



# 12<sup>TH</sup> CANADIAN POLLUTION PREVENTION ROUNDTABLE

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## **9.1 “Greening the Pages - Shifting Government to Responsible Procurement”**

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# **Greening the Pages: Shifting Government to Environmentally Responsible Procurement**

**Alberta Environment**  
**Anoushka Fernandes & Jodi Tomchyshyn**

**Alberta**

## **Greening the Government of Alberta**

In 2003, AENV received Cabinet approval to develop government-wide waste reduction and green procurement policies.

# What I've learned along the way about developing a policy...



# Build on existing leadership...

**First GP Policy:** Developed by Public Works in 1991

**Surplus Sales:** Use of “3Rs” in policy

**Green construction:** Commitment to LEED Silver

## **Green Building Operations:**

- BOMA Go Green: Commitment to 80 by 2008
- Green Cleaning Policy
- Green Power Purchase (currently at 90% of GOA needs)

## **Green Departmental Operations:**

- ISO 14001 (Alberta Transportation, Alberta Infrastructure)
- Office Ecology (Alberta Environment)

# Things to Understand...

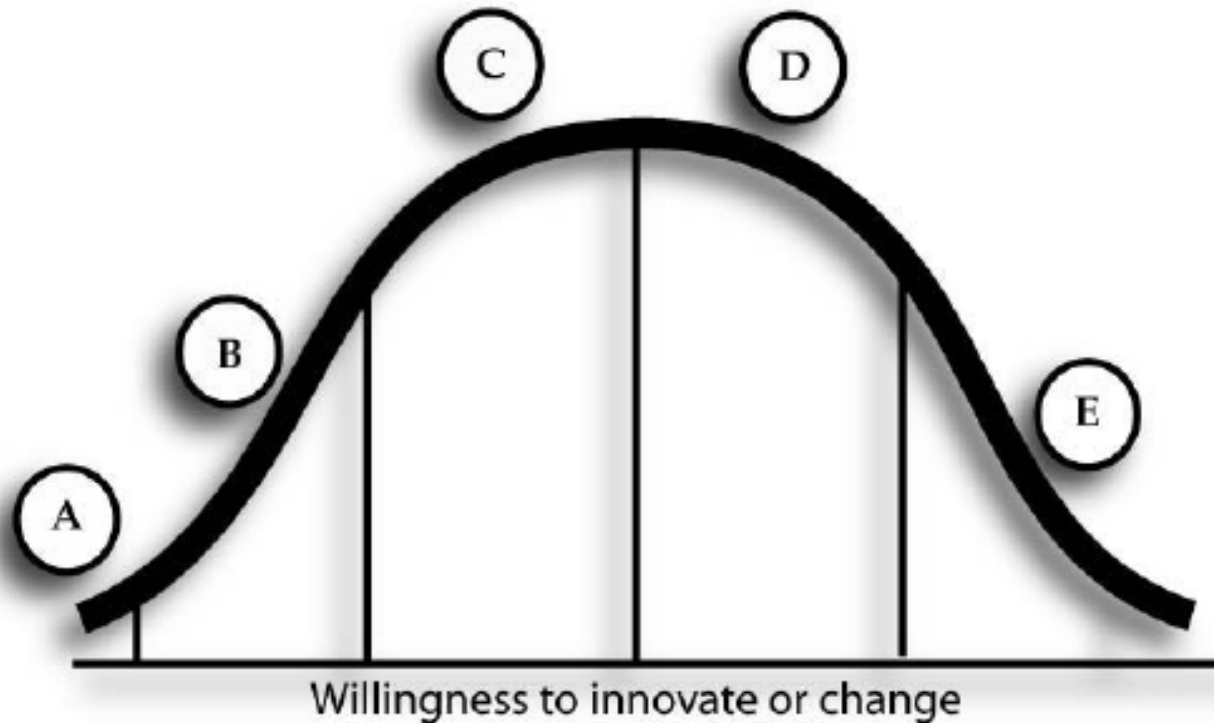
- What greening really means
  - It's not about “roughing it” or buying green paper
  - No, recycling isn't enough
- At the start, there is inevitably activity myopia
  - low hanging fruit, \$ needs a policy!

*A green organization is one that makes an overwhelming majority of green choices, one choice at a time*

- The bandwagon already left

# Rogers' Innovation Curve

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Source: Thompson 2002, Adapted from Rogers 1995

# Keys to Success...

- Clearly articulate a corporate commitment and resource it
  - Think vision. Think holistic. Think plan.
- Unleash the natural greenies
  - But remember, they are activity focussed
- Peer pressure helps...create it if you can

# ...More

Seek out great resources and steal

– My favourites:

- Commission for Environmental Cooperation 101 Guide
- Terra Choice's 2008 Four Part Overview (webinar)
- Richmond Purchasing Guide
- Canadian Federal Government (policy statement)
- EPEAT –purchasing templates

# Things to Avoid...

- Putting the onus on the purchasing department
- Confusing a few green activities with corporate operational greening
- Lack of specificity in commitments (SMART)
- Lack of measurement
- Lack of meaningful transparency through public commitments and reporting

# Barriers...Full Stop!

- Bad Timing
- Corporate culture that fears change
- Corner of the desk commitment

# Biggest Lesson:

Greening operations is less about activities and more about a corporate attitude that:

*Green is just the way we do business*

empower, incent, direct

# Greening Alberta Environment



# Office Ecology

- Active since 2003
- Works to ensure that AENV is “walking the talk” in the environmental impact of its departmental operations
- Endorsed by department’s Executive Committee in 2004
- Adopted a *Green Procurement Policy* in 2005

# What I've learned about implementing a green procurement policy.

# Green Procurement Policy Statement

Alberta Environment commits to the procurement of *environmentally preferred products and services*, to the greatest extent *practical*. That is, where environmentally preferred products and services are available at a *reasonable cost*, and available within the options under current Ministry or Government of Alberta standing offers.

**“Reasonable cost” is set at a 10% premium**

# Steps to Implementation:

- Department-wide education and awareness campaigns
  - Are expectations communicated?
  - Is implementation support provided?
- Starting with visual small wins
  - Need to make implementation “real” for staff
- Measuring where we can and reporting on this
  - Partnership with Corporate Express
  - Moves to include a “green reporting” section of the AENV Annual Report

# Additional Lessons Learned

Measurement and reporting are key to:

- “Make a case” for what’s needed to improve
- Demonstrate value to senior management
- The continued support of new innovations
- Provide solid examples for partner organizations
- Recognise the efforts of those who have performed exceptionally
- Ongoing communication to staff and stakeholders that green is the way we do business

# Barriers Encountered to Date

- Staff turnover
  - Ongoing need for communication and training
  - Ongoing need to rebuild commitment to implementation
- Inconsistent support for program at management levels
  - Ongoing need to “build the case” for implementation
  - Ongoing need to demonstrate results

# Overcoming the Barriers

- Re-think Scope of Activities
  - Move back to grassroots movement to rebuild momentum
  - Need to re-assess actual staff capacity to deliver on commitments
- Re-Assess Approach
  - Consider complete project “life cycle” in project planning
  - Refocus on success measurement and reporting

# Next Steps for Office Ecology/Green Procurement

- Renewed Commitment from our Executive Committee
- Renewed Commitment from our core staff group
- Applying a Project Management approach to our initiatives
- Focus on behavioural change
- Continue to measure and communicate successes

# Interested in More Information?

Government Leadership Project

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