

# **Performance Report on Sustainable Development April 1, 2002 to March 31, 2003**

**December 2003**

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## **Message from the Commissioner**

As we approach the final year of implementing the Sustainable Development (SD) Strategy 2001-2004, it is an opportune time for us to reflect on our SD journey. We have much to celebrate, and even more opportunities to explore. We completed the first year of implementing our Environmental Management Programs and, through the work of our branches and regions, progressed steadily in getting our house in order. Notwithstanding, far more effort, time, and commitment are required on our part to truly integrate sustainable development into our culture.

We congratulate our branches and regions for the work that they are doing in support of sustainable development. Some areas have done much to increase employee involvement through awareness efforts and recognition, most of which could not be achieved without the leadership and support of senior management and a dedicated SD Network. I encourage you to continue this synergy to complete the commitments of this strategy and, in so doing, to consolidate our foundation for sustainable development.

As an organization, we have significant potential to be recognized as a leader in sustainable development, especially with a mandate that touches the life of every Canadian. As we prepare the SD Strategy 2004-2007, I encourage the input and participation of management and employees at all levels of the organization. By using the lens of our mandate, we can contribute to making Canada a more prosperous and equitable society. Our collective effort will make it happen.

Alan Nymark



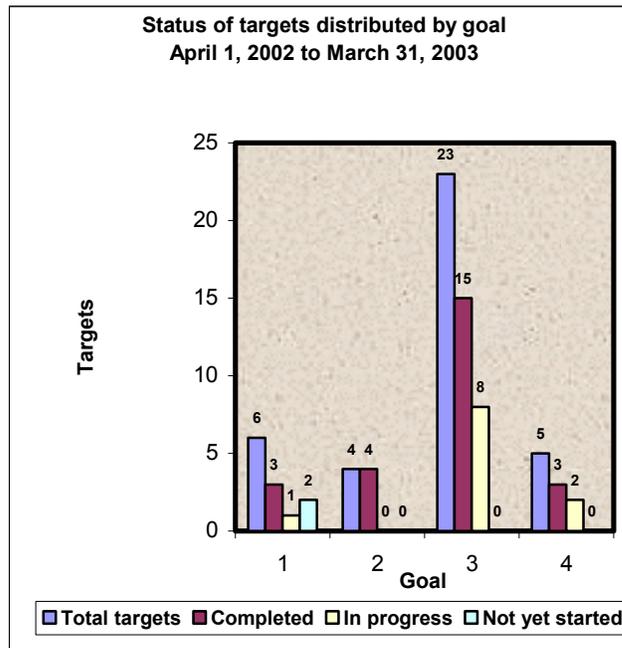
## Executive summary

The reporting period represents year two of implementing the CCRA's *Sustainable Development (SD) Strategy 2001-2004*. The strategy has four goals:

1. Prepare managers to contribute to SD;
2. Enable employees to contribute to SD;
3. Green operations to contribute to SD; and
4. Enhance programs to contribute to SD.

The first two goals are meant to help managers and employees with sustainable development. They are intended to enable all key contributors to integrate sustainable development “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. The results of these goals are expected to reduce the negative impacts of both the operations and programs of the CCRA on the environment: pollution prevention, resource conservation, and limiting environmental risks and liabilities.

We had a total of 38<sup>1</sup> targets to complete. We completed 25 targets (66%), and progressed on 11. No progress was made on two<sup>2</sup> targets. To date, we have completed 78% of the targets scheduled for completion within the first two years. This brings us to an overall 59% completion rate for the three-year strategy, which has 83 targets.



**Goal 1 - Prepare managers to contribute to SD**  
**Goal 2 - Enable employees to contribute to SD**  
**Goal 3 - Green operations to contribute to SD**  
**Goal 4 - Enhance programs to contribute to SD**

<sup>1</sup> The breakdown is as follows: 14 to be started and completed in the period, 14 ongoing, and 10 were brought forward from 2001-2002.

<sup>2</sup> See goal 1 for more details.

The highlights for **Goal 1** included furthering the integration of sustainable development in the business planning process. Among our efforts was the adaptation of the *Sustainable Development Lens* for release in 2003-2004. The lens is a tool developed to help policy makers and planners include sustainable development considerations in their plans and policies. The Corporate Audit and Evaluation Branch completed most of the consultations required to conduct the audit of the SD Strategy 2001-2004. The final report will be presented to senior management in the next fiscal year, and the findings will be used to guide the update of the new strategy. We provided increased reporting guidance to the SD Network through the call letter, which helped to solicit more reporting on results. We also advanced the development of an electronic reporting system for sustainable development, which will be available for use by the SD Network for the 2002-2003 performance reports. We were unable to move on the carry-over targets of recognizing SD as a corporate value and incorporating SD in corporate management tools such as the balanced scorecard. Our analysis revealed that these results are more likely to be realized over the longer term.

To advance **Goal 2**, the SD Division intensified liaisons with the SD Network and encouraged and helped those without an SD committee establish one in their respective areas. We then delivered SD awareness sessions and presentations to branch management, SD committees, and employees<sup>3</sup>. By establishing and training the committees, we enable them to effectively organize and increase SD awareness activities within their respective areas. Of note are the many awareness efforts led by our regions. We piloted the SD awareness survey among the SD Network to test the usefulness of the questions. Based on the results, we will reduce the scope of questioning and focus on a few identified areas. We will continue to deliver these awareness sessions, and integrate sustainable development concepts into existing learning programs. These approaches are explained in the *Learning Strategy for SD*, which will be formalized in 2003-2004.

The vehicle that drives our **Goal 3** targets is the Environmental Management Programs (EMPs). We completed the inaugural year of their implementation and review, accomplishing a total of 82% of EMP targets. The highlights were the preparation and Agency-wide release of the Reduction in Internal Paper Consumption Directive and Guidelines, and the Paper Talk Web site. We also established a baseline for internal paper use for the Agency. The three will set the stage to help employees reduce paper use and help the Agency measure the impact of paper reduction measures. In the area of water quality, we completed detailed risk assessments on the remaining 72 rural border-crossing facilities<sup>4</sup>. For energy conservation, standard clauses were included in a total of 82 new leases, while all three major construction and renovation projects started in 2002-2003 incorporated energy efficiency measures. We finalized a list of priority sites for more work under the Federal Buildings Initiative (FBI)<sup>5</sup> and will seek to negotiate contracts for all identified priority sites under the initiative. For contaminated sites management, we cleaned up seven sites and established a three-year action plan to address our inventory of contaminated sites. We continued to integrate environmental specifications into major supply contracts, and purchased nine vehicles that can feasibly use alternative fuels.

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<sup>3</sup> The SD Division is not in a position to deliver awareness sessions to all employees – we however respond to requests as feasible.

<sup>4</sup> Detailed risk assessments were done on 13 sites during 2001-2002.

<sup>5</sup> The FBI offers an organization an approach to save money through energy efficiency improvements to buildings.

Most of our **Goal 4** targets are to be completed in 2003-2004 and mainly relate to increasing electronic options to reduce the paper burden. The highlight for 2002-2003 was that the *Policy and Legislation Branch* successfully negotiated the electronic filing of Registered Retirement Savings Plan (RRSP) listings to reduce the need for paper.

We also started the important process of updating the current SD Strategy. The process will involve consultations with internal and external stakeholders to produce a document for tabling in the House of Commons in December 2003.

Since our first strategy in December 1997, the CCRA has been on a path of continual improvement in SD implementation: for the first strategy, we completed 42% of targets for the three-year period and to date, have completed 59% of the current strategy targets. We will not complete all targets by the end of March 2004, due to the timing of targets, the ability of the responsible offices to implement, and resource availability. However, we are aiming for an 80% completion rate. For the final year of the SD Strategy 2001-2004 we will intensify our SD awareness efforts, particularly focusing on increasing efficiency in our internal paper use. Managing our contaminated sites will continue to be a priority, as well as exploring cleaner energy sources and addressing our water-quality responsibilities. We are also committed to finalizing the new SD Strategy 2004-2007 by the end of the 2003.

The lessons we learned for the period are not new. We previously identified the need to provide more guidance to the SD Network, more tools to enable SD integration, and articulate sharper SD targets. We envisaged that these steps would improve overall performance on SD targets. We started to address these issues by developing more learning and guidance tools and intensifying our liaisons with our SD Network. We will also address the issue of articulating sharper targets in the strategy update process. We are not yet able to determine the impact of these interventions, as implementation is not complete. However, we have seen increased employee participation in SD action and initiatives in those areas that have implemented the recommendations of the SD Division. Another challenge facing SD implementation is the frequent change of personnel within the SD Network. This is not a factor that can be easily controlled or predicted, however, it often slows SD progress in areas where it is evident. We envisage that our consistent learning efforts will mitigate the impacts of this factor.

## Introduction

### **What is sustainable development (SD)?**

SD is choosing to do things in ways 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 seeks 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.

The SD Network and National Environmental Management System Committee support the work of the SD Division. They consist of representatives and co-ordinators from every branch and region of the CCRA. For effectiveness, they have subcommittees to assist them in planning and implementing their SD responsibilities.

### **Why report performance on SD?**

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. It will also be posted on the SD Web site for internal and external access.

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. 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 to the House of Commons in the Commissioner's annual and additional reports.

**How well did the reporting process work for 2002-2003?**

Our SD Division issued call letters for performance reporting to the ten branches and six regions that make up the SD Network. The Network was invited to respond using the new electronic reporting system. We received responses from nine of ten branches and five of the six regions - the same as the last period. The SD Division will continue to respond to feedback on the use of the new reporting system for continual improvement.

## Performance by target

### Goal 1 – Prepare managers to contribute to SD

**Year in brief:** Our main highlight included developing an electronic reporting system for the SD Network. The system will be released in 2003-2004. We strengthened our drive to integrate SD into the business planning process by adapting the *SD Lens* to act as a companion to the *SD Checklist*, which is already included in the *Planning Guide* for Branch Business Plans. The tool is geared to help policy makers and planners examine and include SD considerations in their plans and policies. Release is scheduled for 2003-2004. We are also pleased to report that our Corporate Audit and Evaluation Branch used the SD Line of Inquiry in two audit programs. The results of these audits will be a useful indicator of the depth of SD integration into CCRA business. We continued to increase the opportunities for SD learning. We prepared an *Orientation Manual for SD* and released several guidance documents to managers and employees on how to adopt sustainable practices on the job. The SD Division also responded to requests to provide SD presentations to management. Finally, our Corporate Audit and Evaluation Branch completed the most of the consultations required to conduct the internal audit of the SD Strategy 2001-2004. The final report will be presented to senior management in fiscal year 2003-2004, and the findings will be used to inform the update of the new strategy.

**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, practising integrated decision-making, and strengthening management systems in support of SD.**

**We had six targets to complete during the period – three of which were carried over from the previous year. We completed three, and had one in progress. No movement was made on the remaining two targets.**

**Goal 1: 50% completed**

Targets:	Accomplishments:
<p><b>Recognize SD as a corporate value</b></p> <div data-bbox="240 1451 501 1570" style="border: 1px solid black; padding: 5px;"> <p><i>Brought forward from previous period (B/F) – Not yet started</i></p> </div> <p><b>FAB – Corporate Planning, Governance, and Balance Scorecard Directorate (CPGBSD)</b></p>	<p>Once again, we made no progress on this target during the period. We now realize that embracing SD as a corporate value is a long-term outcome that will be accomplished through the commitments of current and future SD strategies. As such, we will drop this target for the next period.</p>

**Fully integrate SD in the business planning process to support the horizontal nature of SD**

*In progress*

**FAB - CPGBSD**

We continued our work to integrate SD into the business planning process. Over the last four years, we have included a section on SD in the CCRA's *Corporate Business Plan* as well as the *Annual Report*. Branches have also used the SD Checklist to identify the SD impacts of their plans and policies when preparing their annual business plans. However, for sustainable development to be truly integrated in the business planning process, we must go further to require branches to not only identify the sustainable development impacts of their change initiatives, but also to report progress through the Agency's annual performance-reporting process. This is an issue that we will continue to pursue in the next strategy as the Agency moves towards triple bottom-line reporting that will outline not only financial performance, but also the social and environmental impacts of our business and operations.

The SD Division modified the SD Lens to enhance the use of the SD Checklist. The SD Lens is a tool that was originally developed by a federal interdepartmental working group to help policy makers and planners include SD principles in their policies, programs, and plans. We piloted the modified tool with an internal focus group and used the results to finalize its application. We will make the tool available on-line in 2003-2004 for easy access and handling by users.

**Review on going learning programs to identify SD awareness/training opportunities**

**Completed \*<sup>6</sup>**

**Human Resources Branch**

The SD Division partnered with the Human Resources Branch (HRB) to link SD messages to the CCRA's official languages, employment equity and diversity, and employee assistance programs. We included these integrated messages in the Orientation Manual for Sustainable Development, as well as in SD awareness sessions. The purpose is to demonstrate how these programs support the social aspects of SD. We also have the opportunity to reciprocate by including SD information in the communication of these programs. This will be addressed in the development and implementation of the SD Learning Plan that will support the Learning Strategy for Sustainable Development.

The SD Network commented on the draft Learning Strategy for Sustainable Development, which was prepared by the SD Division and the Human Resources Branch. The SD Division revised the document based on comments received, and the final draft will be presented to the SD Network at the SD Forum planned for May 2003. In the meantime, we continued our SD learning initiatives. We made presentations to branch and directorate management committees and SD committees. Branches and regions also carried out their own awareness initiatives. We provided guidance materials to managers to support sustainable practices. These include the launch of environmental assessment information on InfoZone, release of the manual for handling construction and demolition waste, as well as the paper directive and guidelines.

We prepared a draft Orientation Manual for Sustainable Development. The manual is mainly for new employees to the Agency, but may also be used to inform any employee of the basic principles of SD, and how it applies to the CCRA and the employee. The next step is to finalize the manual and post on the SD Web site. We will prepare an abridged version that can be included in other CCRA orientation manuals.

In July 2002, we piloted a survey as a first step towards establishing a baseline for SD awareness within the Agency. The purpose of this pilot was to test the usefulness of the questions. We targeted 100 respondents Agency-wide. Based on the results, we reduced the number of questions and placed more focus on the usefulness of the SD information provided to employees. The Agency-wide baseline survey is scheduled for release in 2003-2004.

Our Human Resources Branch continued to include SD in their Leadership Program. In autumn 2002, they conducted a Management/Gestion group Learning Needs Analysis by surveying about 4,000 employees in the CCRA's new MG group. The purpose of the survey was to identify the priorities of managers concerning various competencies, including SD. The results will be used to develop a Core Learning Program for MG employees, and SD will be included as a unit in the core-learning program.

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<sup>6</sup> Symbol indicates that although the target was met, work will continue to strengthen accomplishments.

	<p>When completed, the delivery of this program will significantly enhance SD learning among CCRA managers. The program is scheduled for pilot in early 2004-2005.</p>
<p><b>Integrate SD considerations into key corporate management tools</b></p> <p><b><i>B/F - Not yet started</i></b></p> <p><b>FAB – CPGBSD</b></p>	<p>This target aims to integrate the measurement, monitoring, and reporting of SD into three corporate tools: namely the balanced scorecard, risk management policy, and quality service initiative. We did not make any progress on this target during the period. Indications are that the results of this target will be realized over the longer term.</p>
<p><b>Perform periodic review of the SD Strategy implementation and report findings to senior management in conjunction with regular audit program</b></p> <p><b><i>Completed *</i></b></p> <p><b>Corporate Audit and Evaluation Branch</b></p>	<p>In line with our move to integrate SD into our normal course of business, our Corporate Audit and Evaluation Branch assessed SD implementation through their regular audit programs and reported the results to the SD Division. During 2002-2003, the SD Line of Inquiry was approved for use in two audits: the Regional Audit of the Customs Management Framework and the Regional Audit of Non-Capital Asset Management. Both audits are in the Southern Ontario Region and will be completed in 2003-2004.</p> <p>Additionally, we started to audit the SD program. The Pacific Region is leading the review, which will examine, among other things, the management framework for the SD Strategy as well as performance. Findings and results will be made available in 2003-2004.</p>
<p><b>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</b></p> <p><b><i>B/F - Completed</i></b></p> <p><b>FAB – RPSDD</b></p>	<p>We previously established the essential elements to manage the SD Strategy, which include a formal process for performance reporting, soliciting feedback, and following up with the SD Network to improve performance. Our focus for 2002-2003 was to strengthen reporting on individual branch and regional SD action plans. We completed our assessments and decided to develop a system to accommodate electronic reporting by the SD Network. The system will be piloted and modified to enable on-line reporting. The launch is scheduled for June 2003. We will enhance the system to enable quarterly and continual reporting by the SD Network. This will also encourage more frequent monitoring of SD performance by the SD Network.</p>

**Next steps for Goal 1:** The inclusion of SD in the Core Learning Program for CCRA Management/Gestion group stands as our most focused effort aimed at managers as a group. It will offer us the ability to use feedback on the effectiveness of the learning material to refine the program over time. We remain challenged to truly integrate SD into the business planning process. Although we make small steps each year, we realize that this target will not be completely realized during the life of the current strategy and must be pursued within the next SD Strategy 2004-2007. We are disappointed with our progress to include SD in key corporate management documents. Our analysis to date reveals that this must be pursued over the longer term. For 2003-2004, we will release the SD Lens, the Orientation Manual for SD, and the electronic reporting tool, and we will continue our presentations to management, as feasible. We will also establish our baseline for SD awareness against which we will measure annual advances.

**Goal 2 – Enable employees to contribute to SD**

**Year in brief:** We intensified our liaisons with the SD Network and encouraged and assisted those without an SD Committee to establish one in their respective areas. Though we are not in a position to deliver SD awareness sessions to every CCRA employee, we provided awareness sessions and presentations to SD committees, as a way of empowering them to relay the SD knowledge. The awareness sessions proved to be very useful in demystifying the SD concept and increasing employee action. We envisage that this approach will help to improve performance on those targets that are outside the direct influence of the SD Division.

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

We completed all four targets supporting this goal.  
**Goal 2: 100% completed**

Target:	Accomplishments:
<p><b>Create opportunities for employees to pledge commitment to SD</b></p> <p><u>Completed/ongoing</u> FAB – RPSDD</p>	<p>We developed an electronic database and administered the SD Guarantee, which was posted on InfoZone during Environment Week in June 2002. The objective of the guarantee was to increase SD awareness and encourage sustainable habits at work, at home, and when travelling. Employees were invited to identify the sustainable actions they were already practising and pledge to new ones. A total of 445 employees signed on to the SD Guarantee. The Pacific Region registered the highest level of participation with 130 employees. The Atlantic Region had 32, Quebec Region 26, Northern Ontario Region 43, Southern Ontario Region 56, Prairie Region 34, and Headquarters 124.</p>
<p><b>Create and maintain opportunity for employees to share SD success stories, initiatives, and comments</b></p>	<p>We continued to maintain 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 from the SD network and directly from employees. At the national level, we responded to all 120 emails received through our SD Web site and email address. The SD Division received 150% of the target.</p>

<p><b>Completed/ongoing</b> FAB – RPSDD</p>	<p>Web site and national email address. This represents an increase of 150 % over the previous period. The main topics of interest were solid-waste recycling and employee commuting options.</p> <p>We also prepared and released our first SD Quarterly Newsletter in February 2003. The newsletter is targeted at the SD Network and National Environment Management System Committee, and highlights major SD occurrences, updates, and success stories within the Agency. In our first issue, we recognized employees from the following branches and regions for their enthusiasm, initiative, and leadership for SD in their respective areas:</p> <ul style="list-style-type: none"> <li>• Finance and Administration Branch</li> <li>• Human Resources Branch</li> <li>• Information Technology Branch</li> <li>• Prairie Region</li> </ul> <p>The newsletter is scheduled for release each February, May, August, and November.</p>
<p><b>Give employees guidance material to help support environmental management initiatives</b></p> <p><b>Completed/ongoing</b> FAB – RPSDD</p>	<p>During 2002-2003, we released to all employees the paper directive and guidelines, as well as the Paper Talk Web site. We also updated the SD Web site with information on energy and environmental assessments. Branches and regions also updated their Web sites with current SD information, links, and tips for practical application.</p>
<p><b>Encourage participation in CCRA-endorsed SD initiatives, such as the annual Commuter Challenge</b></p> <p><b>Completed/ongoing</b> FAB – RPSDD</p>	<p>We supported Canadian Environment Week (CEW) in June 2002. CEW is the largest SD event supported by the CCRA that engages employee participation Agency-wide. The main activities included the Commuter Challenge, Kids' Poster Contest, and the sale of tree-growing kits. A total of 1,368 CCRA employees participated in the Commuter Challenge across Canada. This is twice the participation level of 2001. Our collective effort helped divert 53,554.1 kg of carbon dioxide, 369.2 kg of hydrocarbons, 220.3 kg of nitrous oxide, and 3,155.5 kg of carbon monoxide from the atmosphere for a total pollution reduction of 57,299.1 kg.</p> <p>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 ways in which we can take care of our natural environment. We received a total of 81 entries Agency-wide, representing a 76% increase over the previous period. The first-, second-, and third-place winners were given prizes, while the seven honourable mention winners each received an environmentally friendly earth kite. In addition, all entrants received a tree growing kit and a certificate of achievement.</p>

The Tree Canada Foundation<sup>7</sup> partnered with several government departments to sell white spruce tree growing kits during CEW. CCRA volunteers sold kits at several buildings in the National Capital and other regions. In total, the NCR sold 475 trees – an unconfirmed number were sold in the regions. Manitoba had an extremely successful event and raised \$1,825.50. All proceeds from the sales went towards tree planting-projects in Canada.

We piloted the Lung Association of Canada “Flight for Life” Program in the NCR (at Place de Ville, 25 McArthur, and all buildings housing Information Technology Branch). We sold the environmentally friendly earth kites in celebration of World Clean Air Day on June 5. Individuals were encouraged to write their commitment to clean air on the designated spot on the kite, and then fly the kite in celebration. All 400 kites ordered were sold for \$5 each, and the proceeds of \$2,000 forwarded to the Lung Association of Canada. The CCRA also promoted Earth Day in April, Waste Reduction Week in October, and International Volunteer Day in December. Individual branch and regional results are outlined in the “Branch and regional highlights” section of this report.

**Next steps for Goal 2:**

We will continue to provide employees with SD learning opportunities through SD communications and events. The results from our annual SD awareness survey and internal audit will provide feedback on how we can improve the effectiveness of our communications over time. To this end, we will formalize our communications strategy for SD to align with the launch of the new strategy by winter 2003.

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<sup>7</sup> This is a non-profit, charitable organization that provides education, technical assistance, resources, and financial support through working partnerships to encourage Canadians to plant and care for trees in urban and rural environments to help reduce the harmful effects of carbon-dioxide emissions.

**Goal 3 – Green operations to contribute to SD.**

**Year in brief:** We completed the inaugural year of implementation and review of the CCRA’s Environmental Management Programs (EMPs). We finalized 82% of planned EMP<sup>8</sup> targets. The main accomplishments were the establishment of a baseline for internal paper use, and preparation of the paper directive and guidelines and the Paper Talk Web site. For water quality, we completed detailed risk assessments on the remaining 72 rural border-crossing facilities<sup>9</sup> and initiated the standardization of best operating-practices for CCRA water supply systems. In the area of energy conservation, standard clauses were included in a total of 82 new leases, while energy-efficiency measures were incorporated into all three major construction and renovation projects initiated in the period. We finalized a list of priority sites for further work under the Federal Buildings Initiative (FBI) and will seek to negotiate contracts for all identified priority sites under the initiative. For contaminated sites management, we cleaned-up seven sites and established a three-year action plan to address our inventory of contaminated sites. We continued to include environmental specifications in our Requests For Proposal, and to comply with the *Alternative Fuels Act*.

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.

We had 23 targets to complete. Of that total, 5 were brought forward from 2001-2002, 8 are ongoing, and 10 were to be completed in the period. We completed 15 and had 8 in progress.

**Goal 3: 65% completed**

Target:	Accomplishments:
<p><b>Develop and pilot the use of SD guidelines for integrating SD into the development of operational resource proposal to ensure all aspects of SD are considered</b></p> <p><b><u>Completed</u></b> FAB – RPSDD</p>	<p>Our main operational resource proposal is embodied in the CCRA’s Long Term Facilities Investment Plan (LTFIP). Since 1999, we have included environmental considerations in the LTFIP. As such, we did not see the need to pilot guidelines. Instead, in revising the LTFIP, we strengthened the environmental considerations by confirming our environmental priorities and assigning funding for environmental projects.</p>

<sup>8</sup> Most of the Goal 3 targets in the SD Strategy are incorporated in the EMPs. Planned EMP targets for the period totalled 67.

<sup>9</sup> Detailed risk assessments were done on 13 sites during 2001-2002.

<p><b>Develop/refine appropriate administrative systems to track performance on environmental and SD commitments</b></p> <p><i>In Progress</i></p> <p>FAB – RPSDD/ITB</p>	<p>Our SD Division assessed the information technology needs for our environmental commitments. Our aim is to develop and deploy a Web-based data management system that will facilitate the management of the CCRA’s Environmental Management Programs. We prepared a document that outlined the results of our assessment, which we shared with our National EMS Committee. We then carried out external reviews of similar systems. Given our close working relationship with Public Works and Government Services Canada, we reviewed their <i>Catch All</i> data management system to assess feasibility of use by the CCRA. We also examined those of Environment Canada and Health Canada. None of these systems completely satisfied our data requirements needs. Over the coming periods, the SD Division will finalize an appropriate system design and work with the Information Technology Branch and other partners within the Finance and Administration Branch to ensure the successful implementation of the proposed system in an efficient and cost-effective manner. As indicated earlier in this report, we have already established an electronic system to track performance on our SD commitments.</p>
<p><b>Continue participation in inter-departmental committees, working groups, and initiatives related to the environment and SD</b></p> <p><i>Completed/ongoing</i></p> <p>FAB – RPSDD</p>	<p>We continued to participate on 12 interdepartmental committees dealing with issues such as climate change, environmental assessments, water, contaminated sites and pesticides management, storage tanks management, the EMS, awareness, communications and training, the SD Lens, sustainable government operations, and the federal SD Strategy.</p>
<p><b>Procurement:</b></p>	
<p><b>Increase the number of clauses that give consideration to SD-green procurement into the contractual process, including selection criteria for Requests for Proposals (RFPs)</b></p> <p><i>B/F - Completed</i></p> <p>FAB – MMD</p>	<p>We included environmental specifications in three RFPs. They were for envelopes, paper, and office supplies. These RFPs were major supply arrangements totalling \$18 million. The specifications required that bidders outline their corporate environmental initiatives, offer envelopes that are of recycled content only, and ensure 100% of paper purchased has at least 30% post-consumer waste content.</p> <p>Of the five National Individual Standing Offers (NISOs), we included environmental specifications in one. The specifications require the bidders to identify green products, provide a monthly statement of green products purchased, and outline their environmental program. Our Materiel Management Directorate is now asking bidders to print their proposals on both sides of the paper and include electronic versions to reduce the number of hard copies required. This will also allow proposals to be reviewed on-line.</p>

	<p>The Treasury Board Working Group on Green Procurement drafted a <i>Green Procurement Policy</i> in August 2002. The policy addresses the issues of green procurement, environmentally preferred products, green products, and sustainable/green services. We provided comments on the policy, and used it to develop the CCRA Green Procurement Guidelines/Procedures, which will be published in July 2003.</p> <p>We trained all employees at Headquarters with procurement responsibilities to use the new Web-Based Rapid Order (WBRO) electronic procurement system. The electronic procurement system was launched at the end of 2002. It identifies all environmentally preferred products with a green leaf and provides information on the type and quantities of green products purchased.</p> <p>Our Telephony and Program Support Directorate collaborated with Materiel Management Directorate and the Real Property and Sustainable Development Directorate to create national purchasing instruments for all furniture and panel systems with a key mandatory component of green procurement. Each successful manufacturer will be required to have an environmental policy and will have to clearly demonstrate their commitment to SD by implementing programs promoting the use of recycled materials and water-based adhesives, etc. Implementation is scheduled for 2003-2004.</p>
<p><b>Paper:</b></p>	
<p><b>Develop/revise procedures and standards to help reduce dependence on paper in internal operations - Electronic document management standards</b></p> <p><b><i>B/F - In progress</i></b></p> <p><b>FAB – Information Management Directorate (IMD)</b></p>	<p>Our Information Management Directorate continued to partner with the Information Technology Branch to prepare an <i>Electronic Document Management Standards (EDMS) Strategy</i>. 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. A driver behind these initiatives is the need to reduce the current levels of duplication in the Agency and ensure a reduction in current and future paper use, as well as storage space. Work is still in progress to determine the best application that will accommodate the system.</p>

<p><b>Develop/revise procedures and standards to help reduce dependence on paper in internal operations - Increase electronic forms, policies and procedures, and submissions</b></p> <p><i>Completed/ongoing</i></p> <p>FAB -IMD</p>	<p>As outlined in this report, our branches and regions continued to increase electronic communications mainly by converting information that was previously in hard copy to electronic version. For example, within our Compliance Programs Branch, the Investigations Directorate introduced a pilot project to scan documents from seized records. A total of 1,000 boxes of records were processed for the pilot. The project was a success, avoiding over 7.5 million photocopies in 2002-2003. The pilot saved approximately \$250,000, and the reduction in paper use is equivalent to saving 647 trees. The project is being expanded into a permanent initiative to process approximately 3,000 boxes of records, which is projected to triple current savings.</p> <p>Employee forms are also available electronically, however, they do not have electronic signature capabilities. As such, it does not eliminate the need to print. Providing electronic signature capability for these forms is an area that the new strategy will address.</p> <p>To intensify our communications on reducing internal paper consumption, the Agency's Policy and International Committee approved the CCRA's Reduction in Internal Paper Consumption Directive and Guidelines. We released the directive and guidelines nationally in February 2003, along with a paper presentation for employees and a section responding to frequently asked questions. Another important communication tool was the development and release of the paper Web site, Paper Talk. The site provides information and best practices for efficient paper use. Statistics collected showed that within the first month of communicating the directive, approximately 9,435 pages viewed on the SD Web site were attributed to the paper directive and other paper-related information.</p>
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	<p>Although we have been communicating best practices for paper efficiency, in the absence of a baseline, we were not in a position to measure the impact of these efforts. To address this issue, we started by first focusing on our internal paper use as it relates to photocopiers and printers. Consequently, we completed our work to establish a baseline for internal paper use<sup>10</sup>. We used cost figures from the Corporate Administrative System (CAS) and quantity figures from the results of a survey conducted by the Materiel Management Directorate in December 2001. The baseline revealed that for the fiscal period 2001-2002, the CCRA spent a total of \$2.07 million on paper for photocopiers and printers. This translated into 285.80 million sheets of paper or 6,098 sheets used per employee. This is equivalent to the consumption of 24,653 trees and stacked vertically, would equate to three Mount Everests or 52 Canadian National Towers. With this point of reference, we will now be able to measure the impact of future communications and interventions geared at increasing paper efficiencies. The paper used by the CCRA to deliver its core programs, such as tax forms and publications, represents the greatest portion of our overall paper use. Although the Agency has made great strides in expanding its electronic service-delivery options, we are not yet in a position to measure paper-efficiency gains in a systematic way. This is an area for future work.</p> <p>For 2002-2003, our contribution to the Paper Save program within the National Capital Region was approximately 1.07 million kg, representing a decline of 7% from 2001-2002. Paper collected under this program is used to make recycled paper. This contribution represents savings of 20,364 full-grown trees and 3,215.4 m<sup>3</sup> of landfill space.</p>
<p><b>Develop/revise procedures and standards to help reduce dependence on paper in internal operations – Electronic submission of documents to the National Archives/ National Library</b></p> <p><i>In progress</i></p> <p><b>FAB – IMD</b></p>	<p>The National Library and Archives accepts documents in a variety of media, from electronic to hard copy. Much of our communications with the two institutions is done electronically. Over the last two years, we have not made any submissions to these two institutions, and none is foreseen for 2003-2004. We envisage that any future submission will be done electronically.</p> <p>We also prepared policies on the retention and preservation of library collections and the legal deposit of Agency publications to the National Library. These policies address the preservation, recycling, and responsible disposal of publications; reducing the acquisition and storage of print collections; and minimizing photocopying and printing. Once approved, the policies will be made available to employees.</p>

<sup>10</sup> Paper used for photocopying and printing only.

<b>Waste management:</b>	
<p><b>Divert an average of 50% solid waste from landfill in priority CCRA-owned facilities</b></p>	<p>Between 1999 and 2002, we conducted solid-waste audits at 11 priority-owned CCRA sites, implemented waste diversion programs at nine sites, operated an existing recycling program at another, and halted the implementation of waste-diversion plans at the remaining site due to scheduled redevelopment. For 2002-2003, with available resources, we conducted follow-up audits at three facilities to measure the success achieved by way of actual diversion rates. They are Douglas and Pacific Highway in British Columbia, and Saint-Bernard-de-Lacolle in Quebec. The audits revealed that the solid-waste diversion rate decreased from 59 to 40% at Douglas<sup>11</sup>, but increased from 13 to 58% at Pacific Highway, and from 10 to 32% at Saint-Bernard-de-Lacolle. The average diversion rate for the 11 priority-owned CCRA sites based on these three follow-up audits is 43%. We will partner with Public Works and Government Services Canada (PWGSC) to ensure that specific recommendations from these waste audits are carried out. To increase the general awareness of CCRA employees on solid-waste issues and best practices, we prepared a draft guidance document for solid-waste management. The information will be used to develop a solid-waste Web site, which is scheduled for Agency-wide release in 2003-2004.</p>
<p><b><i>In progress</i></b> FAB – RPSDD</p>	<p>We continued to ensure that contractors include construction, renovation, and demolition (CRD) waste-reduction action plans in all major capital construction projects by incorporating CRD specifications at the design stage. Formal CRD waste-management specifications were included in the three projects started in 2002-2003. These were the Douglas, Armstrong, and Stanstead projects. CRD has also been requested for the Andover project, which is in the early stages of design. We also released to all facility managers the Construction, Renovation and Demolition Waste Management guidance document prepared in 2001-2002.</p>
<p><b>Implement best practices and initiatives related to the disposal (recycling/reusing) of obsolete or surplus goods</b></p>	<p>Our Information Management Directorate completed the draft policy on the <i>Disposal of Surplus Published Materials</i>. The policy 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 Centre. The policy seeks to minimize the maintenance of duplicate resources in our office collections by integrating CCRA office collections within the full-service libraries. We developed guidelines, which were included in an appendix to the policy. The Canadian Book Exchange Centre has its own published guidelines, which all Canadian libraries follow. As such, we also included in the policy's appendix, an active link to the guidelines of the Canadian Book Exchange Centre.</p>
<p><b><i>B/F - Completed</i></b> FAB – IMD</p>	

<sup>11</sup> The reduced diversion rate was due to the addition of a trailer after the baseline audit was completed and seized alcohol now being sent to the facility.

<p><b>Implement best practices and initiatives related to the disposal (recycling/reusing) of obsolete or surplus goods - Implementation of surplus uniform disposal program and study/donation report</b></p> <p><i>In Progress</i></p> <p>FAB – MMD</p>	<p>Our Materiel Management Directorate (MMD) drafted a policy based on its study of ways to dispose of used and surplus customs uniforms. The policy proposes that we donate these uniforms to charities instead of destroying or sending them to landfills. Among the issues to be resolved are that of security—as it pertains to the removal of badges, developing requirements for used clothing, and tracking donations made. The policy is undergoing a third revision and will be sent to the regions for consideration. Upon finalization, we will work on implementing the agreed program. The Directorate donated 4,895 uniforms to charity.</p>
<b>Energy:</b>	
<p><b>Continue to participate in federal climate change initiatives</b></p> <p><i>Completed/ongoing</i></p> <p>FAB – RPSDD</p>	<p>We continued to participate on the Federal House in Order (FHIO) - Director General Coordination Committee by attending the four meetings held. Out of that committee came the FHIO/Leadership Challenge Program, which aims to increase resource efficiencies in the main sectors of government operations in support of the Kyoto Protocol. As a result, we drafted a Greenhouse Gas (GHG) reduction plan, which outlines how the CCRA will reduce GHG emissions from our operations. The main strategy is to increase efficiencies in our energy, water, fleet, and transportation use, and improve our solid-waste management. These are targets that we are already addressing in our SD Strategy.</p> <p>The Outside Emissions Subcommittee, a working group of the above committee, continued to pilot the proposed ECOPASS program. The program seeks to increase the attractiveness of public transportation by offering passes at discounted rates to federal government employees. Five federal departments are participating in the pilot. At the end of this reporting period, the pilot was five months into the 12-month study. The results will be used to determine the feasibility of extending the program government-wide. In the meantime, CCRA employees have expressed much interest in support of the program.</p>
<p><b>Negotiate the inclusion of energy efficiency measures at leased facilities</b></p> <p><i>B/F - Completed</i></p> <p>FAB – RPSDD</p>	<p>Public Works and Government Services Canada (PWGSC) now uses standard greening operations clauses for new lease negotiations. Standard clauses for energy efficiency were integrated into all 82 leases negotiated by PWGSC on behalf of the CCRA. More detailed requirements will be incorporated into new leases when PWGSC starts using their “Green Lease” Protocol.</p> <p>We continued to communicate best practices for energy efficiency by updating information on the SD Web site. We also included in the SD Orientation Manual responses to common energy myths relating to efficient computer use.</p>

<p><b>Implement energy and water conservation measures associated with the Federal Buildings Initiative (FBI) when an energy assessment has demonstrated that it is cost effective</b></p> <p><b>B/F - In progress</b></p> <p><b>FAB – RPSDD</b></p>	<p>In November 2002, we finalized our Long Term Facilities Investment Plan (LTFIP), which ranks facilities identified for investment over the next five to ten years. In collaboration with Natural Resources Canada (NRCan), we intensified our efforts to resume the Federal Building Initiative (FBI) at the CCRA. We established a list of possible sites for energy efficiency upgrade, and NRCan engaged the services of a consulting firm to analyze the sites identified to determine suitability for an FBI, e.g, would they generate enough savings to attract investment from an energy service company. Following the analysis, a new list was created that recommended sites identified in Quebec. We will continue to pursue this initiative in 2003-2004.</p>
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<p><b>Land use management:</b></p>	
<p><b>Implement measures to ‘green’ new capital construction projects</b></p> <p><b>Completed/ongoing</b></p> <p><b>FAB – RPSDD</b></p>	<p>The CCRA is committed to promoting green operations to minimize negative environmental impacts. In this context, sustainability is a key consideration in the design of new border crossings and is addressed by including energy efficiency measures and minimizing the use of non-renewable resources. We require the design teams to include in their plans, sustainable development principles, and green buildings/infrastructure features, such as those prescribed in the NRCan C-2000<sup>12</sup> green building requirements. We also encourage the use of an environmental performance assessment tool, where feasible. Environmental performance assessment tools, such as the Canadian <i>Building Research Establishment Environmental Assessment Method</i> (BREEAM) and the United States <i>Leadership in Energy and Environmental Design</i> (LEED) are used to evaluate a building’s life cycle environmental performance against a set of established criteria. The Douglas, Standstead, and Armstrong border crossings have been designed using green building requirements. A certification under the LEED program is being sought for the Douglas facility<sup>13</sup>. The new design template for border crossings will be used for the new Clarenceville facility. The template was developed according to NRCan C-2000 standards. Green specifications will also be integrated into future construction projects such as the new Andover facility.</p>

<sup>12</sup> The program prescribes energy efficiency criteria.

<sup>13</sup> LEED is more suitable for projects with high value such as office buildings, while BREEAM is more suitable for existing small facilities and lower value projects. As such, LEED has been chosen for application to CCRA projects.

	<p>We completed the construction of the shared Canada/United States border crossing facility at Osoyoos, which incorporated the Ground Source Heat Pump (GSHP) technology. As planned, we finalized a report to outline guidelines for employing a GSHP system. The guidelines will be published on our SD Web site and shared with other government organizations. Plans continue to develop a monitoring and tracking system for the Osoyoos GSHP system in conjunction with NRCan. This will enable us to measure energy savings costs, and reductions in carbon dioxide emissions as a result of the GSHP system. The GSHP system at Osoyoos will reduce 330 tonnes of Greenhouse gas emissions every year when compared to a conventional heating and cooling system.</p> <p>In the area of environmental assessment (EA), a total of 15 projects were submitted to the SD Division to determine their eligibility for an EA. Of that number, 13 of 14 projects required an EA, while the other required more information to make a decision. We conducted a total of six EAs, one of which was still in progress at the end of the period. The others will be undertaken within the next period. For all projects, a copy of the EA and mitigation measures are provided to the project manager and region involved. The project contractor is also provided with a copy of the EA and asked to respect and implement the EA mitigation measures. As a best management practice, the CCRA tracks and documents implementation of mitigation measures when appropriate. We met our reporting requirements by responding to the CEEA request to prepare a year-end statistical report for the year April 1, 2001 to March 31, 2002. The report is a summary of the environmental assessments undertaken by the CCRA during 2002-2003.</p>
	<p>We updated our inventory of all storage tanks and storage tank systems on CCRA custodial facilities. We will continue to work to complete the inventory for CCRA-owned storage tanks at leased locations. As planned, we prepared and reviewed Standard Operating Procedures (SOP) for storage tank operations, which will be issued in 2003-2004. We were not able to determine compliance on existing inventory due to the lack of information. More work will be done to implement storage tank management procedures and assess tank compliance. Notwithstanding, we submitted our annual report for 2002 to the Minister of the Environment.</p>
<p><b>Assess and remediate contaminated sites consistent with best practices</b></p> <div style="border: 1px solid black; padding: 2px; margin-top: 10px;"> <p><i>Completed/ongoing</i></p> <p><b>FAB – RPSDD</b></p> </div>	<p>We established a three-year action plan to address our inventory of contaminated sites. We performed work at 12 sites located at nine different border crossings. Of that number, seven sites were remediated or cleaned up, and five sites require more work.</p> <p>We updated our internal inventory of contaminated sites to reflect changes brought about by the 2002 remediation campaign, and classified all known contaminated sites using the National Classification System. We also complied with Treasury Board policies on contaminated sites by submitting our annual report to the federal inventory on all known contaminated sites situated on CCRA custodial lands.</p>

<b>Ozone depleting substances:</b>	
<p><b>Manage inventories to reduce releases of ODS consistent with the <i>Federal Halocarbon Regulations</i></b></p> <p style="border: 1px solid black; padding: 2px;"><i>Completed/ ongoing</i></p> <p><b>FAB – RPSDD</b></p>	<p>We prepared and implemented Standard Operating Procedures (SOPs) for halocarbon inventory management. The SOPs address the issues of identification, installation, maintenance, labelling, leak testing, reporting leaks or releases, dismantling, decommissioning, destruction, procurement and contracting for service and records management of halocarbon-containing equipment. One of the requirements of the SOPs is to maintain and update regional inventories and report to Headquarters three times per year. This was a challenging exercise for the regions, which were required to adopt a systematic and rigorous manner of reporting. The SD Division will continue to provide support and make necessary system refinements for continual improvement. In 2003-2004, compliance to the SOPs will be evaluated at selected facilities.</p> <p>The Pacific Region was provided with the findings and recommendations of the baseline halocarbon investigation and compliance assessment reports, and action was taken on outstanding issues. As a result of previous assessment phases, we have now completed the halocarbon-containing equipment inventory at our custodial sites. In 2003-2004, we will collaborate with PWGSC and other stakeholders to obtain a complete inventory of halocarbon-containing equipment at all other facilities occupied by CCRA personnel, but not owned by the CCRA.</p> <p>We provided comments on the new <i>Federal Halocarbon Regulations</i> proposed by Environment Canada. These regulations are expected to come into force in fiscal year 2003-2004, subsequent to which we will update the SOPs to reflect the changes. Within available resources, we will then seek to communicate the new requirements to on-site personnel.</p>
<p><b>Implement management plan to convert/ replace ODS inventories with alternative substances or technologies</b></p> <p style="border: 1px solid black; padding: 2px;"><i>Completed</i></p> <p><b>FAB – RPSDD</b></p>	<p>The conversion or replacement of ODS inventories with alternative substances was a requirement under the Environmental Management Program (EMP) for halocarbons. The EMP required that directives be included in the Standard Operating Procedures (SOPs) for the Agency to use legally accepted halocarbon alternative substances when recharging or replacing CCRA-owned halocarbon-containing equipment. Furthermore, implementing the SOPs provided a systematic reporting tool to track the conversion or replacement of older technologies. This requirement was subsequently strengthened when we updated the Finance and Administration Manual to direct users to adhere to the guidelines of the SOPs.</p>

<b>Fleet:</b>	
<p><b>Continue reporting on compliance with the <i>Alternative Fuels Act</i></b></p> <p style="border: 1px solid black; padding: 2px;"><i>Completed/ongoing</i></p> <p>FAB – MMD</p>	<p>The CCRA continues to exceed the percentages for alternative-fuelled vehicles, as prescribed by the <i>Alternative Fuels Act</i>. The Act states that where cost-effective and operationally feasible, 75% of the vehicles purchased must be capable of operating with an alternative fuel. The preliminary study results indicated a potential for purchasing four alternative fuel vehicles. Of the 113 new vehicles acquired during 2002-2003, nine vehicles have the capacity to use alternative fuels. This number exceeded the minimum requirements of the Act by five vehicles. All 740 of the CCRA on-road fleet vehicles are fully compatible with up to 10% ethanol (E10) in the mixture.</p> <p>According to the Federal House in Order Director General Coordinating Committee, six% of the Government of Canada’s greenhouse gas emissions result from on-road fleet, while nine% result from off-road fleet. To address our off-road fleet, we established a baseline inventory, which totalled 119 pieces of equipment. Most of the equipment uses gasoline and a few use diesel fuels. These include lawn and riding mowers, snow blowers, chainsaws, forklifts, agricultural equipment, and water pumps. They are used for an approximate 7,285 hours per year. Our aim is to ensure that they emit as little pollution as possible using a combination of cleaner fuels, efficient equipment use, and timely maintenance.</p>
<p><b>Coordinate fleet awareness training as opportunities arise through government initiatives on climate change</b></p> <p style="border: 1px solid black; padding: 2px;"><i>Completed *</i></p> <p>FAB – RPSDD/MMD</p>	<p>We identified fleet awareness training for employees who use the fleet. The Canada Safety Council will provide a course entitled, “Green Defensive Driving” at no cost to the CCRA. We anticipate that all drivers will be trained by March 2004.</p>
<b>Water management:</b>	
<p><b>Strengthen protocol for water quality management</b></p> <p style="border: 1px solid black; padding: 2px;"><i>In progress</i></p> <p>FAB – RPSDD</p>	<p>We implemented operating procedures for drinking water quality in response to quality and maintenance issues at certain CCRA-owned facilities that use non-municipal sources. We will consolidate these procedures into Standard Operation Procedures for all eligible facilities. We also drafted a communications protocol that outlines stakeholder responsibility for water management at these facilities, as well as clear lines of communications. Both documents will be communicated subsequently.</p>

**Incorporate water conservation measures into major construction and renovation projects, where feasible**

*Completed/ongoing*

**FAB – RPSDD**

We completed phase 2 of the national clean-water strategy by conducting detailed risk assessments on the remaining 72 of 85 CCRA-owned sites supplied by non-municipal water source. The results revealed that 35% of the sites have potable water, 41% have non-potable water, and 24% need adjustments to provide aesthetically compliant (colour, odour) potable water. The assessments were done by consultants and managed by PWGSC with support from Headquarters and the regions. A database on the results and recommendations was established and is kept updated. As a responsible employer under the Canada Labor Code, and in the spirit of meeting our due diligence, the CCRA provided an alternate source of potable water to those facilities where sampling analysis results did not meet the criteria of the guidelines. The preliminary assessment results were presented to the Chief Financial Officer and Assistant Commissioner of the Finance and Administration Branch (FAB), as well as the Regional Directors of FAB. Funding to implement the recommendations is to be arranged. The next steps are for Headquarters and the regions to accept the recommendations and to prioritize and implement them. The entire process could take up to three years.

We investigated a water-consumption baseline for all CCRA-owned metered facilities. A list of the facilities that use metered water was developed, as well as a cost-benefit analysis tool to identify water-conservation measures that could lower operating costs.

For 2003-2004, we will continue implementing recommendations from the Potable Water Risk Assessment (PWRA), develop a consumption baseline for CCRA custodial facilities with municipally provided water, and prepare and communicate water conservation and water quality best practices to CCRA staff.

## Hazardous materials management:

Review hazardous materials management

*Completed*  
FAB – RPSDD

We did preliminary investigations to assess the requirements for developing an environmental management program for hazardous materials. We reviewed existing literature on the subject, as well as the approach of other organizations. Though there were some minor differences, the approaches were, in most cases very similar. Our assessment revealed that the essential element required to manage hazardous materials is to establish a baseline by determining the types and quantities of hazardous materials used, stored, or disposed of. This will enable the determination of risks and identification of legal obligations and requirements. The assessment also revealed that although the CCRA has some elements of a management framework for hazardous materials, such as policies that control certain activities associated with the management of hazardous materials, there appears to be deficiencies. These include:

- There is no comprehensive central inventory of hazardous materials used at the CCRA. As such it was impossible to determine specifically what types of hazardous materials are used, stored or disposed of CCRA-wide, as well as the legal obligations pertaining to them.
- Although some of the policies defined roles and responsibilities, there was a general lack of awareness about employees' roles and responsibilities.
- Although Workplace Hazardous Materials Information System (WHMIS) training was provided to employees in the past, it was not ongoing, thereby increasing the likelihood that newly appointed employees had not received training.
- Storage requirements for hazardous materials were being monitored on an ad-hoc basis.

The main recommendations are to:

- Revise pertinent policies to incorporate all other environmental considerations that are not fully addressed in the current policies, and ensure that the roles and responsibilities for employees at every level are clearly outlined.
- Create better linkages among the many existing policies that address hazardous materials management to make it easier for employees to source guidance on the subject.

With this information, we developed an Environmental Management Program for hazardous materials.

Our next step is to conduct representative audits at a limited number of facilities to verify the preliminary conclusions, identify deficiencies and areas of non-compliance, and recommend a plan of action to rectify non-compliant or deficient issues. This exercise will help the CCRA identify some of the risks and liabilities associated with the management of hazardous materials, and provide better information on the level of compliance and application of the CCRA's internal policies.

<p><b>Strengthen protocol for Workplace Hazardous Materials Information Systems (WHMIS)</b></p> <p><i>In progress</i></p> <p>FAB – MMD</p>	<p>We made no substantial changes to the protocol that was last updated in 1999, except for changes to the appendices that address sample labels, monitoring sheets, and WHMIS symbols. The following issues must be addressed in strengthening the protocol:</p> <ul style="list-style-type: none"> <li>• Agreement as to whether responsibility for the policy and training lies with Materiel Management and/or Human Resources;</li> <li>• Updating training materials;</li> <li>• Establishing regional design and delivery of training since each province has its own legislation and practices; and</li> <li>• Determining which employees are eligible for training.</li> </ul> <p>These are issues to be addressed by senior management.</p>
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**Next steps for Goal 3**

For 2003-2004, we will approve and implement new EMP targets, advance the establishment of baselines, and educate our employees on their environmental responsibilities through communication and training. These efforts will advance us along the journey of systematically integrating environmental responsibilities in our business.

**Goal 4 - Enhance programs to contribute to SD**

**Year in brief:** Most of the remaining Goal 4 targets are to be completed in 2003-2004 and mainly address increasing electronic options to reduce the paper burden. Of note is the successful negotiation by the *Policy and Legislation Branch* of the electronic filing of Registered Retirement Saving Plan (RRSP) listings to reduce paper use.

We had a total of five targets to complete. Two were brought forward from the previous period, and two are ongoing. We completed three, and had two in progress.

Goal 4: 60% completed

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.

Target:	Accomplishments:
<p><b>Integrate SD into the program management tools and practices - Business Development Strategy</b></p> <p><i>B/F - In progress</i></p> <p><b>Policy and Legislation Branch (PLB)</b></p>	<p>The Business Development Strategy seeks to promote greater understanding of the current and future needs of the CCRA's partners and to 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. During the period, we prepared a draft document, "Guidelines for Building Partnerships with Provinces and Territories". It was presented to the Policy and International Committee in September 2002. The document is being revised as per the recommendations of the committee, for re-tabling in May 2003.</p>

	<p>As a follow-up to our last report, we introduced the implementation of the Customs Self Assessment Initiative led by our Customs Branch. The aim of the program is to quicken the clearance of commercial traffic at the borders. The results for 2002-2003 showed that one of the initiatives under the program, Fast and Secure Trade (FAST), was successfully implemented at the six land-border sites having the highest truck traffic volumes. A total of five importers, 173 carriers, and 58,679 drivers were approved under the program.</p>
<p><b>Incorporate SD considerations into consultations with partners - Annual consultation process within the Policy and Legislation Branch</b></p> <p><i>Completed/ongoing</i></p> <p><b>PLB</b></p>	<p>This is an ongoing commitment that was met using electronic forms of communicating information during annual consultations with partners.</p>
<p><b>Implement electronic service delivery options</b></p> <p><i>Completed/ongoing</i></p> <p><b>Assessment and Collections Branch/Information Technology Branch</b></p>	<p>Our Assessment and Collections Branch and Information Technology Branch continued their partnership and made extensive enhancements to the electronic delivery of services to the public. Our Internet site offers easier navigation, increased search capability, and improved access to information to better meet the needs of clients such as: seniors, tax professionals, charities, non-residents, and self-employed individuals. We have also expanded our Interactive Information Service (IIS), which provides tailored responses to client questions on various topics. In addition, individuals can check the status of their refund and update their addresses through our Web site, and options are available to both individuals and businesses for making on-line payments, via financial institutions, to the CCRA. Client usage of the tax-related portion of our Web site tripled over the last three fiscal years. It grew from 17.4% in 2000-2001 to 30.8% in 2001-2002, and reached 43.7% in 2002-2003. The national T1 electronic filing participation rate was 43.4% (calculated on assessed returns), below the national target of 50%. Although this target was met or close to being met in most provinces, lower participation rates in other provinces played a major role in affecting national results. We are developing a strategy to target the marketing of our electronic filing options. One of our challenges will be to encourage over 3 million individuals and 2.8 million third-party preparers who filed computer-prepared returns on paper to begin filing electronically. We piloted electronic filing options for several other types of returns such as T2 corporate, T4, and GST/HST returns, and expanded T1 EFILE.</p>
<p><b>Negotiate the filing of RRSP listing to reduce need for paper filing</b></p> <p><i>Completed</i></p> <p><b>Policy and Legislation Branch</b></p>	<p>In December 2002, we announced and encouraged the use of the electronic mail option for filing Registered Retirement Savings Plan (RRSP) listings during the RRSP annual consultation session. This will reduce the need for paper filing. A report on the extent of use and paper saved will be available in 2003-2004.</p>

<p><b>Develop e-filing of objections through the Internet</b></p> <p><b>B/F - <i>In progress</i></b> <b>Appeals Branch</b></p>	<p>Throughout the period, our Appeals Branch continued its partnership with our Information Technology Branch to review a number of options to modify the processing of objections. This will enable clients to file their objections via the Internet. The initial phases of the project were implemented in 2002-2003 and will continue through 2003-2004 to provide sufficient data for evaluation. The launch of the project is scheduled for 2004-2005.</p>
<p><b>Next steps for Goal 4:</b></p> <p>Most of our Goal 4 targets are directly linked to our business objectives, among which is the expansion of electronic service-delivery options. The issue of measuring the impact of these initiatives in a systematic way will be pursued more intensively in the next SD Strategy. We also recognize the need to develop clearer criteria for SD integration into programs and plans. This too will be more rigorously addressed in the next SD Strategy 2004-2007.</p>	

## Branch and regional highlights

Our branches and regions are at the heart of the network that drives SD at the CCRA. They each have their individual action plan that directly supports the targets of the national SD Strategy. As such, their collective effort is reflected in the progress that is outlined in this report. In addition to the accomplishment of the national targets, branches and regions have in many instances gone beyond the national requirements to implement many initiatives that contribute to getting our house in order. Most of these initiatives have raised SD awareness and involvement among employees, and increased support from senior management. The following are highlights taken from the performance reports of CCRA branches and regions and submitted to Headquarters for the period.

### Branches

<b>Appeals</b>	<ul style="list-style-type: none"> <li>✓ The SD Coordinator provided an SD presentation to the members of the Extended Branch Management Committee.</li> <li>✓ Centralized the purchasing of branch office supplies to enable better monitoring and increased efficiency.</li> </ul>
<b>Assessment and Collections</b>	<ul style="list-style-type: none"> <li>✓ Established their SD Committee consisting of representatives from each Directorate and co-ordinated training by the SD Division.</li> <li>✓ The Examination and Taxable Benefits Section (Trust Exam) chose to administer paperless trust exams, where possible, use more electronic communication, continuously update on-line manuals, and shut down computers at night.</li> <li>✓ The Trust Accounts Division reduced the mail out of Payroll Deductions Tables by 278,000 copies. At over 230 pages per book, we saved about 63 million pages of print. This was done by targeting clients who had more than one payroll account or who filed information returns by magnetic media, as well as better inventory estimates and controls.</li> <li>✓ Through a combination of better inventory controls and promoting Internet availability, the Trust Accounts Division also reduced the quantities of other publications. They reduced the 194-page Payroll Deductions Supplementary Tables by almost half, saving approximately 1.2 million pages of print. They also reduced the 92-page Payroll Deductions Formulas for Computer Programs by 77%, saving another 3 million pages of print.</li> <li>✓ The Accounts Receivable Division prepared and implemented a divisional field communication strategy for Headquarters communications with field offices. Rather than using the traditional hard-copy methods of communicating, the strategy requires that information be posted in a designated area of the Infozone and that field offices be notified of their issuance by electronic mail.</li> <li>✓ Promoted employee awareness of SD issues through emails, meetings, and SD events such as Environment Week, Earth Day, and Waste Reduction Week. Employees were also encouraged to use only recycled paper and green supplies. Where applicable, they were encouraged to participate in a solid-waste reduction program.</li> <li>✓ The Accounts Receivable Division increased the use of the common</li> </ul>

	<p>divisional "G" drive for the electronic filing of internal accounts receivable reports and documents. This has reduced the amount of paper used, as well as the amount of hard-copy storage.</p> <ul style="list-style-type: none"> <li>✓ In December 2002, a new real-time System for Electronic Notification of Debt (SEND) was made available to clients. This reduced the need for paper handling by the clients, as the entire transaction is electronic.</li> </ul>
<b>Corporate Audit and Evaluation<sup>14</sup></b>	<ul style="list-style-type: none"> <li>✓ Newly reorganized, the branch established its SD Committee consisting of representatives from Headquarters and each of the six regional offices, and held regular meetings with members.</li> <li>✓ Collaborated with the SD Division to brief their Branch Management Committee.</li> <li>✓ The SD Coordinator participated in an SD Awareness Session delivered by the SD Division.</li> <li>✓ Finalized an SD Action Plan for the branch and participated in the activities of Environment Week, Earth Day, and Waste Reduction Week.</li> </ul>
<b>Customs</b>	<ul style="list-style-type: none"> <li>✓ Promoted SD awareness among employees of the branch: At the invitation of the Anti-Dumping and Countervailing Directorate, the SD Division briefed and responded to employee questions to support the smooth implementation of the No Waste Program. The No Waste Program was also implemented at the Isabella office building.</li> <li>✓ The Admissibility Programs Division co-ordinated an SD awareness session for their employees, which was delivered by the SD Division.</li> <li>✓ Procurement officers of the branch also received an SD awareness session delivered by the SD Division.</li> <li>✓ Posted decision notices on the directorate intranet site to contribute to timely decision-making and reduce paper use.</li> <li>✓ Used an electronic common drive for information sharing among employees.</li> </ul>
<b>Finance and Administration</b>	<ul style="list-style-type: none"> <li>✓ <u>Financial Administration Directorate (FAD)</u>: Collaborated with the SD Division to brief the Directorate Management Committee on SD within the Agency and how it relates to the directorate. Resulting from the session, an updated SD action plan was approved for the directorate.</li> <li>✓ Established an SD committee for the Directorate, consisting of a representative from each division and collaborated with the SD Division to provide SD awareness training for members.</li> <li>✓ Improved SD communication throughout the directorate by adding an SD Web page to the FAD Web site on InfoZone to communicate FAD contacts and activities.</li> <li>✓ Increased SD awareness among employees through several initiatives: For Earth Day 2002, employees were invited to describe what they did at work and at home to contribute to a cleaner, healthier world. To increase participation, divisions competed against each other. A total of 257 suggestions were received from the directorate's 121 employees. The</li> </ul>

<sup>14</sup> No highlights were included for CAEB in the 2001-2002 report as the branch was restructured.

	<p>division with the highest proportionate response was awarded a certificate printed on 80% recycled post-consumer materials, and bound in a recycled wood frame. This prize will rotate each year to the winner of the annual FAD Earth Day Challenge.</p> <ul style="list-style-type: none"> <li>✓ The directorate excelled in the Commuter Challenge activity of Environment Week 2002. It registered a 46.7% participation rate, which was the highest among any reporting group within the CCRA. This prevented the release into the atmosphere of 1,460 kg of carbon dioxide, 86.1 kg of nitric oxides, 10.2 kg of hydrocarbons, and 6 kg of carbon monoxide.</li> <li>✓ To save paper, all CAS reports were made to print double-sided starting on February 26, 2003.</li> <li>✓ For security reasons, and to save energy, all employees were directed to completely shut down their computers at the end of the day, and all photocopiers have been programmed to go into stand-by mode after 20 minutes of non-use.</li> <li>✓ <u>Information Management Directorate</u>: The directorate implemented a number of initiatives to save space and money: reduced the acquisition and storage of their print collection by borrowing from other libraries instead of purchasing; integrating CCRA office collections within the full service libraries; using mobile shelving to maximize space for library collections; consolidating small resource centres and forwarding surplus resource materials to the Canadian Book Exchange Centre for potential benefit to libraries world-wide; and purchasing in bulk to obtain better prices.</li> <li>✓ Bought access to 163 electronic books. This brought the total electronic books available to CCRA employees to 836. Electronic books are especially suited for resources of current popular interest, but of short historical relevance. They provide clients with current information, while saving on physical storage space, shipping and handling costs, as well as loss.</li> <li>✓ Purchased environmentally friendly products and donated used computers to schools.</li> <li>✓ <u>Materiel Management Directorate</u>: Reduced the number of CCRA warehouses from 11 to two, thereby reducing the number of forms stored by 20 million units. This included an 80% reduction in the number of prior year tax forms stored.</li> <li>✓ <u>Resource Management and Statistics Directorate</u>: Included SD commitments in 35% of performance agreements for appropriate management levels.</li> <li>✓ Provided technical assistance to the SD Division to establish a baseline for the internal use of paper at the CCRA.</li> <li>✓ Placed the following on line: Annual Workload Forecasts, Activity Based Costing training, resource information data and process instructions, and Resource Management Framework Manual.</li> <li>✓ <u>Security Directorate</u>: Collaborated with the SD Division to brief Directorate Management team on SD requirements and opportunities.</li> <li>✓ Converted all policies, procedures and guidelines to electronic format to reduce paper use.</li> </ul>
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	<ul style="list-style-type: none"> <li>✓ Purchased and recycled all printer cartridges.</li> <li>✓ <u>Telephony and Program Support Directorate (TPSD)</u>: To improve accessibility of SD information to directorate employees, a link to the SD Web page was added to the TPSD Web site on InfoZone.</li> <li>✓ To save paper, all Local Area Network (LAN) printers were programmed to print double-sided, and all LAN printer purchases are required to have the double-sided printing feature.</li> <li>✓ To ensure that virus-protection updates are current and save energy, all employees were required to shut down their personal computers at the end of the day. All photocopiers have been programmed to go into power save mode after an extended period of non-use.</li> </ul>
<b>Human Resources</b>	<ul style="list-style-type: none"> <li>✓ Continued to expand the availability of human resources work tools and electronic learning products available to managers and employees. These include additions and enhancements to Employee Corner, Manager's Corner and The Learning Site on InfoZone. New Web sites released include Demographics and Workforce Analysis, Compensation Service Delivery Renewal Project, and the service award catalogue on the Recognition Program site. The catalogue allows employees to electronically select and order gifts to commemorate their eligible service milestones.</li> <li>✓ Continued to promote SD awareness by hosting the SD booth at the branch general staff meeting in November 2002. A total of 700 employees attended. The booth provided information on the SD program.</li> <li>✓ To strengthen their SD Committee, they encouraged all committee members to attend the SD awareness sessions provided by the SD Division, and invited the Director of the SD Division to brief the committee on two separate occasions. They held three SD Committee meetings during the period.</li> <li>✓ Upgraded their voluntary recycling to the No Waste Program at the 200 Laurier office building in Headquarters, which houses approximately 250 employees. All these employees were provided with information on best practices for recycling.</li> </ul>
<b>Information Technology</b>	<ul style="list-style-type: none"> <li>✓ Regularly discussed SD at branch management committee meetings. Among decisions taken were those to sponsor a waste free barbecue and a wellness fair.</li> <li>✓ Adopted a policy of promoting wellness in the workplace through its successful wellness program.</li> <li>✓ Staged their second annual wellness fair in September 2002. The theme was "Celebrating Multiculturalism and Diversity in the Workplace". The fair hosted over 60 exhibitors from multiculturalism, wellness, sustainable development, and stress management.</li> <li>✓ Continued to facilitate the availability of online information within the Agency, including: What's New – a Web site for ITB employees that communicates IT issues, news items, and special events of interest; Selection Process – information on the principal mechanisms used to promote and appoint staff; Translation Services - houses current</li> </ul>

	<p>information in keeping with official languages legislation; ITB Mobility – allows ITB employees to register on-line for temporary and lateral moves; Reading Room – provides managers with information on publications and videos.</p> <ul style="list-style-type: none"> <li>✓ To save paper, they reduced the number of printers and photocopiers by centralizing their location on each floor. Paper-save bins were placed at all workstations and in meeting rooms and common areas.</li> <li>✓ Implemented battery recycling, and toner cartridge recycling at the Fitzgerald campus at Headquarters.</li> <li>✓ Adopted a policy of greening all its sites by pursuing a No Waste Program at each site, and employing a Green Move Protocol when locating staff to new work sites.</li> <li>✓ At the Fitzgerald campus, they are working closely with the cafeteria management to reduce solid waste by eliminating Styrofoam use.</li> <li>✓ For Earth Day 2002, the branch participated in the Salvation Army's "Blue-Bag-It" program. Through the work of their SD Committee, 250 bags of reusable items were collected and donated to the Salvation Army. The Billings and Fontaine locations at Headquarters donated the most.</li> <li>✓ To increase awareness of clean air, they held a "dirty sock" car emissions contest. A total of 16 employees participated. This involved placing a white sock over the exhaust of the automobile and allowing the engine to run for a specified time. The driver of the car with the cleanest sock at the end of the time period won. First place went to the owner of a 2000 Mustang, who was awarded a two-week guaranteed parking space donated by two directors.</li> <li>✓ Sponsored a very successful kite sale in support of Environment Week 2002. At \$5 each, 380 kites were sold. The proceeds of \$1,900 were donated to the Lung Association of Canada.</li> </ul>
<p><b>Policy and Legislation</b></p>	<ul style="list-style-type: none"> <li>✓ Signed Service Management Framework (SMF) agreements with Nunavut, Newfoundland and Labrador, and New Brunswick in 2002-2003. The SMFs embrace sustainability by recognizing the need to co-operate to ensure efficient delivery of provincial and CCRA respective programs.</li> <li>✓ The Rulings and Interpretations System was enhanced to convert hard copy files to electronic files. During the period, it is estimated that over 25,000 sheets of paper were saved, as files were made available on-line and accessible to all employees within the Excise GST/HST Rulings Program.</li> <li>✓ A total of 80% of new printers acquired during the period had duplex printing capability, as well as all photocopiers.</li> <li>✓ The Excise GST/HST Rulings Directorate voluntarily collects pop can tabs for donation to the Queensway-Carleton Hospital. Black garbage bins are identified throughout the business centres, and the tabs are collected on a regular basis and temporarily stored for submission to the hospital. The first donation to the hospital will be made in June 2003.</li> <li>✓ For Environment Week 2002, staff who were spotted with a lunch bag, reusable mug, bicycle helmet, or roller blades were rewarded with a surprise gift. Before the event, the Assistant Commissioner sent an email to all staff indicating that prizes would be rewarded to those who showed the SD spirit</li> </ul>

	<p>on a day that was to be randomly chosen. The gesture was well received by staff.</p>
<b>Public Affairs</b>	<ul style="list-style-type: none"> <li>✓ The branch featured articles that support sustainability in its magazine, “Interaction”. The articles included a piece on an environmentally friendly vehicle in Laval and a tree-planting initiative in Peterborough.</li> <li>✓ To reduce paper use, the branch placed a “please recycle” message on the back cover of some issues of “Interaction”, while they accommodated requests for reduction in the number of paper copies distributed to particular areas.</li> <li>✓ The 2002-2003 CCRA Annual Report was changed from coated to uncoated 30% recycled paper. Additionally, much lower quantities of paper copies were ordered from the printers.</li> <li>✓ Ordered a total of 25 new duplex-capable printers to replace old single-sided printers at the Nicholas location at Headquarters. About half of these printers were defaulted to double-sided printing. The remaining machines will be done when approvals have been received. However, not all machines will be defaulted to duplex printing due to particular application requirement.</li> <li>✓ Installed 40 new duplex printers at Connaught Building at Headquarters.</li> <li>✓ Resulting from enhancements to the Corporate Administration System, the branch reduced the number of times reprint products were done due to better monitoring of stock levels for forms and publications within CCRA distribution centres.</li> </ul>
<b>Regions</b>	
<b>Atlantic</b>	<ul style="list-style-type: none"> <li>✓ The region spent the period mobilizing its team for effective SD management, briefing management, and establishing baselines for its significant environmental aspects.</li> <li>✓ Established a regional network by identifying local SD representatives for approximately 48 sites, some of whom represent more than one site. They held regular meetings, identified SD priorities for the region, clarified and briefed senior management on sustainable development and environmental management roles and responsibilities.</li> <li>✓ Assessed baseline information for waste management and energy efficiency, promoted best practices for paper reduction, as well as SD events throughout the year.</li> <li>✓ Determined baseline data for CCRA facilities in the region that have an organized waste-management program. During the period, two facilities established waste-management programs. The others manage waste according to their resources. One facility, the Ralston Building, achieved an 80% diversion rate.</li> </ul>
<b>Quebec</b>	<ul style="list-style-type: none"> <li>✓ The Regional SD Coordinator was recognized by the “Gala reconnaissance de la région du Québec” for his participation in Environment Week 2002.</li> <li>✓ Implemented a regional plan of action to pilot the use of a Toyota Prius. The Prius is a hybrid vehicle whose engine is powered by a combination of gasoline and electric technology. The vehicle releases less pollution into the</li> </ul>

	<p>atmosphere compared to conventional gasoline-powered vehicles. Over 75 persons used the Prius since December 2002. The feedback has been very positive, and enthusiasm is high for use of the vehicle especially in urban centres. The pilot will end in November 2003, and a final report will be prepared.</p> <ul style="list-style-type: none"> <li>✓ An article in “Interaction” featured the pilot project on the Toyota Prius in the region.</li> <li>✓ Delivered an SD awareness session to about 150 managers in Jonquière, including promoting the Toyota Prius.</li> <li>✓ Collaborated with other federal government departments and organizations to promote activities that included visiting a recycling site, exhibiting recycled objects, promoting cycling as a sustainable transport mode, and collecting used clothing for donation to a local charity.</li> <li>✓ Thanks to the alternative travel program, the region doubled the number of employees that use environmentally friendly commuting options to the 400 Youville office building.</li> </ul>
<p><b>Southern Ontario</b></p>	<ul style="list-style-type: none"> <li>✓ The region focused on implementing the SD Strategy goals of preparing managers and enabling employees through increased SD awareness. The cities of London and Hamilton volunteered as pilot sites for SD awareness. SD training was provided to 100% of the management cadre in London and 90% of those in Hamilton. A total of 95% of employees in London were provided with an SD awareness session and 65 percent in Hamilton. This means that 20% of employees (2,000 of 10,000) have been trained regionally. The best practices developed at the pilot sites will be used to guide regional SD implementation. This will be done through information sharing with other offices to help them establish their local SD programs.</li> <li>✓ Local SD committees were established at the two pilot sites, which included representation from all program areas, as well as other key stakeholders. The project leads for the pilot sites worked closely with senior management to integrate SD considerations in their planning processes, and included SD commitments in the performance contracts of senior managers. Local SD Web pages were developed at both sites to communicate with employees.</li> <li>✓ The London SD committee piloted a battery-recycling program.</li> <li>✓ Resulting from the SD Awareness sessions, one of the leads for the pilot site in London requested that the practice of distributing the <i>Corporate Business Plan (CBP) Summary</i> to the approximately 4,000 members of the CCRA Management/Gestion (MG) group be revised to save money and paper. The request was accepted, and the CBP Summary and full plan was released in hard copy to the executive cadre only, with the summary posted on InfoZone and promoted to all employees.</li> <li>✓ Established a regional baseline for environmental practices carried out in all regional offices. This was done by preparing and administering questionnaires on paper, fleet, procurement, water, energy efficiency and waste management practices. Other issues such as proximity to public transit, carpooling policies and uniform disposal were also examined. The results of the baseline were shared with the Hamilton and London sites and</li> </ul>

	<p>formed the basis for developing their local SD action plans.</p> <ul style="list-style-type: none"> <li>✓ Participated in the internal audit of the SD program, which was led by the Pacific Region.</li> <li>✓ Encouraged employee participation in CCRA SD-endorsed events such as Environment Week and Waste Reduction Week through internal communiqués, tips, and fact sheets.</li> <li>✓ Implemented many initiatives for paper reduction. They include replacing hard-copy communiqués with electronic communication, reducing the level of hard-copy distribution of “Interaction”, and increasing the availability of duplex-capable printers. Both the Hamilton and London sites surpassed their goal of reducing internal paper use by 10%.</li> <li>✓ Donated 75% of surplus binders in Hamilton and 99% of all surplus IT equipment region-wide to schools. All used printer cartridges were donated to charity, thereby diverting waste from landfills. It is also a region-wide practice to donate surplus uniforms to shelters and collect food for local food banks.</li> <li>✓ The London site held “clean up” days where miscellaneous office supplies were collected and transported to a central location for reuse. As a result, \$5000 was saved on the supply budget for 2002-2003.</li> <li>✓ Partnered with PWGSC in client consultations, and participated in the Green Subcommittee of Environment Canada and the City of Hamilton Vision 20/20.</li> </ul>
<p><b>Prairie</b></p>	<ul style="list-style-type: none"> <li>✓ To increase employee awareness, Edmonton and Calgary SD committees partnered with other government departments co-located in their buildings to deliver lunchtime seminars and staged an eco-fair for their employees. They also developed and released websites with useful SD information for employees.</li> <li>✓ In support of paper reduction, the Edmonton SD committee asked the local telephone company to provide telephone bills electronically. The Calgary SD committee reduced the number of hard copies of “Interaction” circulated to employees from 1,044 to 240. In Winnipeg, 99% of all printers now default to duplex, and the Winnipeg Tax Centre decreased its order of white pages by 31% and yellow pages by 26%, while Calgary reduced the number of copies ordered by 500. They then placed links to local telephone directories on the intranet.</li> <li>✓ The Winnipeg Tax Centre collected 36 kg of batteries in six months compared to 27 kg in the previous two years - a direct result of increased environmental awareness.</li> <li>✓ In Winnipeg, they also collected used Christmas cards, which staff members convert to gift tags and sell at United Way fundraising events. They also promoted a “used dish” program for lunchrooms to reduce the use of disposables.</li> <li>✓ They minimized trips to landfills by providing refuse containers to temporarily store on-site office waste. Due to reduced hauling charges, the pay-back period on the investment is estimated at two to three years. Since implementing the recycling program in Calgary, they have diverted 3,579</li> </ul>

	<p>kg of paper from landfill.</p> <ul style="list-style-type: none"> <li>✓ Winnipeg and Regina donate used printer cartridges to a local charity.</li> <li>✓ The Edmonton Food Bank recognized the local CCRA office for its donation of 140 kg of food. Manitoba has held 4 “Blue Bag” campaigns over the last two years, collecting a total of 500 bags.</li> <li>✓ Tree Canada and the Manitoba Forestry Association recognized the CCRA Manitoba for raising \$1825.50 in sales of tree growing kits. They will promote the CCRA as a major sponsor and recognize it with a plaque at the grow area in pineland.</li> <li>✓ Established a link to the carpool database on the regional Web site.</li> <li>✓ Installed water-saving toilets at approximately 80% of Manitoba Customs ports as part of facility upgrade projects.</li> </ul>
<b>Pacific</b>	<ul style="list-style-type: none"> <li>✓ Incorporated SD in the regional Management/Gestion group training package and developed an employee awareness session for the region. The session was presented to the Regional SD Committee, Senior Management of the Regional Real Property and SD (RPSD), and regional RPSD staff.</li> <li>✓ Promoted the guidance document released by the SD Division for the management of construction and demolition waste to all RPSD staff, as well as sensitized them on how to incorporate SD considerations into major renovation projects. These principles were applied to the Burrard Street Project that reused glass wall panels left by the previous tenants, used low-emission paints and carpeting, and installed cork and bamboo flooring. The Central City and Osoyoos port of entry projects reused office furniture, and recycled landscaping materials and plants.</li> <li>✓ Led the internal audit of the SD Strategy 2001-2004, and provided input as required.</li> <li>✓ To save paper, it established a Pacific Region Paper Committee in March 2003, with a mandate to assess paper use and processes.</li> <li>✓ Submitted two articles to “Interaction”, one of which was published in the Spring 2002 issue, highlighting the regional Uniform Drive.</li> <li>✓ Nominated a total of 11 employees for SD recognition. One employee received the Pacific Region Outstanding Achievement Award for co-ordinating and implementing the Pacific Region’s Uniform Drive. The Surrey Tax Centre “Green Gang” was nominated for the CCRA Award of Excellence for volunteering personal time and effort to raise environmental awareness. There were also seven instant awards: three for computer power down initiatives, one each for pop can and bottle recycling, metal recycling, SD awareness, and the other for battery recycling.</li> <li>✓ For Earth Day activities, the region featured “How to grow a pest-free garden”.</li> <li>✓ Encouraged participation in Canadian Environment Week and posted results on the regional SD Web site and the regional SD newsletter. Of the 909 employees who committed to the national online SD pledge, 464 or 51% was from the Pacific Region. A total of 35% of the national submissions for Kids Poster Contests came from the Pacific Region. All persons who registered for Clean Air day were entered in a prize draw.</li> <li>✓ For Waste Reduction Week, the region created a Web page outlining a step-</li> </ul>

	<p>by-step approach to composting at home, and awarded prizes to the winners of a trivia contest.</p> <ul style="list-style-type: none"> <li>✓ For International Day of the Volunteer, they promoted employee volunteer profile, existing charitable drives in the office, and collected 27 boxes of food that was donated to charity for low-income families.</li> <li>✓ Partnered with British Columbia (BC) Hydro to reduce energy use in the summer months at the 333 Dunsmuir Street location. Employees established a new record low for energy use in the months of June and July. Electricity usage was 11.6% below the average for June and 6% below the average for July (despite the fact that July was one of the warmest months on record). Most of the savings were due to two simple steps, closing window blinds to deflect direct sunlight, and turning off lighting when not needed. This initiative was featured in the BC Hydro newsletter and submitted to “Interaction”.</li> <li>✓ The baseline results for the “Computer Power Down Initiative” showed that in September 2002, about 926 of 5,477 computers were left on overnight. A month after implementation, this number fell to 844. By the end of March 2003, it fell to 794.</li> </ul>
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## **Next steps**

In the final year of implementing this strategy, we will continue to build on current awareness efforts and launch our SD survey to establish an Agency-wide baseline for SD awareness. The implementation and review of our electronic reporting system will be a major achievement for us, and we expect to release it early in the next fiscal year. We will build on the momentum achieved in implementing our Environmental Management Programs to advance us towards environmental excellence in our operations. Our program areas will also continue their drive to broaden and increase client use of electronic service-delivery options.

We will complete the internal audit of our SD program and use the findings to guide us as we prepare the next three-year strategy. This will be a major undertaking during the next period, and we envisage it to be an update to the current strategy - maintaining its environmental focus. The document will articulate our commitment to strengthen those areas where performance was below expectation, while raising the bar for SD action from both managers and employees.

As outlined in our strategy, the results we are aiming for are strengthened leadership, an increasingly skilled and motivated work force, enhanced compliance with environmental legislation, reduced environmental impacts, increased efficiencies, increased employee and client satisfaction, and an enhanced corporate image. After two years of implementation, our performance indicators suggest that we have to some degree captured tangible management and employee support for SD. We are not in a position to measure the extent of this achievement, however this will improve when we launch our employee survey. We are in a better position to assess our environmental stewardship. Our level of environmental compliance has increased, and with baselines established for most of our identified significant environmental aspects, we have set the foundation to measure the direction of our environmental impacts. Increased efficiencies, people satisfaction, and enhanced corporate image are considered to be long-term outcomes instead of results. As such, they will best be assessed over the longer term.

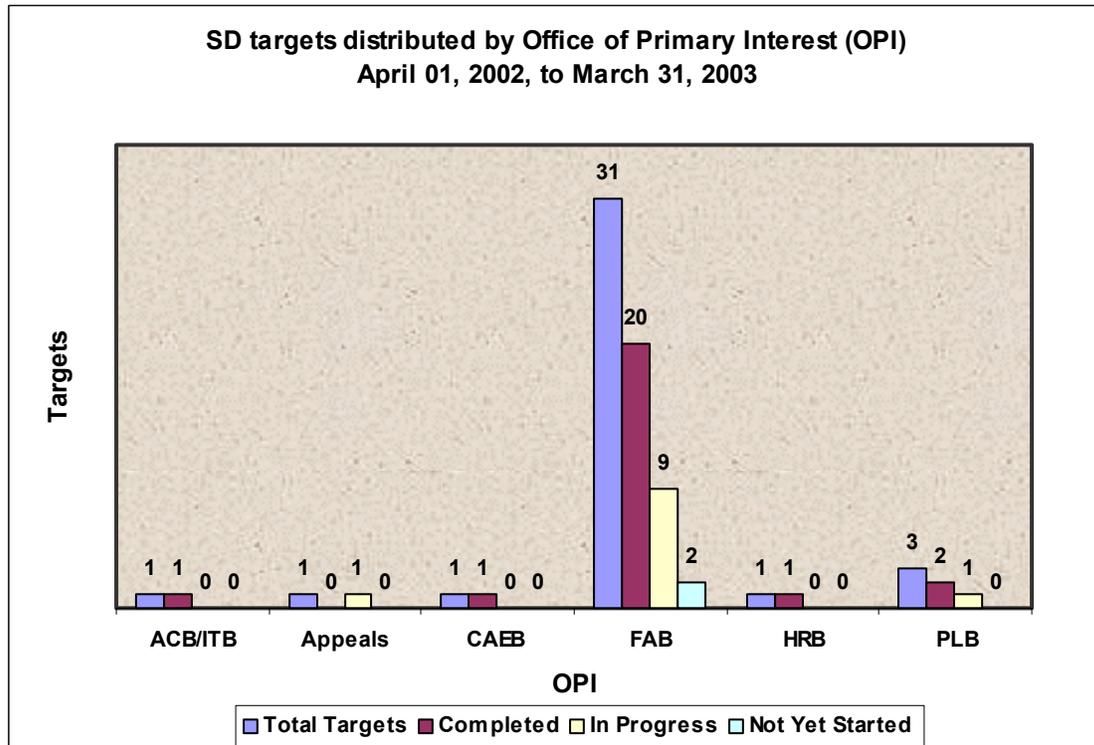
Appendix 1: Status of SD targets distributed by goal  
 April 1, 2002 to March 31, 2003

	Goal 1	Goal 2	Goal 3	Goal 4	Total
<b>Total targets (2001-2004)</b>	<b>12</b>	<b>4</b>	<b>43</b>	<b>24</b>	<b>83</b>
<b>Targets for 2002- 2003:</b>	6	4	23	5	<b>38</b>
<b>Complete</b>	3	4	15	3	<b>25</b>
<b>In progress</b>	1	0	8	2	<b>11</b>
<b>Not yet started</b>	2	0	0	0	<b>2</b>
<b>Percent completed</b>	<b>50</b>	<b>100</b>	<b>65</b>	<b>60</b>	<b>66</b>

**Notes:**

1. The SD strategy 2001-2004 has a total of 83 targets. Of that number, 35 were scheduled for completion at the end of March 2002, 14 at the end of March 2003, 19 in March 2004, and 1 in March 2005. In addition, there are 14 targets are to be completed annually, referred to as “ongoing”.
2. During 2002-2003, we completed 25 of 38 targets (66%), had 11 in progress, and 2 were not yet started. This includes our 14 ongoing targets, and the 10 brought over from 2001-2002.
3. To date, we have completed 49 of 83 (59%) of SDS 2001-2004 targets.
4. There were actually 11 targets that were incomplete at the end of 2001-2002 (9 in progress and 2 not yet started). However, one of the “ongoing” targets was also in progress at the end of 2001-2002. To eliminate double counting, we reduced the total of those targets brought forward from 2001-2002 from 11 to 10.

**Appendix 2: Status of SD targets distributed by branch (OPI)  
April 1, 2002 to March 31, 2003**



OPI	Total	Completed	In progress	Not yet started	Percent completed
ACB/ITB	1	1	0	0	100
Appeals	1	0	1	0	0
CAEB	1	1	0	0	100
FAB	31	20	9	2	65
HRB	1	1	0	0	100
PLB	3	2	1	0	67
<b>Total</b>	<b>38</b>	<b>25</b>	<b>11</b>	<b>2</b>	<b>66</b>

**Legend:**

- ACB - Assessment and Collections Branch
- ITB - Information Technology Branch
- Appeals - Appeals Branch
- CAEB - Corporate Audit and Evaluation Branch
- FAB - Finance and Administration Branch
- HRB - Human Resources Branch
- PLB - Policy and Legislation Branch