



**Defence Construction Canada
Construction de Défense Canada**

Environmental Management Framework

March 2018

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1.0 PURPOSE

The Environmental Management Framework (EMF) describes Defence Construction Canada's (DCC's) environmental management principles, policies and key processes. It provides all DCC employees with strategic direction related to managing the environmental aspects of DCC's day-to-day business activities.

2.0 PRINCIPLES

Environmental stewardship is necessary to help minimize environmental effects, track environmental performance, and advance long-term environmental sustainability.

Environmental stewardship requires a shared commitment to the principles of sustainable development, pollution prevention, environmental protection and enhancement, and due diligence. DCC is accountable for sound environmental stewardship through continuous measurement that demonstrates performance improvement.

3.0 ENVIRONMENTAL MANAGEMENT POLICY STATEMENT

The following is DCC's corporate environmental management policy statement:

Defence Construction Canada (DCC) is committed to environmental protection and sustainability as it delivers infrastructure and environmental projects for the defence of Canada in an environmentally responsible manner. This commitment to help build a cleaner, more sustainable world is three-fold:

- DCC as a whole contributes to Canada's long-term environmental sustainability by supporting the efforts of its Client-Partners to reduce greenhouse gas emissions, solid and hazardous waste, and energy consumption of their infrastructure holdings.*
- DCC senior management strives to improve the organization's day-to-day environmental performance in the areas of materials and waste, transportation and energy efficiency. To this end, DCC incorporates environmental values into its purchasing decisions and those it makes on behalf of its Client-Partners.*
- DCC employees have a shared commitment to incorporate into business practices the principles of sustainable development, pollution prevention, environmental protection and enhancement, and due diligence.*

DCC's operational policies and procedures, including its Environmental Management Framework, seek to minimize environmental effects, track environmental performance, promote sustainable practices and set out requirements for environmental incident reporting for employees.

DCC provides all employees with education and training on environmental policies, procedures and practices to enable them to work with respect for the environment and their community.

While complying with applicable environmental legislation, regulations and policies, DCC applies industry best practices for sound environmental stewardship and recognizes the environmental impact of individual and corporate activities.

A copy of the official signed version of DCC’s policy statement is included in Annex A.

4.0 ROLES AND RESPONSIBILITIES

The roles and responsibilities of DCC employees are presented in Table 1.

Table 1. Roles and Responsibilities

ROLES	RESPONSIBILITIES
President and CEO	The DCC President and CEO provides strategic direction related to environmental management policy in the Corporate Plan.
Vice-Presidents	The Vice-Presidents provide direction related to the environmental management of business operations under the Operations Business Plan.
Regional Directors, Directors and National Service Line Leaders	All Directors and National Service Line Leaders must incorporate objectives, as appropriate, into their business plans.
Corporate Environmental Management Advisor (CEMA)	The Corporate Environmental Management Advisor (CEMA) chairs the Corporate Environmental Management Committee (CEMC). He or she ensures the EMF is developed, implemented and updated as required. The CEMA also ensures that the objectives and targets necessary to maintain or enhance corporate environmental performance are established and monitored. See Annex B for the complete terms of reference.
Corporate Environmental Committee (CEMC)	The CEMC helps the CEMA manage the corporate environmental management process. As required, the CEMC develops and updates the EMF, and determines objectives and targets for maintaining or enhancing corporate environmental performance. See Annex B for the complete terms of reference.
Managers	Managers are responsible for achieving and reporting on objectives and targets within their areas of responsibility.
All employees	All DCC employees are expected to adhere to DCC’s environmental principles and policies as part of their regular activities.

	They are required to report environmental incidents that exceed reporting criteria, regardless of their cause, using the Environmental Incident link on DCC’s intranet.
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5.0 ENVIRONMENTAL MANAGEMENT

5.1 ENVIRONMENTAL MANAGEMENT OBJECTIVES

Environmental performance is measured by comparing environmental management achievements against environmental policy and, more specifically, the associated environmental management objectives and targets. The CEMC defines its environmental management objectives and targets with endorsement from the President.

Environmental management objectives are specific environmental goals. Objectives must be consistent with environmental policy. Objectives are not static; they evolve over time as an organization reaches its goals and improves its corporate environmental performance.

The following are DCC’s environmental management objectives:

- promote the use of recycled and environmentally preferred products
- promote the use of green procurement for corporate contracting
- increase awareness about environmental incident reporting
- reduce paper consumption and increase paper recycling
- increase awareness of energy efficiency practices

5.2 ENVIRONMENTAL TARGETS

The Corporate Environmental Management Committee has established targets for achieving environmental management objectives, as shown in Table 2.

Table 2. Targets in Support of Environmental Management Objectives

ENVIRONMENTAL MANAGEMENT OBJECTIVES	TARGETS
Promote the use of recycled and environmentally preferred products	Implement a green purchasing program in accordance with DCC’s Green Purchasing Policy to increase the purchase of recycled-content materials by 5% within two fiscal years.
Promote the use of green procurement for corporate contracting	With the implementation of e-procurement for operational contracts, promote and implement the use of green procurement for corporate contracts.
Increase awareness about environmental incident reporting	Develop an environmental awareness presentation to be delivered to all employees within one fiscal year. A refresher will be required every three years for all employees. While environmental incidents occur

	mainly due to operations, the requirement to report these incidents remains a corporate responsibility.
Reduce paper consumption and increase paper recycling	Audit representative business units to determine DCC’s paper consumption baseline and reduce paper consumption by 10% within two fiscal years.
Increase awareness of energy efficiency practices	Develop an environmental awareness presentation to be delivered to all employees within one fiscal year. A refresher will be required every three years for all employees.

DCC has the flexibility to determine what environmental objectives are appropriate based on corporate needs. Objectives and targets can be set for the whole organization or for a specific operations or business unit.

5.3 ENVIRONMENTAL MANAGEMENT PROCESS

DCC is committed to continuous improvement. DCC’s environmental management process is based on the “plan, do, check, act” (PDCA) model. The steps in the PDCA model are broken down in Table 3.

Table 3. Continuous Improvement Model

Plan	<ul style="list-style-type: none"> • Define the environmental management objectives. • Establish the targets necessary to deliver results in accordance with the objectives. • Prepare an environmental action plan.
Do	<ul style="list-style-type: none"> • Obtain support from management. • Implement the environmental action plan. • Engage resources, employees and management, as required.
Check	<ul style="list-style-type: none"> • Monitor and measure results against the environmental performance objectives and targets. • Report the results.
Act	<ul style="list-style-type: none"> • Take actions to continually improve corporate environmental performance. • Celebrate achievements. • Restart the PDCA cycle.

5.4 ENVIRONMENTAL MANAGEMENT ACTION PLANS

Environmental management action plans are used to define the strategy and resources required to achieve objectives and targets. Action plans need not be complicated or lengthy; rather, they should be clear, concise and commensurate with the complexity of the objectives. Action plans should answer the following questions:

1. What is the objective?
2. What and how will we do it? *List the tasks.*
3. Who will do it? *Assign responsibility for achieving goals.*

4. When will we do it? *Establish deadlines.*
5. How much will it cost? *Estimate staff time and costs.*

Once approved by management, action plans are implemented to achieve objectives and targets. DCC monitors and measures progress to help ensure the action plans are appropriate, and adjusts the plans as necessary.

6.0 AWARENESS AND TRAINING

The success of the EMF depends on the awareness and engagement of DCC employees. All employees will participate in an initial environmental awareness training program and will take a refresher every three years.

ANNEX A: DCC ENVIRONMENTAL MANAGEMENT POLICY STATEMENT

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James S. Paul
President and Chief Executive Officer

ANNEX B: CORPORATE ENVIRONMENTAL MANAGEMENT COMMITTEE TERMS OF REFERENCE

Purpose

DCC has committed resources for a Corporate Environment Management Committee (CEMC) to help us conduct our business in an environmentally responsible manner.

The CEMC was formed to act in an advisory capacity, providing environment-related recommendations to the President for consideration and/or approval.

Membership

The Vice-President sponsor of corporate environmental management appoints the corporate environmental management advisor (CEMA) and assigns other DCC staff to the CEMC.

Budget

The Chair establishes the budget needed to support the CEMC's activities and submits it to the Vice-President sponsor of corporate environmental management for inclusion in the Operations Business Plan. The money is held within the operations coordination budget.

Responsibilities

The CEMC assists the CEMA in managing the corporate environmental management process.

The following is a summary of CEMC members' responsibilities:

- develop and update the EMF
- review the EMF as required and provide any recommendations for changes
- review, monitor and report on DCC's compliance with current environmental laws and regulations, corporate standards, and best practices
- report on the status of action plans, and DCC's success in achieving environmental management objectives and targets
- review, monitor and report on the status of environmental incidents

Meetings

Committee members meet as required, typically at national ESSL monthly meetings, via teleconference or face to face.

Action Items

Action items will be recorded and distributed. The chair provides the action items to the President, as required. The chair briefs the President and records the results in a written record of discussion. Action items and records of discussion are kept in accordance with DCC's Records Management Policy.