

Planning for a Sustainable Future

The Public Health Agency of Canada's Departmental
Sustainable Development Strategy 2011-2014

Office of Sustainable Development
Public Health Agency of Canada

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Executive Summary

This is the Public Health Agency of Canada's first Departmental Sustainable Development Strategy (DSDS) under the 2008 Federal Sustainable Development Act requirements. It complies with and contributes to the goals, targets and implementation strategies identified in the Federal Sustainable Development Strategy (FSDS) and is consistent with the Agency's mandate.

The Public Health Agency of Canada's DSDS supports the first FSDS in one of the four FSDS thematic areas, Theme 4: Shrinking the Environmental Footprint—Beginning with Government, also known as “Greening Government Operations” (GGO). As part of Theme 4: Shrinking the Environmental Footprint – Beginning with Government, PHAC has identified 13 distinct Agency targets to support reducing its environmental footprint in a substantial manner.

Further, additional PHAC sustainable development activities include commitments to: Strategic Environmental Assessments, the Sustainable Development Advocate, the PHAC National Energy Reduction Initiative and the PHAC Dead Battery Recycling Program.

Raison d'être

This document is the Public Health Agency of Canada's first Departmental Sustainable Development Strategy (DSDS) as required under the 2008 *Federal Sustainable Development Act* (FSDA). This document serves as the internet component of the Public Health Agency of Canada's (PHAC) Section IV of the Report on Plans and Priorities. PHAC's DSDS responds to the FSDA requirements and sets out the framework within which the Agency's DSDS is developed, describes the linkage between sustainable development and public health, articulates how sustainable development is managed within PHAC and explains the Agency's specific and additional contributions to the Federal Sustainable Development Strategy (FSDS) goals and targets. The Public Health Agency Canada's compliance with the FSDA consists of two parts: the FSDS requirements in the Reports on Plans and Priorities; and, this internet document.

Introduction

The FSDA, which came into effect in 2008, provides 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 FSDA states that “[t]he Government of Canada accepts the basic principle that sustainable development is based on an ecologically efficient use of natural, social and economic resources”. It further notes that the FSDS will be based on the precautionary principle, which states “where there are threats of serious or irreversible damage, lack of full scientific certainty shall not be used as a reason for postponing cost-effective measures to prevent environmental degradation.”

The Minister of the Environment must table in Parliament, every three years, a FSDS which includes an overarching set of goals, targets and implementation strategies. The first FSDS was tabled in Parliament on October 6, 2010. It establishes a framework for sustainable development planning and reporting with three key elements:

- An integrated, whole-of-government¹ picture of actions and results to achieve environmental sustainability;
- A link between sustainable development planning and reporting and the Government's core expenditure planning and reporting system; and
- Effective measurement, monitoring and reporting in order to track and report on progress to Canadians.

The FSDS brings together goals, targets and implementation strategies which have been created through the normal course of government decision-making. For the most part, the FSDS itself does not establish new goals and targets, with the exception of those related to shrinking the government's environmental footprint in theme 4. Rather it makes the outcomes of decision-making more transparent. FSDS goals, targets, and implementation strategies are organized under four priority themes:

1. Addressing climate change and air quality,
2. Maintaining water quality and availability,
3. Protecting nature, and
4. Shrinking the environmental footprint—Beginning with government (also known as Greening Government Operations or GGO).

¹ Under the FSDA, all Schedule I departments listed in the *Financial Administration Act* are responsible for contributing to the Federal Sustainable Development Strategy and establishing individual Departmental Sustainable Development Strategies that align to the FSDS.

First established in 1990, the *Cabinet Directive on the Environmental Assessment of Policy, Plan and Program Proposals* (the Cabinet Directive) formally integrates environmental considerations into federal government decision-making through use of Strategic Environmental Assessments (SEAs). These assessments are included when policy, plan or program proposals are submitted to the Minister or Cabinet for approval and their implementation may have important environmental effects. The Cabinet Directive was updated in 2010 to ensure policies, plans and programs are consistent with the government's broad environmental objectives and sustainable development goals, as laid out in the FSDS. Under the FSDS, departments will be required to apply FSDS goals and targets when undertaking SEAs and report on the extent and results of their SEA practices.

The Public Health Agency of Canada, along with other departments and agencies, will report its specific sustainable development commitments in its Report on Plans and Priorities and report progress in its Departmental Performance Report.

Managing Sustainable Development at PHAC

The link between sustainable development and public health is clear: improve human health and well-being to enable Canadians to lead economically-productive lives in a healthy environment while sustaining the environment for future generations. However, health is not simply the outcome of age, genetic make-up, and health behaviors; it is influenced by physical and social environments. The physical environment includes biological, chemical and physical hazards that are found in air, water, soil and food. The social environment encompasses the social, cultural and economic aspects of our lives. When these factors are compromised, added stress is placed on the ability of the human body to maintain its well-being.

Sustainable development supports the long-term health of Canadians by addressing community vulnerabilities to enhance resiliency. However, much of the work being done on public health outcomes is outside of the public health domain and mandate. Thus, not only is it necessary for PHAC to manage sustainable development internally, but there is also a need to manage it externally.

The Public Health Agency of Canada manages its Departmental Sustainable Development Strategy in five ways:

1. **Sustainable Development Vision:** establishes the long-term sustainable public health vision through a sustainable and healthy communities strategic outcome.
2. **Internal Management Structure:** establishes the capacity that provides leadership across the Agency, in order to bring priority sustainable development issues to the forefront during the planning and decision-making of policies, programs and initiatives. See Annex 1 for the PHAC Internal Sustainable Development Management Framework.
3. **External Management Structure:** establishes the capacity for formal platforms that allow the Agency to participate in interdepartmental working groups and committees to advance sustainable development for public health and to introduce public health as an outcome of sustainable development.
4. **Integration with Government's Core Expenditure, Planning and Reporting System:** ensures that FSDS goals, targets and implementation strategies have been integrated into the core expenditure planning and reporting system—primarily through the Report on Plans and Priorities and the Departmental Performance Report.
5. **Application of Analytical Techniques:** includes cost-benefit and multi-criteria analysis for Treasury Board submissions, as well as science and evidence-based approaches such as the use of performance indicators or the application of Strategic Environmental Assessments as the basis for policies and other initiatives.

Through these five functions, Agency planners and issue experts can identify sustainable development priorities during the planning stages and monitor and report on their progress over time, thereby adopting a “plan, do, check and improve” approach.

Sustainable Development Vision

The Public Health Agency of Canada is committed to supporting and contributing to the Federal Sustainable Development Strategy (FSDS) by delivering on its core vision of healthy Canadians and communities in a healthier world towards making this country's population among the healthiest in the world. Public health is both a resource for, as well as an outcome of, sustainable development². Implicit in this vision is the recognition that social, economic and environmental conditions play an important role in determining the state of human health and that consideration of these factors needs to be integrated into decision-making within PHAC. The Agency integrates sustainable development through its planning, integrated risk management and stakeholder consultation processes.

The Agency's sustainable development vision of sustainable and healthy communities as a strategic outcome is one that integrates and balances social, economic and environmental objectives.

In developing its vision, PHAC realizes the important role that social, economic and environmental conditions play in impacting human health now and in the future. The Agency strives to integrate environmental, economic and social factors in the making of decisions in order to derive added benefits or to avoid or mitigate negative impacts on human health for both present and future generations. The Agency contributes to: economic sustainability by promoting health and reducing the burden to the health care system; social sustainability by building community capacity and empowering individuals; and environmental sustainability through consideration of the natural and built environments in which a community exists. The Agency also contributes to environmental sustainability through environmental conscious operational practices. Together, these functions directly contribute to PHAC's mission and sustainable development vision (see Figure 2).

PHAC's Sustainable Development vision is guided by the following principles:

- strengthen Canada's capacity to protect and improve the health of Canadians and to help reduce pressures on the health-care system;
- build an effective public health system that enables Canadians to achieve better health and well-being in their daily lives by promoting good health, helping prevent and control chronic diseases and injury, and protecting Canadians from infectious diseases and other threats to their health; and
- reduce health disparities between the most advantaged and disadvantaged Canadians.

The Agency's mission to promote and protect the health of Canadians through leadership, partnership, innovation and action in public health underscores the integration of the three pillars of sustainable development (see Figure 1). PHAC's population health approach to public health demonstrates economic inequities, social problems and environmental issues are key risk factors for disease. This approach ensures organized effort across programs, services and policy among multiple stakeholders, including government, the private sector, civil society and individuals.

² World Health Organization, World Summit on Sustainable Development (AKA Earth Summit 2002), <http://www.who.int/wssd/en/>, p.1. 2002.

Figure 1: Sustainable Development and Public Health

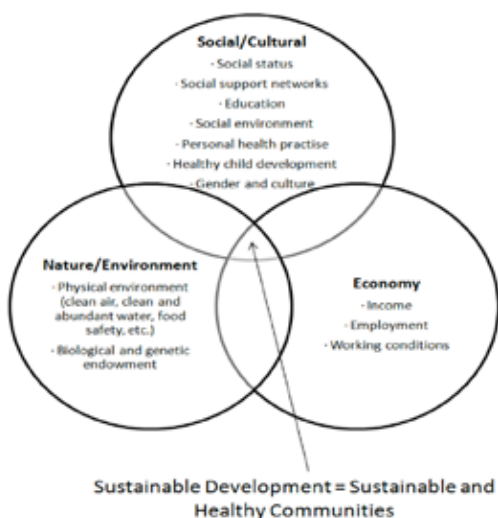


Figure 2: PHAC's Sustainable Development Vision



Internal Management Structure on Sustainable Development

The Public Health Agency of Canada identifies key socio-economic factors that affect sustainable development decision-making as a matter of course in delivering on its core mandate in accordance with its vision. Accountabilities in the Public Health Agency of Canada's Internal Sustainable Development Management Framework have been established to outline the key roles and responsibilities to provide leadership across the Agency, in order to bring priority sustainable development issues to the forefront during the planning and decision-making of policies, programs and initiatives (see Annex 1).

PHAC ensures policy cohesion among departments and across government by participating in sustainable development working groups and the broader policy integration processes of the Government of Canada. The Public Health Agency of Canada also ensures that its policies, plans and priorities are consistent with the FSDA and the revised *Guidelines for Implementing the Cabinet Directive on the Environmental Assessment of Policy, Plan and Program Proposals*.

The Agency makes the following commitments in its Internal Sustainable Development Management Framework:

- Apply sustainable development principles when developing or amending legislation, regulations, policies, plans and programs.
- Integrate sustainable development into corporate planning processes such as the on Plans and Priorities, the Departmental Performance Report and the Integrated Operational Plan.
- Prepare a Departmental Sustainable Development Strategy in consultation with Agency colleagues that complies with and contributes to the Federal Sustainable Development Strategy.
- Monitor, track progress and report on the Agency's commitments in the Federal Sustainable Development Strategy.
- Develop and implement strategies to inform, educate and promote a "plan, do, check and improve" approach to sustainable development at the Agency.

Additionally, the Agency strives to undertake a holistic approach to sustainable development by working to integrate the social, environmental and economic pillars into its key programs, through the role of its Champions. Eleven Champion roles have been established that directly and indirectly contribute to the social pillar of sustainable development. These Champions include: Values and Ethics, Health Equity, Workplace Well-being, Government of Canada Workplace Campaign, Official Languages, Diversity and Multiculturalism, Public Service Renewal, Public Service Employee Survey, Recruitment, Learning, Leadership, and the Sustainable Development Advocate.

It is the role of these Champions and Sustainable Development Advocate to ensure that the issues they support become part of the Agency's culture and way of doing business, and that they remain priorities and topics of discussion with senior management. The Champions and the Sustainable Development Advocate are available to all Agency employees to provide advice, guidance, and support on issues relevant to the Agency; participate in special initiatives and events; and, to serve as a sounding board for questions and concerns.

External Management Structure on Sustainable Development

Externally, the Public Health Agency of Canada continues to be a social department leader and is actively engaged in several interdepartmental committees to advance both sustainable development and public health. The Agency is an active member of the following interdepartmental working groups³:

- FSDS Director General-level Working Group
- FSDS Director-level Working Group
- FSDS Risk Management Working Group
- FSDS Strategic Environmental Assessment Working Group
- Indian and Northern Affairs Canada's Interdepartmental Think Tank Working Group
- Public Works and Government Services Canada's Green Procurement Forum

Integration with Government's Core Expenditure, Planning and Reporting System

As part of the larger Government of Canada reporting on FSDS, PHAC has integrated its specific sustainable development commitments in the Report on Plans and Priorities and this document, which together form the Public Health Agency of Canada's DSDS. The Agency will report on progress against these commitments in its annual Departmental Performance Report.

PHAC's implementation strategies under the FSDS's Greening of Government Operations requirements are fully integrated into the department's management resources and results structure that underpins departmental planning and reporting.

Application of Analytical Tools and Techniques

Integrating sustainable development into policies, plans and programs can be supported by the use of analytical techniques and management practices that consider, compare and integrate environmental, social and economic objectives and address long-term concerns. PHAC utilizes various analytical techniques to inform decision-making and manage risk around policies, plans and programs: cost-benefit and risk-benefit analyses (Treasury Board submissions); science and evidence-based analysis for developing policy, legislative or regulatory proposals; and modelling techniques (e.g. controlled experiments, comparative simulations, micro-simulation, and statistical modelling) to simulate policy impacts and project future scenarios.

³ While this is not a complete list of interdepartmental working groups, it is a snapshot in time to capture the strongest link to sustainable development.

Further, managers and employees are invited to be trained in sustainable development to more effectively consider and apply the ecologically efficient use of natural, social and economic resources in their decision-making initiatives and programs. The management structure for sustainable development, including the roles and responsibilities of key departmental managers, for sustainable development are included in Annex 1, the Public Health Agency of Canada's Internal Sustainable Development Management Framework.

The Agency continues to develop capacity to manage risk in order to improve decision-making and support the achievement of corporate objectives and desired outcomes. The PHAC Integrated Risk Management Standard and the PHAC Strategic Risk Communications Framework provide an Agency foundation for identifying, assessing, communicating and managing risk; a foundation that promotes taking a broad perspective to managing risk which takes into account factors such as threats and opportunities as well as potential social (health, cultural, ethical, legal and political), environmental, economic and other impact considerations of interested and affected parties.

Additional PHAC DSDS Activities

In addition to the FSDS requirements under the Greening of Government Operations focal area, the Agency is committed to additional sustainable development activities. These activities include the Sustainable Development Advocate, Strategic Environmental Assessments, the PHAC Dead Battery Recycling Program, and the PHAC National Energy Reduction Initiative. More information on these additional activities are found below.

The Sustainable Development Advocate

The role of the Sustainable Development Advocate is to promote and be a leader for sustainable development at the Agency. The Sustainable Development Advocate promotes sustainable development values, commitments and achievements among PHAC employees, partners and clients. The Advocate's leadership is vital in moving PHAC towards the integration of sustainable development principles and Departmental Sustainable Development Strategy commitments into the policies, programs and activities of the Agency. Advancing initiatives that touch on the three pillars of sustainable development is an opportunity to influence holistic, long-term positive health outcomes for Canadians, specifically through undertaking Strategic Environmental Assessments.

As a means of supporting this work, the Sustainable Development Advocate commits to ensuring all commitments for Strategic Environmental Assessment (SEA) are accomplished in accordance with the *Cabinet Directive on Environmental Assessment of Policy, Plan and Program Proposals*.

Strategic Environmental Assessments

Decision-making in PHAC considers sustainable development principles, including health aspects of sustainable development, on an ongoing basis through the departmental planning process, undertaking [Strategic Environmental Assessments](#) (SEAs) and reporting in the Departmental Performance Report, which includes reporting on SEA performance. Consistent with the government's strong commitment to sustainable development, the *Cabinet Directive on Environmental Assessment of Policy, Plan and Program Proposals* requires that a SEA be conducted for policy, plan and program proposals destined for ministerial and cabinet approval, and the implementation of which may have important environmental effects. Ministers expect the strategic environmental assessment of a proposal to consider the scope and nature of likely environmental effects, the need for mitigation to reduce or eliminate adverse effects, and the likely importance of any adverse environmental effects, taking mitigation into account. The SEA should contribute to the development of policies, plans and programs on an equal basis with economic or social analysis; the level of effort in conducting the analysis of potential environmental effects should be commensurate with the importance of anticipated environmental effects.

To comply with the revised guidelines of the Cabinet Directive, the Public Health Agency of Canada commits to:

1. Applying FSDS goals and targets when undertaking SEAs;
2. Reporting on the results of SEAs in the Departmental Performance Report; and
3. Describing the positive and/or negative contributions of a proposal to the achievement of FSDS goals and targets in the SEA public statements.

As a means of supporting this work, PHAC will implement an updated Agency policy on SEA and relevant guidelines to coincide with requirements set out in the revised *Guidelines for Implementing the Cabinet Directive*. The Agency will also update its suite of training and support materials (to reflect new guidelines, templates, training material, analytic tools, etc.) to support policy and program analysts in understanding and implementing new requirements and provide renewed training for senior analysts who are involved in policy development. Additionally, starting in 2011-12, the Agency will implement management elements to increase compliance rates to a minimum of 90% through compliance with SEA Preliminary Scans for Memoranda to Cabinet and Treasury Board Submissions. The Agency will report its SEA performance through the Departmental Performance Report.

SEA⁴ Performance Measures and Baselines**Program Activity Architecture:** SA 2.1.2 – Resource Management Services, SSA 2.1.3.1 – Real Property

Expected Result: Social, economic and environmental considerations are addressed at the earliest appropriate stage of planning to augment the positive outcomes and mitigate the negative effects.

Performance Indicators	Baseline Year	Preliminary Scan Baseline for Memoranda to Cabinet	Detailed Assessment Baseline for Memoranda to Cabinet	Preliminary Scan Baseline for Treasury Board Submissions	Detailed Assessment Baseline for Treasury Board Submissions	Baseline Total
# of proposals submitted by PHAC to Cabinet or Treasury Board and approved	2009-10	7	0	11	0	18
# of proposals where a SEA was completed in compliance with the Cabinet Directive	2009-10	0	0	2	0	2
# of proposals where a SEA was completed and a commitment was made to FSDS goals and targets	TBD	TBD	TBD	TBD	TBD	TBD
% of annual departmental compliance with the Cabinet Directive for SEAs	2009-10	0%	N/A	19%	N/A	11%

⁴ At PHAC, a Strategic Environmental Assessment is the process of determining important environmental impacts as an outcome of policy, plan and program proposals. As a process, the Agency considers Preliminary Scans as a mandatory requirement for all policy, plan and program proposals, in order to determine if a Detailed Assessment is required, based on important environmental impacts. However, due to the scope of its mandate, both historically and presently, PHAC has only completed Preliminary Scans as it does not develop policy, plan or program proposals that result in important environmental impacts. The Preliminary Scan is the instrument that allows the Agency to identify requirements for Detailed Assessments.

The PHAC Dead Battery Recycling Program

Batteries power toys, watches, cellular phones, music players, cordless computer equipment and other common household and business items. In 2004, an estimated 450 million consumer batteries were sold in Canada and approximately 348 million were discarded into landfills.

Batteries including lead-acid, lithium, nickel-cadmium, silver oxide and mercury batteries pose a higher threat to human and environmental health as they contain heavy metals, many of which are toxic substances scheduled under the [Canadian Environmental Protection Act](#), 1999. Improper disposal of large numbers of batteries also pose a safety risk, since batteries are prone to react and overheat.



PHAC is actively participating in sustainable development activities such as the controlled disposal of dead batteries through its recycling program. As a means of supporting this work, PHAC commits to having a fully-implemented National Dead Battery Recycling Program in all 13 major PHAC buildings from Vancouver to Halifax by March 31, 2014. Further, The Agency will enhance tracking and reporting functions to demonstrate the quantity of batteries diverted from landfills by March 31, 2014.

PHAC Dead Battery Program Performance Measures and Baselines

Program Activity Architecture: SA 2.1.2 – Resource Management Services, SSA 2.1.3.1 – Real Property

Expected Result: Heavy metals found in batteries are disposed of in an environmentally responsible manner to mitigate threat to human and environmental health.

Performance Indicators	Baseline Year	Program Baseline
# of major PHAC buildings	2010-11	13
# of major PHAC buildings with Dead Battery Recycling Programs fully-implemented	2010-11	9
# of major PHAC buildings without Dead Battery Recycling Programs fully-implemented	2010-11	4
# of batteries diverted from landfills	2013-14	To Be Determined

The PHAC National Energy Reduction Initiative (NERI)

It would take 13,476,639⁵ trees to offset the amount of CO₂ released into the atmosphere by Canadian public servants each year because of electrical equipment being left on at night and over weekends. This is the equivalent of burning approximately 316,287⁶ litres of gasoline—that is enough to drive around the earth's equator almost eight times.

⁵ Extrapolation from PHAC's Third Energy Assessment Report (2010)

⁶ <http://www.oeo.nrcan.gc.ca/transportation/tools/fuelratings/ratings-details.cfm?id=72196>

To mitigate these effects, in 2007, the PHAC Quebec Region demonstrated that staff can significantly reduce their unnecessary, after-work (or phantom) energy use. Following this success, volunteers from PHAC and Health Canada conducted PHAC's First National Energy Reduction Initiative in May 2008, the [Second PHAC NERI](#) in [November 2008](#), and the Third PHAC National Energy Reduction Initiative in June 2010. While the Second National Energy Reduction Initiative showed phantom energy use had been reduced by 42% per person, the results of the Third National Energy Reduction Initiative showed a sharp loss of momentum. When extrapolated to all employees, an estimated 870,435 kilowatt hours were being needlessly wasted each year at PHAC and could be saved with no more effort than it takes to turn off a switch. If employees work together, they can help PHAC save up to \$90,000 a year. Although it is impossible to fully eliminate all phantom energy, the Second Energy Initiative demonstrated that more than \$29,000 could be saved through the efforts of volunteers.

The new [Federal Sustainable Development Strategy](#) directly compliments the Agency's annual NERI's through the federal greenhouse gas emissions reduction related to *taking action now to reduce levels of greenhouse gas emissions from its operations to match the national target of 17% by 2020*. Further, each of the non-greenhouse gas emissions targets indirectly compliments the goal of the National Energy Reduction Initiative – to theme 4 of the FSDS or greening government operations⁷.

As a means of supporting this work, PHAC commits to not only conduct its Fourth National Energy Reduction Initiative in 2011-12, the Fifth National Energy Reduction Initiative in 2012-13 and the Sixth National Energy Reduction Initiative in 2013-14, but also to enhance and update its accommodation fit-up standards and policies to include a green energy smart bar for every Agency workstation. Further, the Agency supports its FSDS commitments to ensure that at least 90% of new purchases of printers, faxes, scanners and photocopiers will have environmental features, such as Energy Star as of April 1, 2011 and achieve an 8:1 average ratio of office employees to printing units by March 13, 2013.

National Energy Reduction Initiative Performance Measures and Baselines

Program Activity Architecture: SA 2.1.2 – Resource Management Services, SSA 2.1.3.1 – Real Property

Expected Result: PHAC facilities are managed and operated in a sustainable and financially responsible manner, throughout its life cycle.

Performance Indicators	Baseline Year	Program Baseline
# of PHAC offices assessed (% of total Agency offices)	2010-11	2074 (71.51%)
# of PHAC electrical equipment assessed	2010-11	7228
# of kWh/year used by PHAC phantom energy use	2010-11	870,435 kWh/year
# of avoidable CO ₂ tonnes per year by PHAC	2010-11	866.95 tonnes/year
# of avoidable CO ₂ tonnes per year by PHAC	2013-14	-866.95 tonnes/year

⁷ It is important to note that laboratory buildings are quite different from offices buildings with respect to sustainability; however, both types of buildings seek to reduce energy and water consumption as a foundational contribution to sustainable development.

Additional Information

For complete details on PHAC's activities supporting sustainable development, please see the Agency's departmental website at: <http://www.phac-aspc.gc.ca/sd-dd/index-eng.php>.

For complete details on PHAC's contribution to the FSDS Greening of Government Operations Tables, please see the Treasury Board Secretariat's website at: [http://www.tbs-sct.gc.ca/Report on Plans and Priorities /2011-2012/info/info-eng.asp](http://www.tbs-sct.gc.ca/Report%20on%20Plans%20and%20Priorities/2011-2012/info/info-eng.asp).

For more information on the Federal Sustainable Development Strategy, please visit Environment Canada's website at: <http://ec.gc.ca/dd-sd/default.asp?lang=En&n=F93CD795-1>.

Annex 1—The Public Health Agency of Canada's Internal Sustainable Development Management Framework

Effective Date

This framework is effective April 1, 2011.

Application

This framework applies to all Public Health Agency of Canada branches and regions.

Recognizing that:

- The Government of Canada signed the *Rio de Janeiro Declaration* in 1992 and endorsed the *Agenda 21* of the United Nations Conference on Environment and Development which stated as its first principle, "Human beings are the centre of concern for sustainable development. They are entitled to a healthy and productive life in harmony with nature."
- Sustainable development is required for the maintenance and improvement of health and acknowledges the need to integrate environmental, economic and social factors in the making of public health decisions.
- The 2008 *Federal Sustainable Development Act* replaced the 1995 amendments to the *Auditor General Act* and now requires that the Government of Canada develop a Federal Sustainable Development Strategy based on the precautionary principle every three years, the first having been tabled October 6, 2010.
- The 2008 *Federal Sustainable Development Act* also requires that each department prepare a Departmental Sustainable Development Strategy that complies with and contributes to the Federal Sustainable Development Strategy. Treasury Board Secretariat directed departments to integrate Departmental Sustainable Development Strategies into the Report on Plans and Priorities and to report on their success via the Departmental Performance Report.
- The 2010 Government of Canada revised *Guidelines for Implementing the Cabinet Directive on the Environmental Assessment of Policy, Plan and Program Proposals*. The Cabinet Directive is a key policy that formally integrates environmental considerations into federal government decision-making and federal and departmental sustainable development strategies through the use of Strategic Environmental Assessments (SEA).

Framework Objective

The Public Health Agency of Canada's Internal Sustainable Development Management Framework objective is to strive towards integrating sustainable development into policy development and decision-making in order to derive added benefits or to avoid or mitigate negative impacts on human health for both present and future generations.

Guiding Principles

There are three key principles that provide the conceptual foundation upon which this framework should be based. They include:

1. Integrated decision-making
2. Sustainable development
3. Precautionary principle

Integrated decision-making

Integrated decision-making occurs in two ways:

1. With respect to issues identified under the Federal Sustainable Development Strategy, Public Health Agency of Canada's contribution will be integrated into planning and reporting mechanisms including the Report on Plans and Priorities and Departmental Performance Report. This includes linking Strategic Environmental Assessments as per 2010 revised *Guidelines for Implementing the Cabinet Directive on the Environmental Assessment of Policy, Plan and Program Proposals*.
2. Application of the 2010 Government of Canada revised *Guidelines for Implementing the Cabinet Directive on the Environmental Assessment of Policy, Plan and Program Proposals* to integrate environmental considerations into Public Health Agency of Canada's decision-making through the use of Strategic Environmental Assessment (SEA).

Sustainable Development

The *Federal Sustainable Development Act* states that, "The Government of Canada accepts the basic principle that sustainable development is based on an ecologically efficient use of natural, social and economic resources." Acceptance of this principle identified in the FSDS reflects the Public Health Agency of Canada's commitment to minimize the environmental impacts of its policies and operations and at the same time, maximize the efficient use of natural resources and other goods and services.

Precautionary principle

The precautionary principle states that: "Where there are threats of serious or irreversible damage, lack of full scientific certainty shall not be used as a reason for postponing cost-effective measures to prevent environmental degradation" (United Nations, 1992). The Public Health Agency of Canada's sustainable development policy will be guided by the precautionary principle.

Framework Requirements

Public Health Agency of Canada will:

- Apply sustainable development principles when developing or amending legislation, regulations, policies, plans and programs.
- Integrate sustainable development into corporate planning processes such as the Report on Plans and Priorities and the Departmental Integrated Operational Planning process.
- Prepare a Sustainable Development Strategy in consultation with internal stakeholders that complies with and contributes to the Federal Sustainable Development Strategy. This will be done within prescribed timelines and within one year after the Federal Sustainable Development Strategy is tabled and at least every three years thereafter, in compliance with the requirements of the *Federal Sustainable Development Act*.
- Monitor and track progress made on commitments from the Sustainable Development Strategy on an ongoing basis and report every year on the progress in the Departmental Performance Report.
- Develop and implement strategies to inform, educate and promote a "plan, do, check and improve" approach to sustainable development.

Related Legislation

Relevant to sustainable development, this framework must be applied in conjunction with the following:

- [*Auditor General Act* \(2008, Amendments\)](#)
- [*Federal Sustainable Development Act* \(2008\)](#)
- [*Cabinet Directive on the Environmental Assessment of Policy, Plan and Program Proposals* \(2010\)](#)

Roles and Responsibilities

Chief Public Health Officer and Associate Deputy Minister (Executive Vice-President and Chief Operating Officer)

The Chief Public Health Officer and the Associate Deputy Minister are responsible for ensuring that the Public Health Agency of Canada adopts the principles of sustainable development by preparing and implementing a triennial Departmental Sustainable Development Strategy in accordance with the *Federal Sustainable Development Act*. These two executive functions ensure that the Public Health Agency of Canada incorporates sustainable development objectives and performance information in the Report on Plans and Priorities and the Departmental Performance Report.

Assistant Deputy Ministers, Executive Directors, Regional Directors General

Assistant Deputy Ministers, Executive Directors and Regional Directors General ensure that the principles of sustainable development are applied to new or amended legislation, regulations, policies, plans and programs prior to approval. In this role, they ensure that sustainable development is integrated into their respective branch, region or agency planning processes including the Agency's Integrated Operational Planning process, the Reports on Plans and Priorities and the Departmental Performance Reports. It is also their responsibility to approve, ensure implementation, and report on Departmental Sustainable Development Strategy commitments for their respective branch, region or agency.

Directors General

Directors General are responsible for reviewing the policies, plans and programs in areas under their responsibility to ensure that they have been developed with a due application of the principles of sustainable development and that their initiatives are linked to the Federal Sustainable Development Strategy, where applicable.

Director General, Sustainable Development Advocate

The Director General of the Corporate Administration and Services Directorate is to serve as a spokesperson for sustainable development at the Public Health Agency of Canada and as the Sustainable Development Advocate. Through this position, the Advocate promotes sustainable development principles to employees and to senior executive colleagues. The Sustainable Development Advocate leads the development of the Agency's Departmental Sustainable Development Strategy under the *Federal Sustainable Development Act*.

Office of Sustainable Development (OSD)

The Office of Sustainable Development is the coordinating body for sustainable development within the Agency. Its role is to promote and provide expert advice across the Agency concerning the application of the principles of sustainable development. The Office fulfills this role by developing and promoting sustainable development tools and training for Agency employees and by working across the Agency's branches, regions, and with other Federal departments in order to advance shared sustainable development objectives. In addition, the Office provides training for policy and program officers on Strategic Environmental Assessments (SEA) and oversees the SEA process.

Other responsibilities of the Office of Sustainable Development include coordination and preparation of the Departmental Sustainable Development Strategy as required by the *Federal Sustainable Development Act*. The Office works with the Office of the Chief Financial Officer's Planning, Performance, Reporting and Risk Division in coordinating the integration of sustainable development objectives and performance information for the Report on Plans and Priorities, the Departmental Performance Report and the Federal Sustainable Development Strategy's supplementary website report.

Asset and Materiel Management Division

The Assets and Materiel Management Division is responsible for all aspects of Supply Chain Management. The Division develops contract and materiel management policies, directives, standards, procedures and best practices in accordance with Government of Canada policies and direction, with special attention given to green procurement options for goods and services. The Division also serves as a quality assurance centre of expertise on all medium to high risk contracting activities and reports on the Agency's supply chain activities to senior management and central agencies.

The Assets and Materiel Management Division provides expert advice to all employees on green procurement and green options, related to: contract management policies, directives, standards, procedures, tools, templates and best practices; training to officers engaged in contract management; the development of procurement sourcing and evaluation strategies; and supply chain information to assist in decision-making.

Office of the Chief Financial Officer's Planning, Performance, Reporting and Risk Division

The Planning, Performance, Reporting and Risk Division coordinates and facilitates the annual Agency operational planning process for the preparation of the Report on Plans and Priorities and Departmental Performance Report. This Division will work with the Office of Sustainable Development and Branch Planners to identify, coordinate and integrate Departmental Sustainable Development Strategy targets and implementation strategies into the Agency's Integrated Operational Planning process, the Report on Plans and Priorities, Departmental Performance Report and the Departmental Sustainable Development Strategies supplementary website report. The Office of Sustainable Development will also work with the Planning, Performance, Reporting and Risk Division to engage branch planners to track and monitor commitments from the Sustainable Development Strategy for their branch or region and report on these commitments to the Office of Sustainable Development for the Report on Plans and Priorities and the Departmental Performance Report.

Management Committees

Executive Committee

Chaired by the Chief Public Health Officer and consisting of senior-level management, the Executive Committee serves as a forum for guidance, leadership and final decision-making for the Agency. Guided by the principles of accountability and transparency, among other issues, the Committee advises on horizontal issues like the Report on Plans and Priorities and the Departmental Performance Report, particularly with the integration of sustainable development objectives.

Information Management/Information Technology (IM/IT) Management Committee

This committee operates from the senior management level made up of Directors General, Assistant Deputy Ministers and other senior executives. By aligning IM/IT infrastructure and services with Government of Canada policies and strategic directions, the Agency's IM/IT policies and practices are consistent with the Federal Sustainable Development Strategy.

Public Health and Policy Committee

Comprised of Directors General from each branch, centre and region, this Committee is responsible for advising the Executive Committee on policies and initiatives respecting the implementation of sustainable development in the Agency. The Public Health and Policy Committee engage their respective areas in sustainable development by promoting the principles of sustainable development.

Public Health Agency of Canada Heads-Up Committee

Comprised of Directors General from each branch, centre and region, this Committee is a forum to preview Agency business, with emphasis on the short-term, and serves as a platform to raise and seek advice and guidance on issues that pose risks to the Minister or Chief Public Health Officer; or risks to the Agency and its employees.

Resource Planning and Management Committee

Membership consists of senior management from different branches, including the Chief Public Health Officer, Chief Financial Officer and Chief Audit and Evaluation Executive, this Committee ensures that policies, procedures and activities relating to material and asset management encompass elements of sustainable development.

Sustainable Development Working Group

Identified Sustainable Development representatives in each centre across the Agency serve as liaisons between the Office of Sustainable Development and their respective branches, centres or regions on technical issues. Coordinators work within their respective branch, centre or region to ensure that sustainable development is integrated into planning processes. They assist in the preparation of the Sustainable Development Strategy by consulting with their branch, agency or region in developing commitments for the strategy that may fall outside of those goals identified under the *Federal Sustainable Development Act*, such as the development of Green Teams or ad hoc specialty groups and teams.

The Coordinators also act as ambassadors of sustainable development within their branch, centre or region by helping the Office of Sustainable Development in advancing sustainable development.

Reporting and Monitoring

Annually, Environment Canada is responsible to report on the progress of the Federal Sustainable Development Strategy as required by the *Federal Sustainable Development Act*. The Office of Sustainable Development will coordinate the collection and preparation of information concerning the Agency's commitments under the federal strategy. The Public Health Agency of Canada's input to Environment Canada will be reviewed by the Public Health and Policy Committee.

Through the Public Health and Policy Committee, a working group will be established on an ad hoc basis to address sustainable development issues and policies as they become known in the Agency. PHP will also prepare revisions to this framework as needed in response to the report on the implementation of the *Federal Sustainable Development Act* and effectiveness of sustainable development integration into the Public Health Agency of Canada's new or amended legislation, regulations, policies, plans and programs.

Enquiries

Any enquiries concerning this framework should be directed to the Office of Sustainable Development at the Public Health Agency of Canada.

Annex 2—The Public Health Agency of Canada's FSDS Operational Commitments

PHAC FSDS Requirements

The first Federal Sustainable Development Strategy organizes government-wide goals, targets and implementation strategies under four priority themes. For theme 4, the Public Health Agency of Canada is responsible for all implementation strategies that directly support all of the non-greenhouse gas goals and targets. Thus, the Agency is responsible for meeting the following targets:

- As of April 1, 2012, and pursuant to departmental strategic frameworks, new construction and build-to-lease projects, and major renovation projects, will achieve an industry-recognized level of high environmental performance.
- 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.
- 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.
- By March 31, 2014, each department will reuse or recycle all surplus electronic and electrical equipment (EEE) in an environmentally sound and secure manner.
- By March 31, 2013, each department will achieve an 8:1 average ratio of office employees to printing units. Departments will apply target where building occupancy levels, security considerations, and space configuration allow.
- By March 31, 2014, each department will reduce internal paper consumption per office employee by 20%. Each department will establish a baseline between 2005-2006 and 2011-2012, and applicable scope.
- By March 31, 2012, each department will adopt a guide for greening meetings.
- As of April 1, 2011, office computers will have a minimum average of a four-year life in the Department.
- As of April 1, 2011, at least 90% of new purchases and leases of printers and multi-functional devices will have environmental features.
- By March 31, 2012, the Agency will procure and operationalize smart bars for all workstations across the Agency to enhance energy efficiency.
- By March 31, 2012, a minimum of 80% of materiel managers, procurement personnel and acquisition cardholders will have taken an Agency recognized training course on green procurement.
- As of April 1, 2011, 100% of all identified managers and functional heads of procurement will have environmental considerations clauses incorporated into their performance evaluations.
- By March 31, 2014, decrease the quantity of “unknown attributes” associated with the financial system's Green Procurement field in contracts by at least 10% below 2009-10 baseline levels.

Agency Commitment to Printer and Printing Device Reduction

The Green Printer Initiative is a significant undertaking that will reduce the number of printing devices across the Public Health Agency of Canada (PHAC), which will contribute to reducing the Agency's carbon footprint. To maximize an efficient and effective printing environment, the Agency commits to the following:

- **All printing devices must be leased on a minimum of a three-year agreement** or by written exception by SDO upon justification. Procurement of any printing device (black and white, colour and multi-functional) must be pre-approved by the Sustainable Development Office (SDO) and Information Technology Security (IT Security).
 - any Cost Centre Manager that authorizes a printing device to be purchased via an acquisition card will receive a warning and the new printing device will be removed from that manager's organization. The Assistant Deputy Minister of the Emergency Management and Corporate Affairs Branch will be notified when a warning is issued; and
 - the client Cost Centre will be responsible for all costs associated with printing device purchase, support, maintenance and consumables, regardless of the type of printing device.
- **Standalone printers** will only be granted by exemption for Duty to Accommodate (mobility) with doctor's certificate, approved teleworking agreements or operational requirements.
 - the default setting will be duplex, monochrome format and may be connected through the network;
 - all requests for special needs (physical or medical) must include a note from a medical professional;
 - all requests for teleworkers will require justification, in addition to client Assistant Deputy Minister approval; and
 - all requests for operational requirements will require justification and additional approval bodies may be required.
- Approved **standard network black and white format printers** will be allocated based on a ratio of 12 employees for every black and white printing device (12:1), and should be located within 50 feet of the intended user, where permissible.
 - monochrome standalone printers will be removed first to achieve the 12:1 ratio, followed by network monochrome printers;
 - the default setting will be duplex with black and white format;
 - secure (code) printing will be mandatory for all multi-functional printers and all print jobs stored in the PHAC network for these devices will be cleared from memory or the hard drive periodically as the printer settings allow (hourly, two hours, four hours); and
 - monochrome multi-functional devices will replace network simplex and duplex monochrome format printers at end-of-life in specific locations, as required.
- Approved **standard network colour format printers** will be allocated based on a ratio of 50 employees for every colour printing device (50:1), and should be located within 50 feet of the intended user, where permissible.
 - colour standalone printers will be removed first to achieve the 50:1 ratio, followed by network colour printers;
 - the default setting will be duplex with black and white format;
 - secure (code) printing will be mandatory for all multi-functional printers and all print jobs stored in the PHAC network for these devices will be cleared from memory or the hard drive periodically as the printer settings allow (hourly, two hours, four hours); and
 - colour multi-functional devices will replace network simplex and duplex colour format printers at end-of-life in specific locations, where possible.

Printer and Printing Device Exemptions:

1. Label makers, speciality printers and plotters;
 2. Certified duty to accommodate (mobility) or telework agreement; and
 3. Operational requirements:
 - a) Buildings with fewer than twelve and/or fifty employees
 - b) Buildings where space configuration does not allow for the ratio to be achieved
 - c) Emergency considerations under specific condition
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Agency Commitment to Paper Reduction

Paper production diminishes natural resources and increases greenhouse gas emissions⁸. The steps involved in creating paper—wood extraction, processing, production, transportation, use, and disposal—use vast amounts of resources and can have detrimental environmental effects. The federal government is a significant purchaser and consumer of paper. Over seven tonnes of paper is used to feed government photocopiers, printers and fax machines annually, costing nearly \$10 million.

In order to maximize an efficient and effective paper consumption environment, the Agency commits to the following:

- Electronic platforms such as projectors, television screens and web-based platforms will be optimized, whenever possible;
- All documents should be assessed as to whether a paper copy is required, with double-sided printing as the preferred option;
- Meeting material should be printed at a volume comparable to the attendee size; and
- Electronic documents, reports, templates and processes should be optimized whenever possible.

Agency Commitment to Green Meetings

For the Agency, the main source of greenhouse gas (GHG) emissions that can be actively impacted by individual actions is related to travel for meetings. By reducing travel only to meetings when a face-to-face gathering is necessary, not only are GHG emissions reduced, costs and time associated with travel are saved. This complements the current federal GHG emissions reduction goal of reducing levels of GHG from its operations to match the national target of 17% below 2005 by 2020.

In order to maximize an efficient and effective working environment, the Agency commits to the following:

- The Green Meeting Guide will be applied to all departmental and interdepartmental meetings held throughout the Agency with at least ten participants;
- Resources will be effectively used, from a life-cycle approach with both waste and the release of greenhouse gas emissions (GHG) minimised, starting with reduce, reuse and recycle;
- Priority areas for green meetings will include: accommodations; hospitality/food and beverage services; paper; procurement; travel; and transportation.
- Options such as teleconferencing, videoconferencing, or Lotus Notes Real Time will be the first option considered for any meeting;
- Face-to-face meetings are only undertaken when necessary and green practices incorporated at every aspect of the event;
- When procurement of goods and services are necessary, current resources will be considered first. Recommended federal government green procurement resources will be used to purchase goods and services deemed necessary and not available in surplus inventory; and
- The meeting will be as paperless as possible, in favour of electronic formats of documents.

⁸ For additional impacts of paper product, please visit: <http://www.rfu.org/cacw/basic.html>

Agency Commitment to Green Procurement

All goods and services deemed necessary for procurement must abide by PWGSC's Standing Offers, where applicable. When a Standing Offer is not available, the Agency recommends using the Federal Government green procurement resources, which are based on existing Standing Offers and will incorporate both cost savings and environmental considerations into the procurement process.

In order to maximize an efficient and effective procurement environment, the Agency commits to the following:

- Laptops will be increasingly purchased over desktops where permissible. Exclusions may include computers that must be compatible with laboratory or field equipment, or the computers of the Minister or Deputy Minister;
- Approved standard network black & white format, network colour format and multi-function printers comprising of printer, faxing and scanning functions with environmental certification will be centrally acquired, installed, and supported;
- An Agency-wide power shut-off will be implemented at an appropriate time. Exclusions may include laboratories or field equipment; and
- Smart bars will be purchased and installed at every office/workstation.

Agency Commitment to E-Waste Disposal

Considering the high level of spending and volume of office computers in the federal government, coupled with their rapid obsolescence, surplus EEE when deemed unsuitable for reuse, will be disposed of responsibly, minimising their environmental impacts. An EEE Implemented Plan will effectively outline roles and responsibilities for tracking and reporting for surplus EEE in order to maximize, reuse and achieve best value for the Crown.

In order to maximize an efficient, effective and secure procurement environment, the Agency commits to the following:

- E-waste will be donated to the Computers for Schools program, where applicable;
- E-waste will be recycled in Provincial Recycling Programs where accepted and available;
- E-waste that cannot be recycled through Provincial Recycling Programs will be recycled via the Department Individual Standing Offer. This option will serve as a "last resort" disposal stream for the recycling of any e-waste that cannot be directed to other disposal mechanism. This option also allows for the sound disposal of shredded materiel resulting from approved physical destruction processes.