



Public Works and
Government Services
Canada

Travaux publics et
Services gouvernementaux
Canada

PUBLIC WORKS AND GOVERNMENT SERVICES CANADA

Sustainable Development Strategy 2003



www.pwgsc.gc.ca/sd-env/sds2003/strategy/toc-e.html



Canada 

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Cat. No.: P35-99/2003

ISBN: 0-662-67915-6

Published January 2004

This document is available at:

<http://www.pwgsc.gc.ca/sd-env/sds2003/strategy/toc-e.html>

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Message from the Minister



The Government of Canada's goal is to become a model of environmental excellence in its own operations. PWGSC has contributed to this commitment by taking the lead on key initiatives in areas such as recycling, waste management, water quality, energy efficiency and the reduction of greenhouse gas emissions. We are determined to build on our leadership role within government to become a nationally and internationally recognized leader in the promotion and implementation of innovative sustainable development and environmental practices.

Since PWGSC tabled its first sustainable development strategy in the House of Commons in 1997, we have worked to create a climate that is supportive of these practices. Thanks to these efforts, we are now witnessing across government a growing understanding of how operating sustainably can enhance and support Canada's social, economic and environmental progress.

We will continue to lead by example. PWGSC will reinforce our role as a national centre of expertise in the area of sustainable building design and construction, as well as environmentally responsible property and land management.

As the largest landlord in Canada, the Department will build on its role as a "good neighbour," making sure its own plans and priorities contribute to broader community goals. PWGSC will work to preserve Canada's architectural heritage, promote new approaches to energy conservation and pollution prevention, and share our environmental expertise with the communities in which we operate.

As the largest purchaser of goods and services in the country, PWGSC acts as a national expert in environmentally safe products.

These are worthy challenges and they require that we continue to build upon the understanding and awareness that ultimately support the principles of sustainable development. This remains an ongoing and long-term commitment of this Department.

A handwritten signature in blue ink that reads "Stephen Owen".

Stephen Owen
Minister of Public Works and Government Services

Message from the Deputy Minister



I am very pleased to introduce PWGSC's third Sustainable Development Strategy.

As a common service provider, we have a unique role in helping the Government of Canada meet its ambitious sustainable development targets. We work with other departments to help them make the most environmentally responsible real property, procurement and information technology choices. For today — and for the future.

I am proud of PWGSC's team of professionals. They are recognized leaders in sustainable development, and often share their expertise with other governments in Canada and around the world — whether it's designing and building sustainable office space, developing environmentally responsible procurement practices, or using technology to reduce environmental impact.

Today's definition of sustainable development is about more than simply "being green". It means thinking beyond the environmental aspect of sustainability, and examining the long-term social and economic aspects of our decisions. Our entire Department is committed to this broader approach, which is strongly reflected in this strategy.

PWGSC expertise and experience is making Government of Canada operations more sustainable, and helping to ensure a brighter environmental and economic future for all Canadians.

A handwritten signature in blue ink that reads "I. David Marshall". The signature is stylized with a long horizontal stroke at the end.

I. David Marshall
Deputy Minister

Executive Summary

Introduction

Public Works and Government Services Canada (PWGSC) was among 29 federal departments and agencies that responded to amendments to the *Auditor General Act* requiring that a Sustainable Development Strategy (SDS) be tabled in Parliament by December 1997, and that it be updated every three years. Accordingly, PWGSC is now submitting its third strategy.

Approach

For its third strategy, PWGSC took a different approach to SDS development. First, PWGSC considered social and economic factors in the development of its latest SDS commitments, whereas previous strategies had focused solely on environmental issues. Second, PWGSC wanted to ensure that the commitments in its strategy were consistent with and integrated into the way in which the Department plans and delivers its many services. Through the strategy, the Department endeavours to influence the way in which it: carries out its custodial duties; acquires goods and services on behalf of its colleague departments and agencies; delivers other services to colleague departments and agencies; and conducts its internal operations. The strategy will guide the Department in its contribution to the goal of promoting and achieving sustainable development in the federal government over the next 10-15 years.

Sustainable Development Goals

While PWGSC has moved to a form of service delivery more focused on the requirements of colleague departments and agencies, its roles and responsibilities have not substantially changed since the second sustainable development strategy was tabled in February 2001. The SDS 2003 commitments are therefore updates of the commitments that the Department incorporated in its second strategy, SDS 2000. The overarching goals have remained the same:

- 1) to green¹ PWGSC's operations as a custodian and provider of facilities and common-use office space to federal departments;
- 2) to green services provided to federal departments and agencies as a common service agent; and

¹ In the context of this strategy, the verb 'to green' refers to operating in a more environmentally responsible manner.

- 3) to green the Department's internal operations.

In addition to the original three goals, this SDS includes a fourth goal:

- 4) to provide national and international leadership in the greening of government operations.

Each of the PWGSC commitments relates to one of the four goals listed above. The process of developing the commitments included consultations with PWGSC colleague departments, with other stakeholders, and consultations within the Department. By holding consultation sessions, participating in interdepartmental committees on sustainable development, and evaluating its previous SDS, PWGSC's 2003 SDS commitments will help to progress further toward its sustainable development goals.

PWGSC and Sustainable Building Design

In partnership with British Columbia's public educational broadcaster, the Knowledge Network, PWGSC helped produce a 30-minute documentary on planning and designing environmentally responsible high performance buildings. The documentary will help PWGSC promote environmental awareness in the building industry as well as share its sustainable design vision and expertise.

Introduction

Background

Public Works and Government Services Canada was among 29 federal departments and agencies that responded to amendments to the *Auditor General Act* requiring that a Sustainable Development Strategy (SDS) be tabled in Parliament by December 1997, and that it be updated every three years. This requirement marked the beginning of a formal, government-wide planning and reporting process to implement measures supportive of sustainable development throughout the federal government.

NOTE: A list of acronyms is included as Annex 1 of this document.

PWGSC has successfully implemented the majority of the recommendations set out in its second SDS, which was tabled in February 2001. The Department achieved this success through: continuous monitoring and evaluation of its SDS commitments; seeking and responding to user feedback; identifying lessons learned; and replying to studies and audits carried out by the Commissioner of the Environment and Sustainable Development (CESD). The performance management framework, which included the SDS commitments, is now integrated into the Department's business planning practices.

A Different Approach

For its third SDS, PWGSC took a different approach to SDS development. First, PWGSC considered social and economic factors in the development of its SDS commitments.

Second, PWGSC wanted to ensure that the commitments in its strategy were consistent with, and integrated into, the way in which the Department plans and delivers its many services. The Department, therefore, through this strategy, endeavours to influence the way in which it: carries out its custodial duties; acquires goods and services; delivers services to its colleague departments and agencies; and conducts its internal operations. This strategy will help guide the Department in its contribution toward the goal of promoting and achieving sustainable development in the federal government over the next 10-15 years.

Learning for the Future

In addition to taking a new approach to the development of its strategy, PWGSC assessed its past performance in SDS commitment implementation to identify areas of improvement and possible corrective measures. The Department has also

considered the conclusions of various audits and reports, and has taken into consideration high profile and important socio-economic issues such as water consumption and management.

With a renewed focus on integrated service delivery, PWGSC consulted with other government departments and partners. While the consultation mechanism used by the Department was similar to that of SDS 2000, the new integrated service approach suggests that consultations are increasingly critical to the Department's SDS.

New Considerations

Building on its current efforts in such areas as waste reduction, land management and paperless transactions, PWGSC plays a leadership role among government departments in greening government operations. One of the areas in which PWGSC has broadened the scope of its sustainable development lens is by creating a *Good Neighbour Policy* to address the social, economic and environmental effects of its presence in urban areas. PWGSC's *Good Neighbour Policy* states that 'consideration will be given to local plans and priorities in the delivery of the federal Real Property Program for the provision of office and general purpose space'. PWGSC's real property holdings are the tangible face and presence of the Government of Canada in many local communities. The Department must manage its real estate holdings, not only to meet the requirements and expectations of its users, but also to support the hopes and aspirations of communities.

Working within the Federal Community

During the past three years, federal departments have had the opportunity to build on the challenges and successes presented by their second SDSs. Federal departments recognized the importance of

working together and developing a horizontal approach to sustainable development. Since the second round of strategies, departments have collaborated to identify means by which common SDS commitments and performance measures could be developed. To this end, the Deputy Minister-level Environment and Sustainable Development Coordinating Committee, the Sustainable Federal House in Order initiative, the Sustainable Development in Government Operations initiative, and the Interdepartmental Network on Sustainable Development Strategies, continue to be the main mechanisms to achieve a common approach to SDS development and implementation.

The Way Ahead

PWGSC faces a number of challenges in its efforts to support the goal of sustainable development. One of the most significant challenges will be furthering the

Printing "Green" in Parliament

PWGSC helped the House of Commons (HoC) Printing Services earn the right to bear the EcoLogo[™] label. The team aided in the technical aspects of the program and helped the HoC overcome issues associated with switching to a more environmentally responsible printing process. The HoC Printing Services is the first printer in the federal government, and one of only nine printers in Canada, to meet the stringent environmental standards needed to receive EcoLogo[™] certification.

Department's integration of its SDS into its day-to-day business. As a common service organization, it is important that PWGSC continues to support the operations of other government departments, while remaining a leader in greening government operations. PWGSC will continue to lead by example by being its own most demanding user.

Departmental Profile 2003

Overview

Public Works and Government Services Canada was created in June 1993 through the amalgamation of: Public Works Canada; Supply and Services Canada; the Government Telecommunications Agency; and the Translation Bureau.

The *Department of Public Works and Government Services Act*, July 1996, sets out the legal authority for PWGSC to provide services, including:

- construction;
- maintenance and repair of public works and federal real property;
- provision of office accommodation and other facilities;
- provision of architectural and engineering advice and services;
- planning for and acquiring supplies and services;
- planning and coordinating informatics and telecommunications services;
- the duties and functions of the Receiver General for Canada;
- consulting and auditing services; and
- the provision of translation and related services.

PWGSC administers several Acts, including: the *Expropriation Act*; the *Municipal Grants Act*; the *Ottawa River Act*; the *Bridges Act*; and the *Surplus Crown Assets Act*.

Although PWGSC is involved in procurement, real property and related areas, it is important to note that the *Federal Real Property Act*, the *Financial Administration Act* and their associated regulations, as well as the policies regarding procurement and contracting, all fall within the purview of the Treasury Board Secretariat (TBS). These Acts and policies, which are outside departmental authority, govern the acquisition, use and management of real property in the federal government, as well as procurement and contracting.

PWGSC operates in a complex environment, and its activities are many and diverse. The Department has approximately 14,000 employees supporting the work of nearly 140 federal departments and agencies. It provides office accommodation for some 187,000 public servants and Parliamentarians who work in more than 2,500 locations across the country. PWGSC manages a diverse real property portfolio, including 350 Crown-owned buildings worth more than \$6.8 billion, and administers more than 3,000 leases every year in every province and territory.

Annually, as the nation's largest purchasing agent, PWGSC issues over 58,000 contractual documents for approximately \$10.5 billion of goods and services, based on its colleague departments' purchasing decisions. This represents over 65 percent of the federal government's contracting in goods and services. PWGSC also performs the government's Receiver General functions, prepares the Public Accounts, banks and disburses all public money for the government, and administers the government's payroll and pension plans.

PWGSC Departmental Objective

PWGSC's goal is to provide the best value for taxpayers' dollars in common and central services for the Government of Canada, with due regard for the important values of prudence, probity and transparency. By focusing on what PWGSC does best — providing cost-effective services to government — the Department helps other government departments focus on what *they* do best.

Supporting Good Government for Canadians

In supporting good government for Canadians, PWGSC helps to identify services that Canadians need, and which government is able to deliver with the greatest efficiency and added value. Through the exploration of original approaches and partnerships, PWGSC is a leader in innovative service delivery for government.

Departmental Business Lines

Real Property

PWGSC's real property services include the planning and management of the Department's portfolio of office and other general-purpose space, ranging from multi-purpose complexes in major urban centres to the Parliament buildings. The main objective of this business line is to provide affordable and productive work environments and related services for public servants across Canada. The Department's real property services have two principal functions:

- real property stewardship, which encompasses its custodial responsibilities with respect to real property; and
- the provision of professional and technical services, encompassing architecture and engineering services, real estate services, and property and facilities management.

PWGSC's real property holdings and activities make the Department Canada's largest landlord.

Green and Cool

In collaboration with the Department of Fisheries and Oceans, PWGSC built a new cooling plant and modernized the existing heating plant at the Bedford Institute of Oceanography in Dartmouth, Nova Scotia, to make them more energy efficient. The new cooling plant features a first for a federal government facility — a 'green' roof of prairie grass growing on top.

Procurement

PWGSC provides procurement services to federal government departments and agencies, by contracting for the acquisition of goods and services. Although purchasing decisions are made by other government departments, the Department provides assistance in defining requirements and developing standards. PWGSC also provides acquisition services for complex technical engineering and science products and services, and manages the contracting for major Crown projects (projects over \$100 million). Through these services, PWGSC is Canada's largest purchasing organization, which gives it influence over the supply and demand for many goods and services.

Receiver General for Canada

The Receiver General's functions include the receipt, transfer, holding, disbursement, reconciliation and monitoring of public money on behalf of the Government of Canada. PWGSC administers the government

"Greening" Government Procurement

PWGSC has been a driving force in developing a government-wide Treasury Board policy on green procurement. The policy will direct departments to procure green products and services, where cost effective.

payroll and pension processes, maintains the Central Accounts of Canada and prepares the Public Accounts of Canada.

Information Management and Information Technology Services

PWGSC provides information management and information technology (IM/IT) services to support government operations. The Telecommunications and Informatics Common Services Business Line includes application development, telecommunications, network and computing services. The Department acts as a key delivery agent of the government's IM/IT Federated Infrastructure (a Government On-Line (GOL) project), which provides a Secure Channel for electronic commerce and electronic service delivery government-wide. PWGSC's IM/IT services are delivered through public and private sector partnerships.

Translation Bureau

The Translation Bureau is a special operating agency that provides translation, interpretation, terminology and linguistic services to Parliament and the federal government. When requested, services are also provided: to international organizations; to Canadian provincial, territorial and

municipal governments; and to private-sector organizations, when the work is being performed on behalf of the government. The bureau offers translation, interpretation and linguistic services in Canada's official and Aboriginal languages and in over 100 other languages covering all subject fields.

Consulting and Audit Canada

Consulting and Audit Canada (CAC) is a special operating agency that provides expert advice and audit services to public-sector users on a wide range of topics related to the management of government. CAC's mandate is to provide management consulting services and audit services on an optional and fee-for-service basis to the Government of Canada and to other governments, international organizations and other public-sector agencies.

Changing Circumstances

Although the Department's mandate has not changed appreciably since the tabling of its second SDS three years ago, its operating environment has changed in important ways, as described below. Through a concerted effort, PWGSC has further increased its level of responsiveness to other government departments by exploring new service delivery mechanisms.

As a common service organization, the Department's operations are influenced by many interrelated factors: federal policies and initiatives; changing requirements of colleague departments and agencies; pressures imposed by changes in the socio-economic environment; and pressures imposed by the Department on itself to improve its practices and efficiencies. Factors that may influence the Department's operations over the next three years are described below.

Shared Services Agenda

Shared Services involves the sharing among organizations of a set of corporate services provided through a single service agent. This would involve departments pooling resources within a separate, dedicated service organization to provide corporate services, including financial and human resource functions, previously delivered in-house.

The formalization of a final vision for this agenda, led by the Treasury Board Secretariat (TBS), will undoubtedly have an impact on how PWGSC delivers its services. Through this agenda, TBS is examining ways in which it could operationalize a Shared Services model to government departments.

Canada's Urban Agenda

Addressing Canada's urban issues is a key federal priority. As a landlord, PWGSC is responsible for ensuring that the working accommodations that it provides meet the needs of both the public servants that work in them, as well as the community in which the accommodations are located. PWGSC has the opportunity to lead in promoting and adopting innovative and sustainable infrastructure design, construction, and maintenance practices.

Government On-Line

The Government of Canada is working to become known world-wide as the government best connected to its citizens. This commitment launched the Strategic IM/IT Federated Infrastructure initiative, led jointly by the TB Secretariat and PWGSC. Undertaken with other departments, this initiative will ensure that the government's federated electronic infrastructure will support citizen-centred service delivery. Ultimately, Government On-Line (GOL) will enable the government to provide Canadians with seamless access to a wide range of government services and information through a single window.

PWGSC has identified twenty-one Government On-Line initiatives for completion by 2005. Three of these have been completed:

- Parliament Hill — A Treasure to Explore (<http://www.pwgsc.gc.ca/rps/content/hill-e.html>);
- Consulting and Audit Canada Services On-Line (<http://www.cac.gc.ca/corp/internet/CACInternet.nsf/vmain/higyp243?OpenDocument>); and
- The Receiver General "Buy" Button: More departments will be able to offer the Receiver General "Buy" Button as a way to pay for on-line purchases in the future. (http://www.pwgsc.gc.ca/gol/publicReports/publicReports_2002/receiverGeneral-e.html)

The remaining initiatives are in various stages of completion.

Sustainable Procurement

A Sustainable Development Acquisitions Plan has been developed to set out how PWGSC will help itself, and other federal government departments and agencies, to include environmental considerations when procuring goods and services. PWGSC is a co-chair of the Sustainable Development in Government Operations (SDGO) Green Procurement Task Group; the role of the group is to provide direction, facilitate action and support existing mechanisms and policies to move forward with green procurement. Together with Environment Canada and NRCan, PWGSC is developing the Treasury Board submission for a Federal Green Procurement Policy. The design of the electronic Government of Canada Marketplace will facilitate green purchases by all departments using the service, as well as the reporting on these purchases.

Sustainable Development and Green Procurement is a consideration within the government-wide Procurement Reform Initiative. The initiative focuses on three fronts: strengthening the policy framework, streamlining and improving the process, and renewing and developing human resources. The expected result is a more timely, effective and efficient procurement system. PWGSC is a lead player together with TBS and the Department of National Defence.

Federal House in Order Initiative

As part of its Federal House in Order Initiative (FHiO), the Government of Canada plans to reduce greenhouse gas emissions within its own operations. Since 1990, PWGSC has reduced its greenhouse gas emissions by approximately 20 percent and, in the process, has reduced its annual energy bill by some \$16 million. In so doing, it has supported the federal government's commitment to lead by example in this critical area, and helped demonstrate that cost-efficiency and environmental responsibility can be achieved simultaneously.

PWGSC's Sustainable Development Orientation

The profile presented above reflects both the Department's role as a common service organization, and its user-focused orientation. PWGSC's mandate has enabled the Department to focus on implementing measures supportive of sustainable development in its own operations, and to take a leadership role in sustainable development by sharing of its expertise with partners and providing value-added services to colleague departments and agencies. Because of PWGSC's horizontal role, the Department is in a position to present a unified and cohesive voice for the Government of Canada on sustainable development, particularly as it pertains to operations. The consultation section of this strategy covers a more extensive list of PWGSC's involvement in various key areas. (See Annex 2).

New Buildings Designed for Energy Efficiency

PWGSC's requirement for the energy efficiency of new building design is already 25 percent more efficient than the Model National Energy Code for Buildings (MNECB) reference. In the future, the Department will aim for buildings that are 40 percent more efficient than the MNECB standard, while still cost effective.

SDS 2000 — Evaluation of Progress

General Orientation

In preparing this strategy, the Department reviewed its previous strategy to determine whether the commitments made were sufficiently ambitious, and whether they represented PWGSC's best possible contribution to the government's sustainable development agenda. Due to the highly operational nature of its mandate and activities, PWGSC has concentrated primarily on the environmental dimension of sustainable development, as opposed to the social or economic dimensions, with the understanding that all three dimensions are fundamentally linked. Thus, focus on one aspect affects the other two dimensions.

Further, as an organization that provides other government departments with services in the area of accommodation, real estate, architecture and engineering, procurement and contracting, IM/IT, and in other key areas of infrastructure, PWGSC has pursued the government's commitment to become a model of environmental excellence in its own operations. In doing so, the Department has provided national leadership in such key areas as: multimaterial recycling; polychlorinated biphenyl (PCB) removal and destruction; and the reduction of greenhouse gas emissions.

Review of SDS 2000 Goals, Objectives, Targets

PWGSC's SDS 2000 set three broad goals: to green the Department's operations as a custodian of a national real property

portfolio; to green its operations as a service provider to its colleague departments and agencies; and to green internal departmental operations. These goals provide a useful framework to support associated objectives: they capture all aspects of PWGSC's operations; they are long-term; and they reflect the Department's mandate, and its orientation to sustainable development. These goals have been retained in the present strategy, along with one additional goal: to provide leadership within the federal community in the sound environmental management of government operations.

Analysis of SDS 2000 Performance

The core of the previous strategy was the forty-three specific commitments related to the original three broad goals mentioned above. Annual performance on these

commitments has been documented in detail in PWGSC's annual Sustainable Development Performance Report (available at <http://www.pwgsc.gc.ca/sd-env/text/performance-report-e.html>), which forms part of the PWGSC's *Departmental Performance Report*. SDS targets have been adjusted as required in the annual *Report on Plans and Priorities* or *Departmental Performance Report*.

Where targets were not met, or were not met within the original timeframe, the explanations for shortfalls fit within one of three categories:

- progress toward the target was based on incomplete data;
- there were insufficient financial and/or human resources to address all targets properly;
- the nature and/or priority of a target was not understood by those responsible for meeting the targets.

In addition, it is clear that the existing strategy's targets were too numerous to enable each to have been addressed effectively. Consequently, in SDS 2003, the intent has been to focus on a fewer number of transformative commitments designed to change the way the Department does business, as recommended by the Commissioner of the Environment and Sustainable Development (CESD) in her most recent expectations document.

In its Sustainable Development Strategy 2000, PWGSC endeavoured to establish targets which challenged the organization, and as a result, SDS targets were not always met. In this, the 2003 Sustainable Development Strategy, the Department has also taken the approach of establishing "stretch" targets. Learning from previous

strategies, the Department is taking steps to improve its priority setting and the way in which its sustainable development commitments are communicated throughout the Department. Senior management is aware that resources must be allocated to these activities if the Department is to meet these "stretch" targets.

The quality and integrity of performance data have also impeded priority setting and PWGSC's ability to confirm the level of performance and report it. The Department continues to improve the quality and timeliness of its performance data as its environmental and sustainable development management systems develop.

Transforming the Way PWGSC Works

The CESD noted that federal departments have so far not succeeded in using their strategies as tools to alter the way in which they work. PWGSC recognizes that there is work to do before such changes can be realized in its business lines. The aim of this updated SDS, in part, is to foster employee awareness that is supportive of sustainable development. In effect, it is intended that awareness permeate: all the operations for which the Department is responsible; all the services it provides and the way it provides them; the way in which strategic planning is undertaken; and how performance management frameworks are devised. Ultimately, such awareness will change the way in which daily workplace activities are undertaken. Ideally, the time will come when an SDS will be redundant, in that the Department will routinely integrate departmental thinking, behaviour and operational and strategic activities that support sustainable development.

There is much work to do before this point is reached, but PWGSC has made significant strides through its first two SDSs.

Specifically, the goal of sustainable development is well established as a senior management priority, and has been strongly supported by Ministers of PWGSC. In a national survey, PWGSC employees indicated a high level of awareness of the SDS. However, the challenge of the goal of sustainable development is largely a cultural one, since it requires that the general public incorporate the principles of sustainable development into their daily lives. PWGSC will strive to facilitate this cultural evolution through 'leading by example' in its sustainable development initiatives.

PWGSC believes that it is important to consider changing issues and circumstances in its environment. The 'Review of Issues' section of the strategy provides further information.

Review of Issues

This review identifies the key issues pertaining to sustainable development that relate to PWGSC's mandate, and are reflected in the specific commitments in this strategy. For each issue, this section provides a context, a summary of relevant legislation, regulation, and policy, and associated implications for the Department, and provides examples of recent events that have raised public awareness.

Climate Change

Adopting meaningful and acceptable steps to address climate change is one of the federal government's most significant environmental and economic challenges. Given the important health, economic, environmental, and social benefits of taking action on climate change, Canada cannot afford to let its efforts to-date fall by the wayside. Meeting the commitments set out in key climate change agreements will be necessary if Canada is to make significant progress.

Canada made an ambitious commitment when it ratified the Kyoto Protocol in December 2002. This agreement committed Canada to reducing its greenhouse gas emissions (GhG) by 6 percent from 1990 levels by the year 2012. The ratification of the Kyoto Protocol was raised as a key government priority in both the 2002 Speech from the Throne and the 2003 Budget. The Protocol has been heavily publicized in the media, and has therefore drawn a great deal of public attention and raised a tremendous amount of awareness concerning climate change.

The Federal House in Order (FHiO) initiative was launched by the Government of Canada in 2000. The FHiO initiative is now co-led by PWGSC, Natural Resources Canada (NRCan) and Environment Canada (EC). It established a federal GhG emissions reduction target at 31 percent below 1990 levels by 2010. With regard to the PWGSC real property inventory, the Department is very close to meeting its initial target for 2010. A more challenging target has been included in this strategy.

On August 14, 2003, highly populated North-eastern sections of North America experienced the largest power blackout in their history. The blackout affected 50 million people and the effects of the blackout lasted more than a week in Ontario. Although the blackout was caused by a combination of variables, the high demand for energy that was placed on the system was a significant contributing factor. Energy efficiency played a vital role in the conservation measures during the week that followed the blackout. The blackout raised public awareness of the importance of energy conservation.

Lower GhG Emissions in the Government Fleet

PWGSC has been assisting other government departments and agencies in meeting their environmental objectives by facilitating the purchase of a "green fleet" of alternative transportation fuel vehicles.

Water Management

Although Canada holds 20 percent of the world's fresh water, it possesses only 7 percent of the world's fresh renewable water supply. For years, Canadians have been living under the misperception that they have an endless supply of clean water. As a society, we are only recently coming to the realization that natural resources such as freshwater are limited. Therefore, with respect to both quality and quantity, water must be managed in ways that are sustainable.

Although there have been no recent changes in water legislation that affect the federal government, growing public awareness of the importance of water quality and conservation has pushed the federal government to go beyond simply meeting requirements set out by current legislation.

As the largest landlord for the federal government, PWGSC holds a large real property portfolio. By implementing water conservation techniques in its buildings, the Department can promote the wise and efficient management and use of water. The Deputy Minister-level Environment and Sustainable Development Coordinating Committee (E&SDCC) recently identified water as a priority area for departments to

consider in their sustainable development strategies. As one of the departments that participates in the E&SDCC, PWGSC has strengthened its water protection and conservation targets in its 2003 SDS.

Each year, more than 5 million people world-wide die from diseases caused by unsafe drinking water, lack of sanitation and insufficient availability of water for basic hygiene. In fact, over 2 million deaths occur each year from water-related diarrhea alone. Since 2000, residents of the municipalities of Walkerton, Ontario and North Battleford, Saskatchewan, have suffered as a result of severe contamination of the municipal water supply. Since municipal water quality is something that concerns us all, the incidents registered strongly with all Canadians. They have also resulted in widespread awareness and calls for action on the issue of water quality.

Pollution Prevention, Pollution Management and Green Procurement

Pollution prevention, rather than "end of pipe" solutions, focuses on avoiding and minimizing the creation of pollutants. Pollution prevention is the most effective means of protecting the environment, eliminating costly waste and remediation efforts, and supporting the social, economic and environmental dimensions of sustainable development.

Reducing paper consumption rather than relying on paper recycling, and purchasing alternatives to products which generate hazardous waste, are examples of pollution prevention techniques. However, when the creation of pollutants cannot be avoided, steps must be taken to remediate pollution once it exists.

The most effective way to prevent pollution is at the beginning of the consumption

cycle, purchasing environmentally responsible goods which generate the least amount of waste, including hazardous waste. In 1999, the DM-level Sustainable Development Coordinating Committee requested that the Treasury Board Advisory Committee on Contracts provide direction to departments on greening federal government procurement.

As set out in the requirements of the proposed policy, purchasing priority will be given to green products and services, including those used for construction. Departments are expected to report on how the requirements of the policy are being met and the results achieved in greening their department's procurement practices.

As a common service agency, PWGSC is positioned to help other government departments implement the proposed Green Procurement Policy once it comes into effect. The policy will provide further incentives for PWGSC to become more proactive in greening its own purchases.

Hazardous Materials Management

The production, use, and release of hazardous materials (e.g. industrial chemicals, pesticides, and their by-products) can pose serious risks to the health of Canadians and to our environment. Until ways can be found to avoid creating hazardous waste, it must be managed in ways that minimize risk to both human health and the environment.

The most recent version of the *Canadian Environmental Protection Act, 1999 (CEPA 1999)* came into force on March 31, 2000. *CEPA 1999* introduced new requirements under the Act, and modified existing ones. Specifically, *CEPA 1999* introduced new ground rules for, among other things, sound management of hazardous waste and hazardous recyclable material, the legal and illegal export and

import of hazardous waste, priority substance assessments and the development of risk management controls.

To meet and exceed the requirements of *CEPA 1999*, PWGSC will develop new standards, making significant improvements in the use and management of its hazardous materials, hazardous waste, polychlorinated biphenyls (PCBs) and ozone depleting substances such as halons, and chlorofluorocarbons (CFCs), in its Crown-owned buildings.

Environmental Assessment

The *Canadian Environmental Assessment Act (CEAA)* is administered by the Canadian Environmental Assessment Agency. The Act requires federal departments, agencies, and Crown corporations to conduct environmental assessments for proposed projects where the federal government is the proponent, when the project involves federal funding, permits or licenses, or when the activity spans international or provincial borders.

Amendments to *CEAA* were passed in May 2003. These amendments will help assure that federal environmental assessments are more formally incorporated into those planning processes in which the federal government has a role; are consistent and timely; are of better quality; and provide better opportunity for public participation.

PWGSC and Green Tax Incentives

PWGSC worked with Environment Canada's Ecological Gift Program to appraise ecologically sensitive land projected to be donated to landowners — in exchange for tax benefits to qualified caretakers — usually to environmental charities or government bodies that manage the land according to conservation principles.

Contaminated Sites

The federal government has approximately 3,600 contaminated sites and at least 1,500 more sites where contamination is suspected. If managed improperly, contaminated lands, sediments and waters can be both a financial and a regulatory burden and may pose a health hazard. Dealing with a contaminated site involves assessing the site, evaluating the risk, doing careful remediation where warranted, and monitoring continuously. By implementing best practices in site contamination prevention and remediation, existing contamination problems can be mitigated to the best of our technological ability, and future problems prevented — or at least their impacts lessened.

The pieces of federal legislation most applicable to contaminated sites are the *Canadian Environmental Protection Act (CEPA)*, the pollution prevention portions of the *Fisheries Act* and the *Canadian Environmental Assessment Act (CEAA)*. Amendments to both CEPA and CEAA in 1999 have led to more stringent requirements for the management of contaminated sites.

Cape Breton's Sydney Tar Ponds is a large toxic waste site. The site contains over 800,000 tonnes of toxic materials, of which an estimated 50,000 tonnes are contaminated with polychlorinated biphenyls (PCBs). The site has resulted in a large number of health and environmental concerns, and has raised awareness among governments, experts, Nova Scotians and all Canadians on the subject of contaminated sites. A risk analysis and social cost benefit analysis undertaken this year will guide Environment Canada's decision to select an appropriate remediation technology to address this critical issue. PWGSC expects to play a role in the implementation of the clean-up project.

Biodiversity

Biological diversity refers to the number of plant and animal species and their richness. A biologically diverse environment is a crucial foundation on which to build and maintain a stable and healthy ecosystem, providing the basis for our economy. Legislation, such as the *Species at Risk Act (SARA)*, recognizes the importance of biodiversity and has implications for the way the federal government does business.

SARA was passed by Parliament on December 12, 2002; the Act was scheduled to come into force in three phases, the last of which to be completed on June 1, 2004. The object of this Act is to protect certain species threatened with habitat loss or destruction. Through its real property dealings, PWGSC can affect biodiversity and has a responsibility to undertake measures that are consistent with the spirit and intent of this legislation. SARA can limit the use of certain pieces of land in order to protect biodiversity, and can therefore influence the acquisition, disposition and expropriation activities of PWGSC with respect to its property. PWGSC will consider the government bodies with which it needs to communicate in order to

achieve cooperation and success in its conservation activities, and reduce the severity of unintended side effects resulting from human activities.

Saving Salmon and Seals

The PWGSC-owned Esquimalt Graving Dock in Victoria, BC, is a world-class water vessel repair facility. In the past, the dock was a danger to the lives of fish and seal when water was drained from the dry dock to begin working on a ship. The salmon and seals were left stranded on the dock floor. PWGSC used a 'bubble curtain' that keeps the marine life from entering the docking area. The solution was both effective and cost efficient.

Role and Fit

SDS Integration with PWGSC Business Lines

The commitments made in the SDS are recognized as departmental priorities and are to be met by the Department through the activities carried out by its business lines. PWGSC's SDS goals state that the Department will green its operations as a custodian, its service delivery, and its internal operations, and that it will strive to provide national and international leadership in the greening of government operations.

Integration with PWGSC Planning and Reporting Processes

At PWGSC, the SDS is an integral part of the government's performance reporting cycle. The strategy is reflected in both the *Report on Plans and Priorities (RPP)* and the *Departmental Performance Report (DPR)*.

Report on Plans and Priorities (RPP)

The PWGSC *Report on Plans and Priorities* details the Department's expenditure plans in relation to its overall objectives, initiatives, and results planned over a three-year period.

The PWGSC Sustainable Development Strategy (SDS) is tabled in Parliament every three years and makes a number of human resource and budgetary commitments. Each year, the Department's *Report on Plans and Priorities*: refers readers to the SDS website; lists the sustainable development goals; and makes note of any targets that have required

modification as a result of implementation issues. The SDS reflects the Department's strategic priorities, filtering them through an SD lens, which provides an opportunity for decision-makers to incorporate economic, environmental and social considerations into the decisions they make.

Departmental Performance Report (DPR)

Since tabling its first SDS in 1997, PWGSC has used the *Departmental Performance Report* to report on progress against its SDS commitments. [NOTE: See the Performance Management section for further detail about the Sustainable Development Performance Report.]

Integration Within the Government Agenda

PWGSC recognizes the importance of taking a horizontal approach to SD at the federal level, and has designed its SDS to both

complement and contribute to the Government of Canada's goal of incorporating sustainable development in its many activities. As stated in the Speech from the Throne in October 1999, the federal government intends to become a model of environmental excellence in its own operations. PWGSC's commitment is to demonstrate leadership and provide guidance in greening government operations.

By consulting with other federal departments, and participating on interdepartmental committees on sustainable development, PWGSC has the opportunity to gain an understanding of the government's sustainable development agenda and to contribute to moving that agenda forward. In its 2003 SDS, PWGSC has made commitments in areas that have been identified as federal priorities. Examples include greenhouse gas emissions, energy efficiency, water conservation, and toxic substances.

Sustainable Development Strategy Commitments

Departmental Vision

The principles of sustainable development will be reflected in all aspects of PWGSC's role as a provider of services to other government departments, as a custodian of real property, and in its own internal operations.

Specifically, the Department will be a national centre of expertise in the area of green building design and construction, and environmentally responsible property and land management. As the largest landlord in Canada, PWGSC will be recognized as a model "good neighbour", listening carefully and addressing in its own plans, wherever feasible, the priorities and concerns of local communities. PWGSC's real property portfolio planning will support the preservation of Canada's built heritage, encourage the use of public transport, and contribute to the social, economic, and environmental health of Our urban centres.

As the largest purchaser of goods and services in Canada, the Department will be the acknowledged national expert in the identification and market availability of environmentally preferable products, and in the tracking and measurement of environmentally responsible, or "green" procurement. The services and advice offered to other government departments will reflect PWGSC's shared commitment to sustainable development, as well as its continual improvement in environmental performance.

In its own internal operations, PWGSC will be its own most demanding user, ensuring that

the Department is a leader in innovative environmental practices. Through links with numerous industries and professional associations, provincial and foreign governments, PWGSC will work to be a nationally and internationally recognized leader in environmental practices, and a beneficiary of the lessons learned by others.

Commitments

Long-Term Achievements

The Commissioner of the Environment and Sustainable Development (CESD) clearly stated that for the third round of Sustainable Development Strategies, departments needed to develop forward-thinking documents that will influence the way they do business. PWGSC recognizes that, in order to forward its own sustainable development agenda as well as that of the Government of Canada, it must focus efforts on areas in which it can make the most progress. In SDS 2003, the Department has developed long-term goals and objectives related to greening its operations as a custodian and as a service provider, and to greening its own internal operations. As a common service provider, PWGSC is uniquely positioned to provide leadership in greening government operations.

In its two previous strategies, PWGSC set all of its objectives and targets within the three-year time frame of the strategy. By creating long-term objectives that extend over a 10-15 year time period, PWGSC has allowed itself to narrow the scope of its commitments to a few broad areas of action. The achievement of these long-term objectives will be supported by interim targets, the majority of which are set for completion within the term of the strategy (2004-2007). The Department's four goals and corresponding long-term objectives are printed at the end of this section. The targets, action plans and performance measures have been included in Annex 3, at the end of the strategy.

An Evolving Commitment to Sustainable Development

It is clear that a "business as usual" approach, in which the SDS alone is used as a tool for communicating SD initiatives, is no longer acceptable. To this end, PWGSC is striving to approach sustainable development in a strategic manner; the Department views its SDS as a foundation that can and should be improved on a continual basis through developing new programs and policies, and by strengthening existing commitments and targets when opportunities arise. For this reason, PWGSC did not wait until the commitments identified over the life of its SDS 2000 had been implemented to begin the design and implementation of new operational commitments that have the potential to move the Department's SD agenda forward. This proactive approach was sparked by an evaluation of departmental priorities which revealed opportunities to embark on ambitious initiatives with SD implications.

Since its last strategy was tabled, PWGSC has begun a number of initiatives that will help move its SD agenda forward. Though these activities do not technically fall within the time frame of the 2003 SDS, they play an important role in influencing departmental operations

and thus contribute to the achievement of sustainable development goals within the Department. As articulated in a number of well-accepted sustainable development foundation pieces, such as Agenda 21 and the Brundtland Commission report, sustainable development is a deliberate, long-term process rather than a final destination. These initiatives are steps PWGSC has taken along that journey. Future reports on the Department's sustainable development progress are expected to touch on some of these activities, although they have not necessarily been included as commitments in this SDS.

Sustainable Development Goals

PWGSC's roles and responsibilities have not changed substantially since the second sustainable development strategy was tabled in February 2001. However, as identified in earlier sections, PWGSC has moved toward a more user-focused form of service delivery. The commitments in SDS 2003 are therefore updates of the commitments that the Department included in its second strategy, SDS 2000. The overarching goals have remained the same:

- 1) to green PWGSC's operations as a custodian and provider of facilities and common-use office space to federal departments;
- 2) to green services provided to federal departments and agencies as a common service agent; and
- 3) to green the Department's internal operations.

In addition to the original three goals, this SDS includes a fourth goal:

- 4) to provide national and international leadership in the greening of government operations.

Goals and Long-term Objectives

Vision: To have the principles of sustainable development reflected in all aspects of PWGSC's role as a provider of services to colleague departments and agencies, as a custodian of real property, and in its own internal operations.

Goals	
1.0 Green PWGSC's operations as a planner, custodian, and provider of facilities and common-use office space to federal departments	2.0 Green PWGSC's services to federal departments and agencies
Long-Term Objective(s)	
1.1 Achieve sustainability in the management of PWGSC's programs and activities and be recognized as a world leader in sustainable buildings. Measurement of building sustainability will be based upon internationally recognized SD building evaluation systems such as LEED equivalent and BREEAM/Green Leaf.	2.1 In meetings with colleague departments, PWGSC will offer them an outreach session on PWGSC's green procurement tools and activities. To assist colleague departments and agencies better, the green procurement knowledge of PWGSC supply officers will be expanded by ensuring that they receive green procurement training.
1.2 Optimize energy management in PWGSC programs and activities and be seen as a model in implementing the Government of Canada Greenhouse Gas (GhG) reduction agenda.	2.2 Expand and market PWGSC green procurement tools to facilitate sustainable procurement by the federal government.
1.3 Minimize PWGSC use of natural resources, assuming fully its role as a leader in a sustainable community. Sustainability in the management of natural resources such as water, wastewater and hazardous material will become the business-as-usual model for PWGSC.	2.3 Provide services to other federal departments and agencies in order to aid in meeting the Greenhouse Gas (GhG) reduction target of the Federal House in Order Initiative.
1.4 Remediate or risk manage PWGSC's contaminated lands and support urban sustainability in the use of rehabilitated brownfield sites, in partnership with other stakeholders, thus promoting due diligence.	
1.5 Manage PWGSC's real property leased portfolio, so that performance will be equivalent to that of PWGSC's Crown-owned inventory. Through strategic use of its role as a lessee, PWGSC will support sustainability development in the Real Property community.	

Goals	
3.0 Green PWGSC's internal operations	4.0 Provide national and international leadership in the greening of government operations
Long-Term Objective(s)	
3.1 PWGSC will integrate environmentally responsible practices into its day-to day activities.	4.1 Demonstrate leadership amongst the network of partners to achieve sustainable results.

Leadership Initiatives

PWGSC is striving to be a federal leader in greening government operations. For SDS 2003, the Department proposes to undertake the following initiatives that will help it to lead its colleague departments and agencies in greening their own operations:

- PWGSC is an active participant in Sustainable Federal House in Order, an interdepartmental initiative designed to identify and coordinate opportunities to advance the federal commitment to be a leader in sustainable development. "Sustainable Federal House in Order" oversees the Sustainable Development in Government Operations (SDGO) and Federal House in Order (FHIO) initiatives. The Department is working together with other Sustainable Federal House in Order departments and agencies to adopt common measurement and reporting methods. PWGSC will provide leadership and coordination of interdepartmental efforts to make government operations more visibly sustainable by actively co-chairing the Sustainable Federal House in Order Committee;
- Within the federal community, under the direction of the Deputy Ministers' Environment and Sustainable Development Coordinating Committee (E&SDCC), guide the development of a results-oriented consensus and performance enhancement in the areas where PWGSC is co-leader (e.g., SDGO Guidance, Green Procurement, and Sustainable Real Property), continuing to build regional capacity and furthering the government's mandate to green its own operations;
- As co-chair of the Climate Change Action Plan's Federal House in Order Committee, assist in the rejuvenation of cost-effective

means of reducing greenhouse gas emissions and supplement the work of Natural Resources Canada to market support for the Federal Buildings Initiative (FBI);

- Provide support to the Federal-Provincial-Territorial (FPT) Meeting of Deputy Heads of Public Works by: leading development of common solutions for the sustainable development priority areas as outlined annually by the Deputy Heads; increasing communications; sharing information and enabling advance knowledge of successes and barriers; and strengthening relations between various levels of government to optimize resources;
- With the cooperation of other federal departments and agencies, investigate the feasibility of adopting a Green Citizenship Program throughout the federal government.
- Support the greening of the Canadian Real Property community, by developing joint sustainability initiatives with the Association of Consulting Engineers of Canada (ACEC), the Building Owners and Managers Association (BOMA), the Canadian Construction Association (CCA) and the Royal Architecture Institute of Canada (RAIC) in order to support sustainable development.
- Within the Canadian procurement community, with Environment Canada and Natural Resources Canada, PWGSC will make a submission to Treasury Board Ministers on a Treasury Board Green Procurement Policy and will assist other government departments and agencies to implement the Policy when it comes into effect.
- PWGSC will demonstrate leadership

within the business line of information and communication technologies (ICT) by increasing awareness of sustainable development in the ICT field, and by providing PWGSC and colleague departments with advisory services, including information on best practices. An interdepartmental SD committee will meet semi-annually, where SD-focused employees working in the ICT field across the Government of Canada will share best practices and communicate/exchange information.

- As part of its ongoing operations, PWGSC seeks to expand its user base in the area of data storage which, as a result, will help other departments meet their goals of reducing both energy consumption and solid waste.

Performance Management and Reporting

As in the 2000 strategy, the performance measures PWGSC uses to assess progress toward meeting its SDS commitments for internal operations are based, where appropriate, on those recommended in *Sustainable Development in Government Operations: A Coordinated Approach* (http://www.sdinfo.gc.ca/reports/en/coordinated_approach/index.cfm), published by the Government of Canada in June 2000. In this way, the Department intends to measure its progress against its SDS targets using measures used in other departments. As a result, it is expected that performance data under the Sustainable Federal House in Order initiative will eventually be consolidated across departments.

For operational areas not addressed in that document, the Department has used performance measures that are quantifiable, straightforward and target-specific where possible. In selecting its performance measures, where possible, PWGSC has minimized the administrative burden associated with collecting, compiling and analyzing data.

Detailed performance data is collected at the end of each fiscal year. In addition, usually in the late Fall of the year, departmental organizations are asked to report on the status of their performance in implementing SDS targets. The PWGSC Executive Committee, comprised of the Deputy Ministers, the Assistant Deputy Ministers and the Regional Directors General, reviews the performance report and provides general

oversight over the implementation of SDS commitments within the Department.

Departmental Reporting

Each fall, PWGSC tables its *Departmental Performance Report* (DPR) in Parliament to report on departmental activities over the previous fiscal year. Beginning in Fiscal Year 2000/2001, the SDS portion of the PWGSC DPR referenced a separate, more detailed account of the Department's progress toward meeting its SDS objectives, entitled the *Sustainable Development Performance Report*. This report lists the target for the initiative, the status of implementation as at March 31st of the fiscal year in question, and any future or corrective action planned for the target. The section then goes on to describe the initiative, why it is of importance to PWGSC and its SDS, and provides more detail of any future

Greening Government Operations — a Report for the Federal Government

Under the Sustainable Federal House in Order (SFHIO) initiative, co-championed by Environment Canada, Natural Resources Canada and PWGSC, the Government of Canada has released a document entitled *Greening the Federal House*. This is the first aggregate report ever produced on the status of the federal operational impact on the environment in six specific areas: Energy Efficiency/Buildings, Vehicle Fleet Management, Land Use Management, Solid Non-hazardous Waste Management, Water Conservation and Wastewater Management as well as Green Procurement. The report demonstrates the Government's commitment to continue to "green" its operations and to be accountable to Canadians.

or corrective action required. Where data is available, it shows progress over time, as well as a trend analysis.

If the analysis indicates that the Department needs to modify the wording or the target date associated with a specific target, the revised target is modified in the main body of the DPR or the *Report on Plans and Priorities*, with an explanation for the change.

The same approach will be followed for reporting against PWGSC's SDS 2003 commitments.

Data Gathering

The processes used to gather data vary depending on the branch and the target involved. For some of the Department's 'softer' commitments, qualitative data is gathered. This method is used to report on activities for the commitments concerning PWGSC's role in interdepartmental initiatives, or the other commitments included under Goal 4, to provide national and international leadership in the greening of government operations. These initiatives do not easily lend themselves to quantifiable reporting, and so the Department has chosen to describe performance in a narrative form.

The performance data concerning PWGSC Crown-owned buildings is considered 'hard' data, since it is quantitative data. The quantitative performance information is gathered into environmental report cards, which are supplemented by more in-depth environmental audits. The environmental audits, which form part of PWGSC's Environmental Management System, are performed at PWGSC facilities on a rotating cycle of every three years. Environmental report cards collect information from the environmental evaluations, set out specific observations and recommendations that facility managers are to address in their annual Building Management Plans, and identify action plans to correct deficiencies.

Data Analysis

For many of the softer targets, the only data analysis required is a measurement of the raw data collected against the baseline set out in the target. Qualitative data is used to tell how well the Department is progressing, since often the initiative is still not mature enough to have quantitative data available to track its performance.

For facilities, data from facility managers, regional managers and environmental report

cards is then integrated into an environmental database (CatchALL) for review and analysis by the Real Property business line. The data are analyzed to measure progress, to detect trends, and to establish corrective national action plans, where such action is warranted. Using the data collected through CatchALL, performance can be measured and evaluated, and trends analyzed at the community, regional and national levels. The most appropriate action plans for each of these levels can then be identified.

Future SD Reporting

For future reporting, PWGSC will explore setting an objective for reporting on its performance based on the guidelines set out in the Global Reporting Initiative (GRI). GRI has been supported by the Coalition for Environmentally Responsible Economies (CERES) and the United Nations Environment Program as a sustainable development reporting tool. In its efforts to be a leader in greening government operations, PWGSC will determine if there is an application for using the GRI guidelines for its sustainable development performance reporting, or eventually, for the overall performance reporting process for the entire Department.

SDS Budgeting Cycle

Success in achieving SDS commitments depends in part on identifying and obtaining the necessary funding. What follows is a brief summary of the annual process by which the PWGSC real property program identifies and obtains these funding requirements, and adjusts them to account for ongoing developments.

As part of the annual budget planning process, all branches must produce the operational and program resource data and demand information from its colleague departments and agencies required to prepare the

departmental Annual Reference Level Update (ARLU). The ARLU is submitted to Treasury Board to secure funding at the program level and address financial commitments over a three-year horizon. Each Spring, a national call letter is sent to PWGSC's regional offices requesting updated financial information. Changes to approved levels of funding from the previous years may be submitted in the following year's submission.

For this SDS, based on an evaluation of the performance data obtained through the SDS reporting system, and an issues scan evaluation of further opportunities, a priority ranked, costed listing of targets and actions was developed and recommendations made for consideration to be included in the SDS. Commitments were then made based upon their priority and in light of resources available in order to implement. The priority ranking system used a pre-established scoring system which factored in the main components of sustainable development namely: environmental, economical and social criteria together with departmental priorities. The priority ranking system was applied to each of the proposed SDS 2003 action plan items. As well as being rated against SD criteria, a financial analysis of each action plan item was completed to identify requirements for incremental costs, future savings and net present value, was completed.

Some initiatives were assessed as not having available funds but were highly recommended. When funds become available they will be pursued.

In cases where action is required as a result of new legal or policy requirements imposed on federal departments, a request for appropriate incremental funding is submitted to the Treasury Board via the ARLU process. Once the ARLU submission and business case are complete, they are

presented in the Fall to PWGSC's senior executive committee for final approval and transmission to Treasury Board. The ARLU decision from Treasury Board usually comes forward in the following January.

Renovations Program to bring Crown facilities up to health, safety, environmental and accessibility standards as quickly as possible.

Funding allocation at a site and project level is carried out through the annual Building Management Plan (BMP) process. BMPs are comprehensive plans for managing building operations, repairs and improvements, and must incorporate those SDS targets and directions outlined in an annual BMP call letter. The annual BMP plans are consistent with the longer-term Asset Management Plans (AMPs), which identify real estate investment priorities and options. AMPs cover a five-year period—past and current years—plus three planning years and include a management analysis as well as operational maintenance, and project plans. Depending upon the nature of the SDS commitment, in some instances, funding requests are referenced in the BMPs, and submitted for funding under centrally controlled budgets. This is done in order to ensure equity and resource availability to meet the SDS commitments. In the case of SDS commitments which relate to capital projects, the costs for the SDS initiatives are incorporated into the capital project costs.

The overall planning and budgeting processes, including the SDS special budgets, BMPs, and AMPs, form part of the National Investment Strategy (NIS) which outlines the objectives, guiding principles and overall strategic direction for the investment activities of the PWGSC real property program. The primary objective of the NIS is to ensure planned and businesslike investments in real property that respond to the needs, market conditions and government priorities of its colleague departments and agencies. The NIS fosters investment decisions that protect the value of existing assets, and includes an Accelerated

Annex 1: List of Acronyms

ACEC	Association of Consulting Engineers of Canada
ADM	Assistant Deputy Minister
AMP	Asset Management Plan
ARLU	Annual Reference Level Update
BLJC	Brookfield LePage Johnson Controls
BMP	Building Management Plan
BOMA	Building Owners and Managers Association
BREEAM	Building Research Establishment Environmental Assessment Method
CAC	Consulting and Audit Canada
CCA	Canadian Construction Association
CEAA	<i>Canadian Environmental Assessment Act</i>
CEPA	<i>Canadian Environmental Protection Act</i>
CERES	Coalition for Environmentally Responsible Economies
CESD	Commissioner of the Environment and Sustainable Development
CFC	Chlorofluorocarbon
CHCP	Central Heating and Cooling Plant
CST	Client Service Team
DM	Deputy Minister
DP	Departmental Policy
DPR	Departmental Performance Report
EC	Environment Canada
ECP	Environmental Choice Program
EDRM	Enterprise Document and Records Management
ELF	Electronic Form
EMS	Environmental Management System
E&SDCC	Environment and Sustainable Development Coordinating Committee
FBI	Federal Buildings Initiative
FCSI	Federal Contaminated Sites Inventory
FHiO	Federal House in Order

FPT	Federal-Provincial-Territorial
GCN	Green Citizenship Network
GhG	Greenhouse Gas
GOL	Government Online
GoCM	Government of Canada Marketplace
GRI	Global Reporting Initiative
GWh	Gigawatt Hour
HoC	House of Commons
HVAC	Heating Ventilation and Air Conditioning
ICT	Information and Communications Technology
IM/IT	Information Management and Information Technology
IPM	Integrated Pest Management
LEED	Leadership in Energy and Environmental Design
MNECB	Model National Energy Code for Buildings
NIS	National Investment Strategy
NRCan	Natural Resources Canada
ODS	Ozone Depleting Substance
OGD	Other Government Department
PCB	Polychlorinated Biphenyl
PWGSC	Public Works and Government Services Canada
RAIC	Royal Architecture Institute of Canada
RPP	Report on Plans and Priorities
SARA	<i>Species at Risk Act</i>
SD	Sustainable Development
SDGO	Sustainable Development in Government Operations
SFHIO	Sustainable Federal House in Order
SDS	Sustainable Development Strategy
TBS	Treasury Board Secretariat

Annex 2: Consultations

As a common service agency, PWGSC requires close working relationships with its colleague departments and agencies and an understanding of their requirements and priorities. The Department's common service agency mandate and its new integrated service approach have meant that understanding the needs and priorities of its colleague departments and agencies is critical. In preparation for developing its third SDS, PWGSC held a number of consultations to give colleague departments and agencies the opportunity to provide input into the Department's sustainable development goals and objectives. The approach to the consultations for SDS 2003 mirrors the approach used by the Department in 2000. As in 2000, the 2003 consultations ensured that three key aspects of sustainable development consultations were addressed: fostering coordination among departments in considering their common requirements from PWGSC; the involvement of senior management in determining SDS goals and objectives; and the provision of feedback to participants. Since PWGSC's 2000 consultations were well-received and played such an important role in the development of the second strategy, the Department chose to follow a similar approach to consultations for the third round.



Some participants of the procurement and material management breakout session discuss topics presented earlier in the day.

Meetings with Clients

PWGSC held a day-long SDS 2003 Client Consultation Session at the Government Conference Centre in Ottawa on April 7, 2003.

Coordination Among Departments

The event brought together all departments tabling sustainable development strategies, and facilitated discussions among them on common issues.

A number of participating departments integrated these discussions into their own consultation strategies, as required and as they deemed appropriate. The event also provided PWGSC with the opportunity to introduce colleague departments and agencies to its new 'user-oriented approach' in its responsibilities as a custodian and service provider.

The one-day consultation session involved more than 60 participants from 28 federal departments. The objectives for this consultation event were to:

- receive input from participating departments regarding PWGSC's priorities and commitments;
- determine how PWGSC could best assist its colleague departments in achieving their own SDS objectives, and how the Department could, working together with its colleague departments and agencies, make further progress in greening government operations; and
- ensure that PWGSC's SDS objectives were aligned and complementary to the needs and commitments of its colleague departments.

In preparation for the consultation event, PWGSC established an interactive website. This site served two purposes. First, this site was created prior to the event so that invitees could access all the event information, including the invitation, the agenda, pre-read materials, speakers' biographies, etc. Since the meeting was intended to be a 'Green Meeting', participants were encouraged to read pre-consultation material on the website so that it would not have to be provided at the session in hard copy.



Participants of the consultation event gather to learn about the displays and take the opportunity to discuss with colleagues over coffee and refreshments.

Feedback to Participants

PWGSC provided feedback to its colleague departments following the consultation event in Ottawa. The Department added a section entitled 'What We Heard' to its interactive website. The website summarized what PWGSC had learned from its colleague departments and agencies and encouraged comments, questions and feedback from meeting participants.



Members of the telecommunications and Infomatics session discuss IT as an enabler of sustainable development in the federal government.

The feedback also helped PWGSC to confirm its understanding of the messages received through consultations. As part of a commitment made during the national consultations, the Department posted written answers to all questions that could not be answered at event breakout sessions.

The plenary session was opened by the Deputy Minister and included presentations by a representative from the Commissioner of the Environment

Involvement of Senior Management

PWGSC's approach to consultations was reviewed and approved by the Executive Committee (comprising the Deputy Ministers, the Assistant Deputy Ministers and Regional Directors General). The Deputy Minister informed deputy ministers of colleague departments of the consultation and encouraged them to have their appropriate subject experts attend. On behalf of PWGSC, the Parliamentary Secretary to the Minister, the Deputy Minister, the Associate Deputy Minister and three Assistant Deputy Ministers (ADMs) attended and spoke at the event. The ADMs outlined their branches' proposed sustainable development commitments and participated in the breakout sessions.

Richard Aresenault, representative from the Commissioner of the Environment and Sustainable Development (CESD), makes a presentation to the morning plenary session about the Commissioner's expectations for the third round of Sustainable Development Strategies.



and Sustainable Development (CESD) and the Assistant Deputy Minister of the Operations Branch. Following the plenary, participants were divided into breakout sessions according to their areas of interest and/or PWGSC business line (facilities management, material management, and telecommunications and informatics). Breakout session activities included presentations by respective business line where ADMs outlined the roles and responsibilities of their branches regarding sustainable development. The ADMs' presentations were followed by a facilitated discussion and brainstorming session. Breakout sessions provided occasions for PWGSC to explore new opportunities for partnerships, encourage input on proposed goals and objectives, and discuss opportunities for greening government operations across the government. During lunch, the Parliamentary Secretary to the

Minister reiterated the importance the Government places on sustainable development. The session was brought to a close by the Associate Deputy Minister, who reviewed the day's activities, and reaffirmed the Department's commitment to sustainable development and ongoing dialogue with colleague departments.

Regional Consultations

Throughout Spring and Summer 2003, consultations were held in the Atlantic, Quebec, Ontario, Western and Pacific regions. The messages heard were similar to those heard at the national session held in Ottawa in April.

Other Stakeholders

In addition to government colleague departments and agencies, other various stakeholders were consulted, including:

- BC Buildings Corporation
- Advisory Council on Social Development
- Canadian Manufacturers and Exporters
- Nature Conservancy of Canada
- Recycle Québec
- Brookfield LePage Johnson Controls (BLJC) (the organization which operates PWGSC's Crown-owned facilities)

Internal Consultations

In Fall 2002, the Real Property business line held an internal consultation event with representatives from the National Capital Area and the regions. The objective of the internal workshop was to determine SD priorities and direction for Real Property's long-term objectives and interim targets.

The Corporate Policy Directorate met with the Administration, Accommodation and Coordination Sector to discuss possible SDS commitments related to activities and operations internal to the Department.



Jean-Rock Tourigny, PWGSC Environmental Services, makes a presentation to his group at the real property and facilities management breakout session.

The departmental Green Citizenship Network (GCN) was also canvassed for ideas and suggestions regarding the SDS. The GCN is a grassroots committee attended by representatives from branches, regions and Special Operating Agencies. The mandate of the network is to encourage employees to share information and to motivate PWGSC employees to behave in a more environmentally responsible manner. In Spring 2003, the network held a session focusing on SDS 2003. The objectives of the session were to provide the group with a briefing of the April 7th consultation event, to encourage feedback on the proposed SDS 2003 commitments, and to facilitate discussion related to possible commitments.

Participation in Interdepartmental Committees on Sustainable Development

Federal House in Order Initiative

At the Deputy Minister level, PWGSC co-leads the FHiO initiative. The FHiO initiative is the Government of Canada's plan for reducing greenhouse gas (GhG) emissions within its own operations, in line with Action Plan 2000 on Climate Change. The Department also participates in the supporting committees at the Deputy Minister, Assistant Deputy Minister and Director General levels.

Environment and Sustainable Development Coordinating Committee (E&SDCC) and Supporting Committees

PWGSC is one of 16 departments which participates in the DM-level Environment and Sustainable Development Coordinating Committee. The mandate of the committee is to provide leadership and co-ordinate the efforts of departments across government to promote sustainable development. PWGSC also participates in the related ADM-level committee, the Director-level committee and the working level Interdepartmental Network

on Sustainable Development Strategies. The supporting committees play an important role in ensuring effective communication between the working and executive levels, and in initiating ideas and opportunities for improving coordination among departments for sustainable development strategies and initiatives.

With its co-chairs (Environment Canada and Natural Resources Canada), PWGSC has assumed a leadership position in the area of Sustainable federal house in order (SFHIO). The goal of the initiative is to make the federal government a model of environmental excellence in its own operations. Within the SDGO initiative (Overseen by SFHIO), PWGSC leads the interdepartmental Sustainable Real Property Task Group focused on policy, emerging technologies and economically viable management approaches. PWGSC also co-chairs the Green Procurement Task Group and the SDGO Guidance Task Group with the Department of National Defence.

Conclusions

To provide common services to colleague departments in a manner that facilitates the federal government's efforts to become a model of environmental excellence in its own operations — and to work toward the goal of sustainable development — PWGSC must do two things. It must deliver timely and top quality services to its colleague departments and agencies, and it must understand its colleague departments' needs and priorities. To further improve its effectiveness, PWGSC has evaluated its service delivery to colleague departments and agencies, and created a 'one-stop shop' for common services, and sought to better understand the needs and priorities of its colleague departments and agencies through more frequent consultations. The consultations carried out by the Department were of primary

importance in preparing this strategy. The consultations confirmed the value of a cooperative approach to identifying sustainable development issues and approaches to deal with these issues.

Messages Heard and Actions Taken

The key consultation messages are reflected in the 'Messages Heard and Actions Taken' chart below; some of these messages have important implications for the way PWGSC

does business within government and with the private sector. Achieving measurable success throughout the federal community in the implementation of Sustainable Federal House in Order will require increased emphasis on common approaches, common tools and common performance measures.

Messages Heard	Action Taken
Clients seek closer working partnerships in PWGSC operations, but feel that PWGSC's existing methods of service delivery are not supportive of close partnerships.	To further improve its effectiveness in service delivery, PWGSC has evaluated its service delivery to colleague departments and agencies, and created a 'one-stop shop' for common services. Also, PWGSC has sought to better understand its colleague departments and agencies' needs and priorities by consulting with them more frequently and formally.
PWGSC's commitments for leased facilities should mirror its commitments for Crown-owned facilities.	PWGSC has committed to implementing multi-material recycling in all leased facilities where recycling infrastructure exists. Also, the Department has committed to having all new lease purchases and build-to-lease over 10,000 m ² meet the same standards as its own buildings.
PWGSC should assume leadership in developing tools that OGDs could use to achieve similar targets.	As part of SDS 2003, PWGSC has developed a leadership goal supported by 1 target and 9 initiatives. Please refer to page 24 for PWGSC leadership initiatives.
Green products should be the default in the e-Purchasing applications and the Government of Canada Marketplace (GoCM).	The GoCM will highlight green goods and services to facilitate colleague departments' purchases.

Messages Heard	Action Taken
<p>Areas in which colleague departments and agencies would like more help from PWGSC in greening their procurement strategies are:</p> <ul style="list-style-type: none"> • program management and implementation • training and guidelines • increasing leverage with suppliers • accessibility • incentives and cost of implementation • stakeholder communications/awareness 	<p>PWGSC's green procurement course will be marketed to colleague departments and agencies. In the long-term, PWGSC will work with the Treasury Board Secretariat and others to include green procurement training as one of the competencies under the Professional Development and Certification Program for the procurement, material management and real property community.</p>
<p>There must be an effective, high-level-supported communication plan showing government policy and objectives for green procurement in the next 5, 10, 15 years.</p>	<p>PWGSC will work as co-chair with the Department of National Defence and as a secretariat of the interdepartmental Sustainable Development in Operations (SDGO) green procurement task group to develop a Federal communications strategy on this subject.</p>
<p>PWGSC needs to make better use of existing informatics infrastructure and review existing policies in order to help colleague departments and agencies adopt more sustainable practices.</p>	<p>PWGSC seeks to expand its user base in the area of data storage which, as a result, will help other departments meet their goals of reduced energy consumption and solid waste.</p>
<p>More effective communication needs to take place between PWGSC and its information and communication technologies (ICT) users.</p>	<p>PWGSC has committed to increasing awareness of sustainable development in the ICT field, and providing PWGSC and colleague departments with advisory services. An interdepartmental SD committee will meet semi-annually, where SD-focused employees working in the ICT field across the Government of Canada will share best practices and communicate/exchange information.</p>

Annex 3: Interim Targets

As a prerequisite to making progress towards sustainability, it is critical that PWGSC meet the requirements of applicable Acts and Regulations in a manner clearly demonstrating "due diligence". Accordingly, the Department will update the PWGSC and the related Real Property Environmental Management Systems (EMSs) so that they reflect recent regulatory and organizational changes and in a manner still consistent with the requirements of ISO 14001. PWGSC will use these EMSs to set direction, delineate responsibilities, plan, monitor and to enable reporting of progress towards achievement of regulatory compliance and towards meeting the new sustainable development performance targets outlined below. The communication of new directions, as well as changes in roles and responsibilities, will be supported through the delivery of a comprehensive training program to key decision-making personnel.

The following are the priority objectives, targets and action plans that constitute PWGSC's specific commitments. Other initiatives that have not been identified as formal commitments here may also be undertaken, should funds become available and if the initiatives are deemed to contribute to sustainable development.

Environmental Management Systems

As of 2002, seven Real Property Projects were registered to the ISO 9001 or ISO 14001 standard, demonstrating PWGSC's commitment to a world-class standard of quality and environmental management. As an example, the Esquimalt Graving Dock (the largest civilian dry dock on the west coast of North America) has a significant effect on the surrounding environment. In order to address the effects, PWGSC decided to implement an Environmental Management System (EMS) for the facility and have it registered to the ISO 14001 standard.

Goal 1: Green PWGSC's operations as a planner, custodian, and provider of facilities and common-use office space to federal departments.

Long-Term Objective 1.1: Achieve sustainability in the management of PWGSC's programs and activities and be recognized as a world leader in sustainable buildings. Measurement of building sustainability will be based upon internationally recognized SD building evaluation systems such as LEED equivalent and BREEAM/Green Leaf.

Target	Performance Measure
1.1.1 From April 2004, each new or rejuvenated building, as well as new design and construction, will be more environmentally efficient than that which it replaced.	<ul style="list-style-type: none">• Annual average LEED equivalent or BREEAM/Green Leaf score of new construction designs, building acquisitions, or completed major project renovations.
Action Plan(s)	
<ul style="list-style-type: none">• From April 2004, all new construction designs will be assessed and required to meet either a LEED Silver equivalent or a BREEAM/Green Leaf 3 Leaves Rating.• From April 2004, the PWGSC building acquisition process will be updated to include environmental assessment and the requirement to meet either LEED Silver equivalent or BREEAM/Green Leaf 3 Leaves rating. The costs to bring the building to these standards will be included in the selection process.	<ul style="list-style-type: none">• From April 2004, major renovations, where the building is stripped to its structure, or during a building's mid-life refit, will meet a LEED Silver equivalent or a BREEAM/Green Leaf 3 Leaves rating.• From April 2004, all major projects will be rated and compared using the building life cycle assessment tool.• By March 2005, a study will be done to determine feasibility of maximizing the energy and environmental efficiency of PWGSC Real Property assets.

Long-Term Objective 1.2: Optimize energy management in PWGSC programs and activities and be seen as a model in implementing the Government of Canada Greenhouse Gas (GhG) reduction agenda.

Target	Performance Measure
<p>1.2.1 By March 2008, the PWGSC real property inventory will be at least 39 percent more energy and GhG efficient than it was in 1990. This will require a further 16 percent reduction from March 31, 2002 levels.</p>	<ul style="list-style-type: none"> Percentage of total building energy consumption reduction and GhG reductions, relative to 1990 levels.
Action Plan(s)	
<ul style="list-style-type: none"> From April 2004, each new or rejuvenated building will be at least 35 percent more energy efficient than that which it replaced, and/or at least 25 percent more energy efficient than the Model National Energy Code for Buildings - 1997 (MNECB-1997). From April 2004, all PWGSC renovation projects (including the envelope and Heating, Ventilation and Air Conditioning (HVAC) for existing buildings will be a minimum of 15 percent more energy efficient than the Model National Energy Code for Buildings-1997. By March 2005, conduct an assessment on the effects related to climate change for Real Property buildings in the next 50 years (construction and operations) and by March 2006, complete new construction and operations standards to address the effects identified in the assessment (i.e. Permafrost, water levels, water tables, air conditioning, etc.). By March 2008, implement a systematic energy conservation tune-up of major Crown-owned and Lease-Purchase Buildings ("Major" is defined as buildings greater than 10,000 m²) 	

Long-Term Objective 1.3: Minimize PWGSC's use of natural resources, fully assuming its role as a leader in a sustainable community. Sustainability in the management of natural resources such as water, wastewater and hazardous material will become the business-as-usual model for PWGSC.

Target	Performance Measure
<p>1.3.1 By March 2007, PWGSC will have significantly improved natural resources management in Crown-owned buildings, with opportunities realized in all of the following areas by March 2010:</p> <ul style="list-style-type: none"> • Ozone Depleting Substances (ODS) • Hazardous materials • Integrated Pest Management • Water • Solid waste 	<ul style="list-style-type: none"> • Matrix measure developed, based upon results of strategy development.
Action Plan(s)	
<ul style="list-style-type: none"> • From April 2004, develop and implement in PWGSC Crown-owned facilities, over the next three years, a comprehensive resource index encompassing ODS, hazardous materials, water, and solid waste. • By March 2005, the PWGSC real property inventory will be free of PWGSC-owned halon, unless no alternative solution is available. • By March 2010, the Heating, Ventilation and Air Conditioning (HVAC) inventory in PWGSC Crown-owned buildings will be free of CFCs, unless no alternative solution is available. • By March 2006, develop a strategy and guidelines to reduce hazardous materials used in the real property inventory by 25 percent, through product elimination and product replacement. 	<ul style="list-style-type: none"> • By March 2007, Integrated Pest Management (IPM) will be implemented in all PWGSC Crown-owned buildings. • By March 2008, water consumption will be reduced by 15 percent from 2000 levels in PWGSC Crown-owned office buildings. • By March 2007, a strategic assessment will be conducted to determine the feasibility of reducing grey water and wastewater discharge (including runoff water) in PWGSC Crown-owned buildings. • By March 2008, the transformers in the existing PWGSC real property inventory (as at March 2003) will be PCB-free in the building's electrical system, unless no alternative solution is available. Light ballasts will also be removed as part of energy upgrades.

Action Plan(s)

- As of April 2004, in real property projects over \$1,000,000 and in communities where industrial recycling is supported, the implementation of construction and demolition waste management practices will be completed, with waste materials being reused or recycled.
- By April 2007, multi-material recycling will be implemented in PWGSC Crown-owned facilities where the recycling infrastructure exists.
- Commencing in April 2004, cost effective multi-material recycling will be implemented in leased facilities at the time of lease renewals and new lease agreements, where the recycling infrastructure exists, and where PWGSC is the majority lessee.

Long-Term Objective 1.4: Remediate or risk manage PWGSC's contaminated lands and support urban sustainability in the use of rehabilitated brownfield sites, in partnership with other stakeholders, thus promoting due diligence.

Target**Performance Measure**

1.4.1 By April 2004, all known PWGSC contaminated sites will be managed according to PWGSC Contaminated Sites Management Plan and Strategy.

- Percentage of known contaminated sites that have been remediated or risk managed.

Action Plan(s)

- By March 2008, remediate known contaminated sites reported to the Federal Contaminated Sites Inventory (FCSI) to eliminate unacceptable risks or to apply a 'Brownfield First' development strategy, and risk manage remaining sites to demonstrate due diligence.

Long-Term Objective 1.5: Manage PWGSC's real property leased portfolio, so that performance will be equivalent to that of PWGSC's Crown-owned inventory. Through strategic use of its role as a lessee, PWGSC will support sustainability development in the Real Property community.

Target	Performance Measure
<p>1.5.1 By April 2004, all new leases will follow the same sustainable design principles as applied to the PWGSC Crown-owned inventory.</p>	<ul style="list-style-type: none"> • Percentage of new lease-purchase, build to lease and long-term lease solicitations over 10,000 m² that meet LEED Silver or equivalent. • Percentage of new leases and lease renewals that contain the PWGSC green lease clauses.
Action Plan(s)	
<ul style="list-style-type: none"> • As of April 2004, all new lease-purchases and build-to-lease facilities over 10,000 m², will meet the same standards as in PWGSC Crown-owned buildings. • Starting in April 2004, all new leases and renewals will be subject to the Green Lease Provisions, where economically feasible. 	

Goal 2: Green PWGSC's services to federal departments and agencies

Long-Term Objective 2.1: In meetings with colleague departments, PWGSC will offer an outreach session on PWGSC's green procurement tools and activities.

To better assist colleague departments and agencies, the green procurement knowledge of PWGSC supply officers will be expanded by ensuring that they receive green procurement training.

NOTE: Although multi-material recycling in leased facilities is addressed as an action plan item under Long-term objective 1.3, Target 1.3.1, it also applies to Goal 2, since it is a service provided to PWGSC users.

Target	Performance Measure	Action Plan(s)
2.1.1 Annually, all colleague departments will have been offered outreach sessions on PWGSC's green procurement tools.	<ul style="list-style-type: none"> • Number of colleague departments offered outreach sessions. 	<ul style="list-style-type: none"> • PWGSC's service integration teams will offer all colleague departments outreach sessions about green procurement tools.
2.1.2 By March 31, 2007, at least 30 outreach sessions will have been provided to federal government employees in the form of information sessions, formal presentations and exhibits.	<ul style="list-style-type: none"> • Number of outreach sessions provided. 	<ul style="list-style-type: none"> • PWGSC will deliver outreach sessions to federal government employees.
2.1.3 By March 31, 2006, all PWGSC supply officers will have received green procurement training.	<ul style="list-style-type: none"> • Percentage of supply officers that who have received green procurement training. 	<ul style="list-style-type: none"> • PWGSC contracting officers will be given green procurement training.

Long-Term Objective 2.2: Expand and market PWGSC green procurement tools to facilitate sustainable procurement by the federal government.

Target	Performance Measure	Action Plan(s)
2.2.1 By March 31, 2007, the number of profiles of green goods and services available on the Publiservice website, the Green Procurement Network, will be increased from 90 to 150.	<ul style="list-style-type: none"> Number of profiles of green goods and services available on the Green Procurement Network. 	<ul style="list-style-type: none"> PWGSC will research the market place to determine appropriate green goods and services on which to develop profiles.
2.2.2 By March 31, 2007, all departments and agencies will have been offered PWGSC's green procurement course.	<ul style="list-style-type: none"> Percentage of departments and agencies that have been offered PWGSC's green procurement course. 	<ul style="list-style-type: none"> PWGSC will market its green procurement course to all colleague departments.

Long-Term Objective 2.3: Provide services to other federal departments and agencies in order to aid in meeting the Greenhouse Gas (GhG) reduction target of the Federal House in Order Initiative.

Target	Performance Measure	Action Plan(s)
2.3 By April 2006, purchase an annual amount of Green Power of 450 GWh and sustained through to March 2008.	<ul style="list-style-type: none"> Amount of Green Power purchased in GWh per year (with 450 GWh equalling 100 percent). 	<ul style="list-style-type: none"> By March 2006, negotiate the purchase of 450 GWh per year of Green Power in order to meet 46 percent of the GhG reduction target of the Federal House in Order Initiative.

Goal 3: Green PWGSC's internal operations

Long-Term Objective 3.1: PWGSC will integrate environmentally responsible practices into its day-to-day activities.

Target	Performance Measure	Action Plan(s)
3.1.1 By July 2004, have a communication plan in place to promote and raise awareness of Green Citizenship to all PWGSC employees.	<ul style="list-style-type: none"> • Development and implementation of a communication plan. • Number of communications products issued to promote and raise awareness of Green Citizenship. 	<ul style="list-style-type: none"> • Raise employee awareness of Green Citizenship initiatives such as green procurement and the use of electronic document management systems (such as the Enterprise Document and Record Management (E-DRM) system) and electronic forms (ELF), by distributing promotional material (in electronic format or in print using recycled materials) and by offering information sessions.
3.1.2 From September 2004, provide training to all acquisition card holders, including green procurement training.	<ul style="list-style-type: none"> • Number and percentage of acquisition card holders who have received training or detailed information on their roles and responsibilities. • Number and percentage of personnel with purchasing responsibility (excluding acquisition card holders) who have received training or detailed information on their roles and responsibilities. 	<ul style="list-style-type: none"> • Raise the awareness of acquisition card holders and personnel with purchasing power concerning their roles and responsibilities as identified in the Acquisition Card Departmental Policy (DP 034).

Target	Performance Measure	Action Plan(s)
<p>3.1.3 By June 2008, implement electronic approval/authorization of forms throughout the Department using the existing web-based electronic forms platform (ELF).</p>	<ul style="list-style-type: none"> • Feasibility study completed. • Pilot study initiated. • Enhanced technology released throughout the department. 	<ul style="list-style-type: none"> • Phase I: by June 2005, conduct a feasibility study to determine the potential for implementing electronic approval/authorization (sections 32, 33 and 34 of the <i>Financial Administration Act</i>) technology in electronic forms (ELF). • Phase II: by June 2006,: Initiate a limited electronic authorization Pilot Project. • Phase III: by June 2008, implement electronic approval/authorization of forms throughout the department using ELF.
<p>3.1.4 By April 2008, all printers should be capable of double-sided printing.</p>	<ul style="list-style-type: none"> • Number and percentage of new printers with double-sided printing capacity. • Number and percentage of existing printers with double-sided print capability where the default setting is double-sided. 	<ul style="list-style-type: none"> • All new printers will be purchased with the capability of printing double-sided; existing printers that have double-sided print capability should be set by default to print double-sided.

Target	Performance Measure	Action Plan(s)
3.1.5 By June 2006, increase the use of electronic document and record management systems.	<ul style="list-style-type: none"> • Number and percentage of PWGSC employees using electronic document and record management systems. 	<ul style="list-style-type: none"> • Link and maximize the proper use of electronic document and record management systems (such as E-DRM) to reduce the use of paper, reduce physical storage space and to better manage and maintain departmental records (including e-mail) and corporate memory.
3.1.6 By June 2004, expand web-enabled electronic forms to all users to further reduce the use of paper.	<ul style="list-style-type: none"> • Number and percentage of PWGSC employees using electronic forms. • Number and percentage of PWGSC employees using E-DRM. 	
3.1.7 By September 2005, issue a Green Workstation Policy.	<ul style="list-style-type: none"> • Green Workstation Policy issued. • Number and percentage of existing PWGSC workstations implementing the Green workstation policy. 	<ul style="list-style-type: none"> • Develop and roll-out a policy whereby employees' workstations are set up to enable their work to be carried out environmentally responsibly.
3.1.8 By October 2005, develop and issue a Green Meeting Policy.	<ul style="list-style-type: none"> • Periodic survey of key meeting holders (chairpersons) to determine effectiveness of policy. 	<ul style="list-style-type: none"> • Develop and issue a Green Meeting Policy.

Target	Performance Measure	Action Plan(s)
<p>3.1.9 By December 2007, obtain certification for Office Facilities from the Environmental Choice[™] Program (ECP), including authorization to use the Ecologo[™] for a selected PWGSC organization and/or location.</p>	<ul style="list-style-type: none"> • Award of certification for Office Facilities from the Environmental Choice Program for a selected PWGSC organization and/or location. 	<ul style="list-style-type: none"> • Implement a 5-year action/feasibility plan to obtain the ECP certification for pilot site(s). • The Action Plan will follow the pre-certification process.