



TOWN OF OKOTOKS

CORPORATE ENVIRONMENTAL STEWARDSHIP PLAN (CESP)

Council Approved: December 13, 2010

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A. EXECUTIVE SUMMARY

The Town of Okotoks has created a strong reputation as a precedent setting 'green' community for its continual pursuit of sustainability. In 2005, the Town of Okotoks adopted a revised Sustainable Vision which stated that;

"In the year 2030, Okotoks is a leader in sustainability, driven by an involved, connected and creative community. Through visionary leadership, citizens are engaged in maintaining a safe, caring and vital community that honours our culture, heritage and environment."

In keeping with this Vision, Okotoks has taken a unique approach to community development, through its recognition that sustainability means staying within the 'carrying capacity' of the surrounding and supporting natural environment. In the beginning, this specifically meant the carrying capacity of the Sheep River watershed; however our definition of sustainability has evolved to be an even more complex and rich practice, incorporating a diversity of environmental, economic and social initiatives.

The Town of Okotoks Business Plan establishes, by Council resolution, the business direction and focus of the Corporation. The Plan reflects Council's commitment to deliver sustainable corporate services, which are in the best interest of our citizens today and our future citizens of tomorrow. The Business Plan focuses on providing services that not only manage and provide for our community but nurture, promote and facilitate the development of an engaged public, focused on the collective quality of the community and environment.

The Corporate Environmental Stewardship Plan (CESP) is a strategic document designed to specifically target, develop, assess and report on the broader environmental initiatives within the Corporation. The Corporation has committed to promote environmental responsibility and be a recognized leader in environmental stewardship. The CESP is designed to assist the Corporation in achieving this key strategic direction and in becoming the community's environmental steward.

The Plan contains a series of recommendations and administrative policy/guidelines to steer the Corporation along this path of environmental sustainability. This includes reference for a triennial review to incorporate changing circumstances, evolving priorities, employee dialogue and refinement of asset management and lifecycle replacement practices.

B. THE TOWN OF OKOTOKS BUSINESS PLAN AND ENVIRONMENTAL STEWARDSHIP

1. INTRODUCTION OF THE CESP

Environmental stewardship is the responsibility for environmental quality shared by all those whose actions affect the environment (U.S. Environmental Protection Agency (EPA)).

The Corporate Environmental Stewardship Plan (CESP) is an arm of the overarching Corporate Business Plan and reflects the Vision stated within the Municipal Development Plan (the “Legacy Plan”). The CESP is a focused tactical document with the purpose of achieving our internal sustainable objectives in the short, medium and long term.

The Corporation recognizes its obligations to both current citizens and future generations and accepts that it must lead sustainability through example and practice. Town Council and the Corporation is committed to taking a leadership role in protecting our communities invaluable natural resources; the quality of our aquifer, the purity of our air, the health of our ecosystems and the preservation of our natural landscape while committing to protect the quality of life, prosperity, safety and security enjoyed by our citizens today for our citizens of tomorrow.

To become an environmental steward for our Community, the Corporation must be viewed as a community in itself and address its own protection of natural resources, cumulative ecological footprint and commitment to quality of workplace, prosperity, safety and security enjoyed by its employees of today and tomorrow.

The Environmental Stewardship Plan (CESP) aims to not only qualify but also quantify the sustainable benefits of our specific environmental actions, basing our corporate decisions on a holistic and complete integrated cost analysis.

2. IMPLEMENTATION OF THE CESP

The Corporate Environmental Stewardship Plan (CESP) is championed by the Environment and Sustainability Coordinator and the Environmental Advocacy Committee (EAC) and implemented by all municipal employees. Staff direction is established through the reporting of specific strategies and targets of each

Business Centre, collectively contributing to the overall achievement of the Plan's targets.

Triennial progress reports are to be created detailing the achievements of the Plan's targets, prior to the start of the annual Corporate Budget Process. Regular progress updates and milestone achievements are to be reported to Senior Management (Business Team).

3. VALUES OF THE CESP

The high quality and value of services delivered in Okotoks comes directly from Town employees. We provide a precedent and foundation that is critical to preserving and enhancing the qualities that make Okotoks a special place to live. Because of what we do for the residents of Okotoks, it is important that we do it well, with sensitivity to the needs and interests of current and future citizens, a responsibility to our environment and with pride in our abilities.

We value quality of service, integrity, teamwork, excellence and wellness within our corporate community. All employees are empowered to meet customer requirements and communicate corporate initiatives, while considering our Sustainable Vision, acting responsibly, thinking long term and responding to changes in our community's needs.

To inspire this high standard of quality of service and excellence from our corporate community, we must create an internal working environment that exemplifies our overarching community goals; a supportive and motivating environment that is driven by an involved and connected staff.

4. COMMUNITY VISION & THE CESP

Okotoks' Sustainable Vision was developed in 2005, in tandem with the Town's triennial review of the Strategic Business Plan. This revised vision grew from the original 1998 Municipal Development Plan (Legacy Plan) Vision for a sustainable community. During the reiteration of the 1998 Vision, through public consultation, the four Sustainable Okotoks foundations were created. These four sustainability foundations still remain integral to all Town decision making and form the framework for creation of the CESP.

In Okotoks, we broadly define sustainability as:

- *Meeting the present ecological, societal, and environmental needs without comprising these factors for future generations (U.S. EPA, 2007).*

The four foundations of Sustainability work together to nurture what our community has expressed desire for; a town that is safe and secure, maintains small town atmosphere, preserves and protects a pristine river valley, provides housing choices, employment opportunities and quality schooling, and caters to all ages and cultures. The fundamental four foundations are:

- Environmental Stewardship
- Social Conscience
- Economic Prosperity
- Fiscal Responsibility

The Four Foundations are broken down further into the 10 interrelated branches of Sustainability:

1. Water
2. Waste
3. Energy
4. Community Fabric
5. Economic Strategies
6. Planning & Development
7. Natural Areas & Open Spaces
8. Transportation
9. Building & Design
10. Green Education

5. CORPORATE MISSION & THE CESP

The Town's Corporate Mission was also developed along with the 2005 Town of Okotoks Strategic Business Plan and has remained strong within the organization today.

- *The mission of the Town of Okotoks is to create and nurture an environment in which people are able to pursue the fulfillment of their values, in harmony with the community.*

The mission of the CESP is to;

- Establish the Town as a progressive sustainable Corporation, leading the Community through example; setting precedent; ‘walking the talk’.
- Operate within the natural carrying capacity of our surrounding environment
- Determine how we would like to shape the internal environment of the Corporation and its impact on its surrounding environment in the short, medium and long term;
- Reduce our Corporation’s environmental footprint

C. THE ENVIRONMENTAL ADVOCACY COMMITTEE (EAC)

The function of the EAC is to champion environmental initiatives across the organization. Each committee member’s role is to act as the connection point between the committee and the implementation of targets in each Business Centre and/or facility. Each committee member is to act as the communicator between the committee and their direct colleagues, and vice versa. Each Business Centre is diverse in its operation; therefore each initiative will be designed at a broad level where it can be specifically tailored by each Business Centre for their personalized implementation.

The EAC commits to;

- Advance the Mission, Vision and Goals of the Corporation on behalf of the Town of Okotoks
- Increase the sustainability of the Corporation with policies and procedures that guide all decision making toward the most efficient use of resources and minimize the negative impacts on our local and global environment.
- Establish Environmental Stewardship Terms of Reference for all staff
- Create sustainable Policy/Guidelines to assist employees in implementing environmental initiatives
- Assist employees in creating an environmentally conscious workplace
- Set standards of environmental stewardship within the Corporation, with successful implementation and participation of all Business Centres and members of staff.

D. ENVIRONMENTAL STEWARDSHIP STRATEGY



1. ENVIRONMENTAL BENCHMARKING

Benchmarking is a process utilized to improve an organization’s performance by identifying, understanding, adapting and implementing best practices and processes that are found inside and outside a corporation. It involves staff collaboration to exchange information on existing processes and measurements, resulting in the setting of realistic improvement goals. Effective benchmarking is a process of continuous improvement.

Environmental benchmarking is a specialized method in which environmental indicators and best practices are examined in order to determine areas where company environmental performance can be improved while maintaining economic performance.

Comprehensive environmental benchmarking includes all areas of a corporation’s structures and activities, not solely the activities that have an obvious environmental impact. Within our Corporation, this includes the assessment of;

- the efficiency of our Corporate Buildings; improving efficiency through physical infrastructure improvements to reduce the consumption of water, energy and materials and the production of greenhouse gases and waste
- all internal operations; reducing water, energy and materials consumption and the production of waste and greenhouse gases through human practices
- the environmental quality of the product's that we utilize and consume
- our internal environmental education, training and customer relations

Benchmarking Reports:

Corporate Facilities

To effectively benchmark the positive impacts of our existing energy efficiency upgrades, alternative energy projects and water consumption improvements within all Municipal Facilities an Existing Inventory Report is required. From these results a gap analysis can be completed and targets for improvements created.

Corporate Facilities Inventory Report		
Location within CESP	Appendix D	
Function	Report to identify all of the facility efficiency upgrades and alternative energy projects within the Corporation. <ul style="list-style-type: none"> • Assess water and energy consumption • Net benefit of project (reduction in consumption) • Cost Analysis (Return on Investment) 	
Benchmarking Stage		Completion Status
Environmental Inventory	In progress with Mike Poole	Estimated completion date: December 2010
Gap Analysis	Analyse high consumption use in Municipal Buildings in 2011	Summer 2011

Operational Practices

To effectively record the effective impact of our existing practices and operational management programs, a list of existing policies, procedures and methods within each Business Centre that promotes the environmental stewardship of staff and their actions is required.

Corporate Environmental Procedures Inventory Report	
Location within	Appendix E

CESP		
Function	Identify all of the existing environmental and sustainable guidelines, policies, and plans of the Corporation. <ul style="list-style-type: none"> Assess the successes and challenges of the existing Corporate operational practices based on environmental impact criteria. 	
Benchmarking Stage		Completion Status
Environmental Inventory	In progress (information within the Integrated Community Sustainability Plan)	Estimated completion date: November 2010
Gap Analysis		Estimated completion date: December 2010

Business Centre Specific Benchmarking Process

As each Business Centres operations are unique, their utilization of facilities and practices will defer from one another. Therefore to specifically and accurately benchmark the successes and challenges of our environmental initiatives as a whole, individual benchmarking is required of each Business Centre.

Business Centre Environmental Benchmarking		
Location within CESP	Appendix F	
Function	Each Business Centre in assistance with the EAC and the Sustainability Coordinator is to complete a report accounting the successes and disparities of the existing facilities management and operational practices based on environmental impact criteria. <ul style="list-style-type: none"> Facilities Management is to include consideration of built form, technology, and equipment and appliance efficiency Operational practices is to include employees' utilization of built form, equipment and technology Staff driven assessment of the successes and challenges of the existing Corporate facilities and operational practices 	
Benchmarking Stage		Completion Status
Environmental Inventory	In progress (roughly 50% of Business Centres completed)	Estimated completion date: December 2010
Gap Analysis	In progress	Estimated completion date: December 2010
Setting Targets	A minimum of three targets will be required to be set at the beginning of 2011 after the	Estimated completion date: March 2011

	initial inventory and gap analysis is complete.	
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Town of Okotoks Corporate Ecological Footprint Report		
Location within CESP	Appendix C (not completed)	
Function	Creation of a tool to measure current GHG emissions for the Corporation <ul style="list-style-type: none"> • Greenhouse gas emissions and savings from Corporate facilities and operations • Create an action plan for future carbon tax rebate programs 	
Benchmarking Stage		Completion Status
Environmental Inventory		Estimate Completion date: December 2010
Gap Analysis	Researching a third party analysis (i.e. The Global City Indicators Program)	Estimated Start date: February 2011

2. EXECUTION

Once an environmental audit and gap analysis of the data has been completed on existing facilities and operational practices, improvement targets can be created. These sustainability targets will address the noted environmental deficiencies and assist us in building a comprehensive strategy to achieve the set targets.

These strategies are to include the implementation of environmentally responsible practices in all areas of Corporation and the utilization of technologies to increase our efficiencies, reduce cost and mitigate any negative impacts on our environment. While implementing our strategies, progress indicators must be utilized to accurately record the successfulness of each implementation.

Setting Targets & Implementation Strategies

Utilizing the sustainability branches directly related to the Environmental Stewardship Foundations, we can set specific targets and implementation strategies to assist the corporation in achieving environmental stewardship within its operations, facilities and equipment. The branches and their key strategies are indicated below.

Water	The management of our potable water, wastewater and watershed.
Location within CESP:	Appendix G
Water Strategy 1	Indoor Water Conservation within all Town Facilities
<p>(This is to include public use of corporate facilities)</p> <ul style="list-style-type: none"> ➤ Conservation through staff operations & practices ➤ Conservation through building operations ➤ Conservation through low flow toilets and low flow taps (or tap aerators) in areas of public and/or high use ➤ Annual reduction targets to be set for each facility 	
Water Strategy 2	Outdoor Water Conservation in all Town Spaces
<ul style="list-style-type: none"> ➤ Conservation through staff operations & practices ➤ Potential for non potable water use or reuse for irrigation purposes ➤ Staff education on water efficiency in open spaces. 	
Water Strategy 3	Water and Wastewater System Efficiency
<ul style="list-style-type: none"> ➤ Continued implementation of Town of Okotoks Water Management Plan (in collaboration with EPCOR). 	
Water Strategy 4	Management of Sheep River
<ul style="list-style-type: none"> ➤ Continued implementation of Town of Okotoks Water Management Plan (in collaboration with EPCOR). ➤ Road sanding and salt management ➤ Stormwater Pond, Wetland and Riparian Zone Maintenance Practices 	
Water Strategy 5	Responsible and Efficient Vehicle Washing
<ul style="list-style-type: none"> ➤ Potential for non potable water use or reuse of water for washing purposes 	
Water Strategy 6	Efficient Water Hydrant Testing
<ul style="list-style-type: none"> ➤ Meet minimum flow time requirements while conserving water during routine testing 	

Waste	Material Management: Reduce, Reuse & Recycle Philosophy & Source Impact Reduction
Location within CESP:	Appendix H
Waste Strategy 1	Town of Okotoks Sustainable Procurement Guidelines (SPG)
<ul style="list-style-type: none"> ➤ Strongly utilize the Reduce, Reuse and Recycle hierarchy through implementation and practice of guidelines. 	
Waste Strategy 2	Management of Staff and Facility Waste
<p>Reduction of waste to landfill production (achieve the 80% diversion target to set precedent for community wide 2015 target).</p> <ul style="list-style-type: none"> ➤ Internal Recycling and Composting Programs ➤ Responsible management of hazardous goods. ➤ Facility recycling (including public use in corporate facilities) 	
Waste Strategy 3	Town of Okotoks Sustainable Facility & Event Guidelines
<ul style="list-style-type: none"> ➤ Incorporate recycling programs at all Town events (portable system to be implemented) 	
Waste Strategy 4	Town of Okotoks Sustainable Municipal Building Guidelines
<ul style="list-style-type: none"> ➤ Construction and demolition waste requirements for all corporate construction ➤ Recycling and reuse of concrete and asphalt in corporate operation ➤ Potential requirement for LEED® Certified Buildings 	
Waste Strategy 5	Town of Okotoks Printing Guidelines
<ul style="list-style-type: none"> ➤ Requirements for double-sided printing default settings ➤ General reduction in printing in all Business Centres ➤ Reducing outputs (publications converted to alternative materials when possible (CDs, USB sticks etc.) 	

Energy	The management, source and efficiency of the energy consumed by the corporation
Location within CESP:	Appendix I
Energy Strategy 1	Okotoks Green Energy Initiative

<ul style="list-style-type: none"> ➤ Increase percentage of green energy utilized by the corporation (either through purchasing from grid or micro-generation). ➤ Production of green energy above (80%) purchasing of renewable energy (micro generation). ➤ Utilization of the Okotoks Eco-Efficiency Retrofit Program for micro generation initiatives. ➤ Future potential to feed back to grid and achieve a net positive consumption. 	
Energy Strategy 2	Facility Energy Consumption Reductions
<ul style="list-style-type: none"> ➤ User and equipment management ➤ Efficient climate control within all facilities (optimize efficiency of all current systems) ➤ Complete all facility lighting retrofits and include timers in high use areas ➤ Efficient control of all timed lighting systems (some currently not optimal) ➤ Energy efficient appliances in all facilities 	
Energy Strategy 3	Reduce Greenhouse Gas (GHG) Emissions
<ul style="list-style-type: none"> ➤ Continuously improve on reducing our Corporate Environmental Footprint ➤ Target for corporate GHG reductions (%) to be set for 2015. ➤ Target Facility specific GHG reductions 	

Natural Areas	The Corporate management, protection and revitalization of Natural Areas within Town.
Location within CESP:	Appendix J
Natural Areas Strategy 1	Integrated Pest Management Plan (IPM)
<ul style="list-style-type: none"> ➤ Continual support, implementation and practice of the plan 	
Natural Areas Strategy 2	Urban Forest Management Plan
<ul style="list-style-type: none"> ➤ Continual support, implementation and practice of the plan 	
Natural Areas Strategy 3	Conservation Maintenance Practices
<ul style="list-style-type: none"> ➤ Efficient utilization of water and energy in open spaces ➤ Ensure correct maintenance practices that relate to sustainability (i.e. idling, watering, correct operation of systems and machinery etc.) 	

Transportation	The management of the corporation's fleet
Location within CESP:	Appendix K
Transportation Strategy 1	Vehicle and Equipment Idle-Free Guidelines
	<ul style="list-style-type: none"> ➤ Implementation of staff operating requirement for all vehicles and equipment (including contracted services)
Transportation Strategy 2	Town of Okotoks Sustainable Fleet and Equipment Management Guidelines
	<ul style="list-style-type: none"> ➤ Complete a Fleet Review and Analysis ➤ All Town and sub-contractor's fleet vehicles to be up to a minimum environmental grade (set minimum for fuel efficiency and air pollution and GHG production).
Transportation Strategy 3	Creation of a 'Green' Fleet
	<ul style="list-style-type: none"> ➤ Purchasing alternative fuels and/or vehicles to reduce the corporation's environmental footprint.

Building & Design	Creation of a 'green' building portfolio (through construction & operation)
Location within CESP:	Appendix L
Building & Design Strategy 1	Town of Okotoks Sustainable Municipal Building Guidelines
	<ul style="list-style-type: none"> ➤ The new construction or renovation of any municipal building to consider sustainable water, energy and waste management. ➤ Potential LEED® certification requirements
Building & Design Strategy 2	Town of Okotoks Centre for Community Sustainability (OCCS)
	<ul style="list-style-type: none"> ➤ Development of a centre for leadership in community sustainability, to act as an Okotoks information centre with multi-use spaces.
Building & Design Strategy 3	Renovation of Operation Yards
	<ul style="list-style-type: none"> ➤ Remediation and best use analysis of operational lands and yard.

Green Education	Corporate Strategies for Office Management & Staff Initiatives
Location within CESP:	Appendix M
Green Education 1	Alternative Transportation Options
	<ul style="list-style-type: none"> ➤ Staff bonuses for carpooling and/or environmental alternatives (active transportation) ➤ Potential development of an internal teleworking program
Green Education 2	EAC Environment Expo
	<ul style="list-style-type: none"> ➤ Continuation of the annual staff developed Environment Education Expo during our National Environment Week in June.

3. ASSESSMENT

To fully achieve the full benefits of a strategy, one must review and assess what has been implemented, improving on the challenges and at minimum maintaining the successes. A report card of the CESP Implementation Strategies will be created annually, reporting on the progress of the Plan’s implementation.

The Benchmarking Reports will be reviewed triennially in conjunction with the CESP. From the revised benchmarking, the targets and implementation strategies will be revised to include any changes. The Corporate Environmental Footprint Report is also a benchmarking tool that will assist us in calculating our positive changes towards reducing the quantity of greenhouse gas emissions created from the operation of our facilities and staff activities. Our Corporate Environmental Footprint (utilizing the same benchmarking information) will be recalculated annually to measure our success. The Report and measurement tool will be also revised on triennial basis along with the CESP, integrating any changes in our operations over the three year period that may change our base performance measures.

The Business Centre Environmental Benchmarking Reports will also have report cards created annually that report only on the progress of the specific targets of each Business Centre. The inventory however will only be revised every three years.

APPENDIX A

Town of Okotoks Sustainable Corporate Practices Policy



TOWN OF OKOTOKS POLICY

Council Motion: 10.C.590	Effective Date: December 13, 2010	Policy Number: P 10-06
External Reference:	Revised/Reviewed Date:	Originating/Lead Business Centre: Corporate Strategies

Title:

Sustainable Corporate Practices

Policy Statement:

The Town of Okotoks is committed to operate its business in an economically, environmentally, fiscally and socially responsible manner, reflecting our corporate commitment towards leadership in sustainability.

Purpose:

The purpose of this policy is to support the Town of Okotoks in achieving its 'Sustainable Vision' and reflects Town Council's commitment to deliver sustainable corporate services, which are in the best interest of our citizens today and our future citizens of tomorrow.

In alignment with our Community Vision and Corporate Values, the Town of Okotoks will aspire to be a Sustainable Corporation that:

- is affordable, operates efficiently, offers a diversity of services and employment opportunities and supports a viable economy;
- consumes renewable resources at or below the rates of generation, and uses non-renewable resources at or below the rates of development of renewable substitutes;
- limits emissions and waste within the environment's natural ability to effectively manage them and or minimizes or mitigates any adverse environmental impacts;
- considers environmental impacts at not only a local scale but also regionally and globally;
- sets economic, environmental, social and fiscal targets and makes holistic decisions based on these same sustainable principals appropriate to our community vision and corporate mandate;
- develops and implements a corporate environmental stewardship strategy into all of our business processes and practices;
- operates in an open, fair, transparent, responsible and accountable manner

- cultivates a diverse, inclusive and respectful workplace and provide a healthy work environment
- empowers staff with the resources they need to make responsible decisions regarding sustainability in the workplace and encourage them to expand this into their personal lives;
- encourages and recognizes our employees, subsidiaries, service contractors and partners to play an active leadership role in the pursuit of our sustainability goals within the community;
- adapts to the community's and regions' changing needs and fosters an ability to effectively respond to challenging or exceptional situations; and
- aims for continual innovation and improvement in all aspects of our business to reach our goal of becoming a leader in sustainability.

Definitions:

Sustainability Policy is a written statement outlining a company's vision and commitment towards its objectives, targets and performance improvement in environmental impact, economic prosperity, community investment and social commitment.

Responsibilities:

The Environment and Sustainability (E&S) Coordinator in collaboration with the Environmental Advocacy Committee (EAC) will develop the Corporate Environmental Stewardship Plan (CESP) and associated Guidelines for Business Team's review and approval.

The E&S Coordinator will provide guidance and support to Business Centre Leaders in their development of specific Business Centre Plans in relation to Environmental Stewardship and sustainable practices.

The E&S Coordinator and the EAC will also collaboratively develop performance work plans, objectives and initiatives for sustainable targets within each Business Centre and administer annual performance reviews of such targets.