



Public Works and  
Government Services  
Canada

Travaux publics et  
Services gouvernementaux  
Canada

# Sustainable Development Strategy 2007-2009



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# Message from the Minister



I am pleased to introduce Public Works and Government Services Canada's (PWGSC) fourth Sustainable Development Strategy.

One of my department's overarching priorities is to demonstrate leadership in efforts to conserve and protect the environment. PWGSC is therefore working hard to ensure that environmental considerations are integrated into the day-to-day operations of government. As the provider of common, central and shared services, we are uniquely positioned to do so.

In this Sustainable Development Strategy, PWGSC stresses goals that are fully integrated within a common federal framework to position our efforts in a strategic, coordinated fashion that will drive government-wide progress and ensure stronger accountability through a common reporting framework.

Due to our large and varied portfolio, we can make a significant contribution to the development of and support for a more sustainable and healthy environment, while pursuing cost-saving opportunities. These two priorities—value creation and greening operations—can be mutually reinforcing, since improving resource efficiency, reducing waste, and cutting energy and emissions can also produce cost savings. Through the commitments in this Sustainable Development Strategy, PWGSC leverages our expertise and experience to help make the Government of Canada's operations more environmentally, socially and economically sustainable. Our end goal is to ensure a healthy future for all Canadians.

Michael M Fortier

Minister of Public Works and Government Services

## Message from the Deputy Minister



Public Works and Government Services Canada plays a unique and central role in helping the Government of Canada uphold its sustainable development commitments. Through the environmentally responsible management of our real estate portfolio, our green procurement strategies and our information technology expertise, we will continue to support the government's progress toward these commitments, both internally at PWGSC, and on behalf of our colleague departments and agencies.

I am proud of PWGSC's team of over 12,000 dedicated, professional and talented employees. Whether it's designing and building an environmentally and energy-efficient building, transforming our purchasing process to provide faster, more efficient services at competitive costs or expanding direct deposits, PWGSC is committed to integrating sustainable development into the heart of our business.

In this Sustainable Development Strategy, we are targeting three key business lines: Real Property, Acquisitions and Internal Operations. We are first putting our policies in place and then systematically embedding environmental considerations into our everyday operations and processes—including training and tools—with the objective of obtaining clear and targeted results. We are also positioning our Sustainable Development Strategy commitments to support the larger government-wide sustainable development objective. As a result, in time, we hope to see environmental considerations taken into account systematically in the planning and delivery of all departmental activities.

We remain dedicated to upholding the values of sustainable development while demonstrating the best value for Canadians in all that we do. With our commitments in areas such as green procurement, and the greening of our real estate operations through energy and resource savings, PWGSC is including sustainable development in our approach to finding innovative means to deliver smarter, more responsive services at reduced cost.

I. David Marshall

Deputy Minister

# Executive Summary

Now more than ever, sustainable development (SD)<sup>1</sup> is an important element of the policies of the Government of Canada. Public Works and Government Services Canada (PWGSC) has accepted the challenge of translating this concept into practice within our department and in the services we provide to colleague departments and agencies. While we have made significant progress in addressing the environmental, economic, and social dimensions of our activities and services, we also recognize that this is a continuing journey, with many opportunities for improvement.

When we talk about being the provider of common, central and shared services, we mean:

- We are the government's principal real property manager, main purchasing agent, banker and accountant.
- We provide services in the areas of payroll and pensions, information technology, translation, audit, communications and consulting.
- We also play a leading role in greening government operations, in areas such as green procurement, energy efficient buildings and the remediation of contaminated sites.

In this fourth Sustainable Development Strategy (SDS), PWGSC builds on past success and incorporates lessons learned over the years. Through the work of our Real Property, Acquisitions, Corporate Services, Information Technology Services and other branches, we already have a strong and diverse foundation of success. Initiatives in such areas as information management/information technology, renovation of heritage buildings, design and construction of new buildings, and procurement are yielding numerous environmental and economic benefits.

In SDS 2007-2009, we are focusing directly on activities that will make the greatest contributions to SD. By leveraging our role as the government's

provider of common, central and shared services, and as a custodian of real property, we are actively pursuing opportunities to accelerate the greening of government-wide operations. We are integrating environmental considerations into the very heart of our business, and are concentrating on demonstrating the results of our efforts. This integrated approach, combined with our focus on greening our own internal departmental operations, will translate into even greater economic, environmental and social dividends for government and for Canadian taxpayers.

The goals provided in our SDS 2007-2009 support federal policy and focus on environmental opportunities afforded by *The Way Forward*, our strategy to deliver smarter, faster services and at a reduced cost.

## Approach

A key challenge faced by PWGSC to achieve success in the greening of government operations is to introduce another factor into the mix of priorities that we balance for Canadians. This must be done in a systematic and meaningful way to realize the vision outlined in SDS 2003:

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

Our commitment is to be a model for greening government operations, and to support and encourage other departments and agencies in greening their operations. In this respect, the Office of Greening Government (OGGO) was created within PWGSC to consolidate our environmental expertise and to provide government-wide leadership in the greening of operations. As the provider of common, central and shared services, and as a custodian of real property, we have the opportunity to affect significant changes – not only in our own operations, but also through the services we provide to other departments and agencies.

<sup>1</sup> SD embodies environmental, economic and social considerations.

In this SDS, we examine our activities and services to identify those that will provide far-reaching and long-lasting benefits.

There are many factors identified in our environmental scan that influence the way in which we conduct our business – they drive our strategic focus, inform our decisions and raise our awareness – in short, they help us design our future. In the development of our SDS 2007-2009, PWGSC considers the following:

- The federal sustainable development goals as reflected in the federal guidance document developed by Environment Canada (*Coordinating the Fourth Round of Departmental Sustainable Development Strategies*) and the integrated guidance on priorities for the greening of government operations (*Greening Government Operations Guidance for Organizations Developing Sustainable Development Strategies*);
- Recommendations from the Commissioner of the Environment and Sustainable Development (CESD);
- The Treasury Board Policy Suite Renewal that adopts practices of life cycle management, resource efficiency, asset performance and sound stewardship;
- Needs of colleague departments and agencies as articulated in consultation sessions and interdepartmental committees, such as the Green Procurement Steering Group, Building Energy Steering Group, Vehicle Fleet Steering Group, and many others;
- The *Policy on Green Procurement*, which came into effect April 1, 2006;
- Our *The Way Forward* initiative, which is our goal to deliver smarter, faster, more efficient services to government, while saving taxpayer dollars; and,
- The mandate of OGGO, which focuses on accelerating the greening of government operations in collaboration with other departments and agencies.

## Sustainable Development Goals

For the fourth round of SDSs, the federal government developed a set of sustainable development goals, which are described in *Coordinating the Fourth Round of Departmental Sustainable Development Strategies*. In our SDS 2007-2009, PWGSC fully supports these common federal sustainable development goals, and uses them as the framework for our departmental commitments. This is important as it positions our efforts in a strategic, coordinated fashion, while driving government-wide progress and allowing for stronger accountability through common reporting. This will also help to provide Canadians with a better understanding of how the federal government works to ensure improvements in our quality of life.

Our SDS 2007-2009 also fully supports the *Greening of Government Operations Guidance for Organizations Developing Sustainable Development Strategies*, incorporating targets and performance measures for the three key priority areas of Building Energy, Vehicle Fleet and Green Procurement. This will ensure that we are well positioned to work and report on the priority areas in a coordinated, government-wide fashion.

Therefore, for SDS 2007-2009, PWGSC's goals are:

- Goal 1:** Governance for sustainable development – Strengthen federal governance and decision making to support sustainable development

## Did you know?

By utilizing and continually expanding direct deposit, PWGSC saved the government \$91.8 million last year, and reduced paper consumption by an equivalent of 45,600 trees.

**Goal 2:** Sustainable development and use of natural resources

**Goal 3:** Reduce greenhouse gas emissions

**Goal 4:** Sustainable communities – Communities enjoy a prosperous economy, a vibrant and equitable society, and a healthy environment for current and future generations

In SDS 2007-2009, we focus our efforts on tangible commitments that can be met over the next three years that reflect our long-term strategic vision to advance sustainable development, both internally and across other departments and agencies. In an effort to maximize the impact of our actions, we are focusing our efforts on commitments that, given our role as a central, common service provider, allow us to:

- maximize impact on government as a whole;
- assist other government departments and agencies in their efforts to improve their environmental performance; and,
- support the government's environmental priorities.

We believe that our strategy will move PWGSC and the Government of Canada toward concrete, measurable progress in achieving sustainable development.

More information on greening government operations can be found at:

<http://www.pwgsc.gc.ca/greening/text/index-e.html>



## Greening the Library of Parliament

As one of Canada's most recognized buildings, the Library of Parliament's conservation, rehabilitation and upgrade embraces the country's heritage and emphasizes the government's ever-increasing focus on environmental sustainability. The 130 year-old circular structure underwent complex and intricate rehabilitation work beginning in 2002.

Valuable heritage features were saved by preserving, instead of replacing, existing materials (wood carvings and galleries, plaster, masonry, wrought iron railings and decorative metal works). To improve energy efficiency, significant steps were taken to upgrade the building, including addition of new thermal window systems and installation of new energy efficient programmable lighting systems within heritage fixtures. Toxic substances, such as lead and asbestos were removed and replaced with durable and sustainable materials.

In addition, under PWGSC's coordination, 82 percent of the renovation's waste was diverted from landfills – this equals 14,986 cubic metres of materials. We found creative and innovative uses for discarded material having enduring historic value – for example, the worn copper roofing was reused to decorate the interior of the new Canadian War Museum, and damaged stones, copper and other materials were sent to the Library of Parliament to be transformed into boutique products to be sold to the public.

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# 1.0 Introduction

## 1.1 Progress Made

More than a decade has passed since amendments to the *Auditor General Act* called for all Category I federal departments, including Public Works and Government Services Canada (PWGSC), to prepare and table a Sustainable Development Strategy (SDS). The concurrent creation of the Office of the Commissioner of Environment and Sustainable Development (CESD) to monitor the progress of departments and agencies in this area was explicit recognition that good decision-making and governance addresses social, economic, and environmental issues.

In SDS 2003, PWGSC set long-term (10-15 year) goals to establish a more strategic approach to implementing sustainable development (see Annex 2 for an evaluation of SDS 2003 progress). In SDS 2007-2009, they are being fine-tuned to reflect established government-wide priorities and the needs of departments and agencies as reflected in feedback PWGSC received in our internal and external consultation sessions (see Annex 3 for an overview of the consultation sessions).

For PWGSC, the concept of sustainable development embodies an integration of environmental economic and social considerations into decision-making and day-to-day operations. We have made some important progress as part of the move toward the sustainability of our operations. We have success stories in every major business line, including real property, procurement, and information technology/information management. In some areas, such as electronic direct deposits, we have made such strides that environmental considerations are simply part of our day-to-day business. In other areas, we are nearly there, and still in others, opportunities exist to make future progress.

A few examples of how PWGSC is demonstrating leadership in sustainable development follow:

- Our commitment to build new government-owned office buildings to a Gold Standard under

the Leadership in Energy and Environmental Design (LEED) system. The 740 Bel-Air reconstruction project in Montreal is an example of environmental ingenuity coupled with economic and social benefits:

- Expected to achieve LEED Gold certification
- In the demolition of the old building, 100 percent of the steel, 82 percent of the wood and 92 percent of the bricks were saved for reuse on the new facility or were recycled.
- Project incorporated the greenest techniques, from the use of proven methods for soil decontamination, to the use of geothermics and solar energy for heating and air conditioning.
- Green techniques used in this building will result in a nearly 50 percent savings in energy costs in comparison with conventional buildings, representing an annual energy savings of \$200,000.
- Operating costs will be approximately 35 percent lower, and will save us \$5M over 25 years.
- New building is helping to revitalize the surrounding neighbourhood, increasing the vitality of the City of Montreal's west end.



- PWGSC is helping Indian and Northern Affairs Canada clean up and manage their contaminated sites and abandoned mines in the North. In addition to managing the remediation and reclamation of contaminated sites to reduce ecological and health and safety risks, we are promoting economic and social development of the northern region by ensuring that Aboriginal companies participate in clean-up contracts.



- The PWGSC-owned Esquimalt Graving dock in Victoria, BC, is a world-class water vessel repair facility. At over 350 metres long (the length of three football fields) and nearly 40 metres wide, it is wider than the Panama Canal and can accommodate 90 percent of existing ocean vessels. The dock:
  - Is registered to ISO 14001 to ensure that work done at the dock is accomplished in an environmentally responsible manner.
  - Incorporates many environmental considerations, such as: air quality monitoring station; initiatives to improve the quality of stormwater discharges, reduce energy use, decrease fresh water consumption and improve the efficiency of existing systems; and a bubble-curtain designed to discourage wildlife such as seals and fish from entering the dock space.
  - Includes a wastewater collection system that, since March 2005, has prevented millions of litres of potentially toxic paint contaminated water from release to the local waters.
  - Received a North American Occupational Health and Safety award and was recognized by Worksafe BC for having a healthy and safe working environment.

- In Alberta, PWGSC is opting for 85 percent of our power requirements to come from green energy sources, which will help to reduce air pollution and greenhouse gases. We are able to do this through a new agreement that we negotiated to consolidate federal electrical energy requirements in the province – this consolidation is estimated to save the Government of Canada a minimum of \$30.8 million over the next ten years. Further, the new agreement will give other departments and agencies in the province the option to buy their power from green energy sources.

Accomplishments such as these and others create momentum that PWGSC carries forward to establish our SDS 2007-2009 commitments.

## 1.2 Focus Renewed

In SDS 2007-2009, PWGSC takes stock of our formalized role as a provider of “green” expertise through the new OGGO, realigning our goals and commitments to reflect emerging priorities of our department and the government as a whole. By using information and advice from our colleague departments and agencies while responding to our environmental scan, SDS 2007-2009 outlines a plan for PWGSC over the next three years to meet our sustainable development objectives as a service provider – to provide leadership in building a government-wide approach to the greening of government operations, and to green our own internal operations.

Accountability through robust performance monitoring and reporting is a critical component of delivering on our commitments (see Annex 4 for a description of how our SDS fits with PWGSC and Government of Canada plans and processes). Choosing clear targets that are easily measurable and reflective of their overarching goals and objectives is a key challenge addressed in this SDS. We have established mechanisms to track and report on both internal departmental targets and external targets to align PWGSC with government-wide

common sustainable development reporting. PWGSC also continues to introduce new measures to improve accessibility to key sustainable development data in the business planning process and in day-to-day operations.

SDS 2007-2009 builds on the momentum and lessons learned from prior strategies to provide a more comprehensive, streamlined and transparent approach to achieving the departmental vision with respect to sustainable development.

### 1.3 Environmental Scan

Knowing and understanding the environment in which we function and the priorities upon which we must focus, and using the guidance we have received, are important in positioning this SDS to maximize our efforts. By doing so, we ensure that PWGSC is part of a coordinated, government-wide approach to sustainable development, specifically the greening of government operations. The environmental scan helps us establish parameters for our targets and actions so we can demonstrate concrete, measurable results. An overview of our environmental scan follows.

#### 1.3.1 Federal Sustainable Development Goals

Environment Canada's guidance document, *Coordinating the Fourth Round of Departmental Sustainable Development Strategies*, establishes common federal sustainable development goals in the following areas:

- *Clean Water*: Clean and secure water for people, marine and freshwater ecosystems
- *Clean Air*: Clean air for people to breathe and ecosystems to function well
- *Reduce Greenhouse Gas Emissions*
- *Sustainable Communities*: Communities enjoy a prosperous economy, a vibrant and equitable society, and a healthy environment for current and future generations

- *Sustainable Development and Use of Natural Resources*
- *Governance for Sustainable Development*: Strengthen federal governance and decision making to support sustainable development

PWGSC is fully supportive of this government-wide effort to drive progress and common reporting in key areas of sustainable development. PWGSC is therefore taking advantage of our role as common service provider and custodian to incorporate the federal sustainable development goals in all areas possible.

#### 1.3.2 Greening Government Operations: Guidance for Organizations Developing Sustainable Development Strategies (2007-2009)

The aforementioned federal guidance document complements and includes the objectives of the greening of operations guidance explained here.

OGGO, Treasury Board Secretariat and Environment Canada, with the help of interdepartmental steering groups in key operational areas, developed a guidance document that provides a government-wide coordinated approach to development of SDS 2007-2009 targets in three key priority areas: Building Energy, Vehicle Fleet and Green Procurement. Focusing on these key priority areas will help to ensure that the Government of Canada makes significant progress in the greening of its operations. The goals contained in the greening government operations guidance include:

- *Building Energy*: To be a leader in the reduction of greenhouse gas and other air emissions through the optimization of energy efficiency and conservation, and the implementation of renewable energy technologies.
- *Vehicle Fleet*: To be a leader in fleet management, so that planning, acquiring, managing and disposing of vehicles minimizes negative effects on the environment.

- *Green Procurement*: To be a leader by integrating environmental performance considerations into procurement, including planning, acquisition, use and disposal.

For the three priority areas, the guidance document provides a number of targets for departments and agencies to include in their SDS 2007-2009. The guidance document also includes recommended performance measures to help departments and agencies track progress in a common manner.

PWGSC addresses these three priority areas in our SDS 2007-2009 targets. A number of additional priorities identified in the guidance document, such as contaminated sites and waste management are also addressed in this SDS.

### 1.3.3 Treasury Board Policy Suite Renewal

The Treasury Board Secretariat (TBS) is currently undertaking a review of its management policies to strengthen and streamline how government works, in an effort to increase government effectiveness and accountability. Some of the policies that directly impact the way in which we conduct business include: the *Policy Framework for the Management of Assets and Acquired Services*, the *Policy on Management of Real Property* and the *Policy on Management of Materiel*.

The policy suite adopts practices of life cycle management, resource efficiency, asset performance and sound stewardship, and seeks best value in areas including real property and fleet management. PWGSC's SDS 2007-2009 includes many procurement and real property related initiatives that support the direction provided by the policy suite.

### 1.3.4 Policy on Green Procurement

On April 1, 2006, the new *Policy on Green Procurement* came into effect for all departments classified under Section 2 of the Financial Administration Act. This policy integrates environmental performance considerations into the procurement decision-making process. The policy will contribute to many environmental objectives, such as:

- reducing air contaminants and greenhouse gas emissions;
- more environmentally responsible planning, acquisition, use and disposal practices in the federal government;
- stimulating innovation and market development of — and demand for — environmentally preferred goods and services, making these available and mainstream for other sectors of society; and,
- supporting emerging environmental technologies.

PWGSC plays a major role to support this policy. First, PWGSC, in our role as the federal government's main purchaser, can benefit through our government-wide approach to reviewing, planning, acquiring and managing the total life-cycle activities of particular goods and services. This will permit us to integrate environmental performance considerations in government-wide procurement tools that will be used by our colleague departments. Secondly, in collaboration with expert departments, such as Environment Canada and Natural Resources Canada, we have an important role in developing and maintaining supporting tools to help other departments and agencies in meeting the requirements to integrate environmental performance in their own departmental procurement frameworks.

Application of the *Policy on Green Procurement* is expected to help:

- Reduce air contaminants and greenhouse gas emissions
- Improve energy, water and other resource efficiency
- Reduce ozone-depleting substances
- Reduce waste and supporting reuse and recycling
- Reduce hazardous waste
- Reduce toxic and hazardous chemicals and substances

PWGSC is also actively engaged in the departmental implementation of this policy within our own processes and systems, and our SDS 2007-2009 includes targets to help achieve these objectives.

### 1.3.5 Commissioner of the Environment and Sustainable Development Recommendations

Annual reports by the CESD include recommendations on how to improve the development of future SDSs and how to improve progress on implementing SDS commitments.

In 2003, the CESD recommended that, to make SDSs more effective strategic documents, departments and agencies should include a smaller number of goals that focus on significant and essential long-term outcomes. In response to this recommendation, the Greening Government Operations guidance document provided to government departments and agencies (Section 1.3.2) focuses on three priority operational areas, all of which are addressed in PWGSC's SDS 2007-2009.

The CESD Report 2005, Chapter 7 focused on improving government-wide direction and priority setting. For this round of SDSs, Environment Canada published its federal sustainable development goals, which PWGSC uses as a framework for our departmental commitments. This will help to position our efforts within the broader government objectives.

The CESD Report 2006 focused on climate change and the ways in which departments and agencies are working to address this issue. As we have a large real property role, this report has implications for how we manage our real property and fleet activities. PWGSC's SDS 2007-2009 includes targets that specifically address greenhouse gas reduction from these two areas.

The CESD is an important ally in the movement toward a greener and more sustainable government. PWGSC is fully engaged in implementing CESD recommendations and advice in SDS 2007-2009.

### 1.3.6 Mandate of the Office of Greening Government Operations (OGGO)

PWGSC, through OGGO, is leading the initiative to establish and coordinate government-wide direction on the greening of government operations. OGGO works closely with other government departments and agencies to accelerate the greening of the government's operations. Greening of government operations is an opportunity to establish government-wide priorities, accountabilities, targets, timelines and reporting requirements to assist the government in becoming a model of environmental excellence for its own operations.

With the creation of OGGO, PWGSC is sending the message that we are committed to the greening of government operations, both internally to our department and in the assistance and services we provide to other departments and agencies - this is why OGGO was created, and what it will continue to focus on.

## 1.4 Changing Circumstances

The most significant departmental initiative since our last SDS is *The Way Forward* initiative and the principles it espouses.

*The Way Forward* is a comprehensive strategy led by PWGSC to find innovative ways to deliver services smarter, faster and at a reduced cost, and to improve how the Government of Canada does business. Preserving the environment by greening the daily operations of government is a key component of *The Way Forward*. The priorities of value creation and greening operations can be mutually reinforcing, since improving resource efficiency, reducing waste, and cutting energy consumption and emissions can produce cost savings that support *The Way Forward*. With our commitments in areas such as green procurement, and the greening of real property operations through energy and resource savings, PWGSC is supporting *The Way Forward* initiative.

## PWGSC Business Highlights

- Accommodates approximately 241,000 public servants across Canada and manages over 6.8 million m<sup>2</sup> of space in 1,821 locations.
- Administers annual payments in excess of \$460 million under the Payments in Lieu of Taxes Program to approximately 1,300 local taxing authorities.
- Purchases \$12-14 billion worth of goods and services and manages 60,000 transactions annually, representing over 80 percent of the federal government's purchases.
- Enables Canadians to access 130 federal government services on-line in a secure manner.
- Handles \$1.3 trillion in Receiver General cash flow, involving 240 million payments in 200 countries.
- Administers compensation for 300,000 government pay accounts and 328,000 pensioner accounts.
- Provides \$100 million in audit and consulting services.
- Provides \$200 million annually in translation into 100 languages, interpretation in 40 languages, terminology and technolinguistics.
- Provides \$150 million in telecommunications and informatics services.

## 2.0 PWGSC Overview & Opportunities

The following section provides an overview of our department and the opportunities that our business lines and mandate provide to us with respect to sustainable development.

### 2.1 Departmental Overview

PWGSC's *raison d'être* is to ensure optimum value to the government and to Canadians in the provision of common, central and shared services. Through the delivery of these services, we enable other government departments and agencies to deliver on their mandates.

PWGSC is the government's principal real property manager, main purchasing agent, banker and accountant. We provide services in the areas of payroll and pensions, information technology, translation, audit, communications and consulting.

We are comprised of numerous branches that are responsible for providing and managing services to the Government of Canada, Canadians, and internally to the department. We also manage two Special Operating Agencies, the Translation Bureau, and Consulting and Audit Canada. Our services and expert advice are provided across Canada through five regional operations - these offices are the key delivery mechanisms for PWGSC common services and the commitments that are made in SDS 2007-2009. We also operate offices in Europe and Washington.

#### Branches

- Accounting, Banking and Compensation
- Acquisitions
- Audit and Evaluation
- Consulting, Information and Shared Services
- Corporate Services, Policy and Communications
- Finance
- Human Resources
- Information Technology Services
- Legal Services
- Office of the Chief Risk Officer
- Office of Greening Government Operations

- Real Property
- Strategic Transformation

#### Regions

- Atlantic
- Quebec
- Ontario
- Western
- Pacific

#### Special Operating Agencies

- Consulting and Audit Canada
- Translation Bureau

See Annex 5 for more details on our department.



### The Jean Canfield Government of Canada Building, Charlottetown, Prince Edward Island

This building, which is expected to obtain LEED® Gold, will serve as a showcase for environmental technologies. The building incorporates a reflective roof, uses natural light and shade to moderate temperature, and recycles rainwater to reduce water consumption. We project that these features will result in a 40 percent reduction in potable water use, an 80 percent reduction in artificial light and a 60 percent reduction in overall energy use as compared to standard building requirements.

Upon completion and occupancy in summer 2007, the Jean Canfield building will house 500 federal employees representing a variety of departments.

## 2.2 Key SD Opportunities

As the provider of common, central and shared services, and as a custodian of real property, we have been described as the engine that powers the Government of Canada. In this respect, and taking into account our environmental scan, PWGSC has an important opportunity to affect real and significant change by leveraging our mandate and business lines.

In this SDS, we are strategically targeting three key business lines: Real Property, Acquisitions and Internal Operations. We are first putting our policies in place and are then systematically embedding environmental considerations into our operations and processes – including training and tools – with the objective of obtaining clear and targeted results.

### 2.2.1 Real Property

#### Sustainable Buildings

Leveraging our role as one of the largest holders of federal real property, PWGSC is developing a Sustainable Building Policy that will acknowledge environmental objectives as a key part of strategic asset planning, and to ensure that we continue to improve the way in which we plan, manage, operate and dispose of our buildings.

The concept of sustainable buildings is consistent with the specific environmental, financial, and community/social issues that have been advanced as a priority of the Government of Canada. Sustainable buildings are those that, over their lifecycle, use less energy and water, generate less air pollution and



greenhouse gases emissions, use materials effectively, and provide improved indoor environments for occupants. They also tend to be less costly to operate, due to the energy and water efficiency measures employed.

Over the past several years, PWGSC has made significant commitments and has taken action to improve the environmental performance of our building inventory. These efforts include the use of assessment tools and standards, such as Leadership in Energy and Environmental Design (LEED®) and Building Owners and Managers Association (BOMA) Go Green Plus. Collectively, the commitments and associated tools are comprehensive in scope and include new construction, major renovations, existing office buildings, leased space, and heritage buildings. There is now an opportunity to bring these individual efforts together under the Sustainable Building Policy.

Many of the objectives advanced in PWGSC's SDS 2007-2009 fall under the overarching concept of sustainable buildings, including:

- minimizing building energy consumption and air emissions;
- reducing potable water consumption, waste water generation and managing stormwater flows to reduce erosion and run-off; and
- reducing use of hazardous materials in buildings.

Sustainable building is thus an 'integrative' concept that captures many of the desired environmental, economic and social outcomes that are sought in PWGSC SDS 2007-2009 and for the Government of Canada as a whole.

Through the Sustainable Building Policy, we will integrate environmental considerations into our standard building planning processes and contracts. By developing mechanisms to integrate sustainable



development into our day-to-day decision-making, we directly support the federal sustainable development goal pertaining to governance.

### **Building Energy and Air Emissions**

There are numerous opportunities to reduce energy consumption and associated air emissions, and PWGSC's building portfolio management activities provide an ideal area of concentration due to their predominant role. Buildings significantly affect our environment – for example, in 2002, building energy use represented roughly 81 percent of greenhouse gas emissions from federal government operations. As a whole, our building portfolio provides us with an important opportunity to reduce air pollution and greenhouse gas emissions, while driving the demand for new environmental technologies.

### **Leasing**

There are also opportunities for sustainable development with respect to leasing activity. One example is to improve the environmental performance of the facilities that we lease for other government departments and agencies. Through the provision of green leases and through our commitment to the use of building environmental performance assessment tools (such as LEED and BOMA), we are attempting to improve the environmental, economic and social aspects of our leases. These tools provide a basis for monitoring environmental performance of buildings and provide a benchmark for evaluation of performance over time. We therefore expect to accrue environmental benefits and cost savings from our use of green leases and building environmental performance assessment tools, while influencing the industry and increasing the awareness and use of these types of tools.

### **2.2.2 Acquisitions**

As the main purchasing agent for the Government of Canada, we annually purchase \$12-14 billion in goods and services. With the new *Policy on Green Procurement*, environmental performance

is considered along with other factors, such as cost, performance, quality and availability. This represents an important opportunity to achieve environmental benefits, including the reduction of air pollutants and greenhouse gas emissions, the improvement of energy, water and other resource efficiency, and the reduction of ozone-depleting substances.

By integrating environmental performance considerations into federal government procurement, the Government of Canada aims to lead the way to 'improve the bottom line' by reducing environmental costs to Canadians. Because PWGSC purchases \$12-14 billion in goods and services annually on behalf of the government, we have the opportunity to provide leadership and innovation that benefits all Canadians. Green procurement is one of the key areas that the federal government has identified in greening its operations. The purpose of green procurement is to lessen the environmental impact of the goods and services that the government procures.

## **Did you know?**

Including environmental considerations in decision-making is already occurring directly in government departments. The federal government's *Policy on Green Procurement* sets the tone for future suppliers by requiring government departments and agencies to purchase products and services that have a lesser or reduced effect on human health and the environment when compared with competing products or services that serve the same purpose.

PWGSC is applying this policy in our procurement processes and is also developing enabling tools and guidance to support the implementation of the policy in other departments and agencies.

As part of their SDS commitments, and consistent with the *Policy on Green Procurement*, departments and agencies have been requested to set three (3) green procurement targets tailored to reflect their mandates, departmental buying patterns and the environmental risks/impacts of acquired goods and services.

PWGSC has responded to this request in SDS 2007-2009 by establishing a number of targets related to green procurement. For example, in our SDS 2007-2009, we commit to embedding environmental performance as a key consideration in the interdepartmental Procurement Review Committee process, for planned procurements valued in excess of \$2M.

In addition, we commit to supporting the inclusion of environmental performance considerations into the procurement instruments used by all government departments and agencies, which directly supports the federal sustainable development goal on governance. A specific example this is our support of the inclusion of environmental considerations into the Canadian General Standards Board's standards routinely used in the GC procurement process.



### 2.2.3 Internal Operations

PWGSC acts as an enabler of SD in government through OGGO and our service provider role. PWGSC helps establish government-wide priorities, accountabilities, targets, timelines and reporting requirements to assist the government in its commitment to environmental excellence in its operations. In this sense, the goals and targets we set will help lead the way for the Government of Canada. For example, we can first examine our internal operations to identify and implement practices to save resources, reduce hazardous waste and deal effectively with electronic waste, and then pursue these opportunities with our colleague departments and agencies.

#### **Informatics**

PWGSC is adopting a target to standardize departmental IT hardware and management in our own operations. It is expected that this will reduce the number of devices, save energy and replacement requirements, and facilitate end-of-life programs with suppliers or recyclers for proper reuse or disposal of obsolete equipment. This type of initiative is expected to be a pilot initiative, in that we will first implement it within our own department and will then expand it to other government departments and agencies. As the IT Shared Services grows, there is potential for this to be expanded to all departments and agencies.

#### **Fleet Management**

PWGSC SDS 2007-2009 sets specific targets for reducing vehicle emissions across the fleet on a per capita basis by taking advantage of low emission fuel technologies and by increasing our purchase of alternative fuel and hybrid vehicles. We have set a target to reduce fleet GHG emissions per vehicle kilometre by 15 percent from 2002-2003 levels. In combination with more stringent user practices of anti-idling, proper vehicle maintenance and operation and vehicle sharing, this will result in lower fuel consumption and vehicle emissions.

### 2.2.4 Other Opportunities

In addition to focusing on the three key opportunity areas of real property, acquisitions and internal operations, our SDS 2007-2009 also includes targets related to contaminated sites and waste management, two important environmental concerns for government as a whole.

#### **Contaminated Sites**

Contaminated lands, sediments and waters may pose health and ecological hazards if they are not adequately assessed and properly managed. PWGSC continues to implement planned projects to either remediate known contaminated sites, or eliminate unacceptable risks and risk manage our sites to demonstrate due diligence. Further, in recognition of the importance of brownfields to economic development, our department will identify PWGSC brownfields and prioritize them for remediation or risk management.

#### **Waste Management**

The federal government, as a large property owner, generates significant amounts of solid waste, including recyclable materials such as paper, cardboard, metal and glass. Municipal, provincial, territorial and federal governments all have a role to play in managing waste. PWGSC will continue efforts in on-going operations to reduce the solid waste we generate and to divert more waste from landfills.

From a risk management perspective, electronic waste (computers, monitors, printers, cell phones and all peripheral items) requires a comprehensive government-wide approach. Management of electronic waste is an issue of concern for many departments and agencies. PWGSC is working with NRCan and EC to develop an environmental stewardship strategy for managing electronic waste generated from federal operations.

### Did you know?

PWGSC is managing the federal portion of the ten-year cleanup project of the Sydney Tar Ponds and Coke Ovens site in Nova Scotia. The cleanup will use proven, effective technologies to remediate the site. Once the cleanup is completed, the province will assume ownership of the property. The Government of Canada and the Nova Scotia provincial government will cost share the project.

### Did you know?

PWGSC administers the PaperSave Program that collects approximately 10,000 metric tonnes of waste paper each year from government offices in the National Capital Region, which is reused by paper companies in their pulping processes.

## Government of Canada Yellowknife Building

We officially completed the new Greenstone Building in the Northwest Territories in the Fall of 2005. Built according to the latest environmental and energy-efficient standards, the four storey, 7,200-square metre building houses 200 public service employees from approximately 15 departments and agencies. Some highlights:

- Diverted over 90 percent of the demolition materials
- Green roof provides green space for employees, year-round insulation and collects rainwater for use in landscape irrigation and toilets
- Location and orientation of the building was designed to maximize sunlight
- Photovoltaic curtain wall will generate electricity to meet 5 percent of the buildings electrical demand
- Workspaces receive natural light 90 percent of the time they are used
- Uses 65 percent less energy than the Model National Energy Code for Building reference building
- Will save approximately \$70,000 per year in energy costs and will reduce greenhouse gases by approximately 370 tonnes per year
- Will be the first “North of 60” LEED Canada Gold-certified office building

## 3.0 Sustainable Development Targets

**The commitments in our SDS 2007-2009 were developed to respond to the identified key drivers of SD from both within and outside PWGSC. One of our ongoing overarching priorities is to demonstrate leadership in our efforts to conserve and protect the environment. PWGSC is therefore working hard to ensure that environmental considerations are integrated into the day-to-day operations of government – and we are uniquely positioned to do so, as the provider of common, central and shared services.**

Real property and procurement are two of the main instruments of which we can take advantage to affect government-wide change. By establishing SDS targets in these areas, we can harness government-wide efforts and achieve significant results in supporting the goal of sustainable development. In an effort to maximize the impact of our actions, we are focusing our efforts on commitments that, given our volume as a central, common service provider, allow us to:

- maximize impact on government as a whole;
- assist other government departments and agencies in their efforts to improve environmental performance; and
- support the government's environmental priorities.

As stated earlier, PWGSC is also responsible for a host of other common services. Due to our large and varied portfolio, PWGSC can make a significant contribution to the development and support of a more sustainable and healthy society.

PWGSC has therefore developed our SDS 2007-2009 targets to reflect our business and opportunities for environmental improvement in key departmental areas, maximizing benefits to our department as well as client departments and agencies.

One of the principal considerations in developing our SDS 2007-2009 targets was coordination with the federal sustainable development goals. Our SDS 2007-2009 fully supports these common federal sustainable development goals, and uses them as the framework for our departmental commitments. This is important, as it positions our efforts within a strategic, coordinated approach, while driving government-wide progress, and allowing for stronger accountability through a common reporting framework.

Our SDS 2007-2009 also fully supports the *Greening of Government Operations Guidance for Organizations Developing Sustainable Development Strategies*, an integrated component of the federal guidance, by incorporating targets and performance measures for the three key priority areas of greening government operations (building energy, vehicle fleet and green procurement). These priority areas are addressed in our SDS 2007-2009 targets and will therefore contribute to demonstrating government-wide progress in achieving results.

**Acronyms Used in Tables Below:**

AB – Acquisitions Branch  
 BOMA – Building Owners and Managers Association  
 CSPCB – Corporate Services, Policy and Communications Branch  
 ITSB – Information Technology Services Branch  
 LEED – Leadership in Energy and Environmental Design  
 OGGO – Office of Greening Government Operations  
 OPI – Office of Primary Interest  
 RPB – Real Property Branch  
 TBS – Treasury Board Secretariat

**Goal 1: Governance for Sustainable Development - Strengthen federal governance and decision making to support sustainable development (FEDERAL SD GOAL VI)**

**Objective: Organizational structures and processes support meaningful and significant sustainable development objectives**

Government-wide Outcomes	Targets and Corresponding Performance Measures	Activities	Activity Outputs	Accountability OPI	
1.1. Clear and effective governance mechanisms to integrate sustainable development in decision making	1.1.1 By March 2010, to complete a pilot project that introduces a fully managed print solution to reduce the environmental impacts of PWGSC printing services.  <b>Performance Measure</b> • Degree to which pilot project is completed	1.1.1.1	Implement a fully managed print solution in the National Capital Area (NCA) including the double-sided default	Fully managed print solution	CSPCB
		1.1.1.2	Measure and report the results obtained for the NCA	Performance measurement report	CSPCB
		1.1.1.3	Establish the baseline benefits and impacts of implementing a fully managed print solution in regions including the double-sided default	Baseline in place	CSPCB

Federal Sustainable Development Goals are identified as per the guidance within *Coordinating the Fourth Round of Departmental Sustainable Development Strategies*.

Government-wide Outcomes	Targets and Corresponding Performance Measures	Activities	Activity Outputs	Accountability OPI
		1.1.1.4 Start regional implementations	Implementation underway	CSPCB
		1.1.1.5 Showcase results to other federal government departments (via the Green Procurement Interdepartmental Steering Group)	Other government departments (OGDs) made aware of results	CSPCB
1.1.2 By March 2010 reduce the quantity of departmental printing equipment (e.g. printers, photo-copiers, facsimile machines) by 50 percent compared to fiscal year 2005/2006.		1.1.2.1 Introduce a fully managed print solution for the department including the double-sided default feature and decreasing the number of personal printers	Fully managed print solution	CSPCB
<b>Performance Measure</b>				
<ul style="list-style-type: none"> <li>• Quantity of printing equipment PWGSC uses</li> </ul>				
1.1.3 By March 2010, develop and implement PWGSC Green Printing Standards.		1.1.3.1 Establish PWGSC green printing standard	Standard established	CSPCB
		1.1.3.2 Promulgate green printing standard	Standard promulgated	CSPCB
<b>Performance Measures</b>				
<ul style="list-style-type: none"> <li>• PWGSC Green Printing Standard approved and communicated</li> <li>• Percentage of PWGSC published documents in compliance with the PWGSC Green Printing Standards</li> </ul>		1.1.3.3 Monitor and report on use of green printing standard	Reports produced	CSPCB

Federal Sustainable Development Goals are identified as per the guidance within *Coordinating the Fourth Round of Departmental Sustainable Development Strategies*.

Government-wide Outcomes	Targets and Corresponding Performance Measures	Activities	Activity Outputs	Accountability OPI
<p>1.1.4 By March 2010, 90 percent of materiel managers, procurement personnel and acquisition card holders to have attended green procurement training.</p> <p><b>Performance Measure</b></p> <ul style="list-style-type: none"> <li>Percentage of materiel managers, procurement personnel and acquisition card holders who have received green procurement training</li> </ul>	<p>1.1.5 By March 2009, develop and implement departmental direction for the implementation of the Policy on Green Procurement.</p> <p><b>Performance Measures</b></p> <ul style="list-style-type: none"> <li>Departmental direction approved</li> <li>Procedures and systems established to support monitoring and reporting of departmental direction</li> </ul>	<p>1.1.4.1 Use the TBS Professional Development and Certification Program for the Procurement, Materiel Management and Real Property Communities</p>	<p>Knowledgeable Personnel</p>	<p>CSPCB/AB</p>
		<p>1.1.5.1 Establish departmental direction including clear identification of accountabilities, roles and responsibilities</p>	<p>Accountabilities, roles and responsibilities established</p>	<p>CSPCB</p>
<p>1.1.5.2 Establish and communicate procedures and systems to support implementation of departmental direction</p> <p>1.1.5.3 Establish monitoring and reporting system to demonstrate departmental progress in the implementation of the Policy on Green Procurement</p>	<p>1.1.5.2 Establish and communicate procedures and systems to support implementation of departmental direction</p> <p>1.1.5.3 Establish monitoring and reporting system to demonstrate departmental progress in the implementation of the Policy on Green Procurement</p>	<p>Procedures and systems communicated</p>	<p>CSPCB</p>	<p>CSPCB</p>
		<p>Monitoring and reporting system established</p>	<p>CSPCB</p>	

Federal Sustainable Development Goals are identified as per the guidance within *Coordinating the Fourth Round of Departmental Sustainable Development Strategies*.



Government-wide Outcomes	Targets and Corresponding Performance Measures	Activities	Activity Outputs	Accountability OPI
	<p>1.1.6 By March 2008, establish managed print services contract(s) that support departments and agencies initiatives to reduce the environmental impacts of their printing services.</p> <p><b>Performance Measure</b></p> <ul style="list-style-type: none"> <li>Managed print services contract(s) that include support for environmental performance management available to departments and agencies</li> </ul>	<p>1.1.6.1 Establish contracting instrument</p>	<p>Contracting Instrument</p>	<p>AB</p>
	<p>1.1.7 By March 2010, implement a Sustainable Building Policy and supporting guidelines to improve building environmental performance.</p> <p><b>Performance Measure</b></p> <ul style="list-style-type: none"> <li>Policy and implementation plan approved</li> </ul>	<p>1.1.7.1 Develop the policy and supporting guidelines</p> <p>1.1.7.2 Develop the implementation plan</p>	<p>Policy and supporting guidelines</p> <p>Implementation plan</p>	<p>OGGO</p> <p>OGGO</p>
	<p>1.1.8 By March 2010, 100% of existing Crown-owned office buildings will have been assessed under BOMA Go Green Plus.</p> <p><b>Performance Measure</b></p> <ul style="list-style-type: none"> <li>Percent of existing Crown-owned office buildings that have been assessed under BOMA Go Green Plus</li> </ul>	<p>1.1.7.3 Develop performance measurement indicators</p>	<p>Performance indicators</p>	<p>OGGO</p> <p>RPB</p>

Federal Sustainable Development Goals are identified as per the guidance within *Coordinating the Fourth Round of Departmental Sustainable Development Strategies*.

Government-wide Outcomes	Targets and Corresponding Performance Measures	Activities	Activity Outputs	Accountability OPI
	<p>1.1.9 By March 2010, for all leases greater than 500 m<sup>2</sup> where PWGSC is the majority lessee, at the time of a new lease or lease renewal, LEED, BOMA or equivalent standards will be embodied in the lease.</p> <p><b>Performance Measure</b></p> <ul style="list-style-type: none"> <li>Percentage of leases respecting the LEED, BOMA requirements or equivalent standards/assessment tools specific to each type of lease</li> </ul>	<p>1.1.9.1</p> <p>When soliciting leasing opportunities for newly constructed buildings (build to lease), PWGSC will require that the building meet the following LEED standards, or equivalent:</p> <ul style="list-style-type: none"> <li>An appropriate environmental standard for build to lease buildings will be established in the Sustainable Building Policy and associated guidance. A phased implementation of this standard will take account of the environmental impacts and readiness of industry</li> <li>For lease purchase buildings, LEED Gold standard or equivalent. The costs to bring the building to this standard will be included in the selection process</li> </ul>	<p>Leases associated with targeted lease types reflect the named standards</p>	<p>RPB</p>

Federal Sustainable Development Goals are identified as per the guidance within *Coordinating the Fourth Round of Departmental Sustainable Development Strategies*.

Government-wide Outcomes	Targets and Corresponding Performance Measures	Activities	Activity Outputs	Accountability OPI
		1.1.9.2 Include in the lease document a requirement that, when leasing in an existing or newly constructed building, PWGSC will require that landlords manage their buildings to a standard equivalent to BOMA Go Green (GG)	Leases reflecting the requirement to manage to BOMA GG or equivalent	RPB
		1.1.9.3 Prior to leasing office space that is equal to or greater than 10,000 m <sup>2</sup> rentable space, PWGSC will require that the landlord complete a BOMA Go Green Plus (GG+) assessment (or equivalent) of the building and share the full results with PWGSC	BOMA GG+ assessment for lease group	RPB
		1.2.1.1 Define environmental considerations and needs for standards used in the procurement process	Defined environmental considerations	AB
1.2 SDS commitments are integrated into the key planning and reporting processes of the department	1.2.1 By March 2010, support the inclusion of environmental considerations into Canadian General Standards Board (CGSB) standards routinely used in the Government of Canada (GC) procurement process.	1.2.1.2 Determine priority CGSB standards routinely used in the GC procurement process	Prioritized CGSB standards	AB

Federal Sustainable Development Goals are identified as per the guidance within *Coordinating the Fourth Round of Departmental Sustainable Development Strategies*.

Government-wide Outcomes	Targets and Corresponding Performance Measures	Activities	Activity Outputs	Accountability OPI		
<p><b>Performance Measures</b></p> <ul style="list-style-type: none"> <li>• Number of environmental considerations in the priority CGSB standards routinely used in the GC procurement process</li> <li>• Number of environmental considerations recommendations related back to standards committee(s) for inclusion into the priority CGSB standards</li> </ul>	<p><b>Performance Measure</b></p> <ul style="list-style-type: none"> <li>• Environmental considerations in departmental procurement review decisions are addressed</li> </ul>	1.2.1.3	Compare environmental considerations and needs and identify gaps for priority CGSB standards	Gap Analysis	AB	
		1.2.1.4	Relate gaps back to the CGSB's active standards committees for consideration	Report to standards committee	AB	
		1.2.1.5	Assess inclusion of environmental considerations in priority CGSB standards	Recommended environmental considerations for CGSB standards	AB	
		1.2.2.1	<p>1.2.2 By March 2008, embed environmental performance as a key consideration in the departmental procurement review processes for planned procurements valued in excess of \$2M.</p>	Issue revised departmental procedures	Departmental Procedure	AB
		1.2.2.2		Track implementation as required	Implementation Report	AB

Federal Sustainable Development Goals are identified as per the guidance within *Coordinating the Fourth Round of Departmental Sustainable Development Strategies*.

Government-wide Outcomes	Targets and Corresponding Performance Measures	Activities	Activity Outputs	Accountability OPI
	<p>1.2.3 By March 2012, PWGSC asset management processes and documents will have been reviewed to ensure that SDS commitments are integrated in the processes (National Investment Strategy (NIS), Community-Based Investment Strategy (CBIS), Asset Management Plan (AMP), Building Management Plan (BMP), Investment Analysis Report (IAR), National Project Management System (NPMS).</p> <p><b>Performance measure</b></p> <ul style="list-style-type: none"> <li>• Number of process reviewed/number of processes</li> <li>• Level of integration in each process</li> </ul>	<p>1.2.3.1 Review asset management processes to ensure environmental considerations are addressed</p>	<p>Environmental considerations embedded in asset management planning process</p>	<p>RPB</p>
	<p>1.2.4 By March 2010, PWGSC will have examined opportunities to further enhance the environmental sustainability of its Real Property operations. Where feasible opportunities are identified, action plans and/or best practices will have been prepared and approved.</p>	<p>1.2.4.1 Have an approved plan to substitute greywater and/or stormwater for potable water being used in non-potable applications, where technically feasible and sustainable, in its Crown-owned office buildings</p>	<p>Approved greywater/stormwater substitution plan. Assessment identifying opportunities for the use of greywater and/or storm water and/or run-off water reuse systems in Central Heating and Cooling Plants and other non-office buildings</p>	<p>RPB</p>

Federal Sustainable Development Goals are identified as per the guidance within *Coordinating the Fourth Round of Departmental Sustainable Development Strategies*.

Government-wide Outcomes	Targets and Corresponding Performance Measures	Activities	Activity Outputs	Accountability OPI
<p><b>Performance measure</b></p> <ul style="list-style-type: none"> <li>Approved action plans and/or best practices for feasible opportunities</li> </ul>	<p>1.2.4.2</p>	<p>Have an approved plan to decrease the impact on ecosystem of stormwater run-off from PWGSC Crowned-owned office buildings</p>	<p>Approved stormwater impact reduction plan</p>	<p>RPB</p>
	<p>1.2.4.3</p>	<p>Have an approved plan to reduce Criteria Air Contaminants from Central Heating and Cooling Plants, and combustion, construction and contracting activities</p>	<p>Approved Criteria Air Contaminants plan</p>	<p>RPB</p>
	<p>1.2.4.4</p>	<p>Incorporate the contributory value of the principles of sustainable development into the market valuation of PWGSC Crown-owned office buildings and other real property assets</p>	<p>Best practices for incorporating sustainable principles into market valuation</p>	<p>RPB</p>
	<p>1.2.4.5</p>	<p>Complete best practices for adapting to climate change for new and existing buildings</p>	<p>Best practices for adapting to climate change</p>	<p>RPB</p>

Federal Sustainable Development Goals are identified as per the guidance within *Coordinating the Fourth Round of Departmental Sustainable Development Strategies*.

## Goal 2: Sustainable Development and Use of Natural Resources (FEDERAL SD GOAL V)

**Objective: Encourage responsible use of natural resources that conserves and protects environmental quality**

Government-wide Outcomes	Targets and Corresponding Performance Measures	Activities	Activity Outputs	Accountability OPI
2.1 Environmentally sustainable use of natural resources is promoted	<p>2.1.1 By December 2010, implement an environmental stewardship strategy for managing electronic waste generated from federal operations.</p> <p><b>Performance Measure</b></p> <ul style="list-style-type: none"> <li>Percent of strategy implementation</li> </ul>	<p>2.1.1.1 Develop an environmental stewardship strategy to manage electronic waste generated from federal operations</p>	<p>Strategy for managing electronic waste</p>	<p>OGGO</p>
	<p>2.1.2 By March 2013, contractually ensure that resources used in construction or maintenance are consumed and recovered in a sustainable manner at PWGSC Crown-owned office buildings.</p> <p><b>Performance measure</b></p> <ul style="list-style-type: none"> <li>Number of contracts integrating Sustainable Development/number of contracts</li> </ul>	<p>2.1.2.1 Revise contracts to ensure resource recovery in construction and maintenance activities</p>	<p>Revised contractual documents</p>	<p>RPB</p>

Federal Sustainable Development Goals are identified as per the guidance within *Coordinating the Fourth Round of Departmental Sustainable Development Strategies*.

Government-wide Outcomes	Targets and Corresponding Performance Measures	Activities	Activity Outputs	Accountability OPI
	<p>2.1.3 Consistent with previous SDS commitments, in real property projects over \$1,000,000 and in communities where industrial recycling is supported, the implementation of construction and demolition waste management practices will be completed, with waste materials being reused or recycled.</p> <p><b>Performance Measure</b></p> <ul style="list-style-type: none"> <li>Number of projects over \$1,000,000 managing constructions, renovation, demolition waste/number of projects over \$1,000,000</li> </ul>	<p>2.1.3.1</p>		<p>RPB</p>
	<p>2.1.4 By March 2013, implement standardized desktop configurations* and associated management practices for 90 percent of users that reduces resource consumption and electronic waste while improving lifecycle cost</p> <p><b>Performance Measure</b></p> <ul style="list-style-type: none"> <li>Reduction in energy consumption</li> <li>Reduction in amount of electronic waste</li> </ul>	<p>2.1.4.1</p> <p>2.1.4.2</p>	<p>Develop standard desktop configurations and associated management practices that will minimize resource consumption and the generation of electronic waste</p> <p>Deliver standardized desktops to 1/4 of users each year after acquisition and implementation agreements completed</p>	<p>ITSB</p> <p>ITSB</p>

Federal Sustainable Development Goals are identified as per the guidance within *Coordinating the Fourth Round of Departmental Sustainable Development Strategies*.



Government-wide Outcomes	Targets and Corresponding Performance Measures	Activities	Activity Outputs	Accountability OPI
		<p>* Standardized desktop configurations will reduce energy consumption, electronic waste, operational cost, power consumption and renewal cost. The related management practices include environmentally safe disposal following recognized and approved disposal guidelines.</p>		

Federal Sustainable Development Goals are identified as per the guidance within Coordinating the Fourth Round of Departmental Sustainable Development Strategies.

## Goal 3: Reduce Greenhouse Gas Emissions (FEDERAL SD GOAL III)

**Objective: Mitigate and reduce emissions that contribute to climate change**

Government-wide Outcomes	Targets and Corresponding Performance Measures	Activities	Activity Outputs	Accountability OPI	
3.1 Emissions are reduced	<p>3.1.1 By March 2010, the energy consumption for the total inventory of PWGSC Crown-owned buildings will be reduced by 8 percent from 2001-02 levels. Associated reductions in Greenhouse Gas (GHG) emissions from the total inventory (excluding the Central Heating &amp; Cooling Plants in National Capital Area) are expected to be 11 percent from the 2001-02 levels.</p> <p><b>Note:</b> This target reflects and is supportive of the GHG reduction targets established through Federal House in Order (FHIO).</p> <p><b>Performance Measure</b></p> <ul style="list-style-type: none"> <li>Percentage of total building energy consumption reduction relative to 2001-02 in Gigajoules and in megajoules/m<sup>2</sup>. Percentage of GHG emissions reduction relative to 2001-02 levels, (Energy consumption shall be converted to GHG emissions.). GHG emissions will be measured as kilotonnes, and also as kg/m<sup>2</sup> of CO<sub>2</sub> equivalent</li> </ul>	3.1.1.1	Where existing audits are outdated or do not exist, Energy Audits will be done in buildings over 1000 m <sup>2</sup> to identify energy conservation opportunities	New and/or updated Energy Audits	RPB
		3.1.1.2	Buildings over 5000 m <sup>2</sup> will go through Recommissioning Assessment Studies to find energy conservation opportunities in the control of systems, etc.	Recommissioning Assessment Studies	RPB
		3.1.1.3	Based on recommendations from Energy Audits and Recommissioning Assessment Studies, all energy conservation opportunities with less than an eight year simple payback shall be implemented	Completion of targeted energy conservation opportunities	RPB
		3.1.1.4	Federal Buildings Initiative (FBI) projects shall be implemented where economically feasible	Completion of targeted FBI project opportunities	RPB

Federal Sustainable Development Goals are identified as per the guidance within *Coordinating the Fourth Round of Departmental Sustainable Development Strategies*.

Government-wide Outcomes	Targets and Corresponding Performance Measures	Activities	Activity Outputs	Accountability OPI
		<p>3.1.1.5 Business decisions on major refits, replacement of systems (e.g. mechanical systems, building envelope, lighting systems) or building, components that will contribute to the energy efficiency of the building shall be based on lifecycle costing</p>	<p>Business decisions relative to targeted asset improvement activities demonstrate the use of lifecycle costing</p>	<p>RPB</p>
		<p>3.1.1.6 Business decisions on opportunities that will contribute to the energy efficiency of new (constructed) office buildings shall be based on life cycle costing. At a minimum, new (constructed) office buildings shall be at least 30 percent more energy efficient than the Model National Energy Code for Buildings (1997) (MNECB-1997). These requirements will also apply to buildings under major renovation where these are stripped to the original structure</p>	<p>Business decisions relative to new buildings and/or buildings subject to major renovations demonstrate the use of lifecycle costing. Additionally, this same set of buildings shall be 30 percent better than MNECB-1997</p>	<p>RPB</p>

Federal Sustainable Development Goals are identified as per the guidance within *Coordinating the Fourth Round of Departmental Sustainable Development Strategies*.

Government-wide Outcomes	Targets and Corresponding Performance Measures	Activities	Activity Outputs	Accountability OPI
		3.1.1.7 PWGSC building acquisition process will recognize the minimum standard of energy efficiency for a newly acquired building as being at least 25 percent more energy efficient than the MNECB-1997. The costs to bring the building to this standard will be considered in the selection process	Business decisions with respect to new buildings that are acquired by PWGSC demonstrate accounting for the costs of improvements to bring the energy efficiency of the buildings to at least 25 percent better than MNECB-1997	RPB

Federal Sustainable Development Goals are identified as per the guidance within *Coordinating the Fourth Round of Departmental Sustainable Development Strategies*.

Government-wide Outcomes	Targets and Corresponding Performance Measures	Activities	Activity Outputs	Accountability OPI
	<p>3.1.2 By March 2010, energy reduction improvements and co-generation shall be implemented at the Central Heating &amp; Cooling Plants (CHCP) in the National Capital Area. These measures are expected to reduce the GHG emissions for the total inventory by 8 percent from 2001-02 levels.</p> <p><b>Note:</b> Achievement of this target is contingent on receiving funding and approval to develop and implement the cogeneration component of the Central Heating and Cooling Plants (CHCP) strategy for the National Capital Area</p> <p><b>Performance Measure</b></p> <ul style="list-style-type: none"> <li>• Percentage of total building energy reduction converted to GHG emissions reduction relative to 2001-02 GHG levels. Emissions will be measured as kilotonnes, and also as kg/m<sup>2</sup> of CO<sub>2</sub> equivalent</li> </ul>	3.1.2.1		RPB

Federal Sustainable Development Goals are identified as per the guidance within *Coordinating the Fourth Round of Departmental Sustainable Development Strategies*.

Government-wide Outcomes	Targets and Corresponding Performance Measures	Activities	Activity Outputs	Accountability OPI
	<p><b>3.1.3</b> By March 2010, reduce by 15 percent from 2002-2003 levels, GHG emissions per vehicle kilometre from the fleet</p> <p><b>Performance Measure</b></p> <ul style="list-style-type: none"> <li>• Annual average GHG emissions per vehicle kilometre</li> </ul>	3.1.3.1	Review all vehicle requests to ensure compliance to TBS & PWGSC Motor Vehicle policies	CSPCB
		3.1.3.2	Purchase Alternative Transportation Fuel (ATF) vehicles where cost effective and operationally feasible to do so	CSPCB
		3.1.3.3	Purchase the most fuel-efficient vehicle that meets the operational requirements	CSPCB
		3.1.3.4	Implement an odometer reading gathering mechanism to ensure adequate performance measurement	CSPCB
		3.1.3.5	Reduce number and size of vehicles	CSPCB
	<p><b>3.1.4</b> Effective immediately (April 2007), all gasoline purchased for federal road vehicles will be ethanol blended, where available</p> <p><b>Performance Measure</b></p> <ul style="list-style-type: none"> <li>• Percent of gasoline purchased for federal road vehicles that is ethanol blended</li> </ul>	3.1.4.1	Review fuel consumption reports	CSPCB
		3.1.4.2	Update departmental Motor Vehicle policy to reflect SDS commitments	CSPCB
		All vehicle requests reviewed		
		ATF vehicles purchased		
		Purchase of fuel-efficient vehicles		
Mechanism implemented				
Reduction in number and size of vehicles				
Analysis of fuel consumption reports				
Motor Vehicle policy updated				

Federal Sustainable Development Goals are identified as per the guidance within *Coordinating the Fourth Round of Departmental Sustainable Development Strategies*.

## Goal 4: Sustainable Communities – Communities enjoy a prosperous economy, a vibrant and equitable society, and a healthy environment for current and future generations (FEDERAL SD GOAL IV)

### Objective: Promote a high level of environmental quality in communities

Government-wide Outcomes	Targets and Corresponding Performance Measures	Activities	Activity Outputs	Accountability OPI
4.1 Risks to human and ecosystem health from harmful substances are reduced (including cleanup of federal contaminated sites)	<p>4.1.1 (1) By March 31, 2009, complete remediation or risk management plans at 65 percent of known contaminated sites.</p> <p>(2) By March 31, 2008, identify Brownfield sites within the PWGSC Contaminated Sites Management Plan (CSMP) inventory and prioritize them for action with respect to remediation or risk management</p> <p><b>Performance Measure</b></p> <ul style="list-style-type: none"> <li>Percentage of the 172 active contaminated sites (listed on the Federal Contaminated Sites Inventory (FCSI) with a status of either “remediation complete” (i.e. completed remediation or risk management plan implemented) or “assessed, no action required” as indicated in the FCSI effective June 2009</li> <li>Completed final prioritized list of PWGSC Brownfield sites as found in the CSMP inventory</li> </ul>	4.1.1.1 Continue to manage PWGSC contaminated sites in accordance with its CSMP	Remediated and/or risk managed sites as demonstrated through Site Closure reports with Record of Site Condition	RPB

Federal Sustainable Development Goals are identified as per the guidance within *Coordinating the Fourth Round of Departmental Sustainable Development Strategies*.

Government-wide Outcomes	Targets and Corresponding Performance Measures	Activities	Activity Outputs	Accountability OPI
<p>4.1.2 By March 2012, hazardous materials used in the operations and maintenance of the Crown-owned building inventory will be reduced by 25 percent through the application of the “PWGSC National Hazardous Materials Reduction Strategy and Guidelines” from reference year 2007-08. This will include product elimination, and /or replacement/ substitution with less toxic and/or non-hazardous alternative products</p> <p><b>Performance Measure</b></p> <ul style="list-style-type: none"> <li>Percent hazardous material reduction (reduction in the number of product types (or credits) based on statistical sampling)</li> </ul>		4.1.2.1 Continued collaboration with the Canadian Centre for Occupational Health and Safety (CCOHS) in its management of hazardous materials		RPB
		4.1.2.2 Finalization of the PWGSC National Hazardous Materials Reduction Strategy and Guideline’s implementation plan	Implementation Plan for the “PWGSC National Hazardous Materials Reduction Strategy and Guidelines”	RPB
		4.1.2.3 Development of Facility Baseline Hazardous Materials Inventories	Hazardous Materials Inventories	RPB
		4.1.2.4 Development of Regional Action Plans	Regional Action Plans	RPB
		4.1.2.5 Communication of Reduction Strategy & Opportunities to reduce	Communication achieved	RPB
		4.1.2.6 Develop principles for funding allocation	Funding allocation principles are identified	RPB
		4.1.2.7 Implementation of Reduction Measures via Regional Action Plans	Reduction Measures implemented	RPB
		4.1.2.8 Update inventories and measure reduction	See target performance measures	RPB

Federal Sustainable Development Goals are identified as per the guidance within *Coordinating the Fourth Round of Departmental Sustainable Development Strategies*.



## 4.0 Performance Management and Reporting

The performance measures PWGSC uses to assess progress toward meeting our SDS commitments are based on past lessons learned, CESD direction, and guidance outlined in *Coordinating The Fourth Round of Departmental Sustainable Development Strategies* and in *Guidance for Organizations Developing Sustainable Development Strategies (2007-2009)*.

PWGSC is a federal department with responsibilities that influence the ability of the federal government as a whole in meeting SD commitments across an array of government services and assets. Consequently, our SD performance management and reporting is consistent with government-wide direction in support of SD.

PWGSC strives to lead the Government of Canada in strengthening public confidence in government operations by improving accountability, transparency, and integrity. These challenges in the context of SD involve demonstrating that we have the internal management tools to monitor our performance.

### 4.1 Government-wide

PWGSC operates in a complex environment that has become more horizontal and integrated around whole-of-government priorities. We are therefore coordinating our SDS 2007-2009 with the federal sustainable development goals and the greening government operations priorities as reflected in sections 1.3.1 and 1.3.2. Such an initiative will provide support for government-wide monitoring and reporting on results achieved in sustainable development and greening government operations.

### 4.2 Departmental Reporting

PWGSC's SDS 2007-2009 commitments will be included in our *Departmental Performance Report (DPR)* and *Sustainable Development Performance Report*. In addition, PWGSC has a number of departmental reporting processes and tools to

support sustainable development strategy and related commitments:

- The SDS portion of PWGSC's DPR references a separate more detailed report entitled the *Sustainable Development Performance Report*. This report lists PWGSC's commitments, progress on implementation, and any future or corrective action required to achieve the commitments.
- Each year departmental organizations are asked to report internally on the status of SDS target implementation. The PWGSC Executive Committee reviews the status report and provides general oversight of the implementation of SDS targets within PWGSC. This same approach will be followed for reporting against PWGSC's SDS 2007-2009 commitments.
- As indicated in Annex 4, "Role and Fit", our SDS commitments will be integrated within PWGSC's new electronic planning and reporting system called 'Dashboard' (Fiscal Year 2006-2007). The purpose of this system is to provide a regularly updated and visual representation of key performance indicators to senior management on PWGSC initiatives, including SDS commitments.

We have adopted performance measures in this SDS that are straightforward and target-specific. Furthermore, we have produced clear and measurable targets to allow transparent management of reporting of the SDS, and contributions to *The Way Forward* initiative. The following principles were considered in selecting performance measures:

- **Inclusiveness:** systematic engagement of stakeholders to help focus and continually enhance the quality of the reports.
- **Relevance:** the degree of importance of an area of interest based on PWGSC and broader government priorities.
- **Clarity:** make information available in a manner that is responsive to maximum number of users while maintaining a suitable level of detail.

In selecting our performance measures, PWGSC sought to maximize efficiencies by using industry standards and benchmarks where available, and using statistical analysis to better understand the data. One example of this benchmarking is the use of *Building Owners Management Association's (BOMA) Go Green Plus* as an evaluation tool to monitor and compare existing building environmental performances within the real property industry.

It is anticipated that this enhanced level of performance measurement and reporting will provide a clearer and more meaningful picture of departmental progress toward sustainable development.

### **4.3 Data Management**

The process used to manage data in support of SDS performance measurement and reporting varies depending on the business line and the target involved. For our commitments, wherever possible, we will report in a quantitative context (i.e., level of implementation as a percentage of completion). However, as some of our initiatives do not easily lend themselves to quantifiable reporting, we will also describe performance in a narrative form. A combination of quantitative and qualitative data will be used to tell how well we are progressing.

Within PWGSC, individual business lines are responsible for determining the processes of managing their own data with respect to SDS goals, with guidance from OGGO. OGGO is also responsible for the consolidated *Sustainable Development Performance Report* each year, based on the data collected, analyzed and approved by the various business lines.

# ANNEX 1

## List of Acronyms

AB	Acquisitions Branch	INAC	Indian and Northern Affairs Canada
AMP	Asset Management Plan	ISO	International Organization for Standards
ATF	Alternative Transportation Fuel	ITSB	Information Technology Services Branch
BMP	Building Management Plan	LEED	Leadership in Energy and Environmental Design
BOMA	Building Owners and Managers Association	MNECB	Model National Energy Code for Buildings
CBIS	Community-Based Investment Strategy	NCA	National Capital Area
CCOHS	Canadian Centre for Occupational Health and Safety	NIS	National Investment Strategy
CESD	Commissioner of the Environment and Sustainable Development	NPMS	National Project Management System
CGSB	Canadian General Standards Board	NRCan	Natural Resources Canada
CHCP	Central Heating and Cooling Plant	OGD	Other Government Department
CO <sub>2</sub>	Carbon Dioxide	OGGO	Office of Greening Government Operations
CSMP	Contaminated Sites Management Plan	OPI	Office of Primary Interest
CSPCB	Corporate Services, Policy and Communication Branch	PWGSC	Public Works and Government Services Canada
DPR	Departmental Performance Report	RPB	Real Property Branch
EC	Environment Canada	RPP	Report on Plans and Priorities
FBI	Federal Buildings Initiative	SD	Sustainable Development
FCSI	Federal Contaminated Sites Inventory	SDPR	Sustainable Development Performance Report
GHG	Greenhouse Gas	SDS	Sustainable Development Strategy
GC	Government of Canada	TBS	Treasury Board Secretariat
GOL	Government Online		
IAR	Investment Analysis Report		
IM/IT	Information Management and Information Technology		



# ANNEX 2

## SDS 2003 – Evaluation of Progress

**It is said that to prepare for the future, we must first learn from the past. The requirement to evaluate our performance against SDS 2003 provides us with an opportunity to consider how to improve colleague partnerships as we integrate sustainable development in Government of Canada daily operations.**

### Background

The Office of the Commissioner of the Environment and Sustainable Development (CESD) expects departments and agencies to evaluate past SDSs and identify areas for improvement as a part of the process for developing a new SDS. To meet this requirement, PWGSC engaged in an extensive evaluation of SDS 2003. Several exercises were undertaken to inform the evaluation, including:

- a comprehensive review of SDS performance by a team from the University of Sherbrooke;
- a national workshop with colleagues from PWGSC regions (summary in Annex 3);
- external consultations (summary in Annex 3);
- a survey of representatives from within PWGSC; and,
- a review of recommendations and advice from the CESD specific to PWGSC.

### Past Performance

SDS 2003 clearly specified the SDS role, and how it fits with other PWGSC and federal government plans and strategies. With this in mind, SDS 2007-2009 reflects the latest policy and organizational developments that affect how PWGSC supports SD goals.

It was noted in the review process that the SDS role could be further enhanced to move forward issues identified as priorities, such as green procurement and greening operations in both leased and Crown-owned buildings and facilities aimed at reducing energy, air pollution and greenhouse gas emissions. SDS 2007-2009 squarely targets these priority issues.

### Goals, Objectives and Targets

In 2003, PWGSC adopted an approach that included four goals and a number of long-term objectives designed to extend over a 10-15 year period. Most of the corresponding targets were set for achievement within the term of the strategy (2004-2007).

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

For SDS 2003, the question asked was 'Do the commitments made go far enough in furthering PWGSC's contribution to sustainable development?' The conclusion was that the goals of SDS 2003 did not provide the desired catalyst for innovation needed to carry out the department's sustainable development objectives. Some of the targets in SDS 2003 would have benefited from additional clarity in the performance indicators and associated results.

## **Monitoring, Reporting, and Performance Measurement**

Past PWGSC SDS reporting activities included the preparation of an annual performance report and supplementary progress reports. However, there is room for improvement in the following areas:

- performance reporting could be more consistent and complete;
- performance measures should be more clearly defined for all targets;
- there should be a stronger link between performance indicators and results; and,
- reporting should include clearer baselines for measuring progress.

## **Transforming the Way PWGSC Works**

PWGSC continues to engage senior management in the SDS development, implementation and reporting process. PWGSC is integrating sustainable development into existing business planning processes, and using initiatives such as the ‘dashboard’ to integrate SD in day-to-day management (see Annex 4).

# ANNEX 3

## CONSULTATIONS

### Background

PWGSC works in partnership with colleague departments and agencies to supply and manage building space, to procure goods and services and to meet information technology needs. This role provides us with a unique opportunity to integrate sustainable development into the day-to-day operations of the Government of Canada. To better understand how to capitalize on this opportunity, we undertook consultations with three groups of stakeholders: other departments and agencies; regional PWGSC offices; and, internal branches within headquarters.

These consultations helped PWGSC to better understand the needs and challenges faced by other departments, agencies and operational units within our own department. The insights gathered in these sessions directly influenced the development of our SDS 2007-2009 commitments.

The Office of the Commissioner of the Environment and Sustainable Development (CESD) is looking for government-wide direction on SDS development. In response, PWGSC partnered with Environment Canada (EC), and Treasury Board of Canada, Secretariat (TBS) to produce a focused, results-oriented, government-wide approach to the greening of government operations. The result of this effort is the publication of *Greening Government Operations Guidance for Organizations Developing Sustainable Development Strategies (2007-2009)*, which can be found at: <http://www.pwgsc.gc.ca/greening/text/publications/guidance-sds-e.html>. This guidance document created a focus for our consultation sessions, which therefore focused on the three priority areas of Building Energy, Green Procurement and Vehicle Fleet.

### SDS Consultation Objectives

Before inviting participants to consultation sessions, PWGSC established five key objectives for each session:

- Focus on practical solutions for sustainable development – actions that can be taken together.
- Ensure that colleague departments and agencies understand how to best apply the *Greening Government Operations Guidance* document to the development of their SDSs.
- Introduce colleagues from PWGSC and other government departments and agencies to the team at OGGO and familiarize them with the ways in which PWGSC help in the development and successful completion of SDS commitments.
- Discuss SDS support needs, listen to concerns and find solutions in the SDS priority areas ranging from the promotion of existing tools to the consideration of new ones.
- Invite feedback on how PWGSC can better improve our commitments to sustainable development, especially in areas that will have a direct input on the three priority areas.

### Results from External Consultations (Colleague Departments/Agencies)

External consultations in the preparation of past SDSs have been single events where all interested colleague departments and agencies would participate in one large session. For this SDS, PWGSC decided to use a more intimate consultation methodology, offering to meet one-on-one or in small groups with colleague departments and agencies. Overall PWGSC had 11 sessions and consulted with over 60 people from 15 departments and agencies. Results are summarized in the following table.

## Summary of External Consultations

Message from Stakeholders	Results / Actions
<p>Many suggestions were made regarding tools that could be developed to support the achievement of building energy commitments. This included request for proposal (RFP) documents, standing offers, standard contract language, checklists on green buildings and tools for making calculations.</p> <p>Some participants suggested that PWGSC share experiences related to building energy efficiency activities and prepare common multimedia awareness campaigns on building energy efficiency.</p> <p>Suggestions to support green procurement were also made and focused on negotiating volume discounts, providing procedures, sharing best practices and lessons learned, as well as creating specific one-page information sheets on green procurement topics.</p>	<p>We will review these recommendations, and where the tools already exist, they will be promoted more effectively. Where they are absent, we will work with colleague departments and agencies to develop them.</p>
<p>Participants identified ways in which PWGSC could better support their efforts by collaborating more effectively with tenant departments, by providing guidance on how to measure baseline of SDS targets, and by offering programs focused on non-office facilities such as laboratories.</p>	<p>We will work closely with our colleague departments and agencies to support sustainable development and broaden the applicability of our programs. At present, OGGO provides departments with a forum to discuss issues and identify tools and guidance to support departments and agencies.</p>
<p>The provision of reliable energy consumption data is an area identified by a number of participants. This includes accurate measurement, conversion to GHG emissions and the ability to meter energy use by individual colleague department.</p>	<p>We recognize that accurate data collection is the cornerstone of performance measurement. We will continue to strive to improve our data collection and to provide this data to clients in an easy to use format.</p>
<p>Participants are looking for assistance with the process of defining green products. Suggestions included providing lists of green products, providing assistance with definitions, requesting product information from suppliers and developing guidance on how to evaluate products. It was also suggested that PWGSC should create more green standing offers and better identify the green aspects in standing offers.</p>	<p>PWGSC provides advice and guidance to colleague departments and agencies on how to achieve best value in the purchase of goods and services, including the <i>Policy on Green Procurement</i>. Many tools have been developed to support departments and agencies in implementing green procurement: <a href="http://www.pwgsc.gc.ca/greening/text/proc-e.html">http://www.pwgsc.gc.ca/greening/text/proc-e.html</a>.</p> <p>We are committed to training our procurement officers to work with colleague departments and agencies to implement green procurement.</p>



Message from Stakeholders	Results / Actions
Participants are interested in the commodity review process and recognize that it could play a role in greening procurement within their organizations.	We are committed to keeping colleague departments and agencies updated on the commodity management process.
Some participants addressed improving the available infrastructure for solid waste, expanding recycling where possible and using leases as a tool to maximize reduction opportunities.	Solid waste management is an area where PWGSC, colleague departments and agencies have made tremendous progress. We are committed to meeting regularly to ensure that solid waste management issues are addressed.
Some participants addressed issues related to hazardous waste and expressed a desire for consistent service, with PWGSC expanding service where possible and using leases as a tool to achieve SD objectives.	Hazardous waste management is a priority for PWGSC. We will continue to work with our colleague departments and agencies to better manage hazardous waste materials.
Many participants raised the issue of e-waste – the waste associated with computers, monitors, printers, cell phones, pagers and other common electronic devices.	PWGSC is working with NRCan and EC to develop an environmental stewardship strategy for managing electronic waste generated from federal operations, as stated in SDS 2007-2009.
Many participants offered to share information on best practices while others asked PWGSC to facilitate a process of sharing information and training material.	We regularly encourage colleague departments and agencies to share best practices through the Green Stewardship Interdepartmental Steering Committee. Where appropriate, OGGO will implement processes to further facilitate the sharing of best practices among departments and agencies.

### Results from Internal Consultations (Regional Offices and Branches)

PWGSC also conducted internal stakeholder consultations, which were instrumental in shaping the SDS. Specifically, representatives from each PWGSC Branch and Region were selected to act as the point of contact for SDS consultations and discussions. These representatives were responsible for completing a Branch Issue Scan and using the logic model to develop draft goals, objectives and targets, taking into consideration the priorities set out in the federal sustainable development guidance, the guidance on *Greening Government Operations*, and *The Way Forward* initiative.

Once the input from all Branches and Regions was compiled and analyzed, follow up workshops were organized with selected Branches to review results of external client consultations. These sessions allowed PWGSC to adjust draft targets to ensure they addressed the needs of colleague departments and agencies.

### Atlantic Region Consultation Session

In May 2006, PWGSC partnered with the Atlantic Canada Opportunities Agency, Environment Canada, Natural Resources Canada and Industry Canada to conduct sustainable development consultations in Atlantic Canada. These departments had the initiative and foresight to undertake this

interdepartmental effort to obtain stakeholder views on issues and challenges facing the region with respect to sustainable development. The consultation sessions also looked for opportunities that may exist to increase Atlantic Canada's competitive edge in environmental technologies as well as to promote innovative communities and businesses. A total of 121 stakeholders from industry, academia, government and non-government organizations participated in consultations held across Atlantic Canada.

A total of six key issues and challenges emerged from the consultations. Some highlights of the consultation session findings that pertain to PWGSC are:

- PWGSC should support research into sustainable building design and incorporate this design into requests for government space as well as promote its use to business at large.
- Aspiring to higher building standards such as LEED should help attract a skilled workforce.
- Government interaction and partnerships for sustainable communities and innovative economies should be pursued as a priority to include: collaboration among all levels of government; smart regulations; short-term decision-making on long-term environmental challenges; and, green procurement and demonstration of new environmental technologies.
- Federal procurement activities must continue to include small and medium-sized businesses in the competitive process.
- Examine and test sustainability of frameworks such as The Natural Step in Atlantic Canada.

## **Next Steps**

PWGSC is strongly committed to promoting consideration of environmental implications in all aspects of our operations, as well as in services we provide to colleague departments and agencies to support their initiatives. The consultation sessions were an important opportunity to learn from our key stakeholders. They should be followed up through participation in the many issue-specific committees that will be managed by OGGO in years to come. PWGSC invites departments, agencies and internal Branches to continue to work with OGGO and the department on sustainable development challenges. The messages heard at the consultation sessions will be integrated into SDS 2007-2009 and will continue to be a focus for PWGSC in the future.

# ANNEX 4

## ROLE AND FIT

This section describes how PWGSC's SDS 2007-2009 relates to other Government of Canada and PWGSC plans and processes, and how the SDS elements will be integrated and coordinated with our business lines.

### Integration with the Government Agenda

PWGSC has designed SDS 2007-2009 to lead the Government of Canada's goal of making SD considerations a core part of doing business, and to harmonize key components with federal sustainable development goals. By leveraging our predominant position and by being recognized as a model of sustainable government operations, PWGSC will be in a better position to make Canada a recognized leader in implementing the principles of sustainable development in government operations.

In SDS 2007-2009, we ensure coordination with federal sustainable development goals, using them as the framework for our departmental commitments. This positions our efforts in a strategic, coordinated approach to drive government-wide progress, and ensure stronger accountability through common reporting.

To further advance the sustainable development agenda, PWGSC is working collaboratively with other federal bodies – particularly Treasury Board Secretariat and Environment Canada – and is providing leadership on six interdepartmental steering groups representing key operational sectors. Steering groups concentrate on developing and promoting a focused, results-oriented, government-wide approach to greening government operations. Steering group activities resulted in the report *Guidance for Organizations Developing Sustainable Development Strategies (2007-2009)*, which forms a key component of federal sustainable development goals developed by Environment Canada.

Greening government operations is a fundamental component of Government of Canada efforts to cut costs, improve efficiency, and provide a leadership example of how sustainability and fiscal responsibility can go hand-in-hand. This mandate is well aligned with the sustainable economic policy areas outlined in *Canada's Performance 2005*, as well as with the department's *The Way Forward* initiative.

### Integration with PWGSC Planning and Reporting Processes

At PWGSC, the SDS is an integral part of our annual planning and performance reporting cycle. Examples of how PWGSC is improving corporate performance reporting and integrated sustainability commitments as a regular part of managing our business include:

- A new electronic planning and reporting system called the *'Dashboard'* that provides PWGSC's management team with a consolidated view of the organization's performance, including SDS commitments.
- As of 2000/2001, the SDS portion of the PWGSC Departmental Performance Report (DPR) referred readers to a separate, more detailed *Sustainable Development (SD) Performance Report* that accounts for the department's progress toward meeting our SDS objectives (see section 4.0 - *Performance Management and Reporting*).
- The PWGSC *Report on Plans and Priorities (RPP)*, which details our expenditure plans in relation to overall objectives, initiatives, and results planned over a three-year period, also reflects our SDS. Coordination of the SDS and RPP each year is critical to reflect PWGSC's strategic priorities, filtering them through an SD lens, which provides an opportunity for decision-makers to incorporate economic, environmental and social considerations into decisions we make.

### **Integration with PWGSC Business Lines**

The commitments made in our SDS are recognized as departmental priorities and are to be met through the activities carried out by our business lines. There are three essential components to ensuring that PWGSC fully integrates and accounts for SDS components in our activities: awareness and understanding; action; and, measurement, reporting and corrective measures.

When it comes to SDS implementation, OGGO is tasked with supporting business lines and other government departments by providing advice and guidance on a wide range of activities related to greening their operations. OGGO essentially provides business lines with a central point of contact should

they require information, support or consultation on how to assess, plan and perform their activities to be in line with SDS commitments, specific goals and objectives.

The final component of operational integration is measurement and corrective action. The CESD evaluation of PWGSC SDS 2003 noted room for improvement in creating clear, measurable targets critical to performance measurement and management. As a result, a framework for monitoring and reporting – including a tool-kit and logic model for formulating objectives and targets – was used in developing SDS 2007-2009 to ensure that performance measurement was a critical factor considered in selecting SDS commitments, associated goals, objectives and targets.

## **Integrating SD into the Way PWGSC Does Business**

The SDS is incorporated into the annual National Building Management Plan (BMP) Call Letter process, which identifies national objectives and priorities to be completed as well as guidelines to be followed for the development of BMPs for PWGSC Crown-owned, leased, and lease-purchase facilities. BMPs are comprehensive plans for managing building operations, repairs, and improvements. They identify real estate investment priorities and options for the consideration of the building custodian.

# ANNEX 5

## Departmental Overview

### An Overview of PWGSC

Public Works and Government Services Canada (PWGSC) is the engine that powers the Government of Canada. We support the daily operations of over 100 government departments and agencies. By focusing on what we do best – providing innovative services and solutions to government – we help departments focus on what they do best: serving Canadians.

PWGSC was established in 1993 as a result of the merger of Public Works Canada, Supply and Services Canada, the Government Telecommunications Agency, and the Translation Bureau. With the adoption of the Department of *Public Works and Government Services Act* in July 1996, the government established a central government department responsible for the provision of administrative and common services necessary to support the operations of departments and agencies of the Government of Canada.<sup>2</sup>

We have an annual budget of \$4.5 billion and employ approximately 12,500 people. We are the government's principal real property manager, main purchasing agent, banker and accountant. We provide services in the areas of payroll and pensions, information technology, translation, audit, communications and consulting. We also play a leading role in greening government operations, in areas such as green procurement, energy efficient buildings and the remediation of contaminated sites.

PWGSC provides services in a professional, innovative, efficient and effective manner. We ensure that transparent and independent checks and balances are carried out to safeguard the management of public funds. Our services include:

- purchasing goods and services on behalf of the government - everything from vehicles to office supplies to military uniforms;

- providing office accommodations for public servants across Canada;
- managing important national heritage properties, such as the Parliament Buildings in Ottawa; and
- offering information technology, telecommunications, translation, banking, auditing and many other important services to the government.

In everything we do, we are dedicated to getting the best value for Canadians by finding innovative ways to deliver our services — smarter, faster and at reduced cost. At PWGSC, we are committed to helping Canada build a world-leading economy driven by innovation, talent and enterprise. Through our *services* and *solutions*, we help shape the future of our country to ensure Canadians enjoy the fastest growth rate in the world.

### Focused Efforts Provide Results

PWGSC's *raison d'être* is to ensure optimum value to government and Canadians in the provision of common, central and shared services. Our goals are to improve how we manage, to operate effectively and efficiently, always with integrity. Our *The Way Forward* initiative is our mission to deliver services smarter, faster and at reduced cost, to improve how the Government of Canada does business. We support the government's agenda to improve management and accountability, demonstrate results and show Canadians value for tax dollars.

PWGSC also leads the effort to green government operations. This leadership role includes providing tools, information and support services to our clients, enabling them to make more informed choices with respect to sustainable development, as well as providing model sustainable 'best practices' of how PWGSC conducts our internal operations.

<sup>2</sup> *Department of Public Works and Government Services Act 1996*, c.16, <http://www.laws.justice.gc.ca/en/p-38.2/257479.html>

## Key Services

PWGSC is comprised of numerous branches responsible for providing and managing services to the Government of Canada, Canadians, and internally to the department. We also manage two Special Operating Agencies, Consulting and Audit Canada and the Translation Bureau. Our services are provided across Canada through five regional operations. These offices are the key delivery mechanisms for PWGSC common services and commitments made in SDS 2007-2009. We also operate offices in Europe and Washington.

### Branches

- Accounting, Banking and Compensation
- Acquisitions
- Audit and Evaluation
- Consulting, Information and Shared Services
- Corporate Services, Policy and Communications
- Finance
- Human Resources
- Information Technology Services
- Legal Services
- Office of the Chief Risk Officer
- Office of Greening Government Operations
- Real Property
- Strategic Transformation

### Regions

- Atlantic
- Quebec
- Ontario
- Western
- Pacific

### Special Operating Agencies

- Consulting and Audit Canada
- Translation Bureau

The following sections outline major PWGSC branch roles and contributions to greening government.

## Real Property

As the common service provider for real property and office accommodation for the Government of Canada, PWGSC provides real property management of one of Canada's largest portfolios. Through Real Property Branch (RPB), PWGSC coordinates the office accommodation needs of over 100 federal departments and agencies, providing affordable and productive office and common use accommodation, as well as a full range of real property services. PWGSC demonstrates real property leadership through the following principal functions:

- providing real property stewardship, including asset management, property and facility management services, heritage asset preservation, and environmental stewardship in the built environment; and,
- providing professional and technical services, encompassing architecture and engineering services related to new construction, fit-up, rehabilitation and sustainable renewal of Crown-owned and leased assets in PWGSC's portfolio.

There have also been some recently endorsed policies that are intended to reduce energy consumption and improve the overall environmental performance of PWGSC's real estate portfolio.

- As of April 2005, any new government office building is to be constructed to meet the Canada Green Building Council's Leadership in Energy and Environmental Design (LEED® – Canada) Gold level. Buildings meeting this standard would use, on average, slightly over one-half of the energy required by the average equivalent office building presently in our inventory, thus achieving cost efficiencies over the lifetime of the building. LEED® certified buildings also generally incorporate measures to conserve water, improve indoor

environmental quality, and use more sustainable materials in their construction.

- For existing Crown-owned buildings, PWGSC will adhere to the Building Owners and Managers Association (BOMA) Go Green Plus program for office buildings, which assesses current performance and provides recommendations for improvement.
- Since 2004, other types of leases for office buildings have been subjected to our 'green lease' provision.

The LEED® and Go Green Plus programs will improve overall environmental performance of PWGSC's portfolio by assessing building standards in key areas, including energy, water, indoor environment, and environmental management.

## Acquisitions

PWGSC is Canada's largest public purchaser of goods and services. Our purchases total \$12-14 billion annually, representing more than 80 percent of the total value of government purchases. PWGSC's Acquisitions Branch offers client departments and agencies a broad base of procurement solutions, such as specialized contracts; standing offers, supply arrangements and electronic marketplaces. These services are provided in a framework that is fair, open, transparent, ethical, and aimed at securing the best value for taxpayer dollars.

In line with this commitment, the government is getting smarter and more disciplined about how it buys goods and services **to achieve savings for Canadians**. The government is also working hard to ensure that with these changes suppliers across Canada – both large and small – will continue to have fair and open access to compete for government business. Several initiatives, including the formation of Commodity Councils and the Government of Canada Marketplace, are seeking to simplify the purchase of goods and services and reduce costs.

PWGSC plays a key role in assisting client departments to identify and facilitate the purchase of environmentally preferable products. Green procure-

ment advances the protection of the environment, and supports sustainable development by considering environmental performance in the procurement decision-making process. PWGSC is committed to ensuring procurement decisions consistent with the *Policy on Green Procurement* (April 1, 2006), while supporting client decision-making. We plan to use a variety of means to facilitate the implementation of the *Policy on Green Procurement*.

PWGSC is collaborating with Environment Canada and Natural Resources Canada to integrate environmental performance considerations in government-wide procurement tools, such as standing offers that colleague departments and agencies will make use of to meet their needs. In addition, we have completed and will maintain a number of tools – such as the Green Procurement Training Course and an Environmental Awareness Toolkit – to assist departments and agencies in meeting their requirements under.

## Information Technology Services Branch

PWGSC's Information Technology Services Branch (ITSB) works closely with client departments and agencies to respond to their increasing Information Management/Information Technology (IM/IT) infrastructure requirements. Delivering reliable, cost-effective and secure IM/IT services and solutions, ITSB provides a wide range of services, in the areas of information technology and telecommunications services, including electronic access to government tools and services for Canadians.

ITSB also provides leadership in supporting government-wide initiatives such as the Government On-Line (GOL) project, which offers Canadians fast, easy and secure access to government programs and information.

PWGSC's "IT Shared Services Agenda" is driver of *The Way Forward* initiative and will deliver a government-wide, coordinated approach to managing IT services that will yield better, faster, more cost-effective results for clients and taxpayers.

## The Office of Greening Government Operations

The Office of Greening Government Operations (OGGO) was created in April 2005 within PWGSC.

OGGO's mandate is to accelerate the greening of government operations by working closely with federal departments, particularly Treasury Board Secretariat and Environment Canada. OGGO offers an opportunity to establish government-wide priorities, accountabilities, targets, timelines and reporting requirements to assist government in its commitment to become a model of environmental excellence. The greening of government operations encompasses a wide range of activities including:

- reductions in energy and resource consumption;
- reduction in air polluting emissions and greenhouse gases;
- green procurement;
- remediation of contaminated sites;
- waste management; and,
- environmental performance of vehicle fleet.

OGGO provides advice and guidance to departments related to greening their operations, and supports the development of related policy and performance management. The creation of OGGO raises PWGSC's profile as a leader within the federal government in its support for sustainable development through horizontal initiatives.

## Other Branches

Other PWGSC branches that are making concrete contributions to advancing sustainable development goals include:

- *The Receiver General and Public Service Compensation:* makes and receives payments; administers the payroll and pension process; and, reconciles and monitors public money on behalf of the Government of Canada, including preparing the Public Accounts of Canada;
- *Consulting, Information and Shared Services:* provides four distinct common services to citizens, departments and agencies: Communications Program Management; Government Consulting Services; Shared Services Integration; and Industrial Security; as well as access to the Government of Canada's Exhibitions Program and to government publications through the Depository Services Program; and,
- *The Translation Bureau:* helps the government serve Canadians and communicate with them in the official language of their choice by: using standardized terminology within the public service; and providing translation, editing, sign-language interpretation, and terminology services for Parliament, the judiciary, and federal departments and agencies.

These branches contribute to PWGSC SDS goals by working with OGGO to consider the environmental impacts of their operations and understanding how the PWGSC SD commitments may apply to their operations.