



## Greening Your Organization

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## About this Guide

This guide presents One Simple Act's seven steps to creating and implementing a *Green Plan* in your workplace. Each of the seven steps in this guide outlines the actions your group will need to complete along with directions to help you fill in the associated worksheets (found at the end of this manual in the [Green Plan Worksheets](#) section). When completed, these worksheets will serve as the sections of your organization's *Green Plan*. (Note that the term organization is used throughout this guide, however the seven steps apply equally to all types of workplace whether private, public, institutional or not-for-profit.) This plan will then become a working document to guide your implementation. This manual can be supplemented with the One Simple Act Green Purchasing Guide [www.onesimpleact.alberta.ca/docs/purchasing.pdf](http://www.onesimpleact.alberta.ca/docs/purchasing.pdf), and the over 100 actions found within the Simple Acts Reference Guides [www.onesimpleact.alberta.ca/get-involved/work.asp](http://www.onesimpleact.alberta.ca/get-involved/work.asp).

### The seven steps to develop and implement a green plan are:

- Step 1** – Develop a green implementation team
- Step 2** – Do an inventory
- Step 3** – Identify priorities
- Step 4** – Measure performance and set targets
- Step 5** – Develop an implementation schedule
- Step 6** – Implement your plan
- Step 7** – Communicate results

The seven steps are guided by a set of best practices<sup>1</sup> which are vital for the successful implementation of your *Green Plan*. These components include:

- a) Engage all staff and communicate effectively
- b) Measure your baselines and current practices
- c) Guide the program with a written strategy
- d) Prioritize and use a phased approach
- e) Develop metrics and key performance indicators
- f) Keep it simple and act opportunistically
- g) Report on results and communicate effectively

<sup>1</sup> Best practice research conducted by Reeve Consulting for the Government of Alberta examined 12 leading organizations including various levels of government, networks and institutions from across North America.



## Why go Green?

A Green Plan can guide activities and initiatives that reduce negative environmental impacts that result from business operations. In general, these activities will reduce waste, conserve water and save energy. Some reasons to 'go green' include:

- Reduce costs by consuming less. When you do more with less you reduce overhead costs and improve the bottom line.
- Reduce costs by reusing materials and goods. When you use things more than once you reduce the amount of new materials you have to buy, which saves money and improves your bottom line.
- Reduce costs by recycling. Disposing of "waste" is expensive. As we run out of landfill space, the cost of disposal is likely to increase. Recycling materials reduces disposal costs and keeps it out of the landfill.
- Enhance your public image. Customers are looking for socially and environmentally responsible behaviour from organizations. Offices with greening programs will have a competitive advantage.
- Attract and retain staff. Increasingly talented people want to work for companies that are committed to reducing their ecological footprint.

"80 per cent of young professionals are interested in jobs that have a positive impact on the environment, and 92 per cent would be more inclined to work for companies that are environmentally friendly,"  
- Go Green, Live Rich



## Before you Start

Before starting, it is important to give some thought to the level of organizational support you have for this initiative. Ideal organizational support includes a green policy statement or guideline, a team lead assigned to the green purchasing initiative and an executive team project champion. Obtaining this support may be facilitated by briefing your organization’s executive on the One Simple Act seven step process.

Having a policy statement that has been endorsed by the executive will demonstrate senior management’s commitment to the initiative and will be a useful reference for getting cooperation, support and participation throughout your organization.

Ask your organization’s executive to designate a team lead and an executive project champion for your green planning initiative. The team lead should report to the project champion directly and on an established schedule. Complete and submit [Worksheet OA](#) to your organization’s senior leadership to help gain initial approval for your greening initiative.

A green policy or guideline can be developed and signed off before you begin the seven step process in order to facilitate the development of an implementation team. You may also consider developing one during [Step 3](#) once your team is in place. See [Worksheet OB](#) for tips and examples on creating a policy. Once this is in place, move to Step 1.

### Example Policy Statement

*Our Organization* is committed to greening our operations through processes and practices that:

- Reduce waste;
- Save energy;
- Conserve water;
- Minimize pollution.

### ***Don't have adequate support from your organization's executive leadership?***

*Are you just looking to lead change more informally?*

Self organizing teams can still incorporate many of the steps and tools provided in this resource to help lead green changes in your workplace. ***Refer to the bracketed sections in this document for actions that self-organized groups can accomplish.***



## Step 1 – Form a Green Implementation Team

The most critical aspect of any office greening program starts with the employees. The value in forming a green implementation team for your organization will be the assurance that there is organized leadership and expertise to ensure project success. The project lead is responsible for finding the right mix of staff to form a successful green implementation team. The implementation team will help to develop and implement your green plan by carrying out the seven steps listed in this document.

Members should include senior staff, specialized staff (e.g., IT staff responsible for installing video conferencing technology), and local leaders (e.g., green team members). It is important to identify the role each member is playing within their work plans, as this will ensure commitment and provide formal recognition for their efforts.

### Green Teams vs. Green Implementation Team

The implementation team is a structured group that formally represents the entire organization, while green teams are self organizing. Larger organizations may have multiple green teams that are often workplace based.

It is important to incorporate green team leaders into your implementation team's planning process. Green teams can also play an important role in implementing the plan.

### Who Should Join the Team?

Use [Worksheet 1A](#) to identify ideal implementation team members, and [Worksheet 1B](#) to record confirmed implementation team members for inclusion in your Green Plan.

### Self-Organized Groups:

While your group may not include the senior members of your organization mentioned above, be sure to have well defined roles for those within your green team and never underestimate the influence your group has to bring about change!



### **Affirming your Process and Timeline**

Once you have assembled your implementation team, it will be important to ensure that all members are on the same page in terms of the planning and implementation steps. Complete [Worksheet 1C](#) to establish the timelines for your organization's planning and implementation steps. The exercise of affirming your process and timelines will help to identify opportunities and challenges related to developing and implementing your plan. It may also identify where adjustments to the approach or timing may be necessary.

Generally, your initial green plan should run for about a year to allow implementation of all activities. After this time, your plan can be updated to reflect changes based on performance results and feedback from staff.

Organizations may also wish to align their green plan with their fiscal year.

#### **Things to Communicate to your Organization:**

1 - Your green implementation team is assembled and you have begun the process of developing your *Green Plan*.

2 - There will be opportunities for staff to suggest green initiatives for the organization or their team, and to choose green initiatives on their own.

### **Collaborating with Other Organizations**

It may be beneficial to collaborate with other organizations or other chapters of your organization, especially if you are working in the same building. You can explore options of linking your planning and implementation processes in order to achieve common goals and benefits.

### **Tools**

[Worksheet 1A - Selecting Your Green Implementation Team Members](#)

[Worksheet 1B - Green Implementation Team Members](#)

[Worksheet 1C - Planning and Implementation Process and Timeline](#)



## Step 2 – Do an Inventory

Before you determine where you want to be, you need to assess where you are at. Inventory the green initiatives that your organization is already undertaking. Also, gather information about the environmental impacts of your current business operations. It will help you to determine green priorities in subsequent steps.

### Inventory Initiatives

Contact people from throughout your organization to find out about current green initiatives. This will identify opportunities to support them or to learn from past experiences.

### Assess Current Impacts

What is your current consumption of energy and water? How much waste is generated? What policies and practices are already in place that support the greening of your organization? Gathering this information will allow your green implementation team to identify gaps and establish priorities and goals.

The scope of this activity can vary significantly, depending on your objectives and available resources. [Worksheet 2A](#) outlines four options for collecting baseline data. Be realistic at this stage about the level of detail that you have the resources to gather data on. In Step 4, you can obtain more detailed baseline information on the priority initiatives that your Implementation Team has chosen.

### **Self-Organized Groups:**

While your team may decide that gathering detailed baseline information is beyond your scope, it is still worthwhile for your group to gather some information. This will validate and build momentum for your initiative. For a simple way to do this, check out The **Eco Check-up** found in the front section of the *One Simple Act Fast and Easy on Your Own* [www.onesimpleact.alberta.ca/docs/fast.pdf](http://www.onesimpleact.alberta.ca/docs/fast.pdf).



**Brainstorm Opportunities**

Have your implementation team brainstorm additional green initiatives and opportunities. Review the Top 10 Green Initiatives in the side bar for suggestions on initiatives with a high eco benefit<sup>1</sup>. One Simple Act reference manuals also outline 100 specific ‘simple act’ initiatives that can be done ‘on your own’, ‘as a team’, and ‘as an organization’ [www.onesimpleact.alberta.ca/get-involved/work.asp](http://www.onesimpleact.alberta.ca/get-involved/work.asp).

**Tools**

[Worksheet 2A – Four Methods for Gathering Baselines](#)

**Top 10 Green Initiatives Example**

1. Reduce energy demand during off hours
2. Minimize office waste
3. Print duplex to reduce paper consumption
4. Don't print if you don't need to
5. Eliminate the use of disposable cups, plates and cutlery
6. Minimize use of bottled water
7. Use teleconferencing and video conferencing to minimize travel
8. Use alternative work arrangements to minimize travel
9. Reduce the environmental impact of necessary travel
10. Convert to network printing

<sup>1</sup> These top green initiatives were determined by an independent consultant to have the highest value for a large organization. See selection criteria highlighted in step 3.



### Step 3 - Identify Priorities

It is time to decide where to focus your green efforts. In this step your implementation team will select a small bundle of initiatives (e.g., three to five) to focus on in the first year. Focusing on a small number of initiatives allows you to use your organization's resources strategically and presents greater opportunity for success. Doing a really good job of implementing a small number of initiatives will generate momentum for your program that can be harnessed in subsequent years as you expand to other initiatives.

#### Create a shortlist

Have your green implementation team identify a shortlist of realistic and impactful priority initiatives. These should align with the scope of your green policy or guideline. If a policy has not yet been created, consider developing one at this point (see [Worksheet 0B](#)).

Review the selection measures listed below to develop your shortlist or you may wish to develop your own selection criteria.

#### Involve staff

Using your shortlist, gain feedback from staff about which priorities they feel will be the most achievable and impactful. This feedback could be gathered through a variety of mediums including a short online survey, a focused meeting with company-wide representatives or it could be added as an agenda item to an already existing staff event.

#### Involving Your Colleagues in the Selection Process

Consult with other staff in your organization to ensure that they support the green initiatives and policies that your organization would like to implement. Input from staff could help determine the products you wish to gather baseline information about. By involving your colleagues in the selection process, they will be engaged early on, and are more likely to participate in implementing these initiatives. One way of engaging your colleagues, is by creating space for discussion about green initiatives at team meetings or by running an online survey.



## Choose priorities

Using feedback gathered from staff and your selection criteria, choose 3-5 priority initiatives. First confirm the selection criteria you want to use. When determining your selection criteria, think about what success will mean for your organization. Adapt the selection criteria below as needed and ensure they align with your green policy and guideline. Second, rank each of the green initiatives for how it meets each of the criteria (e.g., 1-5; high, medium, low). Third, review your green initiatives against your criteria (e.g., have the highest scores). [Worksheet 3](#) can be used to track and assess eco benefits and selection criteria. Refer to the [Top 10 Green Initiatives Spreadsheet](#) for examples of selection criteria. The spreadsheet also highlights associated ‘simple acts’ listed in the One Simple Act at Work Reference Manuals.

## Tools

### [Worksheet 3 - Priority Green Initiatives](#)

**Example Selection Criteria** - used as the key criteria for selecting initiatives in the Top 10 Green Initiatives Spreadsheet

**Eco Benefit** - used to assess the potential for each initiative to make positive environment impacts.

- *Reduces Waste* – Behaviours that eliminate or divert waste and toxic chemicals and support the conservation of natural resources.
- *Saves Energy* – Actions that aim to reduce the demand for electricity and contribute to a reduction in greenhouse gases.
- *Conserves Water* – Initiatives that aim to reduce the use of water.

**Ease of implementation** - Initiatives that are easy to implement and will generate momentum and buy-in from staff.

**Ease of adoption** – Initiatives that are easily and quickly adopted by staff causing little change to normal routine.

**Solid financial payback** – Behaviours that provide a financial gain or return to the organization.

**Ease of measurability** – Activities which progress can be easily monitored and reported on.

**Aligns with organization goals** - Initiatives which directly support and align with other environmental goals or related initiatives.

**High symbolic value** - Initiatives which have high symbolic value promote a sense of satisfaction and accomplishment with staff while building momentum. They may be highly visible and/or widespread within the organization.



## Step 4 – Measure Performance and Set Targets

In this step you will gather baseline information and determine key performance indicators (KPIs) and performance targets (see the side bar) related to your priority green initiatives.

### Collect Baseline Information

Once you have chosen your priority initiatives, you will need to gather baseline information that will allow you to set your KPI's and targets. Review [Worksheet 2](#) for methods to gather baseline information. Capture your baseline information on [Worksheet 4](#).

### Determining your KPI's and Targets

It is important to outline key performance indicators (KPI's) for each of your priority green initiatives. This will help you to set targets and measure the success of implementation. Examples of KPIs are found on the [Top 10 Green Initiatives Spreadsheet](#). Use [Worksheet 4](#) to track KPIs and targets.

### Designate Responsibility for Measuring your KPI's

Designating people in your organization to be responsible for data collection ensures that the approach to collection is consistent and reduces the risk of error. To improve data collection processes over time it is recommended that related responsibilities be embedded in employee work plans so that individuals are aware of and understand their role.

### Tracking Results Annually

Annually tracking the results achieved helps to validate efforts, quantify progress, align goals and priorities, and can be used to build momentum for the initiative. Tracking allows you to compare your year-end results with your baseline information and targets. There are various ways you can track performance. The baseline tracking option that you selected can also be used to determine your year-end performance, or choose a different option if your team feels it is more appropriate. Track your results in the far right column of [Worksheet 4](#).

#### What are KPI's

Key performance indicators (KPIs) are quantifiable measurements that reflect the critical success factors of an organization. They will differ depending on the organization and the business at hand and should be determined in the planning phase. An example KPI is the percentage of computers set to default energy saving features.

#### What are performance targets?

Targets are the actual numeric value you aim to achieve related for a given KPI. If your KPI is having a percentage of computers third-party certified, your target may be 75 per cent of computers will be set to default energy saving features by the end of year one.



### Be Realistic in Measuring Your KPIs

Be realistic on what you can get data on. This will be an ongoing, evolving process – so start small (e.g., data you are already gathering) with the intent to enhance your data collection over time. Examine data sets on an initiative-by-initiative basis and assess how critical it is to obtain in-depth data. Where it is not critical, do not get bogged down in the details. You may find the targets you set earlier are too difficult to achieve, or you may find you want to set higher targets. Adjust them accordingly.

### Tools

[Worksheet 2 – Four Methods For Gathering Baselines](#)

[Worksheet 4 – Measuring Baselines and Performance Against Targets](#)

### Self-Organized Groups:

While your team may decide that tracking robust key performance indicators (KPIs) is beyond your scope due to limited resources, it is still important to track the results and benefits associated with your initiatives. As mentioned above, this will validate and build momentum for your team. Identify KPIs that you will be able to track with the resources available to you.



## Step 5 - Develop an Implementation Schedule

Creating an implementation schedule for your priority initiatives will help you to determine what tasks need to be done, by whom, when and what resources are needed. A schedule will provide a written strategy for rolling out your plan. This step guides you through the development of a communication, education and training schedule, and a schedule for putting infrastructure in place to support the implementation of your green plan.

### Communication, Education and Training Schedule

Communication and motivation are key elements to implementing a successful green program and to ensuring it remains an active part of the office environment. You may be asking all staff to participate in implementing your organization's green plan. A solid strategy for communication, education and training will ensure you are providing the knowledge, skills and resources for implementing each green initiative. Complete Worksheet 5A to develop a communication, education and training schedule. Consult One Simple Act's *Getting People Involved Manual* for ideas on how to engage staff [www.onesimpleact.alberta.ca/docs/involved.pdf](http://www.onesimpleact.alberta.ca/docs/involved.pdf).

### Schedule for Infrastructure Development

To support uptake of specific green initiatives, infrastructure may be needed to ensure the proper technology and supplies are available to staff members (e.g., equipment for video conferencing and collection bins for recyclables). Complete Worksheet 5B to develop a schedule for infrastructure development.

### Tools

[5A – Communication, Education and Training Schedule](#)

[5B – Schedule for Coordinating Essential Infrastructure](#)

Getting People Involved Manual [www.onesimpleact.alberta.ca/docs/involved.pdf](http://www.onesimpleact.alberta.ca/docs/involved.pdf)

#### Self-Organized Groups:

Your team should consider including education for staff on how to reduce waste, conserve water, and save energy. For example, buying an energy efficient printer is fantastic. However, if your team also encouraged double sided printing, the impact is multiplied!



## Step 6 - Implement Your Plan

Now that you have completed steps 1-5 of your organization's *Green Plan*, your team can compile the planning documents you've created, and present them for senior approval. Once approval is granted, your implementation team can begin to carry out the plan.

### Compile Plan and Get Approval

The final stage of the planning process is to gain the approval of the executive project champion for your plan. It is important to have high-level support to ensure that the implementation of your plan is a success. The project champion should not only ensure that resources are made available for implementing your plan but also promote your green initiatives and motivate staff. Your plan can be created by compiling the Worksheets developed through Steps 1-5. [Worksheet 6](#) provides a memo template for submitting the plan.

### Celebrate your Achievements

Getting approval for your plan is a significant milestone and it is an important time to engage your colleagues. You should celebrate this milestone and communicate that it is time for everyone in your organization to take action. Your implementation team should consider organizing a special event(s) to kick-off the implementation process.

### Implement the Plan

The schedules you developed in Step 5 of this manual will guide you through a suggested 12 month implementation process.

### Measuring Performance

Throughout the implementation period, ensure that your implementation team understands the requirements for measuring performance as outlined in Worksheet 4. Prepare to gather information related to your KPIs and related targets throughout the first year. Once gathered, a summary of this information should be noted in Worksheet 4, so that it can be compared to your baseline information, KPIs and targets. This information will be critical for reporting.

### Tools

[Worksheet 6 – Memorandum](#)

### Self-Organized Groups:

Refer to the Simple Acts Reference Manuals for detailed information on how to implement green action.



## Step 7 - Report and Communicate Results

Your workplace should review collected data and report on progress towards the end of the first year of implementation. This process will allow you to analyze your level of success and examine ways to improve. Demonstrating the success you have had in implementing your plan will motivate you and your colleagues to continue to expand your green initiatives.

### Annual Reporting

Organizing key findings into a report will help communicate your achievements to your executive project champion. Prepare a short presentation that the champion can use to share your achievements with the executive team. You may also wish to share your success with the customers and/or stakeholders. You have likely been gathering performance information in Worksheet 4. This will allow you to compare your baseline data with your first year results. Using this information, complete [Worksheet 7](#) and summarize your annual performance. Worksheet 7 provides a reporting template and should be modified, as needed, to accommodate the level of detail that you wish to report on. Where possible, include additional information to create a more robust report. Submit Worksheet 7, along with Worksheet 4 to your executive project champion.

### Advertize your success

You have developed your first annual report and now it is time to celebrate your achievements. Creating and implementing a green plan is not a simple task. The effort and resources that your organization puts towards green initiatives can significantly reduce the environmental impact of your day-to-day business. By keeping staff, clients and the public informed, your hard work and success will not go unnoticed. Be sure to congratulate and thank those who participated, reward leaders, present key results, hold a celebration event and publicize your results on your corporate website. Submit a success story to One Simple Act's website and inspire others to take action. See the Getting People Involved Manual [www.onesimpleact.alberta.ca/docs/involved.pdf](http://www.onesimpleact.alberta.ca/docs/involved.pdf) for ideas on how to engage staff.

### Tools

[Worksheet 4 – Measuring Baseline and Performance Against Targets](#)

[Worksheet 7 – Green Plan Reporting Template](#)

[Getting People Involved](#) - [www.onesimpleact.alberta.ca/docs/involved.pdf](http://www.onesimpleact.alberta.ca/docs/involved.pdf)



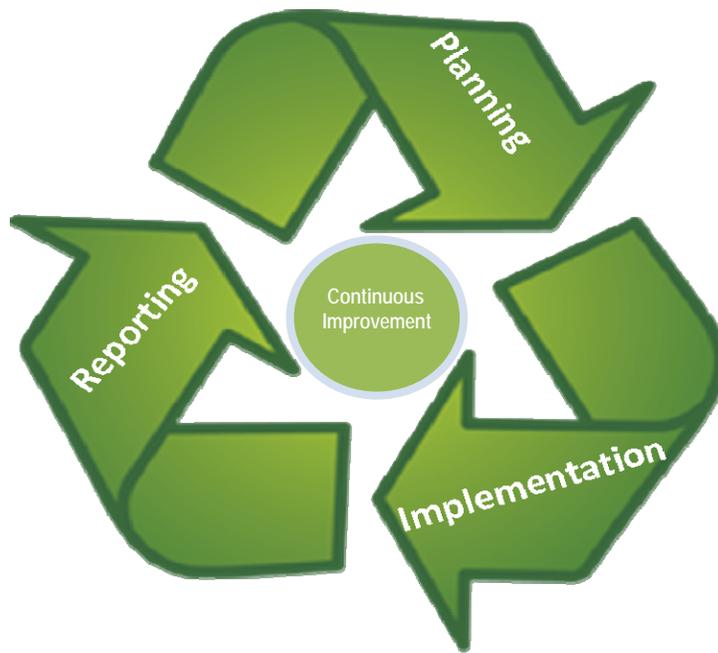
### Self-Organized Groups:

Your team may not have an executive project champion identified but where possible, the highest level of senior support should be requested for the plan. This will help build awareness and support for the plan throughout the organization.

## What's Next?

As you enter your second year of implementation, you should challenge your organization to taking on additional initiatives and increase the targets related to existing green initiatives. Also, aim to enhance your methods for tracking and measuring your progress in order to help refine your data collection. Communication, education and training must also remain integral to enhancing your green performance across your organization.

Can you use your organization's 'green momentum' to influence additional action? Consider opportunities for encouraging staff, customers and clients to green their behaviours at home. Explore [www.onesimpleact.alberta.ca/get-involved/homes.asp](http://www.onesimpleact.alberta.ca/get-involved/homes.asp) for tools, ideas and activities.





## Green Plan Worksheets

### 0A – Gaining Senior Level Approval Template

#### Executive Summary

*Our organization* commits to greening its operations through creating a green implementation team and developing and implementing a Green Plan. The development of the Green Plan will be guided by One Simple Act's seven steps to develop and implement a Green Plan. This plan will ensure that our organization has the foundation necessary to demonstrate its commitment to improve the environmental footprint of our organization.

#### Background

*Why is your organization pursuing this plan? What has already been accomplished?*

#### Corporate linkages

*How will this plan link to corporate priorities, strategies or documents or commitments?*

#### Goals

*Specific goals may be useful in guiding the planning process. Examples of goals that an organization may have include:*

- Consult staff in the development priorities
- Train and develop staff to deliver on green plan priorities
- Evaluate the ongoing success and impacts of our green plan priorities
- Use evaluation to ensure the continuous improvement of subsequent green plans

#### Accountability

\_\_\_\_\_ has been designated as the **Executive Project Champion**. The Executive Project Champion will ensure that the executive team is informed about this initiative, adequate resources are available to enact this policy, and that the implementation team lead has a regular reporting schedule.

\_\_\_\_\_ has been designated the **Implementation Team lead**. The Implementation Team lead will be responsible for coordinating the implementation of the seven steps identified in *the One Simple Act Green your Organization Guide*. This includes creating a green implementation team, developing, implementing and evaluating a green plan.



**Target Dates**

- \_\_\_\_\_ Develop a green policy (*can be done after forming your Green Implementation Team*)
- \_\_\_\_\_ Form a Green Implementation Team
- \_\_\_\_\_ Progress Update
- \_\_\_\_\_ Progress Update
- \_\_\_\_\_ Green Plan Review and Approval
- \_\_\_\_\_ Implementation Update
- \_\_\_\_\_ Implementation Update
- \_\_\_\_\_ Implementation Update
- \_\_\_\_\_ Year 1 Report
- \_\_\_\_\_ Year 2 Plan

**Strategy Review**

The Organization Greening Policy/Guidelines will be reviewed in the XX year after it comes into effect and every five years thereafter.

**Sample Terms of Reference - Green Implementation Team**

**Mandate**

The organization’s Green Implementation Team has been asked by the Senior Lead (e.g., CEO) to develop a Green Plan for the Organization. The Organization’s Green Implementation Team will use the *One Simple Act at Work Toolkit* to guide the development and implementation of the Plan and will report back to the Senior Lead on implementation prior to the end of DATE.

**Membership**

The organization’s Green Implementation Team will consist of a cross-functional team of about four to eight individuals. Consideration should be given to potential representation from the following functions:

- Finance
- Administration
- Management
- Human Resources
- Information Technology
- Communications



The team may also, from time to time, need to liaise with other organization representatives, including facility managers.

### **Timeline**

This project will begin around Date and be complete by Date.

### **Frequency of Meetings & Time Commitments**

The team will likely need to meet about nine times during the one-year planning stage (dates) and each meeting will be about an hour to two hours in length. Following the completion of the Plan, the team will likely meet on a monthly basis (or more frequently as required) to track the status of implementation and to identify opportunities and challenges. Whether or not each member attends every meeting will depend on the roles each member is given.

### **Team Roles and Responsibilities**

Specific roles and responsibilities for each team member will be determined during team meetings. On a general level, team members will be expected to participate in team meetings and contribute their expertise to the development and implementation of the Green Plan.

### **Deliverable**

At the conclusion of the project, the Implementation Team will be responsible for completing a Green Plan that is approved by their *Senior Team*. This Plan will be a result of a series of worksheet exercises outlined in One Simple Act's *7 Steps to Green your Organization manual*. The Implementation Team will also be responsible for overseeing the implementation of this Plan.

### **Key Tasks**

The key tasks are outlined in detail One Simple Act's *7 Steps to Green your Organization* include the following:

- Step 1 – Form a Green Implementation Team
- Step 2 – Develop a Baseline
- Step 3 – Identify Priorities
- Step 4 - Measure Performance and Set Targets
- Step 5 – Develop an Implementation Schedule
- Step 6 – Implement your Plan
- Step 7 – Report and Communicate Results



### Outcome

At the conclusion of the project, the organization’s green Implementation Team (with the support of the Implementation Team lead and Project Champion) will have completed:

- A Green Plan approved by the Senior Team.
- Implementation of the organization’s Green Plan, including implementation of necessary support infrastructure and communication and training with select staff.
- A report outlining the progress achieved during the first year of implementation.

### Budget

Budgetary requirements to carry out the development and implementation of the Plan will be determined by the team and approved by the Project Lead.

## OB - Developing Green Policy

Best Practice	Key Components	What others are doing
<p><b>Approve and widely communicate a clear written commitment statement or policy</b></p> <p><b>Why is this a best practice?</b></p> <ul style="list-style-type: none"> <li>• Formalizes and embeds explicit commitment to environmental sustainability</li> <li>• Demonstrates environmental leadership</li> <li>• Serves as an effective communication tool as it clearly defines goals and requirements</li> <li>• Provides guidance for program development</li> <li>• Defines accountability</li> </ul> <p>* Developed and compiled by Reeve Consulting for the Government of Alberta</p>	<p><b>The written commitment should:</b></p> <ul style="list-style-type: none"> <li>• Be clear, concise and in common language</li> <li>• Assign roles and responsibilities to key employees</li> <li>• Provide a framework for strategic action planning</li> <li>• Connect to related policies/initiatives/goals</li> <li>• Should not be too complex and could be as simple as updating an existing policy</li> </ul> <p><b>Common policy commitments:</b></p> <ul style="list-style-type: none"> <li>• Zero waste</li> <li>• Carbon neutral</li> <li>• Toxic free</li> <li>• Energy consumption reduction</li> <li>• Paper free</li> <li>• Cradle to cradle lifecycle approach</li> <li>• Protect and conserve water resources</li> </ul>	<p><b>The Vancouver Aquarium</b> developed <b>The Environmental Policy</b> in May 2007. The policy sets out organizational requirements that must be met to receive ISO 14001 certification standards and states that they will become “a model of an environmentally responsible organization, which will promote environmentally responsible behavior among (their) workforce...”</p> <p><b>Interface Inc.</b> aspires to eliminate any negative impact the company has on the environment by 2020 through its ‘Mission Zero’ commitment. This means that the company will endeavour to:</p> <ul style="list-style-type: none"> <li>• Sustain the environment by taking nothing from the earth that cannot be easily replaced</li> <li>• Sustain society by educating employees and associates on their impact on the environment and create solutions that reduce their footprint</li> <li>• Sustain economic health by creating products and solutions that are environmentally friendly and profitable</li> </ul> <p>Interface proposes 7 steps to help them meet their Mission Zero commitment (see Best Practice #5 for more details).</p>

Best Practice	Key Components	What others are doing
		<p><b>MEC's Sustainability Policy</b></p> <ul style="list-style-type: none"> <li>• MEC has been using policy to support green initiatives for many years. Their first related policy was developed fifteen years ago to demonstrate commitment and guide their green building initiative. The Sustainability Policy, which houses their formal commitments to green operations, was created five years later to guide board members in reducing the overall ecological footprint of their business operations.</li> </ul> <p><b>Royal Roads University</b> has documented the following goals for their sustainability program:</p> <ul style="list-style-type: none"> <li>• By 2020, reduce net GHG emissions by 20 per cent from 2007 levels</li> <li>• Be climate neutral by 2010</li> <li>• Go “off the grid” by 2018 (be energy self-sufficient)</li> <li>• Learn from experiences to identify best practices and be a leader in sustainability</li> </ul> <p><b>The Government of Alberta</b> is committed to greening government’s operations by using services, processes, practices and products that:</p> <ul style="list-style-type: none"> <li>• minimize resource use;</li> <li>• reduce or even prevent the generation and release of waste, greenhouse gases, and other pollutants to air, water and land;</li> <li>• manage waste (that cannot be avoided) in an environmentally responsible manner; and</li> <li>• meet or exceed Government of Alberta’s business needs.</li> </ul>

## 1A – Selecting Green Implementation Team Members

Who should be represented on the Implementation Team?	Potential Implementation Team Members (name & title)	Contact Details (phone number and email)	Willing to Join? (Yes or No)
1. Who in your organization is an influential leader that would be good at promoting and raising awareness about green initiatives?			
2. Who can represent Human Resources? In particular, who can represent those who oversee the organization's orientation programs?			
3. Who has experience with implementing and/or practicing green actions? Is there an existing green team that you may want to recruit a member from?			
4. Who could represent the environmental division in your organization, if one exists?			
5. Who in your organization can represent those who coordinate moves, renovations and other building related activities?			
6. Who is involved with the Health and Wellness program that could bring value to your team (e.g., making links between health and wellness and green initiatives)?			

Who should be represented on the Implementation Team?	Potential Implementation Team Members (name & title)	Contact Details (phone number and email)	Willing to Join? (Yes or No)
7. Are there key administrative staff who are involved with related office operations (e.g., ordering products, printing meeting materials organizing travel) who could join the team?			
8. Who else is involved with purchasing products for your organization (e.g., who might purchase kitchen products, appliances or printers)?			
9. Which IT representative can provide advice related to technology and power savings?			
10. Who has skills and experience organizing and promoting events? Who organizes travel and food related to events/meetings?			
11. Who in your organization is involved in setting up video- and tele-conferencing systems?			
12. Who has skills related to training, communications and/or education with staff and other stakeholders?			
13. Who in your organization is involved with reporting?			
14. Are there any unique offices that you should involve to ensure their needs are addressed (e.g., regional offices)?			
15. Is there someone from your finance group that should be involved?			

Who should be represented on the Implementation Team?	Potential Implementation Team Members (name & title)	Contact Details (phone number and email)	Willing to Join? (Yes or No)
16. Is there someone who can represent fleet vehicles and related training for your organization?			
17. Who provides and maintains water coolers for your organization?			
18. If your organization were to adopt an initiative to minimize the use of bottled water, who would you need to involve? Who could develop policies related to banning the purchase of bottled water?			
19. If there is a recycling program in place in your organization, who has helped to lead this program and who has helped to promote it?			
20. If your organization was to explore options for paperless record keeping, who would need to be involved?			
21. Who can ensure that the Green Plan aligns with your organization's business plan?			
22. Other			

## 1B – Green Implementation Team Members

Team Member	Role (Representing HR, IT, etc?)	Name and Title	Phone Number	Email
1				
2				
3				
4				
5				
6				

### 1C – Planning and Implementation Process and Timeline

	Steps	Start Date	End Date	Who is responsible? (assign individuals, when feasible)	Potential Challenges/ Opportunities?	Ways to overcome challenges/ take advantage of opportunities?
1.	Form your Implementation Team					
2.	Affirm the process and timeline					
3.	Select priority green initiatives					
4.	Measure Performance and Set Targets					
5.	Create your Implementation Schedules					
6.	Get approval for your Plan					
7.	Implement your Plan					
8.	Report and Communicate Results					



## 2 - Four Methods to Gather Baselines

The following four options can be used to inventory baseline information and eventually the performance of your priority initiatives against targets at year end. Options one and two require less resources and time. Option three and four are more complex and will require more time and resources; however, they will provide more detailed information that will support more thorough reporting at the end of the first year. Tracking progress and reporting should be straightforward. Find a balance between reporting and implementation and ensure they complement each other. Not all of these methods will work for all initiatives and your organization may want to use a combination of methods. Measures for success and a self-assessment survey template are also included.

### Option 1 - Current Program and Infrastructure Assessment

- This exercise involves asking select staff members to provide a simple assessment of what infrastructure is in place in your organization to support green initiatives and to find out if staff members have received related training.
- For example, try and assess the number of recycling bins, video teleconferencing devices or other things your department already has available that support your green business initiatives. Also, determine how many people have been trained to use these devices.
- This option does not involve measuring the amount of waste being diverted or how much energy is being saved, for example. It is only an assessment of infrastructure and training.

### Option 2 - Visual Inspection

- This exercise requires a few volunteers to complete a visual inspection of your business to assess current green business practices.
- Option 2 is meant to assess the results of setting up infrastructure and providing training for green initiatives.
- For example, this option could involve inspecting garbage bins to see how much recyclable material they contain or inspecting offices to see how many lights are turned off at the end of the week.
- This option provides an estimation of baselines or implementation progress, rather than absolute data.

### Option 3 - Self-Assessment Surveys

- This option allows staff to self-declare their level of participation in green initiatives. See a survey template is included in [Worksheet 2B](#).
- This option can be used in combination with other methods of measuring performance.



- The **Eco Check-up** found in the front section of the *One Simple Act Fast and Easy on Your Own* [www.onesimpleact.alberta.ca/docs/fast.pdf](http://www.onesimpleact.alberta.ca/docs/fast.pdf) and *Simple and Low Cost – For Your Team* Reference Manuals [www.onesimpleact.alberta.ca/docs/simple.pdf](http://www.onesimpleact.alberta.ca/docs/simple.pdf) can be used to accomplish Option 3.

#### Option 4 – Organization or Facility Level Quantitative Audit

- Option 4 is an in-depth audit across a building or organization that will thoroughly measure baseline data that can be tracked and charted to show trends.
- For example, audits could be conducted to assess how much waste is being diverted, how much energy is being saved or how much carbon is being conserved across your organization or facility.
- A significant level of staff time and financial resources will need to be dedicated to this and perhaps a contractor will be needed to provide this service. A contractor may also provide additional expertise and deliver independently verified data that can be perceived as more credible.

#### Measures for Success

For each initiative you must have a way to measure your baseline and tracking your progress. These measures should be relevant to the activity by providing the impact that each activity has on the environment. Typical measures include:

- Consumption of paper by quantity (sheets, weight) and type (recycled content)
- Waste generated (type, weight)
- Recycling of materials (weight, number of beverage containers, number of batteries, etc.)
- Distance driven for business or commuting (kilometers, miles)
- Average fuel efficiency of vehicles
- Energy purchases (electricity - kWh, natural gas – GJ, fuel oil – litres)
- Water and sewer charges (m<sup>3</sup>)

**Tips for Data Accuracy** (provided by Mount Royal University Continuing Education, Environmental Management for Business Extension Certificate)

- It is fit for purpose? Does it describe the environmental issue properly? An example that some people have wondered about is the use of weight as a measure of the waste going into the landfill. No landfill has a weight restriction on capacity, but most have volume constrictions. So why do we use weight? Mostly because volume is hard to measure for waste because of compaction at the landfill. Therefore weight of the waste being brought into the landfill is a poor quality measure for determining how many years the landfill has for capacity.



- Is the data accessible? If it is not, the data may be expensive to acquire.
- Is it correct?
- Is it reliable? An issue with reliability may arise where there is a need to judge something. For example, sometimes smoke is judged on its opacity. But in many cases the judge is a human, and unless there has been extensive training, one human may judge opacity very differently from another.
- Is it objective?
- Is the data timely? If it takes several years to gather the data, it may be considered poor quality, as things could have changed significantly since the original measurement.
- Is the data clear? If the environmental measure is unclear, business owners may make the wrong decisions.
- Is the data secure? Have precautions been taken to prevent tampering with the information.
- Is the data consistent?
- Is it compact? There may be wonderful daily information that is available (like outside temperatures from the weather office) but at some point, the data becomes overwhelming, and no longer useful. This is when we turn to averages and other mathematical models to shrink the viewable data.

## 2B - Green Initiatives Self Assessment Action Survey

The attached tool is designed to help assess baseline information and track your colleagues' progress in implementing your green initiatives.

In the table below, input your potential or priority green initiatives and ask staff to indicate their progress towards incorporating them into their daily routine.



**Self Assessment Survey**

Use the table to indicate whether you are practicing the behaviour and how frequently you are doing so (e.g., from (1) seldom to (5) always). If you cannot practice the green initiative, please indicate why not. If you happen to be practicing others add them to the bottom of the table.

Green Initiatives	Will Practice	Already Practicing	FREQUENCY SCALE	Can't Practice	Explain
			1=Always; 2=Almost Always; 3=Most Often; 4=Frequently; 5=Occasionally; 6=Never		
# 1	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	
# 2	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	
# 3	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	
# 4	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	
# 5	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	
Other	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	

Please answer the questions below to provide more feedback about your experience. Please be sure to identify and elaborate on any barriers to adopting a specific behaviour as well any support needs you have.

1) Related to green initiatives you have already adopted, how has your experience been so far? What support, if any, do you need to continue?

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2) Related to green initiatives that you intend to adopt, when do you intend to adopt them? What support, if any, do you need to start?

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3) Related to green initiatives you cannot adopt, what are the barriers preventing you from adopting them? What support do you need to overcome these barriers?

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### 3 - Prioritizing Green Initiatives

	Priority Initiatives for Year One	Description	Selection Criteria Met	Eco-benefits	Rational for Selecting Initiative
1.	(example) reduce energy demand during off hours	<p>All staff should:</p> <ul style="list-style-type: none"> <li>• If wall switch exists, turn off overhead lighting when the last person leaves the office/meeting room.</li> <li>• When working during off hours where overhead lighting is off, use task lighting and track lighting.</li> </ul> <p>(Roles for specialized staff are not described here – see <i>Recommended Top 10 Green Initiatives Spreadsheet</i> for details)</p>	<ul style="list-style-type: none"> <li>✓ Solid financial payback.</li> <li>✓ Ease of implementation.</li> <li>✓ Ease of adoption.</li> <li>✓ Aligns with organization goals.</li> <li>✓ High symbolic value.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Saves energy.</li> </ul>	<ul style="list-style-type: none"> <li>✓ This initiative is in agreement with the <i>Green Policy Statement</i>. This initiative will result in significant eco-benefits. This initiative is already being implemented.</li> </ul>
2.					
3.					
4.					
5.					

#### 4 - Measuring Baseline and Performance against Targets Chart

Priority Green Initiatives	Key Performance Indicators	Method of Measure	Baseline Performance (determine using method in column to the left)	Targets for first year implementation	Results achieved at end of first year of implementation (to be completed at the end of your first year of implementation)
1. (Example) Reduce energy demand during off hours	<ul style="list-style-type: none"> <li>Percentage of staff who received specific training and education related to reducing energy demand by turning of lights.</li> <li>Percentage of people who have access to task lighting and/or track lighting at their workstation.</li> </ul>	Baseline:  End of year:		<ul style="list-style-type: none"> <li>XX per cent of staff have received training and education related to reducing energy demand before the end of year 1.</li> <li>XX per cent of staff has task lighting and/or track lighting at their workstations before the end of year 1.</li> </ul>	
2.					
3.					
4.					
5.					

## 5A - Communication, Education and Training Schedule

Activities	Goals & Targets	Key Audiences	Who is accountable?	Who will Deliver it?	When will it be delivered?	Estimated Resources
	Goals: Targets:					
	Goals: Targets:					
	Goals: Targets:					
	Goals: Targets:					
	Goals: Targets:					
	Goals: Targets:					

**5B – Schedule for Coordinating Essential Infrastructure**

Priority Green Initiatives	Infrastructure and other support needed	Key tasks for setting up infrastructure	Who is accountable for ensuring infrastructure is set up?	When will infrastructure be set up?	Estimation of financial and human resources
<p><b>1. (Example)</b>  <b>Minimize office waste.</b></p>	<p>Desk-side recycling blue boxes and mini garbage bins.</p> <p>Central collection bins (inside and outside).</p> <p>Service for the disposal of transitory documents (including collection bins).</p>	<p>Organize purchase and distribution of blue boxes and mini garbage bins.</p> <p>Organize purchase and distributions of central collection bins.</p> <p>Organize disposal service and ensure they recycle transitory documents.                      Discuss disposal service needs with your Facilities Representative.</p>			
2.					
3.					
4.					
5.					



## 6 - Memorandum

**From:** Executive Project Champion

**Date:** \_\_\_\_\_

**To:** \_\_\_\_\_

**Phone:** \_\_\_\_\_

**Fax:** \_\_\_\_\_

**Subject:** Green Plan Approval

Our Green Implementation Team has completed The Green Plan for our organization. The Team based the Plan on the most appropriate and highest priority green initiatives for our organization. The Plan will guide our green initiatives for the next year. The Plan includes the following:

### Green Plan

- 1 – Green Implementation Team Members (Worksheet 1B)
- 2 – Planning and Implementation Process and Timeline (Worksheet 1C)
- 3 – Prioritizing Green Initiatives (Worksheet 3)
- 4 – Measuring Baseline and Performance Against Targets Chart (Worksheet 4)
- 5 – Communication, Education and Training Schedule (Worksheet 5A)
- 6 – Schedule for Coordinating Essential Infrastructure (Worksheet 5B)

Please review the enclosed Green Plan for more detail and provide approval by signing below.

We are seeking your support as a champion in the communications and training. In particular, your support would be greatly appreciated during the campaign kick-off to generate momentum for the program and for communicating the results of the program at the end of the first year of implementation.

Also, we ask that you please review and approve the estimated staff time and resources that will be needed for training, education, communication and infrastructure set-up related to implementing the Green Plan. Refer to Forms 5A & 5B – Implementation Schedules for details related to staff time and resources.

Executive Project Champion signature of Approval:

\_\_\_\_\_

Date: \_\_\_\_\_

**Attachments:** Green Plan



<b>7 – Green Plan Reporting Template</b>	
<b>Implementation Team</b>	
Did you develop a Green Team? Yes or No?	YES/NO
Who is represented on the team? List members and who they represent.	
<b>Milestone Celebrations</b>	
Did you hold a celebration for your major milestones?	Milestone 1: Green Plan YES/NO Milestone 2: Achievements in implementing Green Plan in year one YES/NO
<p>Briefly describe your activities.</p> <p>Milestone 1:</p> <p>Milestone 2:</p> <p>Did your Executive Champion attend as the keynote speaker? If no, why not?</p> <p>Did you deliver all of the key communication messages for each milestone as outlined?</p> <p>If you did not hold this event, what were the barriers that prevented you from doing so?</p> <p>Are you planning an activity to deliver the key findings of this report to your organization? If yes, please describe. If no, please explain.</p>	



Green Plan	
<p>What green initiatives are on your priority green initiatives list?</p> <ol style="list-style-type: none"> <li>1.</li> <li>2.</li> <li>3.</li> <li>4.</li> <li>5.</li> </ol> <p>What targets did you set for each initiative?</p>	
Plan Implementation	
Did you complete all of your education, communication and training activities?	YES/NO/PARTIALLY. Please describe.
Did you set up the infrastructure requirements?	YES/NO/PARTIALLY. Please describe.
Did you achieve your targets for your priority green initiatives?	YES/NO/PARTIALLY. Please describe.
<p>If there were initiatives for which you didn't reach your targets, describe the challenges you encountered with respect to these. Describe other challenges you encountered</p>	



Describe any further initiatives and successes you have had that were <u>not</u> identified in your Plan.
Identify three major barriers you have faced in rolling out your Green Plan and how they were overcome or how you intend to overcome them in the future. 1. 2. 3.
<b>Next steps</b>
Identify your priorities for the next year of your Green Plan.
What communication strategies do you want to enhance or initiate?
What training programs do you need to enhance or initiate?
What additional green initiatives are you going to focus on in the second year? What might some specific targets be for these? Who will gather the baseline data for these initiatives?
What major challenges might you face and how can these be overcome?

## Top 10 Example Green Initiatives Spreadsheet

Initiative	Roles	Selection Criteria: Eco Benefits	Selection Criteria: Others	Related Simple Acts	Measurement	Targets
Reduce energy demand during off hours	<p><u>All Staff:</u></p> <ul style="list-style-type: none"> <li>If wall switch exists, turn off overhead lighting when the last person leaves the office/meeting room.</li> <li>When working during off hours where overhead lighting is off, use task lighting and track lighting.</li> </ul> <p><u>Building Maintenance</u></p> <ul style="list-style-type: none"> <li>Will turn off HVAC systems and lighting where possible during off hours (e.g., weekends, between 11pm and 6am on weekdays, does not include 24/7 facilities). When large meetings or events are being held in buildings after hours, arrangements can be made to turn on building systems at the request of the tenant on the occasional, exception basis.               <ul style="list-style-type: none"> <li>Contracts with cleaning staff to require that all lights are turned off after cleaning.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li><b>Saves energy.</b></li> <li>Reduces GHG.</li> <li>Conserves natural resources.</li> </ul> <p><i>Relative Eco-Benefit Rating:</i> <b>Medium</b></p>	<ul style="list-style-type: none"> <li>Solid financial payback.</li> <li>Ease of implementation.</li> <li>Ease of adoption.</li> <li>Aligns with green policy.</li> <li>High symbolic value.</li> </ul>	<p><b>On Your Own</b></p> <p><a href="http://www.onesimpleact.alberta.ca/docs/fast.pdf">www.onesimpleact.alberta.ca/docs/fast.pdf</a></p> <ul style="list-style-type: none"> <li>Switch off lights in conference room when not in use</li> <li>Use natural light in personal workspace</li> </ul> <p><b>As an Org.</b></p> <p><a href="http://www.onesimpleact.alberta.ca/docs/save.pdf">www.onesimpleact.alberta.ca/docs/save.pdf</a></p> <ul style="list-style-type: none"> <li>Improve the energy efficiency of workplace lighting</li> </ul>	<p><b>KPIs</b></p> <ul style="list-style-type: none"> <li>Percentage of staff who received specific training and education related to reducing energy demand by turning off lights.</li> <li>Percentage of people who have access to task lighting and/or track lighting at their workstation.</li> </ul> <p><b>Mechanism for measurement:</b></p> <ul style="list-style-type: none"> <li>Self-declaration via staff survey.</li> <li>Periodic visual inspection audits.</li> <li>Number of cleaning contracts that include turning off the lights after cleaning as part of duties.</li> <li>Number of buildings with overhead lighting that shuts off automatically after hours.</li> <li>Formal audit / monitoring of electricity use.</li> </ul>	<ul style="list-style-type: none"> <li>__ per cent of staff have received training and education related to reducing energy demand by the end of <b>date</b>.</li> <li>__ per cent of staff have task lighting and/or track lighting at their workstations by date.</li> </ul>

Initiative	Roles	Selection Criteria: Eco Benefits	Selection Criteria: Others	Related Simple Acts	Measurement	Targets
Minimize office waste	<p><u>All Staff:</u></p> <ul style="list-style-type: none"> <li>Ensure that all of the following materials are placed in designated office recycling bins: <ul style="list-style-type: none"> <li>Non transitory office paper (reuse first where possible - e.g. use discard paper as scrap paper).</li> <li>Beverage containers.</li> <li>Batteries.</li> <li>Cardboard (reuse first where possible).</li> </ul> </li> <li>Where possible, recycle all other glass, plastics and metals.</li> <li>Ship used assets for reuse, resale, recycling or proper disposal. (Printer cartridges and toners sent to the manufacturer).</li> <li>Transitory documents are stored in secure locations and recycled after documents have been destroyed (i.e. by a private provider).</li> </ul> <p><u>Select Staff:</u></p> <ul style="list-style-type: none"> <li>Set up beverage container recycling systems in offices</li> <li>Purchase desk side recycling blue boxes and mini garbage cans (where appropriate).</li> <li>If a private company is providing a service for the disposal of transitory documents, ensure that paper is being recycled after documents have been destroyed.</li> <li>Explore options for recycling other materials.</li> <li>Collect surplus items for reuse, resale, recycling or proper disposal.</li> <li>Records Management - Ensure transitory documents collected for destruction are recycled.</li> </ul>	<ul style="list-style-type: none"> <li>Saves energy.</li> <li>Reduces GHG.</li> <li>Conserves natural resources.</li> </ul> <p><i>Relative Eco-Benefit Rating:</i> High</p>	<ul style="list-style-type: none"> <li>Solid financial payback.</li> <li>Ease of Measurability.</li> <li>High symbolic value.</li> <li>Ease of adoption.</li> <li>Aligns with green policy</li> </ul>	<p><b>On Your Own</b> <a href="http://www.onesimpleact.alberta.ca/docs/fast.pdf">www.onesimpleact.alberta.ca/docs/fast.pdf</a> - Reduce, reuse and recycle waste</p> <p><b>As a Team</b> <a href="http://www.onesimpleact.alberta.ca/docs/simple.pdf">www.onesimpleact.alberta.ca/docs/simple.pdf</a> - Collect batteries and dispose of them properly - Dispose of solvents or other chemicals - Promote and enable recycling practices - Recycle print cartridges</p> <p><b>As an Org.</b> <a href="http://www.onesimpleact.alberta.ca/docs/save.pdf">www.onesimpleact.alberta.ca/docs/save.pdf</a> - Invest in on site composting - Develop a waste management policy - Hire a contractor to provide recycling pick up</p>	<p><b>KPIs</b></p> <ul style="list-style-type: none"> <li>Percentage of staff who received specific training and education related to minimizing waste.</li> <li>Percentage of staff that have desk-side recycling bins at their workstations.</li> </ul> <p><b>Mechanism for measurement:</b></p> <ul style="list-style-type: none"> <li>Periodic visual inspection audits (e.g., how many staff have desk-side recycling blue boxes, quantity of recyclables collected).</li> <li>Self declaration via staff survey (frequency of recycling vs. using garbage).</li> <li>Centralized monitoring of waste generation rates by designate (e.g., waste audit, waste assessment).</li> <li>Percent of employees that have access to recycling infrastructure</li> <li>Kilograms of batteries collected per year.</li> </ul>	<ul style="list-style-type: none"> <li>___ per cent of staff have received training and education related to minimizing office waste by <b>date</b>.</li> <li>___ per cent of staff have desk-side recycling bins at their workstations by <b>date</b>.</li> </ul>

Initiative	Roles	Selection Criteria: Eco Benefits	Selection Criteria: Others	Related Simple Acts	Measurement	Targets
Print duplex to reduce paper consumption	<p><u>All Staff:</u></p> <ul style="list-style-type: none"> <li>• If you must print: <ul style="list-style-type: none"> <li>○ Duplex all printing (set local printers to default to duplex).</li> <li>○ Use fast draft and greyscale features where possible.</li> <li>○ Use black ink only for the majority of print outs.</li> <li>○ Reduce margins in order to fit more text on fewer pages.</li> </ul> </li> </ul> <p><u>IT</u></p> <ul style="list-style-type: none"> <li>• Set all network printers to default to duplex printing.</li> </ul> <p><u>Select Staff</u> Contact IT service provider to request network printers to default to duplex.</p>	<ul style="list-style-type: none"> <li>• <b>Reduces Waste</b></li> <li>• Saves energy.</li> <li>• Reduces GHG.</li> <li>• Conserves natural resources.</li> </ul> <p><i>Relative Eco-benefit Rating:</i> <b>High</b></p>	<ul style="list-style-type: none"> <li>• Solid financial payback.</li> <li>• Ease of implementation</li> <li>• Ease of adoption.</li> <li>• Aligns with green policy</li> </ul>	<p><b>On Your Own</b> <a href="http://www.onesimpleact.alberta.ca/docs/fast.pdf">www.onesimpleact.alberta.ca/docs/fast.pdf</a> - Print double sided</p> <p><b>As a Team</b> <a href="http://www.onesimpleact.alberta.ca/docs/simple.pdf">www.onesimpleact.alberta.ca/docs/simple.pdf</a> - Set the printers so that they automatically print double sided</p>	<p><b>KPIs</b></p> <ul style="list-style-type: none"> <li>• Percentage of staff who received specific training and education related to printing duplex to reduce paper consumption</li> <li>• Percentage of local printers set to default to duplex printing.</li> </ul> <p><b>Mechanism for measurement:</b></p> <ul style="list-style-type: none"> <li>• Self declaration via staff survey.</li> <li>• Centralized monitoring of paper purchasing records.</li> </ul>	<ul style="list-style-type: none"> <li>• ___ per cent of staff have received specific training and on how to reduce paper consumption by <b>date</b>.</li> <li>• ___ per cent of local printers are set to default to duplex printing by <b>date</b>.</li> </ul>

Initiative	Roles	Selection Criteria: Eco Benefits	Selection Criteria: Others	Related Simple Acts	Measurement	Targets
Don't print if you don't need to	<p><u>All Staff:</u></p> <ul style="list-style-type: none"> <li>• Think before you print               <ul style="list-style-type: none"> <li>○ Edit electronically.</li> <li>○ Send information electronically.</li> <li>○ Make use of online forms for ordering products.</li> <li>○ Minimize printouts at meetings (e.g., use electronic presentation materials rather than print outs, send electronic agendas, ask people to bring their own copies of documents rather than make extra copies).</li> </ul> </li> </ul> <p><u>Select Staff</u> Explore options for developing paperless record keeping systems (e.g., online forms for alternative work arrangements).</p>	<ul style="list-style-type: none"> <li>• <b>Reduces Waste</b></li> <li>• Saves energy.</li> <li>• Reduces GHG.</li> <li>• Conserves natural resources.</li> </ul> <p><i>Relative Eco-benefit Rating: High</i></p>	<ul style="list-style-type: none"> <li>• Solid financial payback.</li> <li>• Ease of implementation.</li> <li>• Ease of adoption.</li> <li>• Aligns with green policy</li> </ul>	<p><b>On Your Own</b> <a href="http://www.onesimpleact.alberta.ca/docs/fast.pdf">www.onesimpleact.alberta.ca/docs/fast.pdf</a> - Think before you print - Add note to email - Distribute print materials electronically</p> <p><b>As a Team</b> <a href="http://www.onesimpleact.alberta.ca/docs/simple.pdf">www.onesimpleact.alberta.ca/docs/simple.pdf</a> - Use Computer based visual equipment instead of distributing papers</p>	<p><b>KPIs</b></p> <ul style="list-style-type: none"> <li>• Percentage of staff who received specific training and education related to using electronic options to reduce paper consumption.</li> <li>• Percentage of staff who have access to and report using paperless record keeping systems (e.g., online forms for alternative work arrangements) as often as possible.</li> </ul> <p><b>Mechanism for measurement:</b></p> <ul style="list-style-type: none"> <li>• Self declaration via staff survey.</li> <li>• Centralized monitoring of paper purchasing records .</li> <li>• Number of paper systems that have gone online.</li> <li>• Track number of pages in print orders sent to printer.</li> </ul>	<ul style="list-style-type: none"> <li>• ___ per cent of staff have received specific training and on how to use electronic options to reduce paper consumption by date.</li> <li>• ___ per cent of staff have access to and report using paperless record keeping systems as often as possible by date</li> </ul>

Initiative	Roles	Selection Criteria: Eco Benefits	Selection Criteria: Others	Related Simple Acts	Measurement	Targets
Eliminate the use of disposable cups, plates and cutlery	<p><u>All Staff:</u></p> <ul style="list-style-type: none"> <li>Bring your own mug and refillable water bottle.</li> <li>Send reminders to bring coffee mugs on meeting invitations or supply mugs.</li> <li>Provide reusable cups, dishes, etc. at meetings.</li> </ul> <p><u>Select Staff:</u></p> <ul style="list-style-type: none"> <li>Supply reusable kitchen supplies in office kitchens &amp; at meetings.</li> <li>Let caterers know that disposable dishes are not needed (they often leave these behind with food).</li> <li>Where needed, consider purchasing/installing a dishwasher.</li> </ul>	<ul style="list-style-type: none"> <li><b>Reduces Waste</b></li> <li>Conserves natural resources.</li> </ul> <p><i>Relative Eco-benefit Rating:</i> <b>Low</b></p>	<ul style="list-style-type: none"> <li>Solid financial payback.</li> <li>Ease of implementation.</li> <li>Ease of adoption.</li> <li>High symbolic value.</li> <li>Aligns with green policy.</li> </ul>	<p><b>On Your Own</b></p> <p><a href="http://www.onesimpleact.alberta.ca/docs/fast.pdf">www.onesimpleact.alberta.ca/docs/fast.pdf</a></p> <ul style="list-style-type: none"> <li>Bring reusable dishes for lunch</li> <li>Use ceramic or thermal containers for beverages</li> </ul> <p><b>As a Team</b></p> <p><a href="http://www.onesimpleact.alberta.ca/docs/simple.pdf">www.onesimpleact.alberta.ca/docs/simple.pdf</a></p> <ul style="list-style-type: none"> <li>Use reusable containers or dishes</li> <li>Raise funds or pool resources to provide a sink, microwave or dishwasher</li> <li>Hire Green Caterers</li> </ul> <p><b>As an Org.</b></p> <p><a href="http://www.onesimpleact.alberta.ca/docs/save.pdf">www.onesimpleact.alberta.ca/docs/save.pdf</a></p> <ul style="list-style-type: none"> <li>Provide kitchen amenities</li> </ul>	<p><b>KPI</b></p> <ul style="list-style-type: none"> <li>Percentage of staff who received specific training and education related to eliminating to using reusable cups, plates and utensils.</li> <li>Percentage of lunch, meeting and other relevant rooms equipped with reusable dishes.</li> </ul> <p><b>Mechanism for measurement:</b></p> <ul style="list-style-type: none"> <li>Self declaration via staff survey.</li> <li>Collect information on the purchasing of disposable cups, dishes and utensils.</li> </ul>	<ul style="list-style-type: none"> <li>__ per cent of staff have received specific training and education related to using reusable cups, plates and utensils consumption by <b>date</b>.</li> <li>__ per cent of lunch, meeting and other relevant rooms are equipped with reusable dishes by <b>date</b>.</li> </ul>

Initiative	Roles	Selection Criteria: Eco Benefits	Selection Criteria: Others	Related Simple Acts	Measurement	Targets
Minimize use of bottled water	<p><u>All Staff:</u></p> <p>a) Drink tap water instead of bottled water where possible:</p> <ul style="list-style-type: none"> <li>• Use reusable water bottles.</li> <li>• Serve tap water at meetings.</li> </ul> <p>b) Where bottled water is necessary, use a water cooler with a timer.</p> <p><u>Organization:</u></p> <ul style="list-style-type: none"> <li>• Consider banning the purchase of individual disposable water bottles with organization funds.</li> <li>• Provide water coolers with timers set to function during work hours only.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Reduces Waste.</b></li> <li>• <b>Conserves water.</b></li> <li>• Conserves natural resources.</li> </ul> <p><i>Relative Eco-benefit Rating:</i> <b>High</b></p>	<ul style="list-style-type: none"> <li>• Solid financial payback.</li> <li>• Ease of implementation.</li> <li>• High symbolic value.</li> <li>• Ease of adoption.</li> <li>• Aligns with green policy.</li> </ul>	<p><b>On Your Own</b></p> <p><a href="http://www.onesimpleact.alberta.ca/docs/fast.pdf">www.onesimpleact.alberta.ca/docs/fast.pdf</a></p> <ul style="list-style-type: none"> <li>• Keep a jug of water in the fridge</li> <li>• Drink tap water or filtered water</li> </ul>	<p><b>KPIs</b></p> <ul style="list-style-type: none"> <li>• Percentage of staff who received specific training and education related to minimizing use of bottle water.</li> <li>• Percentage of staff that have access to and report using reusable water.</li> </ul> <p><b>Mechanism for measurement:</b></p> <ul style="list-style-type: none"> <li>• Self declaration via staff survey.</li> <li>• Periodic visual inspection audits.</li> <li>• Collect information on the purchasing of water bottles with organization funds.</li> </ul>	<ul style="list-style-type: none"> <li>• ___ per cent of staff have received specific training and education related to minimizing use of bottled water by <b>date</b>.</li> <li>• ___ per cent of staff have access to and report using reusable water bottles/jugs/pitchers as often as possible by <b>date</b>.</li> </ul>

Initiative	Roles	Selection Criteria: Eco Benefits	Selection Criteria: Others	Related Simple Acts	Measurement	Targets
Use Teleconferencing and video conferencing to minimize travel	<p><u>All Staff:</u></p> <ul style="list-style-type: none"> <li>Use video and teleconferencing equipment for meetings and conferences to minimize travel.</li> </ul> <p><u>Select Staff</u></p> <ul style="list-style-type: none"> <li>Set up video conferencing equipment.</li> </ul>	<ul style="list-style-type: none"> <li>Reduces GHG.</li> <li>Saves energy.</li> <li>Reduces waste.</li> </ul> <p><i>Relative Eco-benefit Rating: High</i></p>	<ul style="list-style-type: none"> <li>Solid financial payback.</li> <li>Ease of Measurability.</li> <li>High symbolic Value.</li> <li>Aligns with green policy.</li> </ul>	<p><b>On Your Own</b>  <a href="http://www.onesimpleact.alberta.ca/docs/fast.pdf">www.onesimpleact.alberta.ca/docs/fast.pdf</a></p> <ul style="list-style-type: none"> <li>Car pool to meetings with coworkers</li> </ul> <p><b>As a Team</b>  <a href="http://www.onesimpleact.alberta.ca/docs/simple.pdf">www.onesimpleact.alberta.ca/docs/simple.pdf</a></p> <ul style="list-style-type: none"> <li>Reduce the number of external meetings</li> <li>Walk, carpool or take public transit for meetings</li> </ul> <p><b>As an Org.</b>  <a href="http://www.onesimpleact.alberta.ca/docs/save.pdf">www.onesimpleact.alberta.ca/docs/save.pdf</a></p> <ul style="list-style-type: none"> <li>Provide video or teleconferencing equipment and training</li> </ul>	<p><b>KPIs</b></p> <ul style="list-style-type: none"> <li>Percentage of staff who received specific training and education related to using teleconferencing and video conferencing to minimize travel.</li> <li>Percentage of staff who have access to and report using teleconferencing and video conferencing technology.</li> </ul> <p><b>Mechanism for measurement:</b></p> <ul style="list-style-type: none"> <li>Self declaration via staff survey (e.g., survey to find out how often people are using video conferencing as opposed to driving to meetings).</li> <li>Periodic visual inspection audits.</li> <li>Centralized network monitoring via IT group.</li> </ul>	<ul style="list-style-type: none"> <li>__ per cent of staff have received training and education related to teleconferencing and video teleconferencing and associated reduction in travel by <b>date</b>.</li> <li>__ per cent of staff have access to and report using teleconferencing and video conferencing technology as much as possible by <b>date</b>.</li> </ul>

Initiative	Roles	Selection Criteria: Eco Benefits	Selection Criteria: Others	Related Simple Acts	Measurement	Targets
Use alternative work arrangements to minimize travel	<p><u>All Staff:</u></p> <ul style="list-style-type: none"> <li>When appropriate work from home to reduce travel (e.g. alternative work arrangements, flex time, hotelling).</li> </ul>	<ul style="list-style-type: none"> <li>Solid financial payback.</li> <li>Ease of implementation.</li> <li>Ease of adoption.</li> <li>Aligns with GoA goals.</li> </ul> <p><i>Relative Eco-benefit Rating:</i> <b>High</b></p>	<ul style="list-style-type: none"> <li><b>Reduces waste.</b></li> <li>Saves energy.</li> <li>Reduces GHG.</li> <li>Conserves natural resources.</li> </ul>	<p><b>As a Team</b></p> <p><a href="http://www.onesimpleact.alberta.ca/docs/simple.pdf">www.onesimpleact.alberta.ca/docs/simple.pdf</a></p> <ul style="list-style-type: none"> <li>Adopt flexible work arrangements</li> </ul>	<p><b>KPI</b></p> <ul style="list-style-type: none"> <li>Percentage of staff who received specific training and education related to using alternative work arrangements to minimize travel.</li> <li>Percentage of total staff working days (number of staff x number of working days in a year) that staff worked at home.</li> </ul> <p><b>Mechanism for measurement:</b></p> <ul style="list-style-type: none"> <li>Self declaration via staff survey.</li> <li>Use existing records for alternative work arrangements.</li> <li>Number of staff using flex time or hotelling (that leads to reduction in travel).</li> </ul>	<ul style="list-style-type: none"> <li>___% of staff have received training and education related to using alternative work arrangements to minimize travel by <b>Date</b>.</li> <li>___% of total staff working days (number of staff x number of working days in a year) are spent working from home.</li> </ul>

Initiative	Roles	Selection Criteria: Eco Benefits	Selection Criteria: Others	Related Simple Acts	Measurement	Targets
Reduce the environmental impact of necessary travel	<p><u>All Staff:</u></p> <ul style="list-style-type: none"> <li>When travelling for work related events or meetings coordinate with others to reduce the number of vehicles on the road.</li> <li>Use alternative transportation when feasible (e.g., bus, train).</li> <li>When hosting a meeting, help facilitate carpools or the use of alternative transportation.</li> <li>When using work vehicles, drive “green” (e.g., reduce idling – turn off engine when immobile, keep tires properly inflated).</li> </ul> <p><u>Select Organization Staff:</u></p> <ul style="list-style-type: none"> <li>Tasks for individuals that maintain vehicles: <ul style="list-style-type: none"> <li>Ensure tires are properly inflated to reduce friction and conserve fuel.</li> <li>Maintain a full tank of fuel in order to reduce evaporation / loss of fuel.</li> </ul> </li> <li>Keep basic maintenance up to date to ensure optimal performance and efficiency (see owner’s manual).</li> </ul>	<ul style="list-style-type: none"> <li>Saves Energy.</li> <li>Reduce GHG.</li> <li>Conserves natural resources.</li> </ul> <p><i>Relative Eco-benefit Rating: High</i></p>	<p>Solid financial payback Ease of adoption Aligns with green policy</p>	<p><b>On Your Own</b> <a href="http://www.onesimpleact.alberta.ca/docs/fast.pdf">www.onesimpleact.alberta.ca/docs/fast.pdf</a></p> <ul style="list-style-type: none"> <li>All simple acts within the transportation section</li> </ul> <p><b>As a Team</b> <a href="http://www.onesimpleact.alberta.ca/docs/simple.pdf">www.onesimpleact.alberta.ca/docs/simple.pdf</a></p> <ul style="list-style-type: none"> <li>All simple acts within the transportation section</li> </ul> <p><b>As an Org.</b> <a href="http://www.onesimpleact.alberta.ca/docs/save.pdf">www.onesimpleact.alberta.ca/docs/save.pdf</a></p> <ul style="list-style-type: none"> <li>All simple acts within the transportation section</li> </ul>	<p><b>KPI</b></p> <ul style="list-style-type: none"> <li>Percentage of staff who received specific training and education related to reducing the environmental impact of travel.</li> <li>Percentage of staff who report carpooling and/or using alternative transportation (e.g., bus, train) for work related events as often as possible.</li> </ul> <p><b>Mechanism for measurement:</b></p> <ul style="list-style-type: none"> <li>Self declaration via staff survey.</li> <li>Periodic visual inspection audits.</li> <li>Using an employee only ride share board would allow us to collect data on carpooling.</li> <li>Measure use of alternate transport through expense claims.</li> <li>Percent of employees that have received training on green driving.</li> </ul>	<ul style="list-style-type: none"> <li>__ per cent of staff have received training and education related to reducing the environmental impact of travel by <b>date</b>.</li> <li>__ per cent of staff who report carpooling and/or using alternative transportation (e.g. bus, train) for work related events as often as possible by <b>date</b>.</li> </ul>

Initiative	Roles	Selection Criteria: Eco Benefits	Selection Criteria: Others	Related Simple Acts	Measurement	Targets
Convert to network printing	<p><u>Select Organization Staff</u></p> <ul style="list-style-type: none"> <li>Contact IT service provider to request conversion from local to network printing.</li> <li>Where required, purchase network printers or multifunction devices to replace local printers.</li> </ul> <p><u>All staff</u></p> <ul style="list-style-type: none"> <li>Direct printing to network printer (where a network printer is available).</li> </ul> <p><u>IT</u></p> <ul style="list-style-type: none"> <li>Configure and install network printers were requested.</li> </ul>	<ul style="list-style-type: none"> <li>Reduces Waste</li> <li>Conserves natural resources</li> </ul>	<ul style="list-style-type: none"> <li>Ease of implementation.</li> <li>Solid financial payback.</li> <li>Ease of adoption.</li> <li>Aligns with green policy</li> </ul>	<p><b>As a Team</b></p> <p><a href="http://www.onesimpleact.alberta.ca/docs/simple.pdf">www.onesimpleact.alberta.ca/docs/simple.pdf</a></p> <ul style="list-style-type: none"> <li>Set printers so that they automatically print double sided</li> </ul> <p><b>As an Org.</b></p> <p><a href="http://www.onesimpleact.alberta.ca/docs/save.pdf">www.onesimpleact.alberta.ca/docs/save.pdf</a></p> <ul style="list-style-type: none"> <li>Develop a waste management policy</li> </ul>	<p><b>KPI</b></p> <ul style="list-style-type: none"> <li>Percentage of staff who received specific training and education related to utilizing network printing and using multifunctional devices.</li> <li>Percentage of new purchases of printers that have networking capabilities or multifunction devices.</li> </ul>	<ul style="list-style-type: none"> <li>__ per cent of staff have received training and education related to utilizing network printing and using multifunctional devices by date.</li> <li>__ per cent of new purchases of printers have networking capabilities or multifunction devices <b>date</b>.</li> </ul>