
Appendix 7: Crosswalk between SD Strategy 1997 and SD Strategy 2001-2004

SD is a process of continuous improvement. Each update of the SD Strategy is intended to build on the successes and learning experiences of the previous strategy. The following crosswalk was developed to show the relationship between our new SD commitments and those made in the 1997 SD Strategy.

The crosswalk identifies new commitments, as well as commitments from the 1997 SD Strategy that have been either achieved, deleted, or modified. This is intended to help CCRA employees and managers see the relationship between the old and new plans; it is also intended to help update the CESD database that was developed to track progress on our commitments.

1997 SD Strategy commitments and targets as per <i>Sustainable Development in Action, June 1999</i>		C – Completed D – Dropped	M – Modified	2001-2004 SD Strategy Commitments (see 2001-2004 SD Strategy Action Plan)
GOALS	1 Strengthen internal capacities to contribute to SD		M	1 Prepare managers 2 Enable employees 3 Green operations 4 Enhance programs
	2 Integrate SD considerations into decision-making plans and processes		M	1 Prepare managers 3 Green operations 4 Enhance programs
	3 Reduce the environmental impact of operations in support of SD objectives		M	3 Green operations 4 Enhance programs
OBJECTIVES	1.1 Renew commitment to SD		M	1.1, 2.1, 3.1, 4.1 Demonstrate leadership and commitment to SD
	1.2 Enhance internal communications to coordinate contributions to SD		M	1.3, 2.2 Raise the level of SD awareness; increase SD skills and knowledge
	1.3 Enhance understanding of linkages between decisions, activities, and SD. Provide management and employees with knowledge and skills to contribute to SD		M	1.3, 2.2 Raise the level of SD awareness; increase SD skills and knowledge
	1.4 Enhance internal capacities to measure and monitor effects of decisions and activities on sustaining economic, social, and environmental development		M	1.4, 3.3, 4.3 Measure, monitor, and promote continuous improvement
	1.5 Promote continuous improvement		M	1.4, 3.3, 4.3 Measure, monitor, and promote continuous improvement
	1.6 Enhance or create partnerships in support of SD		M	3.4, 4.4 Enhance or develop new partnerships to support shared SD objectives
	1.7 Facilitate/encourage contributions to SD from clients, employees, and partners		M	3.4, 4.4 Enhance or develop new partnerships to support shared SD objectives
	2.1 Integrate socio-economic and environmental factors into overall corporate frameworks and decision-making processes		M	1.2, 3.2, 4.2 Increase practice of balanced decision-making
	3.1 Promote pollution prevention related to solid wastes, storage tanks, hazardous/toxic substances and wastes, ozone depleting substances, and emissions		M	3.5 Meet or exceed federal environmental legislation and regulations and implement best management practices for environmental issues
	3.2 Promote efficient use of resources: energy, water, and paper		M	3.5, 4.5 Meet or exceed federal environmental legislation and regulations and implement best management practices for environmental issues in operations and in program delivery
3.3 Enhance management of existing environmental liabilities and reduce potential for future risks		M	3.5 Meet or exceed federal environmental legislation and regulations and implement best management practices for environmental issues	

T – TARGET A – ACTION	1997 SD Strategy commitments and targets as per Sustainable Development in Action, June 1999	C – Completed D – Dropped	M – Modified	2001-2004 SD Strategy Commitments
T	1.1.1 confirm commitment to SD by March 31, 2002			
A	1.1.1.1 obtain approval of action plan targets by key senior management	C		
A	1.1.1.2 <u>integrate SD accountability into 1999/2000 key senior management accountability contracts with Deputy Minister</u>	C		
A	1.1.1.3 confirm roles, responsibilities, and expectations related to SD		M	1.4.1 SD considerations in key corporate management tools 1.3.3, guidance material for managers 2.2.2 and employees 1.1.2 SD policy 3.1.2 environmental management programs for aspects
A	1.1.1.4 identify SD resource commitments in key resource planning frameworks	C		
A	1.1.1.5 <u>consult and draft develop Revenue Canada's SD sustainable development policy</u>		M	1.1.2 SD policy
A	1.1.1.6 consult and finalize SD policy		M	1.1.2 SD policy
T	1.2.1 increase communications on SD throughout the Department			
A	1.2.1.1 <u>develop and implement communications strategy and action plan enhance develop & implement communications strategy & action plan by Spring</u>		M	2.2.1 share SD success stories, initiatives, and comments 2.2.3 participation in CCRA-endorsed SD initiatives
A	1.2.1.2 strengthen HQ-Regional teams for EMS development	C		
A	1.2.1.3 develop an SD intranet site to enhance internal communications	C		
A	1.2.1.4 integrate SD messages in departmental newsletters	C		
A	1.2.1.5 develop/distribute annual reports on SD	C		
A	1.2.1.6 broaden participation in appropriate SD forums	C		
A	1.2.1.7 utilize intranet site for employee <u>consultation feedback</u>		M	2.2.1 share SD success stories, initiatives, and comments
T	1.3.1 <u>develop training tools to increase accessibility of to general SD and environmental information training by March 31, 2000</u>			
A	1.3.1.1 identify environmental training and awareness needs		M	1.3.1 SD learning strategy
A	1.3.1.2 integrate SD considerations into training and development strategy for employees		M	1.3.2 review ongoing learning programs for integration opportunities
A	1.3.1.3 <u>make training tools available to employees</u>		M	1.3.3 guidance material 2.2.2

T – TARGET A – ACTION	1997 SD Strategy commitments and targets as per <i>Sustainable Development in Action</i> , June 1999	C – Completed D – Dropped	M – Modified	2001-2004 SD Strategy Commitments
T	1.4.1 identify performance measures for priority environmental impacts of activities on SD by March 31, 2000			
A	1.4.1.1 identify performance measures for priority environmental impacts of operations in cooperation with the interdepartmental committee on performance measurement		M	3.1.2 environmental management programs for aspects
T	1.5.1 review SD program for improvement opportunities			
A	1.5.1.1 develop internal audit criteria for SD program	C		
A	1.5.1.2 conduct internal audit of SD program		M	1.4.2 periodic reviews and reports on SD Strategy implementation 1.4.3 management review of the SD Strategy 2001-2004
T	1.5.2 recognize and encourage success			
A	1.5.2.1 integrate SD contributions into the Department's recognition programs		M	2.2.1 share SD success stories, initiatives, and comments
A	1.5.2.2 communicate successes in the Department		M	2.2.1 share SD success stories, initiatives, and comments
T	1.6.1 <u>enhance consultations with key stakeholders to review SD opportunities</u>			
A	1.6.1.1 develop and implement a plan for diversifying consultations with key external stakeholders for management approval		M	4.4.1 consultations with partners
A	1.6.1.2 continue participation in interdepartmental committees on SD and environmental management		M	3.4.1 participation in interdepartmental committees
T	1.7.1 identify opportunities to demonstrate the Department's values and efforts towards SD			
A	1.7.1.1 review and consult on explore opportunities to increase participation in appropriate environmental initiatives and activities <ul style="list-style-type: none"> ■ with service providers/contractors ■ with other government departments at border crossings 		M	4.4.2 work with other government departments in support of SD
T	2.1.1 integrate SD into the Corporate Business Plan and key management frameworks at the corporate, program, and operational levels by March 31, 2000			
A	2.1.1.1 integrate SD into <u>corporate business planning and reporting process</u>		M	1.1.3 SD in business planning process
A	2.1.1.2 integrate SD into Ministerial Action Plan	D		
A	2.1.1.3 integrate SD into internal audit/ program evaluation line of inquiry		M	1.4.2 periodic reviews and reports on SD Strategy implementation

T – TARGET A – ACTION	1997 SD Strategy commitments and targets as per Sustainable Development in Action, June 1999	C – Completed D – Dropped	M – Modified	2001-2004 SD Strategy Commitments
A	2.1.1.4 review key <u>corporate/program/operational</u> strategies, plans, and service standards for opportunities to integrate environmental responsibilities		M	1.1.4, integration of SD into specific tools 1.2.1, 1.3.2, 1.4.1, 3.2.1, 3.5.1 to 3.5.4, 4.2.1, 4.2.2
A	2.1.1.5 develop action plan for integrating SD into key decision-making documents (standards, procedures, guidelines, training, agreements, memoranda of understanding, specifications and contracts for projects, services, and products)	D		
A	2.1.1.6 integrate SD into reporting program - evaluation processes	C		
T	3.1.1 <u>finalize an EMS for preventing pollution in departmental operations by March 31, 2002</u> <ul style="list-style-type: none"> ■ <u>priority 27-custodial facilities</u> ■ <u>fleet</u> ■ <u>procurement</u> ■ <u>information and records management</u> ■ <u>laboratory and scientific services</u> 			
A	3.1.1.1 complete environmental reviews of issues and opportunities <u>in</u> operations: 27 priority custodial facilities; fleet; procurement; information management; laboratory and scientific services; publishing	C		
A	3.1.1.2 identify common performance measures	C		
A	3.1.1.3 prioritize issues and opportunities		M	3.1.2 environmental management programs for aspects
A	3.1.1.4 integrate environmental action plans for priority issues into existing operational planning processes		M	3.1.2 environmental management programs for aspects
A	3.1.1.5 confirm roles, responsibilities, and accountabilities for EMS		M	3.1.2 environmental management programs for aspects
A	3.1.1.6 identify long and short term resource requirements for priority issues and integrate into operational resource planning tools		M	3.1.2 environmental management programs for aspects
A	3.1.1.7 develop or integrate monitoring requirements for priority issues into appropriate systems		M	3.3.1 administrative systems to track performance
A	3.1.1.8 integrate EMS review process into existing operational performance review processes		M	3.1.2 environmental management programs for aspects
T	3.1.2 <u>develop and implement solid waste management strategies and plans for priority custodial facilities</u>			

T – TARGET A – ACTION	1997 SD Strategy commitments and targets as per <i>Sustainable Development in Action</i>, June 1999	C – Completed D – Dropped	M – Modified	2001-2004 SD Strategy Commitments
A	3.1.2.1 <u>conduct solid waste audits in priority facilities</u> as per recommendations in environmental audits	C		
A	3.1.2.2 develop and implement waste reduction action plans and monitoring systems		M	3.5.3.1 divert solid waste from landfill in priority custodial facilities
A	3.1.2.3 <u>monitor and report progress</u> annually		M	3.1.2 environmental management program for solid waste
T	3.1.3 <u>implement measures to minimize landfill waste related to all major construction, and demolition projects by the year 2002</u>			
A	3.1.3.1 integrate requirement for contractor to provide waste reduction plans into major construction/demolition projects		M	3.5.3.4 waste reduction plans
T	3.1.4 <u>reduce vehicle emissions in fleet by 5%, by year 2000, using 1990-figures as baseline</u>			
A	3.1.4.1 convert 75% of fleet for newly acquired vehicles for the fiscal year	C		
A	3.1.4.2 75% of vehicles will be using alternative fuels by April 1, 2004		M	3.5.7.2 compliance with the <i>Alternative Fuels Act</i>
T	3.1.5 <u>increase green procurement by 5%, by year 2001, using 1999-figures as baselines</u>	D		(commitment not measurable with existing data)
A	3.1.5.1 develop a green procurement policy	C		
A	3.1.5.2 define performance indicators for procurement		M	3.1.2 environmental management program for procurement
A	3.1.5.3 establish monitoring systems for procurement		M	3.1.2 environmental management program for procurement
A	3.1.5.4 develop action plan for increasing green procurement		M	3.1.2 environmental management program for procurement
T	3.1.6 <u>work with PWGSC and other tenants to reduce pollution in leased facilities</u>			
A	3.1.6.1 work with PWGSC and federal partners to increase participation in appropriate recycling and waste diversion programs aimed at reducing office waste to the accepted norm where feasible		M	3.5.3.3 divert solid waste from landfill in priority leased facilities
A	3.1.6.2 monitor and report annually		M	3.1.2 environmental management program for solid waste
T	3.1.7 <u>upgrade storage tanks as per 1998 management strategy and action plan</u>			
A	3.1.7.1 upgrade registered storage tanks		M	3.5.5.3 strengthen protocol to demonstrate compliance with Federal storage tanks regulations
A	3.1.7.2 monitor and report progress		M	3.1.2 environmental management program for land use management

T – TARGET A – ACTION	1997 SD Strategy commitments and targets as per <i>Sustainable Development in Action</i> , June 1999	C – Completed D – Dropped	M – Modified	2001-2004 SD Strategy Commitments
T	3.2.1 develop and implement an EMS for resource consumption. <ul style="list-style-type: none"> ■ energy ■ water ■ paper 			
A	3.2.1.1 complete environmental reviews of issues and opportunities <u>in</u> operations: 27 priority custodial facilities; fleet; procurement; information management; laboratory and scientific services; publishing	C		
A	3.2.1.2 prioritize issues and opportunities		M	3.1.2 environmental management programs for aspects
A	3.2.1.3 integrate environmental action plans for priority issues into existing operational planning processes		M	3.1.2 environmental management programs for aspects
A	3.2.1.4 confirm roles, responsibilities, and accountabilities for EMS		M	3.1.2 environmental management programs for aspects
A	3.2.1.5 integrate long and short term resource requirements for priority issues into operational resource planning tools		M	3.1.2 environmental management programs for aspects
A	3.2.1.6 develop or integrate monitoring requirements for priority issues into appropriate systems		M	3.1.2 environmental management programs for aspects
A	3.2.1.7 integrate EMS review process into existing operational performance review processes		M	3.1.2 environmental management programs for aspects
T	3.2.2 develop and implement management plans to reduce paper consumption by _____% by 5 to 10%	D		(commitment not measurable with existing data)
A	3.2.2.1 develop and implement action plan		M	3.5.2.1 procedures and standards to help reduce paper consumption
A	3.2.2.2 develop or <u>integrate</u> requirements for monitoring paper consumption into monitoring systems		M	3.1.2 environmental management program for paper
A	3.2.2.3 monitor and report progress		M	3.1.2 environmental management program for paper
T	3.2.3 develop and implement measures to green new capital construction projects by March 31, 2002 commencing 1998			
A	3.2.3.1 develop and communicate best management practices <u>for green construction projects</u> to new capital construction projects ensure capital construction <u>project specifications include:</u> specify energy, water conservation measures and products		M	3.5.3.4, 3.5.4.5, 3.5.8.3 green new construction projects by incorporating waste reduction plans, and energy efficiency and water conservation measures
A	3.2.3.2 adopt revised (green) <i>National Master Specification</i> for construction projects		M	3.5.5.2 green new capital construction projects
A	3.2.3.3 monitor and report progress		M	3.1.2 environmental management programs for waste, energy, and water

T – TARGET A – ACTION	1997 SD Strategy commitments and targets as per <i>Sustainable Development in Action</i> , June 1999	C – Completed D – Dropped	M – Modified	2001-2004 SD Strategy Commitments
T	3.2.4 <u>develop and implement energy management strategies and plans for priority custodial facilities in order to reduce energy consumption to recommended levels based on operational requirements by March 31, 2000</u> increase energy efficiency in existing 27 major custodial facilities by ___%, by the year 2001, using 19__ as the baseline			
A	3.2.4.1 <u>develop and communicate best management practices for energy efficiency in custodial facilities</u>		M	3.5.4.1 best management practices for energy efficiency
A	3.2.4.2 <u>conduct energy audits in priority custodial facilities to identify achievable targets</u>		M	3.5.4.4 energy assessments
A	3.2.4.3 confirm performance measures, monitoring systems, and reporting protocol		M	3.1.2 environmental management program for energy
A	3.2.4.4 <u>develop and implement energy management strategies and action plans in priority facilities to achieve target reductions</u>		M	3.5.4.4 implement energy and water conservation measures
A	3.2.4.5 monitor and report progress		M	3.1.2 environmental management program for energy
T	3.2.5 <u>develop and implement water management strategies and plans for priority custodial facilities by March 31, 2001, in order to reduce water consumption to recommended levels based on operational requirements</u> reduce water consumption in 27 major custodial facilities by ___% by the year 2001, using 19__ as the baseline			
A	3.2.5.1 <u>develop and communicate best management practices for water efficiency for custodial facilities</u> develop & implement		M	3.5.8.2 best management practices for water conservation
A	3.2.5.2 <u>conduct water audits in priority custodial facilities to identify achievable targets</u>		M	3.5.4.4 energy assessments
A	3.2.5.3 confirm performance measures, monitoring systems, and reporting protocol		M	3.1.2 environmental management program for water
A	3.2.5.4 <u>develop and implement water management strategies and plans in priority facilities</u>		M	3.5.4.4 implement energy and water conservation measures
A	3.2.5.5 monitor and report progress		M	3.1.2 environmental management program for water
T	3.2.6 <u>develop and implement initiatives to green new leased facilities by directing PWGSC, and other service providers as agreements are renewed/revised</u>			

T – TARGET A – ACTION	1997 SD Strategy commitments and targets as per Sustainable Development in Action, June 1999	C – Completed D – Dropped	M – Modified	2001-2004 SD Strategy Commitments
A	3.2.6.1 work with service providers and federal partners to increase participation in appropriate environmental programs		M	3.4.1 participation in interdepartmental committees, working groups, and initiatives 3.5.4.2 Federal climate change initiatives 3.5.4.4 energy programs 3.5.7.3 Federal climate change initiatives
A	3.2.6.2 monitor and report progress annually		M	3.1.2 environmental management programs for aspects
T	3.3.1 <u>ensure compliance with federal statutes and regulations in custodial facilities by Dec 31, 2000</u> <ul style="list-style-type: none"> ■ Alternative Fuels Act (AFA) ■ Canadian Environmental Assessment Act (CEAA) ■ Registration of Storage Tank Regulations ■ ODS Regulations ■ Halocarbon Regulations 			
A	3.3.1.1 review regulatory compliance at 27 priority custodial facilities to identify, characterize, and assess nature of compliance gaps	C		
A	3.3.1.2 prioritize <u>compliance</u> issues identified in the environmental review and develop options and strategies to close gaps for priority issues		M	3.1.2 environmental management programs for aspects
A	3.3.1.3 <u>develop action plans</u>		M	3.1.2 environmental management programs for aspects
A	3.3.1.4 report progress		M	3.1.2 environmental management programs for aspects
T	3.3.2 <u>develop and implement an action plan to manage risks associated with hazardous materials/wastes at major custodial facilities by March 31, 2001</u>			
A	3.3.2.1 review and prioritize opportunities to enhance management of hazardous materials at priority facilities		M	3.5.9.1 review hazardous materials management
A	3.3.2.2 develop and implement action plans for priority issues as required		M	3.5.9.2 strategies and action plans
A	3.3.2.3 report progress		M	3.1.2 environmental management programs for aspects
T	3.3.3 <u>develop and implement action plans for priority contaminated sites by December 31, 2003</u>			
A	3.3.3.1 conduct phase I assessments at priority custodial sites		M	3.5.5.5 assess and remediate contaminated sites
A	3.3.3.2 develop inventory, classify, and prioritize contaminated sites issues (actual and suspect)		M	3.5.5.5 assess and remediate contaminated sites
A	3.3.3.3 conduct phase II assessment at priority sites		M	3.5.5.5 assess and remediate contaminated sites
A	3.3.3.4 develop action plans for priority sites		M	3.5.5.5 assess and remediate contaminated sites

T – TARGET A – ACTION	1997 SD Strategy commitments and targets as per <i>Sustainable Development in Action</i> , June 1999	C – Completed D – Dropped	M – Modified	2001-2004 SD Strategy Commitments	
T	3.3.4 develop and implement ODS management plans for priority custodial facilities by December 31, 2001, to minimize potential for releases and decrease inventory of ODS containing equipment				
A	3.3.4.1 replace printers, such as STK6100 and 5000 devices that use freon for their fuser coils in accordance with Canada's Ozone Layer Protection Program	C			
A	3.3.4.2 develop inventory of ODS containing equipment in priority custodial facilities	C			
A	3.3.4.3 develop and implement ODS action plans for priority issues		M	3.5.6.1	manage existing ODS inventories
T	3.3.5 phase-out use of halon in Crown-owned facilities			3.5.6.2	management plan to convert/replace ODS inventories
A	3.3.5.1 develop phase-out plan/replacement for halon systems at priority sites, in consultation with PWGSC		M	3.5.6.2	management plan to convert/replace ODS inventories

Notes

Comments/Suggestions

In the interest of continual improvement, we welcome your comments and suggestions on our Sustainable Development Strategy 2001-2004 and action plan.

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