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THE FEDERAL SUSTAINABLE DEVELOPMENT STRATEGY 2013–2016 MANAGEMENT FRAMEWORK

Sustainable Development Office
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Executive Summary

The 2013–2016 Federal Sustainable Development Strategy (FSDS) Management Framework outlines the key systems and procedures required to implement the [Federal Sustainable Development Act](#) (the Act). The updated 2013–2016 FSDS Management Framework is based on the 2011 version, but is updated to align with the 2013–2016 FSDS period.

The FSDS Management Framework serves to improve accountability for the FSDS and its Progress Reports. The Management Framework is a good management practice in that it provides guidelines for managing, monitoring and reporting on the FSDS. It guides oversight of a complex horizontal initiative involving departments and agencies from across the federal government, and promotes coordination and collaboration among participants. It clarifies the management, reporting and accountability structures required to effectively implement the Act.

The FSDS Management Framework also:

- Supports the principles of the [Management Accountability Framework](#) for modern public service management;
- Improves accountability for the [FSDS](#) and its [Progress Reports](#);
- Guides evidence-gathering to support potential audits and evaluations;
- Is consistent with international best practices; and
- Supports the FSDS system of “Plan, Do, Check and Improve.”

The Management Framework consists of five key elements:

- [Roles and Responsibilities](#)
- [Performance Measurement Framework](#)
- [Risk Management](#)
- [Engagement Approach](#)
- [Overview of Reporting](#)

Please note that a [list of abbreviations](#) is found in Appendix 3.

1 The Federal Sustainable Development Strategy

In 2010, the Government of Canada tabled the [first Federal Sustainable Development Strategy](#) (FSDS) supporting the [Federal Sustainable Development Act's](#) (the Act, FSDA) purpose “to provide the legal framework for developing and implementing a Federal Sustainable Development Strategy that will make environmental decision-making more transparent and accountable to Parliament.” Since 2011, departments and agencies have produced annual Departmental Sustainable Development Strategies (DSDSs) integrated into their core planning and reporting processes. The government has also demonstrated its commitment to measurement, monitoring and reporting by issuing two progress reports. It has also expanded the suite of environmental sustainability indicators that support FSDS reporting, as included in the [2012 Progress Report](#) tabled in Parliament in February 2013. Fulfilling the requirement to update the FSDS every three years, the [2013–2016 FSDS](#) was tabled in Parliament in November 2013.

The 2013–2016 FSDS builds on the three key improvements made in the 2010–2013 FSDS as a result of the new FSDA. These improvements include:

- An integrated, whole-of-government picture of actions and results to achieve environmental sustainability;
- A link between sustainable development planning and reporting and the government's core expenditure planning and reporting system; and
- Effective measurement, monitoring and reporting in order to track and report on progress to Canadians.

The FSDS brings together goals, targets and implementation strategies established through the regular course of government decision-making of 33 federal government departments and agencies under 4 priority themes:

- I. Addressing climate change and air quality
- II. Maintaining water quality and availability
- III. Protecting nature and Canadians
- IV. Shrinking the environmental footprint – beginning with government

[Figure 1](#) illustrates how FSDS goals, targets and implementation strategies relate to each other, using Theme I as an example. Overall, the 2013–2016 FSDS includes 8 goals, 34 targets, 65 indicators and 225 implementation strategies, with contributions from 33 departments and agencies as outlined in Table 1.

Figure 1: Relationship Between Goals, Target and Implementation Strategies (GTIS)

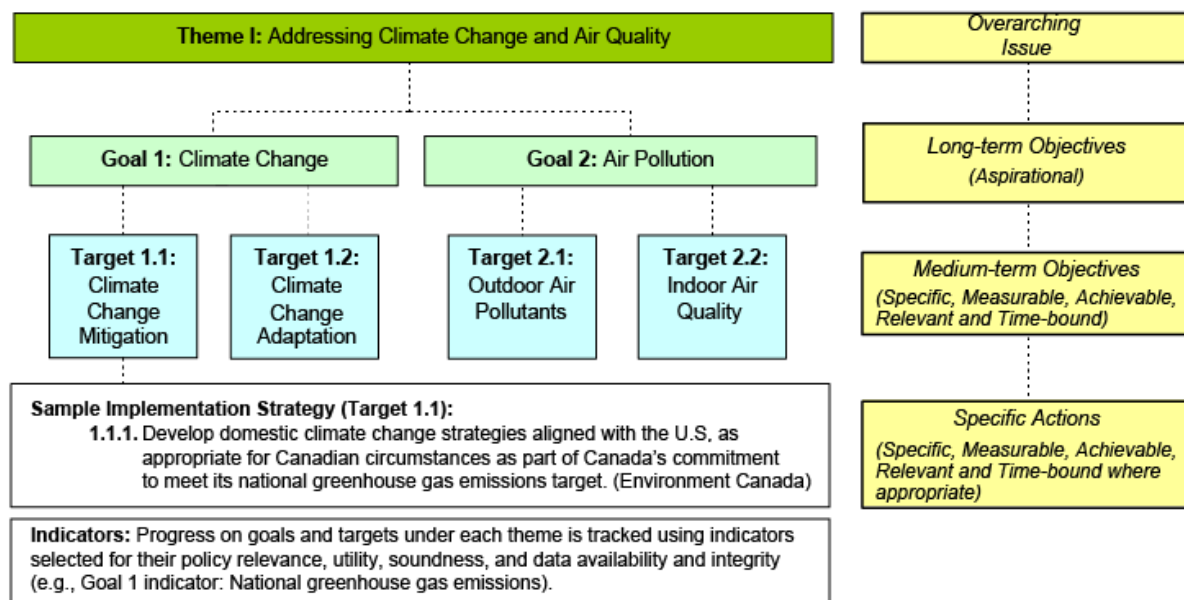


Table 1: Number of Goals, Targets and Implementation Strategies in the 2013–2016 FSDS

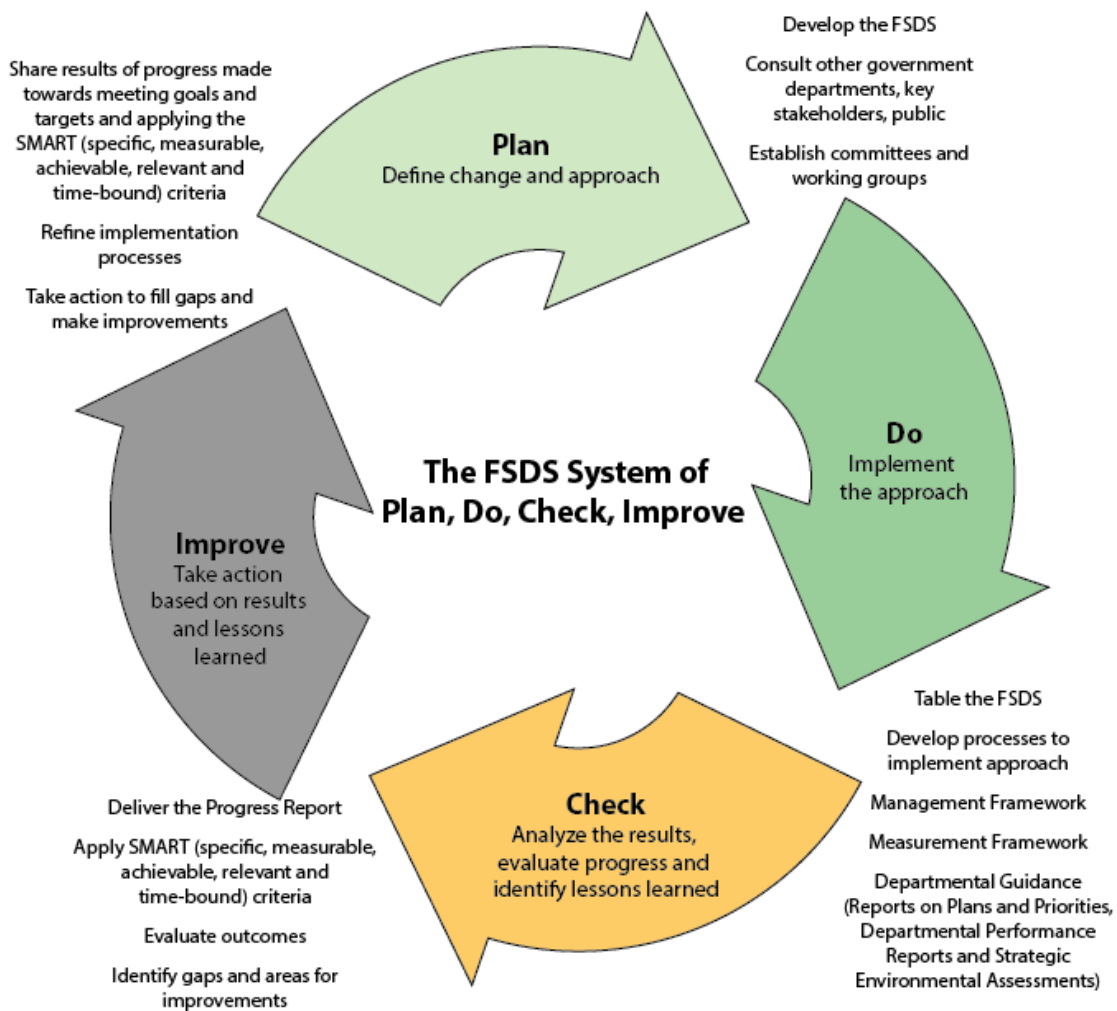
	Theme: Addressing Climate Change and Air Quality	Theme: Maintaining Water Quality and Availability	Theme: Protecting Nature and Canadians	Theme: Shrinking the Environmental Footprint – Beginning with Government	Total
Goals	2	1	2	3	8
Targets	4	12	12	6	34
Indicators	7	19	25	15	66
Implementation Strategies	103	44	70	8	225
FSDA Departments/Agencies	15	8	14	26	26
Voluntary Departments/Agencies	3	1	6	1	7

The Act lists departments/agencies that are subject to the FSDA ([Appendix 1](#)). All of these departments/agencies are required to contribute to achieving the goals and targets under Theme IV of the FSDS (Shrinking the Environmental Footprint – Beginning with Government), while 15 of the 26 FSDA departments/agencies have programming specifically related to one or more of the goals listed in the FSDS's first three themes.

The 2013–2016 FSDS also includes voluntary contributions from federal organizations not bound by the Act, including the Canadian Food Inspection Agency, Correctional Service of Canada, Statistics Canada, National Research Council, Royal Canadian Mounted Police and Standards Council of Canada.

The FSDS focuses on transparent and integrated decision-making—a key principle of sustainable development—by making stronger links to economic and social policy. This is achieved, in part, through applying [Strategic Environmental Assessments](#) (SEA), which highlight environmental considerations that can be integrated into the larger decision-making process. The FSDS also provides socio-economic linkages to each goal through the Canadian Environmental Sustainability Indicators (CESI) program by providing contextual indicators. These two elements (SEA and CESI) also contribute to the “Check” and “Improve” parts of the system outlined below.

Figure 2: The “Plan, Do, Check, Improve” System



The first cycle of the FSDS made a significant contribution to environmental planning and reporting and led to increased transparency of the federal government’s environmental sustainability programs. Updating the FSDS every three years is guided by a system of “Plan, Do, Check and Improve” and is a useful addition to the federal government’s approach to sustainable development. This system improves transparency and accountability of environmental decision-making. Through the three-year cycle, progress toward FSDS goals and targets is tracked and reported in the FSDS Progress Reports and in departments’ and agencies’ own departmental performance reports. The FSDS Management Framework is also one of the key elements to assuring long-term progress and success of a “Plan, Do, Check and Improve” system. Figure 2 outlines the main elements of the FSDS approach to implementing the “Plan, Do, Check and Improve” system.

2 The FSDS Management Framework 2013–2016

The FSDS Management Framework serves to improve accountability for the FSDS and its Progress Reports. It guides oversight of a complex horizontal initiative involving departments and agencies from across the federal government, and promotes coordination and collaboration among participants.

The Management Framework is a good management practice in that it:

- Provides guidelines for managing, monitoring and reporting on the FSDS;
- Clarifies the management, reporting and accountability structures required to effectively implement the Act;
- Supports the principles of the Management Accountability Framework for modern public service management;
- Improves accountability for the FSDS and its Progress Reports;
- Guides the gathering of evidence to support potential audits, reviews and evaluations;
- Is consistent with international best practices; and
- Supports the FSDS system of “Plan, Do, Check and Improve.”

To support the Act, the FSDS Management Framework was developed in 2011 to guide the implementation of the FSDS and was included as an [annex to the 2011 FSDS Progress Report](#). This Management Framework supports the implementation of the 2013–2016 FSDS tabled in November 2013. The Management Framework will continue to be revisited with the tabling of every new FSDS.

The updated 2013–2016 FSDS Management Framework includes:

- Updated [roles, responsibilities and accountabilities](#) of all the participating departments (including voluntary departments), associated central agencies, committees and stakeholders;
- A revised logic model process for the implementation of the FSDS, with additional context and expected outputs and outcomes that better reflect the purpose of the Act and departmental accountabilities;
- A revised [Performance Measurement Framework](#) (Appendix 2) that improves certain indicators and methodologies to measure performance, reflecting lessons learned in 2010–2013;
- A revised [Engagement and Communication Approach](#) that guides communications and how stakeholders will be engaged;
- A revised [Risk Management](#) section that identifies key risks for meeting the requirements of the FSDA; and
- A revised overview of [Reporting](#) for both the FSDS and departmental sustainable development activities.

3 Roles and Responsibilities

The FSDS provides a whole-of-government view of activities that contribute to environmental sustainability. Each participating department and agency has a role to play in supporting the implementation of the FSDS and reporting on progress. This makes managing the FSDS highly complex. The following section provides an overview of the roles and responsibilities of the various departments and agencies bound by [the Act](#), central agencies, FSDS committees and stakeholders, as well as those departments and agencies that are participating voluntarily in meeting the requirements of the FSDS.

3.1 Environment Canada

3.1.1 Minister

The Minister of the Environment has specific responsibilities under the Act. The Act requires the Minister to:

- Establish a Sustainable Development Office (SDO) within Environment Canada (EC) [FSDA, 7(1)];
- Establish a Sustainable Development Advisory Council (SDAC) [FSDA, 8(1)];
- Develop a Federal Sustainable Development Strategy (FSDS) every three years [FSDA, 9(1)];
- Consult with the SDAC, the appropriate Parliamentary committees and the public on the draft strategy [FSDA, 9(3)];
- Submit the draft FSDS to the Commissioner of the Environment and Sustainable Development (CESD) for review and comment [FSDA, 9(4)];
- Seek the Governor in Council's approval of the official FSDS [FSDA, 10(1)]; and
- Table the FSDS [FSDA, 10(2)], and the Progress Report on the federal government's progress in implementing the FSDS, in both Houses of Parliament [FSDA, 7(2)].

As with all other ministers of departments and agencies subject to the FSDS, the Minister of the Environment is also responsible for developing a departmental sustainable development strategy [FSDA, 11(1)].

3.1.2 Sustainable Development Office

The SDO is responsible for developing and maintaining systems and procedures to monitor progress on implementing the FSDS [FSDA, 7(1)]. Specifically, it must, at least once every three years, provide the Minister with a Progress Report on implementation of the FSDS [FSDA, 7(2)].

In addition, the SDO:

- Provides overall leadership and coordination on matters related to the FSDS;
- Supports the Minister in developing an FSDS once every three years and in meeting other requirements of the Act;
- Implements and maintains the FSDS Management Framework, including tracking and reporting on risks and performance measures;
- Develops and coordinates reporting on the [Canadian Environmental Sustainability Indicators](#);
- Acts as a key interlocutor on behalf of EC with the CESD, Parliamentarians, other government departments (OGDs), key stakeholders and citizens;
- Reaches out across government, international agencies and to stakeholders to build awareness of the FSDS and its contribution to progress on sustainable development;
- Contributes to the development of guidance and direction to departments/agencies on meeting the requirements of the FSDA; and,
- Is responsible for reviewing and/or responding to the comments received from, and/or audits conducted by, the CESD with respect to implementation of the FSDA.

The SDO is housed in the Strategic Policy Branch of EC under the responsibility of the Assistant Deputy Minister (ADM) of the Branch and the Director General (DG) of the Sustainability Directorate.

3.2 Public Works and Government Services Canada

In the context of the FSDS, the [Office of Greening Government Operations](#) at Public Works and Government Services Canada (PWGSC) works with other government departments and agencies to improve the environmental performance of the federal government's operations, including:

- Lead the development of greening government operations content for each FSDS and associated Progress Report, including reviewing comments related to greening government operations received during the legislated FSDS public consultation process;
- Consult and build consensus with departments and agencies on the development of greening government operations targets, implementation strategies and performance measures;
- Provide greening government operations–related guidance to departments and agencies to support target establishment, implementation and reporting;
- Monitor and compile results on progress for the greening government operations goals, targets for inclusion in the FSDS Progress Reports; and
- Co-chair the Interdepartmental FSDS DG and ADM Committees with EC's SDO.

As with all other ministers of departments and agencies subject to the FSDS, the Minister of PWGSC is responsible for developing a departmental sustainable development strategy [FSDA, 11(1)].

3.3 Treasury Board of Canada Secretariat

Treasury Board of Canada Secretariat (TBS) is responsible for the Government of Canada's annual reporting processes, and provides advice on the integration of FSDS-related reporting in support of the [Reports on Plans and Priorities](#) (RPPs) and [Departmental Performance Reports](#) (DPRs). TBS releases guidance, developed in collaboration with EC's SDO and PWGSC's Office of Greening Government Operations, to departments and agencies so they may meet their requirements for planning and reporting on sustainable development activities through the RPP and DPR reporting processes.

As with all other ministers of departments and agencies subject to the FSDS, the Minister of TBS is responsible for developing a departmental sustainable development strategy [FSDA, 11(1)] for the Treasury Board of Canada, Secretariat (the department).

3.4 Canadian Environmental Assessment Agency

The Canadian Environmental Assessment Agency (CEAA) supports the Minister of the Environment by promoting the application of strategic environmental assessment (SEA) to federal government policy, planning and program proposals by providing departments and agencies with SEA guidance and training. [The Guidelines for Implementing the Cabinet Directive on the Environmental Assessment of Policy, Plan and Program Proposals](#) (the Guidelines) were updated with the tabling of the first FSDS in Parliament in 2010. In addition to considering potential positive or negative environmental impacts, the Guidelines instruct departments to consider a proposal's impact on the achievement of the FSDS goals and targets when undertaking an SEA. In order to make environmental decision-making more accountable and transparent to Parliament, which is one of the purposes of the FSDA, public statements of SEAs should include a description of a proposal's important environmental effects and potential impacts on the goals and targets of the FSDS.

3.5 Government Departments or Agencies

As Section 11(1) of the FSDA mandates, departments and agencies listed in Schedule I of the [Financial Administration Act](#), and any others listed in the Schedule of the FSDA must "prepare a sustainable development strategy containing objectives and plans for the department or agency that complies with and contributes to the Federal Sustainable Development Strategy, appropriate to the department or agency's mandate".

Those departments and agencies required to produce DSDSs are listed in [Appendix 1](#). Departments meet this requirement by integrating their sustainable development activities and reporting into their core departmental annual planning and performance processes.

For example, this includes integrating FSDS commitments into RPPs and DPRs with additional details on their respective contributions to sustainable development on departmental and agency websites.

In addition, departments and agencies covered by the Act:

- Participate in the FSDS DG/ADM Committees and working groups;
- Provide the necessary approvals/consensus on FSDS work products;
- Implement guidance developed by EC, TBS, PWGSC, Privy Council Office and/or CEAA in support of the FSDS;
- Select and/or use indicators that will monitor, measure and report on progress of the goals and targets to which they contribute or lead;
- Track progress toward completion of their respective implementation strategies [FSDA, 9(2)];
- Provide access to advance FSDS information in support of RPPs and DPRs so that this material may be reflected in FSDS progress reports;
- Identify departmental activities that could support future iterations of the FSDS;
- Respond to requests for information in support of the FSDS Performance Measurement Framework; and
- Assist organizations within ministerial portfolios that are not subject to the Act in identifying and reporting on FSDS-related activities.

3.6 Voluntary Departments or Agencies

In support of the purpose of the FSDS, which is to improve transparency and accountability, departments and agencies that do not fall under the FSDA are encouraged to contribute to the FSDS.

The FSDA strives to improve the transparency and accountability of environmental decision-making by providing a whole-of-government picture of actions and results to achieve environmental sustainability. Federal departments or agencies that are not listed under the FSDA are encouraged to participate in order to ensure that all relevant federal actions on environmental sustainability are reflected in the FSDS and subsequent progress reports.

Organizations not subject to the FSDA can contribute targets, indicators and/or implementation strategies to the FSDS. In support of transparency and consistency with departmental reporting, such organizations commit to the full three-year cycle of the FSDS and to reporting information and results annually through existing organizational reporting processes. This will ensure the robustness and completeness of data when aggregated results are reported.

3.7 Commissioner of the Environment and Sustainable Development

The [Commissioner of the Environment and Sustainable Development](#) (CESD) provides Parliamentarians with objective, independent analysis and recommendations on the federal government's efforts to protect the environment and foster sustainable development. As required under the FSDA [section 9(4)], the CESD is legally mandated to review the draft FSDS and comment as to whether the targets and implementation strategies can be assessed. The CESD is also legally required, under the [Auditor General Act](#) [section 23(3)], to review and comment on all FSDS Progress Reports, focusing particularly on the fairness of performance information. The CESD conducts audits of DSDSs, looking at various aspects of the DSDS. Recent departmental audits have focused on the implementation of the Cabinet Directive on the Environmental Assessment of Policy, Plan and Program Proposals and its related guidelines.

3.8 Governance – FSDS Committees and Working Groups

3.8.1 Interdepartmental Assistant Deputy Minister Committee

The Interdepartmental ADM Committee, co-chaired by the ADM of the Strategic Policy Branch at EC, and by the ADM of Policy, Planning and Communications Branch at PWGSC, provides strategic direction, advances thinking and makes decisions on key issues associated with implementing the FSDA. ADMs provide advice to ministers on key issues including, for example, the Management Framework, goals and targets, and the content and structure of the FSDS and Progress Reports.

The committee is composed of an ADM from each of the departments/agencies bound by the FSDA as well as those participating on a voluntary basis. Representatives are expected to brief their respective ministers on a variety of decisions including final decisions related to the FSDS or Progress Reports. The committee is supported by the SDO.

3.8.2 Interdepartmental Director General Committee

The Interdepartmental DG Committee, co-chaired by the DG of the Sustainability Directorate at EC and the DG of the Office of Greening Government Operations at PWGSC, provides operational direction and guidance. It also discusses key issues including, for example, the implementation of the FSDA and development of goals, targets and implementation strategies for the FSDS. The DG Committee is a venue for the SDO and Office of Greening Government Operations to share information related to the FSDS and/or the Progress Reports, including such items as audits by the CESD, communication plans and environmental indicators. The committee plays additional roles as necessary. The committee is composed of a DG from each of the departments/agencies bound by the FSDA as well as those departments and agencies participating on a voluntary basis. Representatives are expected to brief their ADMs in preparation for FSDS ADM Committee meetings. The committee logistics are managed by the SDO.

3.8.3 Greening Government Operations Community of Practice

Led by the Office of Greening Government Operations, the Greening Government Operations Community of Practice is a forum for federal sustainability managers and operational staff to share best practices and information on the planning, implementation and reporting of sustainable practices in line with the targets and implementation strategies identified in Theme IV of the FSDS. The Office of Greening Government Operations will work through an advisory panel consisting of volunteers from at least five departments and agencies to identify and prioritize topics that the Community of Practice could address. Participation in the advisory panel would rotate yearly.

3.8.4 Other Working Groups

As required, other working groups may be established and led by SDO or the Office of Greening Government Operations to carry out certain tasks and facilitate inter-departmental engagement. These may be established at any level, for example, at the director or working level.

3.8.5 Key Operating Principles for Committees

- a) **Decision-making:** Committees operate, to the extent possible, on a consensus basis. The decision-making process is practical, transparent, inclusive, and in the interest of meeting the requirements of the FSDA while balancing the needs of departments/agencies. As appropriate, information is presented to relevant DM Committees (e.g., Public Service Management Advisory Committee [PSMAC]) for issues management. In the event that consensus cannot be reached, EC will make decisions that uphold the requirements of the FSDA as the highest priority.
- b) **Frequency of meetings:** The DG Committee meets at least quarterly and more frequently when required prior to the tabling of each FSDS and Progress Report. ADM Committee meetings will be on an ad-hoc basis at the recommendation of the DG Committee.

3.9 Parliamentarians

The FSDA requires that the FSDS be tabled in both the House of Commons and the Senate. The FSDA also requires that a committee from the House and/or the Senate review the development and implementation of the FSDS. The House Standing Committee on Environment and Sustainable Development (ENVI) and the Senate Committee on Energy, the Environment and Natural Resources are the principal venues for review of the FSDS by Parliamentarians. In compliance with the FSDA, both committees receive the draft FSDS at the start of the legislated 120-day public consultation period.

3.10 Sustainable Development Advisory Council

In compliance with the FSDA, the SDAC is created and chaired by the Minister of the Environment. The SDAC is responsible for providing advice to the Minister of the Environment on drafts of the FSDS. Members are appointed by, and report directly to, the Minister of the Environment as prescribed under the FSDA [section 8(1)].

3.11 Stakeholders and Canadians

Stakeholders, which include Parliamentarians, SDAC, the CESD, non-governmental organizations, academia, associations and Canadians, play a major role in developing the FSDS by providing input and feedback on the draft FSDS. As mandated by the FSDA, the SDO must consult with stakeholders and Canadians for feedback and input into the FSDS for a period of 120 days. Comments received from stakeholders and Canadians are summarized in a [Consultation Synthesis Report](#) produced and posted to the Web by the SDO, and inform the final FSDS and subsequent Progress Reports.

4 Performance Measurement

Measuring performance is a good management practice, and both the private and public sectors do it to determine program and process effectiveness. Performance measurement provides fact-based information on which to measure progress that is an integral part of the collective management of the FSDS. It is the means to track and monitor the achievement of outcomes as expected. It also serves as an early warning that planned results are not being attained and, therefore, may require further investigation and remedial action.

As described by the [TBS Results-based Management Lexicon](#), performance measurement is the process and system of selection, development and ongoing use of performance measures to guide decision-making and assess whether or not the government is meeting its requirements.

In the case of the FSDS, performance measurement is the underpinning of the “Check” part of the “Plan, Do, Check and Improve” system, and it is used to track progress towards making environmental decision-making more transparent and accountable. Where appropriate, results of performance measurement will be included in FSDS progress reports.

4.1 Logic Model

The outcomes the FSDS is trying to achieve are articulated in the form of a logic model that was produced using the [guidelines for developing logic models](#) published by TBS. The FSDS logic model is a tool for reporting FSDS performance by providing the logical linkages among FSDS activities, outputs and outcomes.

Developing and using a logic model is an effective way to help organize and systematize program planning, management and evaluation functions regarding implementing the FSDS. Building on the “Plan, Do, Check and Improve” system, the FSDS Logic Model is the basis for identifying results, progress and performance on meeting the requirements of the FSDA.

The FSDS Logic Model describes activities, processes, tools, events and actions that form part of implementing the FSDS including such examples as:

- conducting research on best practices and emerging trends in sustainable development;
- consulting with FSDS departments and agencies to develop the FSDS, the FSDS reporting strategy, and indicators to track progress;
- consulting with Canadians and stakeholders on the FSDS;
- providing guidance and expertise on developing Departmental Sustainable Development Strategies and applying the Cabinet Directive on Strategic Environmental Assessments; and
- integrating environmental sustainability into corporate policies and procedures; and, increasing socio-economic considerations in the FSDS.

Outputs from those activities, used to bring about intended changes or results, include:

- the FSDS and the Progress Report documents;
- a consultation and synthesis report and other communication products and materials;
- indicators with data sources and methods;
- guidance to produce DSDSs and implement the Cabinet Directive on SEAs;
- DSDSs that are integrated into the planning and reporting processes;
- tools to identify socio-economic initiatives with positive environmental sustainability outcomes; and
- corporate guidelines, guidance, and directives that integrate environmental sustainability.

Immediate outcomes are the specific changes in the target audiences' behaviour with respect to, and knowledge of, FSDS activities and outputs over a 1–3 year period, while intermediate outcomes and ultimate outcomes should be achievable over the medium and long term.

Ultimately the FSDS Logic Model identifies linkages between the activities and outputs of the FSDS and its immediate, intermediate and ultimate outcomes.¹ It develops a chain of results connecting activities to the final outcomes while at the same time identifying the linkages demonstrating progress toward achieving them.

The FSDS Logic Model has been designed to highlight three key result areas based on the requirements of the Act. These include:

- 1) Developing the FSDS (green)
- 2) Measuring and Reporting on Performance (blue)
- 3) Putting sustainable development into practice (red)

Immediate outcomes are divided into the three key result areas in support of the intermediate outcomes of increased awareness of federal environmental sustainability initiatives and integration into priorities and decision-making (see Table 2 below). The ultimate outcome flowing from the activities and outputs of the FSDS Logic Model is “environmental decision-making that is more transparent and accountable to Parliament”. In the long term, the activities and outputs supporting the requirements of the FSDA are expected to have a positive impact on the transparency of environmental decision-making that will

¹ [Treasury Board Secretariat Results-based Management Lexicon](#) provides the definition for activities, outputs, immediate (short-term), intermediate (medium-term) and ultimate (long-term) outcomes.

undoubtedly affect the performance of the goals and targets included in the FSDS. The outputs in the FSDS Management Framework Logic Model have four possible target audiences, including Parliamentarians, stakeholders, Canadians, and departments and agencies.

Table 2: Outcomes

Ultimate Outcome	Environmental decision-making that is more transparent and accountable to Parliament
Intermediate Outcomes	Increased awareness of the breadth of federal government environmental sustainability initiatives
	Increased awareness of socio-economic aspects of federal government environmental sustainability initiatives
Immediate Outcomes	Increased interest in the FSDS
	Increased recognition of improvements to the FSDS
	Increased integration of sustainable development into planning and reporting
	Increased relevance and coverage of indicators
	Increased implementation of guidance material
	Increased integration of social and economic considerations in the FSDS
	Increased transparency of reporting on SEAs and other corporate policies and procedures that support integrating environmental sustainability in federal initiatives

5 Audit and Evaluation

Performance measurement and evaluation are complementary and important components of the “Plan, Do, Check and Improve” system of the FSDS. Evaluation is a snapshot in time conducted by an external organization to provide a more in-depth and independent assessment of the outcomes achieved. It can be helpful in identifying opportunities to improve the way in which future sustainable development activities are designed and delivered. In addition to design and delivery, evaluation can also be used to improve efficiency and economy, and provide other oversights. FSDS and outcomes from the logic model will be evaluated and reviewed at various stages.

5.1 Commissioner of the Environment and Sustainable Development

Under the FSDA and the [Auditor General Act](#) (AGA), the CESD has several obligations:

- During the mandated public consultation, review whether the targets and implementation strategies in the draft FSDS can be assessed [[FSDA 9\(4\)](#)];
- Following release of the required Progress Report, review the fairness of the government’s progress report on implementation of the FSDS [[AGA 23\(4\)](#)]; and
- Annually, monitor and report on individual departments’ progress in implementing their own sustainable development strategies [[AGA 23\(1\)](#)].

In June 2013, the CESD reviewed and provided comments on the draft FSDS 2013–2016 released for public consultation. Results of this review were released in [June 2013](#). A [response to the CESD’s review](#) was produced, and many of the recommendations were addressed in the final 2013–2016 FSDS, as elaborated in the section entitled “[Stakeholder Feedback and How it was Used](#).”

In November 2013, the CESD released the [2013 Fall Report of the Commissioner of the Environment and Sustainable Development](#), which included three pieces concerning the FSDS.

- in [Part 1 of the 2013 Fall Report the CESD rereleased its original June 2013 comments on the draft 2013–2016 FSDS](#);
- In [Part 2 of the 2013 Fall Report](#), the CESD also reviewed the [2012 Progress Report of the FSDS](#) for 2010–2013 against fairness criteria to determine whether it was relevant, meaningful, attributable and balanced; and

- In [Part 3 of the 2013 Fall Report](#), the CESD examined the implementation of selected commitments within six federal organizations (EC, Finance Canada, Human Resources and Skills Development Canada, Industry Canada, TBS, and Correctional Services Canada). The CESD focused on commitments to greening government operations and on commitments related to strategic environmental assessment guidance and reporting processes.

Informed in part by the CESD's findings, during this cycle the SDO will:

- Monitor implementation of those CESD recommendations;
- Continue to review departmental annual reports and FSDS progress reports;
- Monitor and report on the systems in place to implement the FSDS;
- Continue to review best practices in environmental sustainability planning and reporting;
- Improve the clarity of targets and implementation strategies where appropriate;
- Work to expand the voluntary participation of departments and agencies in the FSDS; and
Continue to incorporate the social and economic dimensions of environmental sustainability into the Strategy.

5.2 Internal Departmental Audits and Evaluations

Internal audit activities related to the FSDS will be considered in the context of Environment Canada's annual risk-based audit plan as required by the [Treasury Board Policy on Internal Audit](#) and the [Directive on Chief Audit Executives](#), [Internal Audit Plans](#), and [Support to the Comptroller General](#), as well as any requirements of the Office of the Comptroller General pursuant to horizontal or sectoral audits. They will be funded through existing Internal Audit Directorate budgets. Evaluations of any programs, policies or initiatives related to the FSDS will be identified through EC's five-year risk-based evaluation planning process.

For the 2013–2016 FSDS cycle, an internal evaluation of the Program Alignment Architecture program that includes the FSDS is included in EC's 2014–2015 departmental risk-based audit plan. As part of that plan, in preparation for upcoming evaluations, EC's Audit and Evaluation Branch regularly conducts preliminary assessments of a program's readiness to be evaluated. These assessments, or "pre-evaluation checks," help both the evaluators and program personnel make early preparations for the evaluation, thereby reducing program burden, improving evaluation timeliness, and providing an early identification of possible areas for improvement related to such things as performance measurement and governance.

Building on a 2011 pre-evaluation check, a plan outlining scope, methodologies and timelines will be developed in 2014 to guide an evaluation of the Sustainability and Reporting Indicators sub-program, which includes the SDO.

During the 2013–2016 cycle, other FSDA departments or agencies may undertake audits or evaluations of programs included in the 2013–2016 FSDS as part of their departmental risk-based audit plans. These audits or evaluations are the sole responsibility of individual departments.

5.3 Informal Evaluations – Review and Comment

Informal evaluation, in the form of review and comment, discussed in the Governance structure section can be valuable for improving program performance and delivery. Informal reviews may be conducted during the 2013–2016 FSDS cycle, on an as-needed basis. They may take the form of interdepartmental working groups, workshops or commented review depending upon the nature of the topic under review. Any review conducted would be done with support of the interdepartmental community and be aimed at improving the systems and procedures put in place to implement the FSDS. Possible topics may include:

- Identifying opportunities for improvement to future iterations of the FSDS;
- Determining needed improvements based on Progress Reports;
- Identifying best practices and lessons learned;
- Refining guidance to departments; and/or
- Refining approaches used to develop, implement and evaluate the FSDS.

6 Risk Management

The FSDS operates in a dynamic policy and fiscal environment, and it represents a collaborative, whole-of-government view of what 33 departments and agencies are doing in the area of environmental sustainability over the next three years.

The SDO works interdepartmentally but is housed within EC. EC has developed a Corporate Risk Profile, which provides a department-wide view of the most significant risks that may impact the achievement of EC's mandate, strategic objectives and priorities, and the actions it is taking to mitigate them. FSDS is ranked as a high-risk program based on anticipated increased visibility and profile following tabling of the Strategy.

A risk management analysis assists in identifying and analyzing potential risks and opportunities to meeting the mandate of the Act, which include external and internal risk events, and possible consequences of each risk should it occur. Once risks and mitigations to address them are identified, the SDO monitors these risks and, with the FSDS interdepartmental community, takes corrective action as needed.

The 2013–2016 FSDS Risk Assessment was completed using EC methodology: “Integrated Risk Management Toolkit – *Risk Taxonomy, Risk Template Development Guide, Risk Template*” and was informed by TBS's [Guide to Integrated Risk Management](#).

Five FSDS risk management priority areas (those having the highest risk and most likely to occur) are described below:

1. Risk that FSDS targets are not achieved, due to a continuously changing policy and fiscal environment, including jurisdictional responsibilities and the complexity of implementation requirements resulting in less than optimal environmental performance and broad reputational impacts.
2. Risk that FSDS Progress Reports are inaccurate and/or incomplete, due to insufficient data on target indicators collected/developed, precluding the ability of the FSDS to report fully on progress.
3. Risk that stakeholders do not understand the FSDS's mandate and its relevance to federal environmental initiatives, due to ineffective communication, resulting in lack of support for the FSDS.
4. Risk that the FSDS is not considered across federal departments and agencies to support environmental decision-making, due to lack of awareness and/or conflicting priorities, resulting in decision-making that does not take the results of reporting against the FSDS goals and targets into consideration.
5. Risk that FSDS goals are not translated into measurable targets/implementation strategies, due to insufficient planning and/or consultation, leading to lack of progress towards implementing the FSDS.

A number of current controls to address these concerns are already in place. Any additional mitigating actions based on residual risk will be implemented, and the risk assessment will be reviewed with the next cycle of the FSDS in 2016.

7 Engagement and Communications Approach

Engaging and communicating with stakeholders and partners throughout the three-year cycle of the FSDS is an important means to achieving the transparency mandate of the FSDA. It also supports the [Communications Policy of the Government of Canada](#), Section 9: Consultation and Citizen Engagement.

Based on the “[Plan, Do, Check and Improve](#)” system outlined earlier, the government is committed to ensuring that each cycle of the FSDS builds on lessons learned, current best practices and the expertise of others. Accordingly, engagement plays an important role in the government’s commitment to considering stakeholder comments when planning and implementing the FSDS.

As mentioned previously in the Roles and Responsibility section, the SDO, in collaboration with EC’s Communications Branch and other federal departments and agencies, leads the FSDS engagement approach.

7.1 Objectives of FSDS Engagement

The SDO, with the support of all federal departments and agencies, undertakes a range of engagement activities, working towards providing information, building awareness and enhancing use of the FSDS amongst stakeholders.

7.2 Target Audiences and Activities

Recognizing the importance of engagement and in accordance with the FSDA [\[section 9\(3\)\]](#), the development of each new FSDS is informed by a 120-day public consultation period. The Minister of the Environment provides a draft of each new FSDS to the CESD, the SDAC, parliamentarians and the Canadian public. In addition, the draft Strategy is provided to other key stakeholders such as other levels of government, Aboriginal groups, non-profit organizations, business and industry associations, and academia. The results of this engagement generate valuable feedback that informs the development and finalization of the FSDS, and is reported through a publicly available Synthesis Report.

Beyond the formal consultation period every three years, the SDO engages stakeholders on an ongoing basis by means of both Web-based and traditional approaches. Activities include, for example, information and outreach sessions, and Web and social media updates. The SDO will continue to proactively engage a range of stakeholders and partners as it implements the 2013–2016 FSDS and prepares the next draft FSDS, covering the 2016–2019 period.

7.3 Strategic Communications

Communicating about the FSDS, its Progress Reports, the CESI and opportunities for public consultation are important for furthering the transparency and accountability of the Government of Canada's environmental sustainability activities with stakeholders and the general public. The SDO, in collaboration with EC's Communications Branch, leads communications activities for the FSDS.

Related communications products and activities include:

- Maintaining the FSDS website
- Maintaining a GCPedia site
- Media releases
- Social media

A strategic communications strategy is developed for each FSDS Strategy and Progress Report. The strategy includes such items as:

- Communications objectives and considerations
- Analysis of public environment
- Anticipated reaction
- Storyline and core government messages
- Announcement strategy
- Supporting communications tools
- Evaluation methods
- Budget

8 Reporting Strategy

Reporting is central to meeting the transparency and accountability objectives of the FSDA and informs the FSDS “Plan, Do, Check and Improve” system. Actions taken and progress made against FSDS goals and targets by the Government of Canada are presented in several ways. Progress against goals and targets and actions taken by the government are reported in DSDS and in FSDS progress reports.

Table 3 provides an overview of the planning and reporting mechanisms related to the FSDS.

Table 3: FSDS Planning and Reporting Mechanisms

Planning and Reporting Mechanism	FSDS	FSDS Progress Reports	DSDSs
Timing	Every three years	Within three years of FSDA enactment and at least every three years thereafter	Annual (since 2011)
Lead Agency	SDO (EC) Office of Greening Government Operations (PWGSC)	SDO (EC) Office of Greening Government Operations (PWGSC)	Departments/ Agencies
Level of Detail	Goals Targets Implementation Strategies	Goal and Target Indicators Selected Implementation Strategies and Performance Indicators	Target Indicators Implementation Strategies Performance Metrics

8.1 FSDS Progress Report

Progress reports are required to be presented to the Minister of the Environment at least once every three years [[FSDA, 7\(2\)](#)]. The Minister tables the Progress Report on the federal government’s progress in implementing the FSDS, in both Houses of Parliament [[FSDA, 7\(2\)](#)].

The first FSDS Progress Report was published in 2011 and focused on the process and actions taken to implement the FSDS. The second Progress Report was released in 2013 and highlighted actions taken by the Government of Canada and the progress made towards achieving the goals and targets set out in the 2010–2013 FSDS. Subsequent progress reports will continue to document the progress by the federal government towards the FSDS goals and targets.

As required by the AGA, the CESD assesses the fairness of the information contained in FSDS progress reports with respect to the progress of the federal government in implementing the FSDS and meeting its targets. Environmental and performance indicators are used to measure progress in achieving FSDS goals and targets.

The [Canadian Environmental Sustainability Indicators](#) (CESI) program is the primary vehicle for tracking and measuring progress toward the FSDS Theme I–III goals and targets, and for providing context with respect to socio-economic linkages to environmental issues. CESI works with government departments and agencies to provide comprehensive information on environmental state and trends. Four criteria are considered in the selection of these indicators:

- **Policy relevance:** represents the FSDS goals and targets;
- **Utility:** meets the needs of decision-makers and the public;
- **Soundness:** provides consistent and solid methodology, comparable over time; and
- **Data availability:** uses existing high-quality data with adequate coverage.

CESI are updated regularly on [EC's website](#). The indicators reported in relation to FSDS goals and targets are updated at minimum once every three years through the Progress Reports. Departmental performance indicators are used to track progress towards completion of their respective implementation strategies.

For FSDS Theme IV, common and consistent performance measures have been developed for use by each FSDS department and agency to report annually, allowing for aggregation of government-wide greening government operations efforts.

To support departments and agencies, PWGSC has developed the Guideline to Reporting in the Greening Government Operations Supplementary Table, which provides guidance on the completion of the Greening Government Operations Supplementary Table in annual RPPs and DPRs.

As some of the Theme IV targets require departments and agencies to develop departmental targets and performance measures, PWGSC has also developed a series of target-specific guidelines that relate to the establishment, scoping and implementation of departmental FSDS Greening Government Operations targets. These guidelines assist departments and agencies in developing targets that are specific, measurable, achievable, relevant and time bound.

8.2 Reporting on Departmental Sustainable Development Strategies

Under the FSDA [11(1).(2)], departments and agencies are required to develop a DSDS containing objectives and plans for the department or agency that comply with and contribute to the FSDS.

Under guidance from TBS, with input from SDO, CEAA and PWSCG, departments report on their DSDS through their annual reporting on departmental plans and performance. This integration of environmental sustainability within the annual cycles of reporting on departmental plans and performance provides for a coherent year-over-year view of the progress of DSDSs and for consistency with reporting on departmental activities.

8.3 Reporting on Strategic Environmental Assessment

The application of the [Cabinet Directive on the Environmental Assessment of Policy, Plan and Program Proposals](#) contributes to the transparency objectives of the FSDA when SEA public statements are released and reported in DPRs. SEAs also support the implementation of the FSDS through the requirement for the consideration of potential impacts on FSDS goals and targets.

Departmental SEA reporting requirements include:

- Releasing public statements of SEAs where policies, plans or programs have been approved or announced (including impacts on FSDS goals and targets); and
- Reporting on the extent and results of SEA practices in departmental performance reporting.

Appendix 1: List of Departments/Agencies Bound by the *Federal Sustainable Development Act* (as Outlined in Schedule I of the *Financial Administration Act*, and in the FSDA's Schedule) and Voluntary Departments and Agencies

1. Atlantic Canada Opportunities Agency
2. Canada Border Services Agency
3. Canada Revenue Agency
4. Department of Agriculture and Agri-Food
5. Department of Canadian Heritage
6. Department of Citizenship and Immigration
7. Department of Employment and Social Development
8. Department of the Environment
9. Department of Finance
10. Department of Fisheries and Oceans
11. Department of Foreign Affairs, Trade and Development²
12. Department of Health
13. Department of Indian Affairs and Northern Development³
14. Department of Industry
15. Department of Justice
16. Department of National Defence
17. Department of Natural Resources
18. Department of Public Safety and Emergency Preparedness
19. Department of Public Works and Government Services
20. Department of Transport
21. Department of Veterans Affairs
22. Department of Western Economic Diversification
23. Economic Development Agency of Canada for the Regions of Quebec
24. Parks Canada Agency
25. Public Health Agency of Canada
26. Treasury Board of Canada Secretariat

While not bound by the FSDA, the following organizations have contributed implementation strategies to the 2013–2016 FSDS:

1. Canadian Food Inspection Agency
2. Correctional Service of Canada
3. National Research Council
4. Royal Canadian Mounted Police
5. Standards Council of Canada
6. Statistics Canada
7. National Energy Board

² Budget 2013 announced the amalgamation of the Department of Foreign Affairs and International Trade and the Canadian International Development Agency to form the Department of Foreign Affairs, Trade and Development.

³ The Department's operating name is now Aboriginal Affairs and Northern Development Canada (AANDC), but the legal name as part of the *Department of Indian Affairs and Northern Development Act* and the *Financial Administration Act* is the Department of Indian Affairs and Northern Development (DIAND).

Appendix 2: FSDS Performance Measurement Framework 2013–2016

This Performance Measurement Framework (PMF) provides the details of how performance at key outcome levels (immediate, intermediate and ultimate) will be tracked and reported during the 2013–2016 FSDS time frame. The PMF focuses on the implementation, through systems and procedures, of the Act; as a result it is meant primarily to inform and guide EC’s SDO and key partners (such as PWGSC) regarding its management practices. It is also intended to provide useful information about the outcomes of the FSDS related to meeting the objectives of the Act, i.e., to improve transparency and accountability of environmental decision-making.

As such, the Performance Measurement Table includes descriptions of the:

- Performance measures, including a brief explanation of how these will be tracked and who is responsible for managing them;
- Systems to support monitoring: how FSDS results/performance will be reviewed and incorporated into government analysis, and reporting and decision-making; and
- Timing and frequency of data collection and publication.

In accordance with the PMF, an overview of progress will be included in FSDS Progress Reports, as appropriate, as information becomes available. The PMF for 2013–2016 below was informed by the results obtained from the PMF for the 2010–2013 period.

Logic Model Element	#	Performance Measure	Data Source	Definitions and Methodology	Reporting Department	Frequency of Reporting	Target Value	Date to Achieve Target	Baseline or Actual Value	Date of Measurement
STREAM #1: Developing the FSDS										
1.1 Increased interest in the FSDS	1.1.1	# of FSDS citations per calendar year	Citation scan	Online citations scan of the number of publications that reference the FSDS using search terms and key words will be conducted. For example, approaches will include all provincial websites will be searched by key word as well as news sources from Canada, news agencies and international media. Searches using Google Scholar, Ontario Scholars Portal, FRANCIS and Revue.org are expected to be used.	SDO	Annually	192 (10%)	2016	175 in 2012	TBD
	1.1.2	# of views of the FSDS web site per calendar year	FSDS website hits	Quantitative analysis of views of FSDS material to determine use. This would include, for example, overall traffic trends by month (Visits, Page Views, View/Visit Ratio and Average Visit Duration) and a breakdown of traffic by at-home Canadians; Municipal, Provincial and Federal Governments; Associations and Non-Profits; Post-Secondary Education and K-12 Education; and other minor audience groups. Visitors who went from CESI to FSDS sites or vice versa will be examined as another measure of use.	SDO	Annually	180,000 (5%)	2016	170,600 in 2011	TBD

Logic Model Element	#	Performance Measure	Data Source	Definitions and Methodology	Reporting Department	Frequency of Reporting	Target Value	Date to Achieve Target	Baseline or Actual Value	Date of Measurement
	1.1.3	# of CESI citations	Citation scan	Online citations scan of the number of publications that reference the CESI using search terms and key words will be conducted. For example, approaches will include all provincial websites will be searched by key word as well as news sources from Canada, news agencies, and international media. Searches using Google Scholar, Ontario Scholars Portal, FRANCIS and Revue.org are expected to be used.	SDO	Every 3 years with FSDS	106 (10%)	2016	96 in 2011, 84 in 2012	TBD
	1.1.4	# of views of CESI website per calendar year	CESI website hits	Quantitative analysis of views of CESI material to determine use. This would include, for example, overall traffic trends by Month (Visits, Page Views, View / Visit Ratio and Average Visit Duration) and a breakdown of traffic by at-Home Canadians; Municipal, Provincial and Federal Governments; Associations and Non-Profits; Post-Secondary Education and K-12 Education; and other minor audience groups. Visitors who went from CESI to FSDS sites or vice versa will be examined as another measure of use.	SDO	Every 3 years with FSDS	640,000 (5%)	03/2016	610,000 in 2011	TBD
1.2 Increased recognition of improvements to the FSDS	1.2.1	Number of instances where SDAC and CESD recognize changes/improvements to FSDS	Report on CESD recommendations and SDAC submissions	Desk review of CESD comments on the Progress Report and the FSDS and SDAC submissions (re. SMARTness of targets, whole of government view, socio-economic integration, fairness and balance)	SDO	Every 3 years with FSDS	TBD	2016	TBD	TBD

Logic Model Element	#	Performance Measure	Data Source	Definitions and Methodology	Reporting Department	Frequency of Reporting	Target Value	Date to Achieve Target	Baseline or Actual Value	Date of Measurement
STREAM #2: Measuring and Reporting on Performance										
2.1 Increased integration of environmental sustainability into planning and reporting	2.1.1	% of DSDSs elements reviewed by the CESD receive a positive rating	CESD Report	Use CESD findings to make a score card.	SDO	Annually	TBD	2016	TBD after CESD audit plan is determined	TBD
	2.2.1	% of implementation strategies with performance metrics (baseline required to determine target)	FSDS	Review departments' and agencies' PMFs.	SDO	Every 3 years with tabling of DSDSs	100%	June 2016	Established in 2014	TBD
2.2 Increased relevance and coverage of indicators	2.2.2	% of goal, target, and implementation strategy indicators that meet relevant indicator criteria	FSDS	Assessment of goal, target and IS indicators using CESI indicator criteria (e.g., soundness, relevance, data availability) and TBS criteria for performance measures	SDO	Every 3 years with FSDS	TBD	2016	83% for CESI goal and target indicators -2014 for performance measures	TBD
	2.2.3	# of targets with indicators	2013–2016 Progress Report and FSDS	Review the 2013-16 FSDS Progress Report as well as the 2013-16 FSDS to determine which targets have indicators.	SDO	Every 3 years with the Progress Report	TBD	2016	TBD	TBD
2.3 Increased implementation of guidance material	2.3.1	% of DSDSs published concurrent with the tabling of RPPs and DPRs	Departmental websites	Review departments' and agencies' websites.	SDO	Annually	100%	June 2014	2011	TBD
	2.3.2	Extent to which departments and agencies use DSDS guidance	DSDSs and departmental websites	Review web sites (RPP/DPR) for compliance with guidance by using a check list and criteria for determining the extent to which departmental websites have implemented the FSDS guidance.	SDO	Annually	100%	2016	TBD	TBD

Logic Model Element	#	Performance Measure	Data Source	Definitions and Methodology	Reporting Department	Frequency of Reporting	Target Value	Date to Achieve Target	Baseline or Actual Value	Date of Measurement
STREAM #3: Implementation of SD										
3.1 Increased integration of social and economic considerations in the FSDS	3.1.1	# of new social and economic targets and indicators	FSDS	Check FSDS	SDO	Every 3 years with FSDS	At least one target and indicator	2016	TBD	TBD
	3.1.2	# of new implementation strategies with social and/or economic aspects	FSDS and DSDSs	Check FSDS and DSDSs	SDO	Every 3 years with FSDS	TBD	2016	TBD	TBD
	3.1.3	The extent to which OGDs use SDO guidance material on how to integrate social and economic considerations into the FSDS	DSDSs and departmental websites	Review websites (RPP/DPR) for compliance with guidance by using a check list and criteria for determining the extent to which departmental websites have implemented the FSDS guidance.	SDO	Annually	100%	2016	TBD	TBD
3.2 Increased transparency of reporting on SEAs and other corporate policies and procedures that support integrating environmental sustainability in federal initiatives	3.2.1	# of active links to public statements on the CEEA website	FSDS	Check CEEA website	SDO	Every 3 years with FSDS		2016	TBD	TBD
	3.2.2	% of departments and agencies with internal SEA guidance that reflects requirement to consider FSDS goals and targets	Internal department websites	Assessment using criteria to determine the extent to which OGDs have considered FSDS in their SEAs and internal guidance for SEAs	OGDs	Annually	100%	2016	TBD	TBD
	3.2.3	% of departments and agencies with guidance for corporate policies and procedures that reflects the integration of environmental sustainability	Internal department websites	Assessment using criteria to determine the extent to which OGDs have considered FSDS/environmental sustainability in their internal guidance	OGDs	Annually	100%	2016	TBD	TBD

Logic Model Element	#	Performance Measure	Data Source	Definitions and Methodology	Reporting Department	Frequency of Reporting	Target Value	Date to Achieve Target	Baseline or Actual Value	Date of Measurement
	3.2.4	% of departments receiving a positive review of the SEA portion of DSDSs from CESD	CESD report	Review findings	SDO	Annually	100%	2016	TBD	TBD
Intermediate Outcomes										
4.1 Increased awareness of the breadth of federal government environmental sustainability initiatives	4.1.1	# of news articles referencing the FSDS	News websites	Review the number of articles	SDO	Every 3 years with FSDS	TBD	2016	TBD	TBD
	4.1.2	# of references to the FSDS in the social media	Review # of social media sites	Review the number of social media sites	SDO	Every 3 years with FSDS	TBD	2016	TBD	TBD
	4.1.3	# of mentions of the FSDS in government media responses	Government media releases	Review government media responses	SDO	Every 3 years with FSDS	TBD	2016	TBD	TBD
4.2 Increased awareness of socio economic aspects of federal government environmental sustainability initiatives	4.2.1	% of SEA public statements that reference potential impacts on FSDS goals and targets	Websites	Check websites	SDO	Annually	100%	2016	TBD	TBD
	4.2.2	% of DSDSs that report integration of environmental sustainability into other corporate policies and procedures (e.g. procurement policies)	Websites	Check websites	SDO	Annually	TBD	2016	TBD	TBD

Logic Model Element	#	Performance Measure	Data Source	Definitions and Methodology	Reporting Department	Frequency of Reporting	Target Value	Date to Achieve Target	Baseline or Actual Value	Date of Measurement
Ultimate Outcome										
5.1 Environmental decision-making that is more transparent and accountable to parliament	5.1.1	% of relevant issues raised in parliamentary debates and QP questions not covered in the FSDS	Parliamentary debates	Systematic review of Hansard for ENVI and other related parliamentary committees	SDO	Every 3 years with FSDS	TBD	2016	TBD	TBD
	5.1.2	# of parliamentary debates, QP questions involving issues that are covered in the FSDS	Parliamentary debates	Systematic review of Hansard for ENVI and other related parliamentary committees	SDO	Every 3 years with FSDS	TBD	2016	TBD	TBD
	5.1.3	# of committee meeting agendas with references to issues covered in the FSDS	Committee meeting agendas	Comparison of committee meeting agendas with FSDS issues	SDO	Every 3 years with FSDS	TBD	2016	TBD	TBD
	5.1.4	% of relevant issues raised committee meeting agendas not covered in the FSDS	Committee meeting agendas	Comparison of committee meeting agendas with FSDS issues	SDO	Every 3 years with FSDS	TBD	2016	TBD	TBD

Appendix 3: List of Abbreviations

ADM	Assistant Deputy Minister
AGA	<i>Auditor General Act</i>
CEAA	Canadian Environmental Assessment Agency
CESD	Commissioner of the Environment and Sustainable Development
CESI	Canadian Environmental Sustainability Indicators
DG	Director General
DPRs	Departmental Performance Reports
EC	Environment Canada
GGO	Greening Government Operations
GTIS	Goals, targets and implementation strategies
ISs	Implementation Strategies
FAA	<i>Financial Administration Act</i>
FSDA	<i>Federal Sustainable Development Act</i>
FSDS	Federal Sustainable Development Strategy
OGDs	Other government departments (involved in the FSDS)
OGGO	Office of Greening Government Operations
PAA	Program Alignment Architecture
PSMAC	Public Service Management Advisory Committee
PWGSC	Public Works and Government Services Canada
QP	Question Period
RPPs	Reports on Plans and Priorities
SDO	Sustainable Development Office
SEA	Strategic Environmental Assessment
TBS	Treasury Board of Canada Secretariat
The Act	<i>Federal Sustainable Development Act</i>

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