



## Table Of Contents

<b>Executive Summary</b>	<b>i</b>
<b>Public Works and Government Services Canada</b>	<b>1</b>
<b>Background</b>	<b>2</b>
<b>1.0 Goal No. 1: PWGSC will green its operations as a custodian and provider of facilities and common-use office space to federal departments and agencies</b>	<b>3</b>
Objective 1.1 Reduce Greenhouse Gas Emissions	4
Objective 1.2 Reduce Energy Consumption	6
Objective 1.3 Implement Environmental Management Systems	8
Objective 1.4 Implement Means to Comply More Effectively with the <i>Canadian Environmental Assessment Act (CEAA)</i>	11
Objective 1.5 Responsible Management of Hazardous Waste	14
Objective 1.6 Responsible Management of Asbestos	16
Objective 1.7 Implement Integrated Pest Management	18
Objective 1.8 Responsible Management of Contaminated Sites	19
Objective 1.9 Develop and Implement Environmental Emergency Response Plans	21
Objective 1.10 Responsible Management of Ozone-Depleting Substances	22
Objective 1.11 Reduce Water Consumption	24
Objective 1.12 Responsible Management of Tenant Office Waste	25
Objective 1.13 Develop and Implement Environmentally Responsible Leasing Practices	27
<b>2.0 Goal No. 2: PWGSC will green the services it provides to federal departments and agencies in its role as a common-service agent</b>	<b>29</b>
Objective 2.1 Expand Use of e-Purchasing-Cataloguing Application	30
Objective 2.2 Increase Capacity to Deliver Real Property Projects in an Environmentally Responsible Manner	32
Objective 2.3 Facilitate Green Procurement in Government	35
Objective 2.4 Green Services as Property Manager of Other Custodial Departments' Properties	36



<b>Objective 2.5 Reduce Paper Consumption in Services Provided to Client Departments</b>	<b>37</b>
<b>Objective 2.6 Provide Tools to Green Federal Government Travel</b>	<b>43</b>
<b>3.0 Goal No. 3: PWGSC will green its internal operations</b>	<b>45</b>
<b>Objective 3.1 Reduce Paper Consumption in PWGSC</b>	<b>46</b>
<b>Objective 3.2 Develop and Deliver Environmental Training Programs for Employees of PWGSC</b>	<b>49</b>
<b>Objective 3.3 Increase Internal Purchases of Environmentally Responsible Goods and Services</b>	<b>51</b>
<b>Objective 3.4 Green PWGSC Fleet Activities</b>	<b>52</b>
<b>Objective 3.5 Increase Environmental Awareness in PWGSC Employees</b>	<b>53</b>
<b>Objective 3.6 Encourage Green Travel within PWGSC</b>	<b>54</b>
<b>4.0 Regulatory Compliance</b>	<b>58</b>





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## Executive Summary

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Public Works and Government Services Canada (PWGSC) is currently working toward fulfilling the three goals set out in its second Sustainable Development Strategy (SDS 2000). Simply put, PWGSC is seeking to “green” its facilities, to “green” the services that it makes available to other federal departments and agencies, and to “green” its own internal operations. This summary reviews PWGSC’s performance during Fiscal Year 2001-2002 and its progress toward meeting the targets associated with each goal.

Excellent progress is being made. Of the 43 departmental targets:

- five have been achieved ahead of schedule including three by more than 25-percent of the target;
- 19 have been achieved on schedule;
- 16 are still in progress (deadline dates are still in the future);
- one was missed for reasons outside of the department’s control; and,
- two targets exist where data is not available or is inconclusive.

Overall, we are reducing the environmental footprint of our facilities. We have developed an ISO 14001 Environmental Management System and in particular, have achieved full ISO registration of the Esquimault Graving Docks. Reductions of our Greenhouse Gas Emissions are on-track to meet our long-term Kyoto related target. Hazardous materials have been removed from service, we have improved our waste management practices and are on-track to do more. We have taken steps to improve our leasing practices.

As a common service agency, we are assisting other departments in the greening of their operations. We have taken steps to make the delivery of real property projects and property management services more environmentally responsible. We have expanded e-Purchasing and found other ways to reduce paper consumption related to the services we offer. There is now a tool provided to facilitate green travel and we are on-track to facilitate green purchasing by others.

PWGSC has also “greened” our internal operations through the reduction of our own paper consumption, increased purchases of environmentally responsible goods and services and the use of alternative fuel vehicles in our vehicle fleet. We have also taken positive steps to increase environmental awareness in our own employees.

Last fiscal year, the department significantly improved its environmental management processes as it brought itself in line with ISO requirements, making the achievement of targets more reliable. While there is great room for optimism, it should also be recognised that the achievement of several of the remaining targets will not be easy. Some can best be viewed as “stretch” targets.

While much has been achieved, success will likely breed expectations that are even higher. The challenge will be to find new and cost-effective means to further reduce environmental impacts while continuing to support other key initiatives such as long-term costs reductions and broader government objectives. A significant challenge will also exist to share the means of achieving our successes with others, whether in the public or private sectors, so that they may achieve the same.





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## Public Works and Government Services Canada

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**P**ublic Works and Government Services Canada (PWGSC) was created in June 1993 through the amalgamation of Public Works Canada, Supply and Services Canada, the Government Telecommunications Agency, and the Translation Bureau.

PWGSC's operating environment is complex and our activities are broad in scope. The department has approximately 12,000 employees, supporting the work of more than 100 federal departments and agencies. The department provides office accommodation for some 179,000 public servants and parliamentarians who work in more than 2,500 locations across the country.

PWGSC manages a diverse real property portfolio, including some 400 buildings worth more than \$6.8 billion, and administers more than 2,000 leases every year in every province and territory. The department's real property portfolio also includes wharves, dams, bridges, housing and unoccupied lands, for a total of more than 1,900 real property assets.

As the nation's largest contracting agent, PWGSC annually issues over 50,000 contracts for approximately \$8 billion of goods and services on behalf of its client departments, representing about 60-percent of the federal government's contracting in goods and services.

Through Government Telecommunications and Informatics Services (GTIS), PWGSC provides electronic infrastructure services to support government operations, information management and information technology (IM/IT) services. It acts as a key delivery agent of the government's IM/IT Federated Infrastructure, which provides a secure delivery channel for electronic commerce and electronic service delivery government-wide.

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.

Our goal at PWGSC 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, we help departments focus on what they do best.



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## Background

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In accordance with the 1995 amendments to the *Auditor General Act*, Ministers tabled their first Sustainable Development Strategy (SDS) in Parliament in 1997. The legislation calls for updates to the SDS to be submitted at least once every three years.

Each fall, Departmental Performance Reports are tabled in Parliament to report on departmental activity over the previous fiscal year. Beginning in FY 2000/2001, the SDS portion of the PWGSC Departmental Performance Report referenced a separate, more detailed account of the progress of the department toward meeting its SDS objectives. The same approach has been followed this year and has been adopted as PWGSC's practice for reporting against its SDS commitments.

Since tabling its first SDS in 1997, PWGSC has been engaged in a process of continuous learning and improvement. Data collection systems have been developed and modified. The initial SDS targets were refined to enhance measurability of performance. Reporting mechanisms have been adjusted to better align with existing frameworks. At the heart of this ongoing effort is the attainment of the following aims:

- to integrate a comprehensive Environmental Management System (EMS) into PWGSC's overall management framework and ensure environmental performance is achieved and sustained according to established objectives;
- to green PWGSC's operations, using a pollution-prevention approach to meet or exceed requirements of applicable environmental regulations and policies;
- to green PWGSC's daily activities by practising Green Citizenship; and
- to assist clients in their initiatives to green operations wherever feasible, and purchase environmentally responsible goods and services.

This report will examine each of these broad aims, looking at specific targets, performance highlights, areas of concern and corrective action planned.



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## **1.0 Goal No. 1:**

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*PWGSC will green its operations as a custodian and provider of facilities and common-use office space to federal departments and agencies.*





## Objective 1.1 Reduce Greenhouse Gas Emissions

Targets	Performance	Corrective / Additional Measures <i>(if applicable)</i>
<p>Reduce the production of greenhouse gas (GHG) emissions.</p> <p>As per the Federal House-in-Order Strategy, PWGSC will limit GhG emissions from buildings to a CO<sub>2</sub> equivalent of 619.3 kilotonnes per year by 2010.</p>	<p>Total GHG emissions from PWGSC Crown-owned buildings during the 2001/2002 fiscal year were equivalent to 590.1 kilotonnes of CO<sub>2</sub>.</p>	<p>Continue to implement measures to reduce energy consumption as outlined in Objective 1.2.</p>

### About Greenhouse Gas Reductions

PWGSC is a full participant in the Federal House-in-Order (FHIO) initiative aimed at identifying opportunities to improve energy efficiency and reduce greenhouse gas (GHG) emissions. The FHIO initiative is the Government of Canada's own contribution to the National Action Program on Climate Change. The purpose of the initiative is to demonstrate leadership by reducing GHG emissions from federal government operations. Canada's Kyoto Protocol commitment is to reduce the country's GHG emissions by 2008/2010 to a level six-percent below the 1990 level.

PWGSC conducted a building energy-use assessment to identify the potential for energy efficiency and GHG emission reductions. The assessment resulted in PWGSC's GHG emission reduction strategy and a three-year action plan. The department is on track to reduce PWGSC emissions, by 2010, to a level 19-percent below the 1990 level; considerably exceeding Kyoto Protocol targets. (This excludes contributions from "green power" purchases).

To ensure that these projects take priority, the government has approved a special \$4 million budget for the implementation of building energy initiatives. The scope of these activities is as follows:

- comprehensive building energy audits;
- building operations refinements (recommissioning);
- implementation of Federal Buildings Initiative (FBI) projects where they are cost effective;
- implementation of the National Capital Area central heating plant strategy; and
- establishment of a national energy management reporting protocol.



A key strategy under PWGSC's SDS 2000 commitment to reduce greenhouse gas emissions is the purchase of green power, which the department is tasked to undertake on behalf of the federal government. To date, PWGSC has achieved the following:

- it has established an interdepartmental management infrastructure;
- it has signed Memoranda of Understanding with suppliers having green power production capabilities (SaskPower, Maritime Electric in PEI, Nova Scotia Power, Newfoundland and Labrador Hydro, and New Brunswick Power); and
- it is negotiating with Nova Scotia Power and New Brunswick Power to secure an annual 190 gigawatt hour (GWH) supply of green power. The department also plans to issue, on or before December 31, 2002, a Request for Proposal for an annual purchase of 225 GWH of electricity from renewable resources in Alberta and Ontario.



## Objective 1.2 Reduce Energy Consumption

Targets	Performance	Corrective / Additional Measures <i>(if applicable)</i>
By March 31, 2005, implement energy conservation measures associated with the Federal Buildings Initiative and other programs in PWGSC Crown-owned buildings, when an energy assessment has demonstrated that it is cost effective to do so.	Cost effective energy-saving measures have been implemented in 60-percent of the Crown-owned inventory (233 of 391 facilities).	Continue to assess PWGSC Crown-owned buildings for energy conservation opportunities and implement cost effective measures where they are identified.
By March 31, 2002, introduce enhanced energy-efficiency specifications into the 23 sections of the National Master Specifications relating to equipment that uses energy.	Target complete. All sections of the NMS have been reviewed for the inclusion of environmentally responsible choices.	Continue to monitor technological change and ensure appropriate sections are updated as industry evolves and lessons learned are published.

### About Energy Consumption

Energy efficiency is a key component of PWGSC operating practices and has reduced building energy consumption over the past decade. However, energy consumption is on the rise again in response to increasing inventory demands, and these demands are expected to continue to escalate over the next ten years.

The Federal Buildings Initiative (FBI) program is being evaluated to assess its applicability to PWGSC building stock with floor areas of under 10,000 square metres. To date, 44-percent of PWGSC office space (48 buildings) have received energy-saving upgrades under the FBI program. The 29 contracts, which cost \$40 million, will save \$6.5 million a year, so that the upgrades will pay for themselves in six years. Crown-funded energy-saving upgrades were implemented in an additional 20-percent of PWGSC office space (139 buildings). With the FBI and Crown-funded energy-saving upgrades combined, 60-percent of PWGSC office building space has been upgraded.



The National Master Specification (NMS) is a specification guide for both public- and private-sector specification writers. The NMS is a library of master specifications with some 720 separate sections covering all aspects of the construction industry for both vertical and horizontal construction. The NMS is a “delete master”. This means PWGSC must try to ensure the NMS contains everything that a designer would need to tell a contractor delivering a new or renovated construction project or facility. In reality, even in PWGSC projects, about 25-percent of the information in the average project specification is derived from sources other than the NMS. Departmental Policy 039 (*Use of the National Master Specification*) specifies that the NMS must be used as the basis for producing construction specifications on projects done by or for PWGSC. The Department of National Defence has a similar policy.

Adding Specification Notes to the NMS outlining the use of more energy-efficient equipment in the construction of facilities is just one of the many actions that have been taken by the NMS Secretariat. Other environmentally responsible strategies include writing articles on construction waste and demolition, contaminated sites, hazardous material remediation, water use efficiency, greenhouse gas reduction initiatives and ozone-depleting substances. All of these initiatives affect PWGSC projects and their impact filters down to construction projects in general in Canada. The NMS is seen internationally as a model on how to include environmentally responsible activities and products in everyday construction.



## Objective 1.3 Implement Environmental Management Systems

Targets	Performance	Corrective / Additional Measures <i>(if applicable)</i>
By March 31, 2002, implement an environmental management system (EMS) consistent with ISO 14001 at the Real Property Services (RPS) corporate level.	Target has been met.	Continual improvement based upon the Annual EMS Reviews.
By March 31, 2004, implement an EMS consistent with ISO 14001 in the 107 PWGSC Crown-owned facilities with a floor area of 10,000 square metres or more.	66-percent complete: weighted average from the regional performance.	Continued application of the Key Performance Indicator (KPI) for EMS including the application of corrective actions for deficiencies noted in the Environmental KPI Reviews.

### About Environmental Management System Implementation

The PWGSC Environmental Management System (EMS) Manual was published on-line on the department's intranet site in the Fall of 2001. Branches are developing their respective Environmental Management Systems in keeping with the corporate direction.

In FY 2000/2001, an internal Real Property Services (RPS) branch EMS Review indicated that the RPS EMS had reached 100-percent conformance with three of five ISO 14001 elements, and 90-percent conformance with the remaining two elements. An EMS Manual was required to achieve full conformance with the remaining two elements. During FY 2001/2002 RPS completed its EMS Manual and released it as an interim draft, pending translation and completion of the full approval process through the RPS Policy Network. RPS retained the Canadian General Standards Board CGSB, an ISO 14001 Registrar, to verify that the RPS EMS was consistent with the requirements detailed in the ISO 14001:1996 Standard. In their review of the RPS EMS Manual, CGSB found only three minor non-conformances with ISO 14001, and recommended that RPS could proceed with a pre-registration audit. Two of the three non-conformances have been rectified. The remaining non-conformance will be addressed with the updating of the Departmental Policy 074 – the *PWGSC Environmental Policy* during FY 2002-2003.



## **Facility-level target**

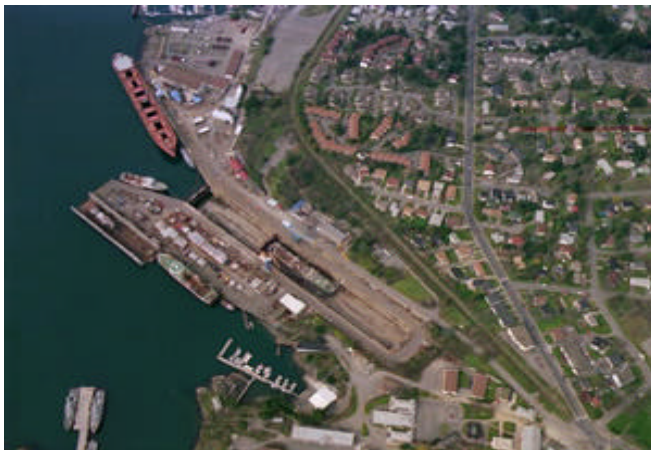
The verification of the RPS corporate elements at the facility-level is achieved through the Environmental Key Performance Indicator (KPI) Review. The criteria stipulated for the EMS portion of the review has been expanded to articulate clearly what must be in place so that the facility is fully conforming to the RPS EMS. Through the continued application of the KPI for EMS, full conformance with the RPS EMS is achieved and assured.

### **ISO quest gains momentum**

#### **ADM Update article, August 2002**

This is an extract from an article on a nation-wide initiative to achieve ISO registration for RPS pilot programs. Seven of 11 projects in RPS are now registered to the ISO 9001 or ISO 14000 standard, demonstrating their commitment to a world-class standard of quality or environmental management. The following success story is from the Pacific Region.

#### **Esquimalt Graving Dock**



*The Esquimalt Graving Dock is owned and operated by PWGSC. The facility is capable of handling vessels of up to 100,000 tonnes.*

This ship building and repair yard near Victoria, B.C., is the largest civilian dry dock on the West Coast of North America. The Dock is owned and operated by PWGSC, which provides its services for a variety of private-sector companies.



Recognizing that ship building and repair work can have significant environmental impacts, PWGSC decided to implement an Environmental Management System (EMS) for the facility and have it registered to the ISO 14001 standard. A major challenge was to attain support for the endeavour not only from PWGSC staff but from private-sector users as well. To do this, the project team formed a committee of all affected parties and convinced tenants of the wisdom and benefits of adhering to an EMS. The team then developed an EMS manual of operating protocols for all activities, products and services conducted and provided at the Dock over which PWGSC has influence or control. Users were invited to participate in EMS training sessions for PWGSC employees. This helped promote the "buy in" of everyone involved.

The Canadian General Standards Board registrars had nothing but praise for the Esquimalt Graving Dock team and publicized the story in their magazine, *Calibre*. The article points out that the Dock is the first publicly owned, multi-user ship repair facility to obtain registration and one of only three large shipyards in the world to achieve this designation.





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## Objective 1.4 Implement Means to Comply More Effectively with the *Canadian Environmental Assessment Act*

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Targets	Performance	Corrective / Additional Measures (if applicable)
By March 31, 2002, develop and implement a departmental <i>Canadian Environmental Assessment Act (CEAA)</i> follow-up monitoring framework.	A departmental CEAA monitoring framework has been developed and implemented for environmental assessment (EA) quality assurance. The framework outlines a cyclical three-year program. Implementation of the first program was completed in 2001/2002.	No corrective action required.

### About CEAA Compliance

#### **Purpose of the CEAA**

PWGSC assesses the environmental effects of its projects in accordance with the provisions and regulations of the *Canadian Environmental Assessment Act (CEAA)*. CEAA sets out the responsibilities and procedures involved in conducting environmental assessments (EAs) of projects in which the federal government holds decision-making authority. The purpose of the Act is to ensure that environmental impacts are considered before action is taken; to promote sustainable development; to ensure an efficient EA process; to eliminate or minimize adverse environmental effects; and to provide for public participation.

Under CEAA, PWGSC must conduct an EA before it:

- commits to carry out a project;
- provides financial assistance to a proponent to enable a project to be carried out;
- sells, leases, disposes of or otherwise transfers control or administration of land to enable a project to be carried out; or,
- issues a regulatory approval to permit a project to be carried out.

The level of environmental assessment required will vary, depending on the nature of the project and the significance of any potential environmental impacts. Most projects are assessed relatively quickly under what is known as a screening level environmental assessment, as opposed to the more rigorous comprehensive study process.





Environmental assessment is also a useful tool for ensuring that other legislation, such as the *Fisheries Act* and the *Canadian Environmental Protection Act*, are considered during a project's planning stages. In addition, CEAA ensures that social and economic issues are considered in a project's development and design.

### **PWGSC Performance and Initiatives**

During the 2001/2002 fiscal year, PWGSC continued to apply CEAA legislation to its proposed undertakings. This commitment is reiterated in PWGSC's Environmental Policy, Departmental Policy 074.

PWGSC has fulfilled the requirements of the *Canadian Environmental Assessment Act* (CEAA) target by completing a three-year compliance monitoring framework which was developed and implemented for environmental assessment quality assurance. Completion of the program involved implementation of the action items identified to improve the National EA Program. Such actions included holding the first National Workshop of EA Regional Coordinators, delivering EA training for PWGSC staff, and creating procedural guidelines.

PWGSC continues to use CEAA checklists to document whether proposed projects are legally required to conduct an environmental assessment. The checklists are tracked using both manual and electronic reporting systems. In 2001/2002, it was reported that 1,631 PWGSC proposals were assessed to determine whether CEAA requirements applied. Of these, 1,550 were exempted from EA requirements, either because they were not "projects" as defined by the Act, or because they were projects listed in the Exclusion List Regulations. The remaining 81 projects required EAs. Only one project required a comprehensive study. The other 80 projects required EA screenings. At the end of the fiscal year, 63 of the screenings had been completed and the remaining 17 were on-going.

During 2001/2002, PWGSC worked on means to better monitor the number of projects requiring EAs, including improvement of the CEAA Checklist in our Project Business Management System (PBMS) and the related electronic checklist reporting system.

Besides conducting EAs during 2001/2002, PWGSC undertook other initiatives to ensure CEAA compliance, high-quality EA practices, and consistency amongst regional EA practitioners.

For example, PWGSC introduced the *Guide for Environmental Assessment Follow-Up and Monitoring* for use by EA practitioners and project managers. The Guide enables them to determine when and how to implement EA follow-up programs and use mitigation monitoring techniques.

PWGSC also began to develop the *Environmental Assessment Officer's Guide* as a supplement to the department's *Environmental Assessment Manual for PWGSC*, which was initiated in the previous fiscal year. The Guide is intended to help EA practitioners conduct and prepare nationally consistent EA analyses and reports.

In addition, the first Environmental Assessment National Workshop was held in December 2001; EA practitioners from every region and representatives from the Canadian Environmental Assessment Agency attended. Workshop outcomes included commitments to:

- develop national EA report templates and terms of reference;
- develop topic-specific reference guides to improve the efficiency of CEAA implementation;



- make recommendations to further tailor the department's CEAA monitoring framework;
- implement the framework's Quality Assurance Program in 2002/2003;
- develop tools to better track and report on the number of projects requiring EAs and to ensure that the CEAA is considered early in the planning process; and,
- develop best practices to clarify roles and responsibilities throughout the EA process.

Many of these items, such as the *Environmental Assessments for Real Property Services' Projects* were started and completed in 2001/2002, while others will be undertaken in 2002/2003 or in future years. To maintain communication among regions, monthly teleconferences have been initiated and continue to be held to provide a forum for sharing information about best practices and the achievement of the above-mentioned objectives.

Further to its commitment to improve departmental EA practices, PWGSC continued to deliver a one-day training session entitled *Introduction to Environmental Assessment*. The purpose of the EA course is to help employees understand and apply federal EA legislation and procedures. During FY 2001-2002, the course increased delivery and participation. Implementation by PWGSC EA practitioners was very successful and generated much positive feedback.

### **Strategic Environmental Assessments**

Although not mandated under the CEAA, strategic environmental assessments (SEAs) provide a process for evaluating the environmental effects of policies, plans or programs and their alternatives. SEA direction is found in the 1999 Cabinet Directive on the Environmental Assessment of Policy, Plan and Program Proposals. During 2001/2002, PWGSC completed a number of SEAs for departmental plans and policies. These SEA processes and the resulting lessons learned continue to provide guidance for future PWGSC SEA projects.



## Objective 1.5 Responsible Management of Hazardous Waste

Targets	Performance	Corrective / Additional Measures (if applicable)
By March 31, 2002, develop a protocol to use economical alternatives to hazardous materials and processes that generate hazardous waste (reflects SDGO target).	Target has been met. The protocol has been finalized and currently a distribution and implementation strategy is being developed.	To support the protocol, PWGSC entered into a Memorandum of Understanding (MOU) with Canadian Centre for Occupational Health and Safety to jointly develop an online database which will give users access to information on thousands of hazardous materials/products and their alternatives.  The database format was completed by March 31, 2002 and will be completely populated by March 31, 2003.
By March 31, 2002, remove from service the three remaining PWGSC transformers that contain askeral PCBs.	Target has been met. The three remaining transformers in the Parliamentary Precinct were removed this fiscal year.	No further action required.

### About Hazardous Materials Management

#### Hazardous Materials

PWGSC has a list of more than 260 hazardous materials currently in use throughout its facilities. The main hazardous materials present in PWGSC facilities include oils, glycol, fluorescent lamps, batteries and cleaning solvents. Some of these materials are more toxic than others. Some have been targeted by Canadian environmental legislation for elimination or life-cycle management. Hazardous materials not targeted should still be considered for 3R management opportunities: **reduce** (e.g., practise material substitution, perform preventive maintenance, use appropriate purchasing and inventory management techniques); **reuse** (e.g., modify equipment, install alternative equipment on site); and **recycle** (e.g., practise on-site or off-site recycling).



PWGSC Departmental Policy 037, the *Workplace Hazardous Materials Information System (WHMIS) Policy*, requires that, “prior to purchasing chemical/hazardous products for the workplace, Managers in charge of worksites and Supervisors should determine if a suitable substitute can be purchased that is not hazardous or that is less hazardous”.

The *Protocol to Promote the Use of Alternative Hazardous Materials and/or Processes for PWGSC* was developed in order to meet the requirements of PWGSC Departmental Policy 037 and SDS Objective 1.5.

There are financial as well as environmental considerations in reducing the use of hazardous materials. In general, buying hazardous material alternatives may cost more but, on the other hand, disposing of hazardous waste may cost many times more than disposing of normal waste.

When it is not possible to use non-hazardous material, PWGSC licenses private-sector disposal firms to dispose of hazardous wastes through long-term contracts. The contracts stipulate that all applicable Acts and Regulations must be adhered to during all stages of removal and final disposal. PWGSC receives Certificates of Disposal for all its hazardous materials. A typical PWGSC office facility generates fewer than 100 kg of hazardous waste per year, and that amount is diminishing every year.

### **Polychlorinated biphenyls (PCBs)**

Polychlorinated biphenyls (PCBs) were widely used prior to 1980 as a dielectric fluid in electrical equipment enhancing conductivity in transformers. They pose a serious threat if released into the environment or involved in a fire. The by-products of their combustion, if burned at too low a temperature, are dioxins and furans, which are carcinogens. All 35 tonnes of PCB waste materials held in PWGSC storage in 2001/2002 were transferred for destruction.

The percentage of PWGSC Crown-owned inventory considered to be PCB-free declined slightly from the previous year to 57-percent, due to more accurate information collection during the past year. There are no longer any askarel-filled transformers in the PWGSC inventory. In the National Capital Area (NCA), six transformers with a concentration of more than 50 parts per million of PCBs remain, but are undergoing decontamination. The success of this decontamination process has yet to be determined, due to technical problems with the program. Virtually all the PCBs left in PWGSC buildings are in lighting ballasts. These are routinely removed as refits, renovations, maintenance procedures, and energy-conservation measures are implemented. It is therefore anticipated that the year-by-year elimination of PCBs will be gradual.

Environment Canada is currently reviewing the regulations that govern PCB storage and disposal and has been involved in public meetings and discussions with other departments regarding the proposed changes to the Regulations.

Standing offers for PCB disposal have been established across the country as a service to PWGSC and other government departments.



## Objective 1.6 Responsible Management of Asbestos

Targets	Performance	Corrective / Additional Measures <i>(if applicable)</i>
By March 31, 2003, achieve full implementation of the National Asbestos Management Plan at all asbestos-containing Crown-owned PWGSC facilities.*	72-percent complete: 167 of 233 asbestos-containing facilities have an asbestos management plan (AMP).	The target has had to be extended by a year because the Asbestos Management Plan required additional time to achieve full implementation in all asbestos-containing Crown-owned PWGSC facilities.  Director of Maintenance Management has issued instructions to the Regional officials to complete the remaining AMPs by March 31, 2003.

### About Asbestos Management

Asbestos is the common name for a group of naturally occurring mineral silicates best described as having long, thin, easily separated fibres. Because they are naturally occurring, asbestos fibres can be found virtually anywhere. Asbestos is primarily used as an insulating material and a fire retardant.

Two main classes of materials contain asbestos:

- Friable materials - when dry, these can be crumbled, pulverized or reduced to powder by hand
- Non-friable materials - these remain intact under hand pressure

Because of the health risks (lung cancer and other diseases) associated with exposure to asbestos and to asbestos dust in particular, friable products are now banned from production.

### **Asbestos Management Plan**

PWGSC is highly involved in the stewardship of federal buildings. Departmental Policy 057, *Asbestos Management*, provides the department with a framework for asbestos management. The policy includes a code of practice with guidelines for monitoring, reporting, communicating,

\* This target was modified by the Report of Plans and Priorities for FY 2002/2003. Please visit [http://www.tbs-sct.gc.ca/tb/estimate/20022003/rGSC\\_e.pdf](http://www.tbs-sct.gc.ca/tb/estimate/20022003/rGSC_e.pdf) for details.



training and conducting of assessments and surveys. The PWGSC Asbestos Management Plan (AMP) has been developed to meet federal and provincial regulatory requirements.

The AMP was developed to enable the department to:

- identify all friable asbestos materials;
- maintain all accessible friable asbestos materials in good condition;
- prevent unintended asbestos exposures to client staff and visitors, contractors, and PWGSC staff;
- manage all construction and maintenance activities that might disturb asbestos materials; and,
- comply with all federal, provincial, territorial and municipal requirements for occupational health and safety, and environmental control.

In 2001/2002, PWGSC implemented AMPs in 72-percent (167 of 233) of its facilities identified as containing asbestos. The relative percentage remains unchanged from 2000/2001 for the following reasons:

- AMPs are only implemented in buildings where asbestos may be disturbed due to renovation or retrofit projects, or maintenance. Facilities may be listed as containing asbestos, yet have no AMP because the asbestos is contained in locations where it poses no risk to health.
- The number of buildings identified as containing asbestos fluctuates because initial asbestos surveys cannot always determine the presence of asbestos. Asbestos may not be discovered until a building's walls and ceilings are removed to expose the inner cavities. This is not practical during the initial survey, nor is it recommended, as there is no threat of exposure from contained asbestos. Consequently, a major renovation or retrofit project requiring the removal of a wall or ceiling may reveal asbestos that, until then, has not been found. With the passage of time, increasing numbers of major retrofits can be expected to result in the identification of additional buildings containing asbestos, allowing its progressive removal.
- The sale or demolition of older facilities is progressively reducing the inventory of asbestos-containing buildings.



## Objective 1.7 Implement Integrated Pest Management

Targets	Performance	Corrective / Additional Measures <i>(if applicable)</i>
By March 31, 2003, implement integrated pest management plans at applicable Crown-owned PWGSC facilities.	30-percent complete: 117 of 386 facilities that require an integrated pest management (IPM) plan have IPM practices in place.	To clarify the intent of the target, the requirement for an IPM plan has been changed to a requirement for an implemented IPM program. A checklist will be used to measure IPM compliance on a per-building basis.

### About Integrated Pest Management

PWGSC is responsible for protecting personnel and the integrity of property from the harmful effects of pests. Any decision to use chemical control measures must follow a careful assessment of the value of the asset at risk and the potential damage to personal health. Integrated Pest Management (IPM) is defined as a decision-making process that uses cultural, natural, mechanical and chemical controls to suppress pests effectively, economically and in an environmentally sound manner. Applying IPM minimizes any adverse environmental impact and risk associated with using pesticides. The PWGSC Guidance Document on Integrated Pest Management (IPM) and Sustainable Landscape Design and Maintenance is now available as a PDF document, downloadable through the departmental intranet site. This will assist the Client Service Units in developing and assessing their IPM programs.

In October 2001, representatives of federal custodial departments and agencies established a Working Group under the Federal Committee on Environmental Management Systems (FCEMS) so as to have a formal mechanism for developing a standard approach for pest management decisions in federal government operations. The mandate of the Working Group, co-chaired by PWGSC and National Defence, was to ensure that current directives, policies and initiatives of the federal government are consistent with Integrated Pest Management principles and practices, beginning with lawn care.

*Guidance for the Implementation of IPM in Federal Government Operations* was drafted by the working group as a first step towards developing a general policy that could be adopted by all federal custodial departments and agencies. The document is currently being circulated in both official languages within all departments and agencies to gather comments before the Working Group reconvenes in the fall of 2002.

In addition, a National Best Practice on Integrated Pest Management has now been included in the RPS Environmental Management System Manual. This Best Practice reflects much of the approach recommended in FCEMS draft document on Integrated Pest Management.



## Objective 1.8 Responsible Management of Contaminated Sites

Targets	Performance	Corrective / Additional Measures <i>(if applicable)</i>
By March 31, 2003, complete the assessment of all PWGSC sites for contamination, including determination of the extent of contamination. †	On track to meeting the target. 83-percent complete. Assessments have been completed at 703 of the 850 sites on record. Of the remaining sites, 53 are currently under assessment.	<p>Those sites with the greatest likelihood of contamination have been assessed. The target was extended by a year, because a discrepancy in the inventory of real property sites reported for PWGSC expanded the number of sites to be considered in this initiative. The remaining sites are expected to pose a low risk of contamination, but still must be assessed</p> <p>To manage contaminated sites data more effectively, a Records Management Best Practice document will be prepared, along with an updated CatchAll screen which will include Geographic Information System (GIS) capabilities.</p> <p>These activities are in the design stage during FY 2002/2003, and will be incorporated into the Project and Business Management System (PBMS) in FY 2003/2004.</p>

† This target was modified by the Report of Plans and Priorities for FY 2002/2003. Please visit [http://www.tbs-sct.gc.ca/tb/estimate/20022003/rGSC\\_e.pdf](http://www.tbs-sct.gc.ca/tb/estimate/20022003/rGSC_e.pdf) for details.





<p>By March 31, 2003, complete preparation of plans for remediation or risk management of PWGSC sites where contamination has been identified.</p>	<p>44-percent complete. Remediation or risk management plans have been prepared for 63 of the 144 sites on record where contamination has been identified.</p>	<p>As a result of the delay in receipt of funding for the National Capital Area, a small portion of the remaining activities may have to be completed in FY 2003/2004 in order to complete this target.</p>
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## About Responsible Management of Contaminated Sites

If managed improperly, contaminated lands, sediments and waters can be both a financial and a regulatory environmental burden. Dealing with a contaminated site involves assessing the site, evaluating the risk, doing careful remediation where warranted, and conducting continuous monitoring. By sharing and implementing best practices, existing contamination problems can be solved and future problems prevented.

Under the 2000/2001 contaminated sites program at PWGSC, significant progress was made in completing the environmental site assessment work. The number of sites that were assessed increased in 2001/2002. Assessments have been completed at 703 of the 850 sites on record. Five hundred and forty-three require no further action and 18 were remediated. Of the 144 sites where contamination was identified, remediation or risk management was ongoing at 44 sites and plans had been prepared for another 19.

The process of reconciling the *Directory of Federal Real Property* (DFRP) and PWGSC's Facility Inventory System (FIS) has created new challenges in defining the real property inventory. Formerly, targets involved only office buildings, as these structures were considered to pose the biggest environment risk for PWGSC. In 2000/2001, PWGSC included all types of assets (including office buildings, housing, infrastructure and land) in its reporting program, for an overall inventory of close to 1,400 assets. This increased the challenges and pressures facing our environmental management resources in meeting our contaminated sites targets. However, with resources provided by the Treasury Board Secretariat through its Federal Contaminated Sites Assessment Initiative, PWGSC was able to increase the number of sites assessed significantly, and to prepare management plans for known contaminated sites.

Regarding assets not formerly reported on, PWGSC continued to employ integrated risk management principles in order to complete the assessments in the most cost-effective manner. The majority of these assets include residences, infrastructures and unused lands which generally present a lower risk of contamination than more intensive-use sites such as buildings, where more contaminant sources may exist. As a result, PWGSC is completing screening-level reviews of these properties in order to evaluate past land use and to prioritize them in a more cost-effective manner for environmental site assessment activities. As for residences, a representative sampling approach has been taken to evaluate the presence of contamination in this type of land use.



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## Objective 1.9 Develop and Implement Environmental Emergency Response Plans

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Targets	Performance	Corrective / Additional Measures <i>(if applicable)</i>
Specific targets to be established pending finalization of requirements for environmental emergency response plans in light of proposed CEPA regulations.	34-percent complete: 42 of 122 facilities requiring an environmental emergency response plan (EERP) have one.	Target will be on track to being met by 2004, provided that funding is identified through the Building Management Plan Process and that funds are subsequently provided to the Infrastructure Continuity Unit.

### About Environmental Emergency Response Plans

An Environmental Emergency Response Plan (EERP) is designed to deal with events that threaten the environment and human health. It is an integral part of an infrastructure continuity plan (ICP), which is an emergency response plan aimed at dealing with threats that may affect the daily operations of a particular facility.

Under the provisions of the *Canadian Environmental Protection Act (CEPA)*, a building or facility must have a plan in place for dealing with substances that may harm the environment or pose a risk to human health if they enter the environment as a result of an emergency. In keeping with that notion, PWGSC has taken on the task of developing EERPs and processes for its facilities, and of offering these services to all federally-owned or managed facilities. The ICP/EERP initiative is also a requirement under the *Emergency Preparedness Act* and supports PWGSC's departmental policies and Sustainable Development Strategy commitments.



## Objective 1.10 Responsible Management of Ozone-Depleting Substances

Targets	Performance	Corrective / Additional Measures <i>(if applicable)</i>
<p>By March 31, 2004, complete a full evaluation of the PWGSC inventory of equipment containing major ozone depleting substances (ODS) and implement further ODS recovery enhancements, or phase out replacements to achieve a downward trend in weighted ozone-depleting potential (ODP).</p>	<p>PWGSC is currently updating a per-region ODS equipment inventory.</p>	<p>A CFC phase-out strategy for ODS equipment with a cooling capacity of over 100 tonnes is currently being prepared.</p>
<p>By March 31, 2002, replace all PWGSC-owned halon systems.</p>	<p>Target was not met. <del>One</del> <b>Four</b> halon system remains (at the client's request).</p> <p>In February 2002, through Memoranda of Understanding (MOUs) with other government departments (OGDs), PWGSC assumed responsibility for an additional five halon systems.</p>	<p>PWGSC continues to discuss the need for a conversion or replacement with the clients. Funding is in place for the replacement of the system during 2002/3003.</p> <p>PWGSC is currently developing phase-out plans for these systems.</p>

### About Managing Ozone-Depleting Substances Responsibly

Safeguarding the earth's ozone layer and preventing the accumulation of greenhouse gases are important international issues. To meet current standards and avoid adverse long-term environmental effects, PWGSC has targeted the phase-out of ozone-depleting substances (ODSs) because of their contribution to climate change and the depletion of the earth's ozone layer.



In 1987, Canada signed an international agreement known as the Montreal Protocol on Substances that Deplete the Ozone Layer. Under this agreement, the production, import and export of ODSs and their use in certain situations have been or will be restricted or prohibited in accordance with the deadlines set in the Montreal Protocol and in its subsequent amendments. The Kyoto Protocol reinforces Canada's commitment to addressing climate change.

At PWGSC facilities, ODSs are used in chillers and in air-conditioning and refrigeration systems for the most part, which account for most of the traditional refrigerants such as chlorofluorocarbons (CFCs) and alternative refrigerants such as hydrofluorocarbons (HFCs) and hydrochlorofluorocarbons (HCFCs). ODSs are also found in fire protection systems and extinguishers that use halons.

Based on the 2001/2002 ODS inventory, the following table summarizes the quantities of ODS materials contained in PWGSC equipment. These respective ozone-depleting and global warming potentials are expressed in terms of kilogram equivalents of baseline substances.

### **PWGSC 2001/2002 inventory of ODS equipment**

<b>ODS Material</b>	<b>Quantity in Service (kg)</b>	<b>Ozone-Depleting Potential (equivalent kg of CFC 11)</b>	<b>Global Warming Potential (equivalent kg of CO<sub>2</sub>)</b>
<b><i>Refrigeration and air-conditioning equipment</i></b>			
CFCs	7,448	6,534	32,747,613
HCFCs	20,244	941	20,900,018
HFCs	17,069	0	22,189,765
Other	45	1	107,956
<b>Total</b>	<b>44,806</b>	<b>7,476</b>	<b>264,045,352</b>
<b><i>Halon Systems</i></b>			
<b>Total halons</b>	<b>319</b>	<b>3,193</b>	<b>1,981,840</b>

PWGSC developed its 1992 CFC Management Strategy by adopting a phase-out approach commensurate with the Montreal Protocol. Therefore, rather than immediately replacing all CFC-containing equipment, PWGSC developed a systematic replacement, conversion and improvement approach. To date, equipment that could be converted has been, with a limited replacement of equipment. A new strategy focusing on our largest pieces of equipment which contain CFCs (chillers with a cooling capacity of over 100 tonnes) is being prepared.

Regulatory requirements relating to the management of ODS materials became more stringent with the introduction of the *Federal Halocarbon Regulations (FHRs)*, 1999 under Part IX of the *Canadian Environmental Protection Act*. These Regulations focus on refrigeration, air conditioning, solvent cleaning and fire protection systems for the federal house (Government of Canada operations and operations under federal jurisdiction). These Regulations, which came into effect on July 1, 1999, put in place new control measures for the end-use of ODSs and their halocarbon alternatives for activities in the federal house. The objectives are to minimize releases, require recovery and recycling, establish reporting mechanisms and to implement environmental awareness training. Training on the Regulations continued to be delivered to appropriate PWGSC staff in 2001/2002.



## Objective 1.11 Reduce Water Consumption

Targets	Performance	Corrective / Additional Measures <i>(if applicable)</i>
By March 31, 2004, implement water conservation measures at all PWGSC Crown-owned facilities, when it is feasible and cost-effective to do so (reflects SDGO target).	191 of 386 facilities, representing 65-percent of PWGSC Crown-owned floor area, have implemented water saving initiatives.	Additional measures to be taken: <ul style="list-style-type: none"><li>• A template for Water Management plan for particularization by Regional staff is being developed</li><li>• A template for Occupant Awareness Program for water conservation is being developed</li><li>• Regions are continuing to investigate water conservation measures, conduct water assessment/audits and pursue water conservation projects.</li></ul>

### About Water Consumption

Water conservation measures have been implemented in 65-percent of the PWGSC floor space in Crown-owned facilities. The remaining 35-percent of the Crown-owned inventory is being evaluated. It is suspected that it will not be cost-effective to implement water savings in approximately 30-percent of the remaining inventory because of the type of facility, i.e., warehouses, storage sheds, small office buildings, etc.

There are many barriers to implementing a consistent national water conservation program. In general, many of these barriers are linked to the inconsistent price of water, which varies from region-to-region and city-to-city. The price that PWGSC is charged for consumption varies similarly. In major centres in Ontario and Quebec, for example, the price of water may be five times higher than it is on both coasts (excluding Vancouver), a fact that directly affects the implementation of water conservation initiatives for every region. In other cases, the city charges a flat rate or includes the water charges in its property tax structure. Unless direct negotiations are undertaken, a successful water conservation program *will not* result in a lower water bill and will make cost-effectiveness impossible.

With this in mind, water conservation should and will remain on the PWGSC agenda. As demands on potable water increase and water treatment costs rise, the cost-effectiveness of a water conservation program will only increase in importance. Specific initiatives that are unfeasible today may become feasible in the future, and regions where water costs are low today may see sharp increases in the future. While continuing to implement the cost-effectiveness programs, PWGSC is positioning itself to continue implementing new programs as opportunities arise.



## Objective 1.12 Responsible Management of Tenant Office Waste

Targets	Performance	Corrective / Additional Measures <i>(if applicable)</i>
By March 31, 2004, achieve and maintain an average of 60-percent diversion rate of office solid waste from landfill and incineration in Crown-owned RPS facilities — i.e., 60-percent by weight of all office solid waste is to be recycled (reflects SDGO target). <sup>‡</sup>	Target has been met: 62-percent diversion rate  10,663,334 kg of a total 17,200,326 kg of waste was diverted from landfill.	The wording of this target was modified to reflect that nationally, municipal solid waste programs do not all have recycling capabilities, making diversion from landfill difficult. Therefore, the target has been changed to reflect an intended performance standard to maintain an overall average diversion rate of 60% nationally.  No further corrective action required

### About Tenant Office Waste Management

Of the 767 landfills operating nation-wide, 41-percent will likely reach capacity within the next six years. The federal government's 1992 Green Plan acknowledged this issue by committing to divert from landfill 50-percent of the waste generated in its own operations by 2000 (relative to 1988 levels). Studies carried out by Environment Canada have established a 1998 benchmark of 190 kg per full-time equivalent employee per year for the overall waste-generation level (landfilled and diverted from landfill combined). A federal office worker generates about one-tenth the waste produced by a typical household, with paper fibre accounting for 86-percent.

PWGSC provides office accommodation for almost 200,000 federal servants working in more than 1,000 sites. In its capacity as common service provider, PWGSC is implementing an extensive office recycling program. The program, called Recycling for the Nation, involves educating occupants to either reuse their office supplies or place their office waste into special collection centres and containers so that the waste may be manufactured into new products such as office paper or file folders. More than 90-percent of normal office waste is potentially recyclable. The Ottawa offices of the Treasury Board Secretariat and Finance Canada were informed of their outstanding accomplishment during celebrations for Environment Week 2002. An enhanced motivational program is under development to honour workplaces that achieve exceptional performance.

<sup>‡</sup> This target was modified by the Report of Plans and Priorities for FY 2002/2003. Please visit [http://www.tbs-sct.gc.ca/tb/estimate/20022003/rGSC\\_e.pdf](http://www.tbs-sct.gc.ca/tb/estimate/20022003/rGSC_e.pdf) for details.



When offices achieve outstanding recycling performance, six types of benefits occur:

- Recycling establishments may pay departments up to \$6.00 per year per employee in supplementary funds for the waste they recycle;
- the cost to the taxpayer for landfill or incineration is reduced from \$8.50 to \$2.85 per year per employee;
- one tree is saved per year per employee;
- municipal waste disposal requirements decrease;
- a reduction of 0.09 metric tonnes in Greenhouse Gas emissions is achieved per year per employee; and,
- for every 25 workers, approximately one box of surplus office supplies, such as binders, is made available for donation either to charities or to local school boards.

Despite the target being achieved, PWGSC staff, through its Green Citizenship Network, has expressed a strong desire to perform within the top quartile of federal workers. In the National Capital Region, at PWGSC's Client Service Unit Office for Indian and Northern Affairs Canada and in the Parliamentary Precinct, approximately 100 employees are operating a vermiculture composting system. In other locations, refundable beverage containers are collected with proceeds going to local charities. New communication tools and localised performance reporting systems are being piloted.

Canadians readily understand which types of paper, metals and glass are recyclable. However, they have trouble determining which plastics to recycle. This is the long-term educational challenge facing policy-makers. The large variety of plastics used in consumer product packaging, coupled with improper individual sorting and soiled products, makes it extremely difficult to obtain high-quality recyclable plastic from home or office recycling programs. A joint effort by the department, its service providers and municipalities has made the issue manageable to date. A continuing effort by all parties will be required in the future. The issue will have to be re-examined by the department in the coming years in terms of the cost-effectiveness of recycling plastic. As landfill capacity becomes scarce, European-style wet/dry municipal collection systems will become more prevalent in Canada. These next-generation systems reduce the amount of individual sorting. Halifax, Guelph and Edmonton are currently operating such systems.



## Objective 1.13 Develop and Implement Environmentally Responsible Leasing Practices

Targets	Performance	Corrective / Additional Measures <i>(if applicable)</i>
By March 31, 2004, implement cost-effective multi-material recycling in lease facilities where the infrastructure exists and where PWGSC is the majority lessee.	<ul style="list-style-type: none"><li>• Four pilot projects are underway in two Regions.</li><li>• The PWGSC National Centre of Expertise (NCOE) on Leasing, in conjunction with the Department of Justice, has developed a clause on multi-recycling. The clause will become part of PWGSC's Specimen Lease.</li><li>• Architectural and Engineering Services in RPS is reviewing the use of the Project and Business Management System (PBMS) as a tracking tool. It has identified three sites for pilot project implementation.</li></ul>	The consultation process with the regions and Crown Assets Distribution Centres has been completed. The clause and operating procedures will be finalized in 2002 and ready for implementation. The Environmental Services Directorate is to set up reporting process using PBMS. Funds for implementation have been requested in the Annual Reference Level Update (ARLU). Full completion is expected by September 2003.
By March 31, 2002, complete a Green Leasing Strategy in consultation with clients and private-sector stakeholders.	A Green Leasing Strategy has been completed. Through an initial assessment of standards for leased accommodation, opportunities have been identified and are being discussed with the Building Owners and Managers Association (BOMA) Canada and other interested stakeholders.	PWGSC is committed to ensuring ongoing discussions with clients and private-sector stakeholders in the implementation of a green leasing strategy by promoting opportunities and initiatives and by developing applicable standard lease provisions.

### About Environmentally Responsible Leasing Practices

PWGSC holds approximately 2,000 leases, representing some two million square metres of space. The standard leasing document requires landlords to:

- grant PWGSC the right to reuse existing improvements in space offered;
- ensure compliance with legislation;
- ensure the absence of hazardous materials (friable asbestos, formaldehyde and PCBs);





- ensure the provision of multi-material recycling and paper recycling programs where recycling facilities exist in the community;
- grant PWGSC the right to conduct environmental assessments of projects; and
- ensure that all workplace cleaning products are classified, labelled and environmentally responsible.

In addition, leases include a Consumer Price Index (CPI) adjustment clause that includes energy expenditures. This clause has been recognized as an effective energy-saving inducement and an innovative business practice. The CPI clause permits landlords to benefit financially from any energy-efficiency savings measures they implement.



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## **2.0 Goal No. 2:**

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*PWGSC will green the services it provides to federal departments and agencies, in its role as a common service agent.*



## Objective 2.1 Expand Use of e-Purchasing Application

Targets	Performance	Corrective / Additional Measures <i>(if applicable)</i>
By April 2004, expand external client base for the e-Purchasing application.	The external client base has expanded. As of March 31, 2002, there were approximately 218 PWGSC clients and 96 clients in other government departments (OGDs) using e-Purchasing.	The approach has changed. The focus is now on the Government of Canada Marketplace (GoCM), e-Purchasing replacement. However, some enhancements are being made to e-Purchasing to benefit existing clients or to implement new legislation.  Those PWGSC staff with acquisition cards (credit cards) are encouraged to use the application in making purchases.
By April 2004, increase number of green products and suppliers available in the e-Purchasing application.	The number of green products and suppliers has increased. As of April 2002, the e-Purchasing catalogue listed about 31 suppliers, 18 of which supply green products. Of the 46,519 products listed in the catalogue, 1,472 are considered green.  An electronic e-Purchasing call-up document for software acquisitions has been developed.	PWGSC will work with standing-offer suppliers to add products to the e-Purchasing catalogue.  PWGSC will consult with client departments to determine which products and services should be targeted.

### About Use of e-Purchasing-Cataloguing

A lead departmental working group has been established to participate actively with PWGSC's Electronic Supply Chain Sector (ESCS) to meet the objectives of the Government of Canada Marketplace (GoCM), which is replacing e-Purchasing. This working group will provide a forum where client departments can work together with the ESCS project team, the GoCM service provider, and various PWGSC supply business areas, to prepare their organizations for GoCM implementation. The four participating departments are Transport Canada, the Royal Canadian Mounted Police, the Transportation Safety Board of Canada and PWGSC.



In addition, ESCS convenes a committee called the Business Design Coordination Team (BDCT), which has representation from approximately 15 client departments as well as the ESC Steering Committee, which is chaired by the ADM Supply Operations Service Branch (SOSB). The ESC Steering Committee also has representation from approximately 15 client departments – although not necessarily the same departments that are part of the BDCT. The BDCT provides input into the functional design of the new service. The Steering Committee provides advice on strategies and the vision of a government-wide electronic procurement system that will meet the needs of PWGSC and its client community. The GoCM environment will be defined to support SDS commitments.



## Objective 2.2 Increase Capacity to Deliver Real Property Projects in an Environmentally Responsible Manner

Targets	Performance	Corrective / Additional Measures <i>(if applicable)</i>
<p>By March 2002, complete development and by March 31, 2004, complete application of the key tools used in the department's project delivery system.</p>	<p>Development of Key Tool: completed.</p> <p>The PWGSC – Building Research Establishment Environmental Assessment Method (BREEAM) Green Leaf Environmental Performance of Buildings prototype design guide has been completed. This complements those tools already developed and applied to the Architectural and Engineering Services Project Delivery System.</p>	<p>RPS is working with industry to further develop and refine design assist tools to more effectively incorporate sustainable development into project delivery. This field is rapidly evolving and will require review to maintain currency with these developments.</p> <p>Demonstration projects are being identified to evaluate effectiveness of the tools developed to date. The RPS Environmental Training program is ongoing and includes application of these enhanced tools for the project delivery system.</p>
<p>Improve application of construction, renovation and demolition (CRD) waste management practices by at least 25-percent per year to reach full implementation by March 2004 (reflects SDGO target).</p>	<p>In the baseline year, 2000/2001, 25-percent of projects needed to be implemented to reach the target. In 2001/2002, an increase of a further 25-percent was required to reach 50-percent of all projects.</p> <p>Of the 747 projects that were reported on nation-wide, 271 indicated implementation of CRD waste management practices, while 476 indicated that no diversion of materials had been undertaken.</p>	<p>Steps are being taken to improve reporting completeness and accuracy. Training on CRD waste management implementation is ongoing and underlines the importance of this initiative.</p>



## About Environmentally Responsible Project Delivery

The main activities targeted in this area are to complete the development of key tools used in the departmental Project Delivery System (PDS), and then to ensure that these tools are put into use.

The key tool which remained to be developed was a building environmental performance assessment system applied to the departmental Project Delivery System. A prototype building assessment tool based on the internationally recognized Building Research Establishment Environmental Assessment Method (BREEAM) system has been completed. A complementary BREEAM system already exists in the Department's asset management system related to Operations and Maintenance. Other tools which had already been developed include:

- *The Generic Request for Proposals, incorporating Sustainable Development Principles;*
- *The Architects' Guide to the Sustainable Design of Office Buildings;*
- *The Environmentally Responsible Construction and Renovation Handbook, Ed. 2;*
- *The Green Office at a Glance;*
- *The RPS Construction, Renovation and Demolition Non-Hazardous Solid Waste Management Protocol; and,*
- *The Construction, Renovation and Demolition (CRD) Screening Tool.*

While these tools have been developed, this area is rapidly evolving, and we are continuing to work with industry representatives to further enhance and improve them. We will also continue to examine departmental Project Delivery practices and update them as opportunities occur when it is feasible to do so. For example, the subject of investment and cost analysis will continue to be an area for research and development.

In the regions across Canada, several projects, in their planning stages, are already using this or another fully complementary system known as Leadership in Energy and Environmental Design (LEED™). These projects include new construction, such as the Government of Canada Buildings in Charlottetown, PEI and Vancouver, BC as well as major renovations such as the Victoria Memorial Museum Building, the CD Howe Building, L'Esplanade Laurier and the National Portrait Gallery of Canada, all in Ottawa.

The Athena™ Environmental Impacts Estimator computer program has also been used to evaluate design alternatives for a number of projects on a demonstration basis. Finally, Natural Resources Canada's Commercial Buildings Incentive Program has also been successfully applied to two recent projects in the Gatineau, Quebec area to achieve improved energy performance in a lease proposal. This experience is being repeated for two additional projects in Ottawa Ontario.

Construction and demolition activities in Canada are the largest contributors to solid waste in landfills, accounting for between 25- and 30-percent of all waste. Ontario has implemented waste management regulations and a number of other provinces are in the process of developing similar measures. Municipalities across the country are imposing increasingly strict landfill bans on an ever-broadening range of construction materials. It is clear that PWGSC needs to adopt effective CRD waste management practices. Accordingly, the department will continue to work with organizations such as the Canadian Construction Association to achieve this objective.



The department has embarked on a program to incorporate CRD waste management more effectively into project delivery. There have been some notable successes. These include the demolition of Industry Canada's Electronics Testing Laboratory in Ottawa (99-percent diversion rate), the renovation of the East Memorial Block in Ottawa (89-percent diversion rate), and the decommissioning of the former United States naval base at Argentia, Newfoundland, where enormous amounts of construction material were diverted from landfill. Similar successes can be found in every region of the country.

Although PWGSC has made significant progress in managing CRD waste, a full evaluation of whether the 50-percent implementation target can be reached cannot be fully assessed. Reporting in this area is to be enhanced to capture more complete information for CRD projects. From the sample of data reported, 271 projects out of 742 (36-percent) have incorporated some CRD waste management initiatives for their project.



## Objective 2.3 Facilitate Green Procurement in Government

Targets	Performance	Corrective / Additional Measures <i>(if applicable)</i>
By March 31, 2004, ensure that environmental impacts are taken into consideration in all PWGSC contracting.	<p>A green contracting strategy (GCS) has been drafted and provided to senior management.</p> <p>A green procurement course has been developed. As of March 31, 2002, 147 contracting officers have taken the training.</p>	<p>Green procurement training will continue to be provided to all contracting officers.</p> <p>Further promotional initiatives are underway to increase participation.</p>

### About Green Procurement in Government

The Green Contracting Strategy (GCS) will need to be approved. Once the GCS is approved, PWGSC contracting sectors and regions will undertake supporting actions and will work with clients to ensure their needs are being met. PWGSC will encourage clients and employees to consider environmental impacts in making purchasing decisions.

The Green Procurement Network, a website for federal employees, is one of the tools that has been developed to help clients and employees become more aware of the environmental factors that need to be considered in making purchasing decisions.

PWGSC has provided venues where clients can meet suppliers of green goods and services.

Green procurement training is an important part of greening federal government procurement and it will be provided to all contracting officers. PWGSC is promoting the green procurement course with client departments. Green procurement training has also been given to 21 employees of other government departments.





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## Objective 2.4 Green Services as Property Manager of Other Custodial Departments' Properties

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Targets	Performance	Corrective / Additional Measures <i>(if applicable)</i>
<p>By March 31, 2002, the EMS and SDS reporting of PWGSC's property management services will, at the request of the client:</p> <ul style="list-style-type: none"><li>• be commensurate with the objectives and targets of the client SDS; and</li><li>• be commensurate with the level of service in PWGSC Crown-owned facilities</li></ul>	<p>Target has been met. A protocol on levels of service available to other government departments (OGDs) has been developed.</p>	<p>Conduct client awareness consultation identifying the availability of this service.</p> <p>Work with Regional Client Service Unit Directors to explore potential opportunities with regional clients for meeting the clients' SDS targets and objectives.</p> <p>Meet with clients to negotiate agreements as requested.</p>

### About Green Services as Property Manager of Other Custodial Departments' Properties

Where the Other Government Department (OGD) clients are custodians, PWGSC, upon request, will help develop their reporting mechanisms based on the current templates used within PWGSC. The mechanisms will be customized for the OGD to incorporate their own objectives and targets.

PWGSC will continue to provide environmental services currently offered to PWGSC property managers and OGD clients. It will continue to customize services based on specific needs expressed by the clients, e.g., laboratories, fleets, penitentiaries, etc.

The tracking and reporting capacities of PWGSC's Environmental Management System and Sustainable Development Strategy have been included in a menu of services offered to clients for incorporation into client agreements.



## **ADM Update September 2002**

### **RPS and the RCMP enter partnership**

RPS has successfully entered into one of the largest Transfer of Administration agreements ever undertaken by the department.

On April 1, 2002, a major Transfer of Administration between RPS and the Royal Canadian Mounted Police (RCMP) came into effect. The transfer, which is also commonly referred to as a custody transfer, applied to the RCMP's national headquarters in Ottawa, as well as most of its divisional headquarters across Canada. The only exceptions are Whitehorse, Yukon and the Depot training academy in Regina.

"This is a very significant achievement," said Henry Sano, Director of the RCMP National Client Service Unit (NCSU), RPS. "The RCMP has placed tremendous trust in us in our new 'landlord' role, but our focus has not changed. Our job continues to be one of providing the best service that we can for the Force."



*The RCMP National Headquarters, located in Ottawa, is one of the locations involved in the recent Transfer of Administration Agreement between RPS and the RCMP.*

The custody transfer involves the transfer of property administration and responsibility for 10 RCMP sites in total to PWGSC. The day-to-day operations and maintenance of the RCMP facilities and the long-term up-keep and care of these assets will now fall under the responsibility of RPS.

The agreement allows PWGSC to further its mandate as the primary service provider of office accommodation for Government of Canada departments. In addition, it also allows the RCMP to focus its resources on its core mandate – that of policing and law enforcement.

In addition to an operating and recapitalization budget worth approximately \$40 million each year from the RCMP to RPS, the branch has also gained some new faces as a result of the agreement. A total of 10 employees were transferred from the RCMP to RPS.



## Objective 2.5 Reduce Paper Consumption in Services Provided to Client Departments

Targets	Performance	Corrective / Additional Measures <i>(if applicable)</i>
<p>Save 2.2 million kilograms of paper annually by making Government of Canada payments and receipts electronically, thus saving cheques, envelopes and deposit slips.<sup>§</sup></p>	<p>Target exceeded: 2.4 million kg of paper saved in FY 2001/2002.</p>	<p>An error was made in the formula used to determine the amount of paper saved as a result of electronic banking and direct deposits. The original target of 22.4 million kilograms was incorrect and has been modified accordingly.</p> <p>Actual quantities exceed the target. The amount of paper saved is increasing every year as a result of growth in electronic payments and non-postal receipts.</p>
<p>By April 2002, eliminate hard copy billing for telecommunications products and services.</p>	<p>Target 100-percent complete. The Telecommunications Sector of GTIS reported that all 144 departments or agencies were receiving detailed billing for information electronically.</p>	<p>As of April 2002, 100-percent of our clients were receiving their detailed billing information electronically via the Service Utility software. However, to meet audit regulations, hardcopy invoices must be sent for signature and filing, and this practice will continue.</p> <p>Our clients continue to receive ongoing training on Service Utility software and procedures.</p>
<p>By April 2002, expand client base for the Taxi Management System, thereby eliminating the need to reconcile paper copies with responsibility centres.</p>	<p>As of April 2002, the Materiel Management Division has used the Taxi Management System (TMS) to manage the release of taxi chits to 419 PWGSC clients. The TMS is used by 11 other government departments, with 1,412 clients using taxi chits.</p>	<p>The business functions being fulfilled by the Taxi Management System are currently under review.</p>

<sup>§</sup> This target was modified in the Departmental Performance Report for FY 2001/2002.



<b>Targets</b>	<b>Performance</b>	<b>Corrective / Additional Measures</b> <i>(if applicable)</i>
By August 2002, increase client base for Government Enterprise Network (GENet) secure remote access.	User increase: 67-percent As of February 2002, 21 of 144 departments or agencies were using the GENet Secure Remote Access service, with a total of 3,900 active users.	Continue the marketing of the Secure Remote Access (SRA) service. However, the service will begin to migrate to the new Secure Channel Network over the coming months, with the migration expected to be complete by mid-2003. As a result, continued work on the GENet SRA is being curtailed in view of the migration activities. This item will be tracked in future as part of Secure Channel activities.
By April 2002, expand client base for the Secure Access Key Management Service. SAKMS is a government-wide access key that allows: secure transmission of information; authenticates sender and recipient of information; establishes authentication of transmission — cannot deny payment was received for example; and ultimately will lead to real e-commerce.	User increase: 29-percent As of March 2002, 52 of 144 departments or agencies were using the SAKMS service, with a total of 11,000 Public Key Infrastructure (PKI)-registered users.	As part of the Government Telecommunications and Informatics Services (GTIS) program to increase use of the SAKMS service, and thus increase the opportunity for more electronic transactions across departments and agencies, the SAKMS project will: <ul style="list-style-type: none"><li>• continue to work with Government Operational Service (GOS) on developing a production environment/architecture for Web Public Key Infrastructure (PKI)-enabled applications for the Employee Pension Benefit Statement project which would deliver PKI certificates to all public servants and, eventually, pensioners;</li><li>• decide on the best operational model, including the outsourcing option; and complete the phased rollout of the Web PKI infrastructure in support of GOS and other departments.</li></ul>



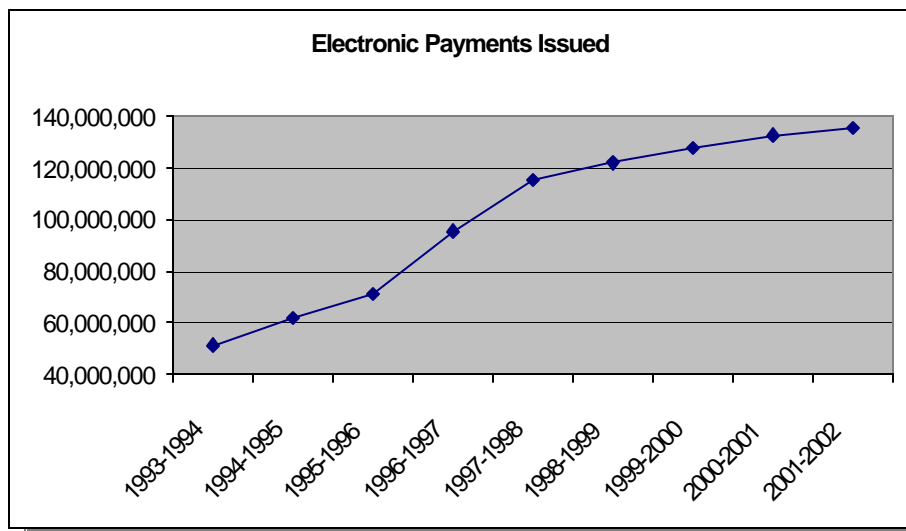
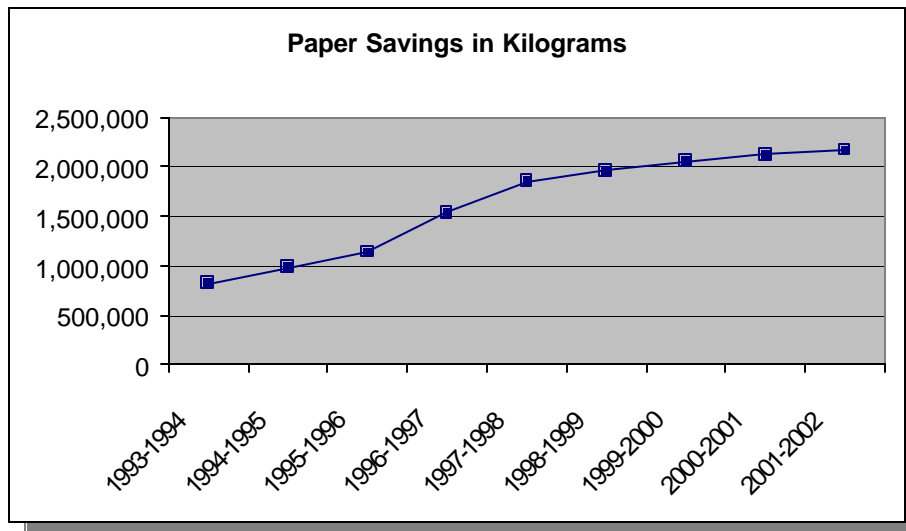
## About Paper Reduction

### Direct Deposit

Government Operational Service (GOS) saves more than two million kilograms of paper annually by issuing Government of Canada payments electronically.

During the 1990s, campaigns were carried out to encourage those receiving cheques to convert to direct deposit. Direct deposit is now a mature payment method. GOS continues to promote its use through enrolment forms available from financial institutions, as well as through the inclusion of the direct deposit option on applications for government benefits.

Each electronic payment saves 0.016 kilograms of paper, namely the weight of a cheque and an envelope. In baseline year 1991/1992, a total of 22,262,008 payments were issued electronically, saving approximately 360,000 kilograms, or 0.36 million kilograms of paper in all. The savings continued to increase in subsequent years as shown in the following graphs.





## **Greening Telecommunications Billing Details**

The Telecommunications Sector of the Government Telecommunications and Informatics Services (GTIS) Branch delivers common telecommunications services to the government-wide community and acts as a broker in leveraging its buying power to provide the highest quality at the lowest prices.

For some years, the Telecommunications Sector has been proactively promoting the reduction of paper in the billing process. Thanks to the gradual streamlining of processes and improved electronic tools, Telecommunications clients were sold on the idea of moving towards electronic billing information. While minimum paper invoicing was maintained, Service Utility software enabled users to access detailed invoice information electronically from their desktops. This gave them the capability to perform customized reports on service usage and inventory information, allowing trend analysis and other management functions. At present, all 144 federal institutions have accepted the use of the Service Utility alternative to access detailed billing information electronically.

The implementation of the paper reduction process and the transition to Service Utility software was well received by clients, and achieved the following:

- it eliminated 1.5 million paper attachments, or the equivalent of approximately 300 boxes of paper, per year;
- it saved thousands of trees; and,
- it supported the statement from the 1999 Speech from the Throne, in which the federal government committed itself to becoming a model of environmental excellence in its own operations.

## **Taxi Management System**

The old taxi management system used many types of paper for its settlement and notification procedures. Except for the actual taxi chits, the current system is paperless, since approval of the books and payment through the Enterprise Resource Planning Systems is done electronically.

Scanning, which is part of the proposed new release, would provide an electronic audit trail and improve storage and reporting.

## **Government Enterprise Network (GENet)**

The Government Enterprise Network (GENet) is a Transmission Control Protocol / Internet Protocol- (TCP/IP) based government-wide extranet that interconnects the networks of federal departments, agencies, boards, commissions and provinces. GENet allows access to common applications and information, as well as optional access to the global Internet. The dedicated departmental GENet connection includes a router, an access line and a fully managed network connection. Clients have a choice of two management services: standard (8 a.m. to 8 p.m., five days a week) or extended (24 hours a day, seven days a week).

GENet is an essential part of the federal information technology infrastructure and supports federal e-commerce and e-service delivery initiatives by providing access to information and



services not available by any other means. A GTIS flagship offering, GENet serves over 100 departments and agencies.

GENet provides a broad range of connection options and speeds, including:

- Dedicated connections – DS0, multiple DS0 and DS1 across Canada; xDSL; Ethernet and ATM (2 Mbps to 100 Mbps); and
- Dial-up connection - analogue up to 56 kbps (local calling in over 70 sites, 1(800) for the rest of Canada and the U.S.) or ISDN up to 128 kbps.

As part of the Secure Remote Access (SRA) services, GENet is proving to be successful in all 21 participating departments, with the number of users growing daily. By June 2003, the entire service will have migrated to the new Secure Channel network.

### **Secure Applications and Key Management Service**

Fast, simple and cost-effective – the Internet is the preferred means for exchanging electronic information and conducting commercial transactions. To implement electronic commerce in government, departments need two types of security services – confidentiality services and signature-based services. GTIS has the solution: its Secure Applications and Key Management Service (SAKMS) provides a robust public key infrastructure (PKI).

SAKMS delivers confidentiality services at the Protected "B" security level to prevent unauthorized disclosure of information that may violate the *Privacy Act* or Government of Canada security policy. Signature-based services (access control, proof of origin, data integrity and non-repudiation) are provided for actions requiring a certain level of authorization, perhaps because they establish a contractual commitment or involve access to costly resources.

SAKMS has proven its worth – it has provided PKI security technology for the past five years and it services more than half of all government departments. SAKMS received national attention as a finalist in two different categories of the Distinction Awards, a program run by Technology in Government (GTEC).



## Objective 2.6 Provide Tools to Green Federal Government Travel

Targets	Performance	Corrective / Additional Measures (if applicable)
By March 31, 2002, develop and promote tools to encourage government employees to stay in environmentally responsible hotels.	The tool has been developed. Travellers can now search electronically for hotels with "Green Leaf" ratings in the <i>Accommodation Directory for Government Employees</i> .	PWGSC will encourage staff to use the <i>Directory</i> in selecting their hotel: <ul style="list-style-type: none"><li>• by making presentations on travel which promote the Green Leaf Eco-Rating Program.</li><li>• the Request for Standing Offer (RFSOs) includes a description of the Green Leaf Eco-Rating Program to encourage hotels, motels and other properties providing commercial accommodation to participate in the Program.</li></ul>

### About Green Federal Government Travel

The *Accommodation Directory for Government Employees* provides lists, by city, of hotels that offer special rates on accommodation for employees travelling on official government business in the performance of their duties. In an effort to provide employees with environmentally responsible choices, the *Directory* provides information about a hotel's membership in the Green Leaf program and now permits employees to search the *Directory* by Green Leaf rating.

The Hotel Association of Canada Green Leaf™ Eco-Rating Program is a graduated rating system designed to identify hotels committed to improving their environmental performance. The program, managed by TerraChoice Environmental Services, recognizes environmental achievements by rewarding one to five green leaves: one for a minimum commitment to a set of environmental principles and two to five for results in applying those principles.







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### **3.0 Goal No. 3:**

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*PWGSC will green its internal operations.*



## Objective 3.1 Reduce Paper Consumption in PWGSC

Targets	Performance	Corrective / Additional Measures <i>(if applicable)</i>
<p>By March 31, 2002, all paper for printers and photocopiers will contain recycled content.</p>	<p>The 2001/2002 standing offer for paper includes EcoLogo paper and paper with recycled content.</p> <p>In the National Capital Area, the Materiel Management Division purchases only recycled paper.</p>	<p>Continue efforts to promote the use of paper with recycled content.</p>
<p>By April 2002, increase use of on-line forms, electronic forms (ELF), for departmental transactions.</p>	<p>As of February 2002, Forms Management had converted 1,107 of PWGSC's 1,737 active hardcopy forms into electronic forms on the ELF system (a 64-percent achievement). Of the remaining 630 forms not in ELF, a large percentage are non-fillable forms such as envelopes, coloured letterhead, etc. and the like.</p>	<p>As part of its ongoing program, Forms Management will:</p> <ul style="list-style-type: none"> <li>• increase awareness of ELF and encourage its use throughout the organization;</li> <li>• encourage management within branches, regions and special operating agencies to eliminate the ordering and use of hardcopy forms wherever possible;</li> <li>• undertake, as part of plans for the 2003/2004 fiscal year, a departmental review of paper-based forms to confirm that a business requirement still supports their availability in paper format;</li> <li>• ensure, where feasible, that new forms are only available to employees in electronic format through ELF, unless paper forms can be justified;</li> <li>• continue to offer the ELF application to other government departments via Knowledge Exchange Services (offered by Government Telecommunications and Informatics Services).</li> </ul>



Targets	Performance	Corrective / Additional Measures <i>(if applicable)</i>
Save 259,000 kilograms of paper annually by recycling redeemed cheques and Employment Insurance claimant cards and by reusing storage boxes.	Paper saved in 2001/2002 - 243,000 kg	Successful growth in electronic processing of payments and Employment Insurance claims has reduced cheque and card volumes and, consequently, the amount of recycling accordingly.
By June 2001, reduce by 50-percent the paper used by the department's media clipping service, from the average levels in the 1998-2001 planning period.	Project completed, goal exceeded. Paper used by the department's media clipping service reduced by 90-percent.	No corrective action required.
By June 2001, reduce by 50-percent the paper used for the department's employee publication, Ensemble, from average levels in the 1998-2001 planning period.	Project completed, goal exceeded. Paper used for publishing Ensemble reduced by 100-percent.	No corrective action required.

### About Paper Consumption in PWGSC

The number of boxes of paper supplied by the Materiel Management Division (MMD) to the department decreased from 7,661 boxes in FY 1999/2000 to 7,112 boxes in FY 2000/2001. As well, the percentage of boxes of paper with recycled content increased from 17-percent of the total boxes in FY 1999/2000 (1,285 boxes) to 99-percent in FY 2000/2001 (7,046 boxes). In FY 2001/2002, MMD completely discontinued the purchase of virgin paper products for supply to its clients and has replaced it with paper with recycled content.

### **Electronic Forms**

ELF is a user-friendly, bilingual, front-end application which is used to design both paper and electronic forms.



ELF was developed to increase the speed and functionality of FormFlow at the workstation and to allow users to send forms via e-mail. ELF simplifies form completion, storage and data-sharing processes, and also reduces repetitive tasks associated with the use of forms.

Other government departments may obtain copies of the ELF application free of charge from PWGSC's Knowledge Exchange Service.

### **Media Clipping Service**

PWGSC has developed Media Net – an electronic media clipping service – to scan and categorize articles from 40 Canadian daily news sources. The site is accessible to over 13,000 PWGSC employees through the departmental Intranet site, *The Source*. The archival feature of Media Net also reduces the need for printing articles for future reference.

### **Ensemble**

*Ensemble* is the newsletter for PWGSC employees. It is distributed exclusively on-line, and is accessible through the departmental Intranet site, *The Source*. Previous editions of the newsletter are electronically archived, eliminating the need for printing articles of special interest.



## Objective 3.2 Develop and Deliver Environmental Training Programs for Employees of PWGSC

Targets	Performance	Corrective / Additional Measures <i>(if applicable)</i>
By March 31, 2004, deliver due diligence and topic-specific training to all applicable PWGSC Real Property Services personnel.	Target 43-percent complete: 2,703 of 6,436 targeted employees have received appropriate training.	To ensure targets are met, strategies have been developed to encourage participation.  The target audience has been redefined for some courses, as required, to ensure that the appropriate individuals acquire the necessary knowledge and skills.
By October 31, 2003, provide green procurement training all PWGSC personnel with internal purchasing responsibility.**	A green procurement course has been developed that can be delivered in two formats: formal classroom training; and computer-based training.  As of March 31, 2002, more than 300 purchasers had taken green procurement training.	The target date has had to be extended because of the large number of employees requiring this training. The training requirement has been included in the department's Proposed Learning Priorities for FY 2002/2003. The target was modified in the <i>Report on Plans and Priorities</i> for FY 2002/2003 to reflect the extended target date.

### About Environmental Training Programs for PWGSC Employees

The RPS Environmental Training Program was approved by the Real Property Services Management Committee (RPSMC) in September 2000 and consisted of five courses:

- Environmental Liabilities and Responsibilities;
- Introduction to Environmental Assessment;
- Green Procurement;
- Indoor Air Quality; and
- the Green Buildings Workshop.

\*\* This target was modified by the Report of Plans and Priorities for FY 2002/2003. Please visit [http://www.tbs-sct.gc.ca/tb/estimate/20022003/rGSC\\_e.pdf](http://www.tbs-sct.gc.ca/tb/estimate/20022003/rGSC_e.pdf) for details.



This program was developed to support the Sustainable Development Strategy and to allow the implementation of an ISO-consistent Environmental Management System (EMS), which includes an environmental training component. An organized training plan for the branch is an essential component of an EMS. Effective training is also a significant component of Real Property Services' demonstration of due diligence in meeting its environmental responsibilities and minimizing the potential for liabilities.

Since the commencement of the environmental training program, a total of 2,703 of 6,436 of targeted employees (43-percent) have attended environmental training. This is respectable progress, given the duration of the program over fiscal year 2001/2002. The Green Buildings Workshop had the highest proportion trained at 99-percent, with Indoor Air Quality at 98-percent. Green Procurement had the lowest proportion at 25-percent; however, an on-line course has been introduced and participation rates are expected to increase. The remaining two courses, Environmental Responsibilities and Liabilities and Environmental Assessment, achieved 45- and 34-percent respectively. On average, more than half the employees still require topic-specific environmental training. The program continues to meet its goals and objectives.



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### Objective 3.3

## Increase Internal Purchases of Environmentally Responsible Goods and Services

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Targets	Performance	Corrective / Additional Measures <i>(if applicable)</i>
By March 31, 2002, amend the PWGSC Materiel Management Policy to reflect the priority of green purchasing.	A revised draft of the policy is in the approval process.	Once the Policy is approved, a communications plan will be developed.

#### About Internal Purchases of Environmentally Responsible Goods and Services

As PWGSC's lead in procurement strategy, the Materiel Management Division (MMD) is responsible for promoting this strategy and has initiated such activities as:

- information sharing;
- the provision of a central information clearinghouse;
- the review and amendment of existing policies;
- the development of new policies; and,
- the sharing of best practices.

Materiel Management is also involved in researching alternative fuel vehicles (AFVs) and promoting their acquisition.

In the 2001/2002 fiscal year, PWGSC used e-Purchasing to make \$1.3 million in purchases, of which 18.7-percent were considered green.

To increase this number, MMD regularly provides input to training courses on procurement and ensures that departmental managers are aware of the key components of green procurement and green practices.





## Objective 3.4 Green PWGSC Fleet Activities

Targets	Performance	Corrective / Additional Measures <i>(if applicable)</i>
By March 31, 2004, increase number of Alternative Fuel Vehicles (AFV) from 43 to 60.	Target exceeded. On March 31, 2002, the PWGSC fleet included 72 AFVs.	No corrective action required.
By March 31, 2004, increase percentage of fleet-kilometres travelled by AFV vehicles by 30-percent.	The actual percentage of kilometres travelled by AFVs is not available.	To further increase the use of alternative fuels, the department has added two new natural gas vehicle refuelling appliances to the existing two units at one of its Ottawa building sites. The vehicles can now be refuelled overnight with natural gas.

### About Green PWGSC Fleet Activities

Once again, PWGSC has exceeded its obligations under the *Alternative Fuels Act*, thereby making another significant contribution to the reduction of harmful emissions from its vehicle fleet. For the 2001/2002 fiscal year, the department has replaced 21 of its older, less efficient motor vehicles with new vehicles powered by cleaner alternative transportation fuels (ATFs) such as ethanol and natural gas.

PWGSC has also exceeded its commitment to have 60 alternative fuel vehicles by March 31, 2004. As of March 31, 2002, the departmental fleet included 72 vehicles powered by an alternative fuel.

PWGSC is expected to exceed its goal to increase the percentage of fleet-kilometres travelled by AFV vehicles by 30-percent by March 31, 2004.

Despite growing pressures, the size of the department's fleet has remained relatively stable since April 1999 and is expected to remain at between 285 and 300 units for the next two years.



## Objective 3.5 Increase Environmental Awareness in PWGSC Employees

Targets	Performance	Corrective / Additional Measures <i>(if applicable)</i>
By June 30, 2001, establish baseline measures for employee awareness of Green Citizenship objectives and techniques to facilitate regular and ongoing progress monitoring.	A survey of PWGSC employees was conducted in June 2001, establishing a baseline for employee awareness of the objectives of the Sustainable Development Strategy (SDS), the Green Citizenship program and the Environmental Management System.	An awareness program will be developed and implemented, targeting specific groups of employees and activities, to increase the level of awareness of SDS and Green Citizenship initiatives, foster an environmental ethic and maintain environmentally responsible behaviour in the workplace and at home.

### About PWGSC Employee Environmental Awareness

The Public Works and Government Services Canada (PWGSC) Green Citizenship program, initiated in 1998, encourages departmental employees to reduce the environmental impact of their daily activities. This includes initiatives to reduce paper consumption, purchase greener products, and minimize waste through reduction, reuse and recycling.

In preparation for further development of the Green Citizenship program, and in keeping with the employee awareness commitment made in the PWGSC Sustainable Development Strategy 2000, PWGSC completed a telephone survey of its personnel across the country in June 2001. The specific objectives of this survey were to measure employee awareness of, perception of, and participation in the Green Citizenship program and other environmental initiatives at PWGSC.

According to the survey, perceptions of the program were quite positive. The results indicated that:

- 95-percent of respondents believed that PWGSC should take a leadership role among federal departments in greening its operations and services;
- 87-percent of respondents thought that PWGSC's environmental initiatives add to the pride of being a PWGSC employee; and
- 77-percent of respondents indicated that, because of PWGSC's environmental initiatives, they were more likely to green their activities at home as well as at work.

With regard to awareness of PWGSC's Green Citizenship program, Sustainable Development Strategy (SDS), Environmental Management System (EMS), and e-Purchasing system:



- 59-percent of respondents felt they understand how these initiatives may affect, or be affected by, their work;
- 20- to 30-percent of respondents were “not at all familiar” with the various initiatives; and
- 7- to 11-percent of respondents were “very familiar” with the various initiatives.

The environmental behaviour results provided valuable information that can facilitate the improvement and promotion of current programs and the development of new initiatives. According to the survey:

- 84-percent of respondents indicated they *always* turn off their computers and other electrically powered equipment at the end of the workday;
- 90-percent of respondents indicated they recycle or reuse waste/surplus materials 75- to 100-percent of the time;
- 41-percent of respondents who make purchases take environmental considerations into account 75- to 100-percent of the time;
- 13-percent of respondents who make purchases used the e-Purchasing system 75- to 100-percent of the time;
- 40-percent of respondents indicated that they *always* use public transportation or alternative means of transport (e.g., walking, bicycling, telecommuting, etc.) for commuting to and from work, but 37-percent indicated that they *never* do; and
- 36-percent of respondents indicated their behaviour was “greener” at home than at work, mainly due to greater personal control and convenience at home.

The results of the survey will be used:

- to develop and implement a targeted employee environmental awareness program;
- to increase the level of awareness of SDS and Green Citizenship initiatives; and,
- to foster and maintain an environmental ethic at PWGSC, encouraging environmentally responsible behaviour in the workplace and at home.

### **The PWGSC Green Citizenship Network**

The PWGSC Green Citizenship Network was established in 1998, based on a commitment made in PWGSC’s first Sustainable Development Strategy. Its mandate is to help create an organization of environmentally responsible employees and citizens.

The Network has also established four main objectives:

- to act as catalysts at national and local levels to encourage green practices in the workplace;
- to foster cultural change in the workplace that reflects environmental awareness;
- to gather and share ideas and best practices internally and externally, e.g., with other government departments (OGDs), industry, etc.; and,
- to establish measurable performance indicators for green practices in the workplace.

There are three levels of the Green Citizenship Volunteer Network: the Steering Committee and Support Team; the Departmental Network; and the Local Networks, or “Green Teams”.



### **Green Citizenship Champion, Steering Committee and Support Team**

The Green Citizenship Champion, a Assistant Deputy Minister, assumes the role of Champion during Environment Week, for a term of one year,. He or she promotes the program's aims and activities among senior management. The Steering Committee and Support Team are made up of organizations which provide the secretariat role for the Departmental Network and those who advise the Network on communications and various environmental issues.

Each year the Steering Committee and the Support Team are responsible for organizing Environment Week activities at PWGSC Headquarters in the National Capital Region, producing quarterly and annual reports on Green Citizenship activities, and ensuring the progress of Green Citizenship by holding regular meetings.

### **Departmental Network**

The Departmental Network is comprised of a representative from each PWGSC branch, Special Operating Agency (SOA) and region. The meetings of the Departmental Network have taken place on a quarterly basis since June 1998. These meetings facilitate information exchange, allow progress to be tracked, and allow the network to make decisions on future initiatives and directions of Green Citizenship.

For the past year the Departmental Network has:

- learned about products and services available from various areas of PWGSC, including Buildings On-Line, the Digital Simulation Laboratory, e-Purchasing, and Green Procurement;
- endorsed a number of initiatives, including the new PWGSC Green Move Protocol; a new initiative which includes giving points for driving Alternative Fuel Vehicles when allocating departmental parking passes; and the use of the Enterprise Documents and Records Management (EDRM), an electronic records management system;
- made Green Citizenship information available to employees on the departmental intranet site; and
- developed contacts with the City of Ottawa – specifically, the waste management department. These communications are presently leading to joint projects and knowledge exchange.

### **Local Networks or “Green Teams”**

Local Green Citizenship Networks are made up of volunteer PWGSC employees and are coordinated by the branch, SOA and regional representatives who attend the Departmental Network meetings. Meetings of the Local Networks act as information exchanges, where individuals bring forth ideas, and where action plans and proposals are fleshed out. For the past year, Local Green Citizenship Teams have worked hard to continue to green their office environments. A sample of their activities for FY 2001/2002 follows:



- Green Citizenship Action Plans were posted on the internal PWGSC website.
- Several teams have partnered with other organizations to pursue joint activities such as Atlantic Region participating in tree planting at Point Pleasant Park; Ontario Region participating in the Lung Associations “Flight for Life” fund raiser; and Western Region continuing their support of the Adopt-a-Highway program.
- Several local representatives have made presentations about Green Citizenship, creating awareness of the program and encouraging others to take part in activities.
- Vermi-composting has been made available in many offices, thanks to Green Teams.
- Communication has been a focus for many of the Green Teams as they promote awareness of the program as well as individuals’ initiatives.
- The Department of Foreign Affairs and International Trade has asked the RPS National Client Service Unit (NCSU) Green Team for assistance with the development of their own green employee program.
- Green Citizenship is now discussed in the PWGSC Employee Orientation Program.
- In many areas, efforts have been made to reduce the number of hard copy telephone books ordered, with Quebec Region reducing its order by 60-percent.
- The Translation Bureau has developed electronic forms so that the translation request, the original document and the translated version can all be sent electronically.
- Several Green Teams have worked with client departments to have their Environmental Management Systems ISO 14001-registered.

A number of Local Networks have also:

- collected and reused one-side-used paper;
- ensured that office supplies are purchased on-line through e-Purchasing;
- ensured that employees are aware of and use the Green Leaf rating for hotels;
- participated and organized Environment Week events; and,
- ensured that communication efforts, such as the e-mailed “Green Tip of the Week”, are kept up to date.



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## Objective 3.6 Encourage Green Travel within PWGSC

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Targets	Performance	Corrective / Additional Measures <i>(if applicable)</i>
To encourage employees travelling on official business to stay in hotels with high Green Leaf ratings.	Organizations within the department have pursued this initiative in various ways. Reporting to senior management on this target has contributed to the awareness of this commitment.	An awareness program and a departmental policy will be developed to encourage employees to choose environmentally responsible hotels when travelling on official business.

### About Green Travel within PWGSC

Development of the capacity to sort hotels by their Green Leaf rating (where applicable) within the electronic *Accommodation Directory for Government Employees*, has facilitated the take-up of this target. That capacity was achieved through the implementation of Objective 2.6 of the PWGSC SDS 2000, as discussed previously. Departmental organizations have made their employees aware of the initiative in a number of ways.

A department-wide awareness program encouraging employees to choose Green Leaf hotels is expected to include:

- sending e-mails to frequent travellers to remind them of the commitment;
- organizing awareness/information sessions for employees;
- issuing reminders through the Green Citizenship Network; and
- reminding employees and supervisors of this commitment when official travel is authorized so that they can make the appropriate reservations.

In addition, the department intends to develop and issue a departmental policy on the subject.



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## 4.0 Regulatory Compliance

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### Fuel Storage Tanks

As of December 31, 2001, the status of fuel storage tanks on federal lands under PWGSC custodianship was the following:

2001 Calendar Year				
Type of Fuel Storage Tank	Tanks Registered	Tanks in Compliance	Tanks Not in Compliance	Tanks To Be Replaced or Removed in 2002
Above ground	12	10	2	2
Underground	58	41	17	8

Environment Canada has formally approved our action plan to manage seven of the 17 non-compliant underground tanks until such time that they are declared surplus or their ownership is transferred. In addition, two of the 17 non-compliant underground tanks will be replaced in 2003. We also have four concrete tanks that fall outside the scope of the Technical Guidelines for storage tanks.