



**A Collective Commitment**

# Government Sustainable Development Strategy 2008-2013

(RENEWED UNTIL DECEMBER 31, 2014)

JANUARY 2013



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## **The Government Sustainable Development Strategy 2008-2013 is renewed until December 31, 2014**

On February 29, 2012, the Government of Québec authorized the review of the Government Sustainable Development Strategy to be postponed until December 31, 2014 by virtue of Decree 136-2012. Consequently, the current Strategy is maintained until such time as the amended version is adopted.

## **Changes to the text of the Government Sustainable Development Strategy 2008-2013**

On July 4, 2012, by virtue of Decree 763-2012, the Government of Québec authorized the addition of a 30th objective to the Strategy in order to better integrate culture into the sustainable development approach. Entitled “Support creation, production and distribution throughout all sectors of the Québec cultural system in order to ensure their development,” the objective is presented on page 58 of this document. This addition fits within the framework of the project related to the implementation of the Agenda 21 action plan for Québec culture that was adopted by the government on November 23, 2011.

No other changes were made to the main body of text or to the appendices.



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# Government Sustainable Development Strategy

*This document reflects the government's commitment to draw up a sustainable development strategy aimed at integrating environmental, social and economic concerns in a context of intragenerational and intergenerational equity. While the administration is called upon first to act, the Government Sustainable Development Strategy (hereinafter called "strategy") clearly addresses all of Québec society.*

*The strategy is based on three issues and contains nine strategic directions, three of which will be prioritized. It has 29 objectives to be attained, which form the basis for the government's sustainable development intervention.*

*The strategy reflects the concerns Quebecers expressed in the consultation tour on Québec's Sustainable Development Plan (see Figure 1) conducted by the Minister of Sustainable Development, Environment and Parks from February to May 2005, and results from the work of the Comité interministériel du développement durable (interdepartmental committee on sustainable development - CIDD). It also takes into account the comments and suggestions collected during the on-line consultation held from October 17 to November 8, 2007, as well as the recommendations made by the parliamentarian members of the Committee on Transportation and the Environment following the two consultations.*

## Introduction

### Context

**Passage of the Sustainable Development Act (R.S.Q., c. D-8.1.1) was a milestone in the government sustainable development initiative. Now, this process must become even more concrete in the form of the Government Sustainable Development Strategy, which is the reference framework in which the government indicates its aims, target objectives and methods for achieving this end. The strategy will constitute a basis for government departments' and agencies' policies, programs and sectoral measures. It will help the government plan and act for the future, and will guarantee that government action is coherent and consistent**

**As soon as the strategy takes effect, more than one hundred and fifty government departments, agencies and enterprises will prepare and implement action plans to achieve the goals defined in it. Among other things, these action plans will be based on pursuing the sectoral sustainable development measures already implemented (Figure 1). Reporting and monitoring measures will be set up to evaluate how these objectives have been attained.**

Figure 1  
**Québec Sustainable Development Plan**

Legislative FRAMEWORK:

Sustainable Development Act

IMPLEMENTATION REFERENCE FRAMEWORK:

**Government Sustainable Development Strategy**

**Vision**

A society in which the citizens' quality of life is and remains a reality. A responsible, innovative society able to excel in all of its achievements. A society based on harmony between economic vitality, environmental quality and social equity. A society inspired by a State whose spirited and enlivened leadership leads it to reach this vision.

**Issues**

- Develop knowledge
- Promote responsible action
- Foster commitment

**9 strategic directions and 19 areas of intervention**

**29 objectives**

IMPLEMENTATION MECHANISM:

**Action plans** of the public service's departments and agencies

MONITORING MEASURES:

- Sustainable development indicators
- Annual reports
- Sustainable Development Commissioner

The *Sustainable Development Act* assented to on April 19, 2006, gives the government one year to adopt a sustainable development strategy. Under the Act, this strategy governs primarily the public service, targeting government departments, agencies and enterprises and eventually applying to municipal bodies, educational establishments and health and social services institutions, thereby improving Quebecers' quality of life. It must help better integrate sustainable development into government policies, programs and measures to ensure coherent action in this area.

A fundamental element in the State's approach, the Government Sustainable Development Strategy must help establish a new management framework within the public service so that sustainable development becomes the watchword and guideline for the exercise of its powers and responsibilities. The strategy will underlie all legislation, strategies, policies and programs proposed by the government. The contribution of government departments and agencies to this strategy is also reflected in the pursuit of the sectoral measures they have already implemented in the area of sustainable development.

The government strategy centres on aims and objectives promoting the integration of social, economic and environmental considerations. It also facilitates the commitment, participation and joint efforts of government departments and agencies with regard to the following issues, defined as priorities by the *Sustainable Development Act* (see Appendix 1):

- the sustainable development of information and education measures to be implemented, in particular, for certain classes of public service personnel;
- the development of tools or models for the design, determination and analysis of projects in terms of sustainable development, among other things to take into account all the principles of sustainable development or to implement approaches related to those principles, in particular concerning the life cycle of products and services;
- the mechanisms to be implemented to encourage the participation of the various stakeholders in society;
- the means selected to foster an integrated approach and the coherence of the various interventions undertaken in the area of sustainable development by the local and regional authorities concerned, including those undertaken by Native communities.

## A new management framework within the public service

**To better integrate the search for sustainable development into its spheres of intervention, the Sustainable Development Act points out that the public service, or administration, must take sixteen principles into account. This government strategy is largely inspired by these principles. The government also intends to develop and use analysis and other tools enabling it to better integrate sustainable development into its decisions and actions. Several of these tools are described in the chapter on mechanisms and means for implementation, monitoring and evaluation.**

**This process will translate into concrete action, call on existing practices that already integrate environmental, social and economic concerns, and count on innovation. By combining individual and collective efforts to achieve common goals, the Government Sustainable Development Strategy will change methods, fostering more equal sharing and increased partnership.**

**Also, by immediately prioritizing three of the strategic directions and by involving a large number of departments and agencies in the attainment of as many essential activities, the Québec government is giving itself concrete means to achieve coherence, leadership and efficiency.**

## The principles of sustainable development

(taken from the *Sustainable Development Act* (R.S.Q., c. D-8.1.1))

Under the *Sustainable Development Act*, all departments and agencies must incorporate the following principles, which also served to draft the Government Sustainable Development Strategy, into their different actions. All sixteen principles must therefore be taken into account in the interpretation and implementation of each of the Strategy's directions and objectives.

- a) **“HEALTH AND QUALITY OF LIFE”**: People, human health and improved quality of life are at the centre of sustainable development concerns. People are entitled to a healthy and productive life in harmony with nature;
- b) **“SOCIAL EQUITY AND SOLIDARITY”**: Development must be undertaken in a spirit of intra- and inter-generational equity and social ethics and solidarity;
- c) **“ENVIRONMENTAL PROTECTION”**: To achieve sustainable development, environmental protection must constitute an integral part of the development process;
- d) **“ECONOMIC EFFICIENCY”**: The economy of Québec and its regions must be effective, geared toward innovation and economic prosperity that is conducive to social progress and respectful of the environment;
- e) **“PARTICIPATION AND COMMITMENT”**: The participation and commitment of citizens and citizens' groups are needed to define a concerted vision of development and to ensure its environmental, social and economic sustainability;
- f) **“ACCESS TO KNOWLEDGE”**: Measures favourable to education, access to information and research must be encouraged in order to stimulate innovation, raise awareness and ensure effective participation of the public in the implementation of sustainable development;
- g) **“SUBSIDIARITY”**: Powers and responsibilities must be delegated to the appropriate level of authority. Decision-making centres should be adequately distributed and as close as possible to the citizens and communities concerned;
- h) **“INTER-GOVERNMENTAL PARTNERSHIP AND COOPERATION”**: Governments must collaborate to ensure that development is sustainable from an environmental, social and economic standpoint. The external impact of actions in a given territory must be taken into consideration;
- i) **“PREVENTION”**: In the presence of a known risk, preventive, mitigating and corrective actions must be taken, with priority given to actions at the source;
- j) **“PRECAUTION”**: When there are threats of serious or irreversible damage, lack of full scientific certainty must not be used as a reason for postponing the adoption of effective measures to prevent environmental degradation;
- k) **“PROTECTION OF CULTURAL HERITAGE”**: The cultural heritage, made up of property, sites, landscapes, traditions and knowledge, reflects the identity of a society. It passes on the values of a society from generation to generation, and the preservation of this heritage fosters the sustainability of development. Cultural heritage components must be identified, protected and enhanced, taking their intrinsic rarity and fragility into account;
- l) **“BIODIVERSITY PRESERVATION”**: Biological diversity offers incalculable advantages and must be preserved for the benefit of present and future generations. The protection of species, ecosystems and the natural processes that maintain life is essential if quality of human life is to be maintained;
- m) **“RESPECT FOR ECOSYSTEM SUPPORT CAPACITY”**: Human activities must be respectful of the support capacity of ecosystems and ensure the perennality of ecosystems;
- n) **“RESPONSIBLE PRODUCTION AND CONSUMPTION”**: Production and consumption patterns must be changed in order to make production and consumption more viable and more socially and environmentally responsible, in particular through an ecoefficient approach that avoids waste and optimizes the use of resources;
- o) **“POLLUTER PAYS”**: Those who generate pollution or whose actions otherwise degrade the environment must bear their share of the cost of measures to prevent, reduce, control and mitigate environmental damage;
- p) **“INTERNALIZATION OF COSTS”**: The cost of goods and services must reflect all the costs they generate for society during their whole life cycle, from their design to their final consumption or disposal.

## A Collective Commitment

The Government Sustainable Development Strategy also addresses the population as a whole since it must reflect the full range of citizen concerns, settings and living conditions in Québec, in order to take into account the differences between rural and urban settings and circumstances of the Native communities.

It aims to influence and encourage citizens and businesses to adopt practices that contribute to sustainable development objectives. The measures and actions initiated by the government departments and agencies will have an impact on the lives of citizens and many organizations and will depend on the participation of all.

The population, associations and businesses are called upon to continue contributing to sustainable development in Québec.

Each time the opportunity arises, the action plans will take into account the needs of the First Nations who “face very difficult situations and big challenges where health, housing, education and economic instability are concerned. Maintaining a quality of life becomes a huge challenge for families who must deal with many obstacles such as the lack of job diversity and opportunities as well as a high unemployment rate and recurrent recourse to welfare. The practice of traditional activities has become increasingly difficult due to, among other things, lack of access to quality resources as well as social and economic barriers (increase in social standing, lack of equipment and means of transport, etc.). These are all concerns that jeopardize the future of young people and generations to come”<sup>1</sup> of First Nations communities.

Many non-government organizations conduct concrete activities that correspond to all the characteristics of sustainable development. They could easily have been included as examples in the Strategy. However, in an effort to lighten the text and to engage the public administration first in the Government Sustainable Development Strategy, it was decided to include only examples of actions taken by the government.

## A work in progress

The following list Recent examples of policies and strategies contributing to Québec’s sustainable development process illustrates through a variety of examples from various sectors and multiple responsibilities that the Québec government has acquired concrete, targeted and measurable tools that direct its actions in all spheres of Québec’s society.

The Government Sustainable Development Strategy does not replace them. It serves as inspiration for their implementation and eventual review within the sustainable development action plans, among other things, by including the sustainable development principles set forth in the Act.

The Strategy, as well as the sustainable development principles, will contribute to the adoption of policies, strategies, action plans and measures defining national objectives that will in turn contribute to attainment of the government objectives set by the Strategy.

<sup>1</sup> First Nations of Québec and Labrador Sustainable Development Strategy, First Nations of Québec and Labrador Sustainable Development Institute, June 2006.

## Recent examples of policies and strategies contributing to Québec's sustainable development process

- Action plan to support Québec's manufacturing sector "Investir dans un secteur manufacturier d'avenir;" (2007, MDEIE)
- Silvicultural investment program (2007, MRNF)
- National Policy on Rurality 2007-2014 (MAMR)
- Wind power development "Les orientations du gouvernement pour un développement durable de l'énergie éolienne" (2007, MAMR)
- Stratégie pour le développement de toutes les régions – Des moyens accrus, une autonomie renforcée (2007, MFQ)
- Action Strategy for the Elderly – Budget 2007-2008 (MFQ)
- Concerted agro-environmental and harmonious co-habitation action plan 2007-2010 (MAPAQ, MDDEP, UPA)
- Youth Action Plan 2007 – To develop a culture of prevention (CSST)
- Greater prosperity for the regions – Prebudget consultations 2007-2008 (MFQ)
- Government Action Plan to Promote Healthy Lifestyles and Prevent Weight-related Problems 2006-2012 (MSSS)
- Cadre de prévention des risques naturels (MSP)
- Québec Energy Strategy 2006-2015 (MRNF)
- Québec and Climate Change: A Challenge for the Future – Action Plan 2006-2012 (MDDEP)
- Young People Fully Involved in Their Own Success – 2006-2009 Youth Action Strategy (MCE)
- Québec's International Policy (2006, MRI)
- Better Choices for Citizens – Québec Policy Respecting Public Transit (2006, MTQ)
- The Generations Fund – To foster inter-generational equity, sustainable social programs and prosperity (2006, MFQ)
- Québec Research and Innovation Strategy – An Innovative, Prosperous Québec (2006, MDEIE)
- Turning Equality in Law into Equality in Fact (2006, MCCCCF)
- Sustainable Navigation Strategy for the St. Lawrence (2006, MTQ and partners)
- Sustainable Development Policy (2005, SIQ)
- Economic Development Strategy – The Québec Advantage (2005, MDEIE)
- Tourism Policy of Québec – Toward a Sustainable Tourism (2005, Tourisme Québec)
- Les orientations du gouvernement en matière d'aménagement – La protection du territoire et les activités agricoles – addenda au document complémentaire révisé (2005, MAMR)
- Government employment plan – Employment: Passport for the Future (2005, MESS)
- Mental Health Action Plan 2005 – 2010 (MSSS)
- Orientation ministérielle sur l'identification et la gestion des ponts à valeur patrimoniale (2005, MTQ)
- Do it for you! (2005, MSSS)
- Politique interne des acquisitions écoresponsables (2005, CSPQ)
- Three-year Immigration Plan 2005-2007 (MICC)
- 2004-2007 Biodiversity Strategy (MDDEP)
- 2004-2007 Modernization Plan – Promoting Quality Services to the Population (SCT)
- Government Action Plan to Combat Poverty and Social Exclusion – Reconciling Freedom and Social Justice: A challenge for the future (2004, MESS)
- Living Better from Art – Action Plan to Enhance the Socioeconomic Conditions of Artists (2004, MCCCCF)
- Simplifying Business for Greater Wealth and Employment (2004, MCE)
- Taking charge of development – The strength of the regions (2004, MAMR)
- Cooperative Development Policy – With cooperation, everyone is a winner! (2003, MDEIE)
- Politique d'évaluation des apprentissages – Décroche tes rêves : être évalué pour mieux comprendre (2003, MÉLS)
- Orientations ministérielles en déficience physique – Pour une véritable participation à la communauté (2003, MSSS)
- Sustainable development of freshwater aquaculture in Québec (2003, MAPAQ)
- Government Policy on Adult Education and Continuing Education and Training (2002, MÉLS)
- Financial and technical support program for municipalities and RCMs (2002, MFA)



## **An approach that will translate into action**

The law makes each entity of the administration accountable and responsible. The strategy was drawn up to reflect this obligation. The Act also requires that government actions for sustainable development be based on a single strategy that is common to all. This strategy will enable each department and agency to find common ground on which to base their actions. The strategy must therefore be drafted in a manner that is without ambiguity for nearly one hundred and fifty administrative entities.

The sustainable development initiative will truly take root with the sustainable development action plans. The action plans developed by the government departments and agencies following the strategy's adoption will encompass much more specific interventions, including such actions as protection of wetlands, land use and development, rurality, integrated resource management, strengthening the regions, risk management and heritage conservation (cultural, natural, etc.).

Strategy objectives must facilitate the convergence of actions of a great number of players, both public and private, towards common targets and thus enable significant progress to be made along the path of sustainable development.

## **Measuring results**

The Government Sustainable Development Strategy concerns all society and as such assesses the national objectives associated with the various strategic directions and more specifically the priority directions that have been selected. These national objectives are based on status reports or known, published diagnoses that have one or more explicitly expressed targets. They are measurable and their indicators are known. Thus, the sidebars appearing under each direction specify, where applicable, which objectives, targets or indicators the departments or agencies responsible for these interventions have selected. In reality, they are national objectives that the organizations and citizens must attain through the adoption of actions.

The strategy will be enriched during 2008 as a result of consultations with interested parties and a parliamentary commission through the adoption of a first list of sustainable development indicators to monitor and measure the progress that is made in Québec in the area of sustainable development. In this context, a particular effort will be made to harmonize these future indicators with the other instruments and existing and future monitoring indicators. Thus:

- The information and monitoring measures in the department and agency action plans will serve to develop tools to measure the extent to which the objectives of this strategy have been reached. Appendix 3 provides "reference" indicators for each objective of the strategy, which are examples of indicators or tools that the departments and agencies can use to measure the actions of their sustainable development plan. Although preliminary, they will help to select measurable and effective targets and indicators that will allow for formally demonstrating how each action contributes to reaching the strategy's government objective;
- All the information and monitoring measures must correspond to the sustainable development indicators used to follow Québec's progress in sustainable development and will be agreed following public consultation during 2008.

## The strategy in short

The Government Sustainable Development Strategy's directions, action guidelines and priority target objectives correspond to the State's essential missions, reflect the government's action priorities, respect international sustainable development objectives, apply sustainable development principles and permit the implementation of tangible measures whose results can be measured.

The first part of the document gives a profile of sustainable development in Québec ("State of Affairs in Sustainable Development – A Decade of Information and Progress Reports"), and proposes a vision, directions and objectives that will guide the government's sustainable development process. The sidebar texts given in the chapters on directions 1 to 9 inclusively give examples of government interventions that already contribute and will continue to contribute for several years to the strategy's objectives.

The second part describes the strategy's mechanisms for implementation and activities envisaged to encourage socio-economic players and Québec's society to take this path.

A summary of the Government Sustainable Development Strategy is given in Appendix 2.

### **State of Affairs in Sustainable Development – A Decade of Information and Progress Reports**

Under the *Sustainable Development Act*, a status report on sustainable development must be presented upon periodic reviews of the strategy. Although the status report was not required for the first version of the strategy, it is nonetheless based on, among other things, several analyses, summaries and reports produced by some or all the government departments and certain agencies.

These studies, notices and evaluations are the common denominator enabling the problems for each direction of the strategy to be identified. They served to produce a summary, in the introductions of each of the nine directions of the strategy, of situations that illustrate the progress that has been made and to measure the challenges that await Québec in its sustainable development process. These texts include the following:

- In 1995, the ministère de l'Environnement et de la Faune produced the document *The Elements of Québec's Sustainable Development Plan* which reported on the decisions and actions taken or underway to firmly entrench the principles of sustainable development in society. This document illustrates the Ministère's administrative organization for sustainable development of and the actions government has taken in the area of sustainable development through programs, plans, financial decisions, laws, policies, strategies and organizations that have been put in place and non-government initiatives.
- In 1996, the ministère de l'Environnement et de la Faune published *Implementing Action 21 – Examples of Sustainable Development Initiatives in Québec*. There are seven themes and for each theme the government actions are reviewed. At the end of each theme, trends are examined with new actions to implement in the years to come in order to put the focus on sustainable development.

- In 2001, the Conseil de la science et de la technologie presented its advisory *Innovation and Sustainable Development: Tomorrow's Economy*. This advisory established a diagnosis of the state of affairs in Québec with respect to sustainable development and training, research and innovation. It outlines the situation in Québec in terms of ministerial strategies, regulatory tools, economic instruments, and voluntary measures pertaining to sustainable development and innovation. The same applies to mechanisms for management, coordination, evaluation and accountability mechanisms for the administration with respect to sustainable development.
- In 2002, the Québec government attended the World Summit on Sustainable Development in Johannesburg with a report covering ten years of sustainable development interventions in Québec and achievements of the administration, in particular. The *Québec Report on Sustainable Development* reports on the advances made in Québec with seven key themes. Topics as varied as all the government measures to financially support individuals in difficulty, removing obstacles to their entering the workforce and fostering equal opportunity, are described. Several questions are covered in order to produce progress reports, to indicate avenues to follow while putting the emphasis on what's left to do. Throughout, the report covers the challenges that must be overcome.
- In June 2004, Québec's Auditor General's report entitled *Sustainable Development in Québec* examines the framework for sustainable development within the Québec government and the organizational and structural changes needed for a better interpretation of the concept, department actions, greater awareness on the part of employees and accountability based on objectives and targets to be reached. The report suggests drawing up a profile of Québec.
- In February 2005, the interdepartmental committee on sustainable development prepared an information report on sustainable development in Québec entitled *Québec's Sustainable Development Report – Information Report*. This portrait covers quality of living, the concerns of civil society and sustainable development in Québec. All the topics are described in order to define the trends, establish a summary and specify challenges.

# Vision

## Vision of sustainable development

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Under section 2 of the Act, “sustainable development” means development that meets the needs of the present without compromising the ability of future generations to meet their own needs. Sustainable development is based on a long-term approach which takes into account the inextricable nature of the environmental, social and economic dimensions of development activities.”

This definition translates into the following vision of sustainable development proposed by the government:

**“A society in which the citizen’s quality of life is and remains a reality. A responsible, innovative society able to excel in all of its achievements. A society based on harmony between economic vitality, environmental quality and social equity. A society inspired by a government whose leadership inspires and guides towards this vision.”**

## Three fundamental issues

The Government Sustainable Development Strategy seeks to enhance the quality of life of current and future generations. It is based on three fundamental issues resulting from this overall intention and simultaneously addresses the three dimensions inextricably linked to quality of life: living environment (environmental dimension), lifestyle (social dimension) and standard of living (economic dimension).

## Action-oriented

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These issues linked to knowledge, responsible action and social commitment translate into eight directions outlining the route the government intends to take. These directions and the thirty related objectives will guide government departments and agencies in preparing their sustainable development action plans. Monitoring measures will then make it possible to assess whether the results envisaged were achieved.

---

## Issue 1 : **Develop knowledge**

Knowledge is the preferred tool for encouraging endorsement of sustainable development values and principles and making enlightened decisions. Knowledge enables better action.

The development, acquisition and dissemination of knowledge and scientific, technical, traditional and popular experiments and experience require awareness, training, research and innovation. Thanks to this knowledge, it is possible to act efficiently and responsibly to rouse the public's interest and stimulate its commitment. In the sustainable development context, knowledge must be used to reduce and better manage the risk factors that could harm people's health and safety. It can help to develop the land and its resources responsibly and promote individual and collective growth.

---

## Issue 2 : **Promote responsible action**

Adopting practices that are both socially and ecologically responsible and economically viable contributes to development and prosperity. To be more viable, every society must try to reduce its ecological footprint<sup>2</sup> so as to leave future generations equitable development opportunities that are at least equal to those we currently enjoy. It must continually question its production and consumption modes to make them more efficient and more responsible. In this context, the public service is called to play a front-line role, show leadership and promote responsible action by the population.

In foresight, Québec must also adjust to demographic changes by adopting innovative measures designed to foster economic prosperity and demographic balance, notably through catalyst projects creating wealth. It must develop its land and natural resources responsibly, using an integrated management approach based on resource sustainability and communities' viability and resilience<sup>3</sup> while promoting the expression of regional cultural diversity. The public service must show leadership by integrating sustainable development objectives and principles into all of its decisions and actions.

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## Issue 3 : **Foster commitment**

Implementing sustainable development in Québec requires commitment on the part of all sectors of society and the entire public service. This commitment must be manifest individually and collectively in the will to safeguard the various components of the collective heritage and equitable sharing of collective wealth. The fight against poverty and social exclusion, and the improvement of quality of life require the government to exercise leadership in the area of community commitment and sharing. In this regard, we must work together to meet challenges that extend beyond Québec's borders.

By fostering personal involvement in society, the State and the population combine their efforts in an approach that ensures the expression of various viewpoints and the development of a society that respects the environment and that is committed and prosperous at the same time.

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2 "The ecological footprint is a measure of the impact of human activity on nature. It evaluates the productive land required by a population to meet its resource consumption and waste absorption needs" (World Wildlife Fund).

3 "The capacity of a system, community or society potentially exposed to hazards to adapt, by resisting or changing in order to reach and maintain an acceptable level of functioning and structure. This is determined by the degree to which the social system is capable of organizing itself to increase its capacity for learning from past disasters for better future protection and to improve risk reduction measures" (*Disaster reduction and sustainable development* – International Strategy for Disaster Reduction – United Nations, January 2003).

# Nine strategic sustainable development directions

The government wishes to address these sustainable development challenges while taking into account the inextricable nature of their environmental, social and economic dimensions. The three issues: 1) develop knowledge, 2) promote responsible action and 3) foster commitment will be addressed in each of the following directions:

- |             |  |
|-------------|--|
| Direction 1 | <b>Inform, make aware, educate, innovate</b>                                 |
| Direction 2 | <b>Reduce and manage risks to improve health, safety and the environment</b> |
| Direction 3 | <b>Produce and consume responsibly</b>                                       |
| Direction 4 | <b>Increase economic efficiency</b>  |
| Direction 5 | <b>Address demographic changes</b>   |
| Direction 6 | <b>Practice integrated, sustainable land use and development</b>             |
| Direction 7 | <b>Preserve and share the collective heritage</b>                            |
| Direction 8 | <b>Promote social involvement</b>  |
| Direction 9 | <b>Prevent and reduce social and economic inequality</b>                     |

In the following chapters, each strategic direction is examined in keeping with the action guidelines chosen, among other things, to follow up on the decisions of the *Forum des générations*<sup>4</sup>. Each direction is then expressed in the form of objectives. The Government Sustainable Development Strategy targets twenty-nine objectives.

<sup>4</sup> The Forum des générations was one of the Place aux citoyens forums held throughout Québec. Forum participants agreed to apply their actions to nine specific fields: stepping up our efforts in prevention, guaranteeing the future of our health system, guaranteeing educational services for future generations throughout the territory, helping families, developing the economy of Québec and its regions, training and adapting the workforce, acting on immigration, focusing on sustainable development for Québec and implementing the youth action strategy.

## Three priority strategic directions

The importance of bringing sustainable development to each of the one hundred and fifty government departments and agencies with their highly diverse missions and mandates justifies the number and scope of objectives targeted by the Government Sustainable Development Strategy.

It is important, however, to put the priority on a smaller number of directions in order to bring greater coherence to the government's interventions, to accelerate the movement and to stimulate the process throughout Québec society. Three strategic directions were therefore expressly designated as priorities, even if the other directions are no less essential.

A priority direction will bring about a contribution from a greater number of government players with regard to a targeted objective or certain common actions designated as “essential activities.”

The goal is to ensure that all contribute concretely to reaching certain objectives for which precise, measurable results are required. Implementation of these “essential activities” stemming from a priority direction will thus aim to satisfy the criteria for coherence of action of a large number of players.

The three priority strategic directions of the first Government Sustainable Development Strategy are as follows:

### Direction 1

#### **Inform, make aware, educate, innovate**

The essential activity for this direction will be a broad-scale awareness, education and training plan with result targets, identifying employee and citizen categories and specifying timetables.

### Direction 3

#### **Produce and consume responsibly**

The essential activity for this direction will be the adoption of environmental management measures and ecoresponsible procurement practices by government departments and agencies.

### Direction 6

#### **Practice integrated, sustainable land use and development**

The essential activity for this direction will be the definition of terms and conditions to guide the key players participating in and leading the local and regional initiatives, starting with the municipalities, establishments of the health and education networks and businesses.





# Direction I

## Inform, make aware, educate, innovate

A sense of responsibility is born of the ability to feel that a given situation concerns us, understanding its stakes and challenges, recognizing that we are party to them and acting effectively within an opportune time frame. In the context of sustainable development, it is essential that each and every one of us adopt values, principles and objectives promoting responsible behaviour. We must learn and apply practices helping to improve quality of life. This direction is based on the principles of *participation and commitment* and *access to knowledge*.

Be it in the field of natural sciences, the humanities or social sciences, culture, technologies or the economy, Québec must constantly innovate. People devising ideas, practices – related to social innovation<sup>5</sup> etc. – and novel technologies must be encouraged to contribute and their work must be recognized. Given the rising demand for goods and services complying with social and environmental accountability criteria, it is essential to remain at the cutting edge of new markets, both domestic and foreign, in order to ensure that the Québec economy is competitive and efficient in the long term.

### INFORMATION

By decreeing the period 2005-2014 “Decade of Education for Sustainable Development” the United Nations acknowledged that the world population needs to know more about the concept of sustainable development and its implications. This concept is still too often associated solely with environmental protection.

We must work even harder to make people aware of the concept of sustainable development, its imperatives and the environmental, social and economic challenges associated with it so that each member of society can help achieve it. The identification and publication of sustainable development indicators is one of the means contained in Québec’s *Sustainable Development Act* for informing the public of the current situation and progress made.



### Informing people about responsible action

On its Web site *OPCjeunesse* ([www.opc.gouv.qc.ca/jeunesse](http://www.opc.gouv.qc.ca/jeunesse)), under the banner “getting your money’s worth and saving your planet at the same time,” the Office de la protection du consommateur offers an educational component and material to make people aware of how they can consume responsibly. Intended for educators, it presents exploration activities and educational games designed to encourage young people to consume responsibly. The site’s adult section also presents a number of files discussing sustainable development.

*Le Coin de Rafale*, the youth section of the ministère du Développement durable, de l’Environnement et des Parcs’ website, proposes various adventures and information capsules for young people wishing to know more about their environment ([www.mddep.gouv.qc.ca/jeunesse/index.htm](http://www.mddep.gouv.qc.ca/jeunesse/index.htm)). Rafale and friends also encourage young Internet users to question their lifestyles and habits from a sustainable development viewpoint.

<sup>5</sup> By social innovation, we mean any new approach, practice, measure or product developed to improve a situation or solve a social problem or adopted by an institution, organization, or community (Centre québécois de la recherche sociale, 1999).

## EDUCATION AND TRAINING

The search for sustainable development is underpinned by education and lifelong learning. Not only must we continue teaching the sustainable development concept and principles, we must train the labour force to meet its challenges.

Sustainable development challenges generally require analyzing situations and problems from a new perspective and using innovative technologies and methods. We must ensure that educational programs favour the acquisition of new skills and that they are available and accessible to those concerned.

Government departments and agencies, communities and individuals are already working towards sustainable development. They have the knowledge and know-how enabling them to accompany other players in this area. We need to encourage and facilitate sharing the knowledge and experience acquired.

## RESEARCH AND INNOVATION

Sustainable development requires support for research conducted in order to devise new technologies or establish new practices or new products and services meeting the criteria of environmental accountability. The creativity of individuals, businesses and organizations must be developed and encouraged. It is also essential that we recognize their contribution to solving problems concerning them, thus the need for supporting and disseminating new, pro-sustainable development initiatives.

The government has identified the development of clean technologies as one of its priorities. It intends to make special efforts to meet the expectations of businesses and citizens, opportunities that among other things include energy issues and greenhouse gas emissions, as well as markets that may represent new emerging sectors. The new economic strategy dubbed The Québec Advantage in fact confirms the importance of businesses in the environmental sector rising to the challenges of sustainable development.

## Expertise recherche Québec and Québec Research and Innovation Strategy

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Expertise recherche Québec is a project reflecting the government's desire to enrich its research and innovation monitoring. Once completed, this project will have mapped areas of competence in university research and provided a series of indicators for measuring research in Québec—its strengths, funding and spinoffs. Expertise recherche Québec resulted from the pooling of expertise and resources of the ministère du Développement économique, de l'Innovation et de l'Exportation, the Fonds québécois de la recherche sur la nature et les technologies, the Fonds québécois de la recherche sur la société et la culture and the Fonds de la recherche en santé du Québec. The ministère de l'Éducation, du Loisir et du Sport also supports it. Among other things, this project will serve to reach the objectives of the **Québec Research and Innovation Strategy**, whose key objective is to reach 3% of the GNP allocated to R&D expenditures by 2010.

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### Objectives

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1. **Make people increasingly aware of the sustainable development concept and principles. Promote knowledge and experience sharing in this area and assimilate the knowledge and know-how facilitating its implementation.**
2. **Create and periodically update Québec's sustainable development profile.**
3. **Support research and new practices and technologies contributing to sustainable development and maximizing its spinoffs in Québec.**

## Essential activity

Direction I – Inform, raise awareness, educate, innovate – is one of the three priority strategic directions of the Government Sustainable Development Strategy. Direction I – Inform, raise awareness, educate, innovate – is one of the three priority strategic directions of the Government Sustainable Development Strategy. While devoting efforts to all the objectives of this direction, this priority will be specifically articulated around the following essential activity, to which all the departments and agencies will soon be convened, among other things, by their Sustainable Development Action Plan.

Adoption and implementation of a government awareness and training plan for personnel of the administration. It will also include measures for Québec society, to ensure among other things that sustainable development awareness raising and education is available to children and youth. This plan will be adopted in 2008 and its measures will serve to reach 80% of public administration employees by 2011 and ensure that 50% of them know enough about sustainable development to incorporate it into their regular practices. To validate the results, surveys will be carried out from time to time to assess how well the concept of sustainable development is known by administration personnel and by the public.

In accordance with the *Sustainable Development Act*, the government will ensure that the department and agency action plans based on this first strategy will include measures for information and training on sustainable development for certain categories of public administration personnel. Among other things, these measures will cover content, implementation and follow-up to the Act and the Government Sustainable Development Strategy, on methodological tools designed to improve the integration of sustainable development into decision-making processes, production practices and responsible consumption and awareness raising activities for personnel in sectors likely to involve the Native communities.

Following the adoption of the government action plan in winter 2008, persons in charge of the key interdepartmental committees will be trained first, given their role with respect to policies, practices and action plans.

Special attention will be given to the appropriation of guides and tools developed for the departments and agencies. An index for appropriation of these tools, based on number and percentage of users and uses, will be developed by the end of 2009.

Specific measures will be promoted to support a similar movement for awareness raising within the population by associating non-government organizations, which are already operating very efficiently, with awareness and training activities with target groups within the population.



# Direction 2

## Reduce and manage risks to improve health, safety and the environment

Improving health and safety is a fundamental concern for any society. From a sustainable development viewpoint, it requires a global approach to risk management<sup>6</sup> and integrated promotion and awareness efforts in all echelons of society.

Managing health and safety hazards is based on the principles of *prevention*, *precaution*, *environmental protection*, *access to knowledge*, and *health and quality of life*, stressing their associated causes. In the presence of a known risk, actions designed to prevent or attenuate the potential effects of the phenomenon or event feared must be taken, first at the source, using the best available and economically-applicable techniques. In so doing, we can reduce negative medium- and long-term impacts on health, safety and the environment and considerably cut intervention costs.

All this requires an accurate appreciation of the phenomena, exposure to pollutants or events to which are exposed individuals and communities and their vulnerability, and the eventual consequences. The actions and measures taken to reduce risks and react to dangerous events and phenomena must be based on solid knowledge.

Lifestyles, living environments, work, recreation and sport, as well as social and environmental conditions are determining factors for health and safety. They require that people and communities get involved and commit themselves. Protection of the population, risk prevention and the management of health problems related to the environment, practices and lifestyles require simultaneous action from several sectors.



### PREVENTIVE APPROACH

Health, a state of physical, mental and social well-being, is closely linked to safety. Physical and psychological health may be affected by an unsafe environment, developments and practices. Consequently, it is important to adopt a global health and safety approach based on knowledge, surveillance, monitoring, and appropriate development and management of living environments, including the work environment. This global approach must use the principles of *prevention* and *precaution*.

We must build a culture of prevention and ongoing improvement to reduce the risk of accidents and illnesses and enhance quality of life. Efforts in this sense will benefit the health, safety and environment of current and future generations.

<sup>6</sup> Risk, as used here, means the possible effects on the public's health and safety of natural phenomena and human activity such as those caused by climate change, natural and man-made disasters, air pollution, occupational diseases and criminality. These phenomena or events affect the environment, economy and society. They entail interruptions in production and sometimes considerable material damage. They also cause accidents.

## Occupational health and safety action plans

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Managing health and safety on the job involves identifying, correcting and controlling dangers and hazards on sites where goods and services are produced. To help develop a culture of prevention among future employers and workers, the Commission de la santé et de la sécurité du travail (CSST) adopted the Youth Action Plan based on education, training and workplace integration. Its objective is to make future workers and employers more apt to take charge of their health and safety at work. The prevention of machine-related accidents has also become a priority with the adoption of the Action plan – Machine safety. The CSST now applies a “zero tolerance” policy to all employers and suppliers where the moving parts of machines are accessible and might cause serious injury.

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## The Program for the promotion of healthy lifestyles

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Quebecers' health is a major concern for the Québec government. A healthy lifestyle, especially regular physical activity and a nutritious diet, is decisive for health. With a view to prevention, the Québec government launched its Program for the promotion of healthy lifestyles. The campaign to promote healthy lifestyles is also one of the objectives of the ministère de la Santé et des Services sociaux's national public health program. It is one of the components of measures implemented by the ministère de l'Éducation, du Loisir et du Sport in the area of health, physical activity and a healthy lifestyle, notably through its “Écoles en forme et en santé” and “Québec en forme” programs and the “École en santé” approach. An aim of the “Government action plan to promote healthy lifestyles and prevent weight-related problems 2006-2012” is to reduce obesity by 2% and overweight by 5% in youths and adults.

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## CONCERTED RISK MANAGEMENT

Enhanced safety also involves individual and collective responsibilities. A society wishing to ensure its economic prosperity and growth and seeking to protect its living environment acts upstream of disasters and other events or phenomena that could have harmful effects, such as those generated by climate change, pandemics or toxic product spills, to avoid them or reduce their potential impacts. Concerted management of the risks potentially facing a nation and a territory must be included in a sustainable development initiative. This management must help reduce risks and increase communities' resilience to emergencies threatening the social, economic and environmental balance sought.

## Framework for the prevention of natural risks

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Five government departments – public security; sustainable development, environment and parks; municipal and regional affairs; transport; and natural resources and wildlife – have decided to take joint preventive action in the management of different natural events like soil movement, floods and coastal erosion. A 2006 – 2011 prevention framework was adopted in light of the growing certainty that climate changes operating on a global scale will increase the rate at which extreme meteorological phenomena occur over the years to come. This realization and the fact that it affects all of Québec calls for a combined effort.

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## Objectives

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- 4. Continue developing and promoting a culture of prevention and define conditions that are beneficial for health, safety and the environment.**
- 5. Better prepare communities to face events that could harm their health and safety and to attenuate the consequences.**



# Direction 3

## Produce and consume responsibly

The State is instrumental in making the public aware of sustainable development practices and encouraging their integration. Government departments and agencies are preferred players in stimulating active participation in choices that will enable us to leave future generations a sound environmental, economic and social heritage. In this regard, the government intends to show leadership by integrating environmental and social accountability criteria into its procurement and contract allocation processes. It also plans to encourage business accountability. This initiative addresses the principles of *environmental protection, respect for ecosystem support capacity, responsible production and consumption and polluter pays*.

The responsible production of consumer goods and services concerns the manner in which human, material and energy resources are used. For example, goods and services production uses natural resources, generates waste and sometimes involves the risk of accident, which can be prevented and reduced by applying certain environmental management measures such as service life analysis<sup>7</sup> and environmental auditing.

### Government corporations on the road to sustainable development

In Québec and the world over, a growing number of businesses, aware of their responsibilities to their employees, economic partners, customers and community, are buying new or used production equipment that complies with environmental, health and safety standards to protect workers. More and more businesses are ensuring that work organization meets the needs of employees that combine career, family and social involvement. Government corporations like Hydro-Québec, Loto-Québec and the Société des alcools du Québec stand out for their socially and environmentally responsible actions.



For example, Hydro-Québec since 1997 has been implementing environmental management systems that comply with international standard ISO 14001. Hydro-Québec's environmental management procedure is based on this standard. The registered EMSs involve over 18,000 employees whose work pertains to significant environmental aspects.

The Société immobilière du Québec (SIQ) and Loto-Québec were among the first government organizations to acquire formal sustainable development policies enabling concrete results. The SIQ has reduced the greenhouse gas emissions of its holdings by 30% since 1990, compared to the Kyoto objective of 6%.

<sup>7</sup> Analyzing the service life of a good, process or service is a means of evaluating its environmental impacts from the time the natural resources are extracted to the time it is disposed of as waste, via its manufacturing, delivery, use and dismantling when its service life is over.

By examining production processes, government departments and agencies, non-governmental organizations and businesses can discover their weaknesses and determine improvements that could be made to:

- maximize re-use and reduce consumption;
- support innovative designs to enhance the environmental quality of products and the built environment;
- reduce the amount of energy and natural resources required to produce goods and services;
- reduce the manufacturing, use and environmental discharge of substances that are harmful to living organisms;
- reduce the possibilities of dysfunctional production processes to avoid their potential consequences;
- increase processed material content and “recyclability” of materials, products, buildings and infrastructures;
- maximize the use of renewable resources;
- increase products’ service life;
- increase service quality
- achieve higher customer satisfaction levels.

In addition, to ensure the viability and performance of organizations and businesses, responsible human resources management:

- reduces employee turnover rates;
- improves work satisfaction;
- attracts and keeps new employees;
- foster conditions that are favourable for having a family.

At-source reduction is always the priority choice. Re-use, recycling and other forms of recovery help reduce waste destined for disposal. These practices must be encouraged. It is also important to encourage the choice of replacement goods or services and the adoption of less harmful practices. Consumption of local products must be encouraged since it reduces transportation-related impacts and fosters local employment.

We must re-examine our needs and consumer behaviour to rethink our choices and identify improvements to be made to:

- reduce, re-use, recycle and recover;
- consume products whose production, composition and use respect sustainable development principles and comply with quality criteria and social and environmental accountability imperatives;
- restrict the consumption of goods that entail wasting resources.

#### Québec's climate change action plan

Québec has adopted a 2006 – 2012 action plan, *Québec and Climate Change-A Challenge for the Future*, putting it at the forefront of North American governments in the fight against climate change. It targets specific goals and identifies the initiatives instituted to attain the objectives of the Kyoto Protocol. The action plan provides for the implementation of 24 actions for the reduction of greenhouse gas emissions (GHGs) and adaptation to climate changes. By 2012, these measures, including those to be financed through Écofiducie (federal contribution to Québec actions), will enable Québec to reduce Québec's GHG emissions by 13.8 megatonnes (MT), which is a 6% decrease below 1990 levels. It was developed based on actions designed to reduce and avoid greenhouse gas emissions in Québec in the following sectors: energy, transportation, industry, waste, agriculture, State leadership, public awareness, research, development and implementation of technologies, and use of economic tools in climate change. Regarding the government's leadership, the objectives of Québec's energy strategy *Stratégie énergétique du Québec* for fuel consumption and the energy performance of buildings are reiterated in full in the climate change action plan, confirming that they are a national objective. The *Plan d'action pour appuyer le secteur manufacturier québécois* also ensure that businesses have risk capital fund for clean technologies, financial support for clean and efficient energies and an initiation to to better business practices, notably through training on carbon markets.



## Québec's energy strategy

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Energy efficiency plays an important role in Québec's energy strategy, Québec Energy Strategy 2006-2015. All members of society will be asked, in their workplace, in their purchases, in their travel and at home, to make Québec a model of sound energy consumption management. In the context of the energy strategy, the Agence de l'efficacité énergétique is asked to implement an overall plan targeting better energy use, in conjunction with power distributors and the sectors concerned. This plan will ensure coherent action that is positive for all forms of energy and that will reduce Québec's energy intensity<sup>8</sup>. The energy strategy targets significant national objectives both in terms of energy efficiency and an increased share of the market for renewable energy. To this end, Hydro-Québec's energy efficiency target is increased from 4.1 TWh in 2010 to 8.0 TWh by 2015. For the first time, an energy savings target will be established in the petroleum products sector with a reduction of 2 million TPE by 2015. Savings targets for natural gas are multiplied by more than three to reach 350 Mm<sup>3</sup> in 2015. Addressing renewable energy, the energy strategy plans to relaunch and accelerate development of our hydro-electric capabilities with the creation of a 4500 MW portfolio of large hydro-electric projects between now and 2010 and the integration of 4000 MW of wind power into Hydro-Québec's network by 2015. The strategy emphasizes the importance of reinforcing leadership in the public sector by implementing a plan to improve energy performance in the transport sector with an objective to reduce by 20% the fuel consumption of government departments and agencies by 2010. Again with the idea of the public sector setting the example, the strategy includes a plan to improve the energy performance of buildings with the aim to reduce unit energy consumption by 10% by 2010 of buildings held by the Société immobilière du Québec and school boards, by 14% for networks of higher education and health and social services and 12% for the other government departments and agencies.

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## Québec's mass transit policy

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Aware that the use of mass transit requires improvement of the public services offered, the government, through its *Québec Public Transit Policy*, is aiming for an 8% increase in public transit use by 2012. With this policy, the government encourages increased supply and quality of user services, and urges the public to use these transport options through direct funding for the improvement of these services. This policy is not restricted to government intervention in supporting mass transit but also supports other alternatives to vehicle transportation, such as carpooling, walking and biking.

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**Better social and environmental practices can bolster public and private organizations' profitability since markets favouring these practices are growing and since they reduce social and environmental risks and costs. Consequently, ecoresponsibility and social accountability<sup>9</sup> are concepts that are being adopted by more and more government agencies, non-governmental organizations and businesses wishing to improve their sustainable development performance. The government intends to pursue its efforts in this regard.**

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8 Indicator defined as the energy consumed per unit of production.

9 Integration of social and ecological concerns into business operations and relationships with interested parties.

## ECORESPOSIBLE PRODUCTION AND CONSUMPTION

Government departments and agencies will make efforts and involve their partners in identifying and implementing actions to promote more responsible consumption and production measures. They will encourage endorsement of the principles contained in the *Sustainable Development Act*, such as polluter pays, respect for ecosystem support capacity and the principles of prevention and precaution.

Ecoresponsibility<sup>10</sup> consists in integrating environmental concerns into production management activities. Among other things, this approach involves energy efficiency and renewable energies, risk attenuation, reduced use of raw materials and water, and waste recovery, re-use and recycling. It advocates innovation, state-of-the-art technologies and environmental management.<sup>11</sup> It makes it possible to increase productivity through quality design or various other measures that reduce the environmental impacts of goods and services production. It involves designing products, adopting means of production and consumption and management practices encouraging efficiency. The development and encouraged use of mass transit and urban bike paths, and use of renewable energies are examples of actions that stimulate ecoresponsible consumption and help reduce greenhouse gas emissions, among other things.

Moreover, integrating environmental parameters into consumption choices can make consumption activities more environmentally-friendly. If we know the manufacturing methods used and the consequences of using a given good or service, we can make more enlightened choices in terms of social, cultural, economic and environmental capital.

A major consumer of goods and services, the public service plays a driving role in the Québec economy. In a bid for efficiency, it will take the lead by adopting ecologically and socially responsible practices.

## An ecoresponsible procurement policy

The Centre de services partagés du Québec, a major buyer of goods and services in Québec's public sector, strives to be a model of sustainable development. Since its procurement decisions affect the environment and society, it has adopted an inhouse policy of ecoresponsible procurement. This policy is applied by its employees and extends to its clients and suppliers. It outlines the aims guiding its procurement practices according to general principles that favour the integration of environmental and social parameters. The CSPQ evaluated its sustainable development procurement practices using Éco-Éval, a tool designed by the Commission for Environmental Cooperation (CEC) to guide public organizations towards ecoresponsible procurement activities. A similar reevaluation will be conducted periodically.

In a context of abundant, diverse consumer products, we need guidelines to make enlightened, responsible choices when procuring goods and services. Official, recognized, credible certification guaranteeing safety and quality is often useful. For producers, certification of their goods and services is a marketing tool and may represent a significant competitive advantage. This type of approach should be supported. Certification by an authorized body promotes responsible production and consumption. It offers consumers the advantage of being able to recognize the goods and services that respect the quality and social and environmental responsibility criteria.

<sup>10</sup> The principle of ecoresponsibility falls under a more global approach of taking sustainable development into account. Governments have several responsibilities: an environmental responsibility, a social responsibility and an economic responsibility. While safeguarding the environment we must also help improve working conditions and cut back on budgets. (Ministère de l'Environnement et du Développement durable, France).

<sup>11</sup> Environmental management consists in defining the environmental aspects of an institution's business' or organization's activities so as to reduce the environmental impacts.

## Environmental certification of public buildings

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The Société immobilière du Québec has undertaken to obtain “Go Green” certification for the buildings for which it is responsible. This program recognizes the efforts that the managers of these buildings make to introduce good environmental practices in operating their building. The program’s criteria are considered excellent environmental practices for commercial and institutional buildings. They encourage reducing energy and drinking water consumption, managing construction waste and hazardous products, use of healthy and recycled materials and interior air quality. Through its sustainable development policy and actions it has incorporated into its strategic plans, the SIQ aims to have 100% of all construction projects over \$2.5 LEED certified, have its buildings obtain the BOMA “Go Green” certification, and achieve an 8% reduction in energy consumption over 2003.

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## ETHICS, ECOCONDITIONALITY<sup>12</sup> AND SOCIAL ACCOUNTABILITY

Under the *Sustainable Development Act*, like many other governments, such as France and Germany, the State must set an example and take sustainable principles and objectives into account in its decision-making. One way to encourage good practices is to subject public investment to environmental protection and social accountability criteria.

The government intends to have its departments and agencies pledge to ensure that their actions are coherent from an environmental and social standpoint. Implementing ecoconditionality and social accountability in public assistance programs and financial institutions’ programs are an option. To promote efficient, responsible practices, public programs will increasingly respect certain environmental standards and objectives and apply social accountability to the allocation of financial assistance. Similarly, as required by the *Sustainable Development Act*, the government will ensure that tools and scorecards are developed to allow the public service to better take sustainable development principles into consideration.

## Concrete application of ecoconditionality in the agricultural context

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The ministère de l’Agriculture, des Pêcheries et de l’Alimentation applies the principle of ecoconditionality in its Programme de remboursement des taxes foncières aux exploitations agricoles, or program of property tax refunds to agricultural operations. All agricultural operators benefitting from the program must show that they respect the requirements of the *Regulation respecting agricultural operations* by forwarding their phosphorus statement to the ministère du Développement durable, de l’Environnement et des Parcs. Applying ecoconditionality promotes coherent government action in economic and environmental terms, along with sound management of public funds and rigorous monitoring of respect of the provisions of environmental legislation.

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In a sustainable development context, where social and environmental accountability are important, a code of ethics constitutes a plus for organizations. More and more government departments, agencies, institutions and enterprises are adopting a code of ethics, a code of good practices, or a policy based on sustainable development and responsible investment. Such an approach offers the twofold advantage of promoting ongoing improvement of these practices and of the corporate image.

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<sup>12</sup> Although many Québec government departments have adopted their own specific definitions, interdepartmental work allows ecoconditionality to be defined as subjecting assistance and grants to environmental regulations, standards and legislation in effect on a given territory.

## Objectives

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6. **Apply environmental management measures and an ecoresponsible procurement policy within government departments and agencies.**
7. **Promote reduction in the amount of energy, natural resources and materials used to produce and market goods and services.**
8. **Increase the share of renewable energies with less environmental impact (biofuels, biogas, biomass, solar energy, wind energy, geothermics, hydro-electricity, etc.) in Québec's energy consumption.**
9. **Apply more ecoconditionality and social accountability in public assistance programs and encourage their implementation in financial institutions' programs.**
10. **Provide the reference points required to make enlightened, responsible consumer choices and, if applicable, promote goods and services certification.**

## Essential activity

Direction 3 – Produce and consume responsibly – is one of the three priority strategic directions of the Government Sustainable Development Strategy. While devoting efforts to all the objectives of this direction, this priority will be specifically articulated around the following essential activity, to which all the departments and agencies will be quickly convened, among other things, by their Sustainable Development Action Plan.

Proposing a **policy for ecoresponsible government** designed to quickly rally the administration around common actions and concrete practices for environmental management and ecoresponsible acquisition. Based among other things on the approach of several government organizations (SIQ, CSPQ, Hydro-Québec, MDDEP, MRNF, etc.), the actions proposed to all the departments and agencies will allow for quickly integrating the national objectives established for the other members of Québec's society such as through the Québec Residual Materials Management Policy, the Climate Change Action Plan, the Québec Energy Strategy, etc. All the targets and objectives defined by these policies and strategies, as well as the timetables for them will serve as national targets for the government departments and agencies. An implementation plan will be adopted as early as winter 2008 to guide the sustainable development action plans of the departments and agencies. It forecasts that 50% of departments and agencies will have adopted a framework or environmental management system by 2011.

To maximize the reduction of environmental impacts of government activities, special efforts will be made between now and 2009 to evaluate the feasibility of an index to measure the reduction in environmental impacts of the administration's activities.



# Direction 4

## Increase economic efficiency

Long considered antagonistic concepts, economic development and environmental protection can go hand in hand in a context of sustainable development. By defining real costs (which include environmental and social impacts in production values), the government and society can make enlightened choices. These choices favour optimal natural resource use and attenuate its environmental impact. The principles of sustainable development addressed in this case are *economic efficiency, internalization of costs and polluter pays*.

The government has different means at its disposal to apply these principles. Economic growth is largely the result of entrepreneurs who decide to invest, take risks, create businesses and make them grow, and to take structuring, innovative action. Without foregoing legislation, should the need arise, the government as far as possible wishes to use means that give citizens and businesses some leeway. As the case may be, these means may take the form of economic incentives, awareness campaigns or information campaigns.

The purpose of legislation is to serve the public interest and can contribute to innovation and economic development in addition to encouraging competition, productivity, investment and growth in key sectors. However, while motivated by public interest, the legislative activities of government can sometimes hinder the competitiveness of businesses by restricting their ability to launch new products by delaying their investment projects or by imposing additional expenses. Therefore, without turning its back on greater social equity and efficient environmental protection, the government wishes to avoid having its legislative initiatives compromise the competitive advantage of Québec's economy. Its legislative activity must be based on this desire for balance. The government wishes to use the legislative alternative responsibly, which is to mean, by considering the possibility of other more efficient ways and by focusing on requirements that emphasize objectives to be reached rather than the means to use.



The economic efficiency of business is, among other things, the result of measures taken to provide an economic environment that is conducive to business development. Government defines several of the rules that frame or support the development of business, including legislative and regulatory frameworks, taxation, business agreements, equipment and public infrastructures. It can also in various ways influence the social climate and quality of life, which are essential ingredients of economic prosperity<sup>13</sup>. In the same vein, external factors, the adoption of measures having an economic impact, and ecofiscality are other means that can be taken to support and increase economic efficiency.

13 The Québec Advantage – government economic development strategy, 2005.

## EXTERNALITIES

The term “externality” or external cost designates the economic cost that is normally not taken into account by markets or in market agents’ decisions. In a sustainable development context, we must recognize the social, economic and environmental impacts of goods and services throughout their service life, from their design to their consumption or end use. This approach allows decision-makers and consumers to know the actual cost of the goods and services they use and, consequently, to make more enlightened choices.

## MEASURES WITH AN ECONOMIC AND ECOFISCAL IMPACT

Various economic measures are advocated to ensure that resources are used more rationally and more responsibly. For instance, ecofiscality, which is increasingly used in OECD countries, can correct distortions arising on markets due to poor resource allocation and causing serious damage to the environment. To correct this situation, governments employ various fiscal measures, including taxes, duties, royalties, credits and exemptions.

### Two examples of fiscal measures contributing to sustainable development in Québec

**Specific duty on new tires:** a duty is charged on every new tire sold at retail. This duty also applies to new tires equipping road vehicles sold retail or leased long-term. The receipts are used to manage the annual flow of used tires and empty used tire storage sites in order to recycle them. Under the Programme de vidage des lieux d’entreposage des pneus hors d’usage au Québec 2002-2008, the target of recycling 100% of the annual flux of out-of-service tires was reached. The program will ensure that all stockpiles inherited from the past will be cleared and restored.

**Property tax exemption for natural reserves on private lands:** the Act respecting Municipal Taxation exempts natural reserves recognized under the Natural Heritage Conservation Act from municipal and school taxes. This exemption seeks to encourage private owners to take voluntary conservation measures.

The benefits of these economic-impact measures and ecofiscality are manifold:

- correct market prices so that the price of resources, goods and services better reflects environmental impacts and costs for society;
- change businesses’ behaviour vis-à-vis increases in the price of resources, pollutant products and hazardous products. Consumers see the advantage of using replacement products that are more environmentally-friendly and producers receive positive signals for the development of less polluting products and processes that generate less waste and fewer risks or that require fewer resources;
- remunerate positive externalities when an economic activity contributes to society’s quality of life and this remuneration is not possible to obtain on markets;
- transfer the tax burden (revenues from taxes, duties or royalties on resources or products that are harmful to the environment can be reinvested in remedial activities).

Like certain OECD countries, the Québec government seeks to avoid the deleterious effects of certain taxes and to identify new economic measures to achieve sustainable development objectives.

## Objectives

- 11. Increasingly reveal the externalities associated with goods and services production and consumption.**
- 12. Promote recourse to economic, fiscal and non-fiscal incentives so that goods and services production and consumption reflect sustainable development imperatives.**



# Direction 5

## Address demographic changes

Demographics, economy and development are closely related realities, the consequences of which are suffered more by Québec than other societies. In a few years, the number of births in Québec and the arrival and settling down of immigrants will no longer suffice to ensure the renewal of our population in the long term. By 2032, Québec's population could drop unless there is a significant increase in the birth rate or migratory balance. The segment of the population between the ages of 20 and 64 years, which is the key source of workers on which economic growth relies, will also drop. Among other things, Québec more than any other society with which it can compare will face an acceleration of its population, a phenomenon attributable to denatality and longer life expectancy.

The aging population, combined with the rising cost of new technologies, will more than likely lead to a substantial increase in health costs.

For all these reasons, the government intends to take measures to maintain and improve the population's standard of living and maintain the State's financial ability to provide its citizens with the services to which they are accustomed and to meet new needs in full keeping with this financial ability. In this light, the principles of *health and quality of life, social equity and solidarity* and *economic efficiency* set forth in the *Sustainable Development Act* are given their full meaning.

It is particularly important to fight against school dropouts, to see to it that as many young people as possible earn a diploma and that those old enough to work are given adequate training. Moreover, it is essential to decrease the public debt which will weigh heavier on subsequent generations who are fewer in number, which will increase their responsibilities toward their elders.

On the other hand, the government also considers the fact that things are quite different for Québec's Native communities, where there is strong demographic growth and the segment under age 30 represents 50% of the population. In 20 years, the active Native population should grow three times more quickly than the non-Native population.



It appears that the major trends in the population's geographic distribution will be maintained. Urban sprawl will continue to the detriment of certain resource regions. A certain demographic vigour will manifest itself again over the coming years in south-western Québec, particularly in the greater metropolitan region of Montréal and the Ottawa Valley.

Responding to demographic changes consists in promoting a strong economy while providing the conditions needed to facilitate family, personal and professional life. New balances must be sought while carrying out actions that act on the size and distribution of the population and which ensure continued and adequate support for families, particularly those required to care for loved ones who have lost their autonomy. The number of jobs must also be increased and working conditions improved (compensation, work time organization and productivity). The demographic decline and depopulation of the regions are burdensome trends that cannot be dealt with other than by simultaneously addressing several of the causes.

## DEMOGRAPHIC BALANCE

Québec's demographic profile must be improved through a higher birth rate, a greater number of immigrants and a positive interprovincial migratory balance.

Intervention must target families which, regardless of their make-up, are an important component of sustainable development. Indeed, in addition to being a factor in social cohesion and the transmission and upholding of values, it is a network of help and support that lasts a lifetime. The family is the first environment for each of its members. Improving the standard of living of adults, introducing measures enabling them to conciliate their responsibilities, and developing socioeconomic conditions that are favourable for families are some of the conditions that could foster the desire to have children. Other measures could create an environment suitable for youth, help them enter the job market and encourage them to have an active personal life. Improving lifestyle is also an objective to benefit families: better dwellings, multi-functional neighbourhoods, quality urban spaces that are safe, clean and user-friendly, well-designed parks and natural spaces, cultural installations and accessible public transportation services. Improving lifestyle is also an objective for the benefit of families: better apartments, neighbourhoods with functional diversity, quality, safe, clean, friendly urban spaces, well designed and integrated parks and natural spaces, cultural equipment, conveniently located services and accessible public transit, etc.

### Québec Parental Insurance Plan

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The Québec Parental Insurance Plan aims to conciliate work and family responsibilities. It provides better financial support to parents who leave the job market to have or adopt a child. It pays benefits to all eligible workers – on salary or self-employed – who take leave under the law (maternity leave, parental leave, paternity leave or adoption leave).

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### Educational daycare services

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The Childcare Services at the Reduced Contribution for Children Younger Than Five Program provides families with minimal cost childcare services for children under age five at childcare centres, home daycares, or for-profit daycares. Providing an educational network allows parents to reconcile their parental and professional responsibilities and encourages the development of children, and equal opportunity. The government has agreed to increase the number of reduced contribution daycare places to 220,000 by 2012.

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Ensuring the welfare of families requires input from several actors in society, notably municipalities, community organizations and the Conférences régionales des élus (CRÉ). From this standpoint, a municipal policy on families can help balance work and family and focus the actions of local partners on the quality of the environments, the synergy of local and regional players and on the dynamics of the affected areas. Municipalities and regional county municipalities (RCMs) that wish to acquire a family policy or update an existing family policy have access to financial and technical support to do so, which helps to better meet the diverse needs of today's families.

### Young farmer's policy of the ministère de l'Agriculture, des Pêcheries et de l'Alimentation (MAPAQ)

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In a context of a decreasing demographic and young people leaving rural areas, it is essential to engage in actions that will ensure the renewal and future of each sector of Québec's biofood industry and improve access for interested young people. Work on the MAPAQ's Youth Policy comprises four major steps, with each one corresponding to the realization of a component dedicated to a targeted sector including, for example, Young Farmers and Start-ups and Young Farmers and Start-ups – Commercial Fisheries and Aquaculture. This initiative involves carrying out actions that cover development of that sector; training young farmers, and assisting them with their projects by providing a framework and guidance. For example, in the agricultural sector, a regional hosting structure was set up to help young people interested in getting established in the sector and to follow up on start-up projects and newly established businesses. The number of young people who meet with and are guided by the regional advisors will be evaluated each year.

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Economic immigration could be a significant factor in Québec's development and prosperity. Spinoffs include investments, jobs, an improvement in expertise and increased use of innovative approaches. Immigrants must be encouraged to come to Québec by supporting them upon their arrival, and by helping them enter the job market in order to make it easier for them to contribute to future generations of entrepreneurs. All these measures should foster a harmonious coexistence. In fact, demographic growth will depend more and more on international immigration in the coming years. It is necessary, however, to find a happy medium between the needs related to Québec's demographic situation and its ability to equitably integrate immigrants. The economy must be prosperous and offer job and business opportunities.

The demographic circumstances described above are not all negative by any means. In fact, they offer a large number of people the opportunity to become permanently employed, particularly those who are presently excluded, and also to qualify or requalify for sectors in demand.

#### EMPLOYMENT AND ECONOMIC DEVELOPMENT

In several regions, the number of work-aged people has significantly decreased in recent years. According to the Institut de la statistique du Québec, this decrease could affect all of Québec by 2032. If nothing is done and assuming that all other production factors remain the same, such a decrease could cause a drop in the standard of living and a decrease in public funds at a time when the government will be facing an increase in public expenditures. Also, it is imperative that the potential impacts of an aging population be offset by a broad range of measures to develop jobs, increase productivity and increase the gross domestic product per capita. Repaying the public debt is also essential to be able to secure public health funds for future generations.

To reach these objectives, the focus must be placed on increasing investments in key areas, on new information and communication technologies, and emerging activities. This would stimulate exchanges between the central regions and resource regions, and Québec could carve out a place of choice as a world-class producer of goods and services.

#### The Québec Advantage

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The Québec Advantage – Québec Government's Economic Development Strategy aims to improve the standard of living of Quebecers. Focusing on wealth creation, the strategy is centred on nine major advantages of Québec's economy: competitive business environment, investment-friendly economic conditions, leading role in research and innovation, skilled labour force, SMEs at the heart of economic development, an export-based economy, well-established key sectors, abundant and renewable energy resources and dynamic, innovative regions. It has 28 targets. The national targets under The Québec Advantage aim among other things to increase the rate of employment of Quebecers (15 to 64 years) more quickly than that of Canadians on average over the next five years (2005-2010).

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#### Employment: a passport to the future

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In Québec, as elsewhere, employment is a key means of social and professional integration and promotes wealth creation. In this light, the Government Employment Plan targets job creation, improving the qualifications of its labour force and ongoing development of skills. It also aims to integrate the available labour force and keep it employed, including workers outside the job market, and economic and regional development. The 19 proposals of the Government Employment Plan have been implemented. Almost all the job market indicators recorded progress (employment rate, secondary diploma rate, highly qualified employment rate, etc.) Emploi-Québec has committed to receiving 32,000 new participants each year for basic training activities and to maintain the annual rate of new individual agreements for workplace qualification at 4,100.

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Québec's economic development, however, must continue to rely on the tremendous potential of its natural resources and land, while protecting the environment and ensuring the longevity of its resources. In this regard, the experience of local populations and traditional knowledge and know-how are important assets.

### The Generations Fund

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The *Act respecting Debt Reduction and Instituting the Generations Fund* provided Québec with a permanent tool and strategy to reduce the debt. Ratio targets for the total government debt over GDP are 38% by March 31, 32% in 2020, and 25% in 2026. The legislation stipulates revenue sources dedicated exclusively to debt repayment without raising taxes. Water, a part of Quebecers' natural wealth, will be the basic component of the financing of the Generations Fund, in particular through water-power royalties paid by Hydro-Québec.

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### Objectives

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- 13. Improve the demographic profile of Québec and its regions.**
- 14. Focus on family life and facilitate conciliation of work, school and personal life.**
- 15. Increase standard of living.**
- 16. Increase productivity and quality of jobs using measures that are ecologically and socially responsible.**
- 17. Keep public finances healthy for the generations to come.**

# Direction 6

## Practice integrated, sustainable land use and development

The government must encourage a balanced approach to land use and development in Québec, while considering community aspirations, regional particularities, cultural features, protection of natural habitats and investment opportunities. Integrated land development is also based on the abundance and diversity of natural resources in Québec's regions. Promoting these resources hinges upon the realization of wealth generating and mobilizing projects for the regions' populations. This development must be stimulated while preserving the integrity of the landscape and agricultural potential, maintaining biodiversity, limiting the negative effects of resource use and urban sprawl and protecting the watersheds. Protecting the cultural and social heritage and reducing urban sprawl must be an ongoing concern. The disparity of development between the regions and the consequences of this imbalance on the population are also a concern. The situation requires various actions to ensure the growth of all the regions. Urban and rural settings each have conditions, histories and dynamics that are distinct yet related. Québec's vitality as a whole is closely linked to Montréal, which lends vigour through its metropolis activities and profound characteristics. At the same time, Montréal's vitality also benefits from the dynamics of the other regions of Québec. *Subsidiarity, protection of cultural heritage, biodiversity preservation, environmental protection, health and quality of life and respect for ecosystem support capacity* are some of the principles addressed here.

Thus, efforts to deliver services as close as possible to the citizens and strengthen local democracy brings decision-making closer to the regions' populations. Also, all communities, including rural communities, must have the means to act to implement projects designed to improve their living conditions.



### The government project for regional and municipal autonomy and rurality

As part of the *Forum des Générations*, the government concluded two protocol agreements; the first with municipal associations for decentralization towards the municipalities and the second with the Conférences régionales des élus (CRÉ) for the purpose of fostering economic, social and cultural development in the regions. Implementation of these protocols will continue under a government project for regional and municipal autonomy.



The National Policy on Rurality 2007-2014 gives rural areas the means to ensure the survival of their communities through renewal and integration of the populations, enhancement of human, cultural and physical resources and the maintaining of a balance between quality of life, lifestyle, natural environment and economic activities. The rural pact, a key component of the policy, brings together the elected members of rural areas and government in a joint commitment to invest and innovate to build a prosperous rural environment that meets the expectations of the population while consolidating the network of rural development agents, whose numbers increased from 104 to 136 over the entire rural territory. The policy will enable 25 rural laboratory experiments to be carried out, each over a period of five or six years and with the aim to experiment with innovative approaches to defining new solutions to rural problems for which we have no answers at the moment.

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Land use and development must also include disaster planning. By keeping populations and property from being exposed to dangerous phenomena—land slides, flooding or industrial accidents—direct control is exercised over the potential effects of catastrophes. Keeping this concern in mind ensures the safety and sustainable well-being of the populations as well as the perennality of past and future investments.

With a view to subsidiarity, it is necessary to pursue and step up the application of conditions facilitating the sharing of responsibilities and active participation of regional and local interests as well as those of the Native communities in their own development. It is also necessary to distribute investments fairly and efficiently in consideration of each region's aspirations and potential and the will of all stakeholders.

## Land use and regional development

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The county regional municipalities (CRMs) act as government representatives in matters pertaining to land use. They have the task of setting up a land use and development plan that includes a strategic vision of cultural, economic, environmental and social development intended to facilitate the use of their skills in a coherent fashion while taking government directions into account.

The Conférence régionales des élus (CRÉ) are the government's representatives in matters pertaining to regional development. Their mandate includes setting up a five-year development plan that defines general and specific objectives for the region's development within the perspective of sustainable development.

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Sustainable land use and development implies complementarity between actions to protect and make the most of the environment and cultural heritage, social progress and economic development. Such an approach recognizes the importance of the role of communities and partnerships. Thus, the actions of the different players (CRMs, CREs, Commissions régionales sur les ressources naturelles et le territoire, etc.) translate into various planning and implementation tools (five-year development plans, regional or local sustainable development plans, design schematics, local agenda 21 plans, etc.). A connection and degree of coherence between these tools and the Government Sustainable Development Strategy is necessary within the scope of a sustainable development initiative.

## Protection of farmland

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The activities of the Commission de protection du territoire agricole guarantee use and development of farming activities for future generations. In this capacity, it protects farmland and contributes to bringing this objective to the heart of local concerns. As a rare and non-renewable resource, farmland is the foundation of an important part of Québec's economy and that of its regions. It is also where many of Québec's citizens make their home and the setting for a variety of economic, social and cultural activities.

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## INTEGRATED LAND MANAGEMENT

Integrated land management is a global approach that consists in the management of natural, cultural, human and financial resources, the risks that are present and development projects. This approach, which takes social, environmental and economic issues into account, must be adopted by all decision-making levels in order for development initiatives to be efficient and coherent.

It is therefore essential to broaden and disseminate knowledge of the land and its features, and properly understand the issues linked to economic development and the resources to be protected. Access to reliable and up-to-date geographical and land information enables developers to direct and plan development in accordance with sustainable development principles.

Moreover, citizens must play a larger role in the decision-making process to enable local and regional specificities and aspirations to be taken into account. Adoption of local or regional sustainable development strategies—local or regional action plans or agenda 21—together with the government’s sustainable development strategy helps to implement integrated management in regional and local administrations and Native communities. Over the years, new elements (strategic vision at the regional level, the action plan and monitoring in cities) were integrated into land planning documents produced by the metropolitan communities, the RCMs or municipalities in such manner that these tools increasingly take the challenges of sustainable development into account.

It is imperative that a vision of sustainable development guide regional and local planning initiatives as they are being renewed. On a territorial level, application of management plans for residual materials, watershed management, forest management, and wildlife, wetlands, protected areas and landscape management are some of the actions that can facilitate the integration of sustainable development requirements.

## Integrated water management, a sustainable development approach

Integrated water management contributes to sustainable development because it enables water-related policies, programs, projects and plans to be cohesively managed. Whether it is drinking water, infrastructures, protection of the ecosystems, tourism or industrial and agricultural development, water is an irreplaceable component of sustainable development for the benefit of future generations. Watershed organizations are the key players of integrated water management at the watershed level. This type of organization is made up of representatives of all stakeholders and users of the water of a given watershed. They consist of planning and discussion groups that receive government support. Their first mandate consists in developing a master plan for water that provides a portrait and diagnosis of the watershed, the issues, the directions and the objectives to be reached as well as an action plan. The Water Policy aims to implement 33 watershed organizations for the priority watersheds. It also aims to reduce by 20% the occurrence of spillovers of municipal unit networks during periods of rain and by 0% the emissions of wastewater into watercourses during dry periods.

**Integrated water management helps local communities take their development in hand. Empowerment is a process by which a person, group or community succeeds in having a degree of control over their living conditions.**

## The James Bay and Northern Québec Agreement

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The *James Bay and Northern Québec Agreement (JBNQ)*, signed over 30 years ago, is the first modern treaty between Québec, the Canadian government and First Nations. It frames the settlement of Cree and Inuit land claims and the financial compensation for these claims. It defines the rights of the Crees and the Inuit and establishes plans governing relations to come between them and the governments. The Agreement has precedence over the laws and regulations of the Canadian and Québec governments. Its provisions determine the environmental and community protection plan applicable on the territory of James Bay occupied by the Crees and in the region of Nunavik occupied by the Crees. These plans include mechanisms for participation of the Crees and the Inuit in the process to evaluate and assess development projects.

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## Integrated and regionalized management of natural resources and the land

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The ministère des Ressources naturelles et de la Faune (MRNF) implemented an integrated and regionalized approach to the management of land and natural resources under which all the MRNF's lines of business (wildlife, energy, forestry, land and mines) are now brought together under the department's general regional units. It is a new approach that creates a line of communication between the department, its clients and its local and regional partners. Fifteen of Québec's 17 administrative regions also have a Commission régionale sur les ressources naturelles et le territoire (CRRNT), which, supported by the MRNF, plays a catalyst role in regional development. The mandate of these commissions will include drafting the Plan régional de développement intégré des ressources et du territoire (PRDIRT), which will define the directions, objectives and priorities for development and implementation of natural resources and land.

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## IMPROVING HUMAN SETTLEMENTS

Improving the quality of human settlements<sup>14</sup>, municipalities, cities and villages, requires an integrated approach that considers the numerous interactions inherent to all living environments. The quality of life of human settlements today is an appealing factor that fosters their development and competitiveness. The choice of a sustainable development model implies the adoption of practices and implementation of actions that contribute to ensuring the viability and quality of human settlements. Habitat, the circulation of humans and property, the design of space, infrastructures and equipment, access to services and activities, social relations and cultural life are some of the elements that contribute to creating and maintaining the quality of life of individuals, families and populations.

## Landscape conservation

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The landscape is of increasing interest in Québec and instrumentation is being developed in this field to provide local populations with the tools to improve conservation and develop rural and urban landscapes. The result of a joint initiative of several departments and public agencies, the Estran project in Gaspésie aims to establish the operating conditions for the status of *man-made landscape* defined by the Natural Heritage Conservation Act. The project uses an innovative approach to landscape management based on accountability, joint effort and participation of administrative partners and local populations that enable the limits of coercive measures to be surpassed.

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**Knowledge of the state of the living environment is important. It is also necessary to consolidate existing urban zones and as far as possible confine peripheral urban sprawl of these zones to areas that already have infrastructures and services. Such an approach serves to preserve natural ecosystems, landscapes and land suitable for farming and recreation.**

**It is also necessary to optimize investments in infrastructures, equipment and services and to locate them in settings in such manner as to maximize use and efficiency.**

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<sup>14</sup> A whole encompassing a community, its habitat and its activities in a single unit (Office québécois de la langue française). The Rio Summit commits governments to implement concrete actions to promote a viable human settlement model.



Finally, the population must have access to quality public services in keeping with the government's financial capacity and regional contingencies. The population must be better informed on the nature and availability of these services.

## Objectives

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- 18. Integrate the imperatives of sustainable development in regional and local strategies and design and development plans.**
- 19. Strengthen the viability and resilience of urban, rural or territorial communities and native communities.**
- 20. Ensure fair and efficiency access to basic services according to regional and local realities.**

## Essential activity

Direction 6 – Practice integrated, sustainable land use and development – is one of the three priority strategic directions of the Government Sustainable Development Strategy. While devoting efforts to all the objectives of this direction, this priority will be specifically articulated around the following essential activity, to which all the departments and agencies will be quickly convened, among other things, by their Sustainable Development Action Plan.

Implementation of a government action plan to guide and counsel public players and businesses that support the territorial dynamics. Beyond the administration, the law also targets society as a whole, starting with the health and social services networks, schools and municipalities. There are many experiences and successes in these areas, but there are also a lot of expectations regarding the government, including the type of support these organizations could benefit from in their sustainable development processes.

The government departments and agencies that are more specifically involved with the municipalities, regional public bodies, health and social services networks, education and private enterprise will agree on concrete means for assisting these organizations within the framework of the action plan. The action plan will be adopted in 2008 and extend throughout the implementation period of the Government Sustainable Development Strategy. It will provide for the guidance tools developed for the departments and agencies in their sustainable development initiative to be adjusted for these organizations and made increasingly available as of fall 2008.

Under the plan, the organizations will be invited, on a voluntary basis, to draw up and publish by 2010 a first account of their contribution to the objectives of sustainable development by reporting on their most successful initiatives and exemplary practices.

The addition of targets and indicators for measuring the extent to which these organizations (municipalities, public networks, etc.) have appropriated sustainable practices will be examined over the course of 2008 as part of the work to identify sustainable development indicators for Québec society.

# Direction 7

## Preserve and share the collective heritage

A society's wealth is measured by the quality of its natural capital (environment, natural resources, biodiversity), by the diversity and scope of its social capital (social networks and related reciprocity standards<sup>15</sup>) and cultural capital (institutions, human resources, and cultural heritage and installations) as well as by its economic capital (infrastructures, debt, GDP, productivity, etc). To ensure the welfare of future generations it can be agreed that today's decisions, particularly those involving culture, heritage assets, land use and resource use (natural, human and financial) must be socially, economically and ecologically responsible. The principles addressed here are *inter-governmental partnership and cooperation, precaution, protection of cultural heritage, biodiversity preservation, prevention and respect for ecosystem support capacity*.

Assets must be preserved and practices that make up the identity of a society kept alive so that everyone may benefit. It is also a question of protecting and developing the natural heritage in keeping with the support capacity of ecosystems. A society's culture is fashioned over a long period according to the diversity of its environment and the interaction between natural and human forces.

### MANAGEMENT OF THE COLLECTIVE HERITAGE

Ecological, cultural, scientific and economic heritage is a source of well-being and prosperity. In a perspective of sustainable development, it is vital to consider it as a legacy to pass on to future generations and to manage it adequately. A sustainable development initiative, demographic challenges, the state of resource stocks, and the fragility of our environments and ecosystems –are some of the opportunities to reflect on the components of our collective heritage from which future generations are entitled to benefit: our lakes, our forests, our landscapes, our culture, our democratic practices, our institutions, etc., in keeping with an ever-increasing number of events, meetings and studies, are examples of the elements proclaimed as being part of our collective heritage.



It is also preferable to use non-renewable resources with caution and to use renewable resources without compromising their regeneration. In fact, development activities of all types and use of agricultural, forest, aquatic and mining resources must respect the support capacity of ecosystems. It is also essential to ensure the development, survival and transfer of local and traditional knowledge and practices that contribute to maintaining and improving quality of life.

15 Putnam, Robert, *Social Capital Measurement and Consequences*. Isuma vol. 2, no. 1, 2001.

## The Québec Biodiversity Strategy

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The fruit of the combined effort and collaboration of over twenty departments, public agencies and non-governmental organizations, the Québec Biodiversity Strategy covers all facets of the conservation of Québec's natural heritage. It provides for the consolidation of a network of protected areas that are representative of biodiversity, measures to protect threatened or vulnerable species, and consideration of biodiversity in the planning or realization of activities related to the development and use of resources. The strategy ensures also that biodiversity objectives are integrated into government commitments bearing on genetically modified organisms, climate change, water management and environmental and civil security.

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**If we wish to rise to the challenge of preserving and promoting our cultural heritage, we must give ourselves the means to preserve those elements that bear witness to a rich and unique history for the benefit of current and future generations. The government wishes to step up support to safeguard and promote our collective heritage.**

## The Québec Cultural Heritage Fund

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Administered by the ministère de la Culture, des Communications et de la Condition féminine, the Québec Cultural Heritage Fund aims to support the restoration and development of significant elements of the cultural heritage, particularly those protected by the municipalities. It combines actions to protect the built and artistic heritage with activities highlighting the built heritage that will enable knowledge of the heritage to be developed through the contribution of Québec's museums. The MCCCCF runs a five-year, \$200 million program dedicated to protecting cultural heritage. It also keeps a register of cultural heritage, the Répertoire du patrimoine culturel du Québec ([www.patrimoine-culturel.gouv.qc.ca](http://www.patrimoine-culturel.gouv.qc.ca)).

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## COOPERATION

Countries are increasingly interdependent. Pollution knows no boundaries and the globalization of trade is leading to a redefinition of social ills that can no longer be ignored. The shared responsibility of peoples in the face of social, environmental and economic challenges relies on cooperation. Thus, the implementation of economic measures that take environmental and social factors into account requires joint effort by business partners. It is necessary to take action and work together to advance ideas and practices, and to resolve problems through innovation and prevention. As an example, fair trade creates the conditions needed to preserve the environment, and ensure social equity and a better distribution of wealth.

The Québec government is active in Canadian intergovernmental cooperation, both at the bilateral and multilateral levels, in economic, environmental, cultural and social sectors. Québec can count on support from the ties it has established and agreements it has with its pan-Canadian partners to react to the major issues facing nations and contribute to national and global solutions.

### Cooperation with pan-Canadian partners

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The Québec government has concluded various intergovernmental agreements with its pan-Canadian partners in order to reinforce mutual understanding with its neighbours with regard to such issues as transboundary environmental concerns, notably with Ontario and New Brunswick. On the federal and provincial levels, Québec coordinates its efforts with the federal government through, among other things, the *Canada-Québec Agreement on Endangered Species*. Québec and its partners of the Council of the Federation act multilaterally in a number of sectors related to the fight against climate change, including renewable energies, alternative fuels, efficiency and energy conservation, etc.

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Québec is not among major supporters of international aid. However, it does contribute directly to the solidarity efforts carried out by French-speaking countries and works with a number of developing countries. For Québec, this practice is the direct consequence of its role on the international stage. Promoting and defending its interests results in the obligation to assist its partners with whom it shares this international place. In the years to come, the challenge will be to target its actions in areas where it can be most effective and useful to the international community.

### Québec's international policy

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Québec's International Policy highlights the importance of conducting concerted action among the Québec government's departments and agencies, as well as with the federal government and foreign governments, so that it may act more efficiently on the international scene. It identifies the international solidarity effort as one of the government's five key objectives in international affairs. Its 2006-2009 action plan provides for the implementation of measures linked to the sustainable development objectives. The action plan, coordinated by the ministère des Relations internationales, is subject to an accounting of each of these measures.

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Now and in future, Québec must keep the dialogue going with its neighbours and partners and participate in international debates. It has the responsibility to participate in the development of disadvantaged countries. International cooperation and solidarity programs represent the ideal avenue for this, notably with other governments, international government agencies and non-governmental organizations, and particularly with French-speaking countries.

### An international agreement for the sustainable development of the Great Lakes Basin and St. Lawrence River

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An agreement on the water resources of the Great Lakes and St. Lawrence River was concluded between Québec, Ontario, and the eight Great Lake states (Illinois, Indiana, Michigan, Minnesota, New York, Ohio, Pennsylvania and Wisconsin). The ten governments agreed to act jointly to step up protection of the Great Lakes and St. Lawrence River waters within the perspective of sustainable development. The agreement aims to ensure the perennality of water resources for future generations by combining environment protection, integrity of the resource, and economic and social development. Of note among the measures the Québec government has committed to following up on, for full implementation by 2014, are, first, a legislative requirement to prohibit water deviations outside the watershed and, second, the amendments needed to manage water uptake in the watershed, apply a program for the conservation and efficient use of water and, if necessary, evaluate the cumulative impacts of water use for new development projects.

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### Objectives

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- 21. Strengthen conservation and development of the cultural and scientific heritage.**
- 22. Ensure the protection and development of the natural heritage and resources in keeping with the support capacity of ecosystems.**
- 23. Step up cooperation among national and international partners on integrated sustainable development projects.**



# Direction 8

## Promote social involvement

Getting more citizens to participate in collective life and in solving the problems that affect them enables Québec to progress. Individuals and communities who take part in collective life contribute more to improving the population's quality of life. Getting people involved in their common interests within their communities is based on community organization and action. Such action must draw from the communities and reach out to local and regional areas. The principles addressed here are *participation and commitment, inter-governmental partnership and cooperation and social equity and solidarity.*

Implementation of sustainable development invariably includes seeking the best compromise from among various social, environmental and economic impacts. This approach is firmly based on consensus seeking, whereby it is through this exercise and not an attempt to reach full consensus at all costs that enriches the decision-making process and enables development choices that take all interests into consideration.

### COMMUNITY ACTION

Social, environmental and economic community action is a factor in cohesion and security. Based above all on values of mutual aid, solidarity and development of collective capacities rather than on commercial ties, community action improves the lives of people and their families in a sustainable way by helping them make the most of their potential. It makes participation easier for those who are less active on the job market and who are retired.

Community action is a collective action based on solidarity, democracy, equity and autonomy. Ultimately, it aims for social development and is inherent in organizations working to improve the social fabric and living conditions and to develop the potential of individuals and communities. These agencies respond to the needs expressed by citizens who have a mutual problem or who share a common goal of well-being. Community action has a capacity for innovation. It takes on various forms of intervention and is characterized by an organizational mode that favours an associational approach based on citizen participation and deliberation.



Through their dynamic of individual and collective undertaking, community-based organizations create venues for involvement and participation in the life of a community. To achieve their goal of improving living conditions, community action organizations must take different points of view into account and receive the knowledge and expertise of each and all. The vision of these organizations in many ways resembles the vision underlying the tenets of sustainable development. Their expertise deserves consideration by the various decision-making and consultation bodies.



## Governmental policy on community action: an essential contribution to the citizenry and social development of Québec

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Based on partnership and coherence, the Policy on the Recognition and Support of Community Action was developed and implemented with the assistance of a steering committee representing over 4,000 community groups, and an interdepartmental committee coordinated by the ministère de l'Emploi et de la Solidarité sociale. Through this policy, the government puts community organizations at the centre of social practices in Québec and recognizes their role in the social and economic development of Québec, while maintaining their autonomy and freedom of action. A notable feature of the policy is that it harmonizes the various funding mechanisms used by the government departments and agencies for these groups.

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## DEMOCRATIC LIFE

Participation of the citizenry in the democratic process is also a fundamental commitment for communities. Participatory democracy and democratic governance<sup>16</sup> enable the opinions, knowledge and expertise of citizens to be taken into account regarding their own living environments. Through the democratic process, this expertise enriches decision-making on projects or directions that concern them, particularly when it is acquired early on in the consultation process.

The principle of *involvement* and *commitment* stipulates that citizens and the groups representing them are necessary in defining a common vision of development and ensuring its environmental, social and economic sustainability.

Agenda 21, the plan adopted in Rio in 1992, endeavours to ensure that economic, social and environmental considerations are integrated into all levels of the decision-making process and in all sectors of government, and also to ensure that the public has access to relevant information. It asks that the public be easily able to express its views and participate effectively. In its chapter on strengthening the role of groups, it is indicated that a key element critical to the implementation of sustainable development is broad public participation in decision-making, among other reasons to know about and participate in decisions, particularly those having an effect on the communities in which they live and work.

## The Bureau d'audiences publiques sur l'environnement (BAPE) – a tool of participatory democracy and sustainable development

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For over a quarter of a century, the Bureau d'audiences publiques sur l'environnement (BAPE) has acted as a catalyst for public participation in government decision-making. Tasked with informing and consulting the population on projects likely to have an impact on their quality of life, the BAPE takes their concerns and opinions into consideration in its reports in order that the citizens' expertise contribute to improving projects and enriching the decision-making process.

Each BAPE commission examines projects in light of all its biophysical, social, economic and cultural aspects. The BAPE has contributed to the dynamics of Québec and social debates that have served to establish a new environmental governance that gives the citizens and organizations of Québec's society the latitude to express themselves. Over 100,000 people have taken part in BAPE sessions with the public. When the National Assembly celebrated the BAPE's 25th anniversary, it reiterated its commitment to the principles of environmental protection, sustainable development and participatory democracy.

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## Objectives

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**24. Increase citizens' involvement in their community.**

**25. Increase consideration for the concerns of citizens in decisions.**

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<sup>16</sup> In pursuit of socio-ecological civility and democratic governance, the authors propose encouraging individuals, collectivities and other decision-making bodies at the collective level to develop their capacity, motivation and tendency to implement perennality-based requirements through more accessible and better informed debate, greater attention to mutual awareness and accountability and, finally, increased integration of decision-making, administrative, market, customary and individual practices. (Robert B. Gibson, Selma Hassan, Suzan Holtz, James Tansey and Graham Whitelaw, *Sustainability Assessment – Criteria, Processes and Applications*, London: Earthscan, 2005).



# Direction 9

## Prevent and reduce social and economic inequality

Preventing and reducing social and economic inequality are at the very heart of sustainable development, as are economic efficiency and public participation. For example, the OECD demonstrates the inextricable nature of poverty reduction, economic growth and protection of environmental resources within a perspective of sustainable development. Elimination of poverty is in fact an objective that is closely linked to other strategic objectives of the international community, particularly maintaining global peace and stability. The principles addressed here are *social equity and solidarity, inter-governmental partnership and cooperation and economic efficiency*.

These inequalities call on all of society's players in the face of the importance of narrowing the gaps between individuals (notably between women and men), families (dual and single parent families) and communities (notably Québec society and Native communities). Action must also be taken to give children and their families better equality of opportunity. For example, all organizations should include gender-differentiated analysis<sup>17</sup> in their management in order to move our society toward the targeted objective of equality.

Significant efforts have already been made to reduce social and economic inequality and manage social problems that marginalized communities share with Québec's population. Québec's situation<sup>18</sup> is already remarkable, notably for its assistance for low-income workers, higher levels of funding for education, skills and training development, childcare services and early childhood education, healthcare and homecare, social assistance and protection, and affordable housing. Measures designed to fight poverty (income supplements, access to public services, etc.) improve the living conditions of vulnerable workers through training, social and legal protection, minimum wage, etc.



Our society values the environment, social equity and economic efficiency and wishes to contribute to sustainable development. Participation in collective life is greatly aided by, among other things, access to jobs and the acquisition and upgrading of knowledge and skills that contribute to sustainable development.

<sup>17</sup> Gender-differentiated analysis is a management technique that clarifies the decision-making process by taking into account the distinctive effects that any decision may have on men and women. It supports public intervention by respecting equality among all Quebecers.

<sup>18</sup> See *Risk and Opportunity: Creating Options for Vulnerable Workers* by Ron Saunders of the Canadian Policy Research Networks, January 2006.

## EQUITY

Across Québec, economic development is also intricately linked with social and cultural development. The State's intervention in this context enables a better distribution of wealth. The involvement of all players in society's development is largely the result of the levels of social justice, cultural diversity and economic equity, interrelated values that are responsible for social cohesion. The greater the divide between individuals, families, rich and poor communities, the more social cohesion is jeopardized. The socioeconomic level is a major factor in health and well-being. Poverty must be reduced, while emphasis is placed on the pooling of resources from the public, community and private sectors.

### A plan of action to fight poverty and social exclusion

The Government Action Plan to Combat Poverty and Social Exclusion is based on respect for the dignity of people and aims to give each and all equality of opportunity in life. It is part of an overall vision of the role we must play collectively to assist the less fortunate and most vulnerable. The action plan is made up of a series of measures aimed at improving the disposable income of low-income households. These measures meet the requirements of the government action plan described in the *Act to Combat Poverty and Social Exclusion*. For example, the action plan targets the construction between 2004 and 2009 of 16,000 low-rent and affordable apartments, including 2,600 social and community apartments. It also aims to lower the social assistance rate of the age 0 to 64 population from 8% to 7.5% by 2008.

## SOCIAL INTEGRATION

Social integration is a principle of equity by which everyone participates according to their ability in the development of society's environmental, social and economical dimensions. It is a factor of social cohesion that favours personal and collective fulfillment. The sustainability of any development process is based on the capacity of each to recognize his or her inherent role.

Employment is a key vector of social integration. It gives people autonomy and allows a society to progress. The capacity of people to remain employed or find new employment today increasingly requires a high school diploma at least, recognition of adult skills or the opportunity to take ongoing training. The government estimates that it is also important to help immigrants, members of cultural communities and the disabled to enter the job market.

Having access to knowledge and learning throughout one's lifetime is one of the recognized conditions of cultural, social and economic development. It allows for the sustainable fight against poverty and social exclusion while increasing a society's skills, skills that are indispensable to economic growth and protection of the environment.

Prejudice and discrimination are important obstacles to the integration of individuals or groups of individuals into the normal activity of society. If recognition of racism and discrimination is the first step toward seeking solutions to the various related problems, the fight against prejudice and discrimination, whether direct, indirect or systemic, is a collective responsibility. The government is concerned with the recognition of and fight against racism and discrimination which are concrete manifestations of the principles of *equity* and *social solidarity* set forth by the Act.

A sector in full growth, social economy plays an important socioeconomic role. It brings services closer to the communities and, notably, favours social and economic insertion of marginalized people and those outside the job market. One way of stimulating the social economy could be, when developing policies, programs and measures, to consider their impact on the social economy and how this sector could contribute to their implementation.

## Social economy at the service of sustainable development

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Social economy provides original, adapted answers to the needs of communities who are not well served by the traditional economy. It is both a tool for social development, since it offers new services and improves the quality of life of people, and an economic tool that creates sustainable employment. Because of their democratic mode of operating, social economy enterprises promote development of the citizenry and social values. They also contribute to improving the quality of life of people and make access to services easier. This sector includes all enterprises with a collective entrepreneurial vocation: cooperatives, mutual insurance companies, non-profit organizations in the merchant sector, independent community organizations. The Québec government supports their development, particularly for individual services (homecare and childcare centres), community housing, social tourism and the environment.

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### Objectifs

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- 26. Prevent and fight poverty and social exclusion.**
- 27. Increase schooling, number of graduates and the population's qualification.**
- 28. Increase participation in ongoing training activities and manpower qualification.**
- 29. Support initiatives of the social economy sector aimed at the sustainable integration of people outside the job market.**

## **New Objective**

On November 23, 2011, the Government of Québec adopted the Agenda 21 action plan for Québec culture that implemented the project aimed at improving the integration of culture into the government's sustainable development approach. Consequently, through Decree 763-2012 on July 4, 2012, the Government of Québec authorized the addition of a 30<sup>th</sup> objective to the Government Sustainable Development Strategy 2008-2013 in order to improve the integration of actions associated with the objectives of Agenda 21 into those of the Strategy.

### Objective

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**30. Support creation, production and distribution throughout all sectors of the Québec cultural system in order to ensure their development.**

# Mechanisms and means for implementation, monitoring and evaluation

In accordance with the *Sustainable Development Act*, the strategy must adopt monitoring mechanisms.

**These mechanisms guarantee that the strategy will be quickly transformed into concrete actions. The purpose of these mechanisms is to articulate the ability to draw up reports, ensure coherence in government intervention and support delivery of the government department and agency action plans.**

Implementation, monitoring and evaluation of the sustainable development strategy will be based on mechanisms and means that foster synergy of action and collegial (between all partners) and transversal (in all sectors) work. By this, the government wishes its sustainable development strategy to considerably improve the quality of life of the entire population with a view to equity for future generations.

Successful implementation of the sustainable development strategy depends above all on the degree of involvement of all its departments, agencies and enterprises. They are responsible for taking part in its implementation by carrying out concerted sectoral actions within their fields of expertise. Even if they are not formally identified by the law, given their interests and actions already underway, the educational, health and social services establishments and municipal organizations will be asked to contribute and enrich the spinoffs.

## A Collective Commitment

The private sector, non-governmental organizations and society in general are also concerned by the Strategy. In this regard, the government departments and agencies will involve their partners and clientele in the planning and implementation of sustainable development actions that meet the strategy's objectives as well as the particular issues of their area of intervention. Government actions inherently have a direct effect on the population, the parapublic sector and the private sector which will, in fact, be invited to contribute, through their interventions, to reaching the objectives of the Strategy. Citizen involvement and support of the Strategy represent one of the important conditions of success.

To have the points of view of the Native communities heard, the government will also ensure that First Nations are consulted in compliance with its constitutional obligations.

## Implementation of the Strategy – Conditions for Success

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- 1. A Collective Commitment** - The quest for sustainable development, while prompted by the management framework imposed by the Sustainable Development Act on the public service, must translate into participation by all players of society. Within a medium and long-term perspective, sustainable development cannot therefore be the prerogative of a department or public apparatus alone; it requires the creation of partnerships likely among other things to result in structuring, inspiring interventions from the component elements of Québec society.
- 2. Progressive approach** - The firm will of government to bring coherence to its sustainable development actions means that it must structure coordination, monitoring, consultation, coaching and awareness raising activities for all government departments, agencies and enterprises targeted by the Sustainable Development Act. The ministère du Développement durable, de l'Environnement et des Parcs, as required by the Act, will coordinate and provide the support required by this coordination and will acquire the appropriate planning and timetables.
- 3. Planning and priorities** - The objectives of the Act will be attained if all State departments and agencies have the will and capacity to reconsider, review and adjust the laws, regulations, policies and programs they administer, as well as their intervention instruments, in consideration of the principles of sustainable development set forth by the Act. To this end, they must set priorities and plan their actions in accordance with the Government Sustainable Development Strategy. The new mandates assigned to the ministère du Développement durable, de l'Environnement et des Parcs must not translate into direct intervention in the spheres of activity and with the clientele of the departments and agencies, which remain fully responsible while being asked to increase the coherence and synergy of their respective interventions.
- 4. The importance of coherence** - Even if several societies have committed themselves to sustainable development, the multiplicity of tools and nature of current experiences must not overshadow the complexity and scope of the task ahead. While constantly acquiring and adapting the successes achieved elsewhere, we must learn from the mistakes that have been made and benefit from the successes, while devoting significant effort to the development of analysis grids and tools adapted to our reality and needs. Specific tools must be developed by the sectors where they are applied. To ensure coherence and validity, however, they must be part of a coordinated and integrated approach.

## Responsibilities

The *Sustainable Development Act* provides that the Government Sustainable Development Strategy specify the roles and responsibilities of each player or certain members of the administration in order to ensure internal efficiency and coherence. Several of these responsibilities are explicitly defined by this law or by others that were amended when the law was adopted. This is particularly the case for three organizations that therefore must, as part of their regular activities, determine the terms for performing these new responsibilities now incorporated into their constituent laws, that is:

- Under the Act respecting the ministère du Développement durable, de l'Environnement et des Parcs, the minister responsible for the protection of the environment is also responsible for coordinating government action in the area of sustainable development and for promoting compliance with the principles of sustainable development, especially in their environmental respects, within the administration and among the public;
- The Act respecting the Institut de la statistique du Québec, which has assigned the Minister the mandate of collecting, producing and disseminating statistical information required to draft and monitor the strategy, including required information on the sustainable development indicators as well as those needed to draft reports under the Sustainable Development Act;
- The Auditor General Act, which has enabled it to appoint an Assistant Auditor General, bearing the title of Sustainable Development Commissioner, mainly to assist the Auditor General in the performance of the duties of office relating to sustainable development auditing, determining the duties and powers for this purpose.

The law assigns well-defined responsibilities to each department, agency and enterprise of the administration including the obligation to identify in a document which they must make public the specific objectives they intend to pursue to contribute to the progressive implementation of the strategy in keeping with these objectives. The law therefore aims to enable them to focus their priorities and plan their actions in such manner as to comply with sustainable development in compliance with the strategy. As well, the actions they intend to pursue for this purpose are indicated. The key responsibility for implementation of the strategy is therefore exercised through the sustainable development action plan of the government departments and agencies.

The ministère du Développement durable, de l'Environnement et des Parcs is responsible among other things for the development of the strategy, in collaboration with the other departments concerned. It assumes this responsibility notably by means of the other functions assigned to it with regard to promotion, coordination, expertise and counselling for sustainable development. The comité interministériel sur le développement durable whose work it oversees supports it formally in this responsibility. The ministerial committees see to the coherence of the directions and actions proposed by the departments and agencies and their compliance with the other government directions and decisions. Various forums or ministerial committees also support the Ministère and the government in the performing of these responsibilities.

It is also important to specify that the directions and objectives of the strategy have been intentionally formulated to avoid reference to the individual or specific sectoral responsibilities of certain departments or agencies so that all the departments and agencies called upon through their implementation invest concretely. The policies, strategies and programs given as examples, however, demonstrate how their responsibilities are assumed by the departments and agencies called upon by them.

The following sections further explain how these responsibilities are performed.



## Mechanisms provided for by law

### SCHEDULE

The *Sustainable Development Act* stipulates that the government must revise the sustainable development strategy every five years, a period which the government may extend by two years. Between these periods, the government may decide to make any changes to the strategy if they serve to better promote the viability of development. Once the strategy is adopted, all government departments and agencies will have to draw up their action plans. Before revising the Strategy, the ministre du Développement durable, de l'Environnement et des Parcs will prepare an implementation schedule in cooperation with the other departments and agencies. The Government Sustainable Development Strategy sets the following schedules:

- Taking effect of the strategy (January 1, 2008).
- Publication by each department and agency of their sustainable development action plan (no later than March 31, 2009).
- Implementation plan for an ecoresponsible government (winter 2008).
- Awareness plan for persons in charge of major intergovernmental committees (winter 2008).
- Public communication plan on the strategy and its implementation (spring 2008).
- Adoption of mechanisms for the production of periodic strategy reports (summer 2008).
- Government awareness and training plan for employees of the administration (2008).
- Consultations and adoption of the first version of sustainable development indicators (2008).
- Government action plan to provide coaching and consulting for public players and businesses that support territorial dynamics (2008).
- Terms for the presentation of annual sustainable development reports (2008).
- Biannual meetings on each of the 29 objectives of the strategy (2010, 2012).
- Initiation of the state of sustainable development in Québec (2012).
- Revision of the strategy (2013).
- Report on the application of the *Sustainable Development Act* (2013, 2023).

### IMPLEMENTATION

The role of the ministre du Développement durable, de l'Environnement et des Parcs

The Ministre du Développement durable, de l'Environnement et des Parcs is designated by the *Sustainable Development Act* to coordinate the drafting, renewal and revision of the strategy's various components.

Moreover, under the Act, the ministre du Développement durable, de l'Environnement et des Parcs must promote sustainable development within the public service and the general public. It must also provide its expertise and collaboration to help achieve the strategy's objectives and ensure compliance with and implementation of the principles of sustainable development.

An assistant deputy minister for sustainable development was appointed to help exercise this responsibility and a special unit, the Bureau de coordination du développement durable, was set up for this purpose.

The role of the other government departments and agencies

The *Sustainable Development Act* indicates that all government departments and agencies must participate in drawing up, implementing, monitoring and reviewing the sustainable development strategy. The Comité interministériel du développement durable will acquire the mechanisms to supervise the steps of the strategy's implementation.

Each government department and agency must also specify in their respective action plans and make public the specific objectives they intend to reach to progressively apply the strategy while taking into account the principles of sustainable development in their areas of expertise. They must also indicate what activities they intend to carry out to reach their objectives and what means they will use to measure to what extent they have been reached. Finally, they must report the results each year.

The sustainable development action plans of each department and agency targeted by the *Sustainable Development Act* will be drafted and published not later than March 31, 2009.



## MONITORING

### Periodical reports

Under the *Sustainable Development Act*, the *Ministre du Développement durable, de l'Environnement et des Parcs* must coordinate periodical reports and prepare a report at least every five years on the strategy's implementation in cooperation with the other departments concerned. In accordance with the Act, the strategy must also provide for the adoption of monitoring mechanisms.

There will be two types of mechanisms for producing periodical reports on the strategy to be adopted by the *Comité interministériel du développement durable* before the summer of 2008:

1. a mechanism to monitor and measure the "administrative" performance of the government apparatus (for example, the number of actions realized);
2. a mechanism enabling a link to be made between results attained by the departments and agencies, the strategy objectives and the progress of sustainable development in Québec measured with sustainable development indicators.

A team from the *ministère du Développement durable, de l'Environnement et des Parcs* will be charged with monitoring the strategy's implementation. In a timely fashion, it will review the strategy in cooperation and coordinated with all the other departments and agencies.

### Annual management reports and annual activity reports

In accordance with the *Sustainable Development Act*, each government department and agency will report the following in a special section of its annual activity report:

1. particular objectives they have set, following those of the strategy to contribute to sustainable development and the progressive application of the strategy or, if applicable, the reasons why no particular objective was identified for the year given the content of the adopted strategy;
2. different activities or interventions they may or may not have carried out during the year to reach the objectives, as well as the degree to which the results were achieved by listing the selected indicators;
3. if applicable, measures they took following comments or recommendations made by the sustainable development commissioner.

The *Secrétariat du Conseil du trésor*, in collaboration with the *ministère du Développement durable, de l'Environnement et des Parcs* will propose by the end of 2008 the terms for sustainable development reporting in the annual management reports.

### Sustainable development indicators

The *Sustainable Development Act* gives the *Ministre du Développement durable, de l'Environnement et des Parcs* (MDDEP) the task, in cooperation with the other departments, to draw up an initial list of overall indicators serving to build a dynamic profile of Québec's environment, society and economy and assess Québec's progress in sustainable development.

The choice and design of indicators will be done with the participation of the *Institut de la statistique du Québec* and in cooperation with the departments and agencies concerned. An agreement was reached in spring 2007 between the MDDEP and the ISQ to introduce mechanisms to enable collaboration to develop and monitor 1) sustainable development indicators for Québec, 2) measures to measure the strategy, and 3) indicators to monitor the actions plans of the departments and agencies.

The Act provides for a public hearing to be held on the sustainable development indicators for Québec as part of a parliamentary commission, to be held in 2008. The indicators will be submitted to interested organizations for consultation beforehand.

## EVALUATION AND CONTROL

### Sustainable development commissioner<sup>19</sup>

Reporting to and appointed by the Auditor General of Québec with the consent of the Office of the National Assembly, the Sustainable Development Commissioner has the mission to verify and evaluate the progress made by the public service in reaching the objectives and to ensure sustainable development. The commissioner must examine the sustainable development strategy and monitoring indicators, and examine and verify the reports that must be submitted to him by the public service.

Each year, the commissioner will submit a report to the government, which will also be made public, on the different activities carried out by the public service within the scope of the sustainable development strategy's implementation. To this end, the commissioner may conduct investigations and ask the departments, agencies and other entities of the public service to produce all reports and provide additional specifications on activities they may have carried out in their areas of expertise.

### Other measures facilitating the strategy's implementation

In addition to the mechanisms provided for by the Act, the existing committees and agencies will be asked to contribute and there will be other measures to facilitate implementation of the Government Sustainable Development Strategy.

## INVOLVEMENT OF KEY PLAYERS

### Permanent departmental committees

Three permanent departmental committees, whose mandate is to ensure government coherence at the highest level, are bound to advise the Cabinet on the meeting of government sustainable development directions for projects submitted by the departments and agencies. These committees are the Comité ministériel de la prospérité économique et du développement durable, the Comité ministériel du développement social, éducatif et culturel and the Comité ministériel du développement des régions.

### Comité interministériel du développement durable (CIDD)

Presided over by the ministre du Développement durable, de l'Environnement et des Parcs, the Comité interministériel du développement durable brings together representatives of twenty-two departments and certain agencies concerned with integrating sustainable development into their activities. It is first and foremost a forum for discussion, information exchanges and promotion of sustainable development. It supports, accompanies and advises the ministre du Développement durable, de l'Environnement et des Parcs in its mission to promote sustainable development within the Québec government by promoting cooperation and harmonization with the various interventions. Its membership will be reviewed to ensure the participation of responsible officers for sustainable development initiatives within their departments (deputy ministers or equivalent), and to enable significant representation of public organizations. To this effect, fifteen representatives of public organizations will be designated annually by organization directors.

It helps coordinate the strategy's monitoring and implementation as well as the production of periodical progress reports and implementation reports required under the *Sustainable Development Act*.

To the exclusion of municipal agencies and educational, health and social services establishments, nearly one hundred and fifty departments and agencies make up Québec's public service.

Other mechanisms complementary to the activities of the Comité interministériel de développement durable will be quickly implemented so that all government agencies fully participate in the government strategy's application, strive to reach its objectives and help carry out other measures and objectives of the Act in matters pertaining to measurement indicators, reporting mechanisms and the promotion of sustainable development. Among other things, for each of the twenty-nine objectives of the strategy, meetings (by objective, group of objectives or directions) will be held every two years (2010 and 2012) to allow all the departments and agencies that have adopted actions to contribute to reaching an objective to exchange, react, evaluate their performance and adjust the action plans to maximize attainment of the objectives in time for the five-year report provided for by the law.

<sup>19</sup> The Sustainable Development Commissioner was appointed in December 2006 by the Auditor General of Québec.

An annual assembly of deputy ministers and organization directors will serve to maintain a level of ongoing training of these directors, to discuss implementation reports, to share experiences and to agree on other essential activities or horizontal fields which, in addition to the essential activities provided for by the Strategy, will serve to rally several departments and organizations around common actions, targets and schedules. The *Forum des dirigeants d'organismes* will be asked to help organize these activities.

#### Municipal agencies, educational, health and social services establishments

The *Sustainable Development Act* stipulates that a government decree is required to determine the date on which one or more provisions of the Act may apply to these agencies and establishments, taking the necessary adaptations into account. The government intends to consult the representatives of the agencies concerned to reach an agreement on the terms and schedule for any measure arising from the Act or the Strategy that could have significant impacts on them.

Again, the Act stipulates that these agencies and establishments may voluntarily disclose the objectives and interventions they have planned in their areas of expertise and according to their attributions in order to contribute to sustainable development and implementation of the government strategy.

Initially, the government intends to invite the educational, health and social services establishments and municipal agencies to voluntarily make public, within twenty-four months following adoption of the strategy, a first report on their contribution to the objectives of sustainable development, by reporting their most successful initiatives and exemplary practices. For example, the contribution made by the Brundtland Green Establishments<sup>20</sup> to raising the awareness of young Quebecers needs to be pointed out. They could be invited to talk about their contribution to sustainable development and invite other establishments to join them in their initiative.

The government could also encourage sustainable development undertakings within targeted agencies and establishments.

#### TRAINING AND DECISION-MAKING AIDS

Working closely with all departments and agencies, the ministère du Développement durable, de l'Environnement et des Parcs will propose various complementary information, awareness raising, training and accompaniment activities on implementation of the sustainable development initiative for targeted classes of public service personnel. Among other things, these activities will target the content, application and monitoring of the Act and the Government Sustainable Development Strategy.

The activities will be articulated around the drafting and implementation of the *government awareness and training plan* described by the essential activity set forth under priority and strategic direction no. 1 – Inform, make aware, educate, innovate. Activities include an action plan for raising awareness and training the persons responsible for the major intergovernmental committees, which will be adopted by winter 2008, given their role of influence with regard to policies, practices and action plans. The Forum des directeurs de communication and the Forum des directeurs de ressources humaines will be asked to help develop and implement these plans.

The government also intends to promote, develop and use analysis grids and other methodological tools to be ready to better integrate sustainable development into its decisions. Decision-making aids will also be promoted to encourage the personnel concerned to use them. For example, with respect to requests for financial assistance submitted to them, analysts of the departments and agencies will soon have an evaluation grid for the principles set forth in the *Sustainable Development Act*. Some of these mechanisms and tools developed by the ministère du Développement durable, de l'Environnement et des Parcs, as coordinator of the initiative, have already been put in place or will be in 2008, notably the following:

- *A guide for the preparation of a sustainable development action plan*: the guide facilitates the reflection process and coherence of the government's intervention. The employees responsible for drawing up the action plans have already started training on its use.
- *Sustainable development extranet*: operational since spring 2007, the Extranet allows for sharing information, expertise and experiences between the one hundred and fifty departments and organizations targeted by the law. It facilitates the appropriation of the sustainable development initiative, limits the range of tools prepared by the departments and agencies and facilitates

20 Nearly 1000 elementary and secondary schools and colleges in Québec have obtained Brundtland Green Establishment status for their actions centred around the themes of environment, democracy, sharing, cooperation, equity, solidarity, respect, peace and human rights, which are highlighted in the Brundtland Report *Our Common Future*.

exchange and retroaction. Among other things it allows for equipping the departments and organizations for their awareness raising and communication activities with their personnel, their clientele and their communities.

- *A guide to incorporating the sustainable development principles*: a validated version of this guide will be available in 2008. Coherence necessarily includes the 16 sustainable development principles.
- *Environmental management framework*: drawing from the past and taking inspiration from the strictest international standards, the environmental management framework project will allow for action that will have concrete benefits for the environment. It will be proposed to the government departments and agencies in 2008. The *Forum des gestionnaires en ressources matérielles* will be asked to contribute to this initiative, as well as to the work involved in adopting ecoresponsible procurement practices.
- *Sustainable development watch*: sustainable development mechanisms and monitoring products are being developed on an ongoing basis and made available to the government departments and agencies. They will continue to be improved upon to become strategic information tools for managers and their employees in their sustainable development initiatives.
- *Strategic planning and sustainable development action plan*: information and exchange activities between heads of departments and organizations assigned to strategic planning for their organizations and those responsible for the sustainable development action plans, will be quickly brought together in a perspective of networking, awareness raising, training and coaching. These activities will be carried out in collaboration with the governmental Groupe de planification stratégique (GPS), the Secrétariat du Conseil du trésor and the ministère du Conseil exécutif.
- *Needs identification tools for specialized consultants*: aids for public and private organizations to identify their needs with regard to specialized consultants will be developed and proposed, among other things, to help in their voluntary sustainable development initiative. Municipal associations (UMQ, FQM) will help develop these tools to more specifically meet the needs of their members.

Each department and organization will also ensure that measures are implemented so that their personnel gets involved in the sustainable development action plan's realization. For example, a pamphlet on the Act and the principles of sustainable development was produced to be distributed to all personnel of the administration as part of the awareness raising activities conducted by their departments and organizations.

## PUBLIC COMMUNICATION AND INFORMATION PLAN

Québec's sustainable development initiative is relying on information, awareness, consultation and the commitment of all players concerned within government and society. The government in cooperation with all departments and agencies will prepare a communication and public information plan bearing on the content and implementation of the sustainable development strategy and on sectoral achievements contributing to its success.

### Interactive information system

As part of the Government On-line initiative, Portail Québec, the Québec government's Web site will facilitate consultation on sustainable development. Portail Québec will provide information on topics related to the initiative and enable visitors to submit comments and suggestions. Anyone wanting clarification on the government's performance on the sustainable development strategy may submit their questions to the departments and agencies concerned.

A government public communication and information plan will be drafted in collaboration with department communications directors. A first version will be available by spring 2008. The communication and public information plan will use the various means of communication to deliver messages on a broad scale. Initially it will integrate messages, content and feedback mechanisms in the programs, campaigns, activities and regular information tools of each department and agency.

### Sustainable development forums

When the reports on the implementation of the Government Sustainable Development Strategy are published, the government plans to give the population the opportunity to debate and discuss the progress that has been made and the difficulties encountered in the sustainable development implementation initiative.

## Coherence – A priority and a management mode

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The mechanisms for implementation of the Government Sustainable Development Strategy are a means to articulate the capacity for reporting, ensuring coherence of the government's intervention and guaranteeing the delivery of the departments' and agencies' sustainable development action plans. To reach these objectives, the following mechanisms will be implemented:

- **Guide for drafting a sustainable development action plan:** its features will ensure that the quality of the action plans and annual reports is comparable and complementary to the products generated by the government strategic plan.
- **Government plan for raising awareness and training of public administration employees** (see the essential activity for the strategic direction “Inform, make aware, educate, innovate”).
- **Annual assembly of deputy ministers and organization managers** to discuss implementation reports, conduct training activities and share experiences, agree on horizontal fields, etc.
- **Comité interministériel du développement durable:** its membership will be expanded to include more government agencies with the departments.
- **Harmonisation of operations related to sustainable development strategic plans and action plans** of departments and organizations: to ensure harmonization between these two important activities, guarantee a lightened administration and learn from the planning exercises.
- **Essential activities:** accelerated implementation around the targets and schedules of the three essential activities provided for by the strategy (priority directions 1, 3 and 6).
- **Meetings every two years of departments and organizations that have adopted actions to contribute to attainment of the same objective:** exchanges, training, networking and retroaction to maximize the chances of reaching the government objectives.
- **Awareness and training of persons in charge of the intergovernmental committees:** awareness raising and training on the process, the Act, the Strategy and the sustainable development action plans to favour increased and accelerated coherence in the decision-making processes and drafting of the action plans.
- **Sustainable development indicators:** consultations with interested organizations to ensure accountability of actions undertaken by public, private or citizen groups in sustainable development in order that the assessment of Québec's progress reflect this reality.
- **Taking into account of sustainable development principles:** develop tools adapted to the realities of organizations to facilitate the initiatives of departments and agencies while preserving the coherence of government intervention.
- **Sharing information, tools, experiences and expertise among departments and agencies:** create and maintain physical and electronic sites for sharing, exchanging and networking to, among other things, allow the departments and agencies to disseminate information on their actions and on the sustainable development process in a manner that is fully coherent with the government objectives.
- **Involvement of government's young employees:** when there is one, the youth table of each department and agency will be involved in the drafting and implementation of the sustainable development action plans.



# Appendix I

## Addressing Required Issues

The *Sustainable Development Act* requires the following issues to be addressed in the first version of the Government Sustainable Development Strategy. These issues are covered in the sections indicated below.

REQUIRED ISSUES	CORRESPONDING SECTIONS
<p>1. The sustainable development information and education measures to be implemented, in particular for certain classes of public service personnel.</p>	<p>Direction 1, Objectives 1 and 2            Direction 2, Objective 4            Direction 3, Objective 10 and essential activity            Direction 4, Objective 11</p> <p>Implementation, monitoring and evaluation mechanisms and means – Training and decision-making tools – Communication and public information plan</p>
<p>2. The development of tools or models for the design, determination and analysis of projects in terms of sustainable development, among other things to take into account all the principles of sustainable development or to implement approaches related to those principles, in particular concerning the life cycle of products and services.</p>	<p>Direction 3, Objectives 6 and 9            Direction 4, Objective 12            Direction 5, Objective 16</p> <p>Implementation, monitoring and evaluation mechanisms and means – Training and decision-making tools</p>
<p>3. The mechanisms in place to encourage input from the various stakeholders in society.</p>	<p>Direction 1 and 6: essential activity            Direction 8, Objectives 24, 25            Direction 9, Objectives 26, 27, 28, 29</p> <p>Implementation, monitoring and evaluation mechanisms and means – Communication and public information plan</p>
<p>4. The means selected to foster an integrated approach and the coherence of the various interventions undertaken in the area of sustainable development by the local and regional authorities concerned, including those undertaken by the Native communities.</p>	<p>Direction 6, Objectives 18, 19, 20 and essential activity</p> <p>Implementation, monitoring and evaluation mechanisms and means – Involvement of key players</p>





# Appendix 2

## Government Sustainable Development Strategy – Summary Table

### VISION

Section 2 of the Act defines sustainable development as “development that meets the needs of the present without compromising the ability of future generations to meet their own needs. Sustainable development is based on a long-term approach which takes into account the inextricable nature of the environmental, social and economic dimensions of development activities.” This definition translates into the following vision of sustainable development

proposed by the government: “A society in which the citizen’s quality of life is a reality. A responsible, innovative society capable of excellence in all its achievements. A society based on harmony between economic vitality, environmental quality and social equity.” A society inspired by a State whose spirited and enlivened leadership leads it to reach this vision. For the Québec government, sustainable development is a dynamic and fundamental guiding force.

### ISSUES

Issues 1 : **Develop knowledge**

Issues 2 : **Promote responsible action**

Issues 3 : **Foster commitment**

### STRATEGIC DIRECTIONS AND OBJECTIVES

The Sustainable Development Act requires that all sixteen principles always be taken into consideration. This table only illustrates those that are most closely related to the directions.

STRATEGIC DIRECTIONS (and areas of intervention)	KEY PRINCIPLES	OBJECTIVES	EXAMPLES OF ACTIONS UNDERWAY
<b>I. Inform, raise awareness, educate, innovate</b> (information/education and training, / research and innovation)  <b>PRIORITY DIRECTION</b>	<ul style="list-style-type: none"> <li>Participation and commitment</li> <li>Access to knowledge</li> </ul>	1. Make people increasingly aware of sustainable development concept and principles. Promote knowledge and experience sharing in this area and assimilate knowledge and know-how facilitating its implementation.	On its Web site, the Office de protection du consommateur presents information concerning responsible consumption.  <i>Le Coin de Rafale</i> , the Web site youth section of the ministère du Développement durable, de l'Environnement et des Parcs, proposes adventures and information capsules for young people.
		2. Create and periodically update Québec's sustainable development profile.	The Institut de la statistique du Québec regularly publishes economic and social indicators for Québec.
		3. Support research and new practices and technologies contributing to sustainable development and maximize spinoffs in Québec.	“Expertise recherche Québec” came about under the Québec Science and Innovation Policy to enrich research and innovation monitoring.

The Sustainable Development Act requires that all sixteen principles always be taken into consideration. This table only illustrates those that are most closely related to the directions.

STRATEGIC DIRECTIONS (and areas of intervention)	KEY PRINCIPLES	OBJECTIVES	EXAMPLES OF ACTIONS UNDERWAY
<p><b>2. Reduce and manage risks to improve health, safety and the environment</b> (preventive approach, concerted risk management)</p>	<ul style="list-style-type: none"> <li>• Prevention</li> <li>• Precaution</li> <li>• Environmental protection</li> <li>• Access to knowledge</li> <li>• Health and quality of life</li> </ul>	<p>4. Continue developing and promoting a culture of prevention and define conditions to improve health, safety and the environment.</p>	<p>The Commission de la santé et de la sécurité au travail adopted a youth action plan, a construction action plan and a <i>machine safety</i> action plan to develop a culture of prevention.</p> <p>The ministère de la Santé et des Services sociaux launched the Programme de promotion des saines habitudes de vie.</p>
		<p>5. Better prepare communities to face events that could harm their health and safety and mitigate consequences.</p>	<p>The ministère de la Sécurité publique coordinates the adoption of risk coverage schematics and supports the drafting of civil security plans by the communities.</p>
<p><b>3. Produce and consume responsibly</b> (ecoresponsible production and consumption activities/ethics, ecoconditionality and social responsibility)</p> <p><b>PRIORITY DIRECTION</b></p>	<ul style="list-style-type: none"> <li>• Environmental protection</li> <li>• Respect for ecosystem support capacity</li> <li>• Responsible production and consumption</li> <li>• Polluter pays</li> </ul>	<p>6. Apply environmental management measures and an ecoresponsible procurement policy to departments and government agencies.</p>	<p>The Centre de services partagés du Québec has adopted an in-house ecoresponsible procurement policy.</p> <p>State enterprises such as Hydro-Québec, Loto-Québec and the Société des alcools du Québec stand out for their socially and environmentally responsible conduct.</p>
		<p>7. Encourage reduction in the quantity of energy, natural resources and materials used to produce and market goods and services.</p>	<p>The Société immobilière du Québec has received environmental certification for several public buildings.</p>
		<p>8. Increase the share of renewable energies having less impact on the environment (biofuels, biomass, solar energy, wind power, geothermal energy, hydro-electricity, etc.) in Québec's energy budget.</p>	<p>The <i>Stratégie énergétique du Québec</i> includes several measures to increase the share of renewable energies.</p> <p>Québec's climate change action plan allows for fighting greenhouse gas emissions while learning to adapt to climate change.</p>
		<p>9. Apply more ecoconditionality and social accountability in public assistance programs and encourage their implementation in financial institutions' programs.</p>	<p>Through its <i>Programme de remboursement des taxes foncières aux exploitations agricoles</i>, the ministère de l'Agriculture, des Pêcheries et de l'Alimentation has developed an approach to applying ecoconditionality in the farming sector.</p>
<p>10. Provide the reference points required to make enlightened, responsible consumer choices and promote goods and services certification.</p>	<p>The ministère du Tourisme, supported by the Bureau de normalisation du Québec, established a Quality program whose aim is to classify tourist products.</p>		

The Sustainable Development Act requires that all sixteen principles always be taken into consideration. This table only illustrates those that are most closely related to the directions.

STRATEGIC DIRECTIONS (and areas of intervention)	KEY PRINCIPLES	OBJECTIVES	EXAMPLES OF ACTIONS UNDERWAY
<b>4. Increase economic efficiency</b> (externalities/measures with economic impacts and ecofiscality)	<ul style="list-style-type: none"> <li>• Economic efficiency</li> <li>• Internalization of costs</li> <li>• Polluter pays</li> </ul>	11. Increasingly reveal the externalities associated with goods and services production and consumption.	Under the Environment Quality Act, businesses that market or distribute packaging or printed material must compensate the municipalities for recovery and reuse services designated by the government.
		12. Promote recourse to economic fiscal and non-fiscal incentives so that goods and services production and consumption reflect sustainable development imperatives.	Recyc-Québec administers a royalty collected on each new tire sold, to finance the reuse of discarded tires.
<b>5. Address demographic changes</b> (demographic balance/ employment and economic development)	<ul style="list-style-type: none"> <li>• Economic efficiency</li> <li>• Health and quality of life</li> <li>• Social equity and solidarity</li> </ul>	13. Improve Québec's demographic profile and that of its regions.	The Québec Parental Insurance Plan gives better financial support to parents who leave the job market to have or adopt a child.
		14. Promote family life and facilitate the balance between work, school and personal life.	The Youth Policy of the ministère de l'Agriculture, des Pêcheries et de l'Alimentation proposes an approach that promotes quality of life, training, coaching and access to the profession.  The Reduced Contribution Plan increases access to childcare services for all families.
		15. Increase standard of living.	The government's economic development strategy – The Québec Advantage – is specifically aimed at increasing the standard of living of Quebecers.
		16. Increase productivity and the quality of jobs through ecologically and socially responsible measures.	The government employment plan, among other things, aims to increase manpower qualification.
		17. Keep public finances healthy for the generations to come.	Québec set up the Generations Fund to reduce the debt load.

The Sustainable Development Act requires that all sixteen principles always be taken into consideration. This table only illustrates those that are most closely related to the directions.

STRATEGIC DIRECTIONS (and areas of intervention)	KEY PRINCIPLES	OBJECTIVES	EXAMPLES OF ACTIONS UNDERWAY
<p><b>6. Sustainable and integrated land use and development</b> (integrated land management/ improvement of human settlements)</p> <p><b>PRIORITY DIRECTION</b></p>	<ul style="list-style-type: none"> <li>• Subsidiarity</li> <li>• Protection of cultural heritage</li> <li>• Preservation of biodiversity</li> <li>• Health and quality of life</li> <li>• Respect for ecosystem support capacity</li> <li>• Environmental protection</li> </ul>	<p>18. Integrate sustainable development imperatives into land use strategies and plans and regional and local development.</p>	<p>The Commission de protection du territoire agricole promotes land conservation for agricultural purposes.</p> <p>The National Water Policy promotes integrated water management.</p> <p>The government assigns land using an approach that integrates the three dimensions of sustainable development in land and natural resources use.</p>
		<p>19. Strengthen the viability and resilience of urban, rural and territorial communities and Native communities.</p>	<p>The government has tasked the Conférences régionales des élus with establishing a development plan within a perspective of sustainable development.</p>
		<p>20. Provide access to basic services according to regional and local realities, with a view to equity and efficiency.</p>	<p>Portail Québec offers citizens and businesses services that provide access to government services.</p>
<p><b>7. Preserve and share the collective heritage</b> (collective heritage management/ cooperation/solidarity)</p>	<ul style="list-style-type: none"> <li>• Inter-governmental partnership and cooperation</li> <li>• Precaution</li> <li>• Prevention</li> <li>• Respect for ecosystem support capacity</li> <li>• Protection of cultural heritage</li> <li>• Biodiversity preservation</li> </ul>	<p>21. Step up conservation and development of the cultural and scientific heritage.</p>	<p>The Estran project in Gaspésie uses an innovative landscape management approach that is based on concertation.</p> <p>The ministère de la Culture, des Communications et de la Conditions féminine keeps a register of Québec's natural culture.</p>
		<p>22. Protect and promote natural heritage and resources within the support capacity of ecosystems.</p>	<p>The government adopted Québec's Biodiversity Strategy.</p>
		<p>23. Step up cooperation with national and international partners on integrated sustainable development projects.</p>	<p>Québec's international policy identifies the international solidarity effort as one of the government's key international affairs objectives.</p> <p>The Québec government and ten other governments signed an international agreement for the sustainable development of the Great Lakes and St. Lawrence River waters.</p>

The Sustainable Development Act requires that all sixteen principles always be taken into consideration. This table only illustrates those that are most closely related to the directions.

STRATEGIC DIRECTIONS (and areas of intervention)	KEY PRINCIPLES	OBJECTIVES	EXAMPLES OF ACTIONS UNDERWAY
<b>8. Promote social involvement</b> (community action and democratic life)	<ul style="list-style-type: none"> <li>• Participation and commitment</li> <li>• Inter-governmental partnership and cooperation</li> <li>• Social equity and solidarity</li> </ul>	24. Increase citizens' involvement in their community.	The government adopted a community action plan.
		25. Increase citizens' involvement in decision-making.	Since 1978, the Bureau d'audiences publiques sur l'environnement has acted as a catalyst for the participation of citizens in government decision-making.
<b>9. Prevent and reduce social and economic inequality</b> (solidarity/social integration)	<ul style="list-style-type: none"> <li>• Social equity and solidarity</li> <li>• Inter-governmental partnership and cooperation</li> <li>• Economic efficiency</li> </ul>	26. Prevent poverty and social exclusion.	The Québec government adopted a government action plan to fight poverty and social exclusion.
		27. Increase participation in ongoing training activities and manpower qualification.	The government plan for employment, among other things, aims to increase the job market qualifications of citizens.
		28. Increase schooling, number of graduates and the population's qualification.	The Government Policy on Adult Education and Continuing Education and Training ensures basic training, increases skill levels and removes obstacles to access.
		29. Support initiatives of the social economy sector aimed at the sustainable integration of people outside the job market.	The government supports the development of social economy enterprises, particularly in the personal services sector, community housing, social tourism and the environment.



# Appendix 3

## Objectives and “Reference” Indicators

NOTE: Not to be confused with the Sustainable Development Indicators for measuring the progress made by Québec society with its sustainable development approach, which will be submitted to a public consultation in 2008.

The objective of this appendix is to demonstrate that the government departments and agencies, for each of the 29 objectives of the Strategy, have examples, indicators and measurement tools they can use to measure each ACTION in their Sustainable Development Action Plan. None of the “reference” indicators should be interpreted as obligatory nor as an absolute requirement. They are essentially aimed at demonstrating that government intervention in the implementation of each objective can be done in a measurable and coherent fashion.

Each action in an action plan will normally only refer to one indicator. Initiatives for which an action could be refined into more than one component could be measured by in-house indicators.

**A “reference” indicator is a guide, for example,** to assist a department or agency in its choice of a measurable, efficient indicator that will enable it to formally demonstrate how the action it has selected contributes to reaching the government strategy’s objective.

This list is not final and the Comité interministériel du développement durable (CIDD) will make changes to it as work on the sustainable development action plans progresses and mechanisms for the production of periodical assessments of the Strategy are adopted.

STRATEGIC DIRECTIONS (and areas of intervention)	OBJECTIVES	“REFERENCE” INDICATORS FOR SUSTAINABLE DEVELOPMENT ACTIONS
<b>I. Inform, raise awareness, educate, innovate</b> (information/education and training, / research and innovation)  <b>PRIORITY DIRECTION</b>	1. Make people increasingly aware of sustainable development concept and principles. Promote knowledge and experience sharing in this area and assimilate knowledge and know-how facilitating its implementation.	<ul style="list-style-type: none"> <li>• Departments and agencies take part in “Essential Activities”.</li> <li>• Municipal organizations, health and education networks and other players in society that have adopted a sustainable development approach: numbers (agencies, approach).</li> <li>• Raising awareness of the process and practice of sustainable development/Training on specific aspects of the process: targeted clientele and participants.</li> </ul>
	2. Create and periodically update Québec’s sustainable development profile.	<ul style="list-style-type: none"> <li>• Annual and periodical reports and assessments of Québec’s sustainable development process/attainment of the Government Sustainable Development Strategy objectives: number, frequency.</li> <li>• Annual reports of departments and agencies reporting on the realization of their sustainable development activities or action plans: number, frequency.</li> <li>• Information, awareness and consultation activities to produce profiles or assessments, to discuss or agree upon: clientele targeted and reached.</li> </ul>
	3. Support research and new practices and technologies contributing to sustainable development and maximizing spinoffs in Québec.	<ul style="list-style-type: none"> <li>• Portion of GDP allocated to RD expenses.</li> <li>• Government credits allocated to RD: total RD and RD specifically allocated to sustainable development process.</li> <li>• Dissemination tools (reports, assessments, publications, events, conferences, etc.) on innovative practices relevant to the sustainable development process: clientele targeted and reached.</li> </ul>



<b>STRATEGIC DIRECTIONS</b> <i>(and areas of intervention)</i>	<b>OBJECTIVES</b>	<b>“REFERENCE” INDICATORS FOR SUSTAINABLE DEVELOPMENT ACTIONS</b>
<b>2. Reduce and manage risks to improve health, safety and the environment</b> (preventive approach, concerted risk management)	4. Continue developing and promoting a culture of prevention and define conditions to improve health, safety and the environment.	<ul style="list-style-type: none"> <li>• Statistics of interest on workplace injuries and accidents and occupational illnesses: numbers, rate, frequency, government expenses for prevention, results, etc.</li> <li>• Statistics of interest on the health of young people, adults and the population in general (prevalence of obesity and overweight, establishments with health programs, life expectancy in good health, etc.): numbers, rate, frequency, government spending for prevention, results, etc.</li> <li>• Prevention programs, activities and tools for information, consultation and dissemination of results of promotional and prevention activities: targeted risks, clientele targeted and reached.</li> </ul>
	5. Better prepare communities to face events that could harm their health and safety and mitigate consequences.	<ul style="list-style-type: none"> <li>• Statistics of interest on events, government financial aid paid following events, the number of fire risk coverage schematics adopted by municipal authorities, crime, training programs, etc.</li> <li>• Statistics of general interest on first respondents (firefighter physicians, police officers, ambulance technicians, volunteers, etc.) and other resources enabling risk management and response to events.</li> <li>• Information, consultation and dissemination of results and tools: clientele targeted and reached.</li> </ul>

STRATEGIC DIRECTIONS (and areas of intervention)	OBJECTIVES	"REFERENCE" INDICATORS FOR SUSTAINABLE DEVELOPMENT ACTIONS
<b>3. Produce and consume responsibly</b> (eco-responsible production and consumption activities/ethics, eco-conditionality and social responsibility)  <b>PRIORITY DIRECTION</b>	6. Apply environmental management measures and an eco-responsible procurement policy to departments and government agencies.	<ul style="list-style-type: none"> <li>Statistics compliant with objectives of government policies (residual waste, climate change, energy strategy, etc.): recovery rate for residual waste, reduction rate for greenhouse gas emissions, energy consumption, etc.</li> <li>Environmental policies, frameworks or management systems/ Eco-responsible procurement policies or practices: numbers (organisations, employees targeted), products, results.</li> <li>Activities: raising awareness of personnel and clientele/ dissemination of tools and results: clientele targeted and reached.</li> </ul>
	7. Encourage reduction in the quantity of energy, natural resources and materials used to produce and market goods and services.	<ul style="list-style-type: none"> <li>Statistics compliant with objectives of the government policies (climate change, energy strategy, public transit, etc.): level of consumption, reduction rate, development, emissions level, volume of products, etc.</li> <li>Information, consultation and promotion activities and tools and dissemination of tools and results: targeted and reached clientele.</li> </ul>
	8. Increase the share of renewable energies having less impact on the environment (biofuels, biomass, solar energy, wind power, geothermal energy, hydro-electricity, etc.) in Québec's energy consumption.	<ul style="list-style-type: none"> <li>Statistics of interest demonstrating increase of renewable energy share of Québec's energy budget: levels of renewable energies consumed, production of renewable energies, substitution of non-renewable energies by renewable energies, etc.</li> <li>Demonstrations and incentive programs to increase renewable energies' share: nature, scope, clientele targeted and reached, results.</li> <li>Awareness-raising, consultation and results dissemination: clientele targeted and reached.</li> </ul>
	9. Apply more eco-conditionality and social accountability in public assistance programs and encourage their implementation in financial institutions' programs.	<ul style="list-style-type: none"> <li>Programs evaluated and identified for their potential for application of eco-conditionality/ Programs applying eco-conditionality or social responsibility criteria: numbers, nature of criteria, clientele targeted, etc.</li> <li>Results of programs applying eco-conditionality and social responsibility/financial institution programs: rates of participation of clientele, environmental and social improvements obtained, financial values at issue, management costs, etc.</li> <li>Awareness activities (public and private organizations): clientele targeted and reached.</li> </ul>
	10. Provide the reference points required to make enlightened, responsible consumer choices and promote goods and services certification.	<ul style="list-style-type: none"> <li>Statistics of interest: government measures and other tallied measures, sectors, clientele targeted, number and ratio of standardized or certified products, etc.</li> <li>Tools (guides, instructions, policies, etc.) for public organizations/the population and other players for making responsible consumer choices/certification of products and services: numbers, clientele targeted.</li> <li>Information, consultation and dissemination activities: clientele targeted and reached.</li> </ul>
<b>4. Increase economic efficiency</b> (externalities/measures with economic impacts and eco-fiscality)	11. Increasingly reveal the externalities associated with goods and services production and consumption.	<ul style="list-style-type: none"> <li>Information, consultation and results dissemination activities: clientele targeted and reached.</li> <li>Measures adopted by the government/by other players revealing other externalities: numbers, financial scope.</li> </ul>
	12. Promote recourse to economic fiscal and non-fiscal incentives so that goods and services production and consumption reflect sustainable development imperatives.	<ul style="list-style-type: none"> <li>Statistics of interest on implementation and results: number of businesses or organizations that have been supported financially or that have adopted measures in line with the objective.</li> <li>Economic instruments in place or enriched: numbers, financial scope, environmental or social gain.</li> <li>Information, consultation and dissemination tools and information: clientele targeted and reached.</li> </ul>

STRATEGIC DIRECTIONS (and areas of intervention)	OBJECTIVES	"REFERENCE" INDICATORS FOR SUSTAINABLE DEVELOPMENT ACTIONS
<b>5. Address demographic changes</b> (demographic balance/employment and economic development)	13. Improve Québec's demographic profile and that of its regions.	<ul style="list-style-type: none"> <li>Statistics of interest on demographic distribution (total and regional decrease or increase, distribution according to gender and age groups, % of births covered by parental insurance plan, changes in migratory balance, immigrating individuals): presence, regional distribution, movements, concentrations, etc.</li> <li>Statistics of interest on demographic profile: birth rate, fertility, mortality, growth, net migration, aging, etc.</li> <li>Information, consultation and results dissemination: clientele targeted and reached.</li> </ul>
	14. Promote family life and facilitate the balance between work, school and personal life.	<ul style="list-style-type: none"> <li>Statistics of interest on family life: level of activity and employment of mothers, number of children per family, part-time volunteer, family leave, childcare services and support, etc.</li> <li>Statistics of interest on reconciliation of work, school and personal life: flexibility of work schedules and holidays, childcare services, preventive leave, etc.</li> <li>Information, consultation and results dissemination: clientele targeted and reached.</li> </ul>
	15. Increase standard of living.	<ul style="list-style-type: none"> <li>Statistics of interest on standard of living/increasing standard of living: personal income and GDP per capita, rate and variability in social assistance by age group, available personal and household income and households living in poverty, changes in growth rate of average income, etc.</li> <li>Information, consultation and results dissemination: clientele targeted and reached.</li> </ul>
	16. Increase productivity and the quality of jobs through ecologically and socially responsible measures.	<ul style="list-style-type: none"> <li>Statistics of interest on productivity/on productivity and quality of jobs: cost of manpower, qualification agreements, businesses benefitting from support measures, growth of investments in machines and equipment, level of activity, work productivity, etc.</li> <li>Information, consultation and results dissemination: clientele targeted and reached.</li> </ul>
	17. Keep public finances healthy for the generations to come.	<ul style="list-style-type: none"> <li>Statistics of interest on public finances: ratio of total government debt on GDP, changes in total government debt per capita, ratio of program spending on GDP, growth in program spending, growth in total spending.</li> <li>Information, consultation and results dissemination: clientele targeted and reached.</li> </ul>

<b>STRATEGIC DIRECTIONS</b> <i>(and areas of intervention)</i>	<b>OBJECTIVES</b>	<b>“REFERENCE” INDICATORS FOR SUSTAINABLE DEVELOPMENT ACTIONS</b>
<b>6. Sustainable and integrated land use and development</b> (integrated land management/ improvement of human settlements)  <b>PRIORITY DIRECTION</b>	18. Integrate sustainable development imperatives into land use strategies and plans and regional and local development.	<ul style="list-style-type: none"> <li>Statistics of interest on integration of sustainable development in regional and local development plans: number of amended development plans, changes in motorized travel (urban sprawl), make-up of households by neighbourhood, changes in farmland, wooded areas, riverside land, etc., watersheds with integrated management, risk zones identified and regulated, etc.</li> <li>Information, consultation and results dissemination: clientele targeted and reached.</li> </ul>
	19. Strengthen the viability and resilience of urban, rural and territorial communities and Native communities.	<ul style="list-style-type: none"> <li>Statistics of interest on viability and resilience of communities: population density, growth rate in regional and local employment, rural agreements by community, apartments renovated with public support, rural development agents, cultural, high speed Internet, etc.</li> <li>Information, consultation and results dissemination: clientele targeted and reached.</li> </ul>
	20. Provide access to basic services according to regional and local realities, with a view to equity and efficiency.	<ul style="list-style-type: none"> <li>Statistics of interest on access to basic services: obtainment of first diploma, library use, physicians per capita, home service delivery, long-term care beds, primary school attendance, healthcare distances, secondary school attendance, regional variability of employees of public networks, regional public services, services and transportation for the disabled, private and public transportation, etc.</li> <li>Information, consultation and results dissemination: clientele targeted and reached.</li> </ul>
<b>7. Preserve and share the collective heritage</b> (collective heritage management/ cooperation/solidarity)	21. Step up the conservation and development of the cultural and scientific heritage.	<ul style="list-style-type: none"> <li>Statistics of interest on the conservation and development of cultural and scientific heritage: directories, rankings, regulations, standards, conservation, restoration or renovation projects, investments, etc.</li> <li>Information, consultation and results dissemination: clientele targeted and reached.</li> </ul>
	22. Protect and promote natural heritage and resources within the support capacity of ecosystems.	<ul style="list-style-type: none"> <li>Statistics of interest on protection and development of natural resources/heritage: protected areas, sampling or processing stations, rehabilitation plans for threatened or vulnerable species, respect for forest potential, exceptional geological sites, restoration of abandoned sites, water quality, protection of riverbanks, protection of landscapes, monitoring wildlife populations, general forest management plans, participation agreements, etc.</li> <li>Information, consultation and results dissemination: clientele targeted and reached.</li> </ul>
	23. Step up cooperation with national and international partners on integrated sustainable development projects.	<ul style="list-style-type: none"> <li>Statistics of interest on cooperation with national and international partners on sustainable development projects (cooperation and solidarity programs and projects, partnerships, cooperation agreements or other constraining instruments, etc.): numbers, variability, organisations and persons targeted, involved, benefitting and participating, involved organizations, etc.</li> <li>Information, consultation and results dissemination: clientele targeted and reached.</li> </ul>

STRATEGIC DIRECTIONS (and areas of intervention)	OBJECTIVES	"REFERENCE" INDICATORS FOR SUSTAINABLE DEVELOPMENT ACTIONS
<b>8. Promote social involvement</b> (social integration/ community action and democratic life)	24. Increase citizens' involvement in their community.	<ul style="list-style-type: none"> <li>Statistics of interest: participants in public consultations, relative share of candidates (youth, women, etc.) in school municipal elections, etc., persons involved in local development committees (rural, CLD, etc.), persons involved in community action, government investments in community action, volunteer hours, etc.</li> <li>Information, consultation and results dissemination: clientele targeted and reached.</li> </ul>
	25. Increase citizens' involvement in decision-making.	<ul style="list-style-type: none"> <li>Decentralized, decision-making sites (regional committees, establishment committees, watershed committees, national and regional wildlife tables, etc.): sites, members, OBNL members, volunteer administrators, direct clientele influenced or governed, administered budget, rate of self-financing, etc.</li> <li>Occasions for participating in the debate and public decision-making organized by government: number of occasions for exchanges, type of activities (consultations, public sessions, etc.), participants, targeted audience, costs, participation in democratic life (rate, etc.), etc.</li> <li>Information, consultation and results dissemination: clientele targeted and reached.</li> </ul>
<b>9. Prevent and reduce social and economic inequality</b> (solidarity/social integration)	26. Prevent poverty and social exclusion.	<ul style="list-style-type: none"> <li>Statistics of interest on participation in the job market/ on jobs available: job rate by category of persons, rate of activity, average duration of exclusion, type of jobs (fulltime, part-time, seasonal, etc.), rates, salaries, statuses (precarious, unionized, etc.).</li> <li>Statistics of interest on economic situation of families and individuals: categories of income, categories of persons, low-income families, social assistance, low rent, affordable, social, community apartments, etc.</li> <li>Information, consultation and results dissemination: clientele targeted and reached.</li> </ul>
	27. Increase schooling, number of graduates and the population's qualification.	<ul style="list-style-type: none"> <li>Statistics of interest on basis training: persons of an age to work with or without a diploma, particular clientele, level of literacy, numbers, rates, etc.</li> <li>Statistics of interest (numbers, rates, duration, etc.) on pre-university, university, graduate and post-graduate training: programs, places, registrations, etc.</li> <li>Information, consultation and results dissemination: clientele targeted and reached.</li> </ul>
	28. Increase participation in ongoing training activities and manpower qualification.	<ul style="list-style-type: none"> <li>Statistics of interest on professional and technical school training: regional accessibility, places, registration, job permanence, declared expenses, etc.</li> <li>Information, consultation and results dissemination: clientele targeted and reached.</li> </ul>
	29. Support initiatives of the social economy sector aimed at the sustainable integration of people outside the job market.	<ul style="list-style-type: none"> <li>Statistics of interest on social economy/spinoffs: job creation and loss/businesses, numbers, job classes, sectors of activity, payroll, turnover; regional breakdown, social spinoffs (beneficiaries of services, etc.), subsidized job insertion, self-financing percentage, etc.</li> <li>Statistics of interest on government intervention aimed at job integration: beneficiaries targeted, measures, participation, budgets, rates of success for interventions, long-term rates of success.</li> <li>Information, consultation and dissemination of results activities: clientele targeted and reached.</li> </ul>

# Appendix 4

## List of Abbreviations and Acronyms

BAPE	Bureau d'audiences publiques sur l'environnement
BOMA	Association des propriétaires et des administrateurs d'immeubles
CEC	Commission for Environmental Cooperation
CIDD	Comité interministériel du développement durable (interdepartmental committee for sustainable development)
CLD	Centre local de développement
CO <sub>2</sub>	Carbon dioxyde
CPE	Centre de la petite enfance (daycare centres)
CRÉ	Conférence régionale des élus (CRE) (regional conference of elected representatives)
CSPQ	Centre de services partagés du Québec
CSST	Commission de la santé et de la sécurité du travail
EMS	Environmental management system
FQM	Fédération des municipalités du Québec
GDP	Gross domestic product
GHG	Greenhouse gases
GPS	Groupe de planification stratégique
ISQ	Institut de la statistique du Québec
JBNQA	James Bay and Northern Québec Agreement
LEED	Leadership in Energy and Environmental Design
MAPAQ	Ministère de l'Agriculture, des Pêcheries et de l'Alimentation
MCCCF	Ministère de la Culture, des Communications et de la Condition féminine
MCE	Ministère du Conseil exécutif
MDDEP	Ministère du Développement durable, de l'Environnement et des Parcs
MDEIE	Ministère du Développement économique, de l'Innovation et de l'Exportation
MÉLS	Ministère de l'Éducation, du Loisir et du Sport
MFA	Ministère de la Famille et des Aînés
MFQ	Ministère des Finances
MRI	Ministère des Relations internationales
MRNF	Ministère des Ressources naturelles et de la Faune
MSP	Ministère de la Sécurité publique
MSSS	Ministère de la Santé et des services sociaux
Mt	Megatonne
MTQ	Ministère des Transports
MW	Megawatt
NPO	Non-profit organisation
OECD	Organisation for Economic Co-operation and Development
RCM	Regional municipal county
RD	Research and development
SCT	Secrétariat du Conseil du trésor
SIQ	Société immobilière du Québec
SME	Small and medium enterprise
TPE	Tonne of petroleum equivalent
TWh	Terawatt-hour
UMQ	Union des municipalités du Québec
UPA	Union des producteurs agricoles









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