



Citizenship and
Immigration Canada

Citoyenneté et
Immigration Canada

Sustainable Development Strategy

April 1, 2007 — March 31, 2010



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Canada 

Sustainable Development Strategy

April 1, 2007 — March 31, 2010



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Produced by Planning, Reporting, Access and Ministerials
In consultation with the Department of Citizenship and Immigration's
Coordinating Committee on Sustainable Development

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Minister's Message

Our vast expanses of lush forests, clear lakes, and clean, unspoiled spaces are part of what defines us as a country. We know however, that these natural resources are not inexhaustible. We all share responsibility for making sure that future generations will also be able to enjoy a clean, healthy environment, as well as strong communities that benefit from a vibrant economy.

Sustainable development is development that integrates environmental, economic, and sociocultural considerations. I am pleased to present Citizenship and Immigration Canada's fourth Sustainable Development Strategy. This Strategy builds on the successes of past strategies and integrates the lessons we learned from them. That is why, in addition to setting specific targets for continuing to reduce the Department's environmental footprint, the Strategy includes implementing training and communications plans to help CIC employees better understand how we can incorporate the principles of sustainable development into our professional and personal lives every day. Sustainable development is not just about acting differently; it's also about thinking differently.

Our Strategy also addresses CIC's role in enhancing Canada's socio-economic sustainability through immigration. By continuing to develop and implement programs that support the successful integration of newcomers into Canadian society and their contribution to a prosperous economy, the Department will ensure that this aspect of sustainable development is met.

Finally, CIC will conduct ongoing and targeted reviews of its programs and policies to ensure that they continue to support the federal government's sustainable development agenda. By exerting leadership in putting the principles of sustainable development into practice, we will help ensure the long-term economic, social, and environmental health of our country.

The Honourable Monte Solberg
Minister of Citizenship and Immigration

I Departmental Overview

Background

People tend to associate sustainable development solely with environmental protection or economic development when in fact its aim is to balance economic development, social equity and environmental quality. Sustainable development recognizes that the well being of ecosystems, the economy and communities are inseparably linked and that our quality of life depends on balancing each of these three pillars.¹

On December 19, 1983², the United Nations convened the World Commission on

Environment and Development, also known as the Brundtland Commission, to find ways for the international community to cooperate on sustainable development (SD), and to propose long-term environmental strategies for achieving this common goal.

The report of the Brundtland Commission, *Our Common Future*, was published in 1987 and popularized the following definition of sustainable development:

"Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs."

This definition was embedded into Canadian federal legislation in 1995 through a series of amendments to the *Auditor General Act*, which also established the Commissioner of the Environment and Sustainable Development (CESD) within the Office of the Auditor General of Canada to monitor and report on departments' progress towards sustainable development.

To this end, the *Auditor General Act* requires that ministers table strategies in Parliament to outline their departments'

¹ For more information on sustainable development, see Annex 1.

² For more information, see United Nations Resolution A/38/161 <http://www.un.org/documents/ga/res/38/a38r161.htm>.

objectives and plans in the area of sustainable development. These sustainable development strategies (SDSs) must be updated at least once every three years.

CIC's first SDS was tabled in December 1997, the second in February 2001 and the third in February 2004. This document introduces CIC's fourth SDS for fiscal years 2007-08 to 2009-10.

Departmental Profile

CIC was created with the coming into force of the *Department of Citizenship and Immigration Act* in 1994, which linked immigration services with citizenship registration to promote the unique ideals that all Canadians share and to help build a stronger Canada. CIC derives its mandate from the *Immigration and Refugee Protection Act* (IRPA) that came into force in 2002, and from the *Citizenship Act* of 1977.

CIC is responsible for

- Selecting permanent and temporary residents
- Assisting with immigrant settlement and integration, including the granting of citizenship
- Offering Canada's protection to refugees and persons in refugee-like situations
- Setting the conditions for entering and remaining in Canada

- Screening of immigrants and temporary residents to protect the health, safety and security of Canadians

Through these activities, CIC works towards the following strategic outcomes:

- 1) Maximum contribution to Canada's economic, social and cultural development from migration
- 2) Reflection of Canadian values and interests in the management of international migration, including refugee protection
- 3) Successful integration of newcomers and promotion of Canadian citizenship

CIC has over 4,000 employees in Canada and abroad, with 43 in-Canada points of service and 91 points of service in 77 countries.

CIC's Vision

An approach to immigration that

- Responds to the needs of communities in all parts of the country by creating opportunities for individuals to come to Canada to make an economic, social, cultural and civic contribution while also realizing their full potential, with a view to becoming citizens
- Supports global humanitarian efforts to assist those in need of protection

CIC's Mission

CIC, with its partners, will build a stronger Canada by

- Developing and implementing policies, programs and services that
 - Facilitate the arrival of persons and their integration to Canada in a way that maximizes their contribution to the country while protecting the health, safety and security of Canadians
 - Maintain Canada's humanitarian tradition by protecting refugees and persons in need of protection
 - Enhance the values and promote the rights and responsibilities of Canadian citizenship
- Advance global migration policies in a way that supports Canada's immigration and humanitarian objectives

CIC's Vision for Sustainable Development

In contributing to Canada's economic, social and cultural development through migration and its global humanitarian efforts, CIC embraces an approach to sustainable development that

- Promotes a responsible management of natural resources, sustainable economic practices and healthy communities through education and awareness building
- Fosters individual participation in corporate initiatives through the promotion of best practices
- Is concrete, focused and results-based

Roles and Responsibilities

At CIC, responsibility for sustainable development is shared as follows:

Coordinating Committee on Sustainable Development (CCSD)

- Fosters consultation and dialogue among branches
- Coordinates implementation of the SDS workplan
- Reports on progress
- Makes recommendations on integrating sustainable development into decision making

Planning, Reporting, Access and Ministerials Branch

- Chairs the CCSD
- Coordinates the preparation and implementation of the SDS
- Ensures that annual reporting documents include performance data on sustainable development
- Represents CIC on interdepartmental working groups

Sustainable Development Champion

- Gives final approval for all policies and documents relating to sustainable development (with the exception of those requiring final approval from the Minister)
- Builds awareness through internal and external communications
- Assists the Deputy Minister in ensuring that the *Cabinet Directive on the Environmental Assessment of Policy, Plan and Program Proposals* and all other sustainable development policies and principles are implemented in the Department in a timely fashion
- Helps the CCSD to raise the profile of sustainable development within CIC

All Branches

- Implement commitments made under the SDS workplan



Key Partnerships

Provinces and Territories

While citizenship falls exclusively under federal jurisdiction, responsibility for immigration is shared with the provinces and territories under the *Constitution Act, 1867*. The Government of Quebec has full authority to select all economic immigrants destined to the province under the terms of the *Canada-Quebec Accord* signed in 1991.

CIC therefore holds regular multilateral federal/provincial/territorial meetings so that ministers responsible for immigration at the provincial and territorial levels can discuss the challenges and opportunities in areas such as selection and integration with their federal counterparts.

The Department has signed bilateral agreements on immigration or on the Provincial Nominee Program with 11 provinces and territories.

Immigration and Refugee Board (IRB)

CIC works closely with the IRB, Canada's largest independent administrative tribunal, on issues relating to the overall management of the refugee and immigration portfolio. The IRB adjudicates immigration inadmissibility, detention, appeals and refugee protection claims made within Canada.

Canada Border Services Agency (CBSA)

The CBSA was created on December 12, 2003. Since then, CIC and the agency have shared responsibility for administering the IRPA. The CBSA is responsible for managing

and operating Canadian ports of entry, providing intelligence and other support to prevent inadmissible persons from reaching Canada, and removing from Canada persons who are in contravention of the IRPA. On March 27, 2006, CIC and the CBSA signed a memorandum of understanding to define how the two organizations work together to deliver the immigration and refugee protection program.

Other federal partners

In Canada and overseas, CIC delivers its programs in collaboration with Foreign Affairs and International Trade Canada and key agencies involved in managing access to Canada and protecting Canadian society, such as Public Safety and Emergency Preparedness Canada, the Royal Canadian Mounted Police and the Canadian Security Intelligence Service.

CIC works with Health Canada and the Public Health Agency of Canada on migrant health issues.

CIC and Human Resources and Social Development Canada work together to deliver the Temporary Foreign Worker Program.

CIC and Canadian Heritage share responsibility for citizenship promotion activities. CIC is also a partner in Canada's Action Plan Against Racism, which is led by Canadian Heritage.

II Analysis of Key Issues

CIC has a key role to play in building Canada's future. Through its programs and policies, the Department works to attract and select skilled immigrants, and to ensure that immigrants can access the services they need to fully participate in Canadian society. CIC's programs also encourage economic development and foster cultural exchanges, reunite families and offer Canada's protection to people fleeing war or persecution, while ensuring, in collaboration with its partners, the health, safety and security of Canadians.³

The global movement of people is driven by a multitude of factors from all three pillars of sustainable development: society, the economy and the environment. Many are positive or "pull" factors—easier international travel, better employment opportunities, or family reunification—that draw people to a new land. Others are "push" factors—such as ecological disasters, overpopulation, inter-ethnic rivalries, and human rights abuses—that continue to force tens of thousands of people from their homes, often leaving them with no choice but to move.

Canada is considered a destination of choice by many people around the world. Its open spaces and natural environment, its vibrant economy and welcoming democratic

society are some of the things that attract people who choose to visit or remain in Canada. It is also one of the few countries that have open, planned immigration programs. This gives Canada a distinct international advantage, as immigration is increasingly becoming a key economic and social driver for developed economies.



Canada has been successful at attracting and selecting skilled and educated immigrants. However, immigrants continue to face difficulties finding employment that reflects their skills and experience once they arrive. The *Longitudinal Survey of Immigrants to Canada* (LSIC)⁴ outlines these challenges.

³ For more information on CIC's programs, see <http://www.cic.gc.ca/english/index.html>.

⁴ For more information on the LSIC, visit the following website: <http://www.statcan.ca/english/freepub/89-614-XIE/89-614-XIE2005001.htm>.

For example, the incidence of low income among recent immigrants (people who have come to Canada in the previous five years) almost doubled between 1980 and 1995 (increasing from 24.6% in 1980 to 47% in 1995) and then fell to 35.8% in 2000 with the strong economic recovery of the late 1990s. In contrast, low-income rates among the Canadian-born population dropped from 17.2% in 1980 to 14.3% in 2000. Thus, while recent immigrants have seen some improvement, poverty and low income persist. While these figures include all classes of immigrants (including refugee claimants), the relatively high level of low-income rates remains a cause for concern.

Lower employment earnings and the underutilization of skills can put recent immigrants at risk of being excluded from mainstream society. CIC recognizes the importance of improving immigrant outcomes, and works with its partners to help immigrants overcome the challenges they face during their transition into Canadian society. In that sense, CIC's settlement and integration services are consistent with the principle of social equity inherent to sustainable development.

Immigration, like all human activity, also has an impact on the environment. For example, rapid population growth concentrated in a small number of cities or regions will not only put added pressures on local ecosystems, but also strain infrastructures, including housing, social services, roads and transportation services. Immigration contributes to such pressures.

Over the past several years, over 72% of all immigrants have settled in Canada's three largest metropolitan areas: Toronto (43%), Montréal (15%), and Vancouver (14%). This phenomenon is not unique to newcomers, however, as many Canadians have moved from smaller centres to larger cities seeking better opportunities for themselves and their families. It is therefore not feasible to assess the impact to the ecosystems that can be attributed to immigration.

CIC recognizes that it has a role to play in Canada's growth. It will continue to work with its provincial and territorial partners to encourage the distribution of the benefits of immigration across all regions of the country.

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. This Strategy focused on three levers: information to support policy design, selection and education. One of the challenges of attempting to integrate sustainable development objectives into the Department's mandate was the perception that the Strategy represented 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 practices without indicating whether they had achieved sustainable development objectives. However, since Canada's

immigration, refugee and citizenship programs are affected by many complex social and economic trends domestically and internationally, 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 its sustainable development goals.

Specifically, in SDS II, CIC focussed on developing effective performance measures and targets to support 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.

Two of the key highlights of SDS II were the development of CIC's Strategic Environmental Assessment Guidelines and the creation of the Coordinating Committee for Sustainable Development (CCSD), which coordinates the Department's approach to devising and implementing the SDSs.

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

CIC's third SDS coincided with a significant shift in direction for the Department with the creation of the CBSA in December 2003. The transfer of enforcement, intelligence and interdiction functions from CIC to the CBSA allowed CIC to shift its focus more specifically to welcoming newcomers to Canada and to assisting with their transition to citizenship. At the same time, the Department supports the CBSA and other partners in protecting the health, safety and security of Canadians through managing access to Canada and the removal of those who abuse our hospitality or enter under false pretences.

A feature of SDS III was the introduction of a new goal to foster the sociocultural sustainability of Canadian communities. To further its goal of promoting accountability, CIC appointed a departmental champion at the assistant deputy minister level.

The CESD reviewed CIC's Strategic Environmental Assessments (SEA) management system and the third SDS in 2004 and 2005, respectively.

In its 2004 report, the CESD identified progress in all three areas reviewed: accountabilities, tracking systems and training and guidance. CIC was recognized as having examples of sound practices in documenting guidance, although the SEA management system elements were only developed in 2003.

In 2005, SDS III was rated as meeting expectations on most points with three exceptions: the role of the SDS and how it fits with other departmental plans and strategies was not clearly identified; the stated goals and objectives did not clearly express the long term results to be achieved; and CIC failed to provide a clear vision for sustainable development. These findings were taken into consideration in developing SDS IV.

CIC SDS IV – April 1, 2007 to March 31, 2010

Based on the lessons learned from its previous strategies and on the CESD's comments, CIC has made the following changes:

- The sustainable development program was moved to the Corporate Planning and Reporting Directorate to more closely align the SDS with departmental planning and reporting processes
- The CIC Policy Committee, created in 2005 to guide departmental policy directions, priorities and decision making, assumed responsibility for ensuring that sustainable development considerations are taken into account in the policy development process
- The SDS was brought to a more strategic level to ensure that it would be focused, concrete and measurable
- The CCSD drafted a vision statement that was then endorsed by the departmental champion for sustainable development and by the Policy Committee

CIC contributes to Canada's human capital through immigration. As such, the Department's programs and policies impact more directly on Canada's economy and social fabric than on its ecosystems.

In SDS IV, CIC's approach to sustainable development will be focused on areas where it is felt that the Department can make a tangible difference. Over the next three years, CIC will therefore concentrate on building capacity within the Department through training and communications, and through preparing SEAs for its policy and program proposals to ensure that all three pillars of sustainable development are factored into them. CIC will build awareness among immigrants on the principles of sustainable development, while also working to ensure that their basic needs are met.

CIC will also tighten its guidelines and procedures for managing the sustainable development program and will work with the departmental champion to integrate sustainable development considerations into decision making. To this end, CIC has developed a detailed SDS workplan to identify accountabilities and measure its progress.



IV Commitments and Performance Measures

Over the three-year period of this Strategy, CIC will continue building on earlier successful initiatives such as Environment Week, will focus on the workplan outlined below, and will identify opportunities for future sustainable development strategies.

Goal 1: To Promote Awareness of Sustainable Development Principles and Objectives among Departmental Staff, Clients and Stakeholders

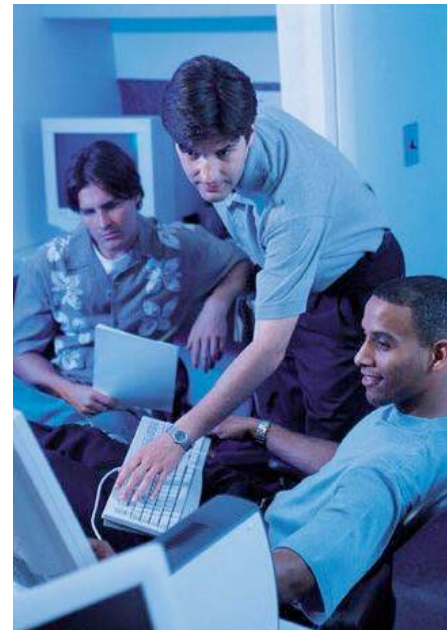
In the first two strategies, CIC's communications and training in the area of sustainable development were decentralized. Each branch developed and implemented activities related to its own mandate.

In SDS III, however, CIC committed to developing a department-wide program for ongoing promotion of sustainable development objectives. The departmental communications plan will be implemented under SDS IV and will be based on a comprehensive approach to building awareness and sharing information. Each branch can develop communications material, but a central coordinator will ensure consistency in messaging and ongoing communications activities throughout the year. This coordinated approach to messaging and activities will also ensure effective management of corporate knowledge.

Coordination will be assumed by the Planning, Reporting, Access and Ministerials Branch, which has overall responsibility for

the sustainable development program at CIC with support of the CCSD.

In parallel with activities aimed at increasing awareness of sustainable development issues within the Department, CIC will work to foster a better understanding of sustainable development principles among new Canadian permanent residents and citizens.



GOAL 1: TO PROMOTE AWARENESS OF SUSTAINABLE DEVELOPMENT PRINCIPLES AND OBJECTIVES AMONG DEPARTMENTAL STAFF, CLIENTS AND STAKEHOLDERS

| Expected Result | Activity | Performance Measure | | | |
|---|--|--|---|--|---------|
| | | Indicator | Target | Timeline | |
| 1.1 CIC employees have a better understanding of the principles of SD and how they can be integrated into their personal and professional lives | 1.1.1 Development and implementation of an SD training plan for CIC covering the following topics: <ul style="list-style-type: none"> • The principles of SD • SEAs • Waste management • Green procurement • Fleet management • Optimal use of information technologies (IT) | A list of training needs and existing material is drafted | | December 2007 | |
| | | An SD training plan is approved by senior management | | December 2008 | |
| | | Training material is developed or obtained for each component of the training plan | | March 2010 | |
| | 1.1.2 Implementation of the SD communications plan to raise employee awareness of SD throughout the year on various themes: <ul style="list-style-type: none"> • Water conservation • Energy efficiency • Clean air • Waste management • Workplace wellbeing and health and safety programs • Green commuting practices • Optimal use of IT | Level of employee awareness | Increased employee awareness | April 2008 | |
| | | Level of employee participation in awareness-building activities | Increased employee participation | | |
| | | Number of hits on SD-related Intranet pages (CIC Explore) | More hits on SD-related Intranet pages (CIC Explore) | | |
| | | Number of employee inquiries through the SDS e-mail account | More inquiries made by employees through the SDS e-mail account | | |
| | | Availability of SD resources | An SD resource centre is created | March 2010 | |
| | 1.2 Communities are well positioned to advance sustainable social development Sustainable Communities: "Federal SD Goal IV" | 1.2.1 Development of an integrated policy framework for citizenship to raise the profile of citizenship among newcomers and Canadian-born individuals, and to promote active citizenship | Number of community-focused citizenship ceremonies | At least one additional community-focused citizenship ceremony per year over three years | Ongoing |

| Expected Result | Activity | Performance Measure | | |
|-----------------|--|--|--|----------|
| | | Indicator | Target | Timeline |
| | 1.2.2 Distribute information on sustainable development and environmental issues to visa-ready immigrants, newly settled immigrants and prospective citizens | Number of copies of <i>Welcome to Canada</i> and <i>A Newcomer's Introduction to Canada</i> distributed to immigrants and prospective citizens | Maintaining distribution to 100% of immigrants | Ongoing |

Goal 2: Strengthen Federal Governance and Decision Making to Support Sustainable Development

One of the challenges CIC faced in earlier SDSs was to integrate sustainable development into its policy and program development.

the Corporate Planning and Reporting Directorate and to expand the representation of departmental sectors on the CCSD.

Under SDS IV, CIC will undertake initiatives to advance this work. The Department will review its SEA Policy and ensure its ongoing and consistent application.

In addition, a stock taking exercise will help CIC identify further opportunities to strengthen its sustainable development agenda. CIC will also improve its procedures for managing its SDS in order to reflect the transfer of this file to



GOAL 2: STRENGTHEN FEDERAL GOVERNANCE AND DECISION MAKING TO SUPPORT SUSTAINABLE DEVELOPMENT

Governance for Sustainable Development: "Federal SD Goal VI"

| Expected Result | Activity | Performance Measure | | |
|---|--|---|--|------------------------|
| | | Indicator | Target | Timeline |
| 2.1 SDS commitments are integrated into the key planning and reporting processes of departments and agencies Governance for SD: "Federal SD Goal VI" | 2.1.1 Take stock of SD capacity in all branches and identify potential activities and approaches to promote SD behaviour before the next SDS | Number of branches approached in the context of the stock taking exercise | All CIC branches are consulted over the course of SDS IV | December 2009 |
| | | Gap analysis identifies areas for improvement in CIC's SD program | At least three areas of improvement are identified for SDS V At least two options are identified to further integrate SDS into key planning and reporting processes | December 2009 |
| 2.2 Clear and effective governance mechanisms to integrate SD into decision making Governance for SD: "Federal SD Goal VI" | 2.2.1 Fully implement CIC's SEA Policy into policies, plans, and program proposals requiring ministerial or Cabinet decisions | Number and percentage of eligible proposals for which the SEA process is followed | 100% of documents eligible under the <i>Cabinet Directive on the Environmental Assessment of Policy, Plan and Program Proposals</i> undergo the SEA process | March 2010 |
| | | Number and percentage of proposals for which a full SEA is completed | | |
| | 2.2.2 Review and implementation of updated procedures related to CIC's SD program, including the SEA Policy Statement and Guide | SD procedures documents are updated or created as needed | March 2008 and ongoing | |
| 2.2.3 CIC will contribute to a joint initiative with other government departments and the Canada School of Public Service to design and deliver new Government of Canada SD training material | | Funds invested | \$2,000 contribution to the development of the training material | March 2008 |
| | | Training material reviewed | Input will be provided for 100% of material submitted for review | March 2007 and ongoing |
| | | Number of CIC employees participating in training | 90% of CIC policy analysts are trained | March 2010 |

Goal 3: Sustainable Communities – Communities Enjoy a Prosperous Economy, a Vibrant and Equitable Society, and a Healthy Environment for Current and Future Generations



Newcomers to Canada are by definition in a vulnerable position. Not only must they face the same challenges as all Canadians, they must also contend with language and cultural barriers. CIC recognizes that it is often difficult for immigrants to adapt to an entirely new environment, let alone to integrate into the workforce and establish themselves and

their families. CIC is committed to supporting newcomers to Canada to help ease their transition into Canadian society and to reduce social isolation and exclusion.

Settlement programs and services such as the Resettlement Assistance Program (RAP),

the Host Program, the Language Instruction for Newcomers to Canada (LINC) Program, the Immigration Settlement and Adaptation Program (ISAP) and the Citizenship Program help newcomers to Canada make the transition from being strangers in a new country to being fully participating, contributing Canadians. ISAP services include orientation abroad and in Canada, as well as referral to community services, job-finding clubs, interpretation / translation, and para-professional counselling.

While these ongoing CIC programs make a significant contribution to sustainable communities, they are not developed as specific sustainable development initiatives. For that reason, they are reflected in the table below, but detailed performance information will be provided in CIC's Report on Plans and Priorities (RPP) and Departmental Performance Report (DPR).

CIC will continue to engage stakeholders on the environmental, social, and economic impacts associated with the admission of newcomers to Canada as part of consultations undertaken in the context of the immigration levels planning exercise.

GOAL 3: SUSTAINABLE COMMUNITIES – COMMUNITIES ENJOY A PROSPEROUS ECONOMY, A VIBRANT AND EQUITABLE SOCIETY, AND A HEALTHY ENVIRONMENT FOR CURRENT AND FUTURE GENERATIONS

| Expected Result | Activity | Performance Measure | | |
|---|---|---|--------|----------|
| | | Indicator | Target | Timeline |
| 3.1 Communities are well positioned to adapt and to maintain or generate sustainable economic activities Sustainable Communities: "Federal SD Goal IV" | 3.1.1 Ensure that programming supports the successful integration of newcomers into Canadian society, as well as their contribution to a prosperous economy | Details on CIC's planned activities regarding its Immigration, Integration, Citizenship and Refugee programs and related performance information can be found respectively in CIC's RPP and DPR | | |
| | 3.1.2 Take SD considerations into account in immigration levels planning | Environmental considerations are raised during consultations with provincial and territorial governments and with other stakeholders | | |

Goal 4 - Minimize the Negative Environmental Impacts of Departmental Operations

CIC firmly believes that change can only occur through positive leadership. The Department has a direct impact on the environment through its fleet of vehicles, the facilities it operates from, the energy and supplies it consumes to deliver its programs, and the pollution its employees create commuting to and from work. Since the Department implemented its first SDS, it has significantly changed its operational infrastructure and how it is managed to improve its environmental performance.

Initiatives aimed at reducing waste and improving environmental efficiency are regularly implemented in the Department by employees or by corporate groups. Because these initiatives often result spontaneously from sound management or individual leadership they are not outlined in the departmental SDS. The implementation of CIC's sustainable development communications plan, developed under SDS III, will include the creation of a forum for sharing best practices to ensure that initiatives are communicated throughout the Department and that leadership receives appropriate recognition.

Fleet

CIC's approach to managing its fleet is now a model of accountability. In fact, most of the activities that the Office of Greening Government Operations proposed to help departments achieve the government-wide targets for SDS IV have been implemented continuously at CIC since 2003. The Department developed and put in place a strong management system that includes monthly reporting requirements, life-cycle costing for every vehicle purchasing decision and systematic green defensive driving training for drivers.



Facilities

CIC is also making significant progress in greening its facilities management practices. A highlight of SDS III was the successful implementation of an environmentally friendly carpet replacement program. Other initiatives included a three-year floor optimization project that began in fiscal year 2004-05 and is scheduled for completion in December 2007.



Purchasing and Procurement

Another successful initiative that CIC will be building on under SDS IV is a comprehensive review of the Department's procurement practices. Under the last SDS, CIC created a position in the Administration and Security Branch to focus on green procurement and on creating a system to consistently and proactively support the federal government's efforts to green its operations. This position has now been staffed. The incumbent will lead the development and implementation of new green procurement guidelines and support tools, and will work with central agencies to develop government-wide directions to achieve federal environmental goals.

Work on SDS III revealed that employees in administration and procurement units have no clear definitions and resources for tracking green products and services. To try to increase its consumption of environmentally friendly or "green" products, CIC committed to start tracking purchases through the IFMS (SAP), the Department's financial and material management system.

A new field was created in the IFMS (SAP) to capture data on green products purchased and contracts entered into with green suppliers. However, a review of the

reports generated to highlight this information showed that employees do not have the information they need to use this new field effectively. For example, there are no criteria to determine which products or suppliers are "green".

Over the next three years, CIC will work with Public Works and Government Services Canada (PWGSC) and the Treasury Board Secretariat—the central agencies leading the greening of government operations—to address these issues.

Waste Reduction at CIC

Under SDS III, the Integration Branch developed and piloted the Thinking Green Waste Reduction (TGWR) Plan. Based on the principle that every little bit helps, this plan aims to reduce the waste that employees generate in the course of their daily activities by promoting better use of information technologies to reduce consumption of paper and ink cartridges, and by promoting recycling and other environmentally friendly behaviours.

Individual participation and support from management are the cornerstones of the TGWR Plan. Through consistent monitoring of their waste reduction, employees can see first hand the impact of their efforts, which

helps build accountability at the individual and branch levels.

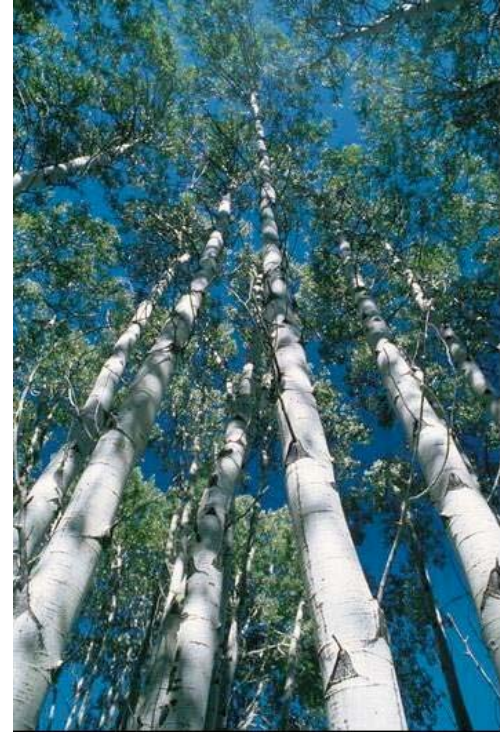
The TGWR Plan not only generated substantial savings for Integration Branch, it also fostered team spirit as employees worked together towards a common goal.

Over the course of the next three years, participating branches will adapt the TGWR Plan taking into account their mandate and operational requirements. In certain cases, the original scope of the TGWR Plan will be expanded to include a branch's coordination function. For instance, because of its responsibility for CIC's computer systems, the Information Management and Technologies Branch will implement department-wide information technology initiatives under the TGWR Plan.

Best practices, successful initiatives and lessons learned will be reported upon on a quarterly basis through the CCSD. They will be incorporated into the TGWR Plan as pollution prevention opportunities and prospective commitments for the next SDS.

Energy Consumption

As a tenant department, CIC does not have easy access to information on electricity consumption or waste. The lack of benchmark data makes it difficult to set clear and realistic targets for waste reduction and to measure success in this area. The Department is therefore committing, under this SDS, to work with PWGSC to develop information-sharing measures to properly assess progress on all initiatives.



GOAL 4 - MINIMIZE THE NEGATIVE ENVIRONMENTAL IMPACTS OF DEPARTMENTAL OPERATIONS

| Expected Result | Activity | Performance Measure | | |
|--|--|--|--|------------|
| | | Indicator | Target | Timeline |
| 4.1 Environmentally sustainable use of natural resources is promoted SD and use of natural resources: "Federal SD Goal V" | 4.1.1 Implementation of CIC's TGWR Plan developed and piloted under SDS III at CIC NHQ | Number of branches in which the TGWR Plan is implemented | TGWR Plan is implemented in at least 6 branches at CIC NHQ | March 2008 |
| | | Amount of paper purchased per branch | 5% waste reduction in at least 4 of the 6 branches | March 2009 |
| | | Amount of ink cartridges purchased per branch | 10% waste reduction in at least 2 of the 6 branches | March 2010 |
| | | Amount of money saved | Previously achieved waste reduction levels are maintained | Ongoing |

| | | | | |
|---|--|---|---|-----------------------|
| | 4.1.2 Revise CIC's procurement practices to incorporate new government-wide directions on green procurement | New green procurement guidelines implemented | 100% of CIC's administrative assistants will be applying the new guidelines | March 2010 |
| | | Description of tracking and monitoring methodologies | CIC administrative assistants receive information on green procurement twice a year through CIC's Administrative Assistant Conference | June 2007 and ongoing |
| | | Number of SD/green procurement working groups or meetings where CIC is represented | 100% participation | March 2007 |
| | | Total amount of green products and services purchased by CIC between 2007-2008 and 2009-2010 | 5% increase over 2 years based on the results of 2007-08 | March 2010 |
| 4.2 Energy consumption is reduced at NHQ Reduce greenhouse gas emissions: "Federal SD Goal III" | 4.2.1 Investigate technologies that would allow to reduce the energy consumption of IT equipment at NHQ | A list of options is drafted and presented to senior management Number of technologies introduced/proposed | | November 2007 |
| 4.3 Greenhouse gas emissions are reduced Reduce greenhouse gas emissions: "Federal SD Goal III" | 4.3.1 Continue to implement the Fleet Management Program to maximize opportunities to achieve the sustainability of the Department's vehicle fleet | Fleet's fuel performance and emissions Number of vehicles that meet new emissions (or other SD) standards | Maintained or improved | Ongoing |

V Consultations

In developing this Strategy, CIC did not hold formal external consultations.

CIC participated in the consultations held by Public Works and Government Services

Canada and received guidance from Environment Canada through its participation on the Interdepartmental Network for Sustainable Development Strategies.

Annex I - What is Sustainable Development?

Sustainable development is an elusive term that 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 around 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; rather, it encompasses social, economic and environmental concerns. Above all, it is founded on principles of equity – intergenerational, international and intranational equity.

Three key elements of sustainable development are quality of life, integrated decision making and equity.

Quality of Life

This element recognizes that Canadians value many different aspects of their life in society, including economic and social development and the preservation and improvement of environmental quality. Balancing economic development, social equity and environmental quality lies at the core of sustainable development. Canadians want an economy that performs well. A

healthy economy meets demands for job creation, economic security and improved living standards. It also enables Canada to pursue the social objectives that are so important to our quality of life, including health, education and protection of the environment – both now and for future generations.

Integrated Decision-Making

Balancing development and environmental quality means paying particular attention to integrated decision making. As the House of Commons Standing Committee on Environment and Sustainable Development has noted, “the integration of environmental and economic considerations, along with the consideration of equity, is a fundamental underpinning of the concept of sustainable development”.

The connections among economic, social and environmental objectives need to be acknowledged, and any conflicts that may emerge among them should be dealt with openly, on the basis of complete information and taking advantage of the best tools available.

Equity

A commitment to equity is a third element of sustainable development. Equity involves the fair distribution of the costs and benefits of development between the rich and the

poor, between generations, and among nations. Equity also implies that we all have the means to meet our basic needs, and that we are all entitled to basic rights.