

Performance Report on Sustainable Development

December 2000

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Message from the Commissioner and the Deputy Commissioner

We are pleased to provide you with CCRA's second annual Performance Report on Sustainable Development. The Report reflects the work that our organization carried out in support of our 1997 Sustainable Development Strategy, during the reporting period of April 1, 1999 to March 31, 2000.

Our Sustainable Development (SD) program is an important bonding force in our organization, in a number of different ways. It cuts across all programs, operations, and regions. It includes the concepts of equity, fairness, and responsibility. It applies to our client services, as well as our internal management practices.

In our first report, we indicated that CCRA is committed to the concept of integrating SD into the way it does business. As we transform our way of doing business as an Agency, we will want to ensure that our internal policies, programs, and practices truly embrace the concept of SD.

We also indicated that we have enormous opportunities to contribute to the economic, social and environmental well-being of Canada's future. We made steady progress in achieving our objectives over the reporting period. Some of the highlights of our accomplishments include the stocktaking of our SD issues and our systems for environmental management. We have a better picture of our SD issues and where our knowledge gaps need to be closed. We also have a better idea of the good management practices we currently have in place for our environmental issues, and where improvements are needed.

In carrying out the mandate of the CCRA, we face continual challenges. Many are related to external pressures and their impact on our workload and internal priorities. But as we wrestle with these challenges, we must not lose sight of the big picture of what we are trying to achieve with SD, which is, simply a more holistic and sensitive way of managing our business and serving Canadians.

We owe the success of our SD program to our employees. Thanks to their invaluable contributions we can ensure that we remain a solid corporate citizen, contributing our part to the even bigger picture that is, global well-being for the present generation and generations to come.

In the spirit of continual improvement, we invite your suggestions on how we can strengthen our SD program and our performance reporting.

Rob Wright

Alain Jolicoeur

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Introduction

What is measured is managed.

Performance reporting is important because it provides information, acts as an accountability tool, provides an opportunity to showcase our successes and gives us the incentive to improve.

This report represents the second annual report on sustainable development for our organization. It provides management and employees with information about how we are doing in meeting the commitments we set out to achieve our 1997 sustainable development strategy.

Our second report differs from our first report in one significant way: the results are supported, in part, by an independent review by outside audit professionals, as well as a comprehensive, internal management review.

The process for SD performance reporting in CCRA.

The starting point for our performance report is the commitments that branches and regions have set in the Sustainable Development Strategy. The commitments become the basis of performance agreements between various levels of management.

Progress on the SD commitments is monitored by the branch or region and reported annually to the SD Division, Real Property and Sustainable Development Directorate, Finance and Administration Branch which is the Office of Primary Interest for SD in the CCRA.

The results are summarized and presented to Parliamentarians and interested Canadians in the Departmental Performance Report/Annual Report. They are provided in greater detail for management, employees, and other interested parties, in this *Performance Report on Sustainable Development*.

Audits are used as a means of verifying our performance and ensuring continual improvement. At any level, managers can expect that during the course of a regular internal audit of their program or operation, they may be expected to respond to questions related to their SD commitments or performance.

Components of the SD program and strategy are also reviewed and/or audited by the Commissioner of the Environment and Sustainable Development (CESD) in the Office of the Auditor General.

Progress on Commitments

Our 1997 Sustainable Development Strategy committed us to achieving 38 planned actions items between April 1, 1999 and March 31, 2000. Of these planned actions, 24 % were achieved by end of fiscal year, 39 % were in progress, and another 37 % were not started. There were no carry-over items from 1998-99 to report on.

While we would prefer to report 100 % achievement of the commitments, we acknowledge that we have been on a steep learning curve with regard to integrating SD into our organization. Our first action plan was very ambitious, particularly for the fiscal year 1999-2000.

The plan was highly dependent on a resource base that we did not have in place, and it did not leave room for unanticipated priorities. Many of these unanticipated priorities, such as an inventory of our potential greenhouse gas emissions, or our management capacity to implement the SDS, contributed greatly to our overall greening efforts. However, they have not counted as achievements on the scorecard of commitments met or, 'did we do what we said we would do'.

The following provides detailed insight into our achievements for April 1, 1999 to March 31, 2000.

Goal 1: Enhancing Internal Capacities

What is the issue?	If we are to do our part to contribute to SD, it is essential that we develop an understanding of the concept and how it applies to what we do - on an operational level, policy level, and program level.
What are the legislated requirements or best practices?	Best practices for building capacities involve targeted and sustained communications and skills development.
What are the constraints?	SD is a complex, multi-faceted concept that means different things to different people, organizations, and communities. Communicating the meaning of SD to an organization as large and diverse as the CCRA, is therefore not a simple matter.

For the reporting period 1999-2000, we said we would meet the following action plan commitments:

So far we have met the action plan commitments by achieving the following:

renew commitment

- An increased number of management accountability contracts and performance agreements at the Director General and Director levels have SD commitments integrated into them.

strengthen communications

- A network of SD representatives and committees representing all our branches and regions and report to senior management;
- an increased number of briefings on SD to management and SD committees;
- newsletter articles on the environment in the spring and summer issues of our employee related newsletter, *Interaction*;
- consultations with the SD network on the need for an SD policy; and
- the Northern Ontario Region commenced work on a regional SD intranet site to help exchange information across the region.

provide knowledge and skills

- SD roles, responsibilities and expectations of branches, regions, and employees are defined at the macro level, in the report *Sustainable Development in Action*; and

<p>enhance our capacities to measure and monitor the environmental effects of our decisions and activities</p>	<ul style="list-style-type: none"> • we developed environmental awareness training modules for senior management and employees as participants on an interdepartmental working group. • We continued the process of identifying appropriate performance measures for 11 common environmental aspects as participants on an interdepartmental committee: contaminated sites, hazardous materials/waste, water efficiency, solid waste management, ozone depleting substances (ODS), fleet management, energy use, procurement, storage tank management, releases, and wastewater; • we began investigating the potential of integrating environmental monitoring systems for storage tanks and ODS into our corporate administrative system; and • we provided an annual report on our SD performance, through the Departmental Performance Report/Annual Report and the <i>Performance Report on Sustainable Development</i>, December 1999.
<p>enhance or develop new partnerships in support of SD initiatives</p>	<ul style="list-style-type: none"> • We continue to participate in a large number of interdepartmental environment and SD committees and working groups for the purpose of sharing information and resolving issues of common concern.
<p>facilitate contributions to SD from clients, employees and partners</p>	<ul style="list-style-type: none"> • For this on-going commitment, our program areas continued to provide electronic program delivery options to improve service to Canadians and Canadian businesses. For example: <ul style="list-style-type: none"> • clauses in ITB's standing offers reflect ITB's commitment to SD, encouraging suppliers to support this commitment; • the Agency increased the amount of on-line information and programs available to employees; • our Policy and Legislation Branch worked with the Department of Finance to introduce legislative amendments related to the tax implications of environmental easements; • Assessment and Collections Branch introduced Netfile and a number of other electronic service delivery initiatives that speed processes and contribute to a reduction in paper consumption. For instance, approximately 200,000 Netfiled returns were received by March 2000, increasing to 440,000 by end of the filing season. The returns, averaging 15 pages each, resulted in a paper reduction of 13,200 reams of paper. This equates to a savings of approximately 570 trees! • the Assessment and Collections Branch also implemented 15 program related measures across the Branch that resulted in a savings of over 50 million pieces of paper (4310 trees) and over \$8 million in printing and postage costs; • our Compliance Programs Branch continued to work with Environment Canada regarding prosecution of individuals/corporations that import hazardous wastes into Canada illegally, and in the enforcement of provisions of the endangered species and flora act; • they also worked with Transport Canada to ensure that motor vehicles imported into Canada have acceptable pollution control devices; • Human Resources Branch developed an Agency wide learning strategy that will increase use of electronic delivery of training courses and learning tools. This will reduce publishing and shipping costs. Currently, 30% of learning products are available electronically;

promote continuous improvement

- employees are encouraged to contribute to SD by implementing best practices, participating in environmental initiatives wherever possible, and by providing comments on the CCRA environment and SD program; and
- increased promotion of the Commuter Challenge during Environment Week met with enthusiastic participation by an increased number of employees.

- In the interest of continuous improvement, employees were invited to comment on our SDS and SD program through the intranet site and our reports;
- the Northern Ontario Region initiated a new award to recognize contributions to SD; and

- early in 2000, we began the process of updating the SDS for the next three year term, 2001-2004. With the assistance of our Internal Audit team, a management review of our SDS was conducted following the expectations of the CESD. We also began extensive consultations with branch and regional SD representatives, and formalized the process of identifying CCRA's SD impacts and issues.

In addition to achieving these SD commitments, we worked on a number of unanticipated initiatives, requests for information, and projects. For instance,

- we were invited by the Commissioner of the Environment and Sustainable Development (CESD) to conduct a self-assessment of how we are managing our SD commitments. The CESD selected the ISO 14001 (EMS) criteria as the basis for the assessment. Since our SD management system is not yet formalized to the extent required by the ISO standard, nor centralized, the process of collecting and organizing evidence to support the self-assessment was very time consuming;
- we responded to a questionnaire from the CESD related to our performance measurement framework for SD; and
- we continued to work with counterparts in the United States on greening joint project delivery tools and processes.

We were obliged to downscale and/or defer a few targeted commitments due to resource constraints and other urgent priorities. These included:

- strengthening the Headquarters/Regional EMS teams;
- use of the intranet site for *active* employee consultations;
- integrating SD into training and development strategy for employees;
- making training tools available to employees; and
- implementing a plan for diversifying consultations on SD.

Over the year, our experience confirmed that we would need to review the resources dedicated to the SDS to ensure that commitments can be achieved as planned. The update of the SDS would be a priority project for the year 2000-2001, and provide an opportunity to take corrective action in the development of the new action plan.

Next steps also included the need to continue efforts to implement the commitments that were not achieved in 1999-2000.

Goal 2: Integrating SD Into Key Management Frameworks

What is the issue?	Goal 2 seeks to ensure that SD thinking becomes part of the way we do business. SD thinking will only happen if it is integrated into the current and new management tools and processes that we use to make decisions, such as proposal approval processes, memoranda of understanding and agreement, business cases, standards and guidelines.
What are the legislated requirements or best practices?	Best practices for integrating SD into management tools and processes include the need to ensure that, in the normal, periodic review of our decision-making tools and processes, consideration is given to potential environmental effects, as well as economic and social effects.
What are the constraints?	<p>We have many management tools and processes in our organization ranging from high level strategic plans and planning processes to the day-to-day operational procedures, standards, and guides that help us carry out our internal activities and client services, consistent with our mandate, corporate values and objectives.</p> <p>Some of these tools and processes are key vehicles to ensure that we apply SD thinking to our business. The 'owner' of the tool or process must understand SD enough to apply the SD lens to the tool or process when it comes time to review and revise it.</p>

For the reporting period 1999-2000, we said we would integrate SD into key management frameworks in the corporate, program and operational areas.

To date, we achieved the following in support of the action plan commitment:

- as reported in our last performance report, Corporate Affairs Branch (CAB) included SD in the consolidated reporting section of the *Corporate Business Plan*, and in the Departmental Performance Report (DPR) / Annual Report.
- CAB also integrated SD into internal audit/program evaluation line of inquiry. This means that during an audit of almost any kind, managers can expect to be asked about how they are addressing SD and/or how they are progressing in the implementation of their SD commitment.
- ITB reports having integrated SD into their standing offers.
- CCRA's Workplace Fitness Policy, draft Parking Policy, and a number of new administrative policies developed by the Finance and Administration Branch (FAB) in preparation for our new Agency status, reflect our commitment to SD.

We took important first steps towards achieving the goal by including SD in key corporate tools such as the *Corporate Business Plan* (CBP), the Report on Plans and Priorities (RPP), and the Departmental Performance Report (DPR). There is still work to be done however, before we can claim that SD is truly integrated into the way we do business.

For instance, at present, the planning and reporting process for the SD strategy is an independent, but parallel process to the corporate business planning and reporting process. This does not promote SD thinking in business planning, nor does it encourage the alignment of SD and corporate planning goals and objectives.

Next steps also include the need to continue to incorporate SD thinking into many other management tools and processes, such as our memoranda of understanding, memoranda of agreement, contracts, specifications, standards, operational procedures, or guidelines. Providing this guidance and coordination to achieve this will be a priority commitment for the next SDS.

Goal 3: Reducing the Impact of CCRA Operations on the Environment

<p>What is the issue?</p>	<p>The federal government, as a whole, exerts a tremendous impact on the environment through its activities and operations. The CCRA is one of the largest organizations in the federal community and while environmental impacts of its individual operations are not large, it still has a significant role to play in helping the federal government reduce negative impacts of operations on the environment.</p> <p>Our broad objectives for Goal 3 were to:</p> <ul style="list-style-type: none"> • promote pollution prevention related to solid waste, storage tanks, hazardous/toxic substances and wastes, ozone depleting substances, emissions; • promote efficient use of resources (energy, water and paper); and • enhance the management of existing environmental liabilities and reduce the potential for future risks.
<p>What are the legislated requirements or best practices?</p>	<p>In 1995, all federal departments and agencies signed the <i>Guide to Green Government</i>, the federal policy for greening government operations. This included the commitment to:</p> <ul style="list-style-type: none"> • meet or exceed federal legislation; • emulate best practices from the public and private sector; and • to develop and implement an environmental management system (EMS) for significant environmental aspects. <p>The ISO 14001 standard is the generally accepted benchmark upon which the EMS is assessed by the Commissioner of the Environment and Sustainable Development.</p> <p>Best practices for reducing the impact of our operations on the environment involve obtaining baseline information, setting targets, providing training where necessary, communicating planned objectives, measuring and monitoring results, reporting progress and taking corrective action.</p>
<p>What are the constraints?</p>	<p>In working towards this goal, we have met with many challenges. Some, like communications and coordination, are directly related to the size and decentralization of our organization. Others, like performance measurement and credible reporting, are related to the rigor with which we manage our environmental issues.</p>

For the reporting period 1999-2000, we said we would meet the following action plan commitments:

Develop and implement an environmental management system (EMS) for key operations in conformance with ISO 14001 standards:

Conduct environmental reviews of issues and opportunities in operations to determine how they impact on the environment; identify common performance measures and prioritize issues and opportunities by September 1999

Solid waste management

In 1997 we said we would develop and implement waste management strategies and plans for priority owned facilities by March 31, 2000.

Waste management for construction projects by 2002

Fleet management

In our 1997 SDS, we committed to reduce vehicle emissions in fleet by 5% in 2000, using 1990 figures as baselines.

So far we have met the action plan commitments by achieving the following:

- In support of our EMS, we confirmed that our laboratory and scientific services has many of the elements of an EMS in place;
 - we began collecting baseline information on pollution issues, resource efficiencies, and environmental risks such as storage tanks, contamination and ozone depleting substances; and
 - we worked with other government departments to develop guidelines and performance measures for environmental aspects.
 - We reported in our last performance report that we conducted reviews on 27 priority custodial facilities and prioritized the issues. During 1999-2000, our Information Management Directorate also conducted a review of environmental issues and opportunities related to our management of records, and other information holdings.
 - In our last report we indicated that we were allocating resources to conduct solid waste audits in 12 priority facilities, as per recommendations of the environmental reviews.
 - However, due to resource constraints, we were obliged to scale back on our original plans. We conducted audits at 5 facilities, selected on the basis of greatest potential to impact solid waste diversion objectives due to size and/or location relative to recycling facilities. The models can also be used as the basis for measuring and monitoring similar sites across the country.
- Waste reduction action plans and monitoring systems are in place for the 5 sites and we will report results in the next *Performance Report on SD*. The information is also used to help establish realistic targets for the next *SD Strategy*.

We worked with our major service provider and with our partners in shared border facilities projects, to ensure that contractors and project managers incorporate waste reduction plans in construction, renovation and demolition projects.

CCRA currently has 622 vehicles on inventory. This is less than 3% of the federal fleet. Vehicles consume fuel and their emissions are a prime contributor to SMOG and climate change. If we are to help improve the quality of life, nationally as well as globally, we need to find alternative modes of transportation and use alternative fuels wherever feasible. The *Alternative Fuels Act* governs the use of alternative transportation fuels in the federal government.

- In support of our SD Strategy, we continued to comply with the *Alternative Fuels Act* by converting 75% of our newly acquired vehicles to alternative fuels usage.
- Did we achieve our emissions target of 5%? It's hard to say. Even with expert advice and guidance, it has been difficult to calculate accurately the percentage of reduced emissions over the years. Our best estimate is that we achieved our target, as a result of reducing the number of vehicles in our fleet from 655 to 622 over the years, and our continued use of alternative fuels, where operationally feasible.

We will continue to implement best practices for fleet management wherever operationally feasible in support of the Federal Climate Change initiatives and Federal legislation. We will also continue to work with other government departments to strengthen the reporting framework for fleet management issues. This means finding simple ways to measure and monitor our emissions.

Green Procurement

Our 1997 SDS contained a commitment to increase green procurement by 5% by the year 2001, using 1999 figures as baselines.

CCRA procures approximately \$500 million in goods and services each year. This is approximately 6.25% of total federal procurement.

- We began the task of establishing our baseline for procurement only to uncover a myriad of questions that had to be satisfied before we could proceed. Credible reporting on environmentally responsible purchasing requires a clear definition of green procurement, criteria, performance measures, and automated monitoring systems in order to provide meaningful reports on what we are achieving. We also discovered that the issues we were facing with procurement reporting were common to the federal community.
- Progress to date includes a pick list of performance measures and the development of input codes for our corporate administrative system to monitor green procurement activities across the CCRA.

Although work is in progress, we will not have monitoring systems for procurement in place in the Corporate Administrative System (CAS) to be able to report, by March 31, 2001, on whether we have achieved the 5% increase.

Next steps: We will need to redefine our target for the next SDS. We will also continue to work with interdepartmental working groups to come up with common definitions, criteria and directions for greening procurement.

We will develop necessary directives and training for procurement officers and will continue to update our CAS to track procurement activities on purchases with major impact on SD.

Green leased facilities in conjunction with PWGSC and other tenants (on-going)

For our 1997 SDS, we committed to work with our major service provider, Public Works and Government Services Canada, and other tenants in leased facilities, to implement appropriate

91% of CCRA employees work in facilities that are leased. Successful waste management initiatives in leased buildings result from the cooperative efforts of tenants (the generators of office waste), building owners, cleaning and waste haulage contractors, and service providers.

- Our 1997 SDS did not identify a target date for the commitment, given the interdependency of various parties and their roles, and responsibilities.
- We began discussions with PWGSC regarding the greening of our new leases.

recycling and waste diversion programs.

- We also commenced work on greening our own master lease agreement.
- Regions were encouraged to green their leased facilities, where feasible and as opportunities arose.
- We received numerous reports on inspiring recycling programs that are taking place in our regions. However, before we can report meaningful numbers to Canadians, we need to establish, on a national basis, our baselines, targets, and measuring sticks.

EMS for resource management

Our commitments for 1999-2000 included prioritizing issues, integrating action plans into operational plans, confirming roles and responsibilities and identifying resource requirements.

Efficient use of paper

Our target for increasing efficient use of paper included the development and implementation of management plans to reduce consumption by 5-10% by December 2001. The target was aimed at the internal use of paper.

Historically, paper use has been a huge issue for the organization, both in our internal operations and our external programs, however this target was aimed at our internal use of paper. It is precisely because it is such a sizable issue that we discovered it is no simple matter to put an action plan in place to reduce consumption. One of the coordinating problems is that there is no one office of primary interest for our paper issues, meaning we will need to work together to find appropriate solutions.

We have had to revise our target date of December 31, 1999 for an action plan, until such time as we can identify meaningful performance measures and an efficient means of tracking our progress in order to develop a realistic target.

In the meantime, however, we implemented a number of paper saving initiatives including, issuing guidelines for reusing letterhead, envelopes, bulletins, information packages, and other stationery when Revenue Canada became the CCRA in November 1999.

Green capital construction projects and leased facilities

Our 1997 SDS commits to developing and implementing measures to green new capital construction projects by March 31, 2002.

We worked towards achieving this commitment by:

- working with our real property counterparts in the United States to ensure that our joint facilities projects comply with environmental legislation on both sides of the border, and demonstrate exemplary environmental stewardship;
- promoting the integration of SD considerations and environmental best practices into the development of management contracts, specifications and design documents for the projects; and
- the Ottawa Technology Centre, Northern Ontario Region produced a guide to green offices construction to assist in the greening of retrofit projects.

Energy management

We also made a commitment to develop and implement energy management plans for priority custodial facilities by March 31, 2000.

This would involve communicating best practices, conducting energy audits and implementing action plans to achieve targets.

Our progress on this commitment was set back somewhat in 1999-2000 as we worked with other government departments on the related government-wide climate change initiative. The initiative seeks to identify significant sources of federal emissions that contribute to climate change issues.

- We started negotiations with Natural Resources Canada (NRCan) to investigate the use of energy performance contracts for owned facilities; we anticipate that we will be able to report on progress in the next report;

- we began examining the potential for using renewable energy sources for our major capital construction projects, where feasible;
- our intranet site also provided employees with best office practices for energy efficiency.

Next steps: We will continue to contribute to federal climate change initiatives, and working with Natural Resources Canada to install and monitor results from a ground source heat pump at our new border crossing facility in Osoyoos, British Columbia.

Water conservation

We committed to develop and implement management plans for priority custodial facilities by March 31, 2001.

Water conservation measures are generally implemented in conjunction with energy efficiency measures. We deferred work on water conservation, with the exception that:

- we confirmed that conducting water audits at our owned facilities is not economically feasible. However, we will implement conservation measures as opportunities arise, such as renovation or construction, and continue to promote best management practices; and
- our intranet site provided employees with best office practices for water conservation.

Ensure compliance with Federal statutes by December 31, 2000

• regulation on storage tanks

In our 1997 SD Strategy, we committed to continue to upgrade and to report on our registered storage tanks, as required under the *Canadian Environmental Protection Act*, Registration of Storage Tank Systems for Petroleum Products and Allied Petroleum Products on Federal Lands Regulations.

Old or abandoned storage tanks containing petroleum products are a common source of contamination. Best management practices include the need to remove or replace old tanks with new, non-corrosive tanks equipped with monitoring devices for leak detection.

In 1999-2000 we reported 22 underground, and 6 aboveground storage tanks on our registry of storage tanks. This is a minute portion of the federal issue which is estimated at over 10,000 storage tanks.

- To meet our commitment, we took a number of important steps. We conducted a storage tank validation exercise in all regions to confirm the number of tanks, conduct a condition assessment for each tank, and provide a cost estimate for upgrading the tanks.
- We are taking an aggressive approach to storage tank management that includes full implementation of practices so that all storage tanks, registered or non-registered, meet the technical guidelines set out under the Federal regulations. Progress is reported regularly to the CCRA Board of Management.

• Alternative Fuels Act

- For the reporting period, we continued to comply with the *Alternative Fuels Act* by converting 75% of our newly acquired vehicles to alternative fuels usage.

• Canadian Environmental Assessment Act

- We continued to comply with the *Canadian Environmental Assessment Act* (CEAA) in 1999-2000 by conducting an environmental assessment screening on the following projects and reporting this information in the Departmental Performance Report/Annual Report:

Phillipsburg, Quebec
Osoyoos, British Columbia
Coutts, Alberta (carried over from 1998).

Hazardous materials/wastes management

Our 1997 SDS commits to developing and implementing an action plan to manage risks associated with hazardous material/wastes at major custodial facilities by March 31, 2001.

The CCRA's internal hazardous materials and wastes issues are not significant. In our laboratory at Headquarters, for instance, our issues involve the use and disposal of chemicals. These are being managed by the Laboratory and Scientific Services Directorate, which has a very strong system in place for its health, safety and environmental issues.

- Our Workplace Hazardous Material Information System (WHMIS) manages safety issues related to office supplies and equipment containing materials of concern to the health and safety of employees. Our network of health and safety committees monitors environmental issues in our facilities, such as the presence of asbestos, pesticides, PCBs, or any other health and safety concerns.
- Policy directives and procedures manage the prevention and management of environmental emergencies related to the movement of vehicles, goods and people at our border crossings. These are developed and implemented by the Customs Branch in accordance with the CCRA emergency and business resumption plan.

Next steps: Given that hazardous materials and wastes issues cover a broad scope in the CCRA and involve a vast number of stakeholders, we will be redefining our commitment for the next SDS.

Contaminated sites

Our 1997 SDS committed to develop and implement action plans for priority contaminated sites by December 31, 2003.

Pollution prevention is the preferred approach to managing contamination issues. This approach is reflected in the environmental management system we are developing for our real or potential contamination issues. To this end, we:

- continued to conduct assessments of our owned facilities in all regions, to determine potential environmental risks related to old storage tanks or other common sources of contamination;
- continued developing an inventory and classification of actual or suspect contamination at priority custodial sites (ahead of schedule - Dec., 2001);
- began the development of action plans to assess and remediate contamination from storage tanks, for implementation in 2000-2001.

Management of ozone depleting substances (ODS)

Our 1997 SDS committed us to develop an inventory of ODS containing equipment throughout the CCRA so that we could get a better idea of what we were dealing with.

ODS can be found in refrigeration and air-conditioning systems, some office equipment, and in fire suppressant systems.

- The inventory of other equipment containing ODS is well underway and we anticipate that we will have an action plan in place before the target date of December 2001 for all regions except the Pacific. The action plan for the Pacific Region will be complete by 2002.
- Additionally, our Information Technology Branch made a commitment to replace freon containing printers by July 1999. They report that they have met their targeted objective.

In summary

Reporting on the status of our SD Strategy commitments serves to clarify where we stand entering into the final year of the Agency's first SD Strategy. It has also reinforced where we must focus our attention.

We will need to address the resource issues that reduced the effectiveness of our planning, and renew our efforts to eliminate key gaps in our EMS relative to the ISO 14001 benchmark. The next step will be to strengthen EMS representation throughout the Agency that can be trained on the development and implementation of an ISO 14001 consistent EMS. We will also be working to further define individual operational accountabilities, to step-up communication and training on SD matters, and to fill in gaps in our performance measurement framework.

We will also be focusing our efforts on furthering the integration of SD into planning and reporting processes and establishing clear instructions on integrating SD aspects into the review of key documents.

Over the past three years, we moved forward substantially in organizing ourselves to implement our SD Strategy and to purposefully reduce the impact of CCRA operations on the environment.

We fell short in achieving all of our commitments scheduled for completion by March 31, 2000 due to a number of high priority challenges. Nevertheless, we learned important lessons about the ease of planning and the difficulties of implementing. We will incorporate these lessons in the preparation of the next generation SD Strategy.

CCRA Success Stories

The following are thumbnail sketches of some of the initiatives that the CCRA can be proud of:

- The Ottawa Technology Centre, Northern Ontario Region was a regional leader in paper waste diversion from landfill sites.
- The CCRA ranked first amongst federal organizations, for compliance with the *Alternative Fuels Act* in 1999-2000.
- The Sudbury Tax Services Office collected and sent 180 tons of classified paper waste to the Sturgeon Falls paper mill for recycling.
- The Ottawa Technology Centre's SD committee was instrumental in the implementation of a paper towel composting program, diverting 34 metric tons of paper towel from landfill sites.
- The employees of the Northern Ontario Region implemented a tree planting initiative on Earth Day, April 1999 to help offset trees heavily damaged or killed by the ice storm in Eastern Ontario and Western Quebec.
- Sign blades were reused or recycled when the Agency adopted its new identity, November 1, 1999.

Please let us know about your SD related success story so that we can include it in next year's *Performance Report on Sustainable Development*.

Appendix 1: Action Plan

GOAL 1: Strengthen internal commitments and capacity							
Objective: Renew commitment to SD							
OPI	Targets	Action Plan	Target Date	In Progress	Complete	Performance Measures	Monitoring Mechanism
FAB	confirm commitment to sustainable development by March 31, 2000	obtain approval of action plan targets by key senior management	March 31, 1999	1-HQ 1-Region	✓	SD action plans approved by senior management	CBP, DPR
CAB HRB		integrate SD accountability into 1999/2000 key senior management accountability contracts with Deputy Minister	March 31, 2000		✓	No. of senior management contracts committing to SD	DPR call letter
FAB		confirm roles, responsibilities, and expectations related to SD	March 31, 2000	✓			audit
		identify SD resource commitments in key resource planning frameworks	March 31, 2000		✓	resources committed to environment and SD are identified in key resource-management frameworks	CAS, DPR, RAP, LTFIP
		consult and draft the Department's SD policy	December 31, 1999		✓	an SD policy	audit
		consult and finalize SD policy	March 31, 2002	✓			

Legend:

ALL	All Branches	FAB	Finance and Administration Branch
CAB	Corporate Affairs Branch	HRB	Human Resources Branch
CAS	Corporate Administration System	ITB	Information Technology Branch
CB	Communications Branch	LTFIP	Long Term Facilities Investment Plan
Customs	Customs Branch	ODS	Ozone Depleting Substances
CBP	Corporate Business Plan	RAP	Regional Accommodation Plans
DPR	Departmental Performance Report	RPP	Report on Plans and Priorities
EMS	Environmental Management System	RPSDD	Real Property and Sustainable Development Directorate

Objective: Enhance internal communications to coordinate contributions to SD

OPI	Targets	Action Plan	Target Date	In Progress	Complete	Performance Measures	Monitoring Mechanism
CB	increase communications on SD throughout the Department by March 31, 2000	develop and implement communications strategy and action plan	March 31, 1999	✓		communications strategy and plan	audit
FAB		strengthen HQ-Regional teams for EMS development	September 30, 1999	✓			
FAB ITB CB		develop an SD intranet site to enhance internal communications	March 31, 1999		✓	intranet site for environment and sustainable development	InfoZone monitoring
						No. of users	
FAB CB		integrate SD messages in departmental newsletters	on-going		✓	No. of articles appearing in Interaction	manual tracking
FAB		develop/distribute annual reports on SD	March 31, 1999		✓	annual reports on SDS performance	audit, DPR
		broaden participation in appropriate SD fora on SD	on-going as opportunities arise				
		use intranet site for employee consultations	March 31, 2000			quantity of feedback received through intranet	InfoZone monitoring

Objective: Provide management and employees with knowledge and skills to contribute to SD

OPI	Targets	Action Plan	Target Date	In Progress	Complete	Performance Measures	Monitoring Mechanism
HRB	develop training tools to increase access to general SD and environmental information by March 31, 2000	identify environmental training and awareness needs	March 31, 2000	✓		existence of a needs analysis	audit
		integrate SD considerations into training and development strategy for employees				integrate SD into training and development strategy	
		make training tools available to employees				No. of/ accessibility of computer-based training modules related to SD	

Objective: Enhance internal capacities to measure and monitor effects of decisions and activities on sustaining economic, social, and environmental development

OPI	Targets	Action Plan	Target Date	In Progress	Complete	Performance Measures	Monitoring Mechanism
FAB	identify performance measures for priority environmental impacts of activities on SD by March 31, 2000	identify performance measures for priority environmental impacts of operations in cooperation with the interdepartmental committee on performance measurement	March 31, 2000	✓		No. of performance measures defined for environmental impacts of operations	validated DPR at branch/directorate levels

Objective: Promote continuous improvement							
OPI	Targets	Action Plan	Target Date	In Progress	Complete	Performance Measures	Monitoring Mechanism
CAB	review SD program for improvement opportunities by March 31, 20001	develop internal audit criteria for SD program	March 31, 1999		✓	internal audit criteria for SD	audits
		conduct internal audit of SD program	March 31, 2001	✓		internal audit/program reviews	program reviews
HRB	encourage success	integrate SD contributions into recognition programs	March 31, 2002	✓		No. of recognitions of outstanding environmental and SD contributions	reporting process for recognition programs
		communicate successes intradepartmentally	ongoing		✓		publications
Objective: Enhance or develop new partnerships that support SD objectives							
OPI	Targets	Action Plan	Target Date	In Progress	Complete	Performance Measures	Monitoring Mechanism
FAB ALL	enhance consultations with key stakeholders to review SD opportunities by March 31, 2000	develop and implement a plan for diversifying consultations with key stakeholders	March 31, 2000	✓		No. of diverse sources of consultations feedback	reports from consultations
		continue participation in interdepartmental committees on SD and environmental management	ongoing		✓		
Objective: Facilitate/encourage contributions to SD from clients, employees, and partners							
OPI	Targets	Action Plan	Target Date	In Progress	Complete	Performance Measures	Monitoring Mechanism
FAB	identify opportunities to demonstrate the Department's values and efforts towards SD Note Commitments by branches will be included in the SDS update for years 2000-2003	explore opportunities to increase participation in appropriate environmental initiatives and activities: <ul style="list-style-type: none">with service providers/contractorswith Government departments at border crossings	long term	✓		action plan	DPR

GOAL 2: Integrate SD considerations into decision-making plans and processes

Objective: Integrate socio-economic and environmental factors into overall corporate frameworks and decision-making processes

OPI	Targets	Action Plan	Target Date	In Progress	Complete	Performance Measures	Monitoring Mechanism
CAB	integrate SD into the Corporate Business Plan and key management frameworks at the corporate, program, and operational levels by March 31, 2000	integrate SD into corporate business planning and reporting process	March 31, 2000		✓	Corporate Business Plan	validated DPR by Branch
ALL						Branch Business Plans	DPR
CAB		integrate SD into Ministerial Action Plan	March 31, 2000			Ministerial Action Plan	DPR
		integrate SD into internal audit/program evaluation line of enquiry	March 31, 2000		✓	internal audit/program evaluation line of enquiry	audit reports
ALL		review key corporate/program/operational strategies, plans and service standards for opportunities to integrate environmental responsibilities	long term/ongoing	✓		No. of program strategies address SD requirements	validated DPR by branches
		develop an action plan for integrating SD into key decision-making documents (standards, procedures, guidelines, training, agreements, memoranda of understanding, project, services, product specifications, and contracts)	long term/ongoing	✓		No. of operational plans/processes that address SD requirements	validated DPR by functional authorities
CAB		integrate SD into reporting processes	March 31, 2000		✓	performance reporting systems	DPR

GOAL 3: Reduce the environmental impact of operations in support of SD

Objective: Promote pollution prevention related to solid wastes, storage tanks, hazardous/toxic substances and wastes, ozone-depleting substances, emissions

OPI	Targets	Action Plan	Target Date	In Progress	Complete	Performance Measures	Monitoring Mechanism
RPSDD MMD	finalize an EMS for preventing pollution in operations by March 31, 2002	complete environmental reviews of issues and opportunities in operations: 27 priority custodial facilities; fleet; procurement; information management; laboratory and scientific services; publishing	September 30, 1999	✓		environment of audits; resource commitments; monitoring systems	audits of environmental management systems
	• priority custodial facilities						
	• fleet						
	• procurement	prioritize issues and opportunities	September 30, 1999	✓			
	• information and records management	identify common performance measures		✓		performance measures	
	• laboratory and scientific services						
		integrate environmental action plans for priority issues into existing operational planning processes	March 31, 2000	✓		reports	
		confirm roles, responsibilities and accountabilities for EMS management	March 31, 2000	✓			
		identify long and short-term resource requirements for priority issues and integrate into operational resource planning tools	March 31, 2000	✓			
		develop or integrate monitoring requirements for priority issues into appropriate systems	September 30, 2001	✓			
		integrate EMS review process into existing operational performance review processes	March 31, 2002				

Objective: Promote pollution prevention related to solid wastes, storage tanks, hazardous/toxic substances and wastes, ozone-depleting substances, emissions – cont.

OPI	Targets	Action Plan	Target Date	In Progress	Complete	Performance Measures	Monitoring Mechanism
RPSDD	develop and implement solid waste management strategies and plans for priority custodial facilities by March 31, 2000	conduct solid waste audits in priority facilities as per recommendations in environmental audits	December 31, 1999		✓	No. of custodial facilities participating in solid waste management program	audits, CAS, DPR
		develop and implement waste reduction action plans and monitoring systems	for Spring CBP/RPP 2001	✓		weight of waste diverted from landfill/year	
		monitor and report progress annually	for Fall DPR 2002 and annually				
	implement measures to minimize landfill waste related to all major construction/demolition projects by 2002	integrate requirement for contractor to provide waste reduction plans into major construction/demolition projects	March 31, 2002	✓		waste reduction plans are integrated into construction/demolition contracts and specifications	audits
MMD	reduce vehicle emissions in fleet by 5% by 2000, using 1990 figures as baseline (March 31, 2000)	convert 75% of fleet for newly acquired vehicles for the fiscal year starting April 1, 1999 75% of vehicles will be using alternative fuels by April 1, 2004	March 31, 2000		✓	quantity of emissions number of vehicles converted	fleet tools audits
MMD	increase green procurement by 5% by 2001, using 1999 figures as baselines (March 31, 2001)	develop a "green" procurement policy	completed in 1998		✓	"green" procurement policy No. of specifications with "green" statements	audits DPR
		define performance indicators for procurement		✓		% increase in "green" product procurement	CAS
		establish monitoring systems for procurement		✓		\$ value of "green" purchases	
		develop action plan for increasing "green" procurement	March 31, 2001				
RPSDD	work with PWGSC and other tenants to reduce pollution in leased facilities	work with PWGSC and federal partners to increase participation in appropriate recycling and waste diversion programs aimed at reducing office waste to the accepted norm (1988 level of 190 kg/FTE) where feasible monitor and report annually	ongoing as opportunity arises	✓		No. of leased facilities participating in environmental programs	PWGSC reports
RPSDD	upgrade storage tanks as per 1998 management strategy and action plan	upgrade registered storage tanks	March 31, 2001	✓		No. of registered storage tanks upgraded	DPR audits
		monitor and report progress	annually		✓		

Objective: Promote efficient use of resources: energy, water, and paper

OPI	Targets	Action Plan	Target Date	In Progress	Complete	Performance Measures	Monitoring Mechanism
RPSDD	develop and implement an EMS for resource consumption by March 31, 2002 - energy - water - paper	complete environmental reviews of issues and opportunities in operations: 27 priority custodial facilities; fleet; procurement; information management; laboratory and scientific services; publishing	March 31, 1999	✓		environmental audits resource commitments monitoring systems	audits of environmental management systems
		prioritize issues and opportunities	September 30, 1999	✓		performance measures	
		integrate environmental action plans for priority issues into existing operational planning processes	March 31, 2000	✓		reports	
		confirm roles, responsibilities and accountabilities for EMS management	March 31, 2000	✓			
		integrate long and short-term resource requirements for priority issues into operational resource planning tools	March 31, 2000	✓			
		develop or integrate monitoring requirements for priority issues into appropriate systems	September 30, 2001	✓			
		integrate EMS review process into existing operational performance-review processes	March 31, 2002				
MMD	develop and implement management plans to reduce paper consumption by 5% to 10% by December 31, 2001	develop and implement action plan	December 31, 1999			weight of paper consumed/year	CAS DPR
		develop or integrate requirements for monitoring paper consumption into monitoring systems					
		monitor and report progress	for Fall DPR, 2001 & annually				
RPSDD	develop and implement measures to "green" new capital construction projects by March 31, 2002	develop and communicate best management practices for "green" construction projects to ensure capital construction project specifications include energy, water conservation measures and products	March 31, 2000			best management practices	audit DPR
		adopt revised "green" Canadian Master Specification for construction projects	when available			product and design specifications for capital projects	
		monitor and report progress	annually				

Objective: Promote efficient use of resources: energy, water, and paper – cont.

OPI	Targets	Action Plan	Target Date	In Progress	Complete	Performance Measures	Monitoring Mechanism
RPSDD	develop and implement energy management strategies and plans for priority custodial facilities by March 31, 2000, to reduce energy consumption to recommended levels based on operational requirements	develop and communicate best management practices for energy efficiency in custodial facilities	March 31, 2000	✓		total No. of facilities/buildings	CAS DPR
		conduct energy audits in priority custodial facilities to identify achievable targets	December 31, 1999	✓		No. of energy audits completed per category	
		confirm performance measures, monitoring systems, and reporting protocol	March 31, 2000			No. of facilities with energy reduction implementation plans	
		develop and implement energy management strategies and action plans in priority facilities to achieve target reductions	for Spring CBP/RPP, 2000	✓		quantity of energy consumed/year (GJ/yr)	
		monitor and report progress	for Fall DPR, 2001 and annually			No. of new construction/renovation projects using energy efficient specifications	
RPSDD	develop and implement water management strategies and plans for priority custodial facilities by March 31, 2001, to reduce water consumption to recommended levels based on operational requirements	develop and communicate best management practices for water efficiency for custodial facilities	March 31, 2000			total No. of facilities/buildings No. of water audits completed per category	CAS DPR
		conduct water audits in priority custodial facilities to identify achievable targets	December 31, 2000			No. of facilities with water reduction implementation plans	
		confirm performance measures, monitoring systems, and reporting protocol	March 31, 2001			quantity of water consumed/year (M ³ /yr)	
		develop and implement water management strategies and plans in priority facilities	December 31, 2000, for CBP/RPP 2001			No. of new construction/renovation projects using water-efficient specifications	
		monitor and report progress	for Fall DPR, 2002 and annually				
RPSDD	develop and implement initiatives to "green" new leased facilities in cooperation with PWGSC, and other tenants--as agreements are renewed/revised (timeframes to be developed in consultation with PWGSC and other tenants)	work with PWGSC and federal partners to increase participation in appropriate environmental programs monitor and report progress annually in cooperation with PWGSC	ongoing	✓		No. of leased facilities participating in environmental programs	PWGSC reports

Objective: Enhance management of existing environmental liabilities and reduce potential for future risks

OPI	Targets	Action Plan	Target Date	In Progress	Complete	Performance Measures	Monitoring Mechanism
FAB Customs	ensure compliance with federal statutes and regulations in custodial facilities by December 31, 2000: <ul style="list-style-type: none"> Alternative Fuels Act Canadian Environmental Assessment Act Registration of Storage Tank Regulations ODS Regulations Halocarbon Regulations 	review regulatory compliance at 27 priority custodial facilities to identify, characterize and assess nature of compliance gaps	March 31, 1999		✓	No. of reports of non-compliance	audits DPR RAP Reports
		prioritize compliance issues identified in the environmental review, and develop options and strategies to close gaps for priority issues	December 31, 1999	✓		environmental audits	
		develop action plans	for Spring CBP/RPP 2000	✓			
		report progress	for Fall DPR 2001				
FAB Customs	develop and implement an action plan to manage risks associated with hazardous materials/wastes at major custodial facilities by March 31, 2001	review and prioritize opportunities to enhance management of hazardous materials at priority facilities	March 31, 2000	✓		action plans	audits DPR
		develop and implement action plans for priority issues as required	for Spring CBP/RPP 2001			EERPs	
		report progress	for Fall DPR 2002				
RPSDD	develop and implement action plans for priority contaminated sites by December 31, 2003	conduct phase I assessments, priority custodial sites	December 31, 2000	✓			audits DPR
		develop inventory, classify and prioritize contaminated sites issues (actual and suspected)	December 31, 2001	✓		inventory and classification of actual or suspect contamination at priority custodial sites	
		conduct phase II assessment at priority sites	December 31, 2002	✓		No. of phase II assessments completed	
		develop action plans for priority sites	December 31, 2003	✓		action plans	

Objective: Enhance management of existing environmental liabilities and reduce potential for future risks – cont.

OPI	Targets	Action Plan	Target Date	In Progress	Complete	Performance Measures	Monitoring Mechanism
ITB	develop and implement ODS management plans for priority custodial facilities by December 31, 2001, to minimize potential for releases and decrease inventory of ODS containing equipment	replace printers, such as STK6100 and 5000 devices that use freon for their fuser coils in accordance with Canada's Ozone Layer Protection Program	July 1999		✓	No. of printers removed from operations No. of facilities with baseline inventories quantity of ODS in equipment	audits DPR
FAB		develop inventory of ODS containing equipment in priority custodial facilities	December 31, 2000	✓		No. and amount of releases of ODS	
		develop and implement ODS action plans for priority issues	December 31, 2001	✓		No. of ODS management plans	
FAB	phase-out use of Halon in Crown-owned facilities (timeframes to be developed in consultation with PWGSC)	develop phase-out plan/replacement for Halon systems at priority sites, in consultation with PWGSC	December 31, 2000			quantity of Halon in service	PWGSC reports

Appendix 2: SD Representatives, March 31, 2000

Branch/Directorate	Name	Position	Telephone
Finance and Administration Branch	D. G. J. Tucker	AC & OPI for the Sustainable Development program	(613) 952-8668
■ Publishing Directorate	Larry McElroy	Director, Publishing Directorate	(613) 954-9302
■ Materiel Management Directorate	Ken Cierpicki	I/Director, Business Planning & Development Division	(613) 957-4460
■ Information Management Directorate	Sue Dalati	I/Director, Information Management Directorate	(613) 957-7570
■ Telecommunications and Program Support Directorate	Phil Errett	I/Director, Telecommunications & Program Support, Y2K & UCS	(613) 562-6101
■ Laboratory and Scientific Services Directorate	André Lawrence	Director General, Laboratory & Scientific Services Directorate	(613) 954-4112
■ Security Directorate	Jocelyn Malo	Director, Security Directorate	(613) 957-2269
■ Resource Management Directorate	Ralph Armorer	Director, Resource Services Division	(613) 957-7335
■ Financial Administration Directorate	Michel Bernard	Director, Financial Policy, Systems & Control	(613) 957-7343
■ Real Property and SD Directorate	Suzanne Parent	Director General, Real Property Management Directorate	(613) 954-8330
Information Technology Branch		A/Director, Investment Planning & Analysis	(613) 954-8998
Policy and Legislation Branch	Aileen Conway	Director, Policy Development Division	(613) 941-4572
Communication Branch	Pat Toth	Chief, Finance & Administration	(613) 946-1450
Assessment and Collections Branch	Lynn Ménard	A/Director, Financial Planning & Management Support	(613) 954-7303
Human Resources Branch	Elizabeth Shaver	Director, Strategic Management, Research & Systems	(613) 954-8184
Corporate Affairs Branch	Ray Hurtubise	Manager, Management Services & Administration	(613) 954-6972
Customs Branch	Lorne Lawson	Director, Business Management & Coordination Directorate	(613) 954-7280
Appeals Branch	Peter Meerburg	Director, Policy & Programs Division	(613) 957-2225
Compliance Programs Branch	Elizabeth Fagan	Manager, Program Planning & Analysis Division	(613) 957-7907
Atlantic Region	Anna LeBlanc	Finance & Administration Advisor	(902) 426-1824
Quebec Region	Claude Philippe	Environmental Coordinator	(514) 283-2464
Northern Ontario Region	Gwen Lévesque	Finance & Administration Advisor	(613) 991-6929
Southern Ontario Region	Steve Hertzberg	Director, Finance & Administration	(905) 566-6503
Prairie Region	Clarence Weiss	Regional Manager, Finance & Administration	(403) 292-8571
Pacific Region	Larry Metz	Director, Finance & Administration	(604) 666-0457

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