Industry Canada Industrie Canada

2011-12

DEPARTMENTAL SUSTAINABLE DEVELOPMENT STRATEGY

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1. Industry Canada Sustainable Development Vision

Industry Canada's legislative responsibility for sustainable development is defined in its founding act, the *Department of Industry Act, 1995*, which mandates the Minister of Industry to "strengthen the national economy and promote sustainable development."

Sustainable development is an approach to growth that considers the impacts of policies, programs and operations on economic prosperity, environmental quality and social well-being. While Industry Canada is, first and foremost, an economic department, it recognizes the interconnectedness of the economic, social and environmental policy dimensions. As such, it supports further integration of sustainable development principles into departmental policies, programs and operations as a way to foster improved efficiency, decreased costs, improved environmental performance, enhanced competitiveness of Canadian industry, and increased awareness and uptake by Canadian consumers.

In 2006, Industry Canada adopted the following vision to guide its efforts in promoting sustainable development:

> *In support of a competitive economy, Industry Canada is positioned as a leader in supporting sustainable development technologies and practices for businesses and consumers.*

This vision was adopted within the framework of Industry Canada's Sustainable Development Strategy 2006–09 (SDS IV), which sought to build on the achievements of its first three strategies while addressing emerging sustainability challenges and opportunities. Industry Canada's first sustainable development strategy, SDS I (1997–2000), had a "learning and discovery" theme. It was aimed at institutionalizing the concept of sustainable development by establishing broadly based deliverables and management involvement. The Department's second sustainable development strategy, SDS (2000–2003), was characterized by a "leadership and partnership" theme. It was formulated on the basis of lessons learned from SDS I, specifically in terms of building a sustainable development management system within the Department. Industry Canada's third sustainable development strategy, SDS III (2003–2006), supported a vision of Canada as a leader in the development, commercialization and adoption of innovative sustainable development tools, practices and technologies throughout the economy. Its theme was "innovation and results". Most recently, SDS IV had as its theme "selling the sustainability value proposition."

Industry Canada has made significant progress over the course of its four sustainable development strategies. Given the interplay between environmental and economic policy objectives, it is positioned to contribute to the achievement of the environmental goals and targets of the federal government, as set out in the Federal Sustainable Development Strategy (FSDS), by supporting Canadian industry efforts to leverage sustainability opportunities for greater competitiveness.

In the coming fiscal year (2011-12), Industry Canada will work to align its sustainable development vision with the new FSDS framework, and, in collaboration with stakeholders and other federal departments, to integrate economic considerations into this framework.

2. Industry Canada Sustainable Development Practices

2.1 Sustainable Development and Decision Making

Sustainable development considerations are integrated into Industry Canada's decision making process in four ways:

- through a dedicated management system;
- through sustainable development performance reporting'
- through the application of multicriteria decision-making tools;
- through its participation in interdepartmental committees.

2.1.1 Sustainable Development Management System

To date, the Assistant Deputy Minister Strategic Policy Sector has championed the planning and implementation of the department's contribution to the FSDS and its sustainable development strategy. Responsibility for sustainable development is reflected in the Performance Management Agreement for the Director General of Strategic Policy Branch and the Director of Policy Coordination and Regulatory Affairs.

To support its work, the Strategic Policy Branch has worked closely with other parts of the Department, particularly the Environmental Industries Directorate of the Industry Sector, and together they co-chaired an SD Coordinating Committee with representation from across the department.

In the coming fiscal year (2011-12), Industry Canada will review its sustainable development management structure to align it with the new FSDS framework. In particular, it will work to maintain and improve internal and external mechanisms on sustainable development issues as they relate to departmental activities and its commitments under the FSDS. The existing director-level network will be maintained to provide policy advice, develop concerted perspectives, harmonize action, share knowledge and gather input on sustainability issues in and outside the department. This committee will be supported by a coordinated network of analyst-level officials who work on sustainable development-related files at Industry Canada.

2.1.2 Sustainable Development Performance Reporting

Performance reporting has always been an important part of Industry Canada's sustainable development management system, which allows for senior management oversight. The department provides an annual performance report through its Directors' General Policy Committee (DGPC) to the Deputy Minister

during the implementation of its departmental sustainable development strategies. The Department also reports on its sustainable development performance in its DPR against expectations set out in the RPP.

The mandate of DGPC, which has been operation since the 1990s, is to promote policy excellence in the department through information sharing and frank discussion. The Committee conducts reviews of proposed policy initiatives, including in respect to the departmental sustainable development strategy, and offers feedback and advice to improve the substance of proposals. Committee meetings are chaired by the Director General of the Strategic Policy Branch. The DGPC has thirteen standing members including the Chair. Members are representative of the full spectrum of departmental expertise. As such, it serves to disseminate knowledge of policies, programs and achievements, including for sustainability initiatives, throughout Industry Canada.

In the context of the FSDS framework and as per its requirements, Industry Canada will continue to report progress on the FSDS and the departmental sustainable development strategy through its RPP and DPR. Reporting to DGPC will be reviewed in fiscal year 2011-12 to ensure it aligns with the new FSDS framework.

2.1.3 Multicriteria Decision-Making Tools

Two main multicriteria tools are used at Industry Canada to inform the decision process with regards to environmental and sustainable development considerations.

First, consistent with the newly revised (2010) *Cabinet Directive on the Environmental Assessment of Policy, Plan and Program Proposals*, every policy, plan and program proposal developed by Industry Canada must consider, when appropriate, potential environmental effects. This is done by conducting strategic environmental assessments of those proposals when they are to be submitted to Cabinet or the Minister for approval, and when they may result in important positive or negative environmental effects.

Such requirements for strategic environmental assessments ensure that environmental and sustainability considerations are integrated at the development stage of policies, plans and programs and inform Industry Canada’s decision-making process.

More details on strategic environmental assessments at Industry Canada are provided in the next section.

Second, as prescribed by the *Cabinet Directive on Streamlining Regulation (2007)*, Industry Canada must perform a cost-benefit analysis of its regulatory proposals when determining whether and how to regulate. Under this directive,

all regulatory departments and agencies are expected to show that the option they recommended maximizes the net economic, environmental, and social benefits to Canadians, business, and government over time more than any other type of regulatory or non-regulatory action. A cost-benefit analysis allows for the comparison of all added, quantifiable, long-term positive and negative economic, environmental and social impacts of a given project or proposal, and thus for the calculation of the net benefit of that proposal. Therefore, by conducting cost-benefit analyses for all its regulatory proposals, Industry Canada ensures that the decisions it makes on regulations integrate environmental and sustainability considerations.

2.1.4 Participation in Interdepartmental Committees

Industry Canada is a member of senior interdepartmental working groups related to sustainable development, notably on the FSDS, strategic environmental assessments, climate change and clean energy, and corporate social responsibilities.

2.2 Strategic Environmental Assessment Process

As mentioned above, strategic environmental assessments are required under the newly revised (2010) *Cabinet Directive on the Environmental Assessment of Policy, Plan and Program Proposals*.

An SEA is a systematic, comprehensive and iterative process for assessing the environmental effects, both negative and positive, of a proposed policy, plan or program and its alternatives. The focus is on identifying strategic considerations at a general or conceptual level. The SEA differs from a Project Environmental Assessment (PEA), which focuses on evaluating quantitative, detailed environmental effects of a particular project. SEAs help decision-makers to integrate environmental considerations into policies, plans and programs which will help to promote sustainable development. They are a risk management tool, which can help the department anticipate, avoid or minimize possible negative environmental effects of its policies, plans and programs. SEAs also help to identify and optimize positive environmental effects. When conducted early, SEAs can save the department time and resources. They can also address public concerns about the environmental impacts of government sponsored initiatives.

Industry Canada conducts strategic environmental assessments of all Memoranda to Cabinet (MCs) and Treasury Board (TB) submissions that may result in important environmental effects, either negative or positive. The assessments are conducted by the author of the proposal according to a questionnaire available on Industry Canada’s website. The questionnaire has two components. First, a preliminary assessment is used to determine if a proposal’s

outcomes are likely to have important positive or negative environmental effects, or if any key general public concerns have been identified or expressed about the possible environmental consequences of the initiative. If so, the second part consist of a detailed assessment of the proposal which requires the following elements be addressed:

- What outcomes are likely to result from the policy, program or plan being proposed?
- Which outcomes are likely to result in environmental impacts, and are these impacts positive or negative?
- What is the scope and nature of the anticipated environmental effects?
- How can the environmental effects identified be mitigated or enhanced, and what would be the ensuing net environmental impacts?
- What are the social or economic outcomes that could arise from the potential environmental effects identified?
- How can the social and economic outcomes of the environmental effects identified be mitigated or enhanced, and what would be the ensuing net environmental impacts?
- Which eco-efficiency elements, if any, does the policy, program or plan promote or advance?
- Whether a more detailed assessment is required and the proposal is likely to lead to the development of project(s) requiring assessment under the Canadian Environmental Assessment Act (CEAA)?

If a detailed assessment has been conducted and there are no concerns or constraints respecting public disclosure (e.g. Cabinet secrecy) that prohibit a public statement, one is prepared.

Industry Canada mandates its officials to complete the SEA questionnaire as early as possible in the development of a policy, plan or program proposal. The SEA process is iterative: as with the proposal itself, the SEA may need to undergo a number of revisions as it moves through the decision making process.

For more detail on Industry Canada’s SEA procedure, and to consult the questionnaire and its annexes, please see the department’s SEA website.

As committed to in its RPP, in the coming fiscal year (2011-12), Industry Canada will work to renew its strategic environmental assessment process to strengthen its application and align it with the government’s environmental goals and targets. The department will work to incorporate best practices when reporting summary information on the results of SEAs and linking results to FSDS goals and targets to ensure that environmental decision making is more transparent. In particular, Industry Canada commits to publish in its DPR the number of preliminary and detailed SEA conducted in a given fiscal year.

3. Industry Canada’s Contribution to Themes I to III of the Federal Sustainable Development Strategy

Under the FSDS, Industry Canada is responsible for seven implementation strategies that all contribute to Theme I - Addressing Climate Change and Air Quality. They are:

- Continue to provide science policy advice and policy frameworks, and work with portfolio agencies to fulfill commitments made in Canada's Science & Technology Strategy in support of the environmental science and technologies, natural resources and energy, and information and communications technologies research priorities. (Implementation Strategy 1.1.21)
- Continue to work with industry stakeholders to encourage and promote the adoption and adaptation of new technologies such as information and communications technologies, biotechnology and clean energy technologies. (Implementation Strategy 1.1.22)
- Continue to implement the Strategic Aerospace and Defence Initiative in support of strategic, research and development projects that contribute to new A&D technologies, and which may reduce greenhouse gas emissions and produce new energy efficiencies. (Implementation Strategy 1.1.23)
- Continue to promote the development and use of CSR management tools by industry and the use of CSR standards in the Canadian marketplace in support of environmental sustainability. (Implementation Strategy 1.1.24)
- Continue to collaborate with partners to enhance Canada's competitive advantage in hydrogen and fuel cell technology development and commercialization. (Implementation Strategy 1.1.36 / 2.1.24)
- Asia-Pacific Partnership: Manage Canadian Asia Pacific Partnership funded projects that promote the development, diffusion, and deployment of clean technologies (Implementation Strategy 1.1.50) - With EC and NRCan
- Continue to implement the Automotive Innovation Fund through to 2013 in support of strategic, large-scale research and development projects leading to innovative, greener, more fuel-efficient vehicles. (Implementation Strategy 2.1.26)

A detailed description of these activities and how they contribute to the FSDS goals and targets is provided below.

Implementation Strategy
1.1.21 Continue to provide science policy advice and policy frameworks, and work with portfolio agencies to fulfill commitments made in Canada's Science & Technology Strategy in support of the environmental science and technologies, natural resources and energy, and information and communications technologies research priorities.
Link to FSDS Goals and Targets
Theme I Addressing Climate Change and Air Quality
Goal 1 Climate Change: Reduce greenhouse gas emission levels to mitigate the severity and unavoidable impacts of climate change
Target 1.1 Climate Change Mitigation: Relative to 2005 emissions levels, reduce Canada's total greenhouse gas emissions (GHG) 17% by 2020.
Link to Industry Canada's PAA
Strategic Outcome 2 Advancements in science and technology, knowledge, and innovation strengthen the Canadian economy
Program Activity 2.1 Science, Technology and Innovation Capacity
Program Subactivity 2.1.1 Government Science and Technology Policy Agenda
Description of the Implementation Strategy
IC is working closely with both portfolio agencies and Science Based Departments and Agencies, to further implementation of the federal S&T Strategy. In 2008, the Minister of Industry received recommendations from the Science, Technology and Innovation council's (STIC) on sub-priorities of strategic importance to Canada. Related to sustainable development, under the priority of environmental science and technologies, STIC identified the following sub-priorities: water (health, energy, security); cleaner methods of extracting, processing and using hydrocarbon fuels, including reduced consumption of these fuels. Industry Portfolio agencies and other departments and agencies will apply these priorities to their research agenda's, as appropriate. In June 2009, Minister Goodyear released an S&T Strategy Progress Report, noting that implementation was progressing well. IC continues to work through the ADM Committee on S&T, the whole-of-government co-ordinating body for S&T Strategy implementation, to provide policy advice and frameworks in support of the S&T Strategy.
Relationship with FSDS Target(s)

By identifying four priority areas in the S&T Strategy, this should encourage research in sustainable development related fields, notably in the sub-priority areas of clean energy and reduced fuel consumption. It is important to note that the S&T programs and activities in support of sustainable development, such as reducing greenhouse gas emissions, are conducted by other federal Science Based Departments and Agencies (e.g. Natural Resources Canada and Environment Canada).

Non-Financial Performance Expectations

IC encourages departments and agencies to go beyond the S&T Strategy commitments in order to "deepen" implementation, so that the spirit of the S&T Strategy can take hold, in this context, in the priority areas of environmental science and technologies and natural resources and energy.

Implementation Strategy
1.1.22 Continue to work with industry stakeholders to encourage and promote the adoption and adaptation of new technologies such as information and communications technologies, biotechnology and clean energy technologies.
Link to FSDS Goals and Targets
Theme I Addressing Climate Change and Air Quality
Goal 1 Climate Change: Reduce greenhouse gas emission levels to mitigate the severity and unavoidable impacts of climate change
Target 1.1 Climate Change Mitigation: Relative to 2005 emissions levels, reduce Canada's total greenhouse gas emissions (GHG) 17% by 2020.
Link to Industry Canada's PAA
Strategic Outcome 3 Canadian businesses and communities are competitive
Program Activity 3.2 Industrial Competitiveness and Capacity
Description of the Implementation Strategy
Work on the clean energy technologies sector focuses on fostering development of energy sub-sectors where IC has an influence and where Canada has an emerging competitive advantage, such as supplier industries for fuel cells, wind, solar, and ocean energy. To this end, Industry Canada provides expert analysis, advice, and facilitation in order help raise awareness of Canadian technology and service capabilities in emerging energy sectors; promote global supply chain opportunities; and provide reasoned policy recommendations. Recent activities related to this implementation strategy include supply chain studies, sector profiles for wind and fuel cell industries, participation in the International Partnership for Hydrogen and Fuel Cells in the Economy, and co-chairing the federal Hydrogen and Fuel Cell Interdepartmental Committee. IC also plans to collaborate on the development a marine energy technology roadmap. IC will continue to examine the current business environment facing Canadian firms, ensuring that business issues are understood in policy-making, and levering available resources across the federal government to strengthen Canada's strategic advantages. With regard to the support of the emerging bioproducts sector in Canada, emphasis will be placed on network building, knowledge-sharing, and engagement with partners on the one hand, and policy analysis with respect to commercialization challenges on the other. This work will be carried out in the bioproducts areas of fuels, chemicals, and materials. Network building, knowledge-sharing and engagement with partners will seek to strengthen the linkages between public, private and academic stakeholders focused on biorefining. Policy analysis and development will focus on the challenges faced by Canadian bioproducts firms as they reach the point of commercializing their

technologies and bringing their products to market. Furthermore, Industry Canada will continue to participate in OECD efforts to develop principles and strategies to facilitate the growth of the sector.

Industry Canada is also involved in the development of a Canadian Aerospace Environmental Technology Roadmap (CAETRM). The objective of CAETRM is to identify critical, enabling technologies and infrastructure that the Canadian aerospace industry will need in order to meet environmental and sustainability requirements over the next ten to fifteen years. The CAETRM was conceived to formulate a Canadian Strategy to identify the technology drivers and trends, and address the need for a coordinated Canadian industry response to changes in the global aerospace landscape. In addition, the Green Aviation Research and Development Network (GARDN) fosters development of technologies that will reduce aviation's environmental footprint in a broad range of areas from noise and emission to materials and manufacturing processes. The objective of GARDN is to provide collaborative opportunities for the OEMs, SMEs, and other key stakeholders in the areas of environmental technologies. Activities related to GARDN are in support of the competitive excellence of Canadian aerospace products and services, the economic success of the member companies and the development and training of highly qualified personnel in the aerospace environmental field.

Finally, Industry Canada works with industry through Precarn and CANARIE to support the development and application of intelligent systems, sensors, and advanced networks which optimize energy use and monitor and reduce pollution.

Specific project for FY 2010-2011 for Precarn under their T-Gap Program include:

- Smart Compressed Natural Gas (CNG) Refuelling Station
- Wireless Intelligent Building Sensor Network
- Wireless Pipeline Inspection Robot to Detect Leakages
- Infrastructure Operations Optimization for Oil Sands

CANARIE is the sponsor of the Green Star Network, which is built around three components. Industry Canada's Communications Research Centre (CRC) is a major partner in the CANARIE Greenstar Network, and actively participates in research that benefits carbon emission reduction.

- Networking and computational infrastructure at geographically distributed facilities via the CANARIE network;
- Middleware to provide cloud services to applications and users;
- A "Carbon Protocol" for the ICT industry, providing a quantified approach to CO2 emission reductions, based on the ISO14064 family of standards

Relationship with FSDS Target(s)

Enhancing the development and commercialization of clean energy technologies

can accelerate the deployment of lower-emitting energy generation. Increase availability and use of energy generation technologies (i.e. wind) and energy carriers (i.e. hydrogen fuel cells) will help to reduce emissions of greenhouse gases. Clean energy technologies can help Canada to meet the climate change goals in the F-SDS.

A bioproducts industry in Canada can make a significant contribution to Canada meeting its environmental and economic objectives. The use and conversion of biomass (i.e. non-fossil based carbon) as a feedstock for fuel, chemicals and plastics will contribute to the reduction of greenhouse gases both by consumers and industry. Technological and financing hurdles remain before industry can fully exploit the use of biomass and before bio-based products become commercially viable on a wide basis. These obstacles, however, can be overcome through the sharing of information and improved collaboration on new developments in technology, best practices in technology improvement/integration and enabling policy initiatives to address barriers to commercialization.

CAETRM and GARDN are intended to assist the Canadian aviation industry in reducing its environmental footprint and meeting environmental and sustainability requirements (in operation and manufacturing) through environmental technologies, infrastructure development, and collaboration across the industry.

The development and application of intelligent systems and networks will reduce carbon consumption and GHGs. In manufacturing and resource processing, the adoption of an intelligent system which combines a network of energy or pollution sensors with automated infrastructure management software can very precisely adjust energy and resource requirements to optimize output, and avoid wastage, many times a second, if required. This can ensure a reduction in energy requirements, lower carbon emissions, and a lower cost per unit of output.

For intelligent building systems, heating, ventilation and air conditioning (HVAC) systems can be linked through ICT networks to advanced environmental monitoring sensors to minimize energy consumption and optimize the contribution of passive solar heating over a 24 hour period.

CANARIE'S Green Star network (GSN) has the goal of creating technology, protocols, and standards for reducing the carbon footprint of Information and Communication Technology (ICT). ICT is responsible for 2% of global CO2 emissions, due to high consumption of electricity produced from coal.

Non-Financial Performance Expectations

In fiscal year 2011–2012, Industry Canada will work to develop appropriate performance expectations for this implementation strategy. The quality and

influence of Industry Sector's industry and supply chain analysis, and other industrial intelligence, has an indirect impact on the achievement of the FSDS goals cited.

Policy analysis and recommendations in support of commercialization of bioproducts technologies and the growth of Canadian firms in this sector.

Industry Canada provides an oversight for function for both Precarn and CANARIE which is outlined in the funding agreements between Industry Canada and Treasury Board. Industry Canada does not directly choose or manage projects, but rather ensures that that the provisions of the funding agreement are adhered to throughout the period of the agreement.

Implementation Strategy
1.1.23 Continue to implement the Strategic Aerospace and Defence Initiative in support of strategic, research and development projects that contribute to new A&D technologies, and which may reduce greenhouse gas emissions and produce new energy efficiencies.
Link to FSDS Goals and Targets
Theme I Addressing Climate Change and Air Quality
Goal 1 Climate Change: Reduce greenhouse gas emission levels to mitigate the severity and unavoidable impacts of climate change
Target 1.1 Climate Change Mitigation: Relative to 2005 emissions levels, reduce Canada's total greenhouse gas emissions (GHG) 17% by 2020.
Link to Industry Canada's PAA
Strategic Outcome 2. Advancements in science and technology, knowledge, and innovation strengthen the Canadian economy
Program Activity 2.3 Research and Development Financing
Program Subactivity 2.3.3 Strategic Aerospace and Defence Initiative
Description of the Implementation Strategy
The Strategic Aerospace and Defence Initiative (SADI) has three objectives, namely: to encourage strategic R&D that will result in innovation and excellence in new products and services; enhance the competitiveness of Canadian aerospace and defence companies; and, foster collaboration between research institutes, universities, colleges, and the private sector. Although the environment and sustainable development are not explicit objectives of SADI, results from some projects may reduce greenhouse gas emissions and produce new energy efficiencies.
Relationship with FSDS Target(s)
SADI's clients have projects that may result in environmental benefits. For example: CAE Inc. is developing new civil aviation simulation technologies, which will reduce air pollution and conserve fuel; Sputtek Inc. is developing a new protective coating that will use less lubricant and less energy and improve wear and corrosion-resistance; and Pratt & Whitney Canada Corp. are continuing their efforts to make aircraft engines quieter and more fuel efficient.
Non-Financial Performance Expectations
SADI's ultimate outcome is to contribute to the achievement of broader technological, economic, environmental and social benefits for Canadians.

Implementation Strategy
1.1.24 Continue to promote the development and use of CSR management tools by industry and the use of CSR performance and reporting standards in the Canadian marketplace in support of environmental sustainability.
Link to FSDS Goals and Targets
Theme I Addressing Climate Change and Air Quality
Goal 1 Climate Change: Reduce greenhouse gas emission levels to mitigate the severity and unavoidable impacts of climate change
Target 1.1 Climate Change Mitigation: Relative to 2005 emissions levels, reduce Canada's total greenhouse gas emissions (GHG) 17% by 2020.
Link to Industry Canada's PAA
Strategic Outcome Program Activity(ies) Supporting All Strategic Outcomes
Program Activity 4.1 Internal Services
Description of the Implementation Strategy
Under this implementation strategy, Industry Canada will: - Continue to develop information and management tools for business to help them integrate CSR practices into their operations in support of their competitiveness in the global marketplace. - Continue to post resources on the IC CSR website, such as the existing SME Sustainability Road Map and the Sustainability Tool Kit for Business. - Undertake strategic outreach activities to enhance effectiveness and reach of these tools. - Continue to promote CSR performance and reporting standards and practices relevant to Canadian business. - Commission at least one survey of Canadian companies' CSR disclosure practices over the three year period of the Departmental SD Strategy.
Relationship with FSDS Target(s)
Increased private sector implementation of CSR practices will help reduce GHG emissions by the private sector. CSR practices that can help reduce GHG emissions include: eco-efficiency, which leads to reduced energy consumption; rationalization of fleets towards more fuel efficient transportation; design for environment/sustainability (DfE, DfS), life cycle analysis (LCA), sustainable/lean manufacturing practices and extended producer responsibility (EPR) help reduce resource inputs into the production of products, thus reducing GHG emissions.
Non-Financial Performance Expectations

In fiscal year 2011-12, Industry Canada will work to develop appropriate (SMART, outcomes-based) performance expectations for this implementation strategy.

Implementation Strategy
1.1.36 / 2.1.24 Continue to collaborate with partners to enhance Canada's competitive advantage in hydrogen and fuel cell technology development and commercialization.
Link to FSDS Goals and Targets
Theme I Addressing Climate Change and Air Quality
Goal 1 Climate Change: Reduce greenhouse gas emission levels to mitigate the severity and unavoidable impacts of climate change
Target 1.1 Climate Change Mitigation: Relative to 2005 emissions levels, reduce Canada's total greenhouse gas emissions (GHG) 17% by 2020.
Goal 2 Air Pollution: Minimize the threats to air quality so that the air Canadians breathe is clean and supports healthy ecosystems
Target 2.1 Air Pollutants: Reduce air pollutants in order to maintain or improve air quality across the country and achieve the emission targets which are currently under development in consultations with provinces and stakeholders.
Link to Industry Canada's PAA
Strategic Outcome 2 Advancements in science and technology, knowledge, and innovation strengthen the Canadian economy
Program Activity 2.1 Science, Technology and Innovation Capacity
Description of the Implementation Strategy
Work on the clean energy technologies sector focuses on fostering development of energy sub-sectors where IC has an influence and where Canada has an emerging competitive advantage, such as supplier industries for fuel cells, wind, solar, and ocean energy. To this end, Industry Canada provides expert analysis, advice, and facilitation to raise awareness of Canadian technology and service capabilities in emerging energy sectors; promotes global supply chain opportunities; and produces reasoned policy recommendations. Recent activities related to this implementation strategy include the creation of supply chain studies and sector profiles for wind and fuel cell industries, participation in the International Partnership for Hydrogen and Fuel Cells in the Economy (IPHE), and co-chairing of the federal Hydrogen and Fuel Cell Interdepartmental Committee. IC also plans to collaborate on the development of a marine energy technology roadmap. IC will continue to examine the current business environment for Canadian firms, ensuring that business issues are understood in policy making and leveraging available resources across the federal government to strengthen Canada's strategic advantages

Relationship with FSDS Target(s)
Enhancing the development and commercialization of clean energy technologies can accelerate the deployment of lower-emitting energy generation. Deployment of energy generation technologies such as wind and energy carriers such as hydrogen fuel cells will help to reduce emissions of greenhouse gases. Commercialization of hydrogen fuel cells could have utility in moving toward this goal, as they are a versatile technology with a variety of applications.
Non-Financial Performance Expectations
In fiscal year 2011–2012, Industry Canada will work to develop appropriate performance expectations for this implementation strategy. The quality and influence of Industry Sector's industry and supply chain analysis, and other industrial intelligence, has an indirect impact on the achievement of the F-SDS goals cited.

Implementation Strategy
1.1.50 *Asia-Pacific Partnership*: Manage Canadian Asia Pacific Partnership-funded projects that promote the development, diffusion and deployment of clean technologies (with Environment Canada and Natural Resources Canada).
Link to FSDS Goals and Targets
Theme I Addressing Climate Change and Air Quality
Goal 1 Climate Change: Reduce greenhouse gas emission levels to mitigate the severity and unavoidable impacts of climate change
Target 1.1 Climate Change Mitigation: Relative to 2005 emissions levels, reduce Canada's total greenhouse gas emissions (GHG) 17% by 2020.
Link to Industry Canada's PAA
Strategic Outcome N/A
Program Activity N/A
Program Subactivity N/A
Description of the Implementation Strategy
Industry Canada participated in the work of the Asia-Pacific Partnership Task Forces and facilitated the involvement of the private sector. In this context, consultations with key domestic industrial sectors were held. The APP initiative will not continue after 2010–2011.
Relationship with FSDS Target(s)
N/A – initiative will not continue after 2010–2011.
Non-Financial Performance Expectations
N/A – initiative will not continue after 2010–2011.

Implementation Strategy
2.1.26 continue to implement the Automotive Innovation Fund through to 2013 in support of strategic, large-scale research and development projects leading to innovative, greener, more fuel-efficient vehicles.
Link to FSDS Goals and Targets
Theme I Addressing Climate Change and Air Quality
Goal 2 Air Pollution: Minimize the threats to air quality so that the air Canadians breathe is clean and supports healthy ecosystems
Target 2.1 Air Pollutants: Reduce air pollutants in order to maintain or improve air quality across the country and achieve the emission targets which are currently under development in consultations with provinces and stakeholders.
Link to Industry Canada's PAA
Strategic Outcome 2 Advancements in science and technology, knowledge, and innovation strengthen the Canadian economy
Program Activity 2.3 Research and Development Financing
Program Subactivity 2.3.1 Automotive Innovation
Description of the Implementation Strategy
Budget 2008 announced that the government would provide $250 million over five years to support strategic, large-scale R&D projects in the automotive sector, in developing innovative, greener and more fuel-efficient vehicles. Under the Automotive Innovation Fund (AIF), Industry Canada considers funding proposals that provide for private sector investment in Canada of more than $75 million over five years for vehicle or powertrain assembly operations associated with significant automotive innovation and R&D initiatives. The objectives of the AIF are as follows: - build automotive research and development capacity in Canada and secure knowledge-based jobs; - enhance the government's science and technology (S&T) and environmental agendas; - support the development and/or implementation of innovative, fuel efficient technologies or processes; - promote long-term economic benefit to Canada including significant job creation/retention; and - leverage private sector investments to foster Canadian competitiveness. Each eligible project considered for funding is subjected to a comprehensive due

diligence process that may involve external experts that will examine the feasibility of the proposed eligible project. All proposals are assessed in the context of their relevance to the objectives of the AIF and must provide environmental, technological, and economic benefits to Canada.

Reporting requirements are outlined in the AIF's Results-based Management and Accountability Framework and Risk Based Audit Framework (RMAF-RBAF). The RMAF and RBAF provide a strategy for monitoring and evaluating project performance, and a risk-based approach to monitor and manage risks associated with the project.

Relationship with FSDS Target(s)

Eligible activities supported under the AIF are those typically associated with major automotive innovation and R&D initiatives to develop and build greener, more fuel-efficient vehicles, including:

- new product development (e.g., advanced emissions technologies, energy-efficient engines and transmissions, advanced materials, including engineered plastics, and lightweight components and materials);
- leading-edge engineering and design, and prototype development;
- advanced product testing that ensures cleaner, more efficient automotive performance, and reduced greenhouse gases;
- development of new production methods and process technologies, including advanced flexible manufacturing techniques;
- new or expanded facilities to produce leading-edge and more energy efficient vehicles and powertrains;
- substantive investments in new flexible manufacturing processes; and

introduction of other new transformative production technologies to substantially increase productivity and efficiency (e.g., robotics and advanced IT systems).

Non-Financial Performance Expectations

As a result of the projects (i.e. once successfully completed), it is anticipated that innovative, greener, and more fuel-efficient vehicles and/or powertrains will be assembled in Canada, and/or more innovative, fuel efficient technologies or processes will be implemented in the automotive sector.

Projects should result in reduced environmental impacts of the manufacturing and assembly of vehicle parts.

Projects should also increase the automotive R&D capacity in Canada and thus secure knowledge-based jobs in that sector.

4. Industry Canada's Complementary Sustainable Development Activities

As mentioned in its Report on Plans and Priorities, Industry Canada's mission is to foster a growing, competitive, knowledge-based Canadian economy, and its mandate is to help make Canadian industry more productive and competitive in the global economy, thus improving the economic and social well-being of Canadians. To do this, the Department works with Canadians to improve conditions for investment, improve Canada's innovation performance, increase Canada's share of global trade and build an efficient and competitive marketplace.

Industry Canada's first objective, in accordance with the department's mission and mandate, is to strengthen the national economy.

At the same time, Industry Canada activities highlighted in section *3. Industry Canada's Contribution to Themes I to III of the Federal Sustainable Development Strategy* contribute to the achievement of the FSDS environmental goals and targets of addressing climate change and air quality, maintaining water quality and availability, and protecting nature.

Therefore, in can be said that, in working to foster the long-term prosperity of the Canadian economy, businesses and consumers, Industry Canada is at the heart of sustainable development efforts in Canada. Most of its activities are first concerned with the economic pillar of sustainable development, but many also provide significant environmental and social benefits.

In the coming fiscal year (2011-12), as it works to renew its sustainable development vision and management system, Industry Canada will develop, identify, catalogue and highlight departmental activities that contribute to the sustainable development goals and objectives it will have set for itself. It will work with other department and agencies towards to determine how the integration of the economic and social pillars of sustainable development within the framework of the FSDS can be achieved.

5. Industry Canada's Contribution to Theme IV of the Federal Sustainable Development Strategy

As a participant in the FSDS, Industry Canada contributes to the goals and targets of the Strategy's fourth theme - shrinking the environmental footprint of government - and other areas related to Greening Government Operations, through its Internal Services program activity. Specifically, the Department contributes to the following target areas:

- establish green procurement targets (including targets related to training, performance evaluations, and management processes and controls);
- recycle all surplus electronic and electrical equipment in an environmentally sound manner;
- reduce internal paper consumption per employee by 20 percent from 2006–07 levels;
- achieve an 8:1 ratio of employees to printing units;
- adopt a guide for greening meetings and events; and
- reduce greenhouse gas emissions from fleet vehicles by 17 percent from 2005–06 levels by 2020;
- green buildings.

Details on Industry Canada's commitments and target towards Greening Government Operations are provided through the supplementary information tables itemized in the Report on Plans and Priorities. These tables, presented below, are also available on the Treasury Board of Canada Secretariat website.

5.1 Green Building Targets

8.1 As of April 1, 2012, and pursuant to departmental strategic frameworks, new construction and build-to-lease and major renovation projects, will achieve an industry-recognized level of high environmental performance.[1]		
Performance Measure	**RPP**	**DPR**
Target Status		
Number of completed new construction, build-to-lease and major renovation projects in the given fiscal year, as per departmental strategic framework	N/A	
Number of completed new construction, build-to-lease and major renovation projects that have achieved an industry-recognized level of high environmental performance in the given fiscal year, as per departmental strategic framework.	N/A	
Existence of strategic framework	Expected completion March 2012	
Strategies/Comments 1. In 2011–12, Industry Canada will work to develop and adopt a strategic		

[1]This would be demonstrated by achieving LEED-NC Silver, Green Globes Design 3 Globes or equivalent.

framework for this target. The strategic framework will address the minimum level of environmental performance, appropriate thresholds (dollar value or floor area) and applicable building types.
2. Industry Canada is custodian of only one building with a floor area greater than 1,000 m2.

8.2 As of April 1, 2012, and pursuant to departmental strategic frameworks, existing Crown buildings over 1000m2 will be assessed for environmental performance using an industry-recognized assessment tool.[2]

Performance Measure	RPP	DPR
Target Status		
Number of buildings over 1000m2, as per departmental strategic framework	N/A	
Percentage of buildings over 1000m2 that have been assessed using an industry-recognized assessment tool, as per departmental strategic framework	N/A	
Existence of strategic framework	Expected completion March 2012	

Strategies/Comments

1. In 2011–12, Industry Canada will work to develop and adopt a strategic framework for this target. The strategic framework will address the minimum level of environmental performance, appropriate thresholds (dollar value or floor area) and applicable building types.
2. Industry Canada is custodian of only one building with a floor area greater than 1,000 m2.

8.3 As of April 1, 2012, and pursuant to departmental strategic frameworks, new lease or lease renewal projects over 1000m2, where the Crown is the major lessee, will be assessed for environmental performance using an industry-recognized assessment tool.[3]

Performance Measure	RPP	DPR
Target Status		
Number of completed lease and lease renewal projects over 1000m2 in the given fiscal year, as per departmental strategic framework. *(Optional in 2011-12)*	N/A	
Number of completed lease and lease renewal projects over 1000m2 that were assessed using an industry-recognized assessment tool in the given fiscal year, as per departmental strategic framework. *(Optional in 2011-12)*	N/A	
Existence of strategic framework. *(Optional in 2011-12)*	Expected completion March 2012	

Strategies/Comments

1. In 2011–12, Industry Canada will work to develop and adopt a strategic framework for this target. The strategic framework will address the minimum level

[2] Assessment tools include BOMA BESt, Green Globes or equivalent.
[3] Assessment tools include BOMA BESt, an appropriately tailored BOMA International Green Lease Standard or equivalent.

of environmental performance, appropriate thresholds (dollar value or floor area) and applicable building types.

8.4 As of April 1, 2012, and pursuant to departmental strategic frameworks, fit-up and refit projects will achieve an industry-recognized level of high environmental performance.[4]		
Performance Measure	**RPP**	**DPR**
Target Status		
Number of completed fit-up and refit projects in the given fiscal year, as per departmental strategic framework. *(Optional in 2011-12)*	N/A	
Number of completed fit-up and refit projects that have achieved an industry-recognized level of high environmental performance in the given fiscal year, as per departmental strategic framework.	N/A	
Existence of strategic framework *(Optional in 2011-12)*	Expected completion March 2012	

Strategies/Comments

1. In 2011–12, Industry Canada will work to develop and adopt a strategic framework for this target. The strategic framework will address the minimum level of environmental performance, appropriate thresholds (dollar value or floor area) and applicable building types.
2. Industry Canada is custodian of only one building with a floor area greater than 1,000 m2.

5.2 Greenhouse Gas Emissions Target

8.5 The federal government will take action now to reduce levels of greenhouse gas (GHG) emissions from its operations to match the national target of 17% below 2005 by 2020.			
Performance Measure		**RPP**	**DPR**
Target Status			
Departmental GHG reduction target: Percentage of absolute reduction in GHG emissions by 2020–21, relative to 2005–06		17%	
Departmental GHG emissions in 2005–06, in kilotonnes of CO2 equivalent		1.911	
Departmental GHG emissions in the given fiscal year, in kilotonnes of CO2 equivalent	2011–12	1.781	
	2012–13	1.759	
	2013–14	1.737	
	2014–15	1.716	
	2015–16	1.694	
	2016–17	1.672	
	2017–18	1.651	
	2018–19	1.629	
	2019–20	1.607	
	2020–21	1.586	
Percentage of change in departmental GHG emissions from	2011–12	- 6.80%	

[4] This would be demonstrated by achieving LEED-CI Silver, Green Globes Fit-Up 3 Globes or equivalent.

2005–06 to the end of the given fiscal year	2012–13	- 7.93%	
	2013–14	- 9.07%	
	2014–15	- 10.20%	
	2015–16	- 11.33%	
	2016–17	- 12.47%	
	2017–18	- 13.60%	
	2018–19	- 14.73%	
	2019–20	- 15.87%	
	2020–21	- 17.00%	

Strategies/Comments

1. Source of targeted GHG emissions: Fleet only (on-road vehicles)
2. To match the government-wide GHG reduction target of 17% by 2020, the Department's GHG fleet emissions targets were calculated using a linear model.
3. The implementation plan for Industry Canada's GHG emissions reduction strategy takes technology advancements into account and will capitalize on the use of Public Works and Government Services Canada's green standing offers for vehicle purchases and internal communiqués for imparting information about the various tools to improve fleet efficiency and reduce emissions (e.g. anti-idling campaign).

5.3 Surplus Electronic and Electrical Equipment Target

8.6 By March 31, 2014, each department will reuse or recycle all surplus electronic and electrical equipment (EEE) in an environmentally sound and secure manner.

Performance Measure		RPP	DPR
Target Status			
Existence of implementation plan for the disposal of all departmentally generated EEE.		Completion April 2011	
Total number of departmental locations with fully implemented EEE disposal plan, expressed as a percentage of all locations, by the end of the given fiscal year	2011–12	33%	
	2012–13	66%	
	2013–14	100%	

Strategies/Comments

1. Definition of location: Six regions in total
2. Industry Canada's implementation plan will cater to all regions. In the National Capital Region, the reuse/recycle strategy for surplus EEE is already in the process of being fully implemented.
3. The implementation plan for the regions is based on the approach proposed by the Office of Greening Government Operations, Public Works and Government Services Canada, for target 8.6 in the Federal Sustainable Development Strategy Guideline and meets the Federal Sustainable Development Strategy's mandatory implementation strategy requirements for this target.

5.4 Printing Unit Reduction Target

8.7 By March 31, 2013, each department will achieve an average 8:1 ratio of office employees to printing units, where building occupancy levels, security considerations, and space configuration allow.

Performance Measure	RPP	DPR
Target Status		
Ratio of departmental office employees to printing units in 2010–11, where	2:1	

building occupancy levels, security considerations and space configuration allow			
Ratio of departmental office employees to printing units at the end of the given fiscal year, where building occupancy levels, security considerations and space configuration allow	2011–12	5:1	
	2012–13	8:1	
	2013–14	8:1	

Strategies/Comments

1. Definition of printing unit: Scanner, photocopier, fax, desktop printer, networked printer, multifunctional device
2. Scope: While some buildings may have a smaller ratio due to building occupancy or security considerations, on the whole the Department will meet the target ratio.
3. Method for determining the number of printing units: In the National Capital Region, project consultants collected data by way of a floor-by-floor count of devices. Data from the regions was provided by the respective regional offices.
4. Method for determining the number of office employees: Number of employees obtained from Chief Information Office (CIO) Monthly Employee Report
5. Implementation strategies:
    - Approach is two-pronged: soft target of 5:1 in 2011–12 and 8:1 in 2012–13. Most sectors have agreed to go to 8:1 in the first year.
    - All devices will be networked.
    - Use a single supplier / price-per-page model.
    - CIO is target lead.

5.5 Paper Consumption Target

8.8 By March 31, 2014, each department will reduce internal paper consumption per office employee by 20%. Each department will establish a baseline between 2005–06 and 2011–12 as well as an applicable scope.			
Performance Measure		**RPP**	**DPR**
Target Status			
Number of sheets of internal office paper purchased or consumed per office employee in the baseline year selected, as per departmental scope.		N/A	
Cumulative reduction (or increase) in paper consumption, expressed as a percentage, relative to baseline year selected.	2011–12	N/A	
	2012–13	N/A	
	2013–14	N/A	

Strategies/Comments

1. This target is optional for RPP 2011-12. Industry Canada will develop this target for FY 2012-13.

5.6 Green Meetings Target

8.9 By March 31, 2012, each department will adopt a guide for greening meetings.		
Performance Measure	**RPP**	**DPR**
Target Status		
Green meeting guide adopted. *(Optional in 2011-12)*	Expected adoption March 2012	
Strategies/Comments 1. This target is optional for RPP 2011-12. Industry Canada will develop this target for FY 2012-13.		

5.7 Green Procurement Targets

8.10 As of April 1, 2011, each department will establish at least three SMART green procurement targets to reduce its impact on the environment.		
Commodity: Printers and multifunctional devices Target: By March 2014, 95% of printers and multifunctional devices purchased by the Department will be environmentally preferred products.		
Performance Measure	**RPP**	**DPR**
Target Status		
Number of environmentally preferred printers and multifunctional devices purchased, relative to the total number of printers and multifunctional devices purchased by the Department	N/A	
Progress against 2011–12 measurement	80%	
Strategies/Comments 1. All equipment will be Energy Star compliant over nine technical categories. 2. Collaboration of multiple stakeholders is ongoing. 3. This self-selected target is SMART: • **S**pecific: Achievement level of 95% • **M**easurable: Information available from the departmental Integrated Financial Management System (IFMS) • **A**chievable: Project endorsed by senior management • **R**elevant: Estimated dollar value of environmentally preferred equipment purchased is $14.5 million over five years • **T**ime-bound: Date established for target implementation and completion		

Commodity: Furniture By March 2014, 90% of furniture purchases made by the Department will be environmentally preferred products.		
Performance Measure	**RPP**	**DPR**
Target Status		
Dollar value of environmentally preferred furniture purchases, relative to the total value of all furniture purchases (baseline year: 2009–10)	75%	
Progress against 2011–12 measurement	80%	
Strategies/Comments 1. Data analysis will permit monitoring and reporting of furniture purchases.		

2. This target will require collaboration among functional specialists, namely the Facilities Branch at headquarters and the departmental regions.
3. This self-selected target is **SMART**:

- **S**pecific: Achievement level of 90%
- **M**easurable: Information available from the departmental Integrated Financial Management System (IFMS).
- **A**chievable: With collaboration of functional specialists
- **R**elevant: Furniture purchases are a significant expenditure and represent an area for increased environmental benefit.
- **T**ime-bound: Date established for target implementation and completion

Commodity: Vehicles By March 31, 2014, 30% of Industry Canada's executive and light duty class vehicles will be environmental leadership vehicles.		
Performance Measure	**RPP**	**DPR**
Target Status		
Number of environmental leadership vehicles owned by Industry Canada, relative to its total number of vehicles owned (executive and light duty class only)	N/A	
Progress against 2011–12 measurement	22%	

Strategies/Comments

1. Environmental leadership vehicles include hybrid vehicles and alternative fuel vehicles.
2. Industry Canada does not have the necessary data to currently set a baseline for this target. The Department will be working toward clearing its existing data and will start recording and reporting on the environmental leadership vehicles it owns by the end of 2011–12.
3. Industry Canada's Vehicle Acquisition Plan will be reviewed centrally every year. Internal communiqués will be sent to the regions to reinforce the importance of identifying opportunities to replace the existing fleet with environmental leadership vehicles.
4. Data on vehicle purchases will be collected and reviewed on a continuous basis to monitor the Department's progress against the set target. The departmental Integrated Financial Management System (IFMS) and the Fleet Management Information System provided by federal fleet management support services, ARI Financial Services Inc. will be the tools used to collect the information.
5. This self-selected target is SMART:

- **S**pecific: Achievement level of 30%
- **M**easurable: Information available from the departmental Integrated Financial Management System (IFMS) and the ARI system
- **A**chievable: With collaboration of functional specialists
- **R**elevant: Vehicle purchases are a significant expenditure and represent an area for increased environmental benefit.
- **T**ime-bound: Date established for target

8.11 As of April 1, 2011, each department will establish SMART targets for training, employee performance evaluations, and management processes and controls, as they pertain to procurement decision making. Training By March 31, 2014, 90% of designated Materiel managers and Procurement personnel will have taken green procurement training.

Performance Measure	RPP	DPR
Target Status		
Number of Materiel managers and Procurement personnel who have completed green procurement training, relative to the total number of Materiel managers and Procurement personnel (baseline year: 2010–11)	60%	
Progress against 2011–12 measurement	85%	

Strategies/Comments

1. Employees include Procurement and Materiel Management functional specialists (PG-01 to 04) from the Contracting and Materiel Management section of the Comptrollership and Administration Sector (CAS).
2. CAS's 2010–11 Human Resources Plan describes the Sector's human resources (HR) priorities for 2011–12, including the HR objectives, staffing strategies, training and development plans, goals and future requirements that will allow the Sector to effectively meet and exceed its mandate over the long term. Green procurement training in 2011–12 will be included in the training plans for target positions.
3. Training progress will be monitored by the Contracting and Materiel Management section's Senior Training and Communications Advisor.
4. Proof that training was completed is mandatory and will be validated by the Senior Training and Communications Advisor.
5. This self-selected target is **SMART:**

- **S**pecific: Achievement level for 2011–12 has been set at 85%. This target is specific to Materiel managers and Procurement personnel.
- **M**easurable: Information available from the departmental training coordinators
- **A**chievable: Green procurement training is free and available online.
- **R**elevant: Industry Canada's Materiel managers and Procurement personnel routinely procure goods and services for which environmental alternatives are available.
- **T**ime-bound: Date established for target implementation and completion

Performance Evaluations By March 31, 2012, 75% of team leaders (PG-05) in the Contracting and Materiel Management section as well as the manager (PG-06) of this section will have environmental consideration clauses incorporated into their performance evaluations.

Performance Measure	RPP	DPR
Target Status		
Number of performance evaluations of identified positions that have environmental consideration clauses, relative to the total number of positions identified	N/A	
Progress against 2011–12 measurement	75%	

Strategies/Comments

1. The Comptrollership and Administration Sector's 2010–11 Human Resources Plan describes its human resources (HR) priorities for 2011–12, including the HR objectives, staffing strategies, training and development plans, goals and future requirements that will allow the Sector to effectively meet and exceed its mandate

over the long term. Environmental consideration clauses for 2011–12 will be included in the performance evaluations of targeted positions.
2. Progress will be monitored through performance agreements and by means of mid-year review.
3. This self-selected target is **SMART**:

- **S**pecific: Achievement level of 75%
- **M**easurable: Information available from performance agreements
- **A**chievable: Green procurement training is free and available online and will be included in the performance agreement.
- **R**elevant: Industry Canada's Contracting and Materiel Management Managers and Team Leaders routinely review and provide advice on procurement processes of goods and services, where environmental alternatives are available.
- **T**ime-bound: Date established for target completion

Processes and Controls By March 31, 2016, environmental performance considerations will be integrated into 90% of procurement processes and controls.

Performance Measure	RPP	DPR
Target Status		
Number of designated processes and controls that have been modified to ensure that environmental performance considerations are integrated into procurement processes, relative to the total number of processes and controls	30%	
Progress against 2011–12 measurement	60%	

Strategies/Comments

1. Revisions to integrate environmental factors into procurement processes and controls will take strategic planning into account and will incorporate best practices to improve these processes and controls and to support green decision making.
2. Taking a phased approach, Industry Canada will start with updating policy documents.
3. Secondly, the Department will focus on the processes and controls that have the greatest environmental impact and will develop best practices documents in support of green decision making.
4. Establish a monitoring control framework that includes environmental indicators.
5. This self-selected target is **SMART**:

- **S**pecific: Achievement level of 90%
- **M**easurable: Policies, processes, procedures and controls reside with the Comptrollership and Administration Sector (CAS).
- **A**chievable: CAS is the functional authority for Contracting and Materiel Management. The policy development group resides within CAS.
- **R**elevant: The number of policies, processes and controls are significant, so their revision will achieve environmental benefits.
- **T**ime-bound: Date has been established for target completion, and the target strategies/comments include milestones.

6. Federal Sustainable Development Strategy

To consult the FSDS and get the broader federal context to departmental and agency sustainable development activities, please see the Environment Canada website, and its links to departmental websites.

The FSDS and supporting websites outline the integrated, whole-of-government picture of actions and results to achieve environmental sustainability. The FSDS website is the central location of all departmental sustainable development goals, targets and implementation strategies.