



Greening  
Government  
Strategy

**Model the way.**  
**Together we can build a green workplace.**



reusable lunch bag and water bottle

recycled content binders with a minimum 50% post-consumer recycled content within the inner and outer layers

previously used binders

reusable coffee mug

environmentally certified cleaner

reusable cleaning towel

mini garbage bin

recycling bin

previously used file folders

file organizer with 25% post-consumer recycled plastic

reusable travel mug

retractable pens made from 81% post-consumer recycled content and pen refill cartridges

LCD monitor

EPEAT gold certified laptop

Recycle

snack in reusable container - yum!

scrap paper - one side already used

electronic "paperless" organizer

calendar with 100% post-consumer recycled content

notebook with 30% post-consumer recycled content

desk chair - made of 37% recycled content and is 98% recyclable by weight

✓ Reused binder  
✓ Recycling bin  
✓ Recycled content notebook





# table of contents



- 6 Ministers' Message
- 7 Executive Summary
- 8 Greening Government Strategy
- 9 Greening Government Policy
- 10 Implementation Framework
- 11 The Roles and Responsibilities of Implementation
- 12 References
- 13 Appendix 1:  
Additional Implementation Information
- 15 Acknowledgements



The Government of Alberta is committed to greening its operations and reducing its environmental footprint. Together, government employees are choosing green operations by making changes in services, processes, practices and products. Among other things we are buying green energy and including green standards in our buildings. Each day we are taking steps forward to add new practices in the work place, including recycling batteries, using reusable dishes, video conferencing and reducing paper.



## ministers' message



Albertans expect their government to lead the way in implementing best environmental business practices. This is why the Government of Alberta is adopting a long-term plan, the *Greening Government Strategy*, to empower Alberta's Public Service to make greener choices at the workplace. We know small changes in the way we operate can significantly reduce our government's environmental footprint.

The Government of Alberta has many significant environmental achievements to build on and some excellent practices also underway. Our large scale achievements include a commitment to constructing new government buildings to, at a minimum, the LEED silver standard. The Government of Alberta also purchases 100 per cent green electricity for all government-owned buildings connected to the grid. Voluntary, smaller scale changes but with big environmental savings also are happening at the staff level. These include staff-run recycling programs, duplex printing to conserve paper, and the purchase of re-useable dishes to minimize waste.

You can and should play a first-hand role to successfully deliver our *Greening Government Strategy*. For the first 18 months, our focus is on building a government culture that embraces environmental action. This will include identifying smart and simple changes we can all make to our business processes, and showing each other how best to incorporate these actions into daily work practices. We'll be celebrating our successes and reporting on our progress as we go along.

We are pleased to be part of a team effort to benefit an environment we all share, and hope you will join us in making it a Government of Alberta success.

Honourable Rob Renner  
Minister of Environment

Honourable Ray Danyluk  
Minister of Infrastructure

Honourable Heather Klimchuk  
Minister of Service Alberta

# executive summary



Albertans expect the Government of Alberta to “model the way” and improve its environmental footprint through changes to its internal business operations. The Government of Alberta commits to greening its operations through the *Greening Government Strategy*. The strategy outlines a coordinated, strategic approach that will create a solid foundation for future achievements.

The purpose of the strategy is to continuously reduce, in concrete and measurable ways, detrimental environmental impacts that result from Government of Alberta operations and overall procurement practices.

The Government of Alberta is committed to greening government’s operations by using services, processes, practices and products that:

- minimize resource use;
- reduce or even prevent the generation and release of waste, greenhouse gases, and other pollutants to air, water and land;
- manage waste (that cannot be avoided) in an environmentally responsible manner; and
- meet or exceed the Government of Alberta’s business needs.

The *Greening Government Strategy* consists of the Greening Government Policy and an Implementation Framework. Together these components ensure the Government of Alberta has the foundation to demonstrate its commitment to improve the environmental footprint of its business practices.

Alberta Environment, Alberta Infrastructure, Service Alberta and Alberta Treasury Board have key corporate functions to implement the strategy and have established a partnership to lead the Government of Alberta Implementation Team.

Ministries will implement the strategy by greening activities that are directly related to their business activities and that are under their direct control. Government of Alberta corporate implementation will provide the direction and support for ministerial implementation. The Government of Alberta Implementation Team and ministries will work together to ensure the information, tools, and best practices ministries need are available.

The first 18 months of implementation will focus on building a green government culture that embraces environmental action. Activities in the first year will include: a communications campaign for all Government of Alberta staff, workshops for those leading initiatives in individual departments, providing departmental implementation resources (e.g. SharePoint site, fact sheets) and the launch of a reward and recognition program.

The strategy will be reviewed the third year after it comes into effect.

# greening government strategy



Environmental stewardship is a shared responsibility in which citizens, industry and governments all have a role to play. Albertans expect the Government of Alberta to “model the way” and improve its environmental footprint through changes to its internal business operations. The Government of Alberta is committing to green its operations through the *Greening Government Strategy*. The strategy outlines a coordinated, strategic approach that will create a solid foundation for future achievements.

The Government of Alberta’s approach to greening will be to develop a green culture within the government that focuses on continuous improvement, implementation of best practices, and the integration of green considerations into daily business operations. The strategy will be guided by the Greening Government Policy, which provides government staff with direction on how to green our business practices and what we buy to enable our business.

We are not starting from ground zero – we have achieved some significant successes already. For example, government purchases green power for its electricity requirements, recycles its used computers through Computers for Schools, and uses post-consumer recycled paper for the majority of its printing needs. These are the first steps of many ahead.

## Link to Government of Alberta Business Plan

The strategy implementation supports a “one government” approach. This ensures all ministries have a solid foundation for greening their operations, cross-ministry activities are coordinated, and daily operations support existing Government of Alberta strategies and initiatives (listed below) that preserve and manage air, water and land.

### STRATEGIES

- *Too Good to Waste*
- *Water for Life*
- *Alberta’s 2008 Climate Change Strategy*
- *Launching Alberta’s Energy Future – Provincial Energy Strategy*
- *Clean Air Strategy*

### INITIATIVES

- Green Energy Purchases
- LEED® Silver
- BOMA BEST®
- One Simple Act



# greening government policy



## Purpose

To continuously reduce, in concrete and measurable ways, detrimental environmental impacts that result from Government of Alberta operations and overall procurement practices.

## Policy Statement

The Government of Alberta is committed to greening government's operations by using services, processes, practices and products that:

- minimize resource use;
- reduce or even prevent the generation and release of waste, greenhouse gases, and other pollutants to air, water and land;
- manage waste (that cannot be avoided) in an environmentally responsible manner; and
- meet or exceed the Government of Alberta's business needs.

## Accountability

Deputy heads (e.g. Deputy Minister) will ensure that the Greening Government Policy is implemented in their organization.

## Application

The policy applies to activities conducted by and on behalf of the Government of Alberta.

## Effective Date

The *Greening Government Strategy* is effective as of April 28, 2010.

## Strategy Review

The *Greening Government Strategy* will be reviewed the third year after it comes into effect and every five years thereafter.

# implementation framework



The *Greening Government Strategy* sets a clear direction for the Government of Alberta to become a greener organization through changes to its business operations. Implementation of the *Greening Government Strategy* will be directed by the *Greening Government Strategy Action Plan*, which will outline expected activities and timelines for their achievement. Implementation of the strategy will be phased to ensure that resources are focussed on the most appropriate activities at the most appropriate times.

Implementation will focus on building a culture of green within the Government of Alberta, achieving manageable successes, identifying opportunities for future action, and building upon successes. Our path will be guided by continuous improvement, and will be enabled by encouraging and empowering government employees to make greener choices on a daily basis. Leadership, innovation, and action will be encouraged and recognized, for example, through the development of an environmental award of excellence. As implementation progresses, the range of activities and initiatives will expand and a new green approach will become more integrated into regular Government of Alberta business operations. We expect our operational systems to become more efficient, resulting in environmental and long-term financial benefits.

Establishing a new green culture requires support from all Government of Alberta staff as each employee's daily business activities consume resources and generate waste. The cumulative impact of all Government of Alberta staff members shifting their daily choices towards greener business practices ensures the government will improve its environmental footprint. All staff are encouraged to make decisions that are consistent with the spirit of the policy and that support their ministry in meeting its goals.

To support strategy implementation, staff can be assured that:

- the Greening Government Policy is compliant with all relevant legislation;
- ministries have the authority to include green specifications in their purchasing requirements;
- costs related to the acquisition of greener goods and services will be addressed through regular Government of Alberta business planning and budgeting processes; and
- the total cost of ownership for the Government of Alberta as a whole, not just the cost to individual ministries, should be considered in acquisition processes.

Additional information is available in Appendix 1.

# the roles and responsibilities of implementation



## Corporate Implementation

Alberta Environment, Alberta Infrastructure, Service Alberta and Alberta Treasury Board have key corporate functions to implement the strategy and have established a partnership to lead the Government of Alberta Implementation Team. All ministries are welcome and encouraged to participate on the team.

The Government of Alberta Implementation Team will:

- develop and update an action plan for implementation of the strategy;
- encourage and facilitate a green cultural shift within the Government of Alberta;
- ensure coordinated and efficient implementation across all Government of Alberta ministries;
- oversee development of corporate tools (for example, education and outreach activities, communication tools, training modules, recognition) to support ministerial implementation;
- collect and compile feedback on Government of Alberta implementation progress to inform future policy updates, the selection of new green activities, and to report on Government of Alberta progress;
- identify methods for improving implementation and ensuring continuous improvement; and
- evaluate the policy in the third year of it coming into effect.

These key departments will also identify and remove unnecessary corporate barriers that may prevent individual departments from undertaking green activities on their own. For example, Service Alberta will incorporate green criteria into standing offers to assist ministries with buying greener products.

The key ministries will undertake the following:

- the Deputy Ministers of Service Alberta and Alberta Infrastructure will ensure their departments' activities as custodians of government's assets and procurement agents support implementation of the policy by all ministries;
- the Deputy Minister of Alberta Environment will facilitate and oversee the development, maintenance and coordination of the strategy; and
- the Deputy Minister of Alberta Treasury Board will ensure the policy complies with the *Financial Administration Act*, the *Government Accountability Act* and the *Government Organization Act*. In addition, the Deputy Minister will ensure that the policy is given appropriate priority in Ministry financial and business planning processes.

## Departmental Implementation

Ministries will implement the strategy by greening activities that are directly related to their business activities and that are under their direct control. Government of Alberta corporate implementation will provide direction and support for ministerial implementation. The Government of Alberta Implementation Team and ministries will work together to ensure the information, tools, and best practices ministries need are available.



# references



## Government of Alberta Strategies and Initiatives

- *Water for Life: Alberta's Strategy for Sustainability*: [www.waterforlife.alberta.ca](http://www.waterforlife.alberta.ca)
- *Too Good to Waste*: [www.environment.gov.ab.ca/info/library/7822.pdf](http://www.environment.gov.ab.ca/info/library/7822.pdf)
- *Alberta's 2008 Climate Change Strategy*: [www.environment.alberta.ca/3295.html](http://www.environment.alberta.ca/3295.html)
- *Launching Alberta's Energy Future – Provincial Energy Strategy*: [www.energy.alberta.ca/initiatives/strategy.asp](http://www.energy.alberta.ca/initiatives/strategy.asp)
- One Simple Act: [www.onesimpleact.alberta.ca](http://www.onesimpleact.alberta.ca)
- Alberta Infrastructure's commitment to Leadership in Energy and Environmental Design (LEED) Silver for new government buildings: [www.infrastructure.alberta.ca/501.htm](http://www.infrastructure.alberta.ca/501.htm)
- Alberta Infrastructure's commitment to the Building Owners and Managers Association (BOMA) BEST certification for building operations: [www.infrastructure.alberta.ca/633.htm](http://www.infrastructure.alberta.ca/633.htm)
- Government of Alberta Green Initiatives: <http://environment.alberta.ca/02993.html>

## Departmental Implementation Resources

- Greening Government SharePoint site: <https://external.sp.environment.gov.ab.ca/GreeningGov/>  
Note: Government of Alberta internal access only

## Legal and Financial Resources

If you have difficulty viewing any of these links, please click your browser's "refresh" button.

- Schedule 11, *Government Organization Act* (acquisition and disposal of supplies): [www.qp.alberta.ca/574.cfm?page=g10.cfm&leg\\_type=Acts&isbncln=9780779746392&display=html](http://www.qp.alberta.ca/574.cfm?page=g10.cfm&leg_type=Acts&isbncln=9780779746392&display=html)
- *Government Organization Act* Direct Purchase Regulation: [www.qp.alberta.ca/574.cfm?page=1998\\_210.cfm&leg\\_type=Regs&isbncln=9780779735389&display=html](http://www.qp.alberta.ca/574.cfm?page=1998_210.cfm&leg_type=Regs&isbncln=9780779735389&display=html)
- Direct Purchase Administrative Practices: [www.servicelink.gov.ab.ca/540.html](http://www.servicelink.gov.ab.ca/540.html)
- *Financial Administration Act*: [www.qp.alberta.ca/574.cfm?page=F12.cfm&leg\\_type=Acts&isbncln=9780779745876&display=html](http://www.qp.alberta.ca/574.cfm?page=F12.cfm&leg_type=Acts&isbncln=9780779745876&display=html)
- Agreement on Internal Trade (AIT), Chapter 5 (Procurement): [www.international.alberta.ca](http://www.international.alberta.ca)
- New West Partnership Trade Agreement (NWPTA): [www.international.alberta.ca](http://www.international.alberta.ca)
- Trade, Investment and Labour Mobility Agreement (TILMA): [www.international.alberta.ca](http://www.international.alberta.ca)
- World Trade Organization (WTO) Agreement on Government Procurement (GPA): [www.wto.org/english/tratop\\_E/gproc\\_e/gp\\_gpa\\_e.htm](http://www.wto.org/english/tratop_E/gproc_e/gp_gpa_e.htm)

# appendix 1 – additional implementation information



## The Cost of Green Products and Services

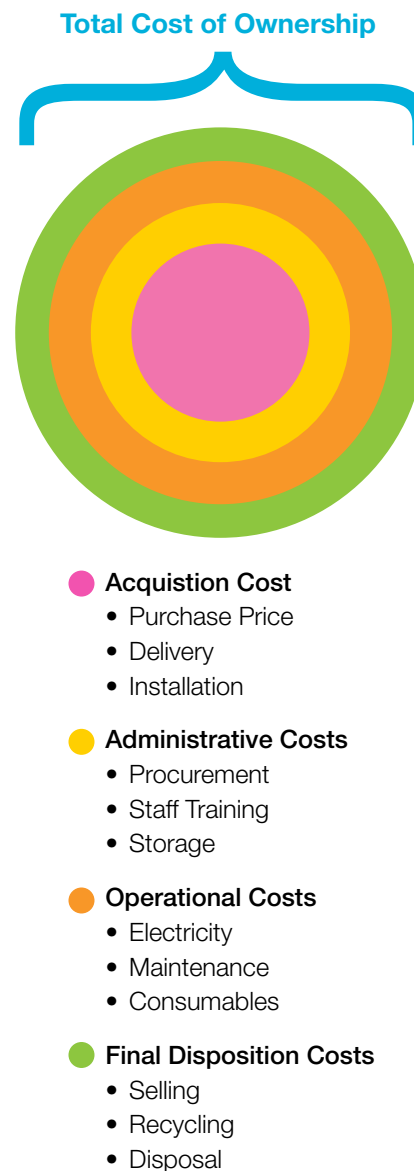
The purchase price of a given good or service is a key factor in procurement decisions. Greener choices do not always, as often assumed, result in increased costs. The financial impacts vary. In some cases, choosing greener options will result in ministerial cost savings (such as encouraging reduced paper use through duplex printing); in other cases there will be no cost difference (such as choosing greener computers from the existing standing offer), and in other cases ministerial costs may increase (like purchasing 100 per cent recycled content paper). It is not correct to assume that the up front costs of purchasing greener goods or implementing greener operational practices will be greater than traditional choices. Investigation on a case by case basis is required to determine financial impacts.

## Total Cost of Ownership

When procuring new goods or services, the total cost of ownership for the Government of Alberta as a whole should be considered in addition to the purchase price to the ministry. As outlined in Figure 1 (opposite), the total cost of ownership includes: acquisition costs, administration costs, the operational costs, and final disposal costs.

The total cost of ownership may not be readily evident as the Government of Alberta operates using a business model where individual ministry budgets are the basis for decision-making, rather than calculating the impact of decisions on Government of Alberta finances as a whole. When it comes to buying, using, and disposing of goods, the choices made by one ministry impacts the budgets of other ministries, especially those of Alberta Infrastructure and Service Alberta.

Figure 1  
Total Cost of Ownership Model





Alberta Infrastructure directly or indirectly pays for most of the Government of Alberta's energy, water, and waste bills. Service Alberta pays the costs of surplus materials collection, storage, and final disposition. For example, purchasing energy efficient electronic products may have a higher purchase price (which impacts a ministry's budget), but the total cost of ownership for the Government of Alberta will be lower over the life of the product due to reduced expenditures on energy (which are paid by Alberta Infrastructure). Shifting to a total cost of ownership model will reduce the overall costs to the Government of Alberta.

## Complementary Activities

Shifting to environmentally friendly operational and procurement practices has the potential to result in cost savings, be cost neutral or require additional funds. Where green procurement results in additional costs, it is important to consider offsetting purchasing decisions with complementary green activities. For example, purchasing 100 per cent recycled copy paper may cost more compared to the Government of Alberta standard 30 per cent recycled paper; however, by setting printers to default to duplex printing as opposed to single-sided printing, the overall financial impact of the purchasing decision is mitigated.

## Department Authority to Purchase Green

The Greening Government Policy is compliant with the *Financial Administration Act*, the *Government Organization Act*, the Direct Purchase Administrative Practices, and trade agreements signed by the Province of Alberta (New West Partnership Procurement Agreement, Agreement on Internal Trade).

In determining which goods or services will meet

their business needs, ministries are able to define requirements related to product specifications and the service levels to be provided. These requirements include the physical and performance characteristics of the goods or services being purchased, and can also include industry standards and environmental characteristics. Several Government of Alberta standing offers currently incorporate environmental requirements. Examples include copy paper (available with 30 per cent recycled content) and leased photocopiers (which are Energy Star® compliant).

During tender evaluation only those vendors meeting all the mandatory requirements (including environmental requirements) are considered. Selection of the winning vendor is based on the highest scoring compliant vendor or the lowest cost compliant vendor, depending on the evaluation plan documented in the tender.

Service Alberta will develop Government of Alberta standing offers, where appropriate, that support the Greening Government Policy and will assist departments in developing tenders that support the policy.

## Government of Alberta Priorities and the Departmental Budget Development Process

The Government of Alberta establishes priorities via policy statements, business plans and budgets. Approval of this strategy establishes greening operations as a priority for the Government of Alberta. Departmental implementation will occur within the standard departmental business and budget planning process.



## Acknowledgements

Alberta Environment, Service Alberta and Alberta Infrastructure acknowledge with gratitude the guidance and direction provided by the following staff, through their involvement on the cross ministry team, in developing this document.

### **Children and Youth Services**

Alick Brook

### **Culture and Community Spirit/ Tourism, Parks and Recreation/ Children and Youth Services**

Carol Illingworth

### **Employment and Immigration**

Mark Rice

### **Environment**

Giselle Beaudry

Patrick Kane

Shelleen Lakusta

George Murphy

Scott Nicol

Jodi Tomchyshyn

### **Finance**

Elaine Sui

### **Health and Wellness**

George Flynn

Wayne Maday

Frank Ostlinger

### **Infrastructure**

John Enns

John Gibson

Alvin Law

Tim Leung

### **Justice and Attorney General**

Mark Eckley

Don Smallwood

### **Service Alberta**

Michael Fleming

Dave Hardwick

Brenda Ouellette

### **Seniors and Community Supports**

Kevin Molcak

### **Sustainable Resource Development**

Dan Kirkpatrick

### **Transportation**

Ron Middleton

### **Treasury Board**

Bert Aram

Comments, questions, or suggestions regarding the content of this document can be directed to:

**Alberta Environment**

Email: [AENV.GreeningGovernment@gov.ab.ca](mailto:AENV.GreeningGovernment@gov.ab.ca)

**Alberta Infrastructure**

Email: [INFRAS.GreeningGov@gov.ab.ca](mailto:INFRAS.GreeningGov@gov.ab.ca)

**Service Alberta**

Email: [corporate.purchasing@gov.ab.ca](mailto:corporate.purchasing@gov.ab.ca)

Additional information and copies of this document can be accessed via the Greening Government Sharepoint site: <https://external.sp.environment.gov.ab.ca/GreeningGov/>