



Veterans Affairs  
Canada

Anciens Combattants  
Canada

## SUSTAINABLE DEVELOPMENT STRATEGY 2007-2009

# Advancing Sustainable Development



[www.vac-acc.gc.ca](http://www.vac-acc.gc.ca)

Canada 

Web Site: [www.vac-acc.gc.ca](http://www.vac-acc.gc.ca)

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# Introduction

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“Human activity is putting such strain on the natural functions of Earth that the ability of the planet’s ecosystems to sustain future generations can no longer be taken for granted.”

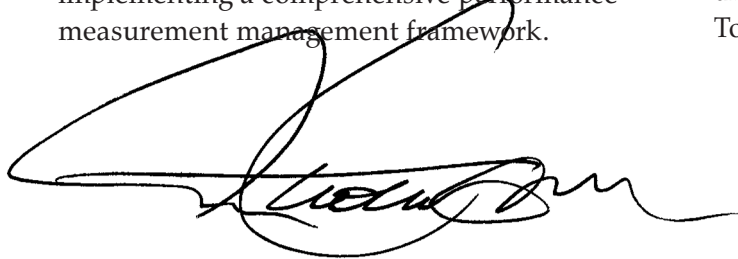
*Johanne G  linas  
Commissioner of the Environment  
and Sustainable Development  
(The Commissioner’s Perspective - 2005)*

# Minister's Message

Together, we can all make a difference. Being environmentally responsible and advancing sustainable development demands perseverance and determination by all Canadians. Veterans Affairs continues to do its part to implement concrete and positive change. In keeping with our past record, this Sustainable Development Strategy sets out Veterans Affairs' future commitment to operating responsibly and to reducing our impact on the environment.

Veterans Affairs has made excellent progress in conducting our business in a more environmentally responsible manner by implementing activities such as recycling initiatives, establishing a Green Procurement Policy in 2000, and by using recycled paper and duplex printers.

In this latest strategy, we set out how Veterans Affairs will increase our efforts through initiatives on several important environmental issues, including greenhouse gas emissions, quality of life, green stewardship, and waste management. Because past strategies have taught us important lessons, we have made a concerted effort to measure our progress by implementing a comprehensive performance-measurement management framework.



The Honourable Greg Thompson, P.C., M.P.  
Minister of Veterans Affairs



This framework will allow us to accurately measure how we are progressing and will confirm our commitment to be more environmentally responsible.

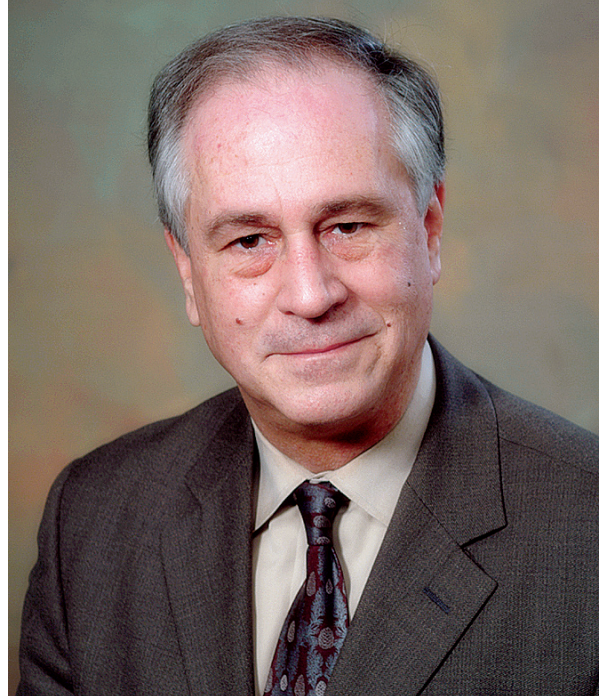
I am confident that by 2009 we will have accomplished everything we have set out to do in advancing sustainable development – thanks to the efforts of dedicated staff in VAC. Together, we will make a difference.

## Chair's Message

The Veterans Review and Appeal Board is committed to the Government of Canada's sustainable development agenda. We recognize the importance of sustainable development and fully support the Government's strategy.

Sustainable development is an ongoing process and to reach our goals we must ensure that they are achievable, realistic targets. Measuring our success, being accountable for our failures and developing strategies that will continually improve our processes will ensure notable progress.

Although the Veterans Review and Appeal Board is not a large organization within the Federal Government, we believe each small step taken will show the people of Canada our commitment and desire to make a difference in our environmental responsibility and stewardship.



A handwritten signature in black ink that reads "Victor Marchand". The signature is written in a cursive, flowing style.

Victor A. Marchand  
Chair, Veterans Review and Appeal Board

# Veterans Affairs at a Glance

Veterans Affairs is a Portfolio consisting of two distinct and separate organizations: Veterans Affairs Canada (the Department) and the Veterans Review and Appeal Board (the

Board), which operates at arm’s length from the Department and reports to Parliament through the Minister of Veterans Affairs. Each organization has its own mandate as follows:

## Veterans Affairs Canada (VAC)

The Department exists to repay the nation’s debt of gratitude toward those whose courageous efforts have given us this legacy, and have contributed to our growth as a nation.

## Veterans Review and Appeal Board (VRAB)

The Board has full jurisdiction to hear, determine and deal with all applications for review and appeal that may be made to the Board under the *Pension Act*, *Canadian Forces Members and Veterans Re-establishment and Compensation Act*, the *War Veterans Allowance Act* and other Acts of Parliament.

In addition to these mandates, Veterans Affairs is also guided by three strategic outcomes which define the long-term and

enduring benefits that we provide to Canadians:

Veterans Affairs Canada		Veterans Review and Appeal Board
Eligible Veterans and other clients achieve their optimum level of well-being through programs and services that support their care, treatment, independence, and re-establishment.	Canadians remember and demonstrate their recognition of all those who served in Canada’s efforts during war, military conflict and peace.	Fair and effective resolution of disability pension, disability award, and War Veterans Allowance appeals from Canada’s war Veterans, eligible Canadian Forces Veterans and members, RCMP clients, qualified civilians and their families.



Four program activities flow from these three strategic outcomes:

Veterans Affairs Canada			Veterans Review and Appeal Board
Pensions, awards, and allowances for disability and death; and financial support.	Health care and re-establishment benefits and services.	Remembrance programming.	Redress process for disability pensions and awards.

Veterans Affairs Canada provides client-centred programs and services that respond to the needs of our clients, as well as support their health and wellness. Our older clients may require medical care, treatment or long-term care to address their complex needs. They may also require assistance to remain independent in their communities. Our younger Canadian Forces members and their families may need assistance to support their transition to an independent and productive civilian life. Our new Veterans Charter addresses such needs by offering a comprehensive wellness package of programs and services.

Veterans Affairs Canada also serves all Canadians through its remembrance programming. We are committed to passing the “torch of remembrance” to our young people. They must value and respect the contributions that our Veterans have made and that our Canadian Forces members continue to make to our nation and its identity.

The Veterans Review and Appeal Board, an independent quasi-judicial tribunal, serves Veterans through its redress process for appellants who are dissatisfied with disability pensions and disability award decisions made by VAC or a War Veterans Allowance decision.

The Board has an unfailing commitment to ensure fairness, competence and excellence in its service to Canadians throughout its redress process.

In total, Veterans Affairs serves approximately 219,000 clients (92,000 war service Veterans; 75,000 survivors; 46,000 Canadian Forces; and 6,000 RCMP).

Veterans Affairs is headquartered in Charlottetown, Prince Edward Island, with an office in Ottawa, a hospital in Montreal, four regional offices (Western Region – Winnipeg, Ontario Region – Kirkland Lake, Quebec Region – Montreal, and Atlantic Region – Dartmouth), and about 30 smaller district/satellite offices across Canada.

In terms of staff concentration, approximately 70 per cent of our 4,300 employees are located in Charlottetown, Prince Edward Island; Ste. Anne’s Hospital, Montreal; and Kirkland Lake and Ottawa, Ontario. Across Canada, staff are housed in approximately 52 buildings, many of which have a tenancy arrangement with other government or non-government organizations. Of our total building inventory, we are custodian of one building only – Ste. Anne’s Hospital. We are sole occupants



of our building in Kirkland Lake, one building (Daniel J. Macdonald Building) in Charlottetown, and are the major tenant in another building (Dominion Building) in Charlottetown. In 2007, staff will be relocated from the Dominion Building to the new Jean Canfield Building. Veterans Affairs will be the major tenant of this building which will be the most environmentally responsible building ever constructed by Public Works and Government Services Canada.

This Sustainable Development Strategy (SDS) contains a number of sustainable development (SD) commitments based at Ste. Anne's Hospital. As a custodian organization, we have the capacity to accurately measure the hospital's energy, electrical, waste, and water consumption. Ste. Anne's Hospital offers long term or respite care of approximately 446 Veterans and eligible civilians and its day centre provides support services to more than 175 Veterans residing in the community.

In addition, its Ste. Anne's Centre provides assessment and treatment to about 200 clients who require mental health services or short term hospitalization related to operational stress injuries.

Being a smaller organization that serves a specific group of clients, Veterans Affairs is not able to make a contribution to all of the Federal SD Goals. Therefore, we will focus

on activities where we can make a difference. Several of our SD commitments are environmental, e.g. reducing greenhouse gases. Others are social, e.g. improving quality of life, or are designed to raise awareness about sustainable development (green stewardship). Our remaining SD commitments are aligned with the subject areas of federal governance, land use management, regulatory compliance, waste management, and water.

## Our Vision

VAC and VRAB each have their own vision. VAC's vision is "to provide exemplary service which honours the sacrifices and achievements of our Veterans and clients." VRAB's vision is "to be an exemplary leader in administrative tribunals and to demonstrate fairness,

competence and excellence in service to Canadians by providing independent, consistent and reasonable decisions that are grounded in law." Together, these statements define our vision of success in serving Canadians.

## Issue Scan

Sustainable development issues that are important to Canadians are also important to Veterans Affairs with respect to how these issues affect our Veterans and other clients as well as our own staff. Reducing greenhouse gases, being more environmentally responsible, and strengthening our governance mechanisms demonstrate our strong commitment. To do this, we are guided by federal legislation including such acts as the *Public Service Modernization Act*, the *Federal Accountability Act*, and the proposed *Federal Clean Air Act*. We are also influenced by shifting societal trends such as client demographics, service expectations, and the program needs of our clients. Our

client demographics continue to change as our older Veterans age and our younger military and police personnel return to Canada from international operations. All of these factors shape the strategic direction of Veterans Affairs. Lastly, the Commissioner of the Environment and Sustainable Development provides guidance to all federal departments in how we can be more environmentally responsible. For this strategy, by following a more coordinated approach in developing our strategies and reporting on government-wide key priorities (building energy, vehicle fleet, and green procurement), we demonstrate to all Canadians that the federal government

is making progress on the sustainable development front. For Veterans Affairs, in addition to the government-wide priorities, we are concentrating on a smaller number of SD commitments than in our past strategies. This will allow us to remain focussed and committed to making a difference. We have also taken steps to establish a comprehensive performance measurement management framework which will allow us to monitor our progress more accurately and report to senior management on a more frequent basis.

# SD Commitments

Sustainable development is defined as “development that meets the needs of the present without compromising the ability of future generations to meet their own needs.” For the fourth round of sustainable development strategies, the federal government has developed a set of six SD goals with associated objectives which promote sustainable development throughout Canada.

Federal SD Goal	Objectives
I Water. Clean and secure water for people, marine and freshwater ecosystems	1.1 People have access to clean water.
	1.2 People use water efficiently.
	1.3 Conserve and protect aquatic ecosystems (marine and freshwater) and biodiversity.
II Clean air. Clean air for people to breathe and ecosystems to function well	2.1 Reduce the risks to human health and well-being caused by air quality.
	2.2 Canada’s clean air solutions support long-term competitiveness.
	2.3 Reduce the environmental impacts of air pollution on ecosystems, and natural and built heritage.
III Reduce greenhouse gas emissions	3.1 Increase resilience to a changing climate.
	3.2 Develop and deploy longer term solutions to address climate change.
	3.3 Mitigate and reduce emissions that contribute to climate change.

Federal SD Goal	Objectives
IV Sustainable Communities. Communities enjoy a prosperous economy, a vibrant and equitable society, and a healthy environment for current and future generations.	4.1 Maintain and foster social well-being within communities.
	4.2 Encourage vibrant, competitive local economies.
	4.3 Promote a high level of environmental quality in communities.
V Sustainable development and use of natural resources	5.1 Reduce the adverse effects on ecosystem and public health from the use of resources.
	5.2 Maintain and strengthen the competitiveness of the Canadian economy through the sustainable development and use of natural resources.
	5.3 Encourage responsible use of natural resources that conserves and protects environmental quality.
VI Strengthen federal governance and decision-making to support sustainable development	6.1 SD commitments are integrated into the key planning and reporting processes of departments and agencies.

Within these goals are a number of outcomes and their associated SD commitments and performance measures – some of which are mandatory for all departments to adhere to, and others of which departments should strive for (if appropriate to their mandate). The mandatory SD commitments relate to three key priorities of the Greening Government Operations Initiative: building energy, vehicle fleet, and green procurement. These goals integrate and complement the objectives set in 2006 with respect to greening of government operations. By identifying how departmental activities support broader federal goals and objectives in respect of sustainable development, Canadians will gain a clearer picture of how the federal government works,

in an ongoing way, to ensure improvements in our quality of life. At the same time, improved coordination will strengthen accountability, drive government-wide performance, and focus and stimulate activity in some key areas. Veterans Affairs has identified a number of commitments to support progress toward achieving the federal sustainable development goals. These commitments are identified by the specific federal SD goal. More information on the federal SD goals and on work to green government operations is available at the Sustainable Development Information System Web site listed in Appendix B.

It should also be noted that the following SD commitments are both qualitative and quantitative in nature. Where we plan to conduct an analysis, other secondary commitments may be developed as a result of our findings. We are also making progress on other initiatives, including our contaminated sites inventory. Veterans Affairs has four contaminated sites. In Victoria, British Columbia, there is one small storage building

in a cemetery; in Halifax, Nova Scotia, there is another small storage building at a cemetery; in Quebec there are storage tanks at Ste. Anne’s Hospital and at Senneville Lodge there is an unoccupied building. All four sites have been assessed. Some remediation work has been completed and monitoring is ongoing. Further remediation activities will be noted on VAC’s Web site.

## Federal Governance

Strengthening federal governance and decision-making to support sustainable development is a goal that all federal government departments can contribute to. One component of this goal is a government-wide target for all materiel managers and

procurement personnel to take green procurement training. Another component is a government-wide target is to have each department set three procurement SD commitments. These combined SD commitments are profiled below.

Outcome	SD Commitment 01	Performance Measure
Clear and effective governance mechanisms to integrate sustainable development in decision-making.	100% of materiel managers and procurement personnel to take green procurement training by 2010.	Report annually on the percentage of materiel managers and procurement community trained.

Veterans Affairs has approximately 23 procurement personnel across the country. When the Canada School of Public Service begins offering green procurement courses, staff will be registered for required courses.

At the end of each fiscal year, the percentage of materiel managers and procurement staff who have been trained will be noted on VAC’s Web site.

Outcome	SD Commitment 02	Performance Measure
Clear and effective governance mechanisms to integrate sustainable development in decision-making.	Quantity of green products purchased are increased by 15% by 2009. (Federal SD Goal VI)	Report annually on the dollar value spent, number of contracts issued against this procurement target, and identify associated environmental outcomes.

Having our materiel managers and procurement personnel take green procurement training is only effective if that training is put to use. With this in mind, our next green procurement SD commitment is to

increase the number of dollars spent on green products, where it is cost-effective to do so. Through training, increased awareness, and frequent monitoring, we will make every effort to increase this figure by 15 per cent by 2009.

Outcome	SD Commitment 03	Performance Measure
Clear and effective governance mechanisms to integrate sustainable development in decision-making.	Conduct an analysis of paper usage and implement strategies to reduce paper usage. (Federal SD Goal VI)	Decrease in quantity of paper purchased.

Paper use is an area where there is great opportunity to reduce and save. By determining how much paper we have used in the past and for what purposes, we can then explore options in reducing our future paper use. Duplex printers are used throughout most

areas of the Portfolio but there are still some older printers scheduled for replacement. As well, not all staff are aware of how to change their printer settings. Green stewardship plays an important role in raising awareness and encouraging staff to use less paper.

Outcome	SD Commitment 04	Performance Measure
Clear and effective governance mechanisms to integrate sustainable development in decision-making.	Conduct an analysis of printer/photocopier inventory and implement strategies to pool resources and explore use of multi-functional equipment. (Federal SD Goal VI)	Report annually on reduced number of non-duplex printers and photocopiers.



Reducing the amount of equipment used in VAC offices will provide several benefits, including less electrical consumption, a better ratio of equipment to staff, and reduced usage of paper. Again, green stewardship will play a large role in making staff aware of our efforts to be environmentally responsible. An inventory will also provide valuable information for future green product purchases

in deciding where equipment needs to be replaced or consolidated and ensuring that environmental features (e.g., duplex capability, power save feature) are included. Purchasing multi-functional equipment such as printers with extra capabilities to photocopy or scan will also reduce the amount of equipment purchased.

## Greenhouse Gas Emissions

Global warming is raising world temperatures as a result of increasing levels of greenhouse gases (GHG) in the atmosphere. The primary greenhouse gases are carbon dioxide, methane, chlorofluorocarbons, and nitrous oxides. Carbon dioxide accounts for 70 per cent of total GHG emissions. Veterans Affairs will develop strategies to reduce GHG emissions in its buildings where feasible and reduce GHG emissions in the vehicles used by its employees in their day-to-day operations.

With respect to vehicles, for every litre of gasoline and diesel fuel used, about 2.4 to 2.7 kg of carbon dioxide is generated respectively. Veterans Affairs has a small fleet of vehicles –

less than 50. During the time period of this Sustainable Development Strategy, efforts will be made to reduce the GHG emissions from our vehicles through three SD commitments. Two commitments are government-wide greening operations. They will reduce GHG emissions and use ethanol-blended fuel, where available, in our government vehicles. For the first key priority, activities will focus on raising awareness among staff about the benefits of reducing GHG emissions and what steps each employee may take to be more environmentally responsible. We will also ensure that we adhere to requirements of the *Directive on Fleet Management: Light Duty Vehicles*, which took effect on November 1, 2006.

Outcome	SD Commitment 05	Performance Measure
Emissions are reduced.	Reduce by 15% from 2002-2003 levels, GHG emissions per vehicle kilometre from Veterans Affairs' fleet by 2010.	Annual average GHG emissions per vehicle kilometre.

Ethanol is a renewable fuel produced from plants that burns more cleanly and completely than gasoline or diesel fuel. A number of provinces are making ethanol-blended fuel

available to the public. Veterans Affairs will increase the percentage of litres of ethanol-blended fuel purchased for our fleet of vehicles. Increasing awareness among staff

to this SD commitment and the benefits of ethanol-blended fuel use will be a first step.

Staff will be informed of where ethanol-blended fuel is available throughout Canada.

Outcome	SD Commitment 06	Performance Measure
Emissions are reduced.	All gasoline purchased for federal road vehicles will be ethanol-blended, where available.	Percentage of litres of gasoline purchased for federal road vehicles that is ethanol-blended.

When staff meet clients in their home or need a vehicle for other work-related business, they may use either a government vehicle (if available in their particular location), use their own vehicle, or rent a vehicle. In order to encourage staff to be more environmentally

responsible, Veterans Affairs will analyze fleet operations and use. Once the analysis is complete employees will be able to choose environmentally favourable transportation options.

Outcome	SD Commitment 07	Performance Measure
Emissions are reduced.	Conduct an analysis of vehicle (fleet, personal, rental) usage by staff and implement strategies to reduce GHG emissions. (Federal SD Goal III)	Analysis has been conducted and next steps have been identified.

The Federal House in Order (FHIO) initiative is the Government of Canada’s plan for reducing GHG emissions within its own operations. Through this initiative, eleven departments and agencies (which account for 95 per cent of federal emissions) have agreed to collectively meet a target of reducing GHG emissions within their operations by 31 per cent from 1990 levels to 2010. Although Veterans Affairs Canada is not one of these eleven departments, it has been identified as a “non-targeted

custodian department” with respect to Ste. Anne’s Hospital. Therefore, the SD commitment with respect to the hospital’s efforts in reducing emissions is included in this plan. From 1998 to 2006, Ste. Anne’s Hospital decreased its GHG emissions in its buildings by 7.5 per cent. It will continue to decrease its GHG emissions by 2010.

Outcome	SD Commitment 08	Performance Measure
Emissions are reduced.	In support of the overall FHIO target of 31%, reduce GHG emissions by 2010 at Ste. Anne's Hospital.	Report annually the percent reduction in GHG emissions at Ste. Anne's Hospital.

Veterans Affairs is sole tenant, or major tenant, in three buildings across Canada: two in Charlottetown, Prince Edward Island and one in Kirkland Lake, Ontario. Over the period of this strategy, Veterans Affairs staff will work with Public Works and Government Services Canada staff and our private facility providers across the country to reduce GHG emissions.

Employees in the Dominion Building in Charlottetown will move to the new Jean Canfield Government of Canada Building in 2007. Veterans Affairs will be the major tenant of this building which will be the most environmentally responsible building ever constructed by Public Works and Government

Services Canada. Design features include the following: operable windows for increased comfort and lower energy use; recycled rainwater to operate washroom facilities and other non-potable water uses which will reduce overall water waste; photovoltaics to catch the sunlight and reduce overall facility energy costs (which will result in a significant reduction in artificial light requirements); and a roof constructed of reflective materials to reduce heat gain. It is anticipated that these features will result in an 80 per cent reduction in potable water use, an 80 per cent reduction in artificial light, and a 60 per cent reduction in overall energy use as compared to standard building requirements.

## Green Stewardship

Incorporating sustainable development into our day-to-day operations has been an ongoing process and a challenge for Veterans Affairs. Building awareness among employees on sustainable development is a first step. A behavioural change in employees is a strong indicator that staff are "getting our green message." In 1997, we established an Environmental Stewardship Committee (ESC). This committee plays an important role in keeping our green stewardship SD commitment alive. They also play an integral role in keeping our SDS on track.

By monitoring our activities and reporting to senior management, our ESC will ensure that we maintain momentum in fulfilling our various commitments. Communicating our green message to staff is crucial to bringing about a behavioural change. It is also important that staff are continuously exposed to information that they can use both in their work environment and their homes. By raising awareness, we will achieve buy-in from staff and they too will be motivated to be more environmentally responsible.

Outcome	SD Commitment 09	Performance Measure
Staff are aware of the importance of sustainable development.	Raise awareness on sustainable development issues and solutions through communication to all staff.	Number of communications delivered to staff.

## Quality of Life

Improving and maintaining the quality of life of Canadians is an important element of sustainable development. It is also an important element of Veterans Affairs' mandate to serve those Canadians who have so bravely served our country in times of war, conflict, and peace. For this strategy, we have two SD commitments that target improving the quality of life for our clients.

VAC's Quality Management Program is crucial to providing a coordinated approach to ongoing and systematic performance measurement, reporting, and continuous quality improvement in the delivery of

benefits and services to our clients and their families. This program also fosters continuous learning for managers and staff throughout the organization. One component of our Quality Management Program is its National Certification Program which evaluates Client Service Teams to ensure that organizational practices are aligned with VAC's client-centred service approach and integrated service delivery framework. By having our Client Service Teams undergo a certification process, VAC can be confident that it is delivering integrated, consistent, exemplary and client-centred service to our clients and their families.

Outcome	SD Commitment 10	Performance Measure
Service delivery is aligned with departmental principles and practices that promote integrated, consistent, exemplary and client-centred service to clients and their families.	A high percentage of all Client Service Teams will have undergone certification through Veterans Affairs Canada's National Certification Program by 2010.	Report annually on the percentage of Client Service Teams that have undergone certification.

VAC and the Government of Ontario have initiated a Continuing Care Research Project. This project involves three deliverables: a literature review; a case study of our Overseas Service Veterans and Veterans Independence Program initiative; and a cost effectiveness study on home care, supportive housing and residential care in Ontario. Findings are

expected to be made available in the Spring of 2007. At that time, decisions will be made as to how services may be improved. This research information will also be shared with other members of Canada’s health care community and will contribute to the federal-provincial dialogue on health care and continuing care in Canada.

Outcome	SD Commitment 11	Performance Measure
<p>Informed decisions on continuing care policies with the goal of improving supportive services to Veterans, seniors and their families, as well as contributing to national policy making on continuing care issues.</p>	<p>Based on applied research evidence, implement continuing care strategies to improve supportive services for Veterans, seniors, and their families.</p>	<p>Report annually on decisions made as a result of continuing care studies.</p>

## Regulatory Compliance

According to the Code of Environmental Stewardship, departments and agencies are expected to “meet or exceed the letter and spirit of federal environmental laws, and where appropriate, to be compatible with provincial and international standards.”

Over the next three years, Veterans Affairs will continue to respect environmental, social and economic laws and regulations. We will focus on various Acts such as the *Federal Halocarbons Regulations, 2003*, and the *Canadian Environmental Assessment Act*.

Outcome	SD Commitment 12	Performance Measure
<p>Compliance with federal standards which support a healthier ecosystem.</p>	<p>Comply with applicable Federal environmental regulatory obligations at Ste. Anne’s Hospital.</p>	<p>Increase compliance with environmental regulatory clauses.</p>

# Waste Management

The Federal government needs to reduce the solid waste it generates and to divert more waste from landfills. Ste. Anne's Hospital continues to implement ways to reduce the amount of waste that it sends to landfill sites. The hospital now recycles 15 per cent of possible recyclable materials by recycling paper and cardboard and will soon start

recycling glass, plastics and metal. Other plans include recycling printer ink cartridges and establishing a system to deposit and reuse other office material. With these and other new initiatives, we are confident we will increase our recycling rate from 15 per cent to 30 per cent by 2009.

Outcome	SD Commitment 13	Performance Measure
Waste is reduced.	Increase amount of material recycled at Ste. Anne's Hospital by 2009.	Increase recycling rate from 15% to 30% by 2009.

# Water

Canadians are the second largest consumers of urban domestic water in the world, therefore, water is considered a key ingredient to Canada's economic activities. Ste. Anne's Hospital will first need to measure the quantity of the water that it uses. Water meters are

in place, however, some need to be replaced due to defects. Ste. Anne's Hospital will continue to take readings and do its part by implementing several water conservation measures to meet its 5 per cent reduction commitment by 2009.

Outcome	SD Commitment 14	Performance Measure
Water efficiency and sustainable water use is improved.	Reduce water consumption per square foot by 5% by 2009 at Ste. Anne's Hospital. (Federal SD Goal I)	Decrease in litres of water consumed.

# Accountability and Performance Measurement

Veterans Affairs has had an Environmental Management System (EMS) in place for the Portfolio since 2000. Due to its distinctive operations, Ste. Anne's Hospital is not included in the Portfolio's EMS, but rather, has developed an independent system which better meets the unique needs of the hospital. This system feeds data directly into the departmental system. Ste. Anne's EMS was initially established in 2001. An EMS framework enables management to manage its environmental goals and to document, communicate and evaluate its environmental performance. The Portfolio EMS includes an organizational structure, planning activities, responsibilities, practices, procedures, processes, and resources for developing, implementing, achieving, reviewing, and maintaining its environmental policy. The Portfolio and Ste. Anne's EMS manuals are available on-line.

Each EMS is reviewed by Senior Management to ensure due diligence, ongoing improvement, accountability, and to demonstrate management's continuing commitment. The Portfolio's Senior Management includes the Chief Environmental Officer (ADM, Corporate Services Branch), the Departmental Executive Board (DEB), and the Senior Management Committee (SMC). SMC is comprised of the Deputy Minister, Associate Deputy Minister, three Assistant Deputy Ministers, two Directors General, and the General Counsel. DEB is chaired by the Deputy Minister and consists of all

senior management down to and including all Directors General. In addition, to support effective environmental management Veterans Affairs has aligned its organizational structure by establishing an EMS organizational chart with clear documented roles, responsibilities, and authorities. Roles include a Chief Environmental Officer. This role is accountable for the overall performance of the Veterans Affairs' environmental program. The Director General, Policy, Planning and Liaison, is responsible for monitoring the development, implementation and progress of the EMS to ensure that it conforms with SDS objectives.

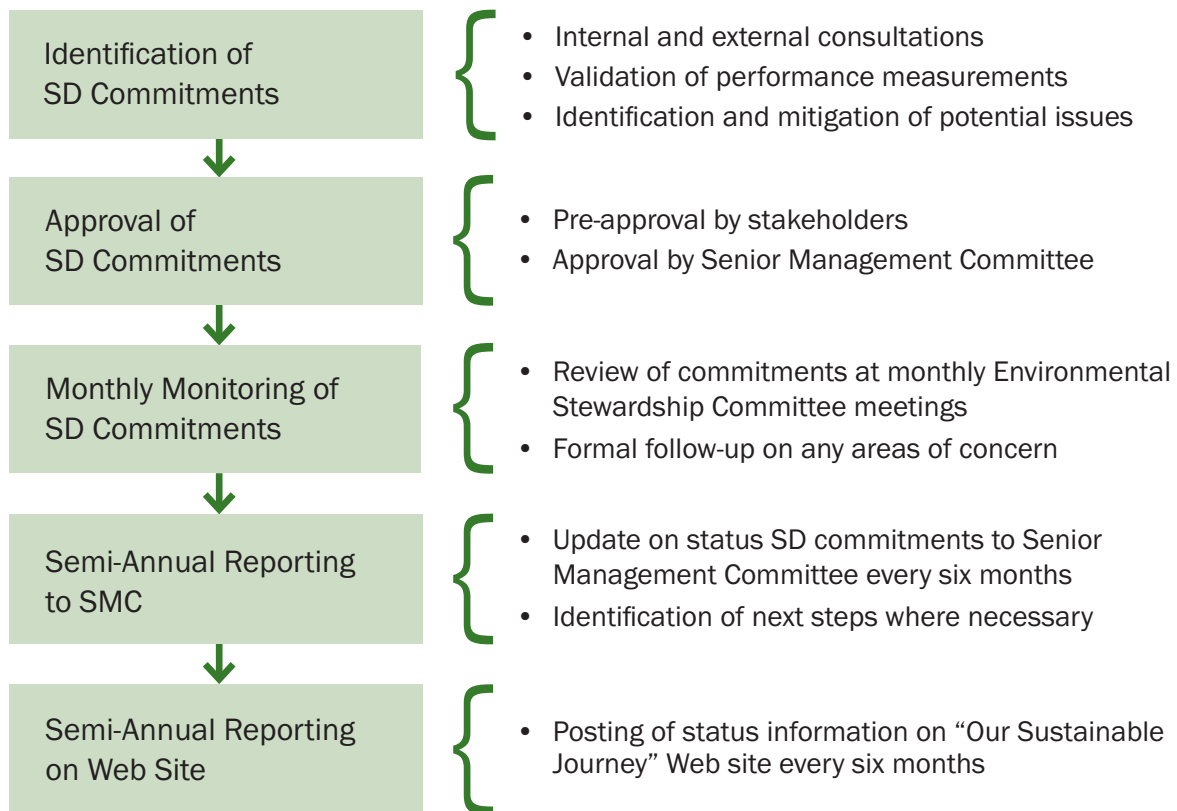
The Environmental Stewardship Committee (ESC) consists of representatives from various components of the Veterans Affairs Portfolio, including the Veterans Review and Appeal Board. Its primary responsibility is to facilitate the development and ongoing maintenance of the Veterans Affairs' environmental program by providing a forum for discussion and to generate ideas for improvements to the EMS.

Our Sustainable Development Journey and Environmental Management Reports, previous Sustainable Development Strategies, Communications Plans, Action Plans, Performance Reports, and environmental management items of interest, are all available on the VAC Web site. Interested parties may view our progress in terms of target numbers, a narrative as to what progress has been made

and what challenges and issues have arisen, and our mitigation solutions.

For this particular Sustainable Development Strategy, performance measurements will be monitored using a comprehensive internal Performance Measurement Management Framework. This framework will be used to report to the Senior Management Committee every six months. It can also be used by the ESC every month as an evergreen document, illustrating the actual steps being taken to reach targets.

The following flow chart identifies the process used to develop our sustainable development strategy and to monitor and report procedures over 2007-2009.





# Appendices

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## Appendix A: Consultations

In developing our Sustainable Development Strategy, Veterans Affairs officials conducted both external and internal consultations. Externally, key staff took part in a dialogue with Public Works and Government Services Canada as part of their consultation process. Following that discussion, a meeting was set up with local Public Works and Government Services Canada officials in Charlottetown and with the Charlottetown facilities provider. Lastly, staff across Canada were consulted through an e-mail from Veterans Affairs' Chief Environmental Officer seeking their input on this Sustainable Development Strategy. These consultations provided valuable perspective and dialogue in determining what SD commitments would be realistic and feasible for Veterans Affairs to achieve. It also confirmed Veterans Affairs' strong interest in doing our part to continue on our path of environmental responsibility.

## Appendix B: Web Sites of Interest

Information on Veterans Affairs' sustainable development efforts is available at:

Veterans Affairs' Sustainable Development Journey and Environmental Management:

- [www.vac-acc.gc.ca/general/sub.cfm?source=department/reports/sds2004/sdsjourney03](http://www.vac-acc.gc.ca/general/sub.cfm?source=department/reports/sds2004/sdsjourney03)

Veterans Affairs' Sustainable Development Strategy:

- [www.vac-acc.gc.ca/general/sub.cfm?source=department/reports](http://www.vac-acc.gc.ca/general/sub.cfm?source=department/reports)

As well, general information and calculations used in this Sustainable Development Strategy were obtained from some of the other Web sites shown below:

Environment Canada:

- [www.ec.gc.ca/envhome.html](http://www.ec.gc.ca/envhome.html)

Federal House in Order:

- [www.fhio-ifppe.gc.ca/default.asp?lang=En&n=A78D906F-11](http://www.fhio-ifppe.gc.ca/default.asp?lang=En&n=A78D906F-11)

Jean Canfield Government of Canada Building:

- [www.pwgsc.gc.ca/charlottetown/text/index-e.html](http://www.pwgsc.gc.ca/charlottetown/text/index-e.html)

Natural Resources Canada's Office of Energy Efficiency:

- [www.oee.nrcan.gc.ca/english/index.cfm?attr=0](http://www.oee.nrcan.gc.ca/english/index.cfm?attr=0)

Sustainable Development Information System:

- [www.sdinfo.gc.ca/main\\_e.cfm](http://www.sdinfo.gc.ca/main_e.cfm)

## Appendix C: From Baseline to 2009

The table below summarizes our SD commitments and will be updated on-line on a semi-annual basis in the Departmental Reports section of the Veterans Affairs' Web site.

Performance measurement information will be reported cumulatively as of March 31<sup>st</sup> of each fiscal year. Baseline data provided will be as of 2006 unless otherwise stated.

	SD Commitment	Baseline (2006)	Strategy		
			2006- 2007	2007- 2008	2008- 2009
01	<b>Federal Governance:</b> 100% of materiel managers and procurement personnel take green procurement training by 2010.				
02	<b>Federal Governance:</b> Quantity of green products purchased is increased by 15% by 2009.				
03	<b>Federal Governance:</b> Conduct an analysis of paper usage and implement strategies to reduce paper usage.				
04	<b>Federal Governance:</b> Conduct an analysis of printer/ photocopier inventory and implement strategies to pool resources and explore use of multi-functional equipment.				
05	<b>Greenhouse Gas Emissions:</b> Reduce by 15% from 2002-2003 levels, GHG emissions per vehicle kilometre from Veterans Affairs' fleet by 2010.				
06	<b>Greenhouse Gas Emissions:</b> All gasoline purchased for federal road vehicles will be ethanol-blended, where available.				
07	<b>Greenhouse Gas Emissions:</b> Conduct an analysis of vehicle (fleet, personal, rental) usage by staff and implement strategies to reduce GHG remissions.				

SD Commitment		Baseline (2006)	Strategy		
			2006- 2007	2007- 2008	2008- 2009
<b>08</b>	<b>Greenhouse Gas Emissions:</b> In support of the overall FHIO target of 31%, reduce GHG emissions by 2010 at Ste. Anne's Hospital.				
<b>09</b>	<b>Green Stewardship:</b> Raise awareness on sustainable development issues and solutions through communication to all staff.				
<b>10</b>	<b>Quality of Life:</b> A high percentage of all Client Service Teams to have undergone certification through Veterans Affairs Canada's National Certification Program by 2010.				
<b>11</b>	<b>Quality of Life:</b> Based on applied research evidence, implement continuing care strategies to improve supportive services for Veterans, seniors, and their families.				
<b>12</b>	<b>Regulatory Compliance:</b> Comply with applicable Federal environmental regulatory obligations at Ste. Anne's Hospital.				
<b>13</b>	<b>Waste Management:</b> Increase amount of waste recycled by 15% at Ste. Anne's Hospital by 2009.				
<b>14</b>	<b>Water:</b> Reduce water consumption per square foot by 5% at Ste. Anne's Hospital by 2009.				