Performance Report on Sustainable Development
April 01, 2001, to March 31, 2002

December 2002

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Message from the Chief Financial Officer and Assistant Commissioner

The Canada Customs and Revenue Agency (CCRA) has progressed steadily since December 1997 when we started integrating the principles of sustainable development (SD) into our programs and practices. We received full support of our SD strategy for 2001-2004 from the leadership of the CCRA, and I am proud to highlight the progress made in establishing the management framework for minimizing the negative environmental impacts of our operations.

I recognize that the achievements of the CCRA in support of SD would not be possible without the hard work and commitment of dedicated employees throughout the CCRA. I applaud your efforts and encourage you to continue to work to take SD to even higher levels of significance within the CCRA. I encourage managers to facilitate increased SD awareness among employees by promoting the use of the SD Web site on InfoZone.

The SD goals are in agreement with the areas of strategic focus of CCRA's Future Directions Initiative. The common objectives are expanded electronic services and strengthened partnerships and cooperation. As a result of Canada's ratification of the *Kyoto Protocol* in November 2002, there is added responsibility for us to continue to improve and preserve the health of the natural environment. These two factors will continue to position SD as a catalyst for improving the way we do business at the CCRA.

I look forward to your continued support of the SD program.

Executive summary

The current reporting period of April 1, 2001, to March 31, 2002, marks the first year of the implementation of the *Sustainable Development Strategy (2001-2004)*, the second SD strategy for the CCRA. The strategy has four goals to contribute to SD:
- prepare managers;
- enable employees;
- green operations; and
- enhance programs.

The first two goals are meant to help managers and employees with SD. They are intended to enable all key contributors to integrate SD "thinking and doing" into all aspects of the CCRA. By achieving results on these goals, we will ultimately achieve results on the other two substantive goals. Their results are expected to reduce the negative impacts of the operations of the CCRA on the environment.

During the period, with the support of our internal SD network across the CCRA, we made very good progress towards meeting our SD goals. We completed 38 (77%) of 49 targets, moved ahead on 9, and had 2 for which no work had started[1]. In preparing our managers (goal 1), we met key milestones such as the finalization of the SD policy, which outlines the responsibilities of management and employees to SD. We drafted a learning strategy for SD that will manage SD learning throughout the CCRA. We also launched the SD toolkit that is a valuable source of online SD knowledge and best practices.

Status of targets distributed by goal
April 01, 2001, to March 31, 2002

We strengthened our management system for the SD program by documenting and formalizing the annual process for performance reporting. However, further work must be done to ensure that the internal SD reporting process is completed annually without fail. Much work also remains to integrate SD into management tools, and further articulate our approach to incorporating SD as a corporate value. Our focus for coming periods will be to continue implementation of the learning strategy for SD, improve/update guidance materials for managers and employees, and increase CCRA-wide participation levels in SD initiatives.

We met all our targets to engage employees (goal 2). Our main activities were the promotion of Canadian Environment Week, International Volunteer Day, and Waste Reduction Week activities

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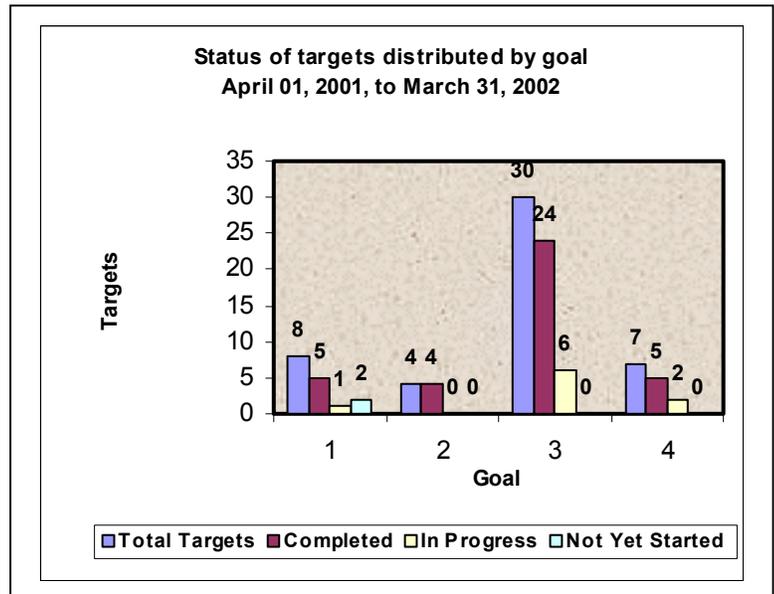
[1] These 49 targets include 14 that are classified as "ongoing." Of these 14, we completed work on 13, while 1 was in progress at the end of the period.

throughout the CCRA. Much of our efforts were also directed at engaging our regions. The SD Division gave SD awareness sessions and presentations upon request and resources and logistical support to help organize national SD events. The Pacific and Prairie regions were particularly successful in organizing active SD committees, inspiring employee support, and establishing partnerships for SD initiatives.

For goal 3, we reached 80 percent of our targets to reduce negative environmental impacts that result from our internal operations. Developing Environmental Management Programs (EMPs) for 10 identified environmental aspects was a significant accomplishment that established a solid foundation upon which the CCRA can manage and monitor its environmental compliance and management. In the area of contaminated sites management, we completed 77 initial site assessments and did more detailed assessments on a further three sites. Remediation work was done on one property, which is now under risk management. We also developed a database and a comprehensive list of contaminated CCRA sites. We continued our work on the national clean water strategy by testing 85 facilities that use water supplied from non-municipal sources, and conducted detailed risk assessments at 13 priority sites. We will continue work into the next period to complete detailed assessments of the remaining 72 sites. We included the energy efficiency criteria from the Natural Resources Canada (NRCan) C2000 Program into a building design model for ports of entry. We continued to work closely with NRCan to implement the Ground Source Heat Pump Project identified in the *Memorandum of Agreement* signed by both organizations. This partnership supports our commitment to reduce greenhouse gas emissions by using energy-efficient options and renewable energy sources. For the next period, we will continue to implement the targets established for our EMPs. These include efforts to increase efficiencies in our internal use of paper, protect water quality, explore and embrace energy efficient options, and clean up our contaminated sites.

We have a far way to go in enhancing our programs to contribute to SD (goal 4). While we included the SD checklist in the planning guide for branch business plans, its presence does not guarantee that SD considerations will be integrated into policies, programs, and decisions. Success in this area requires greater understanding of the principles and use of SD by managers and employees. Despite this, our program branches continued to increase their provision of electronic service delivery options to increase operational efficiencies and reduce paper use.

Partnership is an important success factor for SD implementation, and the CCRA demonstrated its commitment by continuing collaboration on more than 12 national and regional interdepartmental committees on federal operations and programs.

The main lessons learned from this first period are the need to develop sharper, more specific targets, and to intensify partnerships and monitoring to ensure that the requirements of the targets are well understood by branches and regions. There is also a critical need to develop more tools that will guide and enable the use of SD principles in daily tasks. These are all areas that we will continue to address over the life of this SD strategy for 2001-2004, and others to come.

Introduction

What is sustainable development (SD)?

SD is embracing ways of doing things that:
- preserve the health (e.g., clean air, water, and land) of the natural environment;
- ensure access to social services; and
- extend the benefits of economic prosperity to broader segments of the population.

SD wants to meet these goals without jeopardizing the ability of future generations to meet their own needs.

Why an SD strategy?

At the Earth Summit in Rio de Janeiro in 1992, Canada and other countries committed to developing national strategies for SD to reduce the negative impacts of development on the welfare of the earth's peoples. To advance on this commitment, in 1995 the federal government changed the *Auditor General Act* to require certain federal departments and agencies to prepare, table, implement, and update an SD strategy at least every three years.

What is the role of the Office of Primary Interest (OPI) for SD within the CCRA?

The SD Division within the Real Property and Sustainable Development Directorate of the Finance and Administration Branch is the OPI for SD within the CCRA. The division has the key role of:
- preparing the SD strategy;
- developing SD awareness and learning tools;
- coordinating SD awareness initiatives and events;
- providing leadership that promotes the implementation of the SD strategy throughout the CCRA;
- reporting on SD performance;
- developing, updating, and managing the Environmental Management System (EMS) for the CCRA; and
- providing technical support and advice on environmental issues.

Why an SD performance report?

SD performance reporting is important. It helps us assess our progress, provides information on our performance, acts as an accountability tool, provides an opportunity to showcase our successes, and gives us the incentive to improve.

What is the process for SD performance reporting?

The starting point for our performance report is the targets that branches and regions have set in the SD strategy. Branches and regions monitor progress on the SD targets and report performance annually to the SD Division. A summary on SD performance is presented to Members of Parliament and interested Canadians in the *CCRA Annual Report*. It is provided in greater detail to management, employees, and other interested parties in this report.

Audits and reviews are used to verify our performance and ensure continual improvement. During a regular internal audit of their program or operation, managers may be expected to respond to questions related to their SD targets and performance. Parts of the SD program and strategy are also reviewed and/or audited by the Commissioner of the Environment and Sustainable Development in the Office of the Auditor General. Findings are reported in the Commissioner's annual and additional reports to the House of Commons.

How well did the reporting process work for 2001-2002?

Our SD Division issued call letters for performance reporting to the ten branches and six regions within the SD network. We received responses from nine of the ten branches and five of the six regions.

We recognized several weaknesses in the reports received. Firstly, there were many cases in which the implementing office did not understand the requirements of the agreed targets. As a result, little or no progress was made to implement them. This was largely due to the fact that the targets were not clearly stated. Secondly, in cases where the targets were implemented, there was a lack of results-oriented performance information. Few areas were able to report impacts in the way of resource savings and behavioural change. Much of this is because of lack of dedicated resources and monitoring systems to capture this kind of information.

These weaknesses highlight areas for improvement. We must continue to focus attention on developing commitments that are more specific, measurable, and have clear guidelines for implementation. We will also work with the SD network to establish monitoring systems to capture relevant performance information, where feasible. While the SD Division in Headquarters (HQ) has increased its communication efforts, the greater part of our target to increase SD awareness among managers and employees is not yet accomplished. This will only be completely addressed over time.

Performance by target

Goal 1 – Prepare managers to contribute to SD

Managers have a corporate responsibility to ensure that decisions made are part of the SD solution rather than the problem. Managers are already skilled at making decisions that consider financial implications, so they now have to know how to incorporate social and environmental implications into decision-making.

> Managers have a critical leadership role to play in bringing SD into the corporate culture by demonstrating a commitment to change from traditional to holistic thinking. This includes implementing the SD policy, practicing integrated decision-making, and strengthening management systems in support of SD.

> There were eight targets scheduled for completion within this period. Five were completed, one was in progress, and two were not yet started.

Targets:	Accomplishments:
Recognize SD as a corporate value *Not yet started* **FAB – Corporate Planning, Governance, and Balance Scorecard Directorate (CPGBSD)**	Preliminary discussions were held and revealed that far more work than initially imagined is necessary to achieve completion. Collaborations between the SD Division and the Corporate Planning, Governance, and Balanced Scorecard Directorate will continue into the next period.
Finalize the SD policy *Completed* **FAB – Real Property and Sustainable Development Directorate (RPSDD)**	We completed consultations on the SD policy that began in previous periods. We received comments from the SD network, which consists of SD representatives from branches and regions within the CCRA. We incorporated the comments into the revised document, and the Board of Management (BOM) approved the final document in December 2001. During the next period we will prepare a communication package to launch the policy.
Link our commitment to SD with appropriate messages in the CCRA Leadership Program *Completed* ❋[2] **Human Resources Branch (HRB)**	Our Training and Learning Directorate of the HRB included three SD messages in the Leadership Program for the period. These messages addressed the topics of "CCRA's journey towards SD," "Key challenges to the SD Program," and "Strategy for the short and medium term." A total of 398 employees were exposed to these SD issues during training under the Leadership Program. We will elaborate on SD messages with the planned review and update of this training module.
Develop and implement guidelines for integrating SD into new business plans and proposals to ensure that all aspects of SD are	Our SD Division developed an SD checklist that was included in the *Planning Guide for the Preparation of Business Lines Plans* in July 2001. Some branches used the checklist as a guide to incorporate the principles of SD into their branch business plans. This marked the beginning of the process of integrating SD principles into plans, programs, and policies. Our next steps will be to

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[2] This symbol indicates that although the target for the period has been met, work will continue over the coming periods to improve/complete current accomplishments.

considered | *Completed* ✹ | **FAB – RPSDD**	review business plans and give feedback to branches. We will also try to develop better tools to enable policy makers/planners to identify potential SD impacts and take measures that will lessen negative impacts.
Develop/ implement an SD Learning Strategy for management | *Completed* ✹ | **HRB**	The SD Division, along with the Human Resources Branch, prepared a learning strategy for SD. The SD network will assess the document during the next period. We started implementing SD learning by including environmental courses in the CCRA learning plan for 2002-2003. We reviewed other selected courses to include SD considerations. We also developed an SD awareness session and worked with the Southern Ontario Region to deliver the sessions to employees. The module addressed the definition of SD, environmental impacts of individual behaviour, the CCRA's obligation to SD, and individual choices that can be made on the job to contribute to SD. All employees of the Finance and Administration Branch within the Southern Ontario Region were targeted, and a total of 240 employees (60 percent) attended the sessions. The evaluations of participants consistently showed that the sessions were educational and motivational. This session will be considered for other CCRA employees. To assess and monitor the success of our SD awareness initiatives, we began internal consultations to develop an SD awareness survey for CCRA employees. We determined that a pilot would be appropriate to test the worth of the questions. Work will continue in the next period to finalize the survey and launch the pilot.
Give managers guidance material to support environmental management and compliance | *Completed* ✹ | **FAB – RPSDD**	The SD Division developed and launched an SD toolkit on InfoZone in November 2001. The toolkit is a self-guided learning site with information that gives users best practices and useful tips for paper, energy, and water conservation, among others. The toolkit is maintained by the SD Division and will be updated on a regular basis. The division also prepared a series of environmental awareness fact sheets to promote compliance with specific environmental legislation. These included: • frequently asked questions and answers for environmental assessments; • environmental site assessments; and • environmental compliance and liabilities. The package was presented at the meeting of the National Environmental Management System Committee held in 2002. We will launch the information package on InfoZone during the next period.
Integrate SD considerations into key corporate management tools | *Not yet started* | **FAB – CPGBSD**	This target means to integrate the measurement, monitoring, and reporting of SD into existing tools. The three corporate tools that were identified for SD integration were the balanced scorecard, risk management policy, and quality service initiative. The balanced scorecard is designed to identify performance measures for key results related to business lines and to include measures for environmental performance. The risk management policy formalizes our approach to managing risks and liabilities, which is to include environmental risks and liabilities. The quality service initiative will identify ways in which

	we can improve service to clients. Initial discussions indicated that much work is needed to advance this target[3].
Close significant gaps in the management and control system for the SD strategy, in particular, documenting procedures and implementing a process for non-conformance and corrective action *In progress* **FAB – RPSDD**	Roles and responsibilities for SD are clearly outlined in the SD strategy[4], the SD policy, and environment policy. HQ is responsible for coordinating the preparation, consultation, and execution of the SD strategy, as well as report annually to Parliament. The SD network and the National Environmental Management System (EMS) Committee are the primary media through which we communicate with our branches and regions. Each target has been assigned to an OPI[5], which works to ensure timely implementation. We formalized the annual process for SD performance reporting. This involved the dispatch of call letters to branch and regional Assistant Commissioners. We then monitored responses to ensure that all reports were forwarded to HQ. The individual reports were then summarized into an annual agency report for SD. For the 2000-2001 period however, the CCRA report was late in completion and a management decision was made to release the report along with this report. We also tried to strengthen our management and reporting for the SD strategy. We investigated the SD Action Items Management System (AIMS), the reporting system used by NRCan, to monitor their SD performance. This system satisfies our SD reporting needs with minimal customization. However, we will have to re-program the technology that hosts the system to one that is compatible to that of the CCRA. When developed, the SD network will be able access the system and input their SD performance reports electronically. This will enable improved and timely SD reporting from the branches and regions. The system will be launched in time for the 2002-2003 SD reporting period.

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[3] The OPI for this target was transferred from the former *Corporate Affairs Branch* to the *Corporate Planning, Governance, and Balanced Scorecard Directorate* of FAB.
[4] Pages 50-53 of the SD strategy 2001-2004 outline the roles and responsibilities for the SD strategy implementation and reporting.
[5] An OPI is the branch, region, or directorate that is required to take the lead in ensuring that their agreed targets are implemented.

Way forward for goal 1

We have established a framework for the management of the SD strategy. The SD policy goes further to outline the responsibilities of management and employees to SD. However, it remains a challenge for us to integrate SD into the corporate culture. This is where leadership from management is critical in moving SD from being a desirable outcome to a reality. The biggest task is communicating the SD concept in a tangible way that will capture the attention and imagination of management at all levels. The SD Division has the main task of coordinating and delivering this SD message to senior management. As management leads the process of integrating sustainable considerations into decisions, employees will be even more motivated. SD education is key to the success of this goal, and this will continue to be our short and long-term goal.

Goal 2 – Enable employees to contribute to SD

The success of SD within the CCRA depends heavily on the acceptance, cooperation, and involvement of employees. With a workforce of approximately 50,000 employees Canada-wide, the potential for the CCRA to realize benefits that support SD are substantial.

> **The main way to engage employees is to raise SD awareness and provide tools to enable the integration of SD considerations into daily tasks.**

> **All four targets supporting goal two were completed during the period.**

Target:	Accomplishments:
Create opportunities for employees to pledge commitment to SD *Completed/annual* **FAB – RPSDD**	The SD Division developed an SD pledge that was promoted among employees. However, the number of employees who pledged commitment to SD is not clear. To improve on the system of tracking this information, an electronic database will be developed to administer, manage, and track employee commitment to SD over time. The system is scheduled for launch in June 2002.
Create and maintain opportunity for employees to share SD success stories, initiatives, and comments *Completed/annual* **FAB – RPSDD**	We maintained several means of sharing SD success stories. These included the SD Web site, the national SD email address, and the annual SD performance report. We also used these media to invite comments and feedback on our SD strategy, reports, and initiatives. Our SD Division received numerous highlights of SD successes throughout the CCRA, through the SD network and directly from employees. We received a total of 48 emails through our SD Web site and national email address. They addressed various issues such as solid waste, battery recycling, and employee commuting options. During International Volunteer Day in December 2001, we received 42 emails from employees CCRA-wide informing us of the various ways in which they volunteer their time. The CCRA magazine, *Interaction*, welcomed SD success stories from employees. Several of our regions developed their own SD Web site and newsletters.

Give employees guidance material to help support environmental management initiatives *Completed/annual* **FAB – RPSDD**	We included helpful and practical "greening" tips in the SD toolkit[6] on the SD Web site. We also updated the SD Web site to include information on our EMS. These updates addressed key aspects such as paper, energy, water, and solid waste. We also added links to other sites of interest.
Encourage participation in CCRA-endorsed SD initiatives, such as the annual Commuter Challenge *Completed/annual* **FAB – RPSDD**	We supported Canadian Environment Week (CEW) in June 2001. CEW is the largest SD event supported by the CCRA that engages employee participation throughout the CCRA. The main activities included the Commuter Challenge, Kids' Poster Contest, and the sale of tree-growing kits. A total of 620 CCRA employees registered for the Commuter Challenge[7]. This diverted 10,656.4 kg of pollutants from the atmosphere. The tree sale raised $900 for Tree Canada. The Kids' Poster Contest was opened to children under 12 years who had a parent or relative working at the CCRA. It required contestants to create a work of art that sent a clear message of sound environmental management. A total of 46 entries were received Canada-wide. The top three winners received a prize package and there were nine entries chosen for honourable mention. Each participant received a *Certificate of Recognition* that was personally signed by the Commissioner and Deputy Commissioner. The CCRA also promoted Waste Reduction Week in October 2001 and International Volunteer Day in December 2001.

Way forward for goal 2

Although we met all our targets for goal two, not all CCRA employees are engaged and knowledgeable about SD. This is an area that requires ongoing awareness efforts and continued improvements to the learning tools. The CCRA will not give SD training to every employee; the electronic medium is our main way of communicating about SD to employees. It is the responsibility of managers to promote the learning tools, including the SD Web site. One of our targets will be to educate SD committees throughout the CCRA so that they can pass on the knowledge within their area. The SD Division will also continue to respond to requests for presentations to employees and management.

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[6] The toolkit was launched on InfoZone in November 2001.
[7] The Commuter Challenge seeks to encourage employees to use more environmentally friendly ways of transportation such as walking, cycling, carpooling, or using public transit.

Goal 3 – Green operations to contribute to SD

Through efficient and environmentally responsible management of our operations, we can contribute to the federal government's vision of promoting a healthy environment for current and future generations. The main way that this can be achieved is with the implementation of an Environmental Management System (EMS). A properly designed EMS will provide the framework that will enable us to manage our environmental agenda by documenting, evaluating, and communicating environmental performance.

> **An EMS is a system that includes practices, procedures, and processes for managing environmental operations. It allows us to clarify our responsibilities, accountabilities, and priorities for addressing environmental issues. It also enables us to monitor performance to ensure that our environmental goals are being met effectively and efficiently.**

> **Of the 30 targets scheduled for completion during the period, 24 were completed and 6 were in progress.**

Target:	Accomplishments:
Finalize the CCRA's environment policy *Completed* **FAB – RPSDD**	The environment policy clearly outlines the environmental responsibilities of all stakeholders, including managers and employees, within the CCRA. We finalized the draft document, which was approved by the Board of Management in December 2001. We will prepare a communication package to launch the policy in 2002.
Develop Environmental Management Programs (EMPs) for all identified environmental aspects *Completed* **FAB – RPSDD**	We developed 10 EMPs[8] that were approved by the National EMS Committee. These EMPs will enable us to systematically manage the impacts our operations have on the environment and work towards continual improvement. They are: 1. greener procurement; 2. paper; 3. fleet management; 4. solid waste management; 5. energy conservation; 6. water quality and conservation; 7. ozone depleting substances; 8. environmental assessments; 9. storage tanks; and 10. contaminated sites. **Note**: An EMP for hazardous materials will be developed during the next period. Each EMP has a three-year rolling action plan, which identifies work to be completed, responsibility centre, related training, and communications. Performance for each aspect will be reported annually. An important part of performance reporting is establishing baseline figures for environmental aspect. These figures will enable the monitoring of our environmental impacts over time. In the next period, we will seek the approval of the Chief Financial

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[8] An EMP is a program within an EMS designed to manage the achievement of objectives and targets for a specific environmental aspect - for example water or paper.

Officer and Assistant Commissioner of the Finance and Administration Branch before communicating about the EMPs.

The EMPs form part of our EMS, which was recognized as one of the projects under the Administrative Reform and Renewal (ARR) Program. The goal of the ARR Program is to initiate change within the organization that will enable us to be more innovative, efficient, and effective in doing our business. The expected benefits of the EMPs are:
- reduced risk of environmental liabilities and costs;
- reduced environmental risk to employees and Canadians;
- reduced health risks to employees and Canadians; and
- increased cost savings through efficiencies.

Fully implement all elements of a performance measurement framework for managing storage tanks and ozone depleting substances (ODS) *Completed* **FAB – RPSDD**	We developed a Microsoft Access Database, which manages data for ODS and storage tanks. The database: • keeps a record of the inventory of storage tanks managed by the CCRA; **Note**: This helps comply with legislative requirements that a consolidated record of storage tanks be maintained by the CCRA. • tracks information on the specifications of each piece of ODS carrying equipment; • stores information on the recommendations of audits, their implementation, certain maintenance activities, tests performed, and the adequacy of documentation kept at the site; • automatically generates registration forms; **Note**: This helps comply with legislative requirements for registration and annual reporting on storage tanks. • stores data on the recommendations of storage tanks assessments, decommissioning, and compliance reports; and • allows for electronic compliance assessments.
Continue participation in inter-departmental committees, working groups, and initiatives related to the environment and SD *Completed/annual* **FAB – RPSDD**	We continued our participation in 12 interdepartmental committees on various issues ranging from climate change, environmental assessments, water, contaminated sites and pesticides management, the EMS, awareness, communications and training, and the Federal Sustainable Development Strategy. Collaborations gave us the opportunity to share best practices and give input into the preparation of federal documents.
Procurement:	
Review/assess current Material Management certification courses for "green" content	We reviewed selected courses and included green content. The Material Management Division (MMD) offered 8 of these courses to a total of 984 CCRA employees during the period. However, much work remains in order to do this in a systematic way. MMD also included environmentally friendly specifications in the *Statement of Work* and bought environmentally friendly

Completed ✱ **FAB – Material Management Directorate (MMD)**	products wherever feasible. For the next period, closer collaborations between MMD and the SD Division will completely address this commitment.
Pilot green procurement training program with HQs' procurement officers; share results of pilot with others *Completed* ✱ **FAB – MMD**	We focused our efforts on developing an EMP for greener procurement. As an organization, we procure over $500 million in purchases annually. Therefore, we have an opportunity to influence the growth of environmentally friendly business through our purchasing power. The goal of this EMP is to ensure that our procurement activities are done in a way that satisfies our environment policy. This will address all phases of the procurement process, from planning and acquisition to usage and disposal. An important first step is establishing a common federal definition for "green procurement," which is being developed by an interdepartmental working group of the Treasury Board Advisory Committee. A draft definition will be proposed before the end of 2002. We piloted training on *Requests for Proposals* and *Statements of Work* among procurement officers within MMD in HQ, Halifax and Toronto. Both courses included elements of greener procurement, and the results have been used to inform future training. For the coming period, we will be training all cardholders to use the new electronic procurement system, which will be launched by the end of 2002. The system is a one-stop, electronic shop for cardholders to procure office supplies. All environmentally friendly products will be clearly identified to users of the system.
Introduce environmental specifications into National Individual Standing Offers (NISOs) *Completed* ✱ **FAB – MMD**	For the period, we issued a total of six NISOs, of which two included environmental specifications. This is an area that needs increased focus to completely "green" all our NISOs. Our SD Division is establishing a closer link with MMD to ensure that we progress further on this target.
Increase the number of clauses that give consideration to SD-green procurement into the contractual process, including selection criteria for *Requests for Proposals* (RFPs) *In progress* **FAB – MMD**	We focused on developing the EMP for greener procurement. We delayed the target date for including appropriate environmental specifications in our RPF templates to the next period. However, MMD referenced standard clauses normally stated in the RFPs for goods, to the *Clauses and Acquisitions Manual*. This should reduce the amount of paper used per RFP. The reference manual is available online on the Public Works and Government Services Canada (PWGSC) Web site.
Paper:	

Develop/revise procedures and standards to help reduce use of paper in internal operations **FAB – RPSDD**	We developed an EMP to address our internal use of paper[9]. The main goal of the EMP is to reduce internal use of paper to achieve resource conservation. Targets include establishing a baseline, preparing a paper directive, and including best practices for paper purchases in existing certification courses. We began work to determine a baseline figure for internal paper use throughout the CCRA. This figure will form the basis upon which we can measure and track the success of our paper reduction initiatives. We expect to determine this figure during the next period. In the meantime, we redrafted a paper directive and guidelines that outline best practices for paper reduction. The National EMS Committee approved the directive, and work will continue to secure the relevant approval before a CCRA-wide launch. Most areas within the CCRA reported paper saving initiatives and these are highlighted later in the report. Our contribution to the Paper Save program within the National Capital Region in 2001-2002 marginally declined to approximately 1.15 million kg[10]. This saved 21,821 full-grown trees and 3,445.5 m^3 of landfill space. This is approximately one and a half times the size of an Olympic-sized swimming pool.
Electronic document management standards *In progress* **FAB – Information Management Directorate (IMD)**	Our Information Management Directorate started preparing an *Electronic Document Management Standards (EDMS) Strategy*. The strategy seeks to enhance information management and ensure uniform document management standards throughout the CCRA. This will support the creation, retrieval, and storage of documents in an electronic format using scanning, imaging, and electronic filing. Work is ongoing to determine the best application that will accommodate the system.
Increase electronic forms, policies and procedures, and submissions *Completed/annual* **FAB**	We increased the number of documents and policies available online. Examples are the human resources policies and learning courses from the Customs and Human Resources Branches. Our Material Management Directorate eliminated obsolete material management forms and converted 90 percent of remaining forms to electronic format. This saved an estimated 200,000 sheets of paper. We are not yet able to determine total impact in terms of paper and costs savings attributed to these interventions, however, this is an area that we will address over time.
Protocol for submission to senior management and board committees *Completed* **FAB – CPGBSD**	Our Board of Management (BOM) Secretariat established a protocol that supports the electronic submissions of documents to the BOM. This protocol helps to reduce our internal use of paper.
Waste management:	

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[9] This does not include paper used by our program branches to serve clients, for example, tax forms and publications.
[10] Contribution for 2000-2001 was 1.2 million kg.

Integrate the requirement for contractor to provide waste reduction plans into all major construction, renovation, and demolition projects in CCRA-owned and leased facilities *Completed* ✷ **FAB – RPSDD**	During the period, we integrated a construction and demolition waste reduction plan into the construction project at the Osoyoos border crossing facility in British Columbia. The plan guides the disposal of used materials such as concrete, asphalt, wood, cardboard, and topsoil. The waste reduction plan required that all reasonable efforts be made to save and recycle as many materials as possible, and report the results of waste diversion to HQ as the project progresses. To further strengthen the use of sustainable waste management measures into all construction projects, we developed a guidance document for managing construction, renovation, and demolition waste. The document will be introduced to all facilities managers during the next period. We developed an EMP for solid waste management. The goal of the EMP is to control, collect, process, use, and dispose of solid wastes in the most economical and environmentally sound manner. We established baseline figures for solid waste in selected owned and leased facilities in fiscal year 1999-2000. Targets established by the EMP are to: • divert an average of 50 percent of solid waste generated in CCRA-owned facilities and 70 percent in leased facilities (against 1999-2000 baselines) from landfills; • implement solid waste recycling in all CCRA-owned facilities, as feasible; and • incorporate solid waste reduction plans into all major construction, renovation and demolition projects. Between 1999-2001, we conducted waste audits at eleven priority-owned facilities[11] and implemented waste management plans at eight of the sites. These actions were taken as a first step towards our goal of diverting 50 percent of solid wastes generated at these facilities from landfill sites. Of the three remaining sites, we implemented a waste reduction action plan at one site. No waste management plan was implemented at another site due to planned redevelopment, while the other continued its voluntary waste recycling. As far as resources will allow, follow-up audits will be done at selected facilities during the next period to determine the impact of the waste management plans.
Implement best practices and initiatives related to the disposal (recycling/reusing) of obsolete or surplus goods *In progress* **FAB – IMD**	The national disposal policy for publications was revised for the inclusion of best practices for book disposal. This *Policy on the Disposal of Surplus Published Materials* will ensure maximum re-use of books by first granting other CCRA regional libraries the opportunity to select books before making them available to external libraries through the Canadian Book Exchange Center. The policy will also minimize the maintenance of duplicate resources in our office collections by integrating CCRA office collections within the full-service libraries. As soon as the policy is approved, implementation will start.
Review existing	We did a preliminary review of our disposal guidelines relating to hazardous

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[11] These were all border crossing facilities owned by the CCRA.

disposal guidelines for opportunities to integrate SD *Completed* ∗ **FAB – MMD**	materials. The review was done to ensure compliance with federal and provincial/territorial legislations and regulations. Our Material Management Directorate will do further reviews to examine all disposal guidelines and possibly combine them into one document. We also did a study to examine the possibility of donating surplus uniforms to charitable organizations. Further work will implement findings.

Energy:

Develop and communicate best management practices for energy efficiency *Completed* ∗ **FAB – RPSDD**	We developed an EMP for energy management. The goal is to reduce energy use and costs and minimize the negative environmental impacts caused by the CCRA's energy use. The main targets include: • communicating best practices for energy; • incorporating energy efficiency measures in major construction and renovation projects; and • continuing participation in major climate change initiatives. For the period, we prepared and included best practices for energy efficiency in the SD toolkit on the SD Web site. Information on the site will be updated as appropriate.
Continue to participate in federal climate change initiatives *Completed/annual* **FAB – RPSDD**	We are represented on the Director General Coordinating Committee (DGCC), which has the responsibility of ensuring that federal departments meet the climate change commitments stated in the *Kyoto Protocol*. The Outside Emissions Subcommittee was established as a working group of the DGCC to examine the feasibility of programs such as ECOPASS[12]. At present, a one-year pilot program is being conducted within the National Capital Region with four federal departments[13]. The aim is to determine the feasibility of having the program extended government-wide. In the meantime, the CCRA will use the EMS to begin to systematically manage the aspects of our operations that impact on climate change. These aspects include: • energy consumption; • solid waste management; • paper reduction; • ozone depleting substances/halocarbon management; • fleet management; and • water conservation.
Negotiate the	This commitment requires close collaboration between the CCRA and

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[12] The program seeks to reduce greenhouse gas emissions by increasing the attractiveness of public transportation. This is a more environmentally friendly mode of commuting. Specifically, it will give federal employees the option of purchasing bus tickets through payroll deductions at a discounted rate.
[13] The departments are Natural Resources Canada, Environment Canada, Transport Canada and Treasury Board.

inclusion of energy efficiency measures at leased facilities *In progress* **FAB – RPSDD**	PWGSC. While this is an area that requires more collaborative work, green measures were incorporated into construction projects done within the Southern Ontario Region.
Implement energy and water conservation measures associated with the Federal Buildings Initiative (FBI) when an energy assessment has demonstrated that it is cost effective *In progress* **FAB – RPSDD**	The FBI offers an organization the option of saving money through energy efficient improvements to buildings. It is a proven turnkey solution that enables federal departments and agencies to retrofit their buildings with state-of-the-art, energy-saving equipment, without necessarily using their own capital funds to do so. This may be done through Energy Performance Contracting (EPC), which allows access to private sector capital to finance energy improvement projects. An energy service company executes the project, covers the cost, and then earns profit from savings in energy costs up to an agreed period. At the end of the contractual period, the organization keeps all cost savings from lower energy bills. We want to benefit from this arrangement and have completed feasibility studies at selected facilities. However, we have yet to rank the facilities targeted for investments. This ranking will be used to identify the facilities targeted for investment over the next five to ten years, and will be outlined in the Long Term Facilities Investment Plan (LTFIP). Those facilities not scheduled for major investment under the LTFIP will be considered for energy and water conservation improvements under the FBI.
Incorporate energy efficiency measures, including the use of renewable energy alternatives, into major construction and renovation projects where feasible and cost effective with life-cycle payback *Completed* ∗ **FAB – RPSDD**	We included energy efficiency measures in the standardized *Request For Proposals* for capital construction projects at our border crossings. This means that all major construction and renovation projects will require a brief assessment of the feasibility of using renewable energy alternatives. Renewable energy alternatives include the use of solar, wind, biomass, and ground source heat pumps (GSHPs). In May 2001, we signed a Memorandum of Agreement (MOA) with NRCan. The purpose of the MOA is to document the installation of a GSHP at the shared Canada/United States border crossing at Osoyoos, British Columbia/Orville, Washington, and sensitize CCRA decision makers to the benefits of the technology. Deliverables of the MOA include a communication strategy and a document outlining a replicable step-by-step process for implementing a GSHP into a facility. It will also serve to enhance international cooperation between Canada and the United States on a shared facility project that supports the reduction of greenhouse gas emissions. The communication strategy for the project was finalized during the period and implementation begun. We started work on one of the recommendations of the strategy by drafting information for the Osoyoos GSHP Web page that will be posted on our SD Web site on InfoZone. We also prepared a draft *Statement of Work* for a consultant to document the decision making process at Osoyoos and prepare

	guidelines for employing a GSHP system. The report should be completed within the next period. We had extensive consultation with NRCan to develop a monitoring and tracking (M&T) system for the Osoyoos GSHP system. The M&T system will monitor the energy consumption of the facility's mechanical systems. In particular, it will measure energy contribution from the earth that will be used for both heating and cooling. The tracking system will also enable us to measure energy savings costs and reductions in carbon dioxide emissions as a result of the GSHP system.

Land use management:

Strengthen protocol to monitor/report on follow-up activities recommended by environmental assessment screening reports *Completed* ✱ **FAB – RPSDD**	In order to strengthen the protocol for environmental assessments (EAs)[14], we developed an EMP for EAs. The goal of the EMP is to minimize the environmental impacts of projects done by the CCRA, in order to meet or exceed federal policies and regulations. We will do this by assessing all proposed projects submitted to our SD Division to determine whether an EA should be conducted, conducting an EA where applicable, and training personnel as required. We will also prepare a guidance document and standard operating procedures that will educate and guide the use of EAs within the CCRA. We complied with the *Canadian Environmental Assessment Act* (CEAA) by conducting an environmental assessment at the Nelway border crossing in British Columbia, and providing the Canadian Environmental Assessment Agency with the year-end statistical report on environmental assessments within the CCRA. We continued to work closely with the Osoyoos project manager to ensure that EA improvement measures are incorporated into the general contractor's agreement. The improvement measures, among others, require that demolition debris be reduced through the recovery of reusable and recyclable materials. We will monitor to ensure that this requirement is followed when construction starts during the next period. We also integrated EA improvement measures in the *Statement of Work* for the post-construction evaluation project at the border crossing at Emerson-West Lynne, Manitoba. Throughout the year, we participated on the Senior Management Committee on Environmental Assessment (SMCEA). We provided valuable input into the review of the new CEAA. The updated act is scheduled to come into force in Spring 2003. The work of the committee also secured approval of funds that will be used to, among other things, train selected employees from 20 departments on the requirements of the new CEAA. Our Capital Construction Division hosted a Town Hall meeting to inform the general public and stakeholders of the planned redevelopment project at the Douglas port of entry (British Columbia), as well as provide a forum for

[14] An environmental assessment is the process for identifying, predicting, evaluating, and reducing the possible negative effects of projects on the environment.

	questions and concerns to be addressed. Our SD Division was present to respond to concerns of the potential negative environmental impact of the project. This forum for communication will be used for future developments where appropriate.
Implement measures to 'green' new capital construction projects *Completed/annual* **FAB – RPSDD**	We included the NRCan C2000 Program energy efficiency criteria in the building design templates for the construction of a small border crossing (one to two person ports). These energy efficiency criteria can improve energy performance by 35 to 50 percent. We reviewed the *Statement of Work* and *Request For Proposals* for the construction projects at the border crossings at Douglas, British Columbia and Stanstead, Quebec. We proposed the inclusion of "green" measures concerning: • water and energy conservation; • management of construction; • demolition; • hazardous wastes; • sustainable landscaping practices; and • other sound solid waste management practices. We will follow-up to ensure that the proposals are included in the contract where feasible. We also used the Integrated Design Process for our construction projects. The process seeks to design and construct facilities that will use less energy and demonstrate environmentally sustainable solutions. This will be done by ensuring that all stakeholders have an input in the design of the facility from the earliest stages of planning.
Strengthen protocol to demonstrate compliance with *Canadian Environmental Protection Act* **and the** *Registration of Storage Tank Systems for Petroleum Products and Allied Petroleum Products on Federal Lands Regulations* *Completed∗* **FAB – RPSDD**	We developed an EMP for petroleum storage tanks. The goals are to minimize negative environmental impacts of our storage tanks and storage tank systems, and meet or exceed related federal regulations. There are three federal regulations that govern the management of storage tanks, and they require that we, among other things: • register all newly installed, replaced, altered, and decommissioned petroleum storage tanks with Environment Canada within 60 days; • maintain a consolidated record of all storage tank systems; and • report to the Minister of Environment annually and upon request. Targets for the EMP include maintaining an updated inventory of storage tanks and systems, developing standard operating procedures for the maintenance and operation, and providing training where necessary. During the period, we developed a Microsoft Access Database that stores the inventory of storage tanks managed by the CCRA in accordance with the Registration of Storage Tank Systems for Petroleum Products and Allied Petroleum Products on Federal Lands. The database enables compliance with legislative requirements for registration and annual reporting on storage tanks through automatic generation of registration forms. We submitted the annual report for 2001 to the Minister of the Environment. During the next period, we will develop standard operating procedures for storage tanks operation and maintenance. This will include installation, upgrade, safety and spill prevention,

	testing and inspection, dismantling, decommissioning and disposal, inventory maintenance, and records management.
Strengthen protocol to demonstrate compliance with the federal policies on contaminated sites _Completed *_ **FAB – RPSDD**	We developed an EMP for contaminated sites management. The goal is to manage our contaminated sites in a sustainable way. The majority of our contaminated sites result from leaks and historical spills from onsite petroleum storage tanks. Our targets include continual assessment and remediation, and maintaining an updated inventory of contaminated sites for the CCRA. For the period, we developed a Microsoft Access Database of contaminated sites for the CCRA. The database will enable us to effectively manage data and enable information retrieval for policy and reporting. The database automatically generates data required by the Treasury Board's Federal Contaminated Sites Management Policy and the Policy on Accounting for Costs and Liabilities Related to Contaminated Sites and tracks liabilities and contingent liabilities. In accordance with the Federal Contaminated Sites Inventory Policy, we entered data for all known custodial sites that were contaminated into the Federal Contaminated Sites and Solid Waste Landfills Inventory. We met our reporting requirements and voluntarily complied with the Treasury Board polices on contaminated sites. We responded to a questionnaire from the Commissioner of the Environment and Sustainable Development on Contaminated Sites under Federal Responsibility. The main purpose of this questionnaire was to get updated information on a previous questionnaire issued to departments in January 1996. A secondary purpose was to seek more information as a result of other developments since the 1996 audit, including information on the approach of departments and agencies in reporting on their environmental liabilities and contingencies. While we did not participate in the 1996 questionnaire, we gave information on our contaminated sites management during the reporting period. The results of the audit will be published in the next period. We also participated on the interdepartmental Contaminated Sites Management Working Group, and submitted performance information for the committee's annual report.
Assess and remediate contaminated sites consistent with best practices _Completed/annual_ **FAB – RPSDD**	During the period, we conducted initial assessments at 77 sites and more detailed assessments at 3 sites. One property was remediated and is under risk management. The distribution of CCRA contaminated sites is as follows: Saskatchewan – 31%; Alberta –17%; British Columbia –17%; Quebec –14%; Ontario –11%; Yukon –6%; Manitoba – 3%; and New Brunswick – 3%. We also conducted environmental audits at two sites. During the next period,

	11 sites will undergo further assessment.
Ozone depleting substances (ODS):	
Manage inventories to reduce releases of ODS consistent with the *Federal Halocarbon Regulations* Completed/annual **FAB – RPSDD**	The concentration of ODS in the atmosphere destroys the ozone layer, which protects the earth from the sun's damaging ultra-violet rays. When these rays hit the earth's surface, they can increase the cases of skin cancers and weaken the immune systems of humans and other living organisms. Within the CCRA, the source of the majority of ODS is contained in air conditioning, refrigerant, and fire-protection systems. We developed an EMP for ozone depleting substances and other halocarbons. The goal of the EMP is to minimize the release of ODS/halocarbons and comply with federal regulations. During the period, we contracted PWGSC to visit sites in order to develop an inventory of equipment containing halocarbons for each custodial site within the Pacific region. This included the preparation of action plans outlining the proper management of halocarbon carrying equipment in order to minimize negative environmental impacts. The majority of the work was completed and we await the final reports from PWGSC. Compliance assessments and action plans for the Atlantic, Quebec, Ontario, and Prairie regions were previously established, however, we are not yet able to determine the level of compliance. During the next period, we will prepare standard operating procedures for halocarbon inventory management that will conform to regulatory requirements. Regions will be required to maintain and update their inventory and report to HQ three times per year. This will allow us to monitor compliance over time. We will also continue collaborations with PWGSC and other stakeholders to develop a halocarbon inventory of CCRA-owned equipment within leased facilities.
Fleet management:	
Reduce fleet emissions by increasing the number of alternative fuel vehicles in compliance with the *Alternative Fuels Act* Completed ∗ **FAB – MMD**	The *Alternative Fuels Act* requires us to have 75 percent of our new vehicle acquisitions equipped to use alternative fuels, where cost effective and operationally feasible. The CCRA *Greenhouse Gas Emissions Report* released in June 2001 indicated that the CCRA reduced its fleet emissions by 15 percent. This report will be available every two years, as annual changes in vehicle fleet emissions are not enough to warrant an annual report. The next report will be available in 2003. However, it is important to note that in response to the terrorist attack on the World Trade Center on September 11, 2001, the CCRA acquired more vehicles to strengthen protection of Canada's borders. Consequently, fleet emissions are expected to increase. We also developed an EMP for fleet management. This includes targets to further reduce our greenhouse gas emissions through "green" driver training and promote the use of low-level, ethanol-blended fuel (E10).
Continue reporting on compliance with the	CCRA fleet vehicles operate in various locations nationally. This often makes alternative transportation fuels not operationally feasible in remote locations

Alternative Fuels Act | Completed/annual | **FAB – MMD**	with no alternative fuels infrastructure. Additionally, vehicles that are equipped to use alternative fuels often do not satisfy the requirements for security at the borders. Of the 181 new vehicles acquired during the period, 10 vehicles have the capacity to use alternative fuels. This number exceeds the minimum requirements of the *Alternative Fuels Act* by seven vehicles.
Water management:	
Develop and communicate best management practices for water conservation | *Completed* ∗ | **FAB – RPSDD**	We developed an EMP for water quality and conservation. The goal of the EMP is to secure the supply of drinkable water to each CCRA facility and increase efficiency in water use. The targets include conducting and implementing the recommendations of assessments for water quality at identified CCRA facilities; and incorporating water efficiency measures into major construction projects and lease agreements. For the period, we included best management practices for water conservation in the SD toolkit on InfoZone.
Incorporate water conservation measures into major construction and renovation projects, where feasible | *In progress/annual* | **FAB – RPSDD**	We await the completion of the feasibility studies to determine the facilities eligible for the inclusion of water conservation measures by an energy service company. However, we have begun including water conservation measures into the planned construction projects at the Douglas and Stanstead border crossings. We brought forward work on water-quality management. During the last period, we did preliminary tests at all of our 85 owned sites that receive water from non-municipal sources. These tests allowed us to develop a national clean water strategy. The strategy will unfold in three stages: preliminary testing, detailed assessments, and remediation. During this period, we continued implementing the strategy by conducting detailed assessments at 13 of these 85 sites. We will conduct detailed assessments at the remaining 72 sites to determine the conditions of water quality and infrastructure, by the end of fiscal year 2002-2003. We participated in the Federal Interdepartmental Clean Water Initiative and Interdepartmental Advisory Group on Water Conservation at Federal Facilities. The work of both committees gave us the opportunity to network with experts in the field and share knowledge.
Environmental emergencies:	
Strengthen protocol for environmental emergencies | *Completed* ∗ | **FAB – Security**	Our Security Directorate included SD considerations when changing the manual for hazardous materials releases for use at all CCRA-owned/occupied facilities. The inclusion outlines the appropriate actions that must be followed to lessen negative impacts on health and the environment, in the event of a hazardous material release.

Way forward for goal 3

A significant amount of work was done in developing the 10 EMPs. The EMPs laid the groundwork for us to build our EMS, which represents a cycle of continual improvement. It consists of five main stages:

- policy,
- planning,
- implementation,
- measurement, and
- review.

Our environment policy was finalized and our EMPs addressed the planning phase. We are now ready for implementation. With this solid work plan and dedicated resources, we are now in a good position to systematically manage the environmental impacts of our operations. For the next period, we will work to establish baselines, identify awareness and education needs of clients and stakeholders, and prepare an annual report.

Goal 4 - Enhance programs to contribute to SD

We believe that we have significant potential to contribute to and promote SD beyond our internal operations. This potential lies in the services that we deliver to our clients, stakeholders, and partners. We can demonstrate leadership in SD by the way we conduct our operations. Two examples are striving to increase efficiency and expanding our partnerships with other government departments and the private sector.

> **We have two tremendous opportunities to demonstrate our commitment to SD: our position at every border crossing makes us the first point of contact for over 100 million travellers annually and we are also in touch with all Canadians in administering Canada's income tax and benefits program.**

> **Of the 24 commitments that support goal 4, seven were scheduled for completion during this period. We completed five and started two.**

Target:	Accomplishments:
Integrate SD into the program management tools and practices: **The Custom Self-Assessment (CSA) Initiative** *Completed* ∗ **Customs Branch**	The main goal of the CSA Initiative is to quicken the clearance of commercial traffic at the border. By so doing, we will reduce air pollution caused by idling truck and car engines[15]. The project was implemented in December 2001, and since we have only just begun to track the impact of the program, results will be available in the next period.
Business Development Strategy *In progress/annual* **Policy and Legislation Branch (PLB)**	Our Policy and Legislation Branch continued to discuss the development of a Business Development Strategy. The strategy will seek to promote greater understanding of the current and future needs of CCRA's partners, and determine how to appropriately address them. The strategy will include principles of sustainability when identifying and addressing business opportunities, which may be pursued with partners. Work on developing the

New programs proposals and initiatives | *Completed* ✲ | **Program branches**	opportunities, which may be pursued with partners. Work on developing the strategy will continue into the next period. Our ultimate goal is to make decisions and implement programs and plans that consider financial, social, and environmental implications. One way of doing this is to integrate SD considerations into our annual business planning process. We developed an SD checklist that was included in the guide for preparing branch business plans and used by branches in preparing their branch business plans for 2001-2002. As we seek to enable SD thinking within the CCRA, we will develop more tools and provide feedback and input into the preparation of programs, policies, and plans.
Incorporate SD considerations into consultations with partners | *Completed*✲ | **PLB** **Annual consultation process within the Policy and Legislation Branch** | *Completed/annual* | **PLB**	The CCRA hosted a conference in June 2001[16] called "Tax Administration in an Electronic World." Government officials from over 100 countries and representatives from the International Monetary Fund, World Bank, European Union, and United Nations were in attendance. Although SD was not discussed as an agenda item, its principles were supported. The conference focused on developing and implementing an international framework for electronic commerce. Resulting from the conference, the CCRA now chairs two committees responsible for developing electronic compliance and electronic service. In 2001, the Excise GST/HST Directorate of the Policy and Legislation Branch released a discussion paper clarifying the use of existing policies and practices in an electronic commerce world. This is an ongoing commitment that was met using electronic forms of communicating information during annual consultations with partners.
Implement electronic service delivery options | *Completed/annual* | **Assessment and Collections Branch/Information Technology Branch** **Develop e-filing of objections through the Internet** | *In progress* | **Appeals Branch**	We made significant advances in improving and implementing new electronic service delivery options. Our Information Technology Branch and Assessment and Collections Branch worked to enhance electronic business initiatives during the period. These included the Corporate Income Tax Processing System, GST/HST Telefile, T4 Internet Filing, and pre-authorized debits. These electronic options resulted in paper and costs savings. We started developing an electronic system that will allow clients to file their appeals electronically. If clients take full advantage of this option, it will reduce or end the need for paper-filed objections. The CCRA will also gain storage space. The system is scheduled for launch during fiscal year 2003-2004.

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[15] Various external factors such as intensified border security in response to the threat of international terrorism may diminish the effectiveness of the program to reduce border-waiting times.
[16] Spearheaded by the Policy and Legislation Branch.

Way forward for goal 4

Integrating the principles of SD into our programs is a long-term goal that requires greater levels of SD awareness among employees and better tools to facilitate integration. Many of the results of the targets of goal 4 will not be evident until fiscal year 2003-2004 and beyond. For improvements that have been implemented, we are not yet in a position to measure impact, especially in the area of paper efficiency gains. This requires closer planning and collaborations between the SD Division and program branches. The program branches also have a role to communicate changes in support of SD to their regional operations.

Branch and regional highlights

These highlights give a quick idea of what the CCRA branches and regions are doing in support of SD. They can also give readers ideas/initiatives that they may pursue in their own areas[17]. The following highlights were taken from the performance reports and success stories submitted to HQ.

Branches	
Appeals	✓ Developed an electronic CASE management system to manage cases of appeals received by the branch. The system will reduce the amount of paperwork required by appeals officers and is scheduled for launch during the next period. ✓ All new printers purchased had double-sided printing capability and recycled printer cartridges were procured. ✓ All branch directives were communicated electronically. ✓ Placed the link to the SD website on the branch Web site. ✓ A "Wise use of water" reminder was sent out to employees in August 2001. ✓ Installed more bicycle racks outside the building to encourage more environmentally friendly commuting. ✓ During environment week, employees bought tree-growing kits and participated in the Commuter Challenge. The SD committee organized their own Kids' Poster Contest and sponsored the prizes that were awarded to winners. The winning posters were framed and placed on display within the branch.
Assessment and Collections	The branch's main contribution to SD was reducing paper use through the promotion of electronic service delivery options. ✓ The branch saved money from a prior review of the T1 REMITS[18] process. Using a cost/benefit approach, the review targeted the notification of clients eligible for T1 REMITS. This eliminated the need to send letters to every eligible client. For this period, 850,006 letters were sent against a budgeted 1.01 million letters. This resulted in total savings of $92,983. Since the implementation of the program three years ago, approximately $1.11 million has been saved. ✓ Reorganized the T3 Individual Returns Program. This program required individuals to report information on their Registered Retirement Saving Plan (RRSP). This involved the filing of approximately 200,000 annual returns. With the changes, RRSP trustees are now required to file a single T3 Group Return on behalf of their clients. This change reduced the number

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[17] The *Corporate Affairs Branch* was restructured. Parts of its functions were transferred to the Finance and Administration Branch, Public Affairs Branch, and a new branch named Corporate Audit and Evaluation.

[18] The T1 REMITS are letters that notify taxpayers of the amount of money owed to the CCRA after they have filed their returns.

	of *Notices of Assessments* sent to clients from 200,000 to 3,000. Net paper savings realized was 194,000 pages[19], which is equal to 17 full-grown trees.
	✓ For the 2001 tax program, electronic returns represented 36 percent of all tax returns. This is expected to increase in 2002.
	✓ The Revenue Collections Directorate placed its policy and procedures manual online. It is now available to all enforcement officers Canada-wide.
	✓ Began work on additional processes that will contribute to further costs and paper savings. These include:
	    o the Electronic Bill Presentation Project that will give employees the option of receiving statements and other information electronically;
	    o employers who are eligible to remit their returns quarterly will no longer be notified by mail;
	    Note: This will save an estimated 200,000 letters plus postage costs.
	    o the amalgamation of CPT1 and CPT2 forms that will be made available on the Web; and
	    o the establishment of an electronic-link with Human Resources Development Canada that will permit the branch to receive an average annual 30,000 CPP/EI rulings electronically instead of by fax.

Customs	✓ Integrated SD commitments in 42 percent of the performance agreements for all managers within the branch. ✓ Integrated SD considerations in its Branch Business Plan. These included reducing pollution through the improved processing of low-risk traffic at the border, reducing paper use by using electronic options, and managing the security risks posed by people and products at our borders. ✓ A total of 17 training products were implemented based on electronic tools and eight were made available on InfoZone. ✓ Updated the electronic business interface with brokers and importers and introduced the option that allows importers to send accounting data electronically. ✓ Collaborated with the SD Division and with other federal government departments to provide input to two petitions received from Greenpeace Canada. They addressed the issues of the risks posed by genetically engineered fish and genetically modified organisms. ✓ Through its G7 Initiative, the branch contributed to the development of standard data requirements to report the international movement of goods. The implementation of these standards will make it possible to track the international movement of sensitive goods that may pose a potential risk to the Canadian economy and society. ✓ Purchased recycled photocopy paper, as well as recycled toner cartridges. In order to reduce the paper burden, the branch: o started Web-based training for several custom initiatives;

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[19] Under the previous T3 Individual Returns program, each *Notice of Assessment* was one page. Under the new group system (T3 Group), each *Notice of Assessment* has of two pages.

	o technical information such as *Customs Commercial Systems Quick Reference Guides*, bulletins, and manuals were placed online; and o old printers were replaced with duplex printers.
Finance and Administration	✓ In May 2001, the Information Management Directorate updated the way of sending communiqués from the Communication Centre in HQ from the usual hardcopy facsimiles. Communiqués were instead posted on InfoZone. Recipients were notified of the new link by email. In the first three months after implementation, a total of 60,000 sheets of paper were saved at a cost of $12,000. This is equal to five full-grown trees. ✓ The Material Management Directorate conducted a paper survey with the goal of learning about paper purchasing practices throughout the CCRA. This survey will act as a guide to help us determine a baseline figure for the internal use of paper at the CCRA. ✓ The Real Property and Sustainable Development Directorate developed and launched the Second Life Program to promote the reuse of one-sided printed-paper as notebooks and notepads. During the period, a total of 213 notebooks and 200 notepads were made. This saved 7,524 sheets of paper from landfills/recycling plants. ✓ The Security Directorate distributed mugs to all employees to discourage the use of disposable cups. ✓ The Financial Administration Directorate (FAD) turns off their computers at the end of the day, and printers and photocopiers automatically revert to the energy saving mode after periods of disuse. ✓ An employee within FAD regularly organized a Canadian Blood Services Life Bus that enabled employees to give blood. ✓ Employees participated in environment week by selling trees and promoted the Commuter Challenge and Bring Your Mug to Work competition.
Human Resources	✓ Integrated SD considerations in their Branch Business Plan. ✓ Integrated SD content into the Leadership Program. A total of 398 management employees were exposed to the SD training included in the "Science of management" session. ✓ All Human Resources policies were placed online. ✓ Continued to increase the number of electronic learning options. Approximately 25 percent of all learning materials were placed online. The aim is to increase the number of electronic learning products each year. ✓ Reminders were sent to employees in HQ twice in the year to remind them to shut down computers at the end of the day. Staff from the Information Technology Services Section conducts regular walkabouts and electronic monitoring that support energy efficiency. ✓ Used recycled laser ink cartridges and purchased recyclable products wherever feasible.
Information Technology (ITB)	✓ Included SD into the performance agreements of the Assistant Commissioner (AC), two Deputy ACs, and the director responsible for SD.

	There are plans to include SD commitments in the performance agreements for all branch executives for the 2003-2004 period.
	✓ Discussed SD on a regular basis at various branch management committee meetings.
	✓ Integrated environmentally friendly considerations into the relocation project of 900 employees to the Fitzgerald campus. The main considerations were integrating a No Waste Program[20] and a Green Move Protocol. This involves enabling all employees to recycle glass, plastic, metal, polystyrene, paper towels, battery, toner cartridges, and paper. The cafeteria provider will be requested to use environmentally friendly cleaning products and rigid plastics over polystyrene, as well as offer tangible discounts to customers who use their own durable coffee mugs. The branch also consulted with various stakeholders to assess and reduce potential negative environmental impacts that will result from the increased use of private motor vehicles for commuting.
	✓ Staged a Wellness Fair in autumn 2001 that reached over 1,000 CCRA employees. The fair included a tradeshow that showcased environmentally friendly industry best practices.
	✓ Through the Employee Wellness Initiative, employees prepared the *Wellness Guide*, hosted a stress management workshop, and offered in-house therapeutic massage services and yoga classes to employees.
	✓ To promote paper savings, the branch replaced old printers with new duplex printers, which were relocated into central locations. Best practices for paper savings were also posted at photocopier stations.
	✓ Promoted SD initiatives by encouraging employees to sign on to the SD pledge. SD posters and brochures were also used as promotional tools.
	✓ Promoted the use of coffee mugs by distributing one to each branch employee. This served to discourage the use of styrofoam cups.
	✓ Supported other branches to enhance over 35 electronic business initiatives, including T4, Telefile, and Netfile.
Policy and Legislation (PLB)	✓ The PLB included SD commitments in seven of nine performance agreements at the EX/SM management level.
	✓ SD considerations were included in changing nine processes within the branch, such as competency-based hiring, information management, and training and learning.
	✓ Enhanced the Ruling and Interpretations Tracking System in HQ and the regions. The system converts hard copy files to electronic files. The system is scheduled for implementation at the beginning of fiscal year 2002-2003, and it is expected that approximately 9,000 sheets of paper will be saved.
	✓ Signed Service Management Framework (SMF) arrangements with eight provinces and Territories. They are Nova Scotia, Alberta, Prince Edward Island, North West Territories, Saskatchewan, British Columbia, Yukon, and Newfoundland and Labrador. These SMF agreements ensure that the CCRA will be accountable to the provinces and territories for the programs it administers on their behalf. The SMFs signal the shared commitment of

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[20] The *No Waste Program* will be extended to all employees of the Branch by the end of 2004.

	the provinces and territories and the CCRA to work together to improve government efficiency and cut administrative expenditures, while at the same time improving service and reducing compliance costs for Canadians and Canadian business. ✓ The Assistant Commissioner launched the Double-sided Photocopying Initiative in March 2002. This encouraged staff to take advantage of double-sided photocopying whenever possible.
Public Affairs (PAB)	✓ The PAB[21] included SD commitments in 67% of the performance agreements of the branch's senior managers. This will be extended to all Branch Management Committee members in the coming period. ✓ Partnered with Human Resources and Finance and Administration branches to include SD considerations into the Student Recruitment and National Recognition communication strategies. ✓ All branch documents were sent to employees by email and all branch publications were posted on the branch Web site. ✓ Featured three SD-related articles in the CCRA's magazine, *Interaction*. These highlighted the donation of retired uniforms to charity and feedback from staff expressing concern about the paper burden caused by distributing the magazine in paper copies. It also featured a survey, which sought to solicit employee preference for reading/receiving the magazine - whether electronically or in print.

Regions

During the period, our regions mobilized themselves through their SD committees to promote SD awareness among employees, implement commitments, and promote SD initiatives/activities within their respective areas. Our SD headquarters supported the regions by giving resources and guidance documents for events promotion. Visits were also made to some regions upon request, to promote SD awareness, consult on issues, and provide input into regional planning.

Atlantic	✓ Promoted the following energy initiatives: encouraged employees to turn off lights and computers when not in use; used laptops, task lighting and teleconferencing; installed florescent bulbs and reduced thermostats where feasible; and used electronic forms/templates for communication. ✓ Implemented the following waste reduction and disposal initiatives: solid waste recycling program; promoting double-sided copying and printing; and donating used computers to schools. The region also participated in Waste Reduction Week 2001. These initiatives resulted in increased employee awareness, the reduction of mercury from the environment, and less computers in landfill sites. ✓ Partnered with Environment Canada by completing a mercury-use survey of selected CCRA facilities. ✓ Developed an electronic management tool to keep a local inventory of

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[21] The branch, formerly known as "Communications" was re-organized. The Publishing Directorate from the Finance and Administration Branch was transferred to it.

	ODS.
	✓ Began work to create an electronic database to record SD data.
Quebec	✓ Integrated SD considerations in the strategic planning of the region.
	✓ Submitted SD contributions to the regional publication *Connexion*.
	✓ Participated in Environment Week.
	✓ Worked in partnership with Transport Canada, Environment Canada, and Multimedia City to develop an alternative travel program.
Northern Ontario	✓ The Ottawa Technology Centre won the 2002 Annual Earth Award, sponsored by the Building Owners and Managers Association (BOMA). This is an international association of business owners and facilities management group that monitor environmentally friendly building construction and management. The award recognizes and promotes environmental friendliness in commercial buildings, both in the private and public sectors. An employee-driven, management-supported effort by the SD committee placed the complex at the top of its class, after placing second last year. The building diverted 83 percent of its solid waste from landfill sites through recycling. This exceeds the 70 percent solid waste diversion rate set by the CCRA for its leased facilities. This complex at 875 Heron Road was automatically nominated for the National BOMA Earth Award.
	✓ The Thunder Bay SD committee launched its SD Web site.
Southern Ontario (SOR)	✓ Included SD commitments in the contracts of the Regional Management Team.
	✓ Collaborated with the SD Division in HQ to deliver SD Awareness sessions to all Finance and Administration Branch employees within the region. A total of 240 employees attended the sessions.
	✓ Donated customs uniforms to local charities. These included 200 pairs of boots, 400 pants, 100 shirts, 100 sweaters, 135 parkas, and 200 jackets. A total of six alternative fuel vehicles were purchased within SOR. This represents 3 percent of the SOR's fleet[22].
	✓ Worked with service providers to include green measures and waste diversion plans in major leased construction/renovation projects. These involved the use of sensor, parabolic and natural lighting, sensor taps, re-use of doors and screens, pod-controlled airflow, and tiled carpeting.
	✓ The following recycling initiatives were done in the SOR during the period: recycling cell phone batteries and toner cartridges; donated used binders to local school boards; manual metal stamps returned to supplier for recycling; SD tote bags (with environmentally friendly products and information) were provided to all staff in St. Catharines Tax Services Office as part of renovation/construction project.
	✓ At the Barrie office, the paper-recycling program resulted in the diversion of 8,640 lbs of paper for the period. This is equivalent to about 12 full-

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[22] The number of ATF vehicles decreased during the period. Many reverted to gas for reasons of convenience, performance and health concerns.

	grown trees.
Prairie	✓ The region has an established and active network of SD committees consisting of volunteers. This grassroots approach is highly effective in mobilizing support and action for SD throughout the region. The committees, with members at the regional and district level, meet regularly to plan, discuss issues, and implement solutions and initiatives. ✓ The Edmonton SD Committee organized a food donation drive for International Volunteer Day 2001. The drive resulted in the donation of 104 kg of food to the Edmonton Food Bank. The committee received a letter from the Executive Director of the Food Bank expressing appreciation for the donation. ✓ The Southern Alberta Committee started a composting program, using organic waste. The aim of the program is to divert organic waste from landfill sites. They also held an Environmental Expo in June 2001. A total of 32 exhibitors participated. During the Expo, in partnership with Shell Canada, the region hosted an ABC workshop on climate change. ✓ The Calgary Tax Services Office implemented a paper-recycling program. After just nine months, the amount of paper diverted from paper shredding was 34,000 lbs, or 15 metric tons. ✓ The Winnipeg Tax Service Office SD Committee established a close working relationship with the Salvation Army and regularly organized donation of clothing by employees. During the period, *Blue Bag* clothing drives were organized in May and October 2001. Each drive collected about 400 bags of clothing. Local pickup of articles donated by employees was also accommodated. ✓ At the Winnipeg Tax Centre, a six-week clean up project was done building-wide. The project generated 6,895 kg of paper and 27 kg of clothing that was then recycled. The tax centre phone book was also placed on the Intranet. This resulted in several hundred fewer print copies being issued. ✓ In Saskatoon, they reduced the resolution on new printers in order to extend the life of printer cartridges, and added their Web site to some outgoing correspondence to encourage clients to use the Internet. ✓ In Regina, they donated printer cartridges to Diabetes Canada. They also converted from paper to cloth towels in the washrooms. To save energy, they improved the insulation and siding of customs offices instead of just painting them.
Pacific	✓ Integrated SD considerations into the Pacific Regional Business Plan. ✓ Established a Pacific Region SD Learning Committee to promote SD Learning. SD presentations were made to management. ✓ Recognized two employees for their contribution to SD. One for winning the regional Waste Reduction Week trivia contest, and the other for replacing paper towels in the kitchen with washable hand towels. ✓ In order to promote recognition, an SD category was added to the Finance and Administration and Regional Recognition Programs. ✓ One SD related story highlighting uniform recycling/reuse and disposal was

	featured in the *Interaction* magazine. An additional five articles were submitted to various regional newsletters highlighting issues such as energy conservation, among others. SD-related issues and topics were published quarterly in the regional SD newsletter.
	✓ Participated in Waste Reduction Week (which saw 211 employees participate in the trivia contest), Commuter Challenge, and International Volunteer Day. Based on response received, 94 employees did volunteer work both within and outside of the CCRA.
	✓ Stopped burning garbage at four locations: Little Gold, Wanita, Patterson, and Cascade.
	✓ Donated 4,500 items through the Custom's Council for Change Uniform. This represented an increase of 650 percent from 1999-2000 when 600 items were donated.
	✓ Implemented battery recycling region-wide, organic recycling at one site (333 Dunsmuir Street), and donated used customs uniform region-wide.
	✓ Promoted energy and water efficiency tips on the regional SD Web site and SD newsletter.
	✓ In partnership with the ITB, all network-connected printers were converted to double-sided printing capability wherever feasible. This represented 96 percent of all feasible network-connected printers.

Next steps

Some of the main challenges to implementation of the SD program are communicating the SD message to a large workforce of approximately 50,000 employees located across Canada. We will continue to rely heavily on electronic communication, as well as the support of management to promote the SD message to all employees. While we have increased our communication tools, we are not yet able to determine their reach and impact. An SD awareness survey will be developed in the next period, and administered throughout the CCRA on an annual basis, as one of the key tools that will enable us to assess our success in this area. There is also the challenge of capturing and collecting information that supports results-oriented reporting. To advance along this route, we will provide increased guidance to our internal network, as well as develop a central electronic database to manage internal SD information.

Now that we have established our EMPs, we will move towards implementing the targets for each aspect, which includes establishing baseline figures. This will allow us to measure the success of our interventions over time, as well as enhance our environmental management.

Another main challenge is providing tools that will guide the integration of SD principles into the programs and policies. We will be improving our SD checklist and extending our collaborations with branch program and policy makers in this area.

We will also start work on preparing our third SD strategy for 2004-2007. This is a big task that requires the coordination of consultations from a wide cross section of CCRA stakeholders. The document is scheduled for tabling in Parliament by December 2003.

Appendix 1: Status of SD targets distributed by goal
April 01, 2001, to March 31, 2002

	Goal 1	Goal 2	Goal 3	Goal 4	Total
Total targets (2001-2004)	12	4	43	24	83
Targets for 2001- 2002:	8	4	30	7	49
Complete	5	4	24	5	38
In progress	1	0	6	2	9
Not yet started	2	0	0	0	2
Percentage completion	62.5	100	80	71.4	77.6

Notes:

1. The SD strategy for 2001-2004 has a total of 83 targets. Of that number, 35 were scheduled for completion at the end of March 2002, 13 for the end of March 2003, 18 for March 2004, and 1 for March 2005. There are 14 targets that have completion dates that are either annual or ongoing, while the completion dates for an additional two targets are to be determined.

2. At the end of March 2002, a total of 38 (77 percent) targets were completed, 9 were in progress, and 2 were not yet started.

3. Of the 14 "annual" or "ongoing" targets, 13 were completed at the end of March 2002, and 1 was in progress.

Appendix 2: Status of SD targets distributed by branch (OPI) April 01, 2001, to March 31, 2002

SD targets distributed by Office of Primary Interest (OPI)
April 01, 2001, to March 31, 2002
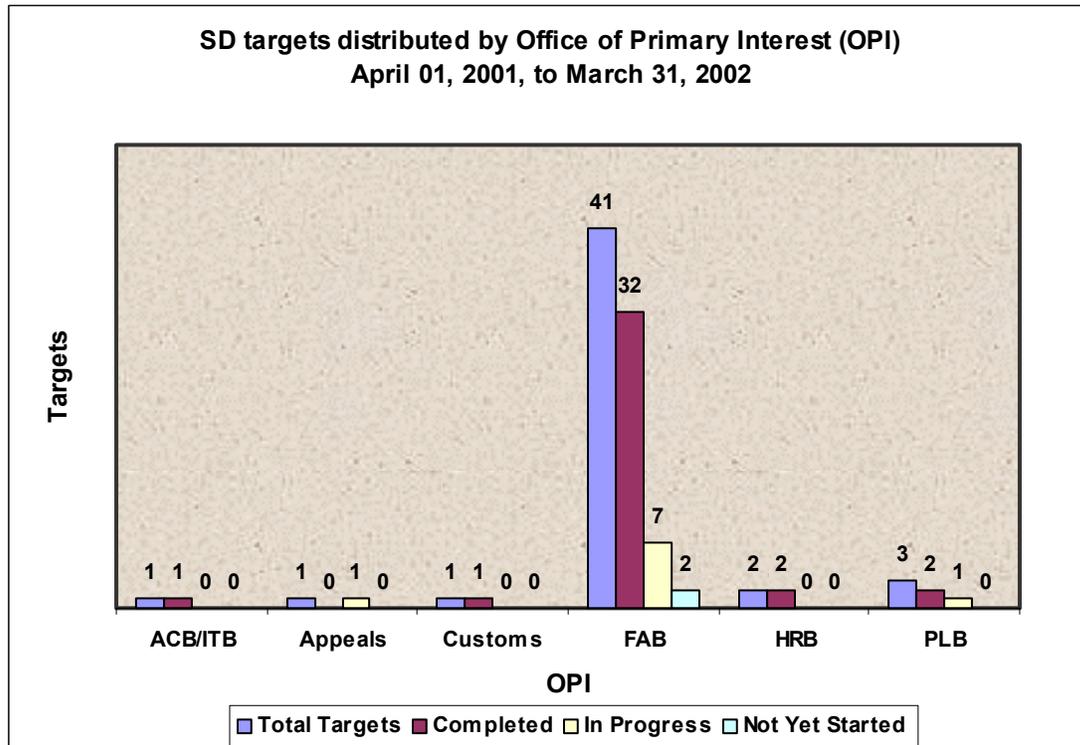
OPI	Total	Completed	In progress	Not yet started	Percentage completed
ACB/ITB	1	1	0	0	100
Appeals	1	0	1	0	0
Customs	1	1	0	0	100
FAB	41	32	7	2	78
HRB	2	2	0	0	100
PLB	3	2	1	0	66.7
Total	49	38	9	2	77.6

Legend:
ACB - Assessment and Collections Branch
ITB - Information Technology Branch
Appeals - Appeals Branch
Customs - Customs Branch
FAB - Finance and Administration Branch
HRB - Human Resources Branch
PLB - Policy and Legislation Branch