



# **Planning for a Sustainable Future**



Employment and Social Development  
Canada's Sustainable Development Strategy  
**2013–16**

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## Executive Summary

The second cycle of the Federal Sustainable Development Strategy (FSDS) fulfills the requirement of the *Federal Sustainable Development Act* to develop a strategy, every three years, that makes environmental decision making more transparent and accountable to Parliament. Departments and agencies are required to develop Departmental Sustainable Development Strategies (DSDS) that provide detailed descriptions of the departmental contributions towards the FSDS, including a department's sustainable development vision, departmental decision making and sustainable development practices, and the implementation strategies identified in the FSDS.

Employment and Social Development Canada (ESDC) is responsible for a range of programs and services that support Canadians throughout their lives. In particular, ESDC is responsible for the design and delivery of some of the Government of Canada's most well-known statutory programs and services, including: Old Age Security; the Canada Pension Plan; Employment Insurance; the Canada Student Loans and Grants and the National Child Benefit.

Through this mandate, ESDC continues to pursue the goal of achieving better results for Canadians by modernizing services and ensuring greater efficiencies. A relationship exists between ESDC's modernization agenda and the pillars of sustainable development that places ESDC in a unique position to advance sustainability within the Government of Canada.

By streamlining certain service delivery channels, offering more online services, and increasing the use of technology to improve operational efficiency, ESDC is striving to meet the government-wide targets to reduce its overall environmental footprint and protect the country's rich and diverse natural heritage.

## Introduction

To achieve the Department's vision of sustainable development, ESDC promotes a performance and measurement-based approach that enhances transparency and accountability in sustainable development.

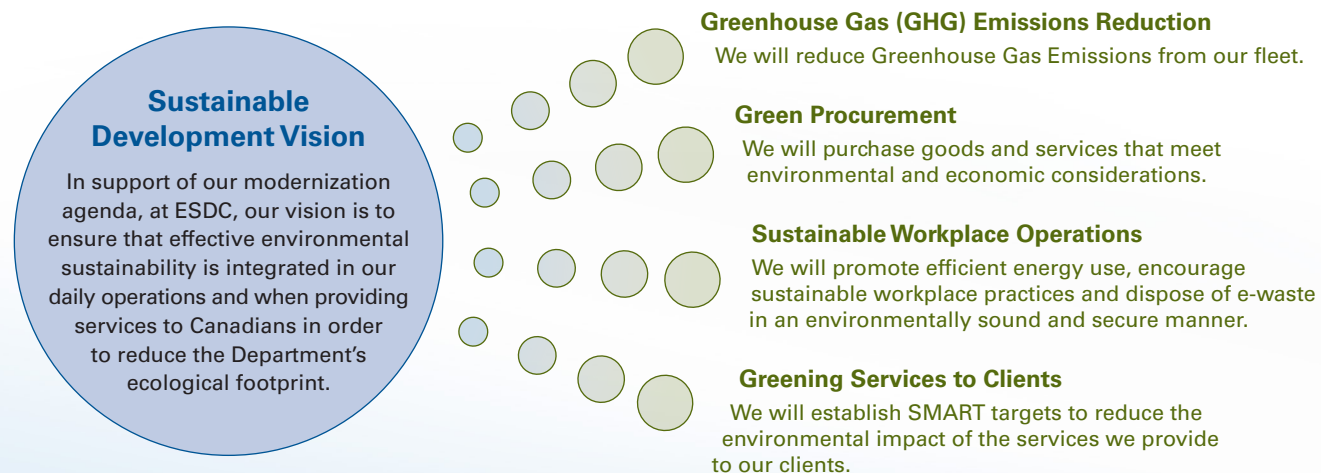
Our strategy is part of a continuous improvement process based on planning, implementation, and monitoring intended to foster greater consistency and coordination of sustainable development efforts within ESDC.

Measuring our performance will show the positive contributions of the various groups participating in the new strategy. The Department's progress will be further defined by the close collaboration between senior management, ESDC's Sustainable Development designated committee, offices of primary interest and our employees.

ESDC recognizes the challenges and the importance of integrating sustainable development in our operations and the way we do business. We will continue to strive to meet the government-wide targets and to reduce our overall environmental footprint.

## Employment and Social Development Canada's Sustainable Development Vision

**Note:** This figure demonstrates the Departmental sustainable development vision and the link with all the Best Practices in Greening Operations.



## Sustainable Development Targets and Activities

The 2013–16 ESDC Sustainable Development Strategy outlines a series of targets and related activities that will be undertaken in ESDC. The Department has established four main goals that are associated to Theme IV of the FSOS and which align with the Department's sustainable development vision.

The following goals have been established in order to encourage good environmental practices in our day-to-day operations as well as to raise awareness and support the Government of Canada efforts to integrate sustainable development in a more transparent and efficient way.

## Goal 1: Greenhouse Gas Emissions Reduction

The purpose of the first goal is to help ESDC establish targets and indicators that will help contribute to reduce Greenhouse Gas Emissions (GHG). Meeting the GHG emissions reduction targets will ensure that the ESDC's efforts support the Federal Sustainable Development Strategy targets. ESDC will focus on reducing the GHG emissions from its fleet to meet the reduction target established for 2015.

Goal 1: Greenhouse Gas (GHG) Emissions Reduction	
ESDC will reduce greenhouse gas emissions from its fleet by 17% below 2005 levels by 2020.	
<b>Performance Measurement</b>	
GHG emissions (Kiloton (kt) Carbon dioxide (CO <sub>2</sub> ) equivalent) in fiscal year 2005–06	1.44 kt
GHG emissions (kt CO <sub>2</sub> equivalent) in current fiscal year	1.20 kt
Percentage change in GHG emissions from fiscal year 2005–06 to the current fiscal year, inclusive of renewable power emission credits, if applicable	-17%
<b>Expected Result</b>	
Reduce the carbon footprint and energy consumption of federal operations.	
<b>Implementation Strategy</b>	
<ul style="list-style-type: none"> <li>The GHG updated reduction implementation plan will be in place by March 31, 2015</li> <li>ESDC plans to reduce its fleet to 104 light-duty vehicles by March 31, 2015 (in 2005–06, ESDC had 357 light-duty vehicles)</li> </ul>	

## Goal 2: Green Procurement

The second goal requires that ESDC take into account environmental and economic considerations when purchasing goods and services. This will assist the Government of Canada's efforts with incorporating environmental considerations in public procurement.

Goal 2: Green Procurement	
As of April 1, 2014, ESDC will continue to implement a green procurement approach that furthers the implementation of the Policy on Green Procurement.	
<b>Performance Measurement</b>	
<ol style="list-style-type: none"> <li>Number of procurement and materiel management functional specialists who received training on green procurement.</li> <li>Number of employees for which the contribution and support of the Policy on Green Procurement objectives has formed part of their performance evaluations as managers and functional heads of procurement and materiel.</li> <li>Establish 3 SMART targets to reduce the environmental impact of purchases.</li> </ol>	
<b>Expected Result</b>	
Integrate environmental considerations into procurement management processes and controls.	

Goal 2: Green Procurement
Implementation Strategy
<p><b>1. Training on Green Procurement:</b></p> <ul style="list-style-type: none"> <li>• An estimated 17 employees in Procurement will receive training on Green procurement by 2017.</li> <li>• An estimated 15 employees in Materiel Management will receive training on Green procurement by 2017. Targeted %: <ul style="list-style-type: none"> <li>– 50 % by March 31, 2015</li> <li>– 70% by March 31, 2016</li> <li>– 90% by March 31, 2017</li> </ul> </li> </ul>
<p><b>2. Performance evaluations of managers and functional heads of procurement and materiel:</b></p> <ul style="list-style-type: none"> <li>• An estimated 22 managers and functional heads. Targeted %: <ul style="list-style-type: none"> <li>– 70% by March 31, 2015</li> <li>– 90% by March 31, 2016</li> <li>– 100 % by March 31, 2017</li> </ul> </li> </ul>
<p><b>3. Establish SMART targets that reduce the environmental impact of purchases:</b></p> <ol style="list-style-type: none"> <li>a. By March 31, 2017, 70% of new contracts for logistics services will include measures to improve environmental performance.</li> <li>b. The average rated fuel efficiency of new light-duty vehicles purchased by ESDC between April 1, 2014 and March 31, 2017 will be 10 litres per 100 km or less.</li> <li>c. Develop contract requirements with all vendors to ensure that 90% of toner cartridges are recycled at end of life by March 31, 2017. <ul style="list-style-type: none"> <li>• Targeted Performance levels: <ul style="list-style-type: none"> <li>– 50% of new contracts for Fiscal Year 2014–15</li> <li>– 70% of new contracts for Fiscal Year 2015–16</li> <li>– 90% of new contracts for Fiscal Year 2016–17</li> </ul> </li> </ul> </li> </ol>

## Goal 3: Sustainable Workplace Operations

Goal 3 focuses on developing an approach to improve sustainability in the department's workplace through raising awareness and promoting efficient energy use in the workplace.

Goal 3: Sustainable Workplace Operations
By March 31, 2015, each department will develop an approach to maintain or improve the sustainability of the departmental workplace.
Performance Measurement
ESDC will perform an analysis to identify performance indicators that will be used for measuring the performance level of this new target.
Expected Result
Ensure that departmental workplace operations have a reduced environmental impact.
Implementation Strategy
An implementation strategy with specific targets will be established in fiscal year 2014–15. At such time, ESDC will establish specific targets that will be tracked to ensure that the targeted performance levels are met on a yearly basis.



## Goal 4: Greening Services to Clients

As ESDC continues to modernize its activities and service delivery channels, the Department will perform an analysis on viable SMART targets to contribute to reducing the environmental impact of the services provided to clients.

Goal 4: Greening Services to Clients
By March 31, 2015, ESDC will establish SMART targets to reduce the environmental impact of the services provided to clients.
<b>Performance Measurement</b>
ESDC will perform an analysis to identify performance indicators that will be used for measuring the performance level of this new target.
<b>Expected Result</b>
Ensure that services offered by the Department to the public have a minimal environmental impact.
<b>Implementation Strategy</b>
An implementation strategy with specific targets will be established in fiscal year 2014–15. At such time, ESDC will establish specific targets that will be tracked to ensure that the targeted performance levels are met on a yearly basis.

## Sustainable Development Risks

As ESDC strives to achieve the goals established in the Departmental Sustainable Development Strategy, there is a risk that the Department may not meet the minimum requirements of GGO targets in a timely manner as various changes are occurring as a result of the modernization agenda.

### Risk: Achievement of DSDS targets

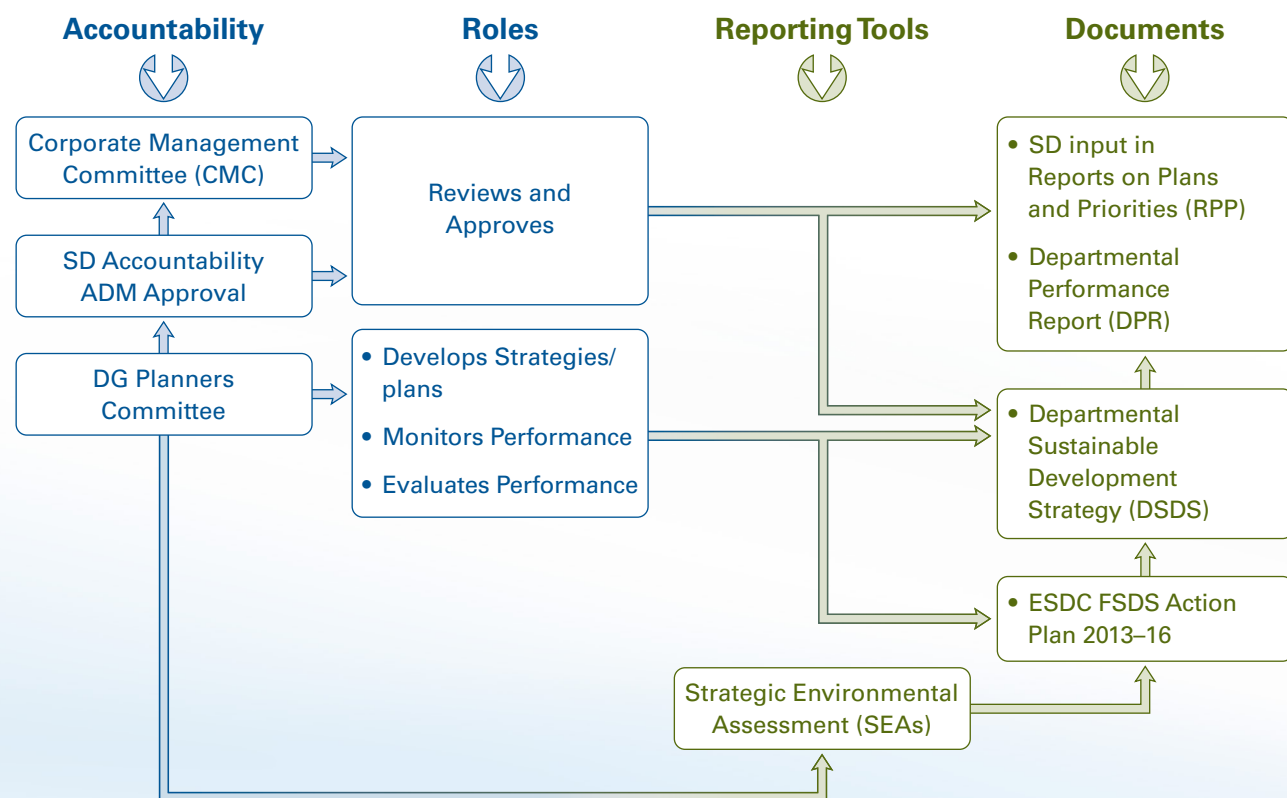
Risk	Risk statement	Description	Likelihood	Impact	Mitigation strategies	Risk acceptance
Achievement of objectives associated with implementation of SD strategy in a timely manner	There is a risk that ESDC will not meet federal SD targets in a timely fashion.	Due to the on-going activities associated to our modernization agenda and other priorities, ESDC may not be able to achieve federal SD targets.	Low	Low-Medium	Integrate tracking measures to ensure progress and achievement of targets	Accept and monitor

## Departmental Decision Making and Governance

Senior management has a shared responsibility for managing operations in an environmentally sustainable fashion, ensuring that applicable policies and environmental implications are considered in both individual and committee level decision-making. As per the targets above, the Chief Financial Officer and the Chief Information Officer also have additional mandate-specific accountabilities in terms of GGO targets associated with the activities they manage.

Sustainable development discussions are discussed at DG Planners committee in order to support senior management in carrying out departmental responsibilities with respect to GGO. This committee includes representatives from branches that play a leadership role in this area, namely: Chief Financial Officer Branch; Innovation and Information Technology Branch; Public Affairs and Stakeholder Relations Branch; Service Management Branch; and, Strategic Policy and Research Branch. This committee provides governance to ensure implementation plans related to FSDS targets are developed and put into place, and that data is available to support effective management and reporting.

**Note:** This figure is representing the decisional process and the link with all the key elements in term of sustainable development.



## Strategic Environmental Assessment

Strategic Environmental Assessment (SEA) is a key analytical tool used by the federal government to support environmentally sustainable decision making. It evaluates the environmental effects of a proposed policy, plan, or program and its alternatives, and informs strategic decision making through a careful analysis of environmental risks and opportunities. ESDC continues to consider the environmental effects of initiatives subject to the *Cabinet Directive on the Environmental Assessment of Policy, Plan and Program Proposals*.

ESDC applies SEA to proposals contained in Memoranda to Cabinet and Treasury Board Submissions. At present, the process generally comprises of the following:

- **Preliminary Scan** – an assessment to determine whether important environmental effects, either positive or negative, would result from the implementation of the proposal; and
- **Detailed SEA** – a more detailed assessment on environmental effects. It also includes strategies to mitigate the negative or enhance the positive effects of the proposal, or measures to address any possible public concerns.

ESDC has developed documents to help guide staff on assessing the need for an SEA. *The Strategic Environmental Assessment Decision & Approval Record* includes questions to assist in determining whether an SEA is required. The supporting guide *Conducting Strategic Environmental Assessments including Preliminary Scans* assists in developing a preliminary scan and provides guidance on how to conduct a detailed SEA if deemed necessary following the preliminary scan.

These documents are used by the Department for tracking and reporting purposes and are shared with proposal writers at the beginning of any process requiring the development of a proposal to Cabinet or to a minister, in accordance with the Cabinet Directive on Strategic Environmental Assessments

## Communications Plan

The Departmental Sustainable Development Strategy (DSDS) communications plan will provide guidance on suggested activities and tools that should be utilized in order to raise awareness and share relevant information with employees regarding sustainable development.

Implementing sustainable development in a successful manner requires efforts in informing our employees of the benefits of a greener and more efficient workplace from a personal or communal perspective.

ESDC will develop key messages that will target our employees at different levels. As ESDC wants to integrate sustainable development at all levels of the Department, it is important that the messages and activities are personalized to the targeted audience in order to raise awareness.

The Department will utilize a variety of communication tools to reach out to our audiences. ESDC intends to take advantage of national and international events, such as the Environment Week or Earth Day, in order to inform the Department's workforce on how they can contribute to reducing our impact on the environment by using simple tips or tools.

To support our employee awareness activities, ESDC will also use a variety of internal communication channels in order to promote and share information regarding sustainable development. Through the Department's Environmental Management iService intranet page, employees will be able to access additional information and learn more about how to help reduce their environmental impact in the workplace.

## Conclusion

Between 2013 and 2016, ESDC will continue contributing towards the Government of Canada's efforts to integrate sustainability in its day-to-day operations and raise awareness towards the Government's long term goal, which is to minimize its ecological footprint. By promoting participation and support of departmental employees at all levels of the organization, ESDC can help pave the way for a greener future.

The Department will work towards the achievement of goals outlined in Theme IV, while maintaining high services standards when serving Canadians in a timely and sustainable manner. By tracking performance measures attached to each target, ESDC will ensure that efficient strategies and sufficient efforts are allocated towards the achievement of our objectives.