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Sustainable Development Strategy 2010-2015

"Public Safety Canada is committed to demonstrating environmental, economical and social responsibility in support of sustainable development."

Executive Summary

Public Safety Canada (PS) exercises national Leadership to ensure the safety and security of Canada and Canadians. It contributes to Canada's resiliency through the development and implementation of innovative policies and programs, as well as effective engagement of domestic and international partners. PS is committed to managing its business in the most environmentally sustainable manner possible. We recognize that we are a consumer of a significant quantity of goods and services and that every one of our purchases has an environmental consequence resulting from the combined impact of a product's manufacture, use, and disposition.

In this 2010-2015 Sustainable Development Strategy, PS is committing to Contribute to Theme IV of the *Federal Sustainable Development Strategy (FSDS)* (FSDS) by Shrinking the Environmental Footprint. To achieve this, the Department will continue to:

- Create processes, plans and tools to reduce its volume of printers;
- Strengthen its internal processes for reuse, disposal and/or recycling of all surplus electronic and electrical equipment;
- Explore new ways of managing and monitoring paper supply and consumption more effectively and efficiently;
- Raise awareness of the importance of greening the Department's operations; and
- Include environmental considerations in purchasing decisions in conjunction with traditional interests of price, performance and availability.

In developing this Strategy, the Department respected the series of guidelines developed by the Office of Greening Government Operations to help departments and agencies implement and report progress on the Greening Government Operations Targets in Theme IV of the FSDS.

By focusing on *greenhouse gas emissions and resource consumption*, PS will decrease the Government's overall environment footprint. As a result, PS will benefit from potential cost savings, remain fiscally responsible while promoting practices that improve public health and safety, reduce pollution, conserve natural resources and contribute to reinforcing the Government of Canada message on the importance of sound sustainable development.

Finally, in the coming years, PS will strengthen communications and training measures to build sustainable development awareness and capacity within the Department. PS will also ensure sustainability is considered in all its future planning processes and documents. The Corporate Management Branch will lead the sustainable development efforts to achieve all targets set out in this strategy.

1. Introduction

1.1 Purpose

This strategy describes Public Safety Canada's approach to integrating and aligning sustainable development practices with its internal policies and operational processes. It will enable Public Safety to reinforce a new way of thinking and acting to transform long standing habits and procedures, bringing positive change to the way it conducts its business in support of departmental outcomes and program objectives.

1.2 Background

The *Federal Sustainable Development Act (FSDA)* was established "...to provide the legal framework for developing and implementing a *Federal Sustainable Development Strategy (FSDS)* that will make environmental decision-making more transparent and accountable to Parliament". Public Safety Canada is subject to the FSDA and is required to contribute to achieving the goals and targets under Theme IV of the FSDS (Shrinking the Environmental Footprint - Beginning with Government).

Sustainable development is a shared responsibility and requires the involvement of everyone. Public Safety Canada has been contributing to the Government of Canada's sustainable development program for the past six years¹. This initiative, led by Environment Canada, Public Works and Government Services Canada and Treasury Board Secretariat is becoming increasingly important and we need to continue taking action, collectively.

As the largest single buyer in the country, the Government of Canada is spending over \$11.6 billion annually on products and services. Therefore, the federal government has a leadership role to play in encouraging the use of environmentally-preferred goods and services.

In October 2010, the first *Federal Sustainable Development Strategy (FSDS)* was released, rendering environmental decision-making more transparent and accountable to Canadians. The FSDS prescribes specific targets and implementation strategies to which federal departments and agencies must comply. These targets encourage departments and agencies to integrate the principles of sustainable development into their programs, policies and operations, and to support the federal government in meeting its commitments.

As a department, Public Safety Canada is responsible for reducing its environmental footprint and to promoting environmental stewardship, in accordance with the government-wide *Green Procurement Policy*, issued by the Department of Public Works and Government Services Canada (PWGSC) in April 2006 and the [*Office of Greening Government Operations*](#) (OGGO) government-wide approach to the greening of government activities.

Ultimately, *Public Safety Canada is committed to demonstrating environmental, economical and social responsibility in support of sustainable development.*

Public Safety Canada's strategy was developed based on a series of guidelines established by the Office of Greening Government Operations to help departments and agencies implement and report progress on the Greening Government Operations Targets in Theme IV of the FSDS.

2. Departmental Context

2.1 Public Safety Canada's Operating Context

Public Safety Canada was created in 2003 through the amalgamation of the former Department of the Solicitor General, the Office of Critical Infrastructure Protection and Emergency Preparedness (from the Department of National Defence), and Justice Canada's National Crime Prevention Centre. The Department was created to improve integration of government safety and security efforts.

The *Department of Public Safety and Emergency Preparedness Act, 2005*, and the *Emergency Management Act, 2007*, set out three fundamental roles for the Department:

- To support the Minister in his responsibility for all matters related to public safety and emergency management not assigned to another federal organization;
- To exercise leadership at the national level for national security and emergency preparedness; and,
- To support the Minister in his responsibilities for the coordination of Portfolio entities and for setting their strategic priorities.

In carrying out its roles, Public Safety Canada provides policy advice and support to the Minister of Public Safety on issues related to public safety, including national security and emergency management, policing and law enforcement, interoperability and information-sharing, border management, corrections and conditional release, Aboriginal policing and crime prevention.

Public Safety Canada exercises a broad leadership role in encouraging cohesion, integration and information-sharing across the Public Safety Portfolio; providing the Minister with timely and comprehensive advice on policy, programming and legislative priorities; and assessing and responding to public safety threats in a way that reflects Canadian values and maintains the integrity of criminal justice and national security systems. This leadership role is integral to the provision of sound policy advice that supports informed decision-making. In addition, the Department also works in consultation with other organizations and partners—federal departments and agencies, Provinces and Territories, non-government organizations, the private sector, foreign states, academia and communities.

Public Safety Canada has a presence in every Province and Territory, as well as in London, England and Washington, D.C. It is organized into five branches: the Emergency Management and National Security Branch (EMNS), the Community Safety and Partnership Branch (CSP), the Law Enforcement and Policing Branch (LPB), and the Strategic Policy Branch (SPB) which are supported by the Corporate Management Branch (CMB), the Communications Directorate (COMS), and the Legal Services units. In addition, the Department has a Chief Audit Executive. Also situated within the Department is the Office of the Inspector General of CSIS (IG CSIS),

which carries out independent reviews of CSIS' compliance with the law, ministerial directions and operational policy. The Department employs approximately 1200 people and has an annual budget of over 410 million dollars.

Finally, the Department's leadership role is reflected in its strategic outcome of a safe and resilient Canada, and through the pursuit of the following program activities: National Security, Border Strategies, Countering Crimes, Emergency Management, and internal services. The Department's daily efforts are shaped by its strategic outcome and Program Activity Architecture (PAA), as required by the Treasury Board Secretariat's Policy on Management, Resources and Results Structure. Our strategic outcome reflects a long-term and enduring benefit to Canadians, while our PAA captures all programs and "green" initiatives being delivered by the Department to achieve its strategic outcome. The PAA is supported by a performance measurement framework (PMF). Effectively measuring performance allows the Department to measure effectiveness and value for money; as well as to allocate resources to achieve expected results for each Program Activity.

The chart below illustrates the Department's Strategic Outcome and its Program Activities, as well as where "green" initiatives are found in the organization in contribution to the PAA.



Image Description

This image illustrates Public Safety Canada's new Program Activity Architecture (PAA). The PAA demonstrate linkages between program activities and the strategic outcome of "a safe and resilient Canada". There are five program activities, including: national security; border strategies; countering crime; emergency management; and internal services. Each of the five program activities is supported by a number of sub-activities.

The national security program activity is supported by the national security leadership, critical infrastructure, cyber security and inspector general of CSIS sub-activities.

The border strategies program activity is not supported by any sub-activities.

The countering crime program activity is supported by crime prevention, law enforcement leadership, and corrections

sub-activities.

The emergency management program activity is supported by emergency prevention/mitigation and preparedness, as well as emergency response and recovery.

The internal services program activity is supported by governance and management support, resource management services, and asset management services.

Also the internal services program activity is tagged to visually represent departmental contribution to the Federal Sustainable Development Strategy. The Department contributes to Theme IV Shrinking the Environmental Footprint – Beginning with Government.

2.2 Public Safety Canada's Sustainability Context

The Department's previous sustainable development efforts were guided by the strategy prepared by the former Department of the Solicitor General of Canada, covering the years 2003-2006. Subsequently, this strategy was implemented by the newly- formed Department of Public Safety and Emergency Preparedness Canada, which is now commonly referred to as Public Safety Canada. The 2003-2006 Strategy included policy initiatives intended to promote sustainable Aboriginal policing (goal one) and a number of corporate greening initiatives. The nature and scope of organizational transition challenges, however, impacted significantly on the Department's capacity to respond effectively to the "green" targets, and most were not achieved.

The 2007-09 Strategy took this into account, and identified modest, but achievable targets. The 2007-2009 Strategy included a broader focus on activities that strengthen Public Safety Canada's role in supporting the sustainability of communities, such as Emergency Management Activities, and programs associated with the National Crime Prevention Strategy. For green operations, the Department continued to focus on training, awareness, waste and greenhouse gas reduction, and activities where it could achieve the greatest possible positive environmental impact.

Key results achieved for a reduced energy consumption and greenhouse gas (GHG) emissions include the installation of duplex printers that have enabled the reduction in paper for printing/copying to reduce the use of paper for printing and copying and communication to staff on ways to reduce energy consumption. The Department's intranet provides information to staff on alternative lighting options and best "green" equipment practices to reduce the office electricity use.

In terms of a reduced Departmental vehicle usage and GHG emissions, Vehicles used by the Minister and DM were both hybrid vehicles and the number of new users of public transit services climbed considerably.

Furthermore, in terms of meeting its goal of procuring greener products and services, all new PCs, laptops and printers had Energy Star accreditation. In addition, 95% of toner cartridges procured was recycled products and 100% of PS toner cartridges were recycled. All offices and shared spaces were equipped with recycling bins and all material wastes were sent to recycling program. In terms of meeting its obligation under the government-wide green procurement policy, PS made some progress, but will be fully compliant when its updated strategy is launched.

Finally, in terms of maximizing the departmental contribution to sustainable communities, PS was able to enhance community sustainability through a wide range of projects to reduce substance-related crimes and to lower risk factors for at-risk families and children.

3. Governance

3.1 Environment Canada

The Minister of Environment is accountable for developing and maintaining systems and procedures to monitor progress on implementing the *Federal Sustainable Development Strategy (FSDS)*. Under section 7(1) of the FSDA, the Minister of the Environment is mandated to establish a Sustainable Development Office (SDO) within the Department of the Environment. The role of the SDO is to "develop and maintain systems and procedures to monitor progress on implementation of the *Federal Sustainable Development Strategy (FSDS)*". The SDO develops and implements the requirements of the FSDA including tabling successive FSDSs and Progress Reports. The SDO implements and maintains the FSDS Management Framework, tracks progress through the Canadian Environmental Sustainability Indicators (CESI), and reaches out across government, to international agencies and to stakeholders to build awareness of the FSDS and its contribution to progress on sustainable development. The SDO also contributes to developing guidance and providing direction to departments on meeting the requirements of the FSDA.

3.2 FSDS Interdepartmental Assistant Deputy Minister Committee

The Interdepartmental Assistant Deputy Minister (ADM) Committee, co-chaired by the ADM of the Strategic Policy Branch at Environment Canada, and the ADM of Corporate Services and Policy Branch at PWGSC, provides strategic direction, advances thinking, and makes decisions on key issues associated with the implementation of the FSDA. Decisions on key issues include, for example, approving the Management Framework, goals and targets and the content and structure of the FSDS and Progress Reports. The Committee is composed of an ADM from each of the departments/agencies bound by the FSDA, including the ADM, Corporate Management Branch at Public Safety Canada, as well as those participating on a voluntary basis. Representatives are expected to brief their respective Ministers on a variety of decisions,

including final decisions related to the FSDS or Progress Reports. The committee is managed by the SDO.

3.3 Interdepartmental Director General Committee

The Interdepartmental Director General (DG) Committee, co-chaired by the DG of the Sustainability Directorate at EC and the DG of the Office of Greening Government Operations Directorate at PWGSC, provides operational direction and guidance and discusses key issues. For example, they include the implementation of the FSDA and development of goals, targets and implementation strategies for the FSDS. The DG Committee is also a venue for the SDO to share information related to the FSDS or the Progress Reports such as audits by the CESD, communication plans, etc. The Committee will play additional roles as necessary. The Committee is composed of a DG from each of the departments/agencies bound by the FSDA, including the DG, Corporate Services at Public Safety Canada, as well as those departments and agencies participating on a voluntary basis. Representatives are expected to brief their ADMs in preparation for FSDS ADM Committee meetings. The committee is managed by the SDO.

3.4 Public Works and Government Services Canada (PWGSC)

PWGSC will work with other government departments and agencies to improve the environmental performance of the federal government's operations. This includes providing greening government operations-related guidance to departments and agencies to support target establishment, implementation and reporting and consulting with departments and agencies when developing possible future greening government operations targets, implementation strategies and performance measures. PWGSC is also responsible for monitoring and compiling results on progress for the greening government operations goals, targets and implementation strategies for inclusion in the FSDS Progress Report and in accordance with the FSDS Management Framework.

3.5 Treasury Board of Canada Secretariat (TBS)

The Treasury Board of Canada Secretariat (TBS) is responsible for the Government of Canada's Expenditure Management System (EMS), and oversees the integration of the FSDS with the EMS. TBS guides departments and agencies in meeting their requirements for planning and reporting on sustainable development activities through the existing Report on Plans and Priorities (RPPs) process and Departmental Performance Reports (DPRs).

3.6 Canadian Environmental Assessment Agency (CEAA)

The Canadian Environmental Assessment Agency promotes the application of strategic environmental assessments of policy, plan and program proposals of the federal government. [New Guidelines for Implementing the Cabinet Directive on the Environmental Assessment of Policy, Plan and Program Proposals](#) were simultaneously issued with the tabling of the FSDS in Parliament. These Guidelines instruct departments to consider the FSDS goals and targets when undertaking strategic environmental assessments.

3.7 Commissioner of the Environment and Sustainable Development (CESD)

In compliance with the [amendments to the Auditor General Act](#) , the CESD "provides parliamentarians with objective, independent analysis and recommendations on the federal government's efforts to protect the environment and foster sustainable development". As required under section (4) of the FSDA, the CESD is legally mandated to review the draft FSDS and comment as to whether the targets and implementation strategies can be assessed. There is also a legal requirement for the CESD to review and comment on all FSDS Progress Reports focusing particularly on the fairness of performance information.

3.8 Sustainable Development Advisory Council

In compliance with the FSDA, the Sustainable Development Advisory Council (SDAC) is created and chaired by the Minister of the Environment. The SDAC is responsible for providing advice to the Minister of the Environment on drafts of the FSDS. Input provided by the members can be submitted to the Minister during SDAC meetings, or in writing, as part of the SDO's consultation process on the draft FSDS. Members are appointed by the Minister as prescribed under section 8(1) of the FSDA. SDAC members must represent their respective organization/industry's interests, points of view and concerns at Council meetings. In addition, it is expected that members are knowledgeable on issues related to sustainable development. Membership will be reviewed at least once every three (3) years by the Minister of the Environment.

3.9 Public Safety Canada

As section 11(1) of the FSDA mandates, departments and agencies must "...prepare a sustainable development strategy containing objectives and plans for the department or agency that complies with and contributes to the *Federal Sustainable Development Strategy (FSDS)*, appropriate to the department or agency's mandate". Those departments and agencies required to produce Departmental Sustainable Development Strategies are listed in Appendix 1 of the FSDA Management Framework. Departments will meet this requirement by integrating their sustainable development activities and reporting into their RPP and DPR; as well as maintaining a departmental website that can include additional details on their respective contributions to sustainable development. Any gaps, or outstanding issues, that are identified which do not fall under a department or agency's mandate will be brought to the FSDS DG or ADM Committees.

In addition, Public Safety Canada is expected to participate in the FSDS DG/ADM Committees, implement guidance developed by EC, TBS, PWGSC and CEAA in support of the FSDS, select indicators that can be used to monitor, measure and report on progress on goals and targets to which they contribute, track progress toward completion of their respective implementation strategies, identify activities that could support future iterations of the FSDS, and respond to requests for information in support of the FSDS Performance Measurement Framework (e.g. participate in surveys).

At Public Safety Canada, the Corporate Services Directorate, within the Corporate Management Branch (CMB) is responsible for developing, implementing and reporting on this strategy, which

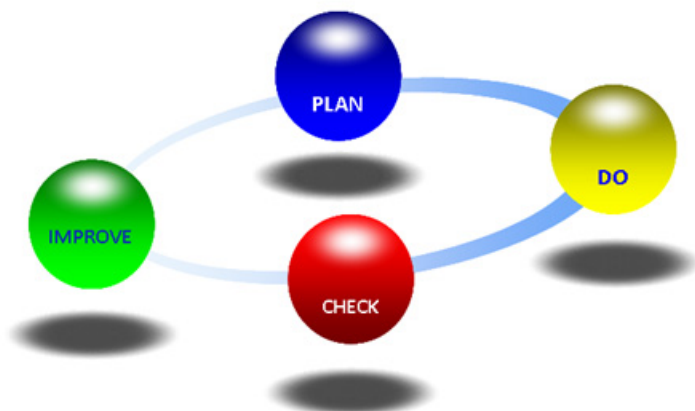
has been reviewed by the Departmental Planning and Reporting Committee. The Planning and Reporting Committee meets on an ad-hoc basis in support of the Department's legislative planning and reporting requirements, to advance and disseminate planning and reporting information, and to develop an integrated, results-based management approach. This committee facilitates effective and efficient planning, monitoring, reporting and communication across the Department and the Public Safety Portfolio, which contributes to enhanced decision-making. The committee is composed of Directors General and Planning Officers from every branch. The committee is chaired by the Director General of the Strategic Policy, Planning and Research Directorate. Special invitations are often extended to guest speakers from other organizations to share particular knowledge, expertise and experiences regarding various planning, reporting, or monitoring processes, including Sustainability Planning.

Finally, this strategy was approved by the Public Safety Canada Department Management Committee (DMC), through which the department makes decisions, exercises control and accountability for all its sustainability activities. Committee membership includes all Assistant Deputy Ministers (ADMs), the Director General (DG) of the Communication's Branch, the DG of Legal Services, Chief Audit Executive and the Executive Assistants to the Deputy Minister and Associate Deputy Minister. Secretariat is provided by the Corporate Services Directorate of the Corporate Management Branch.

4. Sustainability Planning (Plan, Do, Check, Improve)

In order to implement this strategy, Public Safety Canada will adopt the Deming method of continuous improvement: Plan - Do - Check - Improve.

- Plan - what we are going to do. We will assess where we are, where we need to be, why this is important, and identify some potential solutions.
- Do - implement/test the solutions we have identified.
- Check - Assess if we have accomplished our objective.
- Improve - If we have accomplished our objective, put controls into place to ensure consistency. If not, go through the cycle again, starting with the Plan step.



4.1 Plan

4.1.1 The External Planning Environment

In developing this Sustainable Development Strategy, Public Safety Canada took into account PWGSC's [Policy on Green Procurement](#). This government-wide policy was created to advance the protection of the environment and support sustainable development by integrating environmental performance considerations into procurement decisions. The application of green procurement, through this policy, which came into effect on April 1st, 2006, will contribute to the following environmental objectives:

- Reduced greenhouse gas emissions and air contaminants;
- Improved energy and water efficiency;
- Reduced ozone-depleting substances;
- Reduced waste and support to reuse and recycling;
- Reduced hazardous waste; and
- Reduced toxic and hazardous chemicals and substances.

While federal government departments and agencies are encouraged to "buy green," the [Policy on Green Procurement](#) is one of many factors that must be considered when decisions on purchasing need to be made, including value-for-money, cost, availability of green products through standing offers and categories, the Procurement Strategy for Aboriginal Business, Small and Medium Enterprises (SME), and the Industrial and Regional Benefits Program.

In addition, Public Safety Canada also considered the PWGSC environmental stewardship strategy. This strategy aims to reduce lead, mercury and cadmium levels that are part of the 34,000 metric tonnes of electronic waste (E-waste) from information technology-related equipment and peripherals (computers, monitors, printers, cell phones, printers, copiers and scanners) generated from federal operations. Several key suppliers to the federal government, including Dell, Hewlett Packard and IBM, have established their own computer "take-back" recycling programs. Additionally, some municipalities have established their own E-waste programs, such as the City of Ottawa's "Take it Back!" program and the City of Vancouver's private sector partnerships with E-waste recyclers.

Furthermore, Public Safety Canada also considered PWGSC's PaperSave Program that collects approximately 10,000 metric tonnes of waste paper each year from government offices in the National Capital Region. This paper is reused by paper companies in their pulping processes. PWGSC has also expanded the range of materials that are being collected, such as plastics, with centralized collection points for buildings shared by federal government departments and agencies.

Finally, Public Safety Canada will be hosting lunchtime learning sessions, to create a sense of social responsibility across the department towards sustainable development. In preparation for these luncheons, Public Safety Canada has conducted research into national, international, public and private sector best practices. We will also explore ways of using various social media to

stress the importance of environmental, economical and social responsibility in support of sustainable development.

4.1.2 The Internal Planning Environment

To develop this strategy, Public Safety Canada has adopted medium and long term S.M.A.R.T targets (Specific, Measurable, Achievable, Relevant and Time Bound) most of which were prescribed by the Office of Greening Government Operations (OGGO) at PWGSC.

Public Safety Canada's Corporate Management Branch (CMB) consulted with departmental staff and with the Departmental Planning and Reporting Committee and will continue to engage and strengthen the dialogue among internal stakeholders, and renew the sustainable development working group, to develop specific action plans to enable the Department to achieve its Greening Government Operations Targets. Public Safety Canada has already established some tools, policies and processes to manage sustainable development. However, additional work must be done and Public Safety Canada will have to conduct a baseline review of its current purchasing practices and consumption habits during the first year of implementation of this strategy.

Finally, in developing this strategy, Public Safety Canada consulted with some of its portfolio partners (Canada Border Services Agency and the RCMP). Apart from individual opportunities to enhance green operation benefits, these agencies also shared best practices with Public Safety and will be looking for opportunities to integrate our regional offices in their sustainability activities.

4.2 Do - Greening Government Operations

The following table itemizes the Department's targets to comply with the Greening of Government requirements.				
Activity	Greening Government Targets	Performance indicator	Branch	Completion Date
Greening Meetings (GGO 8.9)	Each department will adopt a guide for greening meetings.	Presence of a green meeting guide	CMB	March 31, 2012
Reduction of printing units (GGO 8.7)	Each department will achieve an 8:1 average ratio of office employees to printing units. Departments will apply target where building occupancy levels, security considerations, and	Ratio of departmental office employees to printing units at the end of the given fiscal year, where building occupancy levels, security considerations and space	CMB	March 31, 2013

	space configuration allow.	configuration allow.		
Reuse or recycling of all surplus electronic and electrical equipment (EEE) (GGO 8.6)	Each department will reuse or recycle all surplus electronic and electrical equipment (EEE) in an environmentally sound and secure manner.	Existence of implementation plan for the disposal of all departmentally-generated EEE Total number of departmental locations with EEE implementation plan fully implemented, expressed as a percentage of all locations, by the end of the given fiscal year.	CMB	March 31, 2014,
Reducing internal paper consumption (GGO 8.8)	Each department will reduce internal paper consumption per office employee by 20%. Each department will establish a baseline between 2005-2006 and 2011-2012, and applicable scope.	Cumulative reduction (or increase) in paper consumption, expressed as a percentage, relative to baseline year selected.	CMB	March 31, 2014
Green Procurement (GGO 8.10)	Office computers will have a minimum average of a 4 year life in the Department.	Average life of office computers in the Department.	CMB	Completed
	Public Safety Canada will ensure that 95% of toner cartridges purchased are remanufactured or recycled.	Progress against measure in the 2008-09 fiscal year.	CMB	March 31, 2012
	95% of paper purchases will contain a minimum of 30% recycled content and/or have forest management certification or EcoLogo or equivalent certification.	Volume of paper purchased that meets target requirements, relative to the total volume of all paper purchased.	CMB	March 31, 2014
Training, employee performance evaluations, and	Green procurement objectives will be included in 100% of the performance	Percentage of functional heads of procurement and material management that	CMB	April 1, 2011 (to be completed

management processes and controls, as they pertain to procurement decision-making (GGO 8.11)	evaluations of functional heads of procurement and material management.	have included green procurement objectives in their performance evaluations		once the internal process is launched)
	90% of materiel managers, procurement officers and acquisition cardholders will have taken a Green Procurement training course.	Percentage of materiel managers, procurement officers and acquisition cardholders that have taken a green procurement training course as of the end of fiscal 2011-2012.	CMB	March 31, 2012
	A minimum of three management processes and controls will be greened.	Number of greened management processes and controls	CMB	March 31, 2014

4.3 Check

4.3.1 Internal Controls

4.3.1.1 The Departmental Planning and Reporting Cycle - Integration Meetings

The Department's well-established Planning and Reporting Cycle requires all sector heads to prepare an Integrated Branch Business Plan and a Branch Risk Profile; and to identify within those plans, their resource requirements for the next year, in terms of assets, acquired services, projects and other initiatives and to consider their resource capacity and capability. Branches must show how their priorities contribute to the departmental priorities and objectives and also mitigate one, or more, of the risks identified in the Corporate Risk Profile.

During the Planning and Reporting Cycle, each branch provides a short presentation/walkthrough of their Business Plan, followed by a round-table discussion with Internal Services during integration meetings. Internal Services, including the Director of Materiel Management, responsible for procurement activities as well as sustainable development, have the opportunity to provide constructive comments and highlight best practices, to assess the feasibility of initiatives identified in the Business Plans, and most importantly, to ensure branches consider global issues, such as sustainable development.

Branches then adjust their Business Plans in response to feedback received through the integration meetings. These meetings promote better understanding of departmental objectives, including sustainable development targets and branch initiatives; and provide a forum for

increased cohesion and engagement among branches and employees. They will also facilitate the successful inclusion of sustainable development into departmental policies and programs.

4.3.1.2 The Departmental Planning and Reporting Cycle - Investment Planning, IM and IT Business Planning Processes and Accommodation Planning

The Corporate Management Branch will also work with internal project managers and other internal clients to ensure sustainable development is considered during the Departmental Investment Planning Process. The Public Safety Canada Regional Relocation Projects are a good example of how the Department is considering sustainable development during project planning (investment planning). The regional offices consolidation provides an opportunity for Public Safety Canada to reduce its departmental energy consumption. The department also ensured management gave consideration to environmentally-preferred office equipment during the execution of these projects.

Sustainable Development will also be considered during future Departmental Accommodation Planning Processes. The Departmental Accommodation Plan will identify and prioritize all requirements relating to Non-IT Assets and Accommodation Projects. The Corporate Services Directorate will ensure sustainable development is considered during the development of the Functional Program during Accommodation Project Planning.

In addition, the IM and IT Business Planning Processes both integrate sustainable development into their processes. The DG IT Steering Committee, co-chaired by the Chief Information Officer (CIO) and a Director General from a business area, meet monthly to provide an ongoing departmental forum to identify, prioritize and address information technology (IT) issues. Membership includes DGs representing all branches (who are also members of the Planning & Reporting Committee). The regions are also represented on this committee. Created under the authority of the Departmental Management Committee, the Committee enables transparent and accountable governance of IT policies, strategies and investments. The Committee provides a vehicle for two-way communication between departmental business areas and IT experts in the Chief Information Officer Directorate. It disseminates information to branch representatives, obtains information and direction from branches on their business requirements. It also contributes to the preparation of the departmental IT Strategic Plan and IT Business Plan, which consider sustainable development in all investment decisions.

Finally, PS seeks to stimulate innovation and market development of, and demand for, environmentally preferred goods. By strengthening greener markets and industries, PS will create awareness and understanding of environmental procurement opportunities which contribute to reducing overall government costs.

4.3.1.3 Web of Rules Initiative

In 2009-10, Public Safety Canada introduced the Web of Rules initiative, which was intended to improve and simplify the Department's review and approval processes and to standardize results. Specific tasks have been identified including improvements to the delegation of financial authorities matrix, the streamlining of internal approval documents and processes, and the

establishment of a departmental Policy Framework to develop a comprehensive suite of Internal Services-related policy Instruments that would help to guide the effective and efficient management of the department.

Public Safety Canada has in place, policies, procedures and guidelines to govern the procurement, management and tracking of capital and non capital assets from purchase to disposal. Following an internal audit on acquisition cards in 2010/11, the department has started working on an Internal Inventory Management Policy as well as related procedures and guidelines to enhance the management of departmental assets.

More internal policies, directives, procedures and tracking methodologies are required to ensure that staff and managers have a framework to follow, that supports sustainable development and to enable Public Safety Canada to meet its sustainable development targets. For example, Public Safety Canada does not currently track its electrical equipment, but will investigate ways of doing this in 2011-2012.

4.3.1.4 Departmental Green Procurement Policy

In 2011-12, Public Safety Canada will implement its new Departmental Green Procurement Policy. This policy aims at ensuring the Department integrates environmental performance considerations into the procurement process of goods and services selected through government operations, including planning, acquisition, use/maintenance and disposal. The Policy's objective is to ensure commitment to the protection of the environment and the support of sustainable development, and to reduce environmental impact, while obtaining the best value for the Crown.

4.3.1.5 Meetings between the Materiel Management Division and Clients

During the implementation of this strategy, the Procurement and Contracting Unit within the Materiel Management Division will more actively engage the client groups during the procurement process to continuously encourage their clients to "buy green." Purchasing decisions will include both sustainability and value-for-money considerations. The Procurement and Contracting Unit will also promote the existing tools available online.

4.3.1.6 Lunchtime learning sessions

As of the first year of implementation, the Corporate Management Branch will also host lunchtime learning sessions on topics related to sustainable development to create employee awareness in the hope that they will start to incorporate sustainable development measures into their day-to-day work activities.

4.3.2 Monitoring and Reporting

The Corporate Management Branch is responsible for monitoring and reporting on PS's performance on sustainability, to the DMC through the Department's Mid-Year and Year-End review processes. CMB also reports to TBS in meeting its requirements for planning and

reporting on sustainable development activities through the existing Report on Plans and Priorities (RPPs) and Departmental Performance Reports (DPRs).

4.4 Risk Management

In 2011-12, Integrated Risk Management is a Departmental Management Priority. The Corporate Management Branch will ensure that risks related to sustainable development are considered in its Branch Risk Profile, that they are integrated and considered as part of other departmental plans, such as the Departmental Procurement Action Plan, the IT Business plan, and that other branches consider mitigation strategies for managing their risks with a sustainable development lens. Public Safety Canada Risk Profiles are updated annually as part of the Departmental Planning and Reporting Cycle.

The following section highlights our key risks related to sustainable development. By mobilizing staff and all internal stakeholders, the Department will focus its efforts on mitigating these risks.

Public Safety Canada's key risks related to Investment Planning include:

1. That the departmental assets may not be adequately tracked;
2. That the department may not be able to ensure environmental performance considerations and green criteria get integrated into standing offers; and
3. That the Materiel Management Division may not be able to ensure that environmental performance considerations are incorporated into the procurement process since duties within the procurement process (from Section 32 to Section 34 certification) may not be segregated.

Risk 1: That the departmental assets may not be adequately tracked

Public Safety Canada currently records and tracks its assets in three Departmental Systems. All IT assets are labeled and tracked in the IT tracking system. Non-IT Assets are recorded and tracked separately, in a system named "Cable Solve". All assets over \$10K, are capitalized and are subsequently tracked by the Department's Financial System.

Even though the department has these tracking systems, which are supposed to record all assets, they are not integrated. There is the possibility that branches could procure non-IT assets without having them tracked and inventoried in the appropriate system. The insufficient number of policies and procedures in place may be preventing the Department from adequately tracking its assets, thereby ensuring a healthy life-cycle management, integrity and functionality of assets to support the departmental priorities and outcomes.

To address this risk, the Department will use the following control measures and mitigation strategies:

The Department will review and update the processes and policies it currently has in place and ensure that consequences of non-compliance are understood throughout the Department. In addition, Public Safety Canada will identify and create new policies and procedures to ensure

sound and effective asset tracking and management. Furthermore, Public Safety Canada will review and update related information and tools, which will continue to be integrated within the Branch Business Plan template (Planning and Reporting Cycle) and available on the Intranet site (InfoCentral) so that all employees are made aware of the process and use it consistently. This will ultimately allow the department to have up-to-date databases (inventories), which will provide better information for decision making, regarding future asset investments and allow resources to be allocated to the highest priority and risk investments.

Risk 2: That the department may not be able to ensure environmental performance considerations and green criteria get integrated into standing offers;

Public Safety Canada currently accesses a significant number of the procurement vehicles established by PWGSC. Since the terms and conditions of these agreements are already established, it is not clear to what degree they incorporate sustainability criteria. If these agreements contain limited, or no environmental performance considerations and green criteria, this may hinder Public Safety Canada's ability to meet all of its greening operations targets.

To address this risk, the Department will use the following control measures and mitigation strategies:

Public Safety Canada will engage PWGSC to determine the extent to which there are environmental considerations in their procurement vehicles; and what flexibility Public Safety Canada would have to include these criteria in call-ups against these vehicles. Public Safety Canada will continue to ensure the sound procurement of green goods and services from planning, through acquisition, use/maintenance and disposal, while obtaining the best value for the Crown.

Risk 3: That the Materiel Management Division may not be able to ensure that environmental performance considerations are incorporated into every procurement transaction

Public Safety Canada may not be able to ensure that environmental performance considerations are incorporated into every procurement transaction since the clients, and not the Contracting and Procurement Unit, have signing authority for contracts. Therefore, managers may choose not to include environmental considerations as selection criteria. Implementing sustainable development objectives through the contracting process will require some change.

To address this risk, the Department will use the following control measures and mitigation strategies:

The Corporate Management Branch will be considering establishing the Contracting and Procurement Unit as the Contract Signing Authority. This would ensure that the CPU had sufficient authority to influence the inclusion of sustainability considerations in the selection criteria.

In addition to the implementation of this strategy, the Sustainable Development Team will establish outreach events, to encourage participation and cooperation by staff and management through ongoing motivation and education.

5. Improve

The Branch responsible for Sustainable Development will consider all lessons learned on an annual basis to look at improving tools, scoping, baselining and tracking mechanisms; as well as developing new internal policies and procedures to ensure it can meet its SDS targets effectively, efficiently and on time. It will also take the opportunity, through consultations with employees, the Planning and Reporting Committee and the Departmental Management Committee to report on progress and recommend any required changes to the strategy and associated action plans. Finally, the Sustainable Development Strategy team will ensure that sustainable development will be considered and important elements of this strategy will be included in other Departmental Plans. to enable a truly integrated approach to meeting our departmental sustainability goals.

6. Communications

Public Safety Canada will develop an internal communications plan for its Sustainable Development Strategy. Public Safety Canada will adopt a proactive, coordinated communications approach across the Department, including the regions, to ensure that internal messaging is consistent with key federal government sustainable development messaging. Through a combination of existing communications channels, Public Safety Canada will strive to increase employee awareness and encourage action on sustainable development initiatives.

Link to the FSDS website, hosted by Environment Canada

Complete details on the Government's *Federal Sustainable Development Strategy (FSDS)*, can be found at: <http://www.ec.gc.ca/dd-sd/default.asp?lang=En&n=C2844D2D-1>.

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