic Environmental Assessments.</li> <li>• A pilot process was conducted on a number of Memoranda to Cabinet to demonstrate the application of the directive.</li> </ul>
<p>Identify and organize training and information sessions on sustainable development issues.</p>	<ul style="list-style-type: none"> <li>• Met.</li> <li>• Information sessions, workshops, sustainable development kiosks and presentations have been held in all sectors of the Department.</li> <li>• Prominent guest speakers have addressed sustainable development issues (five presentations in 2005 and five in 2006).</li> <li>• Approximately 1000 employees engaged in interactive sessions on sustainable development, as it relates to the work of the Department of Justice with the goal of increasing knowledge of sustainable development-related issues.</li> <li>• Feedback from participants confirmed that staff are interested in engaging in efforts to implement sustainable development with appropriate senior management support and encouragement.</li> </ul>

<b>TARGET</b>	<b>RESULTS ACHIEVED</b>
<b>Target 1.1: Develop and deliver training and information sessions on sustainable development issues</b>	
Add sustainable development component to existing departmental training courses.	<ul style="list-style-type: none"> <li>• Mostly met.</li> <li>• Ten learning events (guest speakers, presentations) were organized to raise awareness and knowledge of sustainable development, including the Sustainable Development conference in January 2006</li> <li>• Efforts were made to identify departmental training that could contain sustainable development components; no elements of sustainable development have been included in any formal training materials or courses.</li> </ul>
<b>Target 1.2 Communicate information on sustainable development issues to all employees</b>	
Communicate information on sustainable development to all staff.	<ul style="list-style-type: none"> <li>• Met.</li> <li>• Information on sustainable development was communicated to staff regularly through the online weekly departmental newsletter, a sophisticated internal Web site, a well-established information kiosk, presentations, and workshops on sustainable development.</li> </ul>
Develop and maintain a sustainable development Web site.	<ul style="list-style-type: none"> <li>• Met.</li> <li>• A comprehensive sustainable development Web site has been developed and is updated frequently with relevant information.</li> <li>• Web site hits average between 1000 and 2000 per month.</li> <li>• The Web site was focus-tested within four key areas of the Department; focus-test results confirmed the interest and need for sustainable development information, particularly work-related information.</li> </ul>
<b>Target 1.3: Measure employees' awareness of sustainable development issues and related departmental initiatives</b>	
Establish a baseline to measure success in increasing awareness and knowledge of sustainable development among staff.	<ul style="list-style-type: none"> <li>• Mostly met.</li> <li>• A short on-line survey was developed and conducted to gauge awareness and knowledge among employees; questionnaires on awareness, knowledge, and interest in engaging in sustainable development efforts were also distributed to approximately 600 participants at four large conferences.</li> <li>• The surveys confirmed that over 50% of Justice employees have a low understanding of the principles of sustainable development, beyond the protection of environment; the results reveal a need for increased efforts in greater understanding of sustainable development as it may relate to the legal, policy and program work in the Department.</li> </ul>

**Objective 2: Integrate consideration of sustainable development into the Department's business**

<b>TARGET</b> Target 2.1: Consider departmental policies, programs and services through a sustainable development lens	<b>RESULTS ACHIEVED</b>
Implement the 1999 Cabinet directive on the environmental assessment of policy, plan and program proposals.	<ul style="list-style-type: none"> <li>• Mostly met.</li> <li>• An internal process for management of strategic environmental assessments on all policy, plan and program proposals has been developed.</li> <li>• Five policy and program proposal assessments were conducted and will be included in the departmental procedures as examples for future reference.</li> </ul>
Identify links for policy and legal services priorities and activities to environmental, social and economic issues at government and international level.	<ul style="list-style-type: none"> <li>• Mostly met.</li> <li>• A number of priorities and activities were explored for links to sustainable development and, where appropriate and possible, the links were addressed (for example, the legal advice coordination by the Department on the climate change).</li> </ul>
Establish baseline indicators on the sustainability of the justice system.	<ul style="list-style-type: none"> <li>• Not met.</li> <li>• A set of societal indicators that impact on the work of the Department of Justice have been developed, but no direct link to sustainable development principles and practices has been established, due mainly to the lack of clarity about the link between the Department's work and the social and economic pillars of sustainable development.</li> </ul>
Establish discussion networks and forums in the Department to identify opportunities for integrating sustainable development in departmental activities.	<ul style="list-style-type: none"> <li>• Met.</li> <li>• A number of forums have been established and nurtured during the past three years to explore the role of the Department in implementing sustainable development:                             <ul style="list-style-type: none"> <li>◦ A sustainable development implementation team has met regularly to identify and promote relevant departmental activities.</li> <li>◦ Ten prominent guest speakers have been invited to make presentations to departmental staff to explore specific sustainable development issues and to challenge the Department to engage in addressing and resolving these issues</li> <li>◦ Nine focus groups, comprising some 90 employees, were organized to identify opportunities for the Department to enhance its sustainable development efforts; 40 recommendations were made by participants and prioritized; some 10 of these recommendations are being implemented and will form a key part of the activities and targets for the 2007-2009 Strategy.</li> </ul> </li> </ul>
Use Program Activity Architecture (PAA) structure to regroup sustainable development-related activities.	<ul style="list-style-type: none"> <li>• Not met.</li> <li>• PAA was reviewed to ensure that all operations sectors of the Department were included in the sustainable development implementation plan.</li> <li>• PAA is formulated at a high level of generality, not permitting the inclusion of detailed activities related to sustainable development.</li> </ul>

TARGET	RESULTS ACHIEVED
<b>Target 2.1: Consider departmental policies, programs and services through a sustainable development lens</b>	
Review international commitments to identify impact on Justice's business.	<ul style="list-style-type: none"> <li>• Mostly met.</li> <li>• A number of recent international commitments, particularly those made at the 2002 Johannesburg Sustainable Development conference, were reviewed for links to the work of the Department</li> <li>• Links to ongoing departmental work were found in a number of commitments related to the protection of the environment (protection of biodiversity, reduction of greenhouse gas emission).</li> </ul>
Identify existing and recommend new/enhanced technology to support the Department's operations.	<ul style="list-style-type: none"> <li>• Mostly met.</li> <li>• Efforts in the Information Management Branch began and will continue to consider sustainable development principles and practices (for example, the Department is "retiring" and replacing all of its conventional computer monitors with the more efficient flat screen monitors; default double-sided printing is being pursued across the organization).</li> </ul>
Identify and apply best practices from other sectors in the Department.	<ul style="list-style-type: none"> <li>• Mostly met</li> <li>• Numerous best practices were identified, documented and shared with a number of departmental groups and posted on the internal Web site.</li> </ul>
Review and monitor application of Legal Risk Management both in the Department and in client organizations.	<ul style="list-style-type: none"> <li>• Not met.</li> <li>• Connection between application of legal risk management and sustainable development has yet to be clarified.</li> </ul>
Ensure that sustainable development is considered a departmental priority.	<ul style="list-style-type: none"> <li>• Mostly met.</li> <li>• With a senior management champion, dedicated resources and an implementation team in place, sustainable development has gained considerable attention and importance in the Department.</li> <li>• Sustainable development was presented to senior management for consideration as a future key departmental priority; it will be considered as one of corporate priorities in a future priority-setting exercise.</li> </ul>
<b>Target 2.2 Ensure that sustainable development is considered a priority within the Department</b>	
Establish sustainable development structure in the Department.	<ul style="list-style-type: none"> <li>• Met.</li> <li>• A dedicated sustainable development champion at a senior executive level has been selected; a sustainable development project leader has been appointed; a communications advisor has been appointed to the project to manage related communications; an implementation team of some 20 members from various areas of the Department has been assembled and has worked on implementing the last strategy.</li> </ul>
Develop and execute a sustainable development implementation plan.	<ul style="list-style-type: none"> <li>• Met.</li> <li>• A comprehensive implementation plan with 9 key targets and some 40 supporting activities has been developed and used to implement the third strategy.</li> <li>• The plan has also been used to report on progress in the implementation of the activities and on the achievement of specific targets.</li> </ul>

<b>TARGET</b>		<b>RESULTS ACHIEVED</b>	
<b>Target 2.2 Ensure that sustainable development is considered a priority within the Department</b>			
Ensure representation and active participation on interdepartmental committees and working groups related to sustainable development.	<ul style="list-style-type: none"> <li>• Met.</li> <li>• The Department of Justice has maintained presence and active participation on various interdepartmental committees and working groups (Interdepartmental Network on Sustainable Development Strategies, Sustainable Development Awareness, Communications and Training sub-committee, Sustainable Federal House in Order Committee, Greening of Government Operations working groups, Strategic Environmental Assessment sub-committee, etc.).</li> </ul>		
Ensure representation and active participation in sustainable development efforts from all areas of the Department.	<ul style="list-style-type: none"> <li>• Met.</li> <li>• The Departmental Sustainable Development Implementation Committee has had members from most key areas in the Department since its creation in 2004, including representatives from three regions.</li> </ul>		
Ensure proper data collection and procedures are in place to monitor sustainable development efforts.	<ul style="list-style-type: none"> <li>• Mostly met.</li> <li>• Procedures to collect data and monitor progress in achieving some of the targets under the environmental sustainability of the Department's operations are in place and will allow for clearer monitoring of progress on activities, such as paper consumption, green procurement and energy expenditures and savings.</li> <li>• Identification of clear performance indicators and establishment of performance measurement for other aspects of implementation of sustainable development in the Department will be more challenging to establish and enforce.</li> </ul>		

**Objective 3: Improve the environmental sustainability of the Department's physical operations**

<b>Target 3.1: Establish national office space standards, reflecting principles of sustainable design and supporting sustainable operations</b>	
Establish and monitor national standards, based on functional needs.	<ul style="list-style-type: none"> <li>• Met.</li> <li>• While national government accommodations standards were being developed, the Department has effectively reduced the office space it occupies across Canada.</li> <li>• Office space allocation is based on staff function in the organization, not on rank or seniority.</li> <li>• The Department is a recognized leader in managing accommodations for legal professionals.</li> </ul>
Incorporate national office space standards into a Master Occupancy Agreement.	<ul style="list-style-type: none"> <li>• Unable to assess</li> <li>• All former government Master Occupancy Agreements have been cancelled to accommodate the new national standards, which the Department is now rigorously applying in all its offices.</li> <li>• Training on application of these standards has been included in the appropriate employees' learning plans.</li> </ul>

<b>TARGET</b>		<b>RESULTS ACHIEVED</b>	
<b>Target 3.2: Promote greater use of electronic transfer of information</b>			
Promote electronic filing of court documentation.		<ul style="list-style-type: none"> <li>• Mostly met.</li> <li>• A recommendation to pursue negotiations with various courts to encourage greater filing of electronic documentation to save substantial amounts of paper was addressed, but has not been implemented.</li> </ul>	
<b>Target 3.3: Improve conservation and waste-management practices in Headquarters and in the regions</b>			
Identify areas of greatest impact on the environment.		<ul style="list-style-type: none"> <li>• Met, mainly through audits of solid waste management and energy consumption.</li> <li>• A number of areas of operations have been identified where the Department of Justice has greater impact on physical environment (especially paper and energy consumption).</li> <li>• Some targets and activities to reduce the Department's impact have been identified, but have not been pursued rigorously and have not been well monitored.</li> </ul>	
Investigate potential for reuse of Crown assets and acquisition of used goods.		<ul style="list-style-type: none"> <li>• Met.</li> <li>• Reuse of Crown assets is examined by the Department on a regular basis and any opportunities to reuse government assets are taken advantage of.</li> <li>• The Department has been reusing and re-fitting furniture components (e.g.: Toronto and Vancouver Regional Offices), rather than discarding them or sending them to surplus.</li> <li>• An internal Web site has been established with an inventory of surplus equipment and furniture, which is offered within the Department before being sent to surplus.</li> </ul>	
Implement mechanisms to collect meaningful procurement data.		<ul style="list-style-type: none"> <li>• Met.</li> <li>• Electronic systems are in place to track procurement of goods and services; this data will be used more effectively in the future to increase the efficiency and economy of the Department's purchases.</li> </ul>	
Stabilize paper use at 2002-2003 level.		<ul style="list-style-type: none"> <li>• Unable to assess.</li> <li>• Commitment to reduce paper consumption could not be measured, mainly due to the purchasing methods for paper and to the increased outsourcing of printing, which could not be fully tracked.</li> </ul>	
Increase amount of waste, diverted from landfills from 80 to 85% in headquarters.		<ul style="list-style-type: none"> <li>• Mostly met. (Based on the audit of the largest building, waste diversion was observed at 78%, as compared to a potential 86% diversion; 78% is still much higher than the 60% minimum, established by the waste management authorities).</li> <li>• Significant accomplishments were observed in the audit in comparison to the baseline year (1999) in overall reduction of solid waste by 8%, in a 2% increase in recycling of solid waste, and in a 30% reduction in the amount of waste sent to landfills.</li> </ul>	

TARGET	RESULTS ACHIEVED
<b>Target 3.3: Improve conservation and waste-management practices in Headquarters and in the regions</b>	
	<ul style="list-style-type: none"> <li>• The commitment was made in anticipation of having a mechanism in place to monitor the disposal of all solid waste produced in the Department's offices in Headquarters; accurate monitoring of waste disposal is difficult, as the Department is co-located with many other organizations in various buildings.</li> <li>• Some success has been observed through sampling in the recycling of printer cartridges and in the recycling of paper (recycling is estimated to be at over 90%).</li> </ul>
Decrease amount of solid waste across the Department.	<ul style="list-style-type: none"> <li>• Mostly met.</li> <li>• Recycling of paper, printer cartridges and toner, packaging, and shipping materials, and acquisition of new equipment that produces less waste are now accepted practices across the Department.</li> </ul>
Establish audit process and measures to track waste-diversion efforts.	<ul style="list-style-type: none"> <li>• Not met.</li> <li>• No resources to establish an audit process and conduct regular audits on waste-disposal practices.</li> </ul>
<b>Target 3.4 : Increase green procurement nationally</b>	
Develop Green Procurement Policy and guide	<ul style="list-style-type: none"> <li>• Met.</li> <li>• The Departmental guide was developed, but has been superseded by the new government policy.</li> </ul>
Increase managers' and administrative community's awareness of green procurement.	<ul style="list-style-type: none"> <li>• Mostly met.</li> <li>• A module on the application of Green Procurement Policy has been developed on the internal Web site and training is being offered to the appropriate staff.</li> </ul>
Establish purchasing targets for managers.	<ul style="list-style-type: none"> <li>• Not met.</li> <li>• Need for compliance with the Green Procurement Policy has been included in the departmental business planning guidelines for managers.</li> <li>• Specific targets to demonstrate commitment to specific green procurement objectives, for which the Deputy Minister will be accountable, will be developed under the upcoming strategy.</li> </ul>
Increase green product stock in headquarters from 52% to 65%.	<ul style="list-style-type: none"> <li>• Unable to assess.</li> <li>• The target may no longer be relevant – procurement rules have been changed to reduce stock purchases and storage.</li> </ul>
Increase average green stock in regions from 30% to 50%.	<ul style="list-style-type: none"> <li>• Unable to assess.</li> <li>• The target may no longer be relevant – procurement rules have been changed to reduce stock purchases and storage.</li> </ul>



## Appendix 2:

### Objectives, Targets and Performance Indicators for the 2007-2009 Sustainable Development Strategy

OBJECTIVES	TARGETS	PERFORMANCE INDICATORS
<p><b>Objective 1:</b> Further develop the capacity of the Department to support the provision of legal services related to sustainable development.</p>	<p>Target 1.1: The Department's role in providing legal services related to sustainable development is considered, when appropriate.</p>	<ul style="list-style-type: none"> <li>• Sustainable development principles and practices currently linked to the work of the Department (case studies, best practices) are identified.</li> <li>• New areas for possible application of sustainable development advice and services are identified and explored.</li> <li>• Guidance is developed on the application of sustainable development in the provision of legal services.</li> </ul>
	<p>Target 1.2: The Department builds on its current level of awareness of sustainable development by developing a further capacity to provide advice on the legal implications of policy and program decisions related to sustainable development issues facing the government and client departments and agencies, when appropriate.</p>	<ul style="list-style-type: none"> <li>• Guidelines are developed to support staff in offering additional advice and services.</li> <li>• Learning and practical tools are developed to assist employees.</li> <li>• Training is offered and conducted to build additional expertise in the Department, when appropriate.</li> <li>• Training tools on sustainable development are produced in collaboration with other government departments and the Canada School of Public Service.</li> <li>• Legal risk management is linked to sustainable development.</li> </ul>
<p><b>Objective 2:</b> Incorporate sustainable development principles and practices into the Department's policy and program operations.</p>	<p>Target 2.1: Sustainable development principles and practices are incorporated in the Department's policies and programs, when appropriate.</p>	<ul style="list-style-type: none"> <li>• Sustainable development principles and practices are clearly linked to the work of the Department (case studies, best practices).</li> <li>• Areas are identified to further incorporate sustainable development.</li> <li>• Guidelines, learning and practical tools are created to assist employees in applying sustainable development in their work.</li> <li>• Training is offered and conducted to build additional expertise within the Department, as appropriate.</li> <li>• Full compliance with the Cabinet Strategic Environmental Assessment Directive is achieved.</li> <li>• Policy research capacity is in place to analyze long-term effects of environmental degradation, emerging technologies, and social and economic issues on the work of the Department.</li> </ul>

OBJECTIVES	TARGETS	PERFORMANCE INDICATORS
	<p>Target 2.2: Sustainable development activities and principles are integrated in the Department's management and accountability structure.</p>	<ul style="list-style-type: none"> <li>• Policy and legal services priorities and activities are linked to government's priorities to address the environmental, social and economic pillars of sustainable development.</li> <li>• Sustainable development is integrated into the Management Accountability framework; sustainable development activities are re-grouped according to the departmental Program Activity Architecture structure.</li> <li>• Link is established between Legal Risk Management in the Department and the implementation of sustainable development.</li> <li>• Sustainable development is considered a departmental priority.</li> <li>• Procedures are in place to collect data and to monitor and report on progress in sustainable development efforts.</li> </ul>
<p><b>Objective 3: Improve the environmental sustainability of the Department's physical operations.</b></p>	<p>Target 3.1: Conservation and waste-management practices are significantly improved.</p>	<ul style="list-style-type: none"> <li>• All areas of significant environmental impact by the Department are identified and measures are identified to reduce this impact by a minimum of 20%.</li> <li>• Double-sided printing is promoted and set as a default standard across the Department, to the extent possible.</li> <li>• Practices are in place to promote electronic data disclosure and sharing, reducing paper consumption by 30% from the 2006 level.</li> <li>• Paper consumption levels are stabilized and monitored.</li> <li>• Diversion of solid waste in Headquarters' operations is increased from 78% to 86%, as recommended by the 2006 audit (based on baseline year 1999).</li> <li>• Monitoring process and measures to track waste diversion efforts are in place and are reported on regularly.</li> <li>• Training for managers on environmental sustainable development practices is created and delivered.</li> <li>• Specific targets and performance measures are in place and included in managers' performance agreements to demonstrate and monitor progress of their commitments to implementing sustainable development.</li> <li>• Recommendations from energy and solid waste management audits for Headquarters buildings are implemented and monitored.</li> </ul>

OBJECTIVES	TARGETS	PERFORMANCE INDICATORS
	Target 3.2: Government Green Procurement Policy is implemented.	<ul style="list-style-type: none"> <li>• All appropriate staff are trained on the application of the Green Procurement Policy.</li> <li>• All suppliers used offer green products.</li> <li>• Green procurement is considered in every transaction.</li> <li>• Green stock purchases amount to a minimum of 50% of all purchases.</li> <li>• Green procurement targets are developed and built into all responsible managers' and staff performance agreements.</li> <li>• Spending data has been assessed, baseline established and specific targets developed by 2009 for the main five categories of purchases.</li> <li>• A standard reporting mechanism is developed within the financial system to monitor the Department's compliance with the Policy.</li> </ul>

# Appendix 3:

## Examples of Current Sustainable Development Practices in the Department of Justice

During the past three years, one of the main challenges for the Department of Justice was to find clear connections between its legal and policy operations and the application of sustainable development principles and practices. Through internal consultations, research on similar organizations and governments, consultations with experts in the legal and policy community, and various learning events and presentations

by prominent speakers, a number of Justice-related activities and programs have been identified that contribute to advancing sustainable development. These will serve as a basis to identify other areas in the Department's work where sustainable development principles and practices can be increasingly applied. The following are some of these activities and programs:

ACTIVITY/DESCRIPTION	LINK TO SUSTAINABLE DEVELOPMENT
<p><b>Legal Risk Management</b> Process of making and carrying out decisions that reduce the severity and frequency of legal problems in the government</p>	<ul style="list-style-type: none"> <li>• Detects, avoids, mitigates and helps manage legal risks</li> <li>• One of key processes used by the Department to provide the highest quality legal services to clients</li> <li>• Identification of legal risks promotes more sustainable legislation and programs that avoids and/or withstands legal challenges</li> </ul>
<p><b>Restorative Justice</b> Process that offers alternatives to prosecutions and community justice</p>	<ul style="list-style-type: none"> <li>• Helps reduce the crime rate and promotes re-integration of offenders into society</li> <li>• Promotes achievement of safer communities</li> <li>• Produces savings to the government (lower levels of incarceration, less police work required to catch and oversee offenders)</li> </ul>
<p><b>Knowledge Management</b> Consolidates and tracks legal opinions and provides tools to store and share the Department's legal, policy and program knowledge</p>	<ul style="list-style-type: none"> <li>• Allows legal advice to be built upon and to evolve, rather than always starting from basic principles</li> <li>• Allows multiple organizations to coordinate their approach to a broad range of legal issues related to sustainable development</li> </ul>

ACTIVITY/DESCRIPTION	LINK TO SUSTAINABLE DEVELOPMENT
<p><b>Coordination of legal services related to sustainable development initiatives</b>            Coordination of legal services provided across the Government, including for the Government's proposed Clean Air Act</p>	<ul style="list-style-type: none"> <li>• Government is supported by coordinated legal services related to its sustainable development initiatives.</li> </ul>
<p><b>Aboriginal Justice Strategy</b>            Initiative supporting Aboriginal communities in taking greater role in administration of justice; improving Canada's justice system to be more responsive to unique needs of Aboriginal people; addressing the over-representation of Aboriginal people in the justice system</p>	<ul style="list-style-type: none"> <li>• Helps reduce crime rates, ensuring safer and more sustainable communities</li> <li>• Addresses the needs of crime victims and deals with underlying causes of crime</li> <li>• Encourages communities to be more involved in administration of justice locally, further promoting their sustainability</li> </ul>
<p><b>Dispute Resolution Service</b>            Process to prevent and to effectively manage disputes through system design, mediation and other dispute resolution techniques Assists clients in designing their programs to avoid disputes</p>	<ul style="list-style-type: none"> <li>• Resolves disputes without resort to costly, adversarial techniques</li> <li>• Saves substantial resources, particularly through mediation</li> </ul>



# Appendix 4:

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## Alignment with Government Approach to Sustainable Development Strategies

All federal government departments are encouraged to develop their commitments to support federal sustainable development goals, where appropriate to their mandate, while continuing to advance their own departmental commitments. The federal sustainable development goals for the fourth round of strategies focus on both environmental quality (Clean Air, Clean Water, and Reduce Greenhouse Gas Emissions) and sustainable development management (Sustainable Communities, Sustainable Development and Use of Natural Resources, and Governance for Sustainable Development).

### **Long-term Goal #1: Clean and secure water for people, marine and freshwater ecosystems**

The importance of maintaining high quality and secure quantities of water is vital. In economic terms, clean water is vital to Canada's prosperity. In environmental terms, water is the lifeblood of the planet. In social terms, it is an essential part of our lives, culture and identity. Clean water is also important for the health of our ecosystems; without it, all other components of the ecosystem, such as land, air and living things, will be negatively impacted. Efforts that can facilitate the achievement of this goal include actions to improve drinking water quality and wastewater management on federal lands and First Nations reserves, improve water efficiency and sustainable water use, and reduce threats to marine environments and key watersheds across Canada.

<b>Goal 1: Water – Clean and secure water for people, marine and freshwater ecosystems<sup>3</sup></b>		
<b>Objective 1.1: People have access to clean water</b>		
<b>Government-wide Outcomes</b>	<b>Departmental or Collaborative Commitments</b>	<b>Departmental Performance Measures</b>
1.1.1 Water pollution is reduced	<ul style="list-style-type: none"> <li>• Legal services and policy development related to water management include sustainable development principles and practices</li> </ul>	<ul style="list-style-type: none"> <li>• Appropriate staff have tools, training and direction to apply sustainable development in their work within Department and with client organizations</li> </ul>
1.1.2 Drinking water quality and wastewater management is improved, such as on federal lands and First Nations reserves	<ul style="list-style-type: none"> <li>• Legal services and policy development related to water management include sustainable development principles and practices</li> </ul>	<ul style="list-style-type: none"> <li>• Appropriate staff have tools, training and direction to apply sustainable development in their work within Department and with client organizations</li> </ul>
<b>Objective 1.2: People use water efficiently</b>		
1.2.1 Water efficiency and sustainable water use is improved	<ul style="list-style-type: none"> <li>• Raise awareness of prudent water use among employees</li> </ul>	<ul style="list-style-type: none"> <li>• Employee surveys and feedback demonstrate greater awareness and more efficient and sustainable use of water at work and outside work is practised</li> </ul>
<b>Objective 1.3: Conserve and protect aquatic ecosystems (marine and freshwater) and biodiversity</b>		
1.3.1 Marine and freshwater resources are protected and continue to support ecosystems and biodiversity	Legal services and policy development related to water management include sustainable development principles and practices	<ul style="list-style-type: none"> <li>• Appropriate staff have tools, training and direction to apply sustainable development in their work within Department and with client organizations</li> </ul>
1.3.2 Knowledge of water resources is increased	Legal services and policy development related to water management include sustainable development principles and practices	<ul style="list-style-type: none"> <li>• Appropriate staff have tools, training and direction to apply sustainable development in their work within Department and with client organizations</li> <li>• Ongoing guest speaker presentations are organized to raise knowledge of water resources</li> </ul>

<sup>3</sup> Note that the development of this federal sustainable development goal was informed by the Federal Water Framework, an initiative of nineteen federal departments having water-related responsibilities.

**Long-term Goal #2: Clean air for people to breathe and ecosystems to function well**

Clean air is vital to Canadians. The direct relationships between clean air and quality of life today and in the future are evident. The environmental impact of smog and acid rain are widespread. Acid depositions, from both domestic and international sources, pose a serious threat to our lakes, forests, and biodiversity, thus harming our soils, water, vegetation, wildlife, and impacting the socio-economic wellbeing of Canadians.

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

<b>Goal 2: Clean Air – Clean air for people to breathe and ecosystems to function well</b>		
<b>Objective 2.1: Reduce the risks to human health and well-being caused by air quality</b>		
<b>Government-wide Outcomes</b>	<b>Departmental or Collaborative Commitments</b>	<b>Departmental Performance Measures</b>
2.1.1 Emissions of and exposure to harmful indoor and outdoor air contaminants are reduced	<ul style="list-style-type: none"> <li>• Legal services and policy development related to protection and promotion of clean air include sustainable development principles and practices</li> </ul>	<ul style="list-style-type: none"> <li>• Appropriate staff have tools, training and direction to apply sustainable development in their work within Department and with client organizations</li> </ul>
<b>Objective 2.2: Canada's clean air solutions support long-term competitiveness.</b>		
2.2.1 Clean air solutions are supported and promoted (including market mechanisms and the development of environmental technologies)	<ul style="list-style-type: none"> <li>• Legal services and policy development related to clean air solutions include sustainable development principles and practices</li> </ul>	<ul style="list-style-type: none"> <li>• Appropriate staff have tools, training and direction to apply sustainable development in their work within Department and with client organizations</li> </ul>
<b>Objective 2.3: Reduce the environmental impacts of air pollution on ecosystems, natural and built heritage</b>		
2.3.1 Threats to ecosystems, natural, and built heritage, from the effects of air pollution are reduced and mitigated	<ul style="list-style-type: none"> <li>• Legal services and policy development related to protection of ecosystems and heritage from air pollution include sustainable development principles and practices</li> </ul>	<ul style="list-style-type: none"> <li>• Appropriate staff have tools, training and direction to apply sustainable development in their work within Department and with client organizations</li> </ul>



### Long-term Goal #3: Reduce greenhouse gas emissions

Climate change is an important environmental challenge. Its impacts are becoming apparent in Canada. Important regional economies and economic sectors (forestry, agriculture, fisheries) are likely to be affected by a changing climate. The forest fires in British Columbia and the Eastern Ontario/Quebec ice storm demonstrated how vulnerable Canada is to a changing and variable climate. Canada's northern communities and ecosystems are particularly vulnerable. Impacts, including melting permafrost and shrinking sea ice cover, are

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

<b>Goal 3: Reduce greenhouse gas emissions</b>		
<b>Objective 3.1: Increase resilience to a changing climate</b>		
Government-wide Outcomes	Departmental or Collaborative Commitments	Departmental Performance Measures
3.1.1 Impacts of climate change are understood and vulnerability is reduced	<ul style="list-style-type: none"> <li>Legal services and policy development related to impacts of climate change include sustainable development principles and practices, when appropriate</li> </ul>	<ul style="list-style-type: none"> <li>Appropriate staff have tools, training and direction to apply sustainable development in their work within Department and with client organizations</li> </ul>
3.1.2 Canada adapts to a changing climate	<ul style="list-style-type: none"> <li>Legal services and policy development support measures for Canada to adapt to a changing climate through provision of sustainable development advice and services, as appropriate</li> </ul>	<ul style="list-style-type: none"> <li>Appropriate staff have tools, training and direction to apply sustainable development in their work within Department and with client organizations</li> </ul>
<b>Objective 3.2: Develop and deploy longer term solutions to address climate change</b>		
3.2.1 Support for clean technologies is provided (such as building, transportation, and industrial processes)	<ul style="list-style-type: none"> <li>Legal services and policy development related to development and implementation of clean technologies include sustainable development principles and practices, when appropriate</li> </ul>	<ul style="list-style-type: none"> <li>Appropriate staff have tools, training and direction to apply sustainable development in their work within Department and with client organizations</li> </ul>
3.2.2 Renewable and clean energy is promoted	<ul style="list-style-type: none"> <li>Legal services and policy development related to client department's renewable and clean energy objectives, when appropriate</li> </ul>	<ul style="list-style-type: none"> <li>Appropriate staff have tools, training and direction to apply sustainable development in their work within Department and with client organizations</li> </ul>

**Goal 3: Reduce greenhouse gas emissions**

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

Government-wide Outcomes	Departmental or Collaborative Commitments	Departmental Performance Measures
3.3.1 Emissions are reduced	<ul style="list-style-type: none"> <li>• Legal services and policy development related to reduction of greenhouse gas emissions include sustainable development principles and practices</li> </ul>	<ul style="list-style-type: none"> <li>• Appropriate staff have tools, training and direction to apply sustainable development in their work within Department and with client organizations</li> </ul>
	<ul style="list-style-type: none"> <li>• The Department's physical operations are monitored and improved to reduce greenhouse gas emissions</li> </ul>	<ul style="list-style-type: none"> <li>• Audits of energy use and solid waste management demonstrate significant reductions in Department's greenhouse gas emissions</li> </ul>
	GGO Government-wide Targets	Government-wide Performance Measures
	<ul style="list-style-type: none"> <li>• Reduce by 15%, from 2002-2003 levels, GHG emissions per vehicle kilometre from the departmental fleet by 2010</li> </ul>	<ul style="list-style-type: none"> <li>• Annual average GHG emissions per vehicle kilometre</li> </ul>
	<ul style="list-style-type: none"> <li>• All gasoline purchased for federal road vehicles will be ethanol blended, where available (timeline – immediate)</li> </ul>	<ul style="list-style-type: none"> <li>• Percentage of gasoline purchased for federal road vehicles that is ethanol blended</li> </ul>
	<ul style="list-style-type: none"> <li>• FHIO targeted departments and agencies will meet or exceed their FHIO target for buildings by 2010</li> </ul>	<ul style="list-style-type: none"> <li>• Report annually the percent reduction in GHG emissions across the department's building inventory</li> </ul>
	<ul style="list-style-type: none"> <li>• Other custodian departments and agencies will establish and report on meaningful departmental targets in support of the overall FHIO target by 2010</li> </ul>	<ul style="list-style-type: none"> <li>• Report annually the percent reduction in GHG emissions across the department's building inventory</li> </ul>
	<ul style="list-style-type: none"> <li>• Tenant departments and agencies will work with their facilities' provider to establish meaningful targets and the means to measure the reduction of GHG emissions by 2010</li> </ul>	<ul style="list-style-type: none"> <li>• Report annually the percent reduction in GHG emissions across the department's building inventory</li> </ul>

**Long-Term Goal #4: Communities enjoy a prosperous economy, a vibrant and equitable society, and a healthy environment for current and future generations.**

Quality of life in Canadian communities is a reflection of social wellbeing of its citizens, strength of the economy, and quality of natural environment. Canada's continued prosperity and competitiveness relies on the fostering of sustainable communities.

Sustainability issues cut across a range of Canadian communities, including urban,

Aboriginal, rural, northern, and remote communities. Many of these are undergoing major change and are facing complex social, environmental, cultural, economic challenges, as well as emerging opportunities. Efforts to facilitate the achievement of this goal include reducing risks to human and ecosystem health from harmful substances, ensuring that communities are well positioned to advance sustainable social development, and to adapt and maintain or generate sustainable economic activities.

<b>Goal 4: Sustainable Communities – Communities enjoy a prosperous economy, a vibrant and equitable society, and a healthy environment for current and future generations</b>		
<b>Objective 4.1: Maintain and foster social well-being within communities</b>		
<b>Government-wide Outcomes</b>	<b>Departmental or Collaborative Commitments</b>	<b>Departmental Performance Measures</b>
4.1.1 Communities are well positioned to advance sustainable social development	<ul style="list-style-type: none"> <li>• Legal services and policy development related to programs and legislation that address various community social issues include sustainable development principles and practices</li> </ul>	<ul style="list-style-type: none"> <li>• Appropriate staff have tools, training and direction to apply sustainable development in their work within Department and with client organizations</li> </ul>
<b>Objective 4.2: Encourage vibrant, competitive local economies</b>		
4.2.1 Communities are well positioned to adapt and to maintain or generate sustainable economic activities	<ul style="list-style-type: none"> <li>• Legal services and policy development related to economic issues include sustainable development principles and practices, when appropriate</li> </ul>	<ul style="list-style-type: none"> <li>• Appropriate staff have tools, training and direction to apply sustainable development in their work within Department and with client organizations</li> </ul>
<b>Objective 4.3: Promote a high level of environmental quality in communities</b>		
4.3.1 Canadian communities are actively engaged in sound environmental and natural resource management practices, stewardship initiatives, and biodiversity conservation.	<ul style="list-style-type: none"> <li>• Legal services and policy development related to sound environment practices include sustainable development principles and practices, when appropriate</li> </ul>	<ul style="list-style-type: none"> <li>• Appropriate staff have tools, training and direction to apply sustainable development in their work within Department and with client organizations</li> </ul>
4.3.2 Risks to human and ecosystem health from harmful substances are reduced (including clean up of federal contaminated sites)	<ul style="list-style-type: none"> <li>• Legal services and policy development related to health issues associated with harmful substances include sustainable development principles and practices, when appropriate</li> </ul>	<ul style="list-style-type: none"> <li>• Appropriate staff have tools, training and direction to apply sustainable development in their work within Department and with client organizations</li> </ul>

**Long-term Goal #5: Sustainable development and use of natural resources**

The natural resource sectors play a key role in Canadian society. Canada’s landmass and resources are a distinctive part of our social fabric – they form part of the Canadian identity, and provide enjoyment and benefits, recreationally and culturally. Natural resources perform a series of vital functions on which the health and well-being of Canadians depend, including air and water purification, natural pest control, plant growth and flood control. Canada’s natural resource sectors are a major engine of economic development and job creation. Thousands of Canadian communities depend on a productive resource base and healthy ecosystems for their employment in the resource industries, tourism or recreation. Appropriate management of Canada’s rich natural resources will support Canada’s long-term competitiveness, resource and

labour productivity, and employment levels. The country’s abundant natural resources provide inherent environmental benefits as part of diverse functioning ecosystems. The conservation and protection of the variety of species, their genetic health and the ecosystems of which they are a part is therefore essential to the stability and sustainability of life and livelihoods. As such, Canada’s natural resources contribute fundamentally to the earth’s supply of clean water, clean air, climatic stability and productive soils. Efforts that can facilitate the achievement of these objectives include the promotion of environmentally sustainable use of natural resources, increased integration of knowledge about health and environmental effects into decisions, and the promotion of sustainable consumption and production of natural resources.

<b>Goal 5: Sustainable development and use of natural resources</b>		
<b>Objective 5.1: Reduce adverse effects on ecosystem and public health from the use of resources.</b>		
<b>Government-wide Outcomes</b>	<b>Departmental or Collaborative Commitments</b>	<b>Departmental Performance Measures</b>
5.1.1 Integration of knowledge about health and environmental effects into decisions is increased.	<ul style="list-style-type: none"> <li>• Legal services and policy development related to health and environmental effects include sustainable development principles and practices, when appropriate</li> </ul>	<ul style="list-style-type: none"> <li>• Appropriate staff have tools, training and direction to apply sustainable development in their work within Department and with client organizations</li> </ul>
<b>Objective 5.2: Maintain and strengthen the competitiveness of the Canadian economy through the sustainable development and use of natural resources</b>		
5.2.1 Sustainable consumption and production of natural resources is promoted	<ul style="list-style-type: none"> <li>• Legal services and policy development related to consumption and production of natural resources include sustainable development principles and practices, when appropriate</li> </ul>	<ul style="list-style-type: none"> <li>• Appropriate staff have tools, training and direction to apply sustainable development in their work within Department and with client organizations</li> </ul>

Goal 5: Sustainable development and use of natural resources		
Objective 5.3: Encourage responsible use of natural resources that conserves and protects environmental quality		
Government-wide Outcomes	Departmental or Collaborative Commitments	Departmental Performance Measures
5.3.1 Environmentally sustainable use of natural resources is promoted	<ul style="list-style-type: none"> <li>• Legal services and policy development related to sustainable use of natural resources include sustainable development principles and practices, when appropriate</li> </ul>	<ul style="list-style-type: none"> <li>• Appropriate staff have tools, training and direction to apply sustainable development in their work within Department and with client organizations</li> </ul>

**Long-term Goal #6: Strengthen federal governance and decision making to support sustainable development**

As one of the largest service providers, landowners and employers in the country, the federal government has a significant range of opportunities to demonstrate and apply principles of corporate responsibility and leadership in the context of sustainable development. The federal government is also a significant purchaser in Canada. By integrating the application of environmental performance considerations in its procurement process, the federal government is in a position to reduce the environmental impacts of its operations and promote environmental stewardship. The focus of the Green Procurement Policy targets specific environmental outcomes, with procurement effectively used to mitigate the impact of environmental issues. Where decisions are made to move forward on specific environment outcomes through procurement, it is expected this will demonstrate environmental leadership and influence industry and citizens to use environmentally preferable goods, services and processes; stimulate innovation and market development of, and

demand for, environmentally preferred goods and services, making these available and mainstream for other sectors of society; and support emerging environmental technologies. The departmental procurement targets and performance measures are needed in identifying links to specific environmental outcomes captured under Environmental Quality or Sustainable Communities. In targets, focused on strengthening decision-making to support sustainable development, initiatives may be considered to integrate environmental performance considerations into the procurement decision-making process (i.e. including environmental performance considerations in establishing value for money; as well as policies, training, etc.). Efforts by the federal government to facilitate the achievement of this goal can also include the integration of SDS commitments into the key planning and reporting processes of departments and agencies, and ensuring that there are clear and effective governance mechanisms to integrate SD in decision making, for example, Strategic Environmental Assessment.

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

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

Government-wide Outcomes	Departmental or Collaborative Commitments	Departmental Performance Measures
6.1.1 SDS commitments are integrated into the key planning and reporting processes of departments and agencies.	<ul style="list-style-type: none"> <li>• SDS commitments are incorporated and reported on in the Sustainable Development Strategy, the Departmental Business Plans, Reports on Plans and Priorities, Departmental Performance Report, and are integrated in the department's senior managers accountability agreements with their superiors</li> </ul>	<ul style="list-style-type: none"> <li>• Key performance measures identified in the Sustainable Development Strategy are reported on in annual reports to Parliament and included in managers' key business commitments</li> </ul>
6.1.2 Clear and effective governance mechanisms to integrate sustainable development in decision making e.g. SEA	<ul style="list-style-type: none"> <li>• Sustainable Development organizational unit is imbedded in the Department's ongoing operations, managed by departmental champion and supporting organization and a network of representatives across the Department</li> </ul>	<ul style="list-style-type: none"> <li>• An implementation plan for the fourth sustainable development strategy is being used as progress report to monitor and report on progress on all targets identified for the period 2007-2009</li> </ul>
	<ul style="list-style-type: none"> <li>• A management process is in place to ensure and monitor compliance with the 1999 Cabinet Directive on SEAs</li> </ul>	
	<p style="text-align: center;"><b>GGO Government-wide Targets</b></p> <ul style="list-style-type: none"> <li>• Set a minimum of three procurement targets over three years (timeline – immediate)</li> </ul>	<p style="text-align: center;"><b>Government-wide Performance Measures</b></p> <ul style="list-style-type: none"> <li>• Report annually on the dollar value spent or quantity purchased, and the number of contracts issued against the procurement targets established and identify associated environmental outcomes</li> </ul>
	<ul style="list-style-type: none"> <li>• 100% of materiel managers and procurement personnel take green procurement training<sup>4</sup> by 2010</li> </ul>	<ul style="list-style-type: none"> <li>• Report annually on the percentage of materiel managers and procurement community trained</li> </ul>

<sup>4</sup> Green procurement training - either through the TBS Professional Development and Certification Program for the Procurement, Material Management and Real Property Communities, or other federal government green procurement course offerings.