



Canada Border
Services Agency

Agence des services
frontaliers du Canada

Sustainable Development Strategy 2007-2009



www.cbsa.gc.ca

The Armstrong border crossing facility, pictured on the front cover, was built in 2005 and is located in the Beauce Region of Quebec. The Armstrong facility demonstrates the Canada Border Services Agency's (CBSA) commitment to sustainability by meeting higher performance standards in environmental responsibility and energy efficiency. For more information, please visit the CBSA's Web site at www.cbsa.gc.ca.

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Message from the Minister

Sustainable development is first and foremost another way of looking at the development of society - from the way we produce our wealth to the way we use it. A concept that first appeared in 1987 in the Brundtland Report, sustainable development marked a turning point in its attempt to accommodate interests that are, at first, difficult to reconcile. What it proposes is to reconcile economic growth with efforts to protect the environment and combat inequalities between people, by taking the world's complexity and human responsibility better into account.

The Canada Border Services Agency is responsible for providing integrated border services that support national security and public safety priorities and facilitate the free flow of legitimate persons and goods. In carrying out this mandate, CBSA employees ensure that illegal goods do not enter or leave the country; contribute to food safety, plant and animal health; assist in combating national and international crime; and protect the Canadian economy.

The congruence that exists between its mandate and the social, economic and environmental pillars of sustainable development places the Agency in a unique position to further advance the Government of Canada's and the world community's sustainable development priorities. Through its sustainable development strategy, the CBSA will seize the many opportunities to innovate and excel in the social, economic and environmental dimensions of its work.

Sustainable development is a shared responsibility and requires the involvement of everyone. We see, through simple actions, that it is possible to work toward sustainable development. These actions in themselves cannot change the course of events but added to those of our families, friends and colleagues, they can have a significant impact.

Think globally, act locally.



The Honourable Stockwell Day
Minister of Public Safety



Message from the President

I am pleased to present the Canada Border Service Agency's *Sustainable Development Strategy 2007-2009*. This first strategy is an important step toward integrating sustainable development into the management and day-to-day delivery of our services to citizens of and visitors to Canada.

Sustainable development is based on three pillars or fundamental objectives: continuing to produce wealth to meet the needs of the population (economic pillar) and working to reduce inequalities (social pillar), without degrading the environment to be inherited by future generations (environmental pillar). At the CBSA, each of us must perform our duties in ways that make desired results last, recognizing that the decisions of today are legacies for the generations of tomorrow.

Sustainable development takes on its full meaning when decisions are translated into concrete action. That is why the CBSA is committed to becoming a socially responsible organization through individual and collective behaviours that will enable us to promote development in a local, regional, national and international context. I therefore invite you to revisit the ways you think and work by making the shift to sustainable development. Training and tools will be provided to support your commitment, so we can all move forward together to meet this challenge of the future.

In this way, the CBSA seeks to contribute to a sustainable Canada, with the collaboration of its employees, by thinking and acting in innovative and modern ways. Each of us can start doing something right away, through simple actions such as turning off the lights when leaving a room, making more use of electronic systems as well as consuming locally produced and environmentally-friendly products.

The success of sustainable development depends on the involvement of each of us.

Be the change you want to see!



Alain Jolicoeur
President



We support the commitments in CBSA's *Sustainable Development Strategy 2007-2009* and we are committed to integrating the principles of sustainable development in all dimensions of our mandate.



Stephen Rigby
Executive Vice-President



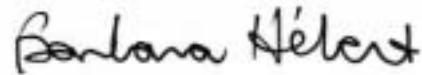
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1. Introduction

As Canada's gateway, the Canada Border Services Agency is the first line of defence with respect to national security and the free flow of legitimate persons and goods entering Canada. The CBSA is present in numerous border communities and its operations and decisions have impacts on the lives of all Canadians, the economy and the environment.

We support the Government of Canada's sustainable development approach by consolidating our efforts with those of other departments and agencies to make decisions and choices that are more sustainable. In this way, we will ensure that our policies, programs and operations are effective, cost-efficient and environmentally sound without reducing the level of security or the quality of services at the border.

A change in culture is necessary to fully integrate sustainable development thinking into our daily activities and this can be achieved through long-term commitment and continual learning and improvement. The CBSA's first sustainable development strategy establishes the link between sustainable development and existing policies, programs and operations rather than duplicating or expanding them. Through learning, we will lay the foundation for sustainable development in management and decision-making processes, thus achieving our mandate while contributing to a prosperous economy, the quality of the environment and social equity.

The following three goals are the platform of our sustainable development vision:

- the Canada Border Services Agency is a socially responsible organization;
- the Canada Border Services Agency is an employer of choice;
- the employees of the Canada Border Services Agency contribute to a sustainable Canada.

The *Sustainable Development Strategy 2007-2009* provides employees and stakeholders with a clear understanding of the CBSA's sustainable development direction and approach. It explains the sustainable development concept and establishes links between international, national and CBSA contexts. A departmental profile and an outline of the CBSA's sustainable development approach rounds off the first part of the document.

The second part presents the core of our sustainable development strategy. CBSA commitments are founded on the issue scan and consultations and, accordingly, the methodology and outcomes of these two important stages can be found in sections 6 and 7. Our sustainable development commitments and their performance indicators are presented in table format in section 8. The conclusion revisits the main points of the strategy.

The appendices offer additional information on certain elements of the strategy.

2. Sustainable Development: A Definition

Sustainable development is not a new idea. Many cultures over the course of human history have recognized the need to harmonize the environment, society and the economy. What is new is an articulation of this concept in the context of a global society.

In 1972, the international community elaborated on the principles of modern sustainable development at the United Nations Conference on the Human Environment in Stockholm. The Conference sought to address significant global environmental degradation and development issues. Subsequently in 1987, the Brundtland Report *Our Common Future* of the World Commission on Environment and Development further specified these principles by providing a reference framework for global environmental issues. It defined sustainable development as development that **“meets the needs of the present without compromising the ability of future generations to meet their own needs.”**

The CBSA has tailored its own definition of sustainable development:

- **Sustainable** = lasting
- **Development** = finding innovative and improved ways of discharging our mandate and mission

In other words, **“sustainable development”** means choosing ways to carry out our mandate that make desired outcomes last and recognizing that today’s decisions are legacies for tomorrow’s generations.

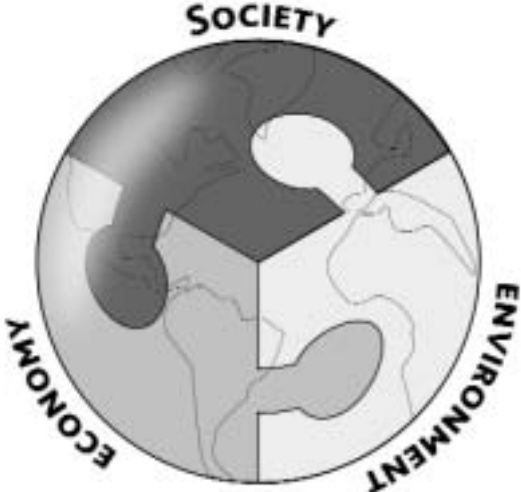
Development is essential to satisfying human needs and improving quality of life and should be based on the efficient and responsible use of natural, human and economic resources. According to the Brundtland Report, it is essential to overcome global environmental degradation without forgoing the needs of economic development, social equity and justice. Building a truly sustainable way of life requires integrated action in three specific areas known as the social, economic and environmental pillars of sustainable development:

- **social** pillar: health, equity, diversity, security and access to social services and their impacts on people;
- **economic** pillar: economic growth and efficient use of financial resources and their impacts on financial efficiency;
- **environmental** pillar: pollution prevention, efficient natural resources management and environmental compliance and best practices, and their impacts on the natural environment.

The following puzzle represents the ideal integration of these three sustainable development pillars. When brought together,

these pieces shape the sustainable development vision.

Figure 1: Sustainable development pillars



3. Sustainable Development Context

International

Since the 1970s, the emergence of international efforts toward sustainable development has led to a number of multilateral conferences in the world community. The World Summits on Sustainable Development brought together people from around the world to focus global attention on actions to achieve sustainable development.

One of the most important international events for raising public awareness and broad engagement was the 1992 United Nations Conference on Environment and Development in Rio de Janeiro, more commonly known as the Rio Summit. The Rio Summit led to a number of conventions including those on biodiversity and climate change as well as *Agenda 21*, a blueprint for action in support of sustainable development for the 21st century. *Agenda 21* contains strategies and program measures that countries can implement to promote the sustained and responsible development of the planet.

A decade later, the world community gathered again in Johannesburg, South Africa, to hold a 10-year review of progress with respect to *Agenda 21* and to renew the international community's commitment to sustainable development. It also provided an implementation roadmap to achieve the goals formulated at the 1992 Rio Summit. The Johannesburg Summit largely focused on the fact that governments alone cannot ensure the achievement of sustainable development, but rather that progress in this direction depends on partnerships,

particularly with the private sector and civil society, and engagement at all levels.

National

To provide leadership and as a first step toward fulfilling the commitments made in 1992 at the Rio Summit, the Government of Canada amended the *Auditor General Act* in 1995 to ensure federal departments and agencies systematically take environmental, economic and social dimensions into account in management and decision-making processes. The Act also created the Commissioner of the Environment and Sustainable Development (CESD) within the Office of the Auditor General of Canada to help Parliament hold the government accountable for achieving the commitments. Pursuant to subsection 24(2) of the *Auditor General Act*, the majority of federal departments and agencies are required to table sustainable development strategies in Parliament every three years and to report annually on progress. The first round of sustainable development strategies was published in 1997. In 2006, over 30 Government of Canada organizations have prepared sustainable development strategies.

In the past, the CESD found a series of deficiencies in sustainable development strategies. Since that time, departments and agencies have learned from the Commissioner's recommendations to build better and stronger strategies:

- commitments need to be more measurable and fewer in number but more meaningful, with short-term targets set in the context of long-term results;
- management systems should support the planning, implementation, monitoring and reporting of the strategies;
- strategies need to be more effective as accountability tools with clearer commitments and robust reporting to Parliament and stakeholders; and
- better measurement is key to continual learning and improved reporting.

The Commissioner has been critical of the lack of measurable progress on sustainable development and the lack of a coordinated, government-wide approach. For the fourth round of sustainable development strategies, the Commissioner was expecting the strategies to go “beyond business as usual.” The strategies were to focus on commitments aligned with Parliament’s intent to make significant progress toward sustainable development.

Environment Canada and the Office of Greening Government Operations within Public Works and Government Services Canada have been designated to provide guidance for the fourth round of sustainable development strategies.

Environment Canada is leading the development of the overall government approach to strengthen federal coherence on sustainable development. The Office of Greening Government Operations is leading and facilitating the implementation of a government-wide approach to greening government operations.

Strengthening the interdepartmental sustainable development process will help achieve government-wide performance on common sustainable development goals and objectives, focus and stimulate activity in key areas, and, over time, create a culture of achievement as progress is made.

For this current round of strategies, the Government of Canada has developed a set of six sustainable development goals related to clean air, clean water, reduction of greenhouse gas emissions, sustainable use of natural resources, sustainable communities

and governance of sustainable development. These goals integrate and complement the objectives of greening government operations.

Beyond business as usual
“is making challenging commitments that will lead to significant progress toward sustainable development.”

Office of the Commissioner of the Environment and Sustainable Development

Refer to section 8 where the CBSA has identified a number of commitments related to the delivery of its mandate that support these federal sustainable development goals. The commitments are identified with a maple leaf symbol.

Canada Border Services Agency

On account of changes to the structure of government in December 2003 and the subsequent July 2004 Order in Council, *Direction Applying the Auditor General Act Sustainable Development Strategy Requirements*, the CBSA and other newly created organizations were required to table their first sustainable development strategies in July 2006. In August 2006, we tabled the *CBSA Report on Sustainable Development Strategy 2007-2009* in Parliament in response to the 2004 Order in Council. The report highlighted our progress in developing the *CBSA Sustainable Development Strategy 2007-2009*. Additionally, the report notified Parliament that the CBSA would table its strategy in December 2006 in an effort to achieve consistency with other federal departments and agencies.

The Agency felt it was necessary to table its strategy at the same time as other government departments and agencies in order to incorporate the government-wide priorities and guidance. This also allowed the CBSA to address some of the shortcomings identified by the CESD, such as the

lack of coherence among strategies. Consequently, our strategy was tabled in December 2006 and future strategies and updates will be tabled with the majority of other federal departments and agencies every three years.

As a new agency, the CBSA is able to integrate innovative ways of thinking and working in our activities as we grow. The CBSA is working to establish a modern and sustainable management framework at the border while strengthening cooperation with internal and external stakeholders to deliver effective programs and services. We will use sustainable development as a catalyst for effecting the strategic changes necessary to allow us to achieve our organizational vision.

We will use this strategy as a tool to help ensure the pillars of sustainable development are advanced and further integrated into our planning, decision-making and management processes. While this present strategy focuses on the environmental aspect of sustainable development, upcoming CBSA strategies will be more reflective of the economic and social dimensions.



4. Canada Border Services Agency: A Profile

The CBSA was created in December 2003 as part of Public Safety and Emergency Preparedness Canada (PSEPC), the lead department for protecting Canadians and maintaining the peace and security of Canadian society.

The other organizations within PSEPC are the Royal Canadian Mounted Police (RCMP), the Canadian Security Intelligence Service, the Correctional Service Canada, the National Parole Board, the Commission for Public Complaints Against the RCMP, the Office of the Correctional Investigator and the RCMP External Review Committee. The result of uniting these organizations under one portfolio is a better integration of responsibilities among the Government of Canada organizations that deal with national security, emergency management, law enforcement, corrections, crime prevention and borders.

With the creation of the CBSA, key functions formerly carried out by three government organizations were brought together: customs (from the Canada Customs and Revenue Agency), intelligence and enforcement (from Citizenship and Immigration Canada) and inspection of imports at border crossings (from the Canadian Food Inspection Agency). As a result, the CBSA combines complementary

business lines to protect public security and facilitate and control the movement of people and goods.

The CBSA provides Canadians with integrated border services that focus on two major priorities: national security and the flow of legitimate people and goods across our borders. Our operations, while complex and diverse, are carried out with the expectation that people and businesses will comply with laws and regulations governing the transboundary traffic of persons and goods. While the vast majority do comply, the CBSA has put in place risk-management strategies to identify and intercept high-risk people and goods. The Agency also works closely with its domestic and international partners to enhance trade and better manage the risks associated with terrorism, organized crime, war crimes and crimes against humanity.

Mandate

The CBSA is responsible for providing integrated border services that support national security and public safety priorities and facilitate the free flow of persons and goods, including animals and plants, that meet all requirements under the program legislation.

Mission

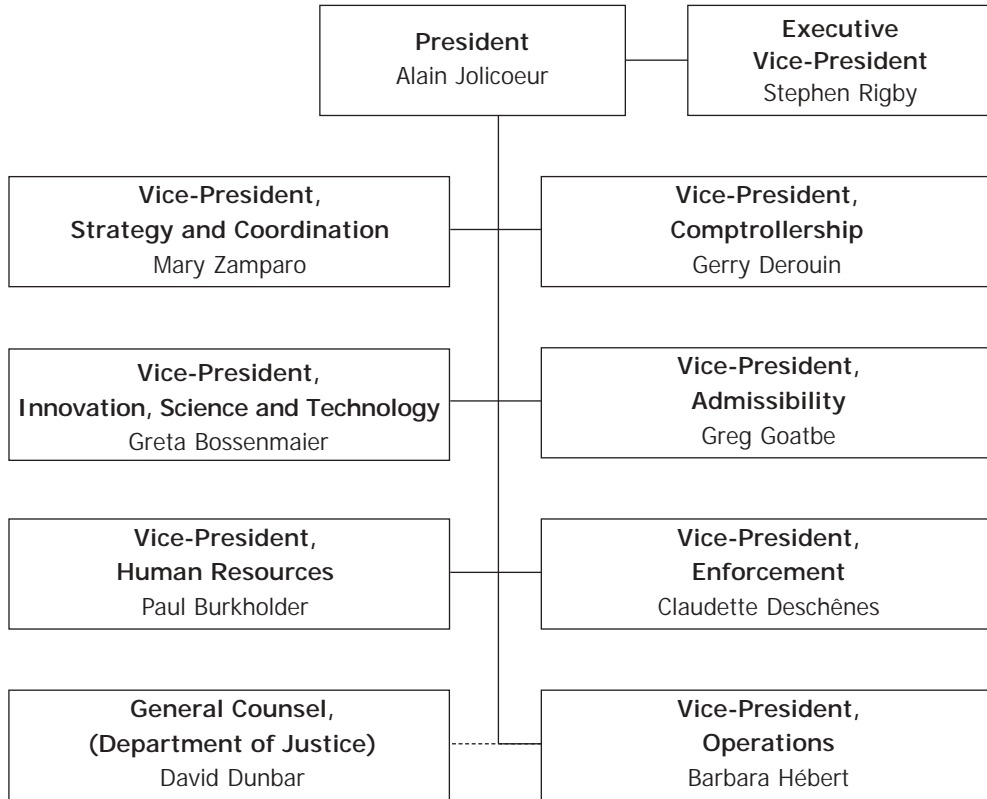
To ensure the security and prosperity of Canada by managing the access of people and goods to and from Canada.

The CBSA provides services at approximately 1,200 points across Canada and 39 locations abroad. It operates at 119 land border crossings, 9 international airports, 3 major ports and 3 mail centres. Border services officers administer over 90 acts and regulations on behalf of other departments and agencies, in addition to several international agreements.

The Agency has a workforce of approximately 13,000 public servants organized into 7 branches. Each branch is directed by a vice-president who reports directly to the President of the CBSA. Operational services are delivered in 8 regions.



Figure 2: CBSA organizational structure



Now in its third year of operation, the Agency will focus on key priorities to strengthen public security while continuing to build a smarter, more secure border. The key priorities for the upcoming years are effective delivery of programs and services; an innovative approach for the border of the future; strong internal and external relationships; and a modern management regime.

Past achievements

Although the CBSA has not had a sustainable development strategy since its inception in December 2003, we have implemented some significant initiatives related to our infrastructure and vehicle fleet. For example, all our new construction projects in recent years have incorporated green building initiatives. Among these, three new border crossings (Osoyoos, British Columbia, and Armstrong and Clarenceville in Quebec) are

now heated and cooled using geothermal systems. Two projects (Stanstead, Quebec, and Douglas, British Columbia) have been designed using photovoltaic solar panels. Stanstead is completed while Douglas is currently under construction. These initiatives were accomplished in cooperation with Natural Resources Canada through memoranda of understanding established between the two organizations.

Two of our new border crossings (Coutts, Alberta, and Douglas, British Columbia) were built in accordance with Leadership in Energy and Environmental Design (LEED) certification standards. Coutts is certified and Douglas is expected to obtain the LEED Gold certification when construction is completed in 2008-2009.

A number of initiatives were also undertaken with the Agency's vehicle fleet. As of May 2006, 5 vehicles are hybrids and 65 use alternative fuel (out of a total of 882 vehicles).

5. Sustainable Development: An Approach

The CBSA has made a long-term commitment to sustainable development. It has developed a 40-year approach aimed at gradually incorporating sustainable development into management and decision-making processes until it becomes an integral part of those processes. By weaving economic, social and environmental threads into our policies, programs and operations, the CBSA is showing leadership and commitment to sustainable development.

A Sustainable Development Framework 2007-2047 has been developed (see Appendix 2) to guide our approach and help us achieve our present and future goals. The framework is divided into three periods, during which time the CBSA wishes to strengthen its mandate while helping to build a prosperous economy, contribute to environmental quality and social equity. In the first 10 years, we will lay a sustainable development foundation and raise employee awareness. In 10 to 20 years, our employees will be able to contribute significantly to sustainable development through effective

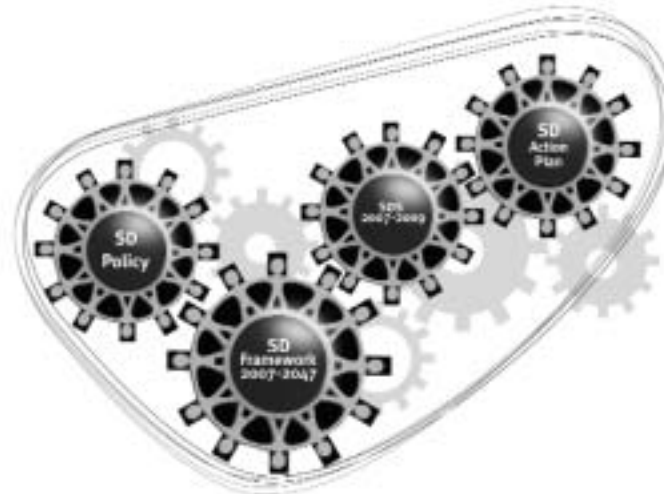
policies, programs and operations. In the final 20 years, sustainable development will be deeply entrenched in our organizational culture and our employees will think and act in a sustainable manner.

We have also developed a *Sustainable Development Policy* to provide employees with direction and accountability to help integrate sustainable development pillars into all areas of the Agency. The policy establishes a long-term sustainable development vision and will serve as a tool to develop and implement sustainable development strategies.

Sustainable Development Vision

In support of its responsibility for providing integrated border services to ensure the security and prosperity of Canada, the CBSA will manage the lawful flow of people and goods while contributing to environmental quality, a prosperous economy and social equity.

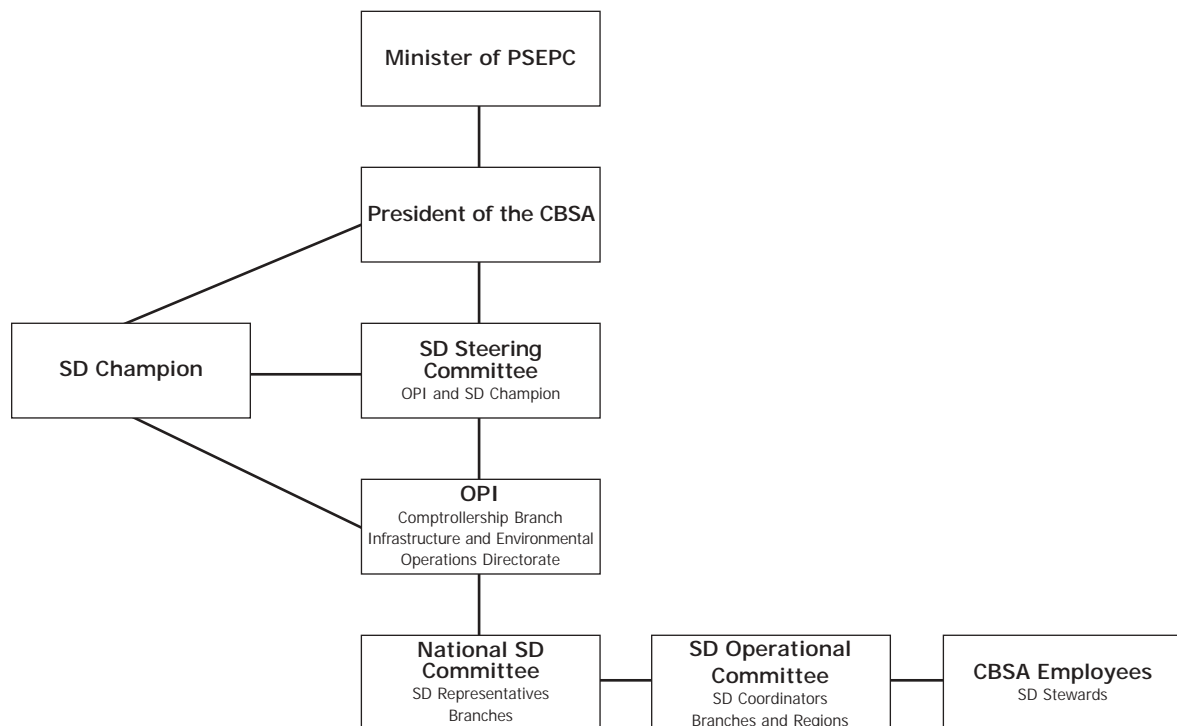
Figure 3: CBSA sustainable development approach



The CBSA has established agency-wide representation by creating the Sustainable Development Network. The Network plays a vital role in the development and implementation of sustainable development strategies. It is the main vehicle

to engage CBSA employees on a national and regional basis and to disseminate and share information. Figure 4 illustrates the organizational structure of the Network and Appendix 3 describes of the role and responsibilities of each member.

Figure 4: Sustainable development network

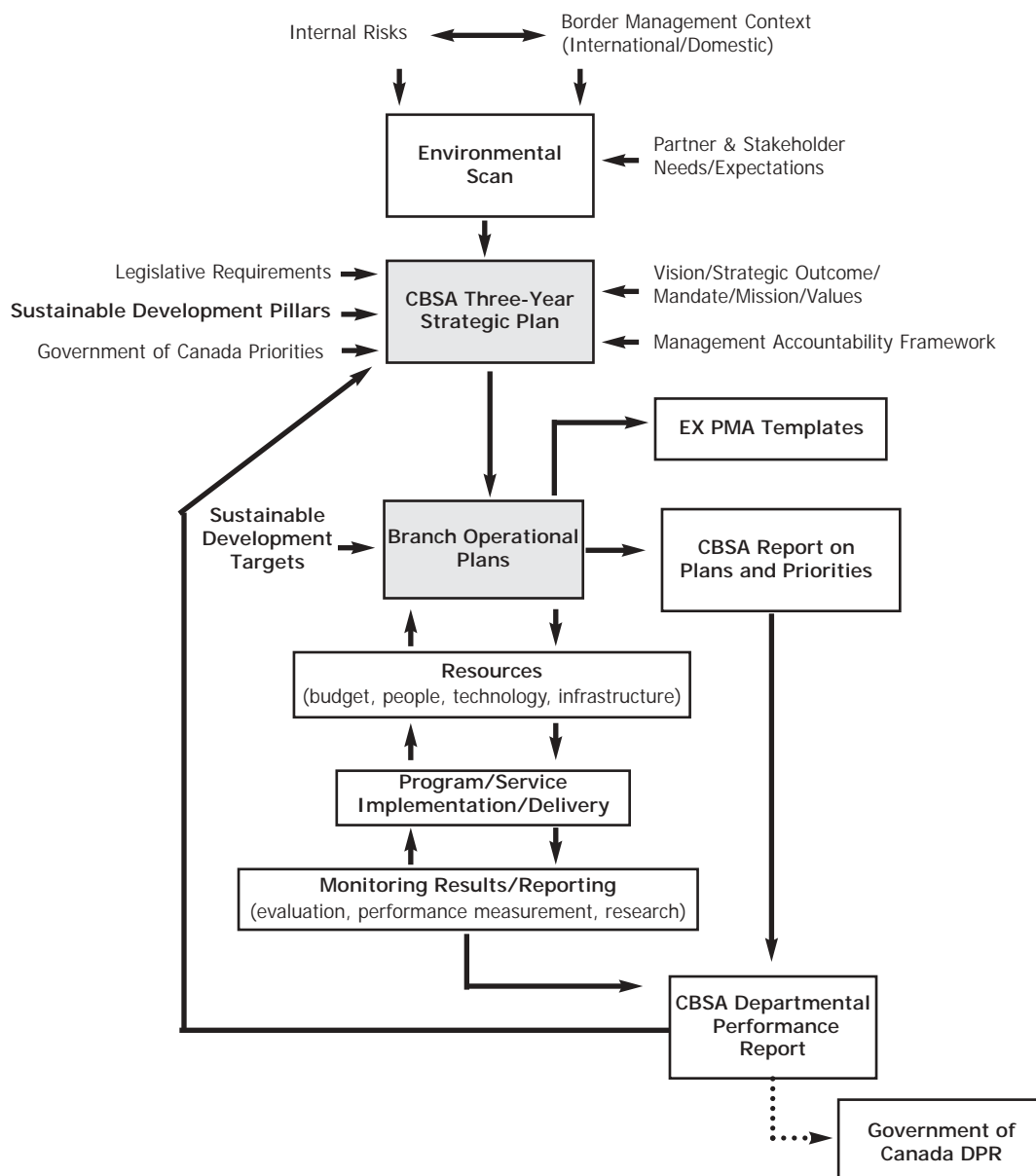


Sustainable development strategy and the links with the CBSA planning and reporting framework

The CBSA will integrate sustainable development into its management and decision-making processes through the *CBSA Planning and Reporting Framework*. Specifically, sustainable development pillars will be considered in the preparation of the *CBSA Three-Year Strategic Plan* to ensure

the Agency's key priorities contribute to Canada's economic, social and environmental well-being. The integration of the pillars in the *CBSA Three-Year Strategic Plan* will ensure sustainable development is reflected in organizational plans and strategies. The sustainable development strategy will therefore be one of many tools for advancing our sustainable development agenda. Figure 5 demonstrates how sustainable development will influence the overall operations of the CBSA.

Figure 5: CBSA planning and reporting framework



Performance reporting mechanism

Performance measurement evaluates the progress of our activities and responds to the question: “How do we know if we have been successful?” It is used as a tool to assess the gap between the actual level of progress and the intended results.

Performance management can provide important insight about priorities and opportunities for improvement, which can be fed back into the management cycle to achieve improved planning and decision making.

By adopting a more integrative approach, the CBSA is recognizing its sustainable development responsibility and is setting accountability for implementing and reporting

on sustainable development commitments. Over the course of implementing the *Sustainable Development Strategy 2007-2009*, we will monitor our progress using the *CBSA Planning and Reporting Framework*. The commitments will be integrated in branch operational plans, which will reflect the Agency’s key priorities. The branch operational plans will serve as an inventory to track our sustainable development targets. The inventory will also help produce a complete and meaningful report of our progress toward sustainable development commitments.

Progress achieved against target indicators will be reported in the annual *CBSA Departmental Performance Report* using the Treasury Board Secretariat’s guidelines for preparing performance reports.

6. Issue Scan

An issue scan is a review of an organization's activities and their impact on sustainable development and is intended to identify opportunities for advancing sustainable development. It is the foundation of an organization's long-term strategic direction for sustainable development.

The CBSA issue scan was conducted using a three-phase approach:

- identification of CBSA activities and their impacts on sustainable development;
 - identification of sustainable development opportunities to be integrated into the CBSA's policies, programs and operations; and
 - prioritization of sustainable development opportunities based on legal compliance, cost-benefit ratio, the CBSA's mandate and priorities, federal sustainable development priorities and long-term results.
- high level of compliance with legislation and regulations;
 - healthy environment (workplace, community, country);
 - innovative use of technology;
 - reduction of greenhouse gas emissions;
 - operational activities and green-smart decisions;
 - environmental tools as decision-making tools; and
 - effective and efficient use of natural resources.

Extensive consultations were conducted with the CBSA National Sustainable Development Committee and the Sustainable Development Operational Committee throughout the issue scan process to ensure Agency-wide representation.

Nine significant opportunities emerged from the issue scan:

- integration of sustainable development in the CBSA's culture, values, responsibilities and activities;
- partnerships within the CBSA and with stakeholders and other departments;

These opportunities have been translated into the goals, objectives and targets for the present strategy (see section 8).



7. Consultations

Consultation is a two-way communication process that is intended to increase awareness and understanding and to inform decision making.

The CBSA consultation process consisted of internal and external consultations that took place between December 2005 and August 2006. Feedback obtained during the consultation process provided the CBSA with a broader perspective from which emerged a vision and the direction of the Agency's first sustainable development strategy.

The Sustainable Development Network was the primary vehicle for internal consultation. The sustainable development commitments and associated action plan were formulated during a two-day workshop with the National Sustainable Development Committee and the Sustainable Development Operational Committee. The strategy was refined and approved through extensive electronic consultations with the sustainable development committees and senior management. The process also included consultation on the *Sustainable Development Framework 2007-2047* and the *Sustainable Development Policy*.

External stakeholders were invited to collaborate with the CBSA to advance sustainable development within the Agency and provide input on the *Sustainable Development Framework 2007-2047* and the *Sustainable Development Policy*. Other government departments were consulted on the *Sustainable Development Strategy 2007-2009* to ensure it was consistent with the *Government of Canada's Approach to Sustainable Development Strategies*. All stakeholders (see Appendix 4) were requested to identify opportunities in which they could

work collaboratively with the CBSA. Unfortunately, the few responses received limited the integration of collaborative opportunities into the current strategy.

The consultations have helped to develop a strategy that represents the Agency's vision for sustainable development. In addition to obtaining stakeholder perspectives, the added benefits gained through the consultative process include the following:

- raised sustainable development awareness;
- solidified the Sustainable Development Network;
- built relationships with stakeholders;
- established a sustainable development foundation within the Agency;
- recognized the need for a sustainable development educational program;
- shared the CBSA's sustainable development vision; and
- increased transparency and credibility of the sustainable development strategy.

The success of sustainable development implies a change in the way we think and work that requires a long-term commitment and sustained efforts by all. The CBSA is committed to maintaining a line of communication with stakeholders to enrich our mutual understanding of sustainable development.

8. Sustainable Development Commitments

At the CBSA, we are increasingly conscious of the impact our activities have on society and the fact that the choices we make today may have worldwide, adverse consequences. Therefore, the CBSA, through its sustainable development commitments, will implement solutions and practices to reduce its ecological footprint.

The commitments, expressed in terms of goals, objectives and targets, determine the direction of sustainable development within the CBSA. The 3 goals represent interdependent spheres of activity through which we will make a significant contribution toward sustainable development. These goals are supported by 6 objectives and 18 targets that translate the outcomes we are seeking into clearer, more concrete ideas. Performance indicators will be used to measure our progress and will be incorporated into the Agency's reporting mechanisms.

Action Plan 2007-2009 was created to complement the *Sustainable Development Strategy 2007-2009*. It guides the offices of primary interest (OPIs) by defining the approach and providing activities for each commitment.

Goal 1: The Canada Border Services Agency is a socially responsible organization

Social responsibility is defined as the responsibility an organization has toward its stakeholders in the society in which it

functions. It is a concept that will enable us to take economic, social and environmental factors into account while fulfilling the mandate entrusted to us by the Government of Canada. By becoming a socially responsible organization, the CBSA will be able to balance its own interests with those of its stakeholders.

This first goal lays the foundation for the culture change we will initiate within the Agency to improve the society and the environment in which we live. The objectives and targets underpinning this goal are designed to ensure that we comply with the legislation in force, respect the environment and conduct ourselves in an ethically and morally responsible manner. They support the federal sustainable development approach and address building energy, the vehicle fleet and green procurement.

The CBSA supports federal efforts to promote environmental sustainability as reflected in the *Government of Canada's Approach to Sustainable Development Strategies*. Targets shown with a maple leaf symbol are those that contribute to federal sustainable development goals.

Goal 1

The Canada Border Services Agency is a socially responsible organization






Objective 1.1

Forge strategic partnerships to leverage the strengths of the CBSA mandate

<p>Target 1.1.1 By March 31, 2008, develop a partnership strategy on sustainable development horizontal issues</p> <p>Performance Indicator Partnership strategy on sustainable development horizontal issues developed</p> <p>Reporting Mechanism Partnership strategy on sustainable development horizontal issues</p> <p>OPI Strategy and Coordination Branch</p>	<p>Target 1.1.2 By March 31, 2009, forge three internal and/or external strategic partnerships</p> <p>Performance Indicator Number and percentage of partnership agreements</p> <p>Reporting Mechanism Agreements/Memoranda of Understanding</p> <p>OPI CBSA branches</p>
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Objective 1.2

Endorse the Federal House in Order initiative to reduce greenhouse gas emissions

<p> Federal SD Goal III</p> <p>Target 1.2.1 By March 31, 2008, develop a 2007-2012 greenhouse gas emissions reduction strategy</p> <p>Performance Indicator Greenhouse gas emissions reduction strategy completed</p> <p>Reporting Mechanism Greenhouse gas emissions report</p> <p>OPI Comptrollership Branch</p>	<p> Federal SD Goal III</p> <p>Target 1.2.2 By March 31, 2009, implement phase 1 of 2007-2012 greenhouse gas emissions reduction plan</p> <p>Performance Indicator Percentage of reduction of greenhouse gas emissions</p> <p>Reporting Mechanism Environmental database</p> <p>OPI Comptrollership Branch</p>	<p> Federal SD Goal III</p> <p>Target 1.2.3 Annually apply Leadership in Energy and Environmental Design (LEED) certification standards for new CBSA-owned border crossing facilities, where feasible</p> <p>Performance Indicator Number and percentage of new LEED-certified facilities</p> <p>Reporting Mechanism LEED certification report</p> <p>OPI Comptrollership Branch</p>	<p> Federal SD Goal III</p> <p>Target 1.2.4 Annually reduce by 15% (from 2002-2003 levels) greenhouse gas emissions per vehicle kilometre</p> <p>Performance Indicator Annual average of greenhouse gas emissions per vehicle kilometre</p> <p>Reporting Mechanism Fleet management system</p> <p>OPI Comptrollership Branch</p>	<p> Federal SD Goal III</p> <p>Target 1.2.5 Annually purchase ethanol-blended fuel for vehicle fleet, where available</p> <p>Performance Indicator Percentage of ethanol-blended gasoline purchased</p> <p>Reporting Mechanism Fleet management system</p> <p>OPI Comptrollership Branch</p>
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Objective 1.3

Utilize green procurement to advance the government-wide sustainable development objectives

<p> Federal SD Goal VI</p> <p>Target 1.3.1 By March 31, 2008, develop and implement a national green procurement program</p> <p>Performance Indicator Dollar value and percentage of green assets purchased (goods and services)</p> <p>Reporting Mechanism Corporate administrative system</p> <p>OPI Comptrollership Branch</p>	<p> Federal SD Goal VI</p> <p>Target 1.3.2 By March 31, 2010, develop and implement a life-cycle approach to asset management</p> <p>Performance Indicator Number and percentage of asset categories identified and managed according to the life-cycle approach</p> <p>Reporting Mechanism Corporate administrative system</p> <p>OPI Comptrollership Branch</p>	<p> Federal SD Goal VI</p> <p>Target 1.3.3 By March 31, 2010, train all procurement personnel on green procurement</p> <p>Performance Indicator Number and percentage of procurement personnel trained</p> <p>Reporting Mechanism Annual training report</p> <p>OPI Comptrollership Branch</p>
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Goal 2: The Canada Border Services Agency is an employer of choice

The concept of “employer of choice” is designed to address employment changes that are becoming increasingly unstable, precarious and competitive. It empowers an organization to choose to be different by creating working conditions that benefit the employee as much as itself.

By becoming an employer of choice, the CBSA will create a culture uniquely suited to its organizational context and transform its work environment into one that is more stable, rewarding and fulfilling for existing and future employees. By doing so, we will be demonstrating that the CBSA is a strong, ethical place to work, where employees are respected and their integrity and professionalism are valued.

This second goal emphasizes organizational change to optimize the Agency's performance in modern and innovative fields of activity. Thus, the objectives and targets underpinning Goal 2 focus on improved environmental performance and the use of

technology to facilitate and make the work of employees more efficient.

By enhancing our environmental and technological performance, the Agency will be exercising visionary leadership that will allow us to improve our internal and external communications while mitigating our environmental impacts. As well, better environmental performance and the use of new technologies is what distinguishes progressive, cutting-edge organizations from more conventional ones. The CBSA's commitment to creating attractive working conditions for employees is a reflection of its desire to position itself as an employer of choice.



Goal 2

The Canada Border Services Agency is an employer of choice

Objective 2.1

Enhance environmental performance of the CBSA operations

Target 2.1.1

By March 31, 2009, develop and implement an environmental management system

Performance Indicator

Number of significant environmental aspects that are identified and managed by the environmental management system

Reporting Mechanism

Environmental management system annual report

OPI

Comptrollership Branch

Target 2.1.2

By March 31, 2010, develop and implement an environmental database

Performance Indicator

Number of environmental aspects managed by the environmental database

Reporting Mechanism

Environmental database

OPI

Comptrollership Branch

Objective 2.2

Utilize technology to make effective and efficient use of resources

Target 2.2.1

By March 31, 2012, develop and implement an electronic information management system

Performance Indicator

Number and percentage of electronic information management system components that have been developed and implemented

Reporting Mechanism

Electronic information management system

OPI

Executive Management Committee

Target 2.2.2

By March 31, 2008, develop and implement a paper reduction policy

Performance Indicator

Volume of paper purchased (office paper and forms)

Reporting Mechanism

Corporate administration system

OPI

Comptrollership Branch

Target 2.2.3

By March 31, 2008, undertake a pilot project that uses technology in a boardroom to reduce travel

Performance Indicator

Number of electronic components installed in the boardroom

Reporting Mechanism

Pilot project report

OPI

Innovation, Science and Technology Branch

Goal 3: The employees of the Canada Border Services Agency contribute to a sustainable Canada

Sustainable development is more than a way of thinking. It is a mode of being that each one of us must embrace. The CBSA aspires to integrate sustainable development into its way of thinking and its local, national and international operations. The success of this challenge resides in the employees' comprehension of the sustainable development pillars. Their contribution to a sustainable Canada goes beyond the workplace. It encompasses every aspect of their daily lives.

This third goal is designed to increase the ability of employees to think and act in a sustainable manner. To that end, it is essential that we create a learning framework that encourages employees to take ownership of sustainable development and transform it into concrete action. The objectives and targets under Goal 3 are designed to provide employees with awareness-raising and learning tools that will empower them to incorporate sustainable development into their day-to-day activities, both at home and at work. The objectives and targets are also meant to make it easier to recognize those employees who develop and implement innovative and sustainable practices.

Goal 3

The employees of the Canada Border Services Agency contribute to a sustainable Canada

Objective 3.1

Build capacity and enhance sustainable development awareness

<p>Target 3.1.1 By March 31, 2009, develop and implement a national sustainable development awareness program</p>	<p>Target 3.1.2 By March 31, 2009, develop and implement a national sustainable development recognition program</p>	<p>Target 3.1.3 By March 31, 2008, create a virtual sustainable development centre of expertise</p>
<p>Performance Indicator Number and percentage of sustainable development awareness initiatives that have been identified and implemented</p>	<p>Performance Indicator Number and percentage of recognized employees who have contributed to sustainable development initiatives</p>	<p>Performance Indicator Number of click-through-rates on the virtual sustainable development centre of expertise</p>
<p>Reporting Mechanism Sustainable development awareness report</p>	<p>Reporting Mechanism Sustainable development recognition program report</p>	<p>Reporting Mechanism E-communications report</p>
<p>OPI Human Resources Branch</p>	<p>OPI Human Resources Branch</p>	<p>OPI Comptrollership Branch</p>

9. Conclusion

A new era has begun with the start of the 21st century: the era of sustainability. This poses a real challenge for the CBSA and the Government of Canada as they must now reposition themselves in line with the principles of sustainable development espoused by the international community.

The goal of sustainable development is to establish a state of harmony among human beings and between man and nature. Sustainable development is not a state of equilibrium but rather a process of change whereby choices and decisions are made on the basis of current and future needs.

The CBSA will therefore gradually shift to new ways of thinking and acting that will reflect economic, social and environmental dimensions. Thus, in this strategy, our

emphasis will be on creating systems that will promote overall sustainable management of our activities.

Our commitment to sustainable development will provide a strong foundation - one that will support efficient and effective border management that contributes to the security and prosperity of Canada.



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Appendix 1 – Glossary

Ecological footprint: A measurement of the pressure exerted by man on nature. It is a tool that evaluates the productive surface necessary to a population to meet its consumption of resources and its needs for absorption of waste.

Environmental management system: Continual cycle of planning, implementing, reviewing and improving the processes and actions that an organization undertakes to meet its environmental goals.

Goal: Represents the final outcome that an organization is pursuing.

Greening government operations: Initiative aimed at establishing guidelines for all Government of Canada departments on how to integrate environmental considerations into the management of their operations.

Objective: Represents the immediate, intermediate and long-term outcomes that an organization is pursuing.

Performance indicator: Qualitative or quantitative measurement that determines whether or not a target has been met.

Reporting mechanism: Means of collecting the needed data to measure performance toward achieving a target.

Target: Clear and concrete statement of a result related to the output and outcome to be achieved within a given time frame. Targets form the basis for comparing planned and actual results and will lead toward achieving an objective.

Appendix 2 – Sustainable Development Framework 2007-2047

Our performance-based management framework will assist us in achieving our goals and will provide long term sustainable development (SD) direction.

SD Vision

In support of its responsibility for providing integrated border services to ensure the security and prosperity of Canada, the CBSA will manage the lawful flow of people and goods while contributing to environmental quality, a prosperous economy and social equity.

SD Strategic Direction 2007-2009

Increase awareness, understanding and necessary skills to meet SD challenges and integrate the social, economic and environmental dimensions of SD into decision-making processes.

SD Policy Statement

The CBSA will strengthen its mandate by contributing to the well-being of the environment, the economy and the society. The CBSA will integrate SD principles into its decision-making processes, policies, programs and operations.

Influencing Factors

- Demonstrated leadership from the government and senior management
- Committed financial and human resources
- Clear accountability
- Shared SD responsibility
- Support from CBSA employees
- Continuous learning and improvement through self-assessment
- Simple and effective SD tools and processes
- Life-cycle approach
- Effective communication and cooperation throughout the CBSA

Immediate Outcomes - over the next 10 years

- Level of employee awareness is raised with the goal of increasing SD knowledge, skills and applications;
- Leadership and commitment to SD is demonstrated;
- Practice of balanced decision-making in policies, programs and operations is increased;
- Integrating SD principles into decision-making processes has begun;
- Federal environmental legislation requirements and best management practices are met or exceeded;
- SD best management practices in program delivery and operations are implemented;
- New partnerships to support shared SD objectives are developed and enhanced; and
- SD commitments to employees, partners, the public and visitors of Canada are communicated.

Ultimate Outcomes - 40 years

- SD is part of the corporate culture and employees are empowered to think and act in a sustainable manner;
- Sustainable, efficient and innovative policies, programs, and operations are in place;
- Modern comptrollership and triple-bottom line reporting on social, economic and environmental performance allows for transparent management of results;
- Conservation of natural resources is achieved through sustainable practices;
- Security of Canadians (personal, community and national) is increased;
- Knowledge, innovation and technology are shared with international partners; and
- Quality of life, equity and respect for diversity are integrated into decision-making processes.

Intermediate Outcomes - 10 to 20 years

- Employees are able to contribute to SD;
- Effective systems are in place for SD;
- SD is entirely integrated into decision-making processes;
- Programs demonstrate sustainable business delivery;
- Operations are managed sustainably and diligently; and
- The CBSA is an employer of choice and good corporate citizen with an enhanced corporate image.

Appendix 3 – Sustainable Development Network: Role and Responsibilities

Minister of Public Safety: Pursuant to the section 24(2) of the *Auditor General Act*, the Minister has a legislated requirement to table the CBSA sustainable development strategy and provide an updated version to Parliament every three years.

President of the CBSA: Ensures the CBSA adopts the sustainable development pillars and practices; ensures the sustainable development strategy is developed, implemented and updated at least every three years; implements the associated action plan; and reports annually on progress in the departmental performance report. The President also approves and assures compliance with the sustainable development policy and sustainable development strategy.

Sustainable Development Champion: As a spokesperson, the Sustainable Development Champion is an advocate, promoter and leader for sustainable development. The Champion promotes sustainable development values, vision, commitments and achievements to the CBSA employees, partners and clients. The Champion's leadership is vital in moving the CBSA toward the integration of sustainable development into its organizational culture.

Sustainable Development Steering Committee: A senior management forum that provides guidance on developing and implementing the sustainable development strategy. It comprises the Sustainable Development Champion and representatives from the Office of Primary Interest.

Office of Primary Interest : The Sustainable Development Team, within the Infrastructure and Environmental Operations Directorate (Comptrollership Branch), is the OPI and the centre of expertise for sustainable development. It is the functional lead for coordinating the development, updating and implementation of the sustainable development strategy and the associated action plan.

National Sustainable Development Committee: Composed of a representative from each branch, this committee is responsible for validating, approving and reporting on progress as well as communicating key sustainable development messages. It is also responsible for encouraging employees to find opportunities to make the CBSA's internal operations more efficient, sustainable and respectful of the environment. The representatives support the Sustainable Development Operational Committee's branch and regional coordinators.

Sustainable Development Operational Committee: Composed of a coordinator from each branch and region, this committee is responsible for planning, developing, implementing and reporting on progress as well as communicating key sustainable development messages. The coordinators support the branch representatives on the National Sustainable Development Committee and act as a liaison between their area and other branches within the Agency.

CBSA employees: They are all stewards of sustainable development and the environment. They are responsible for carrying out their activities in a way that is consistent with sustainable development principles; contributes to defining goals and objectives; and helps achieve the targets.

Appendix 4 – List of External Stakeholders

Unions

ACFO	Association of Canadian Financial Officers
CAPE	Canadian Association of Professional Employees
CEUDA	Customs Excise Union Douanes Accise
IBEW	International Brotherhood of Electrical Workers
PAFSO	Professional Association of Foreign Service Officers
PIPSC	Professional Institute of the Public Service of Canada

Partners

Assembly of First Nations
Canadian Airports Council
Government of Ontario
Montreal Port Authority
School of Public Policy and Administration, Carleton University
Sierra Club of Canada

Other government departments and agencies

Canada Revenue Agency
Citizenship and Immigration Canada
Environment Canada
Public Safety and Emergency Preparedness Canada
Royal Canadian Mounted Police
Transport Canada