



Federal Sustainable Development Strategy 2019-2022 Management Framework

Prepared by the Sustainable
Development Office



Environment and
Climate Change Canada

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Changement climatique Canada

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EXECUTIVE SUMMARY

The 2019–2022 Federal Sustainable Development Strategy Management Framework (the management framework) outlines the key systems and procedures required to implement the Federal Sustainable Development Act (the Act).

The [management framework](#) serves to improve accountability for the Federal Sustainable Development Strategy (the strategy) and its progress reports. The management framework is a best practice in that it provides guidelines for managing, monitoring and reporting on the strategy. It guides oversight of a complex government-wide policy 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 management framework also performs the following activities:

- supports the principles of the Management Accountability Framework for modern public service management
- guides evidence-gathering to support potential audits, evaluations and examinations
- is consistent with international best practices
- supports the strategy 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

In addition to changes that reflect the 2019-2022 FSDS, this management framework includes elements not found in frameworks for previous strategies. Updates have been made to reflect the Government of Canada's approach to implementing the Sustainable Development Goals and also to show the 2019 enactment of the *Impact Assessment Act*. Furthermore, new performance measures have been added in the Performance Measurement Framework annex.

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1. THE FEDERAL SUSTAINABLE DEVELOPMENT STRATEGY

1.1 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](#) (the Act)'s 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." The Act also mandates organizations named in the Act's Schedule and in Schedule I of the [Financial Administration Act](#) to prepare departmental sustainable development strategies that comply with and contribute to the FSDS.

Since 2011, responsible departments and agencies have produced annual departmental sustainable development strategies that comply with and contribute to the FSDS and are integrated into their planning and reporting processes. Under the Act, 26 departments and agencies are responsible for preparing their own sustainable development strategies.¹ Sixteen additional organizations contribute to the FSDS voluntarily.

The government has also demonstrated its commitment to measurement, monitoring and reporting by issuing four progress reports. It has also expanded the suite of environmental sustainability indicators that support reporting on the FSDS. It has begun to use a scorecard for measuring progress on implementing its actions, as included in the [2018 Progress Report](#) tabled in December 2018.

Fulfilling the requirement to update the FSDS every three years, the 2019–2022 FSDS was tabled in Parliament on June 19, 2019.

The 2019–2022 FSDS builds on previous strategies while introducing stronger targets, updating short-term milestones and action plans, and revisiting the indicators used for measuring progress. Similar to the 2016–2019 strategy, it takes the strategy from a document that emphasized planning for a sustainable future to one that now looks to achieving a sustainable future. The strategy outlines the Government of Canada's plan and vision for a more sustainable Canada over its three year period, setting a high bar for transparency, improved reporting, and oversight.

The 2019–2022 FSDS focuses on 13 aspirational, long-term sustainable development goals that are supported by medium-term targets and short-term milestones. Action plans describe what the federal government will do to achieve these goals and targets, including working with partners to advance shared priorities. This transparency shows how the government leads by example and focuses on results. The new structure for the FSDS is found in Figure 1 below.

¹ The [2019 Fall Reports of the Commissioner of the Environment and Sustainable Development](#) (CESD) refer to the fact that 27 organizations are required to contribute to the FSDS. At the time of publication, the 2019–2022 FSDS referred to Crown-Indigenous Relations and Northern Affairs Canada and Indigenous Services Canada as a single organization. For consistency, this document follows suit.

Figure 1: Structure of the 2019-2022 FSDS

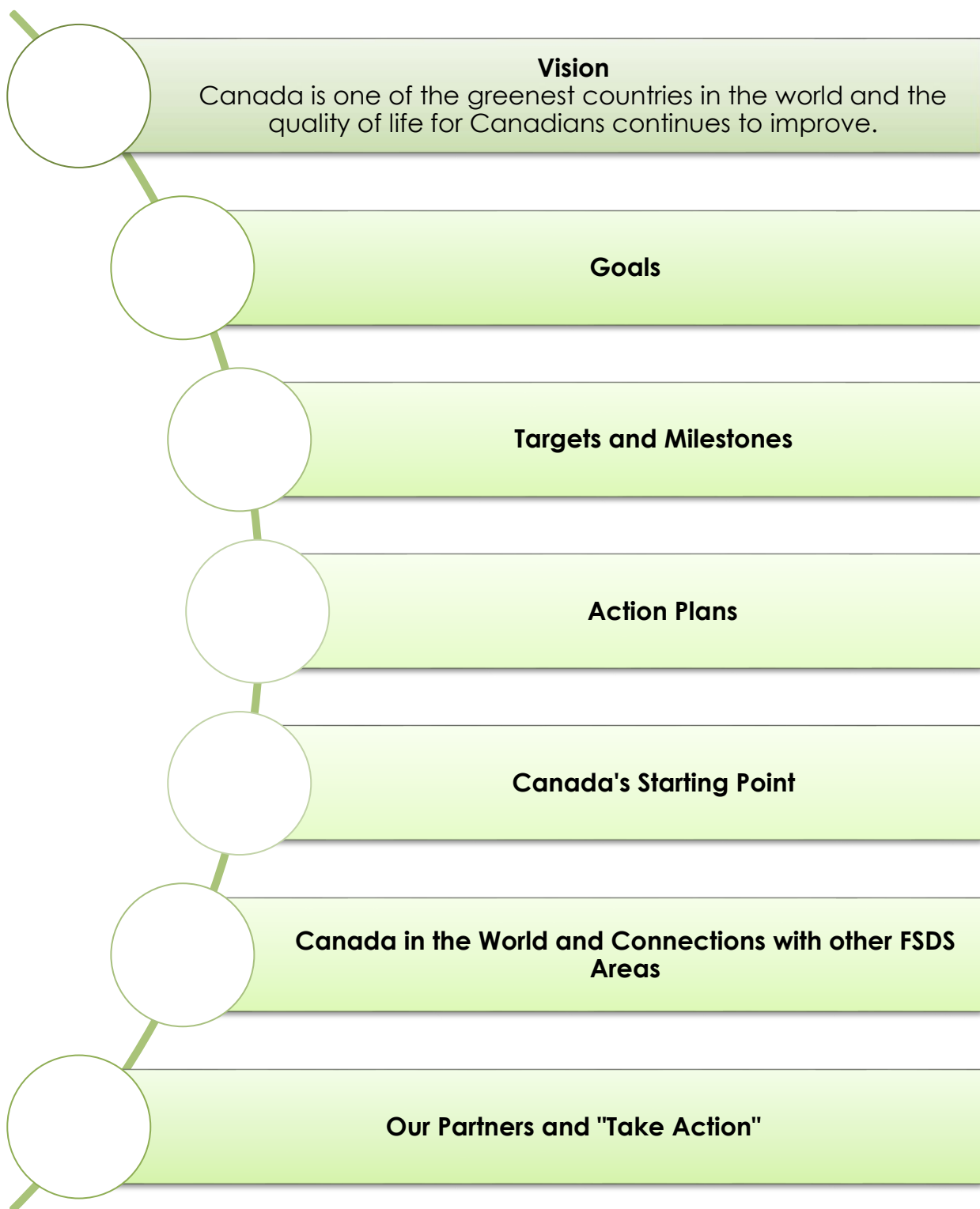















Figure 2: 2019-2022 FSDS Goals

	Effective Action on Climate Change	The 2019-2022 FSDS includes actions from 26 departments and agencies mentioned in the Act, as well as 16 additional organizations that contribute to the strategy voluntarily.
	Greening Government	
	Clean Growth	The Act lists 26 FSDS departments and agencies (appendix 1). All of these departments and agencies are required to contribute to achieving the target under the Greening Government goal in the strategy, while a number of them also have actions specifically related to one or more of the other 12 goals. Some targets will be reached by the government as a whole. For example, the Minister of ECCC is responsible for the target to reduce Canada's total greenhouse gas emissions to support the goal of Effective Action on Climate Change, supported by a whole-of-government approach for implementation.
	Modern and Resilient Infrastructure	
	Clean Energy	
	Healthy Coasts and Oceans	
	Pristine Lakes and Rivers	
	Sustainably Managed Lands and Forests	The 2019-2022 FSDS also includes voluntary contributions from federal organizations not bound by the Act, including the 16 departments and agencies (in appendix 1).
	Healthy Wildlife Populations	
	Clean Drinking Water	The FSDS focuses on transparent and integrated decision-making, a key principle of sustainable development, by making links to economic and social policy. This is achieved, in part, through the applied process of strategic environmental assessments (SEA), which helps the government take environmental impacts into account when developing policy and making decisions. With the 2019-2022 FSDS, the government has reaffirmed its commitment to applying SEAs.
	Sustainable Food	
	Connecting Canadians with Nature	
	Safe and Healthy Communities	

The table below shows the number of medium-term targets (32), short-term milestones (67) and indicators to report on progress (84) in relation to each of the 13 goals. It also breaks out the number of departments and agencies (26) and voluntary departments and agencies (16) contributing to the 2019-2022 strategy. Their contribution under each goal is outlined below in Table 1.

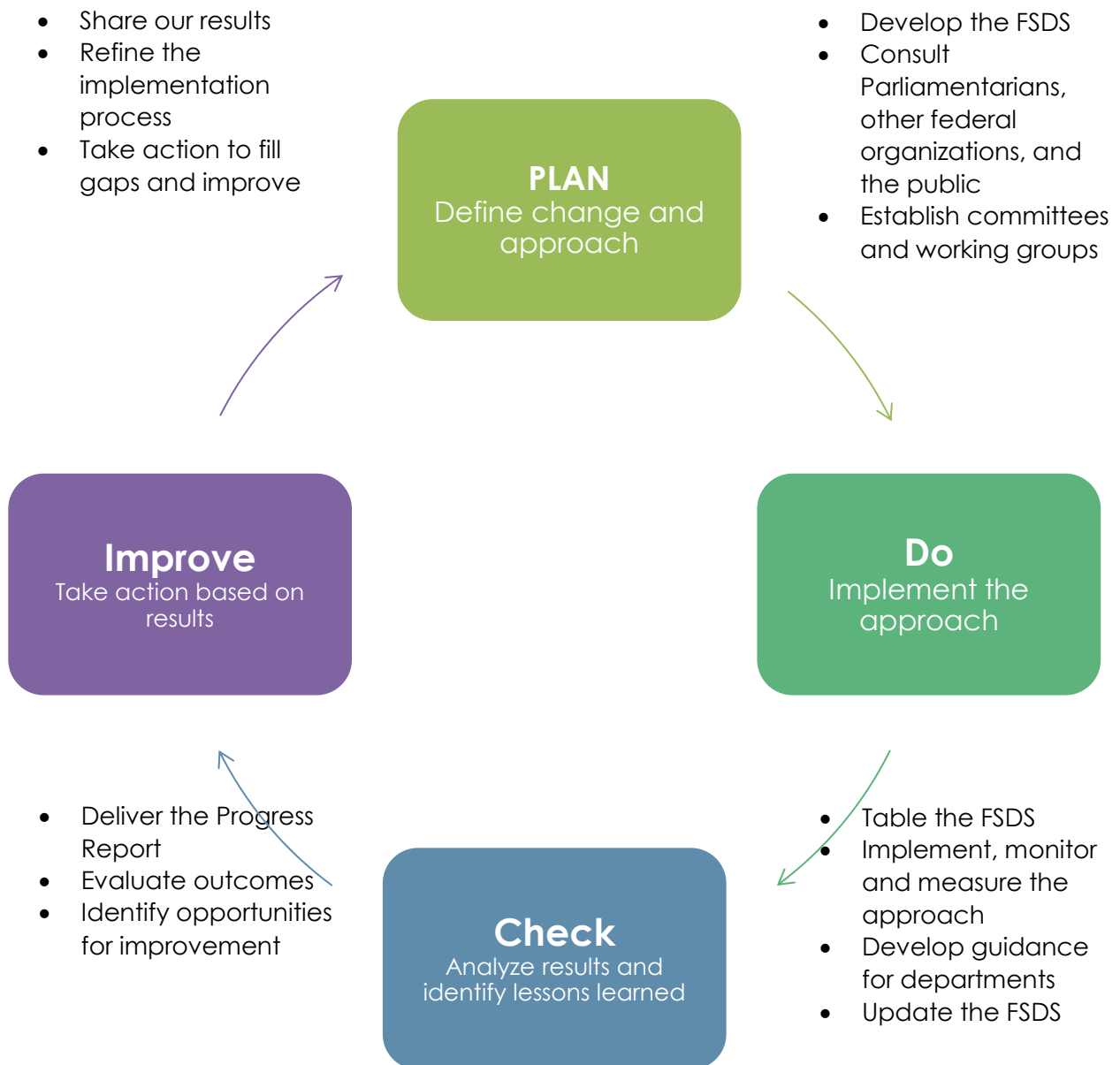
Table 1: Number of goals, targets, milestones, and indicators in the 2019–2022 FSDS

	CLIMATE CHANGE	GREENING GOVERNMENT	CLEAN GROWTH	INFRASTRUCTURE	CLEAN ENERGY	COASTS AND OCEANS	LAKES AND RIVERS	LANDS AND FORESTS	WILDLIFE POPULATIONS	CLEAN DRINKING WATER	SUSTAINABLE FOOD	CANADIANS WITH NATURE	HEALTHY COMMUNITIES	TOTAL
LONG-TERM GOALS	1	1	1	1	1	1	1	1	1	1	1	1	1	13
MEDIUM-TERM TARGETS	2	8	2	1	2	2	2	3	2	1	3	1	3	32
SHORT-TERM MILESTONES	4	12	4	3	3	11	7	4	6	1	6	2	4	67
INDICATORS	9	9	4	9	2	7	9	7	4	2	7	4	11	84
DEPT'S / AGENCIES	16	26	8	3	7	5	5	5	5	3	9	2	12	26
VOLUNTARY DEPT'S / AGENCIES	3	16	7	2	1	0	0	3	2	1	2	1	4	16

The development of the strategy is guided by a system of “Plan, Do, Check and Improve” (see Figure 3). This system improves transparency and accountability of environmental decision-making. Through the three-year cycle, progress toward the strategy's goals and targets is tracked and reported in progress reports and in Departmental Results Reports.

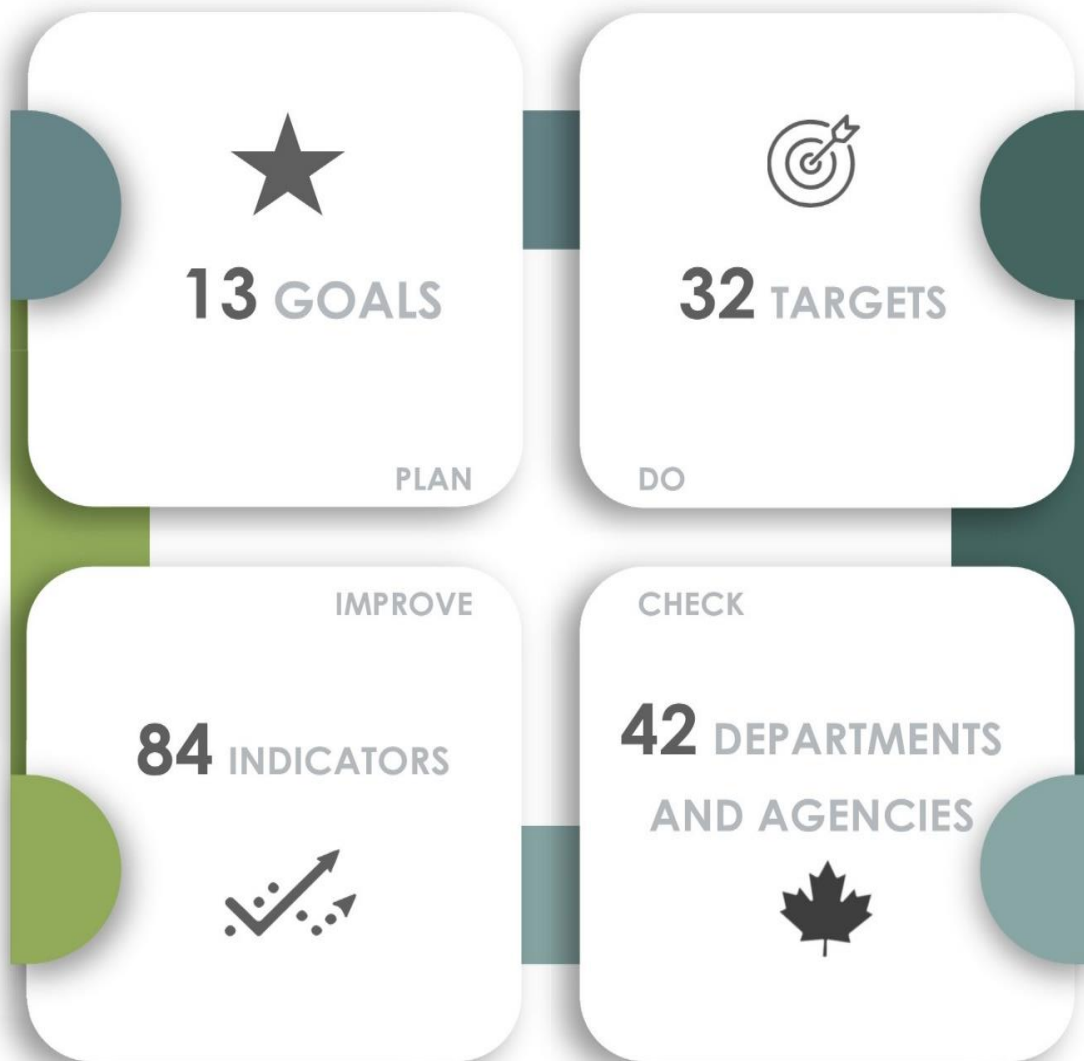
Since the 2016–2019 FSDS, the Government of Canada committed to make continuous updates to the FSDS to incorporate new commitments, decisions and actions as they become available, as well as to provide periodic updates on progress toward the milestones, targets and goals that are fixed for the Strategy's three year period. These updates will ensure the FSDS remains relevant throughout its entire three-year cycle.

Figure 3: The “Plan, Do, Check, Improve” system



The 2019-2022 FSDS can be summarized at a glance in the following graphic representation (Figure 4):

Figure 4: The 2019-2022 FSDS “At a Glance”



1.2 THE FSDS AND THE UNITED NATIONS 2030 AGENDA SUSTAINABLE DEVELOPMENT GOALS

Canada is committed to implementing the 2030 Agenda and its Sustainable Development Goals (SDGs) at home and abroad. To advance the 2030 Agenda domestically and internationally, a Sustainable Development Goals Unit within Employment and Social Development Canada is serving as a focal point to help coordinate Canada's overall efforts. Its responsibilities include the following:

- developing a 2030 Agenda National Strategy through engagement with, among others, all levels of government, Indigenous peoples, civil society, the private sector, academia and youth .
- administering the SDG funding program to support projects aimed at building awareness of the 2030 Agenda, increasing partnerships and networks, advancing research, and furthering Canada's implementation of the 2030 Agenda.

The FSDS is a key element of Canada's response to the 2030 Agenda. It creates linkages between the Government of Canada's actions over a 3-year period and the SDGs, with a focus on the SDGs with environmental elements. Specifically, the 13 FSDS goals directly support 12 of the 17 SDGs:

- SDG 2: Zero Hunger
- SDG 3: Good Health and Well-Being
- SDG 6: Clean Water and Sanitation
- SDG 7: Affordable and Clean Energy
- SDG 8: Decent Work and Economic Growth
- SDG 9: Industry, Innovation and Infrastructure
- SDG 11: Sustainable Cities and Communities
- SDG 12: Responsible Consumption and Production
- SDG 13: Climate Action
- SDG 14: Life Below Water
- SDG 15: Life on Land
- SDG 17: Partnerships for the Goals

Figure 5: 2019-2022 FSDS Goals that Support the 17 SDGs



2. THE FSDS MANAGEMENT FRAMEWORK 2019-2022

The management framework serves to improve accountability for the strategy and its progress reports. It guides oversight of a complex government-wide policy 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 strategy
- 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 strategy and its progress reports
- guides the gathering of evidence to support potential audits, reviews, evaluations and examinations
- is consistent with international best practices
- supports the system of “Plan, Do, Check and Improve”

To support the Act, the management framework was first developed in 2011 to guide the implementation of the strategy and was included as an annex to the 2011 Federal Sustainable Development Strategy Progress Report. Since that time, management frameworks have been developed to accompany every new FSDS. The 2019-2022 management framework supports the implementation of the 2019–2022 Federal Sustainable Development Strategy tabled in June 2019. It will continue to be reviewed with the tabling of every new strategy. The management framework includes:

- updated roles and responsibilities of all the participating departments (including voluntary departments), central agencies, committees and stakeholders
- a revised logic model process for the implementation of the strategy, with additional context and expected outputs and outcomes that better reflect the purpose of the Act, departmental accountabilities and a results and delivery focus
- a revised performance measurement framework (appendix 2) that improves certain indicators and methodologies to measure performance, reflecting lessons learned from 2013 to 2016 and from 2016 to 2019
- 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 not meeting the requirements of the Act
- a revised overview of reporting for both the Federal Sustainable Development Strategy and departmental sustainable development activities

3. ROLES AND RESPONSIBILITIES

This section provides an overview of the current roles and responsibilities of the various departments and agencies, central agencies, FSDS committees, and stakeholders bound by the 2008 act and those that contribute voluntarily to the strategy.

The current Act will be changed through *An Act to amend the Federal Sustainable Development Act* once the latter comes into force on December 1st, 2020. Effects of this include a broader focus on sustainable development and an increase in the number of federal organizations required to contribute to the FSDS. In the interim, the Sustainable Development Office will proactively work with federal organizations to prepare them to contribute to the first FSDS under the Act, as amended. All changes required to reflect new legislative requirements will be included in subsequent management frameworks.

3.1 ENVIRONMENT AND CLIMATE CHANGE CANADA

3.1.1 Minister

Under the Act, the Minister of Environment and Climate Change has primary responsibility for coordinating development of and reporting on the strategy. The Act requires the Minister to:

- establish a Sustainable Development Office (SDO) within Environment and Climate Change Canada (ECCC) [(Act, 7(1))]
- establish a Sustainable Development Advisory Council (the Council) [(Act, 8(1))]
- develop a Federal Sustainable Development Strategy every three years [Act, 9(1)]
- consult with the Council, the appropriate Parliamentary committees and the public on the draft strategy [Act, 9(3)]
- submit the draft strategy to the Commissioner of the Environment and Sustainable Development (the Commissioner) for review and comment [Act, 9(4)]
- seek the Governor in Council's approval of the official strategy [Act, 10(1)]
- table the strategy [Act, 10(2)], and a report on the federal government's progress in implementing the strategy, in both Houses of Parliament [Act, 7(2)]

As with all other ministers of departments and agencies subject to the Act, the Minister of the Environment and Climate Change is also required to develop a departmental sustainable development strategy (DSDS) [Act, 11(1)].

3.1.2 Sustainable Development Office

The Sustainable Development Office is responsible for developing and maintaining systems and procedures to monitor progress on implementing the strategy [Act, 7(1)]. Specifically, it must, at least once every three years, provide the Minister with a report on implementation of the strategy [Act, 7(2)]. In addition to its legislated responsibilities to support implementation, the Sustainable Development Office also:

- provides overall leadership and coordination on matters related to the strategy
- supports the Minister in developing a strategy once every three years and in meeting other requirements of the Act
- implements and maintains the management framework, including tracking and reporting on risks and performance measures
- develops and coordinates reporting on the [Canadian Environmental Sustainability Indicators](#) (CESI)

- plays a lead role in coordinating with the CESD, Parliamentarians, other government departments, key stakeholders and citizens
- reaches out across the federal government, to international agencies, and to stakeholders to build awareness of the strategy and its contribution to progress on sustainable development
- contributes to the development of guidance and direction to departments and agencies on meeting the requirements of the Act
- reviews and/or responds to comments received from, and/or audits conducted by, the CESD with respect to implementation of the Act
- provides guidance and advice to departments and agencies in the development of their DSDSs
- promotes and raises awareness of the strategy and related environmental sustainability issues
- provides direction on implementing the Federal Sustainable Development Act

The Sustainable Development Office is housed in the Strategic Policy Branch of ECCC under the responsibility of the Assistant Deputy Minister (ADM) of the branch and the Director General (DG) of the Sustainability Directorate.

3.1.3 Interdepartmental Assistant Deputy Minister Committee

The ADM of the Strategic Policy Branch at ECCC chairs the interdepartmental ADM Committee, which provides strategic direction, advances thinking, and makes decisions on key issues associated with implementing the Act. ADMs provide advice to ministers on key issues including, for example, the management framework, goals and targets, and the content and structure of the strategy and progress report.

The committee is composed of an ADM from each of the departments and agencies bound by the Act 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 Act, strategy or progress reports. The committee is supported by the Sustainable Development Office.

The Centre for Greening Government in Treasury Board Secretariat of Canada also coordinates an ADM Steering Committee and several working groups on Greening Government.

3.1.4 Interdepartmental Director General Committee

The DG of the Sustainability Directorate at ECCC chairs the interdepartmental DG Committee, which provides operational direction and guidance. It also discusses key issues including, for example, the implementation of the Act and development of goals, targets and departmental actions for the strategy.

The DG Committee is predominantly a venue to share information related to the strategy and/or the progress report, including such items as audits by the CESD communication plans and environmental indicators.

This committee serves as a “plenary” forum with any policy, planning and management framework working groups that may be established under them. The committee is composed of a DG from each of the departments and agencies bound by the Act as well as those participating on a voluntary basis. Representatives from federal organizations are expected to brief their DGs in preparation for DG Committee meetings. The committee is supported by the Sustainable Development Office.

3.1.5 Key Operating Principles for Committees

1. **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 Act while balancing the needs of departments/agencies. As appropriate, information is presented to relevant Deputy Ministers for issues management. In the event that consensus cannot be reached, ECCC will make decisions that uphold the requirements of the Act as the highest priority.
2. **Frequency of meetings:** The DG Committee will meet as necessary, particularly prior to the tabling of each strategy and progress report. ADM Committee meetings will be on an ad-hoc basis at the recommendation of the DG Committee. Both committees communicate through email to share information and make decisions during the three-year FSDS cycle.
3. **Informational and / or call to action focus:** meetings should have clear agenda, be short, and, where possible, include a call to action focus and next steps.

3.1.6 Other Working Groups

Other working groups may be established and led by the Sustainable Development Office or the Centre for Greening Government as required to carry out certain tasks and facilitate interdepartmental engagement. These may be established at any level, for example, at the director or working level, and will meet on mutually agreed upon schedule to achieve goals outlined by Sustainable Development Office or the Centre for Greening Government.

3.2 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 Federal Sustainable Development Strategy-related reporting in support of the regular department reports process. TBS releases guidance, developed by the Sustainable Development Office, to departments and agencies so they may meet their requirements for planning and reporting on sustainable development activities through the statutory departmental corporate reporting processes.

Under the strategy, TBS is responsible for developing and maintaining systems and procedures that support the leadership of the President of the Treasury Board in improving the environmental performance of operations of the Government of Canada.

The President of the Treasury Board is also responsible for reporting on the progress of the federal government in improving the environmental performance of its operations in support of the strategy's Greening Government Goal, in such time that this information can be included in the government-wide report on progress in implementing the strategy.

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

3.2.1 Centre for Greening Government

Established in 2016, TBS's Centre for Greening Government, tracks the federal government's emissions centrally, coordinates efforts across government, and drives results to make sure the Government of Canada meets its objectives. In 2019, the Greening Government Strategy was updated with new goals and targets to make federal organizations more resilient and aspirational, including efforts to adopt low-carbon fleets, mobility solutions, and infrastructure.

The Centre for Greening Government engages in the following government-wide activities:

- Analyzing and reporting
- Providing policy and operational support
- Setting requirements for federal organizations to deliver results and achieve performance goals
- Establishing communities of practice to identify best practices and lessons learned in greening actions from federal partners and provincial, territorial and other jurisdictions

3.3 IMPACT ASSESSMENT AGENCY OF CANADA

In 1994, the then-Canadian Environmental Assessment Agency was established pursuant to the *Canadian Assessment Act*, which came into effect in 1995. In 2019, the *Impact Assessment Act* was enacted and, as a result, the Impact Assessment Agency of Canada (IAAC) was created and the *Canadian Environmental Assessment Act, 2012*, was repealed. IAAC supports the Minister of Environment and Climate Change by promoting the application of SEA to federal government policy, planning and program proposals by providing departments and agencies with SEA guidance and training. IAAC will encourage departments to apply SEA to Memoranda to Cabinet and other documents that provide advice to Cabinet and Ministers.

The guidelines for implementing the [Cabinet Directive on the Environmental Assessment of Policy, Plan and Program Proposals](#) were updated with the tabling of the first strategy in Parliament in 2010. The guidelines instruct departments to consider a proposal's potential impact on the achievement of the strategy's goals and targets when undertaking an SEA. In order to make environmental decision-making more accountable and transparent to Parliament, SEA public statements should include a description of a proposal's important environmental effects and potential impacts on the goals and targets of the strategy.

3.4 EMPLOYMENT AND SOCIAL DEVELOPMENT CANADA

Canada is committed to implementing the 2030 Agenda and its SDGs at home and abroad. Many of the government's priorities, policies and programs are helping Canada make progress on these goals, including reducing poverty; growing and strengthening Canada's middle class; reconciliation with Indigenous peoples; advancing gender equality and the empowerment of all women and girls; taking action on climate, clean energy and oceans; and ensuring access to justice for all Canadians. In July 2018, Canada presented its first Voluntary National Review to the United Nations High-Level Political Forum, which took stock of our progress to date, noted our challenges, and set the stage for the continued work ahead.

To ensure continued progress and coordination of Canada's efforts, Budget 2018 provided support for implementation of the 2030 Agenda. Budget 2018 allocated \$49.4 million over 13 years, starting in 2018–2019, to establish an SDG Unit to coordinate Canadian efforts to advance the SDGs both domestically and internationally and fund monitoring and reporting activities by Statistics Canada. Up to \$59.8 million over 13 years, starting in 2018–2019, will also be provided to support horizontal, multi-stakeholder projects that advance the SDGs in Canada.

The Minister of Children, Families and Social Development leads Canada's implementation of the 2030 Agenda. To advance the 2030 Agenda domestically and internationally, a Sustainable Development Goals Unit housed within Employment and Social Development Canada (ESDC) is coordinating the government's efforts to implement the 2030 Agenda in close collaboration with all other departments. The SDG Unit is responsible for developing a 2030 Agenda National Strategy through engagement with, among others, all levels of government, Indigenous peoples, civil society, the private sector, academia and youth. They are also responsible for administering the SDG funding program to support projects aimed at building awareness of the 2030 Agenda, increasing partnerships and networks, advancing research, and furthering Canada's implementation of the 2030 Agenda.

Figure 6: The 17 Sustainable Development Goals



The FSDS will contribute to the broader whole-of-society 2030 Agenda National Strategy. ECCC and ESDC are working together to maximize coherence, efficiency, and alignment, and to minimize duplication while respecting the legal obligations under the Act and the Government of Canada's responsibilities related to the United Nations 2030 Agenda and the SDGs.

3.5 GOVERNMENT DEPARTMENTS AND AGENCIES

The Act mandates that departments and agencies named in Schedule I of the [Financial Administration Act](#) prepare departmental sustainable development strategies (DSDSs) that comply with and contribute to the Federal Sustainable Development Strategy. Annex 4 of the 2019–2022 strategy contains a list of departments and agencies required to produce DSDSs. On December 1, 2020, this will change with the coming into force of *An Act to amend the Federal Sustainable Development Act* to include agencies and departments named in the Financial Administration Act's Schedule I.1 and Schedule II. However, this change will be relevant to the next strategy produced under the new legislative context, and not to the 2019–2022 strategy.

The 2020–2023 DSDSs must be tabled within one year of the Federal Sustainable Development Strategy (by June 19, 2020).

In support of transparency and consistency with departmental reporting, departments and agencies commit to the full three-year cycle of the strategy and to reporting information and results annually. Departments and agencies are encouraged to develop and implement systems and procedures to monitor DSDS progress and results.

In addition, departments and agencies:

- participate in the Federal Sustainable Development Strategy Interdepartmental DG and ADM Committees and working groups that may be established to support the strategy's development, implementation and reporting

- provide the Sustainable Development Office with information and approvals required to develop updates to the e-strategy, the Progress Report, and any other related work products
- select and/or use indicators that will monitor, measure and report on progress of the goals and targets to which they contribute or lead
- deliver on the sustainable development targets they contribute to or lead
- review and comment on draft strategies and progress reports
- track progress toward completion of their respective departmental actions [Act, 9(2)]
- implement guidance developed by ECCC, TBS, Privy Council Office and/or IAAC in support of the strategy
- report annually on their specific contributions to the strategy
- respond to requests for information in support of the performance measurement framework
- respond to findings and implement recommendations from the CESD, with support from ECCC
- assist organizations within ministerial portfolios that are not subject to the Act in identifying and reporting on strategy-related activities
- work with the Sustainable Development Office, as required, to engage the public and stakeholders and to incorporate public comments into the strategy
- conduct SEAs for policy, plan and program proposals, and consider the scope and nature of the likely environmental effects, including impacts on the goals and targets set out the strategy

3.6 VOLUNTARY DEPARTMENTS AND AGENCIES

The Act 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 named in the Act are encouraged to participate to ensure that all relevant federal actions are reflected in the strategy and subsequent progress reports.

Organizations not subject to the Act can contribute targets, indicators, short-term milestones, and/or contributing actions to the strategy. In support of transparency and consistency with departmental reporting, such organizations should, over the full three-year cycle of the strategy, report information and results annually through existing organizational reporting processes, but they do so on a voluntary basis.

3.7 COMMISSIONER OF THE ENVIRONMENT AND SUSTAINABLE DEVELOPMENT

The [Commissioner of the Environment and Sustainable Development](#) (the 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 Act [section 9(4)], the commissioner is legally mandated to review the draft strategy and comment whether the targets and implementation strategies can be assessed.

The CESD is also required under the [Auditor General Act](#) [section 23(3)] to review and comment on all Federal Sustainable Development Strategy progress reports, focusing particularly on the fairness of performance information.

The CESD is mandated to review DSDs and sustainable development reports to determine the extent to which departmental objectives, plans, actions and results contribute to implementing the strategy and meeting its targets. In the past, 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. Recent reviews have focused on the implementation of DSDs by departments and agencies.

3.8 PARLIAMENTARIANS

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

3.9 SUSTAINABLE DEVELOPMENT ADVISORY COUNCIL

In compliance with the Act, the [Sustainable Development Advisory Council](#) (the Council) is created and chaired by the Minister of the Environment and Climate Change. The Council is responsible for providing advice to the Minister of the Environment and Climate Change on drafts of the strategy. Members are Canadians that represent each province and territory as well as Indigenous peoples, environmental non-governmental organizations, business, and labour. Members are appointed by, and report directly to, the Minister of Environment and Climate Change as prescribed by the Act.

3.10 THE PUBLIC

In addition to the above-mentioned groups, non-governmental organizations, academia, business and industry associations, Indigenous peoples, and the Canadian public play a role in developing the strategy by providing input and feedback on draft strategies. As mandated by the Act, the Sustainable Development Office must consult with the Council, the appropriate committee of each House of Parliament, the public, and the CESD for feedback and input into the strategy for a period of not less than 120 days. Comments received are summarized in a consultation synthesis report (see [here for 2019-2022](#)) produced and posted online by the Sustainable Development Office, and inform the final strategy and subsequent progress reports. They are also reflected in the "Listening to Canadians" section of the 2019-2022 strategy.

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 strategy. 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.

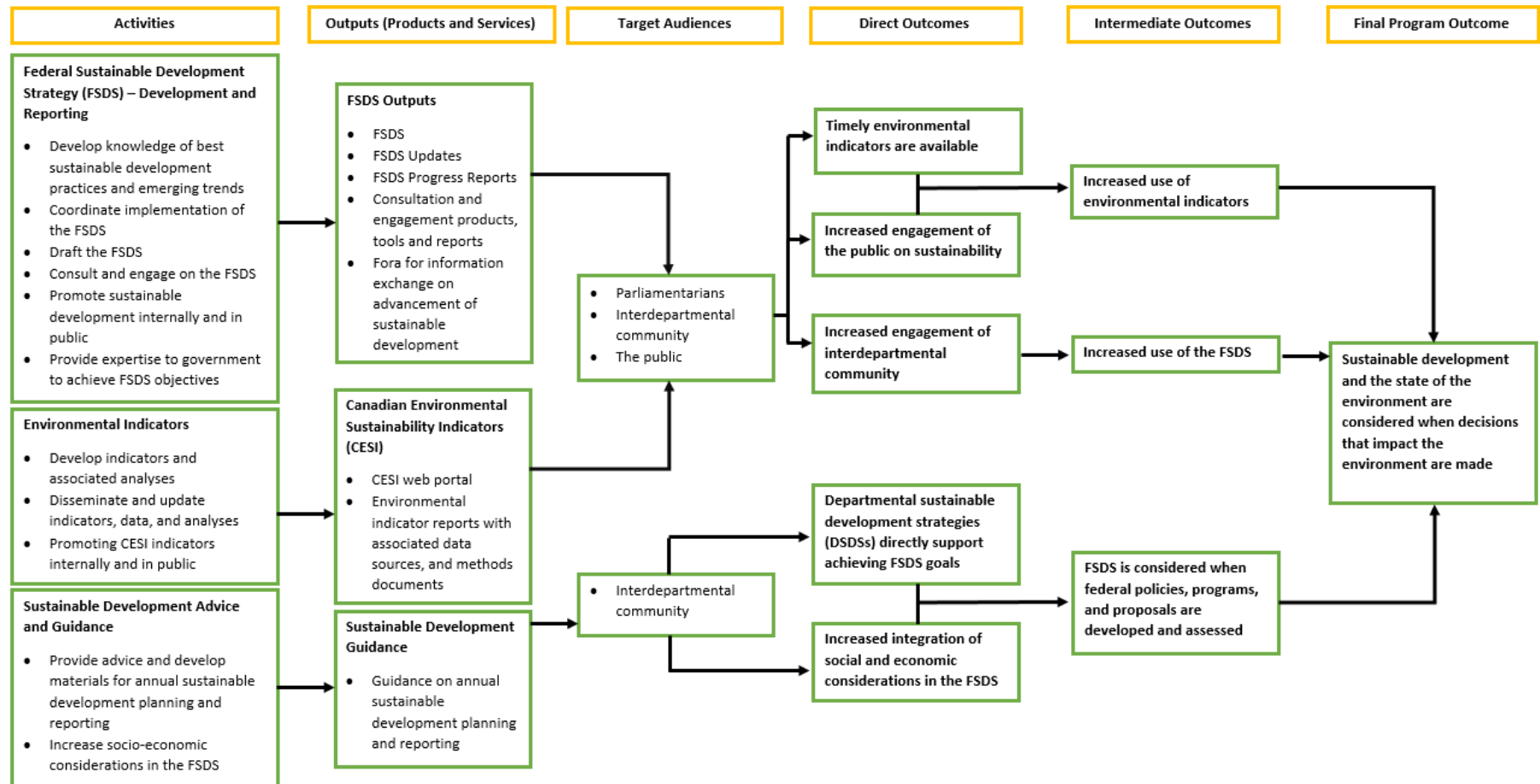
In the case of the Federal Sustainable Development Strategy, performance measurement underpins the “Check” part of the “Plan, Do, Check and Improve” system, and it is used to track progress towards making environmental decision-making more transparent and accountable and achieving strategy goals and targets.

4.1 LOGIC MODEL

The outcomes the strategy is intended to achieve are presented in the form of a logic model that was produced using [TBS's guidelines for developing logic models](#). The logic model provides the foundation for tracking and reporting on strategy performance by providing the logical linkages among strategy activities, outputs and outcomes (see Figure 4).

Building on the “Plan, Do, Check and Improve” system, the logic model is the basis for identifying results, progress and performance on meeting the requirements of the Act.

Figure 7: Logic model on the 2019–2022 FSDS



Activities and outputs in the logic model are divided into three main streams: strategy development and reporting, environmental indicators, and sustainable development advice and guidance.

Strategy development and reporting

Activities include:

- developing knowledge of best sustainable development practices and emerging trends
- coordinating the implementation of the strategy
- drafting the strategy
- consulting and engaging on the strategy
- promoting sustainable development
- providing expertise within the federal government to achieve strategy objectives

Outputs from these activities include:

- the Federal Sustainable Development Strategy and its updates and progress reports
- consultation and engagement products, tools, and reports
- fora for information exchange on advancing sustainable development

Environmental indicators

Activities include:

- developing indicators and associated analyses
- disseminating and updating indicators, data, and analyses
- promoting CESI indicators internally and in public

Outputs from these activities include:

- the CESI web portal
- environmental indicators reports with associated data sources and methods

Sustainable development advice and guidance

Activities include:

- providing advice and developing materials for annual sustainable development planning and reporting
- increasing socio-economic considerations in the strategy

Outputs from these activities include:

- guidance on annual sustainable development planning and reporting

Target audiences

Activities and outputs that support the strategy development and reporting stream and the environmental indicators stream target parliamentarians, the interdepartmental community, and the public.

Activities and outputs that support the sustainable development advice and guidance stream target the interdepartmental community.

Outcomes

Direct outcomes are short-term changes that are directly attributable to strategy activities and outputs. Intermediate outcomes are the behaviour changes of target audiences that are expected to occur over the medium-term once one or more immediate outcomes have been achieved.

Direct outcomes linked to strategy development and reporting include increased engagement of the interdepartmental community and of the public on sustainability. This feeds into the intermediate outcome of increased use of the strategy.

In the case of the environmental indicators stream, the direct outcome is that timely environmental indicators are available. This leads to the intermediate outcome of increased use of environmental indicators.

In the third stream, sustainable development advice and guidance, the direct outcomes include DSDs directly supporting the achievement of strategy goals and increased integration of social and economic considerations in the strategy. These lead to the intermediate outcome that the strategy is taken into consideration when federal policies, programs, and proposals are developed.

The final program outcome represents a change of state of a target population and has a long-term orientation. The three intermediate outcomes feed into the final outcome: sustainable development and the state of the environment are considered when decisions that impact the environment are made.

Summary

Ultimately the logic model identifies linkages between the activities and outputs of the strategy and its direct, intermediate and final program outcomes, using the definition of these terms provided by [the Treasury Board Secretariat's Results-based Management Lexicon](#). It develops a chain of results connecting activities to the final outcome while at the same time identifying the linkages demonstrating progress toward achieving them.

5. AUDIT AND EVALUATION

Performance measurement and evaluation are complementary and important components of the “Plan, Do, Check and Improve” system of the strategy.

Evaluation is a snapshot in time typically 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 oversight.

The strategy and outcomes identified in the logic model will be reviewed at various stages throughout the strategy’s three-year cycle.

5.1 COMMISSIONER OF THE ENVIRONMENT AND SUSTAINABLE DEVELOPMENT

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

- During the mandated public consultation, review whether the targets and implementation strategies in the draft strategy can be assessed [[Federal Sustainable Development Act](#) 9(4)]
- Following release of the required progress report, review the fairness of the government’s progress report on implementation of the strategy [[Auditor General Act](#) 23(4)]
- Annually, monitor and report on individual departments’ progress in implementing their own sustainable development strategies [[Auditor General Act](#) 23(1)]

On April 1, 2019, the CESD reviewed the draft 2019–2022 strategy released for public consultation and [provided comments](#) to the Minister of Environment and Climate Change. In the [Fall 2019 Report](#), the CESD also reviewed the [2018 Progress Report on the 2016 to 2019 Federal Sustainable Development Strategy](#) to assess the **fairness** of the information it contained and how the federal departments and agencies contributed to the goal of sustainably managed lands and forests in the 2016–2019 Federal Sustainable Development Strategy in their Departmental Sustainable Development Strategies.

Informed in part by the CESD’s findings, during this cycle the Sustainable Development Office will:

- continue to work with the interdepartmental community regarding the environment-related 2030 Agenda Sustainable Development Goals
- continue to develop, refine and update the strategy’s interactive online strategy
- work with TBS to monitor and report on progress on the greening government goal
- continue to review best practices in environmental sustainability planning and reporting
- continue to incorporate the social and economic dimensions of environmental sustainability into the strategy
- continue to refine its guidance to departments on developing their Departmental Sustainable Development Strategies and subsequent reporting on them
- continue to work with departments and agencies as they respond to findings and implement recommendations from the CESD

5.2 INTERNAL DEPARTMENTAL AUDITS AND EVALUATIONS

Internal audit activities related to the strategy may be considered in the context of ECCC's annual risk-based audit plan as required by the [Treasury Board Policy on Internal Audit](#) 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 would be funded through existing Audit and Evaluation Branch budgets.

Evaluations of the relevance, efficiency, and effectiveness of any programs, policies or initiatives related to the strategy will be considered through ECCC's annual risk-based evaluation plan process that results in a five-year rolling departmental evaluation plan as required by the [Treasury Board Policy on Results](#). Evaluations would be funding through program funds, directed to the Audit and Evaluation Branch to secure the services of additional resources, as required.

Some of the department's activities in support of the strategy were assessed as part of the evaluation of ECCC's Sustainability Reporting and Indicators Program, completed in 2016–2017. No further similar evaluations are presently scheduled to date to take place during the 2019–2022 strategy cycle, according to the [five-year department evaluation plan that extends until the fiscal year of 2022/2023](#).

During the 2019–2022 cycle, ECCC and other departments or agencies that participate in the 2019–2022 strategy may undertake audits or evaluations of programs included in the strategy as part of their departmental risk-based audit and evaluation plans. These audits or evaluations are the sole responsibility of individual departments.

5.3 REVIEW AND COMMENT

As previously mentioned in the Governance section, informal examination in the form of review and comment can be valuable for improving program performance and delivery. Informal reviews may be conducted on an as-needed basis. They may take the form of interdepartmental working groups, workshops or reviews depending upon the nature of the topic.

In addition, the Sustainable Development Office undertakes internal reviews such as Gender-Based Analysis Plus, citation scans, assessment of strategy targets against SMART criteria (specific, measurable, achievable, relevant and time-bound) and comparative analysis with international good practices for sustainable development strategies in order to inform the development of future strategies.

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 strategy.

Possible topics may include:

- identifying opportunities for improvement to future iterations of the strategy
- determining needed improvements based on progress reports and reviews
- identifying best practices and lessons learned
- refining guidance to departments
- refining approaches used to develop, implement and evaluate the strategy

6. RISK MANAGEMENT

The FSDS operates in a dynamic policy and fiscal environment, and it represents a collaborative, whole-of-government view of what 42 departments and agencies (26 mandatory, 16 voluntary) are doing in the area of environmental sustainability over the next three years. At the departmental level, ECCC's approach to risk management is detailed in its Integrated Risk Management Framework, which recognizes that a solid understanding of the risk environment is key to achieving established business objectives. The main external, strategic and operational risks for ECCC are outlined in the Corporate Risk Profile, which identifies the level of risk (likelihood and impact), mitigation strategies and key accountabilities.

Environmental sustainability issues have a wide range of impacts on social, economic and health decisions for Canadians. Addressing these require the commitment of not only ECCC but also all of its partners. In that context, the Sustainable Development Office in collaboration with the interdepartmental community has identified and analyzed potential risks and opportunities to meeting the mandate of the Act.

Once risks and mitigation actions to address them are identified, the Sustainable Development Office monitors these risks and, with the interdepartmental community, takes corrective action as needed.

The 2017 integrated risk assessment for the FSDS was reviewed in 2019 and considered still relevant. This assessment was completed by building on the following guidance:

- ECCC's Integrated Risk Management Toolkit Risk Taxonomy
- ECCC's Risk Template Development Guide and Risk Template
- [TBS's Guide to Integrated Risk Management](#)

At that time, the identified risk and opportunity events were reviewed and scored by the interdepartmental community based on likelihood of the risk occurring and impact of each risk should it occur. As result, four risk management priority areas (those having the highest risk and most likely to occur) were identified and are described below.

- Risk that strategy 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
- Risk that strategy reporting is inaccurate and/or incomplete, due to insufficient data on target indicators collected/developed, precluding the ability of the strategy to report fully on progress
- Risk that the strategy decisions that may impact the environment are 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 strategy goals and targets into consideration
- Risk that strategy goals are not translated into measurable targets/implementation strategies, due to insufficient planning and/or consultation, leading to lack of progress towards implementing the strategy

A number of controls to address these concerns are already in place. For example, Ministers are named as responsible for targets established in the strategy; progress of the strategy goals and targets are tracked largely using the Canadian Sustainability Environmental Indicators (CESI) and

other performance-based information; the Cabinet Directive on the Environmental Assessment of Policy, Plan and Program Proposals requires departments to describe the impact of their initiatives on strategy goals and targets, and requires related public statements to be published; there is a systematic review of key policy documents by the Sustainable Development Office (such as Federal Budgets, mandate letters, departmental reporting) to identify emerging policy priorities; biannual updates to the electronic version of the strategy are made available to the public and an engagement plan to raise awareness of the strategy has been developed and is being implemented.

For the 2019-2022 FSDS, this risk profile and set of risk controls continue to be applicable. Any additional mitigating actions based on residual risk will be implemented, and the risk assessment will be reviewed with the next cycle of the strategy.

7. ENGAGEMENT AND COMMUNICATIONS APPROACH

Engagement and communication activities throughout the three-year cycle of the strategy are an important means to achieving the transparency mandate of the Act. It also supports the [Policy on Communications and Federal Identity](#), and the [Consultation and Public Engagement](#) section of the Mandatory Procedures for Public Opinion Research.

The 2019–2022 strategy includes a commitment to ongoing engagement and continual updates to the strategy as policies are developed and initiatives launched. Implementing the strategy requires the commitment of ECCC and other federal organizations as well as provinces, territories, Indigenous peoples, and Canadians. It is for these reasons that the Sustainable Development Office emphasizes engagement and communications.

Based on the “Plan, Do, Check and Improve” system outlined earlier, the government is committed to ensuring that each cycle of the strategy builds on lessons learned, current best practices and the expertise of others. Accordingly, engagement plays an important role in meeting the commitment to consider stakeholder comments when planning, implementing and reporting on the strategy. The Sustainable Development Office, in collaboration with ECCC’s Public and Indigenous Affairs and Ministerial Services Branch and other federal departments and agencies, leads strategy engagement.

7.1 OBJECTIVES OF ENGAGEMENT

The Sustainable Development Office, with the support of all federal departments and agencies, undertakes a range of engagement activities to provide information, build awareness and enhance use of the strategy among stakeholders.

7.2 TARGET AUDIENCES AND ACTIVITIES

Recognizing the importance of engagement and in accordance with the Act [[section 9\(3\)](#)], the development of each new strategy is informed by a 120-day public consultation period. The Minister of Environment and Climate Change provides a draft of each new strategy to the CESD, the Council, parliamentarians and the Canadian public. In addition, the draft strategy is provided to other key stakeholders such as other levels of government, Indigenous partners, youth, non-profit organizations, business and industry associations, and academia. The results of this engagement inform the development of the final strategy, and are reported through a publicly available synthesis report (see [here for 2019-2022](#))

Beyond the formal consultation period every three years, the Sustainable Development Office engages stakeholders on an ongoing basis by means of both web-based and traditional approaches. Activities include, for example, face-to-face information and outreach sessions, online webinars, and social media updates. The Sustainable Development Office will continue its proactive engagement activities as it implements the 2019–2022 strategy and prepares the next draft strategy.

7.3 STRATEGIC COMMUNICATIONS

Communicating about the strategy, its progress reports, CESI, and opportunities for public consultation is important for furthering the transparency and accountability of the Government of Canada’s environmental sustainability activities. The Sustainable Development Office works in

collaboration with ECCC's Public and Indigenous Affairs and Ministerial Services Branch, which leads communications activities for the strategy and CESI. Related communications products and activities include:

- maintaining the strategy and CESI websites
- maintaining a GCConnex and GCpedia site
- media releases
- social media

A communications strategy is developed for each FSDS and progress report. The communications strategy includes such items as:

- communications objectives and considerations
- identifying target consultation groups
- 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 Act and informs parliamentarians and Canadians about what the Government of Canada is doing and what results are being achieved.

Progress against goals, targets and actions taken by the government are reported in progress reports and updates, in annual Departmental Results Reports prepared by departments and agencies through government-wide corporate reporting, and through the CESI program. In addition, departmental sustainable development strategies provide detailed information on what departments and agencies are doing to meet the goals, targets and milestones set out in the 2019-2022 strategy. Table 2 provides an overview of reporting mechanisms related to the strategy.

Table 2: Strategy reporting mechanisms

Reporting mechanism	Strategy	Progress reports and updates	Departmental corporate reporting
Timing	Every three years	A progress report every three years; online updates to the strategy twice a year	Annually (since 2011) within Departmental Results Reports and Supplementary Information Tables (SITs)
Lead agency	Sustainable Development Office (ECCC)	Sustainable Development Office (ECCC)	All FSDS departments and agencies
	Centre for Greening Government (TBS)	Centre for Greening Government (TBS)	
Level of detail	Goals	Goals and Target-Indicators	Performance Indicators
	Targets		
	Milestones	Selected Contributing Actions	Performance Metrics on Departmental Actions
	Contributing-Actions	Performance Indicators	

8.1 PROGRESS REPORT AND UPDATES

Progress reports are required to be presented to the Minister of the Environment and Climate Change at least once every three years [[Act, 7\(2\)](#)]. The Minister tables the progress report in both Houses of Parliament [[Act, 7\(2\)](#)].

The [first progress report](#) was published in 2011 and focused on the process and actions taken to implement the strategy. 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 strategy. The [third progress report](#), published in 2015, presents information on how the federal government implemented the 2013–2016 strategy. Finally, [the fourth and most recent progress report](#), published in 2018, reports on federal actions relevant to the 2016-2019 strategy.

Subsequent progress reports will continue to document the federal government's progress towards FSDS goals and targets.

As required by the Auditor General Act, the CESD assesses the fairness of the information contained in progress reports with respect to the progress of the federal government in implementing the strategy and meeting its targets.

- [Review of the 2018 Progress Report of the Federal Sustainable Development Strategy](#)
- [Review of the 2015 Progress Report of the Federal Sustainable Development Strategy](#)
- [Review of the 2012 Progress Report of the Federal Sustainable Development Strategy](#) (Part 2)

Online updates to the strategy can be produced twice a year, usually in the spring and the fall.

8.1.1 Indicators

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

- **Policy relevance:** for example, links to the strategy goals and targets
- **Utility:** meets the needs of decision-makers and the public
- **Soundness:** based on sound, consistent and scientifically accepted methodologies
- **Data availability:** uses existing high-quality data with adequate coverage

CESI indicators are updated regularly and indicator results are included in progress reports.

Over the course of the three-year FSDS cycle, new indicators are developed as part of the CESI program (for example, population exposure to outdoor air pollution) to extend coverage of environmental issues and respond to new or changing FSDS goals and targets.

Environment and Climate Change Canada's CESI program produces indicators with the support of other federal departments and agencies, including Health Canada, Statistics Canada, Natural Resources Canada, Parks Canada, Transport Canada and Fisheries and Oceans Canada, as well as provincial and territorial governments.

In addition to CESI, other indicators are used to help measure and report on progress. For example, departmental performance indicators are used to track progress towards respective departmental actions.

8.2 REPORTING ON DEPARTMENTAL SUSTAINABLE DEVELOPMENT STRATEGIES

Under the Act [[11\(1\)](#), (2)], departments and agencies are required to develop a departmental sustainable development strategy (DSDS) containing objectives and plans for the department or

agency that comply with and contribute to the Federal Sustainable Development Strategy.

Under guidance from TBS, with input from Sustainable Development Office and IAAC, 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 Act through the release of strategic environmental assessment (SEA) public statements and reporting in Departmental Results Reports. SEAs also support the implementation of the FSDS through the requirement for the consideration of potential impacts on strategy goals and targets.

APPENDIX 1: LIST OF ORGANIZATIONS

The following departments and agencies are required to table sustainable development strategies under the Federal Sustainable Development Act:

- | | |
|--|---|
| 1. Agriculture and Agri-Food Canada | 15. Indigenous and Northern Affairs Canada
(Crown-Indigenous Relations and
Northern Affairs Canada and Indigenous
Services Canada) |
| 2. Atlantic Canada Opportunities Agency | 16. Innovation, Science and Economic
Development Canada |
| 3. Canada Border Services Agency | 17. National Defence |
| 4. Canada Economic Development for
Quebec Regions | 18. Natural Resources Canada |
| 5. Canada Revenue Agency | 19. Parks Canada |
| 6. Canadian Heritage | 20. Public Health Agency of Canada |
| 7. Department of Finance Canada | 21. Public Safety Canada |
| 8. Department of Justice Canada | 22. Public Services and Procurement
Canada |
| 9. Employment and Social Development
Canada | 23. Transport Canada |
| 10. Environment and Climate Change
Canada | 24. Treasury Board of Canada Secretariat |
| 11. Fisheries and Oceans Canada | 25. Veterans Affairs Canada |
| 12. Global Affairs Canada | 26. Western Economic Diversification
Canada |
| 13. Health Canada | |
| 14. Immigration, Refugees and Citizenship
Canada | |

While not bound by the Act, the following organizations have contributed to the 2019–2022 strategy

- | | |
|--|---|
| 1. Canadian Coast Guard | 9. Infrastructure Canada |
| 2. Canadian Environmental Assessment
Agency | 10. Jacques Cartier and Champlain Bridges
Incorporated |
| 3. Canadian Food Inspection Agency | 11. National Capital Commission |
| 4. Canadian Institutes of Health Research | 12. National Research Council Canada |
| 5. Canadian Northern Economic
Development Agency | 13. Royal Canadian Mounted Police |
| 6. Correctional Service Canada | 14. Standards Council of Canada |
| 7. Federal Economic Development Agency
for Southern Ontario | 15. Statistics Canada |
| 8. Federal Economic Development
Initiative for Northern Ontario | 16. Sustainable Development Technology
Canada |

APPENDIX 2: PERFORMANCE MEASUREMENT FRAMEWORK

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 2019–2022 timeframe. The PMF is meant primarily to inform and guide ECCC's Sustainable Development Office and key partners regarding its management practices. It is also intended to provide useful information about the outcomes of the strategy related to meeting the objectives of the Act. As such, the performance measurement table includes descriptions of the performance measures, including a brief explanation of how these will be tracked, and timing and frequency of data collection. In accordance with the PMF, an overview of progress will be included in progress reports, as appropriate, as information becomes available. The PMF for 2019–2022 below was informed by the results obtained from the PMF for the 2013–2016 and 2016–2019 periods.

Where possible, indicators are aligned with the Departmental Results Reporting cycle. However, some data are gathered for calendar years, and reports against this framework are issued every year against the calendar year previous.

Outcome		Performance Measure	Data Source	Description of PM and Overview of Methodology	Reporting Frequency	Reporting Period	Baseline	2018/19 Targets	2019/20 Targets	2020/21 Targets
Immediate Outcomes	2a. Timely environmental indicators are available	Percentage of CESI indicators in the FSDS that are reported on in the FSDS Progress Report	FSDS, Progress Report and CESI.	The FSDS Progress Report will be evaluated to determine how many CESI indicators identified in the FSDS were available to report on in the Progress Report.	Once every three years	After the release of the next FSDS Progress Report	2018 - 90%	N/A (Next Progress Report slated for after 2021)	N/A (Next Progress Report slated for after 2021)	N/A (Next Progress Report slated for after 2021)
		Percentage of CESI indicators updated and published that reflect the annual indicator release plan	CESI website	The CESI website will be evaluated to determine how many of its indicators have been updated to reflect the latest available data by the end of each year.	Annual	Calendar years	2016: 80% / 2017: 57% / 2018: 68%	2019: 80%	2020: 80%	2021: 80%

Immediate Outcomes	Outcome	Performance Measure	Data Source	Description of PM and Overview of Methodology	Reporting Frequency	Reporting Period	Baseline	2018/19 Targets	2019/20 Targets	2020/21 Targets
	2b. Increased engagement of the public on sustainability	Number of participants who attend outreach meetings and webinars	Outreach meeting minutes and summaries	The SDO uses meeting minutes and summaries to report on outcomes of discussions (e.g. the number of participants, key points raised, action items, etc.) Data for this indicator will be gathered on an ongoing basis and tracked in a table.	Annual	Calendar years	2016: 1091 2017: 1395 2018: 472	3-year average: 1000	2020: 1000 (3 year average)	2021: 1000 (3 year average)
		Number of comments / submissions received during consultations on the FSDS	Consultations tracking sheet	The SDO uses consultation tracking tables to report on input on the development of the FSDS. Data for this indicator will be gathered from these tables and reported on once every three years (after a new strategy is tabled).	Once every three years	Consultation period, from pre-draft consultation activities to launch of final strategy	2016: 576	2019: 800	N/A (Next public consultations are slated for after 2021)	N/A (Next public consultations are slated for after 2021)

	Outcome	Performance Measure	Data Source	Description of PM and Overview of Methodology	Reporting Frequency	Reporting Period	Baseline	2018/19 Targets	2019/20 Targets	2020/21 Targets
Immediate Outcomes	2c. Increased engagement of interdepartmental community	Percentage of invited FSDS and Voluntary departments that attend interdepartmental meetings	Interdepartmental meeting minutes and summaries	The SDO uses meeting minutes and summaries to report on outcomes of interdepartmental discussions (e.g. the number of participants, key points raised, action items, etc.) Data for this indicator will be gathered on an ongoing basis and tracked in a table.	Annual	Calendar years	2016: - 89% (FSDA departments) - 39% (Voluntary departments)	2019: - 90% (FSDA departments) - 40% (Voluntary departments)	2020: 90% and 40%	2021: TBD (will grow to more than 90 organizations, per the FSDA as amended – FAA Schedule I, I.1, II)
	2d. Departmental sustainable development strategies (DSDS) directly support achieving FSDS goals	Number of interactions wherein advice is provided related to completing the DSDS according to SDO guidelines.	DSDS tracking sheet	The SDO issues guidance for interdepartmental members and provides multiple opportunities for organizations to receive advice in order to complete their DSDSs according to the guidance provided. A tracking sheet will be kept to track the frequency and intensity of sessions in which the SDO provides advice on completing DSDSs according to the guidance. Data for this indicator will be reported once every three years to accompany the tabling of DSDSs.	Annual	Calendar years	N/A (New indicator)	Data is being gathered. Targets / baselines to be set on a three year average (2019-2021) once initial data is gathered.	Data is being gathered. Targets / baselines to be set on a three year average (2019-2021) once initial data is gathered.	Data is being gathered. Targets / baselines to be set on a three year average (2019-2021) once initial data is gathered.

Immediate Outcomes	Outcome	Performance Measure	Data Source	Description of PM and Overview of Methodology	Reporting Frequency	Reporting Period	Baseline	2018/19 Targets	2019/20 Targets	2020/21 Targets
	2d. Departmental sustainable development strategies (DSDS) directly support achieving FSDS goals (Continued)	Percentage of DSDSs that receive a positive score upon SDO review	DSDSs	The SDO will review DSDSs against a checklist to evaluate the extent to which SDO guidance was implemented in their development.	Once every three years	After the tabling of DSDSs	2017: 95%	N/A Next DSDS will be tabled in June 2020	N/A Next DSDS will be tabled in June 2020	2021: 95% Next DSDS will be tabled in June 2020
	2e. Increased integration of social and economic considerations in the FSDS	Number of Sustainable Development Goals supported by DSDSs.	DSDSs	The SDO will review completed DSDSs to determine the number of SDGs supported by departmental actions to support achieving the FSDS's contribution to Canada's progress on the UN Sustainable Development Goals	Once every three years	After the tabling of DSDSs (2020)	N/A (New indicator)	N/A Next DSDS will be tabled in June 2020	N/A Next DSDS will be tabled in June 2020	2021: 12 SDGs (anticipate alignment with the 2019-2022 FSDS)
		Percentage of contributing actions with social and/or economic aspects in the FSDS	FSDS	The SDO will review contributing actions in the FSDS and determine how many include social and/or economic aspects.	Every three years	After the release of the FSDS	2016: 55%	N/A (no FSDS tabled)	2020: 60% (follows June 19, 2019 tabling date)	N/A (no FSDS tabled)
	3a. Increased use of environmental indicators	Number of citations which make reference to CESI indicators	Citation Reports	An online citation scan will be conducted to determine the number of publications that reference CESI. This will include a keyword search across provincial websites and Canadian and international news agencies, as well as searches through Google Scholar, Ontario Scholars Portal, etc.	Annual	Calendar years	2013: 112 citations 2014: 111 citations 2015: 145 citations 2016: 348 citations 2017: 295 citations 2018: 542 citations	2016: 123 citations 2017: 122 citations 2018: 139 citations	2020: 350 (3-year average)	2021: 350 (3-year average)
Intermediate Outcomes										

Intermediate Outcomes	Outcome	Performance Measure	Data Source	Description of PM and Overview of Methodology	Reporting Frequency	Reporting Period	Baseline	2018/19 Targets	2019/20 Targets	2020/21 Targets
	3a. Increased use of environmental indicators (continued)	Number of visits to the CESI website	Web Stats	A quantitative analysis will be conducted on web traffic data for CESI sites such as visits, page views, and average visit duration.	Annual	Calendar years	2018: 225,068	2019: 230,000	2020: 230,000	2021: 230,000
	3b. Increased use of the FSDS	Number of citations which make reference to the FSDS	Citation Reports	An online citation scan will be conducted to determine the number of publications that reference the FSDS. This will include a keyword search across provincial websites and Canadian and international news agencies, as well as searches through Google Scholar, Ontario Scholars Portal, etc.	Annual	Calendar years	2013: 211 citations 2014: 148 citations 2015: 145 citations 2016: 678 citations 2017: 400 citations 2018: 418 citations	2016: 232 citations 2017: 163 citations 2018: 160 citations	2020: 500 (3-year average)	2021: 500 (3-year average)
		Number of visits to the FSDS website	Web stats	A quantitative analysis will be conducted on web traffic data for FSDS sites such as visits, page views, and average visit duration.	Annual	Calendar years	2018: 32,375	2019: 30,000	2020: 30,000	2021: 30,000
	3c. FSDS is taken into consideration when federal policies, programs, and proposals are developed	Percentage of SEA public statements that identify how policies, programs, and proposals support achieving FSDS goals	SEA public statements	The SDO will review federal organization websites to locate SEA public statements. The statements will be reviewed to determine the extent of references to the FSDS.	Annual	Calendar years	2017: 90% 2018: 95%	2016: 65% 2017: 70% 2018: 75% 2019: 95%	2020: 95%	2021: 95%

	Outcome	Performance Measure	Data Source	Description of PM and Overview of Methodology	Reporting Frequency	Reporting Period	Baseline	2018/19 Targets	2019/20 Targets	2020/21 Targets
Final Program Outcome	4a. Sustainable development and the state of the environment are considered when making decisions that affect the environment.	Percentage of senior decision-makers who affirm that they consider sustainable development when making decisions that affect the environment.	Survey results	An online survey will be conducted to assess the extent to which sustainable development and the state of the environment are considered when making decisions that impact the environment. Senior decision-makers within the FSDS community would be surveyed.	Annual	Calendar years	Baseline will be set by 2019 data	N/A (First survey conducted in 2019/2020)	2020: 100% (% of those surveyed who answer "always")	2021: 100%