

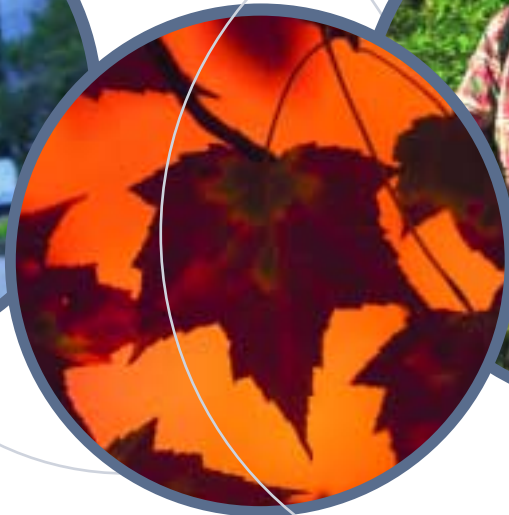


Citizenship and
Immigration Canada

Citoyenneté et
Immigration Canada

Sustainable Development Strategy III

January 1, 2004 — March 31, 2007



www.cic.gc.ca

Canada 

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Coordinating Committee on Sustainable Development

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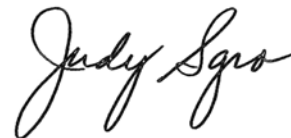
MESSAGE FROM THE MINISTER

Sustainable development is an elusive term, which many people misunderstand as meaning solely environmental protection or economic development. Sustainable development is more than that. It is about maintaining and improving the quality of life for all people in Canada and other parts of the world, without compromising the ability of future generations to meet their own needs. It is not limited to a concern for the natural environment or focused exclusively on economic development. Rather, sustainable development is a concept based on integrating sociocultural, economic and environmental considerations. Above all, it is founded on principles of equity – intergenerationally, internationally and intranationally.

Given the scope of sustainable development, it is not surprising that the Government of Canada has a role to play and has taken a leadership position. Consequently, I am pleased to present Citizenship and Immigration Canada's third Sustainable Development Strategy. The development and implementation of Sustainable Development Strategies has been a learning process for the Department. I believe that this process has led to some real progress in raising the awareness of sustainable development issues and in greening departmental operations.

At CIC we have learned a great deal from our past two Strategies, as well as from the valuable input provided by service provider organizations, provincial/territorial governments, other federal departments and agencies, Parliamentarians, and other stakeholders. CIC's permanent Coordinating Committee on Sustainable Development – which was established in our second Strategy to improve coordination within the Department – has worked hard to ensure that our new Strategy is in line with Government of Canada and Departmental priorities, and that it meets the expectations of Parliament and all Canadians.

I believe that this Strategy will help the Department to further integrate environmental sustainability into the social and economic development goals of our programs. I am confident that by following this document and reporting on our activities, we can institute further change within the Department.



The Honourable Judy Sgro, P.C., M.P.
Minister of Citizenship and Immigration

SECTION I: INTRODUCTION

Sustainable development provides a framework for the integration of environmental policies and development strategies. It recognizes that development is essential to satisfy human needs and improve the quality of human life. But development must be based on the efficient and environmentally responsible use of all of society's scarce resources - our natural, human, and economic resources.

The World Commission on Environment and Development (the Brundtland Commission) defined sustainable development as "development that meets the needs of the present without compromising the ability of future generations to meet their own needs." It is this definition of sustainable development that has been integrated into federal legislation and into the amendments to the *Auditor General Act* that establishes the Commissioner of Environment and Sustainable Development (CESD) within the Office of the Auditor General of Canada. This definition, therefore, provides an important point of reference for departments when preparing their Sustainable Development Strategies (SDSs).

As outlined in the *Auditor General Act*, Ministers must prepare Sustainable Development Strategies that outline their departments' objectives and plans for action to further sustainable development, and update the Strategies at least once every three years.

Departments' first SDSs were tabled in December 1997, the second in February 2001.¹ This document represents CIC's third SDS.

¹ [Following the November 2000 General election, Parliament did not resume sitting until January 29, 2001].

SECTION II: DEPARTMENTAL OVERVIEW

Citizenship and Immigration Canada takes its mandate from the *Immigration and Refugee Protection Act* and the *Citizenship Act*. A department of national and international dimensions, CIC has 81 locations in Canada and a network of 91 points of service abroad. In 2002, CIC received approximately 136,000 immigration applications and granted citizenship to a total of 142,000 new Canadians. Furthermore, departmental employees processed more than 843,000 temporary resident applications for visitors, students and workers, and effected 11,509 detentions and 8,458 removals.

The men and women employed by CIC operate in diverse environments – in offices across Canada, at airports and Canada-U.S. border posts, and in Canadian embassies around the world. Their work involves applying often-complex laws and regulations to complex cases, while balancing these requirements against the very human wants and needs that lie behind applications for permanent or temporary resident status in Canada or for Canadian citizenship.

Departmental Mission

Citizenship and Immigration Canada contributes significantly to the economic and social development of Canada. CIC's mission is to build a stronger Canada by:

- deriving maximum benefit from the global movement of people;
- protecting refugees at home and abroad;
- supporting the settlement, adaptation and integration of newcomers; and
- managing access to Canada.

Key Partnerships

Partnerships are critical to CIC's work, and the Department shares jurisdiction for immigration with the provinces, operates internationally, cooperates with other Government Departments and has many services provided by Non Governmental Organizations.

Provinces and Territories

In accordance with section 95 of the *Constitution Act of 1867*, immigration is an area of concurrent federal and provincial jurisdiction. Under the Canada-Quebec Accord, Quebec has sole responsibility for selecting most immigrants destined to the province. Although no other provinces have direct selection powers, all are involved with immigration through the delivery of many of the programs that support the integration of newcomers such as education, health, social assistance and housing. In addition Quebec, Manitoba and British Columbia are responsible for the design, delivery and administration of settlement programs, with federal compensation. Outside of Quebec, all jurisdictions, with the exception of Ontario, Nunavut and the Northwest Territories, have entered into bilateral provincial nominee agreements with CIC, which allow them to recruit an agreed number of economic immigrants based on their particular economic priorities, each year.

Other Government of Canada Departments and Agencies

CIC works closely with several federal departments and agencies. Public Works and Government Services (PWGSC) plays a key role in CIC's accommodation strategy and operations across Canada, servicing five regions in addition to National Headquarters (NHQ). CIC's overseas delivery network relies on close cooperation with the Department of Foreign Affairs and International Trade (DFAIT), and the Canadian Security and Intelligence Service (CSIS). Within Canada, CIC works closely with the new Canada Border Services Agency (CBSA) and the Royal Canadian Mounted Police (RCMP). The Temporary Foreign Worker Program is a seamless government program that is shared between CIC and Human Resources Development Canada (HRDC). CIC and Canadian Heritage share citizenship promotion activities. CIC participates in numerous research activities with federal partners, such as HRDC, the Department of Justice Canada and Statistics Canada. CIC is also working with HRDC and Industry Canada on aspects of the federal Innovation Strategy.

Service Provider and Non-Government Organizations

At the community level, CIC has important partnerships with a mosaic of organizations providing services to newcomers, such as language training, basic settlement assistance and integration within the established community. Similarly, CIC deals with a variety of Non-Government Organizations and industry sectors (e.g. Transportation Sector, Education Sector) in the delivery of our operations and the execution of our duties.

International Bodies

The Department focuses its strategic international liaison activities on enhanced consultation with senior government officials from other countries to address specific regional migration issues, and with international organizations such as the Organization for Economic Co-operation and Development (OECD), the International Organization for Migration, the Inter-Governmental Consultations and the United Nations High Commissioner for Refugees in addressing key global migration issues. Of primary concern are the issues of security and the management of global migration.

CIC's Role in Sustainable Development

Given CIC's mandate and mission, the Department has long been aware of the need to consider a range of factors when developing and implementing policies and programs. Many of our core activities have a combination of demographic, economic, and sociocultural objectives. The challenge for CIC has been to become more aware of some of the environmental implications of our policies and programs and to more fully integrate these considerations into our policies, programs, and decision-making processes. We continue to take strides to enhance our understanding of and to address the environmental impacts of migration and our operations.

CIC plays an important role in shaping the face of the population of Canada. CIC's policies balance a variety of objectives. We need to attract skilled economic immigrants who bring capital and business contacts. We need to take into account the importance of keeping families together. We need to live up to our international obligations to protect refugees and people fleeing persecution. We also need to ensure the safety and security of the people of Canada.

Canada is viewed around the world as a safe haven. It is a prosperous democracy with a clean environment and open spaces. It is a much sought after destination for newcomers and their family members. Canada is one of only a few countries that have open, planned immigration programs. This is a distinct international advantage, as immigration is quickly becoming a key economic and social driver for developed economies.

Numerous factors, from all three pillars of sustainable development (environmental, economic, and sociocultural), are driving the global movement of people. Many are positive developments, like easier international travel, better employment opportunities, or family reunification – opportunities which are sometimes referred to as "pull" factors. Other developments, such as ecological disasters, overpopulation, inter-ethnic rivalries, and human rights abuses, continue to force tens of thousands of people from their homes. These are called "push" factors – factors that often leave people with no choice but to move.

CIC's second Sustainable Development Strategy focused predominantly on the environmental aspects of sustainable development. We are committed to maintaining a strong focus on the environment within our Strategy. However, CIC's policies and programs have historically linked economic and social, as well as domestic and international, considerations. While immigration continues to support the Canadian economy, providing additional highly skilled labour when required, it has also played, and continues to play, an important role in creating and changing the social fabric of Canada. Consequently, we will have added a new social dimension into our third Sustainable Development Strategy.

Canada has been successful in attracting and selecting highly educated immigrants, which adds to our country's human and social capital. Recent immigrants to Canada have higher average levels of education than the Canadian-born population. In 2002, 60% of working-age immigrants had a post-secondary degree at landing, compared to 44% of the Canadian-born population (2001 Census).

However, in spite of rising education and skill levels, immigrants who arrived in the early 1990s did not fare as well in the labour market as those who came in the 1980s. In general, immigrants of the early 1990s experienced lower initial earnings, relative to earlier cohorts. While there are signs that the declines are levelling off, barriers to entry into the work force, such as the assessment and recognition of foreign credentials and insufficient workplace official language ability, continue to significantly impact the ability of immigrants to fully attain their economic and social potential in Canada. CIC and our partners are working to address these issues, which, over the long run, can result in social disparities and economic inequalities, if not resolved.

Lower employment earnings and the under-utilization of skills have put recent immigrants at risk of being excluded from the mainstream society. Poverty rates among immigrants have been growing significantly over the past decade. In 1985, 23% of recent immigrant families were in low-income situations as defined by Statistics Canada's Low-Income Cut-Off (LICO), compared to 14% among non-immigrants. By 2000, the poverty rates among recent immigrant families rose to 35%, while that for Canadian-born families remained the same. While the latter figure also includes refugee claimants, the increase remains a cause for concern.

In order to be a more innovative society able to compete and prosper in a global, knowledge-based world, Canada needs people with international outlook, skills and experience. Programs of academic cooperation and mobility, and scholarship and recruitment programs for talented students from abroad, internationalize the Canadian campus and allow all students access to the best ideas, people and information in the world. For those Canadians who stay in Canada, contact with international students broadens their outlook and awareness; for those who travel, the intercultural experience is invaluable. Foreign students also bring income to Canadian institutions and make possible better teaching, research, and course offerings.

Similarly, all immigrants bring incredible diversity to Canada – a wide variety of mother tongues and traditions, which enrich our nation's cultural tapestry. Canada has greatly benefited from the new ideas and new perspectives which immigrants and refugees have brought to this land, as well as the support they have provided to existing cultural communities, such as official language minority communities. Canada continues to be a land of promise for people around the globe. And the changing world sees us accepting new immigrants from new countries, further adding to our cultural tapestry.

However, over the last several years, over 75% of all immigrants have settled our three largest metropolitan areas: Toronto (50%), Montréal (14%), and Vancouver (13%). This phenomenon is not unique to newcomers, as many Canadians have moved from smaller centres to larger cities seeking better opportunities for themselves and their families. Our regionalization strategies are aimed at sharing the social and economic benefits of immigration more evenly across the country, while at the same time reducing the environmental strain on our largest cities whose infrastructure and carrying capacity are already taxed.

Additionally, while immigrants add a great deal to Canadian society, they do face challenges. CIC is committed to making the difficult transition into Canadian society as easy as possible. Some of CIC's activities are specifically designed to facilitate the integration of newcomers into Canadian society – thereby reducing the social isolation and exclusion of immigrants and refugees. Settlement programs and services help newcomers to Canada make the transition from being strangers in a new country to being fully participating, contributing Canadians. Services include orientation abroad and in Canada, as well as language training, referral to community services, job-finding clubs, interpretation / translation, para-professional counselling, etc.

We strive to foster an environment conducive to the compatible cohabitation of culturally and socially diverse groups while at the same time encouraging social and economic integration, with improvements in the quality of life for all segments of the population. The quicker newcomers integrate into the community, the faster they become full and productive members of society – both socially and economically.

SECTION III: ASSESSING OUR PROGRESS

CIC SDS I – January 1, 1997 – December 31, 2000

The strategic priorities outlined in CIC's first SDS reflected the view that the Department's policies and programs were more directly related to ensuring social and economic sustainability than environmental sustainability. Consequently, the Department's SDS objectives were based on the "business line" objectives established through the Planning, Reporting and Accountability Structure.

In developing its first SDS, CIC consulted its partners and other stakeholders in order to obtain their views on how the Department should move towards sustainable development, in a way that takes into account its partners' roles and responsibilities. Some sixty individuals were invited to attend consultation sessions, which were held in June 1997, in Montréal, Toronto and Vancouver. These one-day sessions were attended by representatives of immigrant service agencies, environmental interest groups, academic institutions, provinces, and municipalities. Participants gave general support to the priorities proposed by CIC and to the suggested directions to be taken for meeting these priorities in the context of the first SDS.

The Strategy as it related to CIC policies and programs, focused on three levers CIC had under its authority: information to support policy design, selection and education. CIC committed to consulting with its partners to develop policies consistent with the social and economic sustainability objectives of the Strategy and in that context included environmental considerations as appropriate. CIC committed to research and evaluation activities to provide better information on program and policy outcomes, which was used to enhance the effectiveness of policy design.

One of the drawbacks of attempting to integrate sustainable development objectives into the departmental mandate is the perception that the strategies represent less of a commitment to change than a restatement of the status quo. As the Commissioner of the Environment and Sustainable Development's past audits revealed, departments tended to describe ongoing or routine practices without indicating whether objectives had been achieved. However, since Canada's immigration, refugee and citizenship programs are affected by many complex social and economic trends in the domestic and international environments, it is particularly difficult to isolate indicators that accurately measure the social and economic sustainability of these programs.

CIC SDS II – January 1, 2001 – December 31, 2003

The internal and external reviews of CIC's first SDS led to the identification of a number of lessons learned which were taken into consideration as the Department pursued the advancement of its sustainable development goals. Many of these shortcomings were addressed in our second SDS.

Specifically, CIC worked toward developing the appropriate performance measures and targets to assist in the achievement of sustainable development objectives. This was accompanied by regular monitoring and assessment of the implementation of the Department's Strategy to identify areas requiring corrective action. Equally important, CIC has been working with others to acquire the information needed to improve our understanding and subsequently strengthen the Department's role both directly and in support of sustainable initiatives. Cooperation with others in activities that explore the various dimensions of sustainable development has been integral to advancing our objectives. In addition to a renewed focus on identifying linkages between the Department's actions and their impact on sustainability, CIC implemented mechanisms to promote the incorporation of sustainable development principles into the delivery of the citizenship and immigration programs – including the provision of sustainable development-related awareness material to visa-ready immigrants and new Canadians. Two of the key highlights of our past Strategy were the creation of the Coordinating Committee for Sustainable Development (CCSD), an internal organization tasked with coordinating the Department's approach to devising and implementing the sustainable development strategies, and the development of the Strategic Environmental Assessment Guidelines for CIC.

Sustainable development and its application within the CIC mandate has been an evolving process. The Department needs to improve its understanding of how sustainable development can be factored into decision-making processes as well as the linkages between sustainability and CIC policies and programs. To that end, CIC continued the design of plans to build the Department's performance measurement capacity and enhance its knowledge base. To fully understand the impact of its actions on sustainability, the Department continued to strive toward improving its data systems, evaluation programs and research capacity.

For more information on CIC's progress in implementing its second SDS, please see the annual *Sustainable Development Strategy Progress Reports*, available at www.cic.gc.ca/english/policy/sds/index.html.

CIC SDS III – January 1, 2004 – March 31, 2007

This document represents CIC's third SDS. CIC will continue to seek to contribute to Canada's economic growth and sociocultural enrichment by selecting newcomers and helping them integrate. Similarly, CIC helps Canada meet its international humanitarian commitments by resettling and offering protection to refugees. At the same time, the Department strives to protect the health, safety and security of Canadians by working in partnership with the Canadian Border Services Agency to manage access to Canada and remove those who abuse our hospitality or enter under false pretenses. In pursuing these objectives, CIC takes into account sustainable development principles along with a variety of other policy considerations.

The Strategy's four key goals are to:

1. minimize the negative environmental impact of departmental operations;
2. promote awareness of sustainable development principles and objectives among departmental staff, clients and stakeholders;
3. support sociocultural sustainability; and
4. promote accountability and ensure compliance.

Goals 1, 2, and 4 remain the same as in our last SDS, and the Department is moving forward to incorporate sociocultural sustainability in this Strategy.

The SDS includes a three-year action plan with specific objectives, actions and target dates for each key goal (covering January 1, 2004 through March 31, 2007).² CIC's Coordinating Committee on Sustainable Development (CCSD), which includes representatives from all branches with responsibilities under the action plan, will coordinate the implementation and ensure performance measurement reporting through the annual reporting documents, namely, the *Report on Plans and Priorities*, the *Departmental Performance Report*, and the *SDS Progress Report*.

² The first year of the SDS will actually cover 15 months rather than 12 as we shift our sustainable development planning and reporting from calendar to fiscal years in order to align our SDS with other federal government departmental planning and reporting.

SECTION IV: CONSULTATIONS

In planning, developing and preparing CIC's third SDS, CIC commenced a round of consultations that offered an opportunity for government and non-governmental stakeholders, as well as Departmental staff, private citizens and parliamentarians, to offer suggestions and comments on how the Department could best reflect the principles of sustainable development. The information received contributed to the development of CIC's Strategy including the establishment of targets for action within the Strategy. The overall objective of these consultations was to solicit input for CIC's Sustainable Development Strategy priorities and to generate ideas on the commitments the Department could pursue within its mandate over the next three years. The responses received from representatives of governmental and non-governmental institutions, as well as individuals, are summarized below.

Consultations on the Third CIC Sustainable Development Strategy

During the summer of 2003, CIC developed a document that proposed strategic priorities and possible actions for advancing sustainable development to reflect the common themes and issues raised during the development of its first two SDSs and subsequent consultations. The document was shared with other federal departments, parliamentarians, other levels of government, immigrant service organizations and departmental employees. It was also posted on CIC's Internet site to solicit comments from other stakeholders and the general public.

Feedback to the process was generally supportive and constructive. There was broad support for CIC's SD goals and objectives as well as for the actions proposed to create and promote sustainable development. There were few specific issues of concern that were raised during the consultations; these can be grouped into the following broad categories: promoting awareness of sustainable development; promoting a better understanding of the economic, environmental and sociocultural challenges of Canada's immigration policies; and supporting the development of competitive industries by facilitating access to expertise from outside Canada.

a) Promoting Awareness of Sustainable Development

- The view of sustainable development as presented in the Strategy should be more global and less national in perspective.
- An updated definition of sustainable development is required that will take economic, social and environmental imperatives into greater account.
- Rather than promoting awareness of sustainable development, it would be more effective to commit the Department to providing meaningful access to information on sustainable development.
- The Department must put in place specific targets and measures to encourage sustainable day-to-day operations.
- CIC should communicate the importance of cultural diversity for a vibrant society. Cultural diversity and the conservation of biological diversity are critical issues in sustainable development and essential to maintaining greater social and cultural sustainability.

b) Promoting a Better Understanding of the Economic, Environmental and Sociocultural Challenges of Canada's Immigration Policies

- A number of responses stressed the importance of considering regional needs and geographic sustainability.
- Differing views were expressed on the links between policies on population, immigration levels and sustainable development, which received much attention. However, the common theme was a call for the Department to study how immigration and population distribution affect sustainable social, economic and environmental development.
- Economic, social and environmental factors should be included in intergovernmental discussions and consultations on immigration policies.
- CIC can assist communities by supporting their efforts to address issues such as unemployment, underemployment and social cohesion.
- The settlement, adaptation and integration of newcomers contribute to economic sustainability. Better integration means that newcomers become productive more quickly.
- Overall, many comments stressed the need for the Strategy to establish clear goals and propose tangible actions in CIC's third SDS.
- Emphasis should also be placed on the study and measurement of the impact of policies and plans, and tangible examples of good long-term planning.

c) Supporting the Development of Competitive Industries by Facilitating Access to Expertise

- CIC needs to strike a balance between attracting and retaining foreign students, and not compromising the sustainable development efforts of other nations by encouraging the students to remain in Canada.
- An investment in skills is needed not only to increase the social, economic and environmental benefits of newcomers, but also to address any integration challenges. Many submissions suggested that an investment in skills must incorporate the removal of barriers to accessing trades and professions.
- CIC should continually reassess the selection grid to ensure that it meets the needs of Canada and Canadians.

A refined three-year plan of action has been developed which takes into account the comments received from participants during the CIC consultations as well as the ongoing examination of the role of SD in CIC policies and programs. The plan incorporates relevant suggestions, particularly those relating to the need to clearly identify actions, steps, targets and timelines.

SECTION V: ACTION PLAN January 1, 2004 - March 31, 2007

GLOSSARY

Previous sustainable development strategies reflect the terminology proposed in the 1995 *Guide to Green Government*, namely: *goals, objectives, targets* and *actions*. The terminology used by the federal government has evolved, especially in the context of results-based management. For example, results-based management often uses the terms: *activities, outputs, and outcomes*. We have provided the following glossary to indicate our interpretation of the terms used in the *Guide to Green Government* and how these related to results-based management terminology. It is this interpretation that was used when preparing the Sustainable Development Strategy.

Actions: Actions, which are equivalent to activities, represent operations or work processes conducted by an organization, intended to produce specific outputs (for example, products or services). Activities are the primary link in the chain through which results are achieved.

Goals: Goals, which are equivalent to strategic objectives, represent the final outcomes departments and agencies are pursuing.

Objectives: Objectives represent the immediate, intermediate-term, and long-term outcomes that departments and agencies are pursuing. Objectives contribute to goals.

Outcomes: Outcomes are external consequences attributed to an organization or program that are considered to be significant in relation to its commitments. Outcomes may be described as immediate, intermediate, or final. Outcomes may also be direct or indirect, as well as intended or unintended.

Outputs: Outputs are the direct products or services produced through program activities.

Results: Results are the ends or purpose for which a program or activity is performed. Results is a general term that often includes both outputs produced and outcomes achieved by given organization or program.

Targets: Targets are clear and concrete statements of results related to outputs and outcomes to be achieved within a given time frame. Targets form the basis for comparing planned and actual results.

LOGIC MODEL USING DIFFERENT TERMS

Using General Terms	TARGETS		RESULTS			
Using <i>Guide to Green Government</i> Terms	Actions		Objectives			Goals
Using Results-Based Management Terms	Activities	Output	Immediate Outcome	Intermediate Outcome	Long-term Outcome	Strategic Objectives

SUSTAINABLE DEVELOPMENT (SD) ACTION PLAN

** Italicized text denotes enhanced actions brought forward from previous strategies*

Goal I : Minimize the negative environmental impacts of departmental operations			
Objective 1.1 – Resource Reduction Strategy (RRS)			
Develop and implement a resource reduction strategy for NHQ (develop regions in next Strategy).			
Action	Performance Measures	Target Date	Lead Branch
<ul style="list-style-type: none"> 1.1.1 – Develop an overarching resource reduction strategy that will cover the following management areas: Fleet; Facilities; Procurement and related issues. 	<ul style="list-style-type: none"> Strategy paper is prepared and addresses all of the identified areas. 	2006-07	Administration and Security
<ul style="list-style-type: none"> 1.1.2 – As a part of the overarching resource reduction strategy, prepare a section that will cover information technology (IT) equipment and related issues. 	<ul style="list-style-type: none"> Strategy paper is prepared and addresses IT equipment and related issues. 	2006-07	Information Management and Technologies
<ul style="list-style-type: none"> 1.1.3 – Investigate and implement pollution prevention opportunities with the National Office of Pollution Prevention. 	<ul style="list-style-type: none"> Opportunities for pollution prevention are identified. Implement pollution prevention within fiscal and operational constraints. 	2004-05 (identification) 2005-06 and ongoing (implementation)	Administration and Security

Objective 1.2 – Fleet Management and Alternative Transportation			
Maximize opportunities to oversee the sustainability of the Department's fleet of vehicles, including ongoing promotion of the benefits of greening fleet and develop national standards.			
Action	Performance Measures	Target Date	Lead Branch
<ul style="list-style-type: none"> 1.2.1 - Review operational requirements with fleet managers. Targets to be determined when feasibility in each region is established. 	<ul style="list-style-type: none"> Quarterly meetings are held with Regional Fleet Managers. 	2004-05 and ongoing	Administration and Security
<ul style="list-style-type: none"> 1.2.2 - <i>Information sessions and documentation provided to drivers and fleet managers.</i> 	<ul style="list-style-type: none"> Information sessions and documentation are delivered to all drivers and fleet managers. 	2004-05 and ongoing	Administration and Security
<ul style="list-style-type: none"> 1.2.3 - <i>Assess gas consumption from regional reporting mechanisms.</i> 	<ul style="list-style-type: none"> Monthly Reports submitted by Regional Fleet Managers. 	2004-05 and ongoing	Administration and Security
<ul style="list-style-type: none"> 1.2.4 - Conduct driver education for enhanced energy savings and safety. 	<ul style="list-style-type: none"> Driver education program is delivered to all drivers. 	2005-06 and ongoing	Administration and Security / In-Canada Regions
<ul style="list-style-type: none"> 1.2.5 - <i>Reduce fuel consumption for the national fleet.</i> 	<ul style="list-style-type: none"> Fuel consumption for the national fleet is reduced by a ration of 1% per 10,000 km annually. 	2004-05 and ongoing	Administration and Security / In-Canada Regions
<ul style="list-style-type: none"> 1.2.6 - <i>Purchase vehicles of appropriate engine size to meet operational requirements.</i> 	<ul style="list-style-type: none"> Vehicle Purchase Form is implemented. Random review of vehicles purchased, identified needs and use. 	2004-05 and ongoing	Administration and Security
<ul style="list-style-type: none"> 1.2.7 - <i>Communicate benefits of the use of sustainable transportation to all staff.</i> 	<ul style="list-style-type: none"> Publications clearly demonstrating benefits of sustainable transportation published and distributed. 	2004-05 and ongoing	Administration and Security / Communications

<ul style="list-style-type: none"> 1.2.8 - Review fleet for older vehicles to assess their condition in order to take corrective action and replace as required. 	<ul style="list-style-type: none"> Quarterly Conference call with Regional Fleet Manager to identify older vehicles needing corrective action or replacement. Replacement or corrective action taken if required. 	<p>2004-05 and ongoing</p>	<p>Administration and Security</p>
<ul style="list-style-type: none"> 1.2.9 – Minister / Deputy Minister’s vehicles will be replaced with alternate fuel vehicles. 	<ul style="list-style-type: none"> Minister’s / Deputy Minister’s vehicle is replaced with alternate fuel vehicle when up for replacement. 	<p>2004-05 and ongoing</p>	<p>Administration and Security</p>
<ul style="list-style-type: none"> 1.2.10 - Use 10% ethanol (minimum) fuel for CIC vehicles. 	<ul style="list-style-type: none"> 50% of vehicles use 10% ethanol fuel. 55% of vehicles use 10% ethanol fuel. 60% of vehicles use 10 % ethanol fuel. 	<p>2004-05 2005-06 2006-07</p>	<p>Administration and Security</p>
<ul style="list-style-type: none"> 1.2.11 - Hold regular Fleet National Committee meetings to develop and operationalize SD objectives and actions. 	<ul style="list-style-type: none"> Quarterly Meeting are held with Regional Fleet Managers. 	<p>2004-05 and ongoing</p>	<p>Administration and Security</p>
<ul style="list-style-type: none"> 1.2.12 - Implement national standards for purchasing and maintaining vehicles, and tracking vehicle data. 	<ul style="list-style-type: none"> Monthly Reports, Purchasing Forms, Internal Transfer Forms and Maintenance Records are completed and submitted. 	<p>2004-05 and ongoing</p>	<p>Administration and Security</p>
<ul style="list-style-type: none"> 1.2.13 - Ensure use of reporting requirements and ability to collect baseline measures through the new vehicle logging method meets the needs of procurement opportunities and implementation of best practices to green the fleet. 	<ul style="list-style-type: none"> Development and implementation of data collection tools 	<p>2004-05 and ongoing</p>	<p>Administration and Security</p>

Objective 1.3 – Facilities			
Maximize opportunities to oversee and improve the sustainability of the Department's facilities.			
Action	Performance Measures	Target Date	Lead Branch
<ul style="list-style-type: none"> 1.3.1 – <i>Ongoing promotion of SD-supportive facilities management practices.</i> 	<ul style="list-style-type: none"> Promotional material is sent to staff. 	2004-05	Administration and Security / Communications
<ul style="list-style-type: none"> 1.3.2 – Identify and prioritize (based on ability to achieve) retrofit and/ or physical measures to reduce space at NHQ. 	<ul style="list-style-type: none"> Opportunities for retrofits are identified and prioritized. Retrofits are conducted where operationally feasible. 	2004-05 and ongoing	Administration and Security
<ul style="list-style-type: none"> 1.3.3 – Identify, promote and implement facilities where space optimization and retrofits would be/ are appropriate while considering benefits/ drawbacks to employee health and wellness. 	<ul style="list-style-type: none"> Document and report on facilities improvements in annual reporting 	2005-06 and ongoing	Administration and Security
<ul style="list-style-type: none"> 1.3.4 – Identify all CIC facilities with waste reduction programs. 	<ul style="list-style-type: none"> Locations with waste reduction programs are identified. 	2004-05 and ongoing	Administration and Security
<ul style="list-style-type: none"> 1.3.5 – <i>Conduct waste audits with our facility partners and publish the results in an accessible location.</i> 	<ul style="list-style-type: none"> Waste audits are conducted annually. Results are publicly available, in an accessible location. 	2004-05 and ongoing	Administration and Security

Objective 1.4 – Operations			
Maximize opportunities to oversee and increase the sustainability of the Department’s operations, including energy, equipment and paper usage.			
Action	Performance Measures	Target Date	Lead Branch
<p>Reduce energy use by individual users:</p> <ul style="list-style-type: none"> 1.4.1 – Assess energy consumption of computers being left on. Assess feasibility of turning monitors off rather than screen savers. 	<ul style="list-style-type: none"> Assessments are completed and recommendations are put forward to senior management. 	2004-05	Information Management and Technologies
<ul style="list-style-type: none"> 1.4.2 – Promote turning off desk lamps when not in use. 	<ul style="list-style-type: none"> Promotion material is sent to staff. Staff to turn off desk lamps when not in use. 	2004-05 and ongoing	Administration and Security
<ul style="list-style-type: none"> 1.4.3 – Develop / assess policy to turn off computers and printers that do not have “powersave”. 	<ul style="list-style-type: none"> Policy for powering-down any IMTB-controlled hardware Implement policy 	2004-05 2005-06 and ongoing	Information Management and Technologies
<p>Reduction of overall paper usage:</p> <ul style="list-style-type: none"> 1.4.4 – Develop system to encourage sensible paper usage. 	<ul style="list-style-type: none"> Level of paper consumption is reduced. 	2005-06 and ongoing	Administration and Security
<ul style="list-style-type: none"> 1.4.5 – Ensure office copier (printer and photocopier) can make two-sided copies. 	<ul style="list-style-type: none"> All new office copiers and printers have double-side print feature enabled. 	2004-05 and ongoing	Administration and Security

Objective 1.5 – Physical Measures/ Improvements			
Develop and obtain stakeholder buy-in for a resource reduction strategy utilizing all relevant partners (including procurement, RC managers, and facilities' owners/ managers).			
Action	Performance Measures	Target Date	Lead Branch
<ul style="list-style-type: none"> 1.5.1 – Ongoing promotion of SD-supportive procurement management practices. 	<ul style="list-style-type: none"> Development of SD-supportive procurement management practices process guidelines Implement guidelines 	<p>2004/2005</p> <p>2005-06 and ongoing</p>	Administration and Security / Communications
<ul style="list-style-type: none"> 1.5.2 – Work with the interdepartmental Sustainable Development in Government Operations committee to review and refine common regulations / guidelines for green procurement. 	<ul style="list-style-type: none"> Provisioning of new regulations and guidelines 	2004-05 and ongoing	Administration and Security
<ul style="list-style-type: none"> 1.5.3 – Regions to purchase paper with as much as 30% post-consumer recycled content whenever possible.³ 	<ul style="list-style-type: none"> Study and implement policy for paper purchasing within regions 	2005-06 and ongoing	Administration and Security
<ul style="list-style-type: none"> 1.5.4 – Promote best practices in the areas of reduction of office equipment, energy and disposal. 	<ul style="list-style-type: none"> Delivery of policy guideline promoting best practices 	2005-06 and ongoing	Administration and Security
<ul style="list-style-type: none"> 1.5.5 – Replace personal printers⁴ and encourage the use of network printers (for groups of 5 to 10 employees); use double-sided printing where applicable. 	<ul style="list-style-type: none"> Network printers replace personal printers. Staff uses double-sided printing. 	2005-06 and ongoing	Information Management and Technologies

³ This Action has already been implemented at NHQ.

⁴ Except where personal printers are required for security purposes (i.e. stand-alone/secure computers).

<ul style="list-style-type: none"> 1.5.6 – Partner with regional PWGSC representatives and other federal departments/ agencies to obtain a good price based on volume. 	<ul style="list-style-type: none"> Review volume purchasing practices Implement programs to gain on economies of scale for purchasing 	<p>2004-05 2005-06 and ongoing</p>	<p>Administration and Security</p>
<ul style="list-style-type: none"> 1.5.7 – Promote and monitor the purchase of green products, including those bought through PWGSC. 	<ul style="list-style-type: none"> Create green products register within purchasing to quantify 	<p>2005-06 and ongoing</p>	<p>Administration and Security / Communications</p>
<ul style="list-style-type: none"> 1.5.8 – Cease department-wide distribution⁵ of hardcopy Bell Canada White / Yellow Pages (opting for use of Canada 411 on-line as well as GEDS) 	<ul style="list-style-type: none"> Research and develop policy for CIC-wide application 	<p>2004-05 and ongoing</p>	<p>Information Management and Technologies Branch / Administration and Security</p>
<ul style="list-style-type: none"> 1.5.9 – Capture ‘green’ purchases through SAP to establish baseline measures. 	<ul style="list-style-type: none"> SAP-derived report on identified purchases 	<p>2004-05 and ongoing</p>	<p>Administration and Security</p>

⁵ Limit to 1 copy per Directorate.

Goal II : Promote awareness of sustainable development principles and objectives among departmental staff, clients and stakeholders

Objective 2.1

Develop a communications strategy to raise staff awareness of sustainable development.

Action	Performance Measures	Target Date	Lead Branch
<ul style="list-style-type: none"> • 2.1.1 – Expand departmental awareness-building events. • Focus on the three RRRs (rotate focus yearly on one of the ‘R’s – i.e. year 1 focus on ‘reduce’). • Distribute and focus activities equally on NHQ and Regions. 	<ul style="list-style-type: none"> • Develop program for SD promotion events – yearly schedule • Disseminate information on SD tips through monthly “Did You Know Messages” 	2004-05 and ongoing	Communications
<ul style="list-style-type: none"> • 2.1.2 – <i>Prepare and disseminate electronic SD-related communications material to departmental employees.</i> 	<ul style="list-style-type: none"> • Develop program for ongoing promotion of SD objectives department wide 	2004-05 and ongoing	Communications
<ul style="list-style-type: none"> • 2.1.3 – <i>Maintain and update CIC-SD Internet and Intranet sites.</i> 	<ul style="list-style-type: none"> • Produce and update SD modules on CIC websites semi-annually 	2004-05 and ongoing	Communications
<ul style="list-style-type: none"> • 2.1.4 – <i>Environment Week Activities (both NHQ and Regions).</i> 	<ul style="list-style-type: none"> • CCSD to create Environment week activities schedule to be implemented by responsibility centres 	2004-05 and ongoing	Communications / Administration and Security / Strategic Policy and Partnerships
<ul style="list-style-type: none"> • 2.1.5 – Strategic Environmental Assessment (SEA) training sessions 	<ul style="list-style-type: none"> • Coordinate and implement SEA training program 	2005-06 and ongoing	Human Resources / Strategic Policy and Partnerships

<ul style="list-style-type: none"> 2.1.6 –SD information kit, including the greening of our operations, to be added to the material provided to new CIC employees. 	<ul style="list-style-type: none"> Prepare/ disseminate information kit on sustainable development 	2004-05 and ongoing	Communications / Human Resources
<ul style="list-style-type: none"> 2.1.7 – Create an SD award that is given out annually during Environment Week to employee/ employees who show initiative in terms of SD. 	<ul style="list-style-type: none"> Develop award program criteria and implement 	2005-06 and ongoing	Communications
<ul style="list-style-type: none"> 2.1.8 – Develop a SD awareness module for CIC staff⁶. 	<ul style="list-style-type: none"> Finished Module Implement 	2004-05 2005-06 and ongoing	Human Resources
<ul style="list-style-type: none"> 2.1.9 – Grow support for resource reduction strategy above (Objective 1.1). Highlight the role of physical and other measures in contributing both tangible and intangible benefits (i.e. attitudes toward change). 	<ul style="list-style-type: none"> Develop and implement communications messaging in support of resource reduction strategy 	2006-07	Administration and Security / Communications
<ul style="list-style-type: none"> 2.1.10 – Electronic distribution of environmental awareness fact sheets to develop a culture of change towards the "greening" of transportation, operations and procurement. 	<ul style="list-style-type: none"> Develop fact sheets Distribute to employees 	2005-06 and ongoing	Administration and Security / Communications

⁶ This may be incorporated into CIC Orientation for new employees.

Objective 2.2			
Provide meaningful access to information on sustainable development to all concerned parties – including policy and program decision-makers.			
Action	Performance Measures	Target Date	Lead Branch
<ul style="list-style-type: none"> 2.2.1 – Include a section on sustainable development in any appropriate new publications distributed abroad to visa-ready immigrants. (e.g. <i>A Newcomer's Introduction to Canada</i>) 	<ul style="list-style-type: none"> Develop appropriate SD messaging for prospective new Canadians Issue/ distribute through appropriate channels 	2004-05 and ongoing	Integration
<ul style="list-style-type: none"> 2.2.2 – Ensure that policy and program staff and decision-makers have access to available information required on the social, economic, and environmental impacts of CIC policies and programs. Electronically distribute information to all concerned parties. 	<ul style="list-style-type: none"> Distribution of resources to all staff who work on specialized files Documents are posted on CIC explore 	2004-05 and ongoing	Strategic Policy and Partnerships / Priorities, Planning and Research
<ul style="list-style-type: none"> 2.2.3 – Regular SD column in VISA issues. 	<ul style="list-style-type: none"> SD column is printed on a regular basis 	2004-05 and ongoing	Communications

Objective 2.3 Promote sustainable development to new comers and Canadians as a value of citizenship.			
Action	Performance Measures	Target Date	Lead Branch
<ul style="list-style-type: none"> 2.3.1 – Create tools and information on sustainable development that may be provided to newcomers in their orientation sessions in Canada or overseas, or may be used in the language curriculum for newcomers, or may be used in the Host program. 	<ul style="list-style-type: none"> Develop appropriate SD messaging for prospective new Canadians Issue/ distribute through appropriate channels 	2004-05	Integration

Objective 2.4 Enhance CIC's knowledge base by improving the Department's research and analytical capacity.			
Action	Performance Measures	Target Date	Lead Branch
<ul style="list-style-type: none"> 2.4.1 – <i>Participate in research networks and working groups to acquire information on and approaches to sustainable development, and to contribute a citizenship and immigration perspective to horizontal policy issues.</i> 	<ul style="list-style-type: none"> Participation within research networks Sharing of best practices and other information 	2004-05 and ongoing	Strategic Policy and Partnerships / Priorities, Planning and Research

Objective 2.5			
Integrate an environmental component within our planning, policy and implementation processes.			
Action	Performance Measures	Target Date	Lead Branch
<ul style="list-style-type: none"> 2.5.1 – <i>Participate in interdepartmental networks through such activities as the Policy Research Initiative and related consultations to determine options for integrating an environmental component within departmental policies and programs.</i> 	<ul style="list-style-type: none"> Participation within policy networks Sharing of best practices and other information 	2004-05 and ongoing	Strategic Policy and Partnerships / Priorities, Planning and Research
<ul style="list-style-type: none"> 2.5.2 – Ensure that sustainable development considerations are taken into account in levels planning consultations with provincial and territorial governments and stakeholders. 	<ul style="list-style-type: none"> Include consultations on certain SD-related issues in the immigration levels consultation process Implement 	2004-05 and ongoing	Strategic Policy and Partnerships / Priorities, Planning and Research
<ul style="list-style-type: none"> 2.5.3 – Prepare Strategic Environmental Assessments (SEAs) for Memoranda to Cabinet and other documents, as per the <i>1999 Cabinet Directive on the Environmental Assessment of Policy, Plan and Program Proposals</i>. 	<ul style="list-style-type: none"> Report on the number and proportion of documents for which a SEAs was required and prepared. 	2005-06 and ongoing	All Branches

Goal III : Support Sociocultural Sustainability			
Objective 3.1			
Reduce social isolation and exclusion within the department.			
Action	Performance Measures	Target Date	Lead Branch
<p>3.1.1 – Utilize various venues to pursue the objective, such as:</p> <ul style="list-style-type: none"> • Diversity Network • Youth Network • Promote equity <p>Orientation sessions / packages for new employees with specific information</p>	<ul style="list-style-type: none"> • Develop and promote the values of sociocultural sustainability for and through each of the action venues. 	2004-05 and ongoing	Human Resources
Objective 3.2			
Promote social and economic integration of newcomers to Canada, across Canada.			
Action	Performance Measures	Target Date	Lead Branch
<p>3.2.1 – Report on current CIC activities for the following:</p> <ul style="list-style-type: none"> • Language training • Family reunification • Host matches • Group sponsorship of refugees 	<ul style="list-style-type: none"> • Define and capture quantitative data on social and economic integration for action activities 	2005-06	Priorities, Planning and Research / Integration
<ul style="list-style-type: none"> • 3.2.2 – Language training for newcomers 	<ul style="list-style-type: none"> • Develop cost-sharing pilot programs for enhanced language training for adult immigrants to facilitate easier integration in general and for the labour market. 	2005-06 and ongoing	Integration

<ul style="list-style-type: none"> 3.2.3 – Promote the themes “freedom, respect, belonging and peace” in various promotional and educational materials that are distributed to schools, youth groups and community organizations. 	<ul style="list-style-type: none"> Develop messaging Disseminate through Integration channels 	<p>2004-05</p> <p>2004-05 and ongoing</p>	Integration
<ul style="list-style-type: none"> 3.2.4 – Implement regionalization strategies. 	<ul style="list-style-type: none"> Pilot projects are implemented and evaluated More immigrants settle and remain in communities outside of MTV 	<p>2004-05</p> <p>2005-06</p>	Strategic Policy and Partnerships / Integration / Selection / Refugees / International Region
<ul style="list-style-type: none"> 3.2.5 – <i>Provide further program and policy support to Official Language Minority Communities (OLMCs).</i> 	<ul style="list-style-type: none"> To be measured by defining and tracking (if possible) the number of individuals going to OLMCs each year, and whether individuals stay and where they go (e.g. flows of migrants to/ from OLMCs) 	2005-06 and ongoing	Integration / International Region / Selection / Strategic Policy and Partnerships
<ul style="list-style-type: none"> 3.2.6 – <i>Monitor and report on the economic performance of immigrants and refugees</i> 	<ul style="list-style-type: none"> Annual reporting on economic performance 	2004-05 and ongoing	Priorities, Planning and Research
<ul style="list-style-type: none"> 3.2.7 – <i>Advance foreign credential recognition (in partnership with Human Resources and Skills Development [HRSD], Provinces and Territories).⁷</i> 	<ul style="list-style-type: none"> Develop an action plan for addressing FCR Implement action plan 	2004-05 and ongoing	Selection / Integration

⁷ HRSD and provincial governments have the lead on this.

Objective 3.3 - Safe Communities			
Action	Performance Measures	Target Date	Lead Branch
3.3.1 – Report on departmental activities in the following areas that support the objective of ensuring the safety and security of Canada and Canadians ⁸ <ul style="list-style-type: none"> • Health concerns • Organized crime • War criminals • Terrorists 	<ul style="list-style-type: none"> • Report on both qualitative/quantitative measures in place for ensuring the safety and security of Canadians 	2004-05 and ongoing	Admissibility / Medical Services
<ul style="list-style-type: none"> • 3.3.2 – <i>Report on activities supporting the protection of refugees abroad and at home.</i> 	<ul style="list-style-type: none"> • Identify all sources of reporting that quantify/ qualify measures for ensuring the protection of refugees abroad and at home • Summarize findings in report 	2004-05	Refugees

Objective 3.4 - Employee Health and Wellbeing			
Action	Performance Measures	Target Date	Lead Branch
3.4.1 – Understand the potential dynamics of programs dealing with: <ul style="list-style-type: none"> • Employee assistance program • Values and ethics • Ergonomics • Accommodation (including Return to Work) and Health and Safety Program • Ombudsman 	<ul style="list-style-type: none"> • Research, develop and promote (through appropriate communications) all aspects of SD dealing with action programs 	2005-06 and ongoing	Human Resources

⁸ Some activities may be carried out by the new Canada Border Services Agency.

Goal IV : Promote accountability and ensure compliance

Objective 4.1 – Assess the impact of CIC programs and identify, where possible, the interactions with the economic, social and environmental dimensions of sustainable development.

Action	Performance Measures	Target Date	Lead Branch
<ul style="list-style-type: none"> 4.1.1 – All evaluation frameworks to take into account, where applicable, the implications of CIC policies and programs on sustainable development 	<ul style="list-style-type: none"> Preparation of assessment report indicating impact of CIC policies and programs on sustainable development 	2004-05 and ongoing	Priorities, Planning and Research

Objective 4.2 – Convene quarterly meetings of the CCSD to coordinate activities and assess progress on attaining sustainable development objectives.

Action	Performance Measures	Target Date	Lead Branch
<ul style="list-style-type: none"> 4.2.1 – <i>Annual assessment of sustainable development initiatives to facilitate reporting in the Departmental Performance Report and the Report on Plans and Priorities. Annual SDS Progress Report.</i> 	<ul style="list-style-type: none"> Progress Report for implementation of Sustainable Development Action Plan - indicating achievement against benchmarks (measures) 	2004-05 and ongoing	Strategic Policy and Partnerships / Priorities, Planning and Research

Objective 4.3 – Develop, implement and continually refine performance measures to assess departmental policies and programs.

Action	Performance Measures	Target Date	Lead Branch
<ul style="list-style-type: none"> 4.3.1 – Utilize performance measures in planning and evaluation. 	<ul style="list-style-type: none"> Performance measurement integrated with planning process and evaluations. 	2004-05 and ongoing	Priorities, Planning and Research

Objective 4.4 – Appoint a departmental champion.			
Action	Performance Measures	Target Date	Lead Branch
<ul style="list-style-type: none"> 4.4.1 – Ensure the complete buy in of senior management for all departmental Sustainable Development objectives and actions. 	<ul style="list-style-type: none"> Departmental champion is appointed Senior management support SD-related principles and activities in approving and operationalization of policies and programs 	<p>2004-05</p> <p>2005-06 and ongoing</p>	<p>Strategic Policy and Partnerships / Priorities, Planning and Research</p>

SECTION VI: CONCLUSION

This document provides details on the steps the Department believes it can realistically take over the next three years to move closer to making sustainable development a reality within its own areas of activity. While lead branches have been identified in the action plan above, it is the responsibility of all branches within the Department to contribute to sustainable development.

The new Sustainable Development Strategy for Citizenship and Immigration Canada demonstrates a clear commitment to change on the part of the Department. The four goals and the various objectives, targets and actions that flow from these goals are proof that the Department intends to participate actively in the Federal Government's efforts to translate sustainable development principles into everyday practices at every level of activity. Adopting a sustainable development ethic means changing many of the ways the Department, its employees, and its clients and stakeholders carry out their activities. The required changes will occur gradually over a long period of time, but they are an essential ingredient of much broader efforts to improve the way Canadians and others relate to their biophysical, social and economic environments in their efforts to develop themselves and build a better world.