Sustainable Development Strategy 2014-2017
This report is also available on our website at http://www.cbsa-asfc.gc.ca/.

Cette publication est également disponible en français.
Canada Border Services Agency
Sustainable Development Strategy 2014-2017

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What is sustainable development?

Sustainable development is improving the standard of living by protecting human health, conserving the environment, using resources efficiently and advancing long-term economic competitiveness. It integrates environmental, economic and social priorities into policies and programs and requires action at all levels — citizens, industries and governments. For the CBSA specifically, sustainable development means choosing ways to carry out our mandate that makes desired outcomes last and recognizing that today’s decisions are legacies for tomorrow’s generations.
Message from the Office of Sustainable Development

Our mandate at the Canada Border Services Agency (CBSA) is to support national security and safety priorities by ensuring an integrated border that facilitates the free flow of people and goods. In our efforts to be responsible, and ultimately successful, we are aiming to position environmental sustainability at the forefront of all our operations. Accordingly, under the Government of Canada’s Federal Sustainable Development Strategy 2013-2016 [1], we are pleased to present the CBSA’s Sustainable Development Strategy 2014-2017. Our Strategy builds on earlier versions with increased emphasis on accountability and ensuring that our commitments are transparent and that departmental performance reporting targets are in place to track and measure progress.

To remain relevant in a rapidly changing world, and as the CBSA advances toward meeting our 2014-2017 sustainable development commitments, we recognize that we must be open to change and to adopting new and more environmentally efficient ways of doing business. Programs, such as EcoShift, have been put in place to help our employees make these changes. EcoShift is a collection of complementary initiatives to encourage senior management leadership and employee engagement with the shared goal of improving our operations to achieve more environmentally sustainable and economically competent outcomes. EcoShift will provide ideas for transforming outdated and unsustainable practices and activities into more sustainable alternatives.

Environmental sustainability is a shared responsibility. We commend CBSA employees for the contributions that each and every one of them has made, and continue to make, toward positioning us as an environmentally friendly and sustainable Agency. We believe that those efforts have improved our performance and efficiency, and have reaffirmed the tremendous pride that we take in our work.

On behalf of all CBSA employees, we are confident that as an Agency we will continue to work together with a strong commitment toward advancing sustainable development practices in the workplace and to meeting our goals over the next three years and well into the future.

Claude Rochette
National Office of Primary Interest
Sustainable Development

Gino Lechasseur
Champion
Sustainable Development
Introduction and Context

Sustainable development is a high priority in policy discussions in Canada and around the world. It is now, more than ever, strongly linked to the economic, social and environmental well-being of a country, and is a key factor in international trade discussions and negotiations. At a practical level, the role of Canada’s border services officers has expanded to include sustainable development considerations, such as environmental protection and the greening of trade, with growing links to the health and well-being of society. Border services officers are now expected to facilitate the efficient movement of legitimate travel and trade while simultaneously limiting the potential risks and threats of inappropriate commerce, such as uncontrolled and illegal trade or criminal activities.

In 2008, the Government of Canada passed the Federal Sustainable Development Act [2]. The Act mandates the development of the Federal Sustainable Development Strategy [3] to represent all government departments and agencies and to be updated every three years. The Strategy is currently in its second cycle and focuses on integrating sustainable development practices into core planning and decision making in tandem with diligent tracking and reporting mechanisms.

To implement the federal Strategy, departmental and agency strategies have been developed. The CBSA’s Sustainable Development Strategy 2014-2017 supports and will help to transform the federal Strategy into an action plan. It links sustainable development planning and reporting to federal core-expenditure planning and reporting, and it establishes effective measurement, tracking and reporting systems that are specific to the CBSA’s operations.


The CBSA’s EcoShift Program is the driving force for delivering the Agency’s sustainable development strategic priorities with transparency and accountability. The Program fosters sustainable resource use by improving business processes. As one of its key features, sustainable development targets,
The role of Canada’s border services officers has expanded to include sustainable development considerations, such as environmental protection and the greening of trade, with growing links to the health and well-being of society.

It is estimated that 300,000 people cross Canada’s land borders every day.

with specific implementation strategies and timelines (see Sustainable Development Commitments section), have been identified and will be incorporated into planning and decision making. From the federal perspective to the local Agency reality, EcoShift is integral to the CBSA’s success and will serve as the impetus for rethinking business approaches and for adopting more sustainable workplace practices.

Two overarching initiatives complement the CBSA’s Sustainable Development Strategy 2014-2017: the Agency-level Border Modernization, aimed at building a modern border, and the government-wide Blueprint 2020 [6], which serves as a model for building a modern public service. In a world that is continually changing, it is critical to have a dedicated and high-performing workforce wherein innovation, engagement and networking are promoted. These initiatives are the road maps for the CBSA to fulfill its commitments, shape its future and help set the stage for the long-term competitiveness of all federal government departments and agencies.
CBSA 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 a secure society. The 2014-2017 Strategy will take the vision a step further: To empower our employees to make better choices by creating a sustainable workplace and workforce.

Sustainable Development Management

Vision

The CBSA manages sustainable development change in two different ways — physical and behavioural. The physical includes ways in which the environment is impacted, such as measures to reduce greenhouse gas emissions, energy consumption and waste. Any change to the physical environment usually occurs as a result of infrastructure innovation and technology-based intervention.

Behavioural change requires that management play a leadership role to engage employees in new ways of thinking about how the CBSA operates. The key areas — invasive alien species, greenhouse gas emissions and energy, real property environmental performance, green procurement, sustainable workplace operations, greening services to clients and water management — are influenced by forging partnerships and encouraging open communications with employees at all levels. A sustainable workplace flourishes when employees share opportunities and adopt practices that contribute to sustainable solutions.


The CBSA is committed to empowering its 15,306 employees across Canada with the necessary tools to put sustainable development into practice. For the EcoShift Program to retain credibility and to advance the Agency’s commitments, it is imperative that senior management play a strong leadership role and, in fact, lead by example. Under management’s leadership, employees will be encouraged to actively participate in the process and to identify unsustainable activities and transform them into sustainable outcomes. By incorporating sustainable development philosophies and performance targets into business plans, senior management will help ensure that transformation.
Sustainable Workplace Vision
Empowering employees to make better choices by creating a sustainable workplace and workforce

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<th>Build</th>
<th>Transform</th>
<th>Achieve</th>
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<tr>
<td>LEADERSHIP</td>
<td>Green Procurement</td>
<td>Cost Savings</td>
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<td>INNOVATION</td>
<td>Sustainable Workplace Operations</td>
<td>Improved Employee</td>
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<td>TECHNOLOGY</td>
<td>Greening Services to Clients</td>
<td>Performance</td>
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<td>COMMUNICATIONS</td>
<td>Invasive Alien Species</td>
<td>Environmental Sustainability</td>
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<td>Greenhouse Gas Emissions and Energy</td>
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<td>Real Property Environmental</td>
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<td>Performance</td>
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<td>Water Management</td>
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Approach

Sustainable Workplace Approach

The CBSA recognizes the need for a comprehensive and consistent approach if deep-rooted habits and routines are to change. A management-led approach to help employees reach Agency performance targets has been put forth to drive daily operations toward more sustainable practices. The five action words are *enable* — *engage* — *exemplify* — *encourage* and *ensure*. Known as the *Sustainable Workplace Approach*, these guiding principles will direct sustainable development integration across the CBSA.

The overarching *Sustainable Workplace Approach* is key to sustainable development delivery. Recognizing the synergy and interconnectedness of priority areas underscores the need for strong leadership and participation at all levels. Accountability for delivery ultimately rests with senior management. Responsibility, however, rests with all employees.
## PRIORITY AREAS

<table>
<thead>
<tr>
<th>Invasive Alien Species</th>
<th>Greenhouse Gas Emissions and Energy</th>
<th>Real Property Environmental Performance</th>
<th>Green Procurement</th>
<th>Sustainable Workplace Operations</th>
<th>Greening Services to Clients</th>
<th>Water Management</th>
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### ENABLE

- Information sharing
- Capacity building
- Education and training opportunities
- Understanding cross-cutting issues
- Open and innovative dialogue

### ENGAGE

- Senior management and employees
- Employees in opportunities through existing initiatives
- Employee empowerment and decision-making
- Partnerships between cross-cutting issues
- User-friendly access to sustainable development networks

### EXEMPLIFY

- Leadership by example
- Efficient, consistent and transparent practices
- Contributions to the vision
- Shared solutions to common priorities
- Commitment to implementation

### ENCOURAGE

- Coordination and cooperation
- Consistent messaging
- Leadership behaviours
- Rewarding of best practices and results
- Knowledge sharing around cross-cutting issues

### ENSURE

- Effective monitoring and reporting on commitments
- Compliance with positive physical and behavioural changes and actions
- Sustainable development is considered in policies, programs and operations
- Efforts are converted to actions and results
- Delivery of commitments and coordination of progress reporting
- Cost efficiency
- Resources contribute to commitments
Program

EcoShift Program

While the Sustainable Workplace Approach is intended to motivate and build capacity across the CBSA, the EcoShift Program is based on applying practical approaches and enabling employees to influence decisions and remodel their workplaces by adopting modern business practices.

EcoShift is designed to transform the CBSA Strategy from ideas and commitments into actions. It is a workforce platform that acts as a vehicle for engagement by minimizing paper, encouraging green meetings and reducing electric and electronic waste, from goods and services procurement offices to greening border-crossing facilities. By empowering employees with innovative solutions and tools at the local level, the CBSA can benefit from cost savings, enhanced environmental quality and improved organizational well-being.

Since 2006, the CBSA has been building a community of practice by forging powerful coalitions with Agency-recognized Sustainable Development Champions through its Offices of Primary Interest (OPIs). These Champions across the Agency are advocates and drivers of change who play a lead role in communicating the important benefits of adopting sustainable practices at their respective branches and regions across Canada. The OPIs have become centres of expertise in their own right and are crucial to the sustainable development momentum.

EcoShift’s underlying message is simple: every employee can lead by example and serve as a catalyst for adapting to and adopting new approaches that improve services and outcomes for the Agency and its client base. For EcoShift to reach its potential, a positive and interactive work environment, where new ways of thinking are encouraged and expected, is essential.

It is clear that EcoShift serves to refine and transform the Agency’s approach to sustainable development. Each core area, including green building, green procurement, information technology (e-waste, printer and asset ratios), waste, greenhouse gas emissions, paper usage and water conservation, benefits from the targeted implementation strategies and detailed performance reporting systems.
Tools

Achieving the commitments outlined in the Strategy will depend on the CBSA’s capacity to create a sustainable workplace and workforce. Increasingly, CBSA employees will need to adopt new, environmentally sustainable approaches to business. Tools such as the Sustainable Development Lens and the Strategic Environmental Assessment will assist in the process. Below is an overview of some of the Agency’s more commonly used strategic analysis tools.

In addition to CBSA tools, corporate reports, including the CBSA’s Report on Plans and Priorities and the Departmental Performance Report, are international reporting mechanisms to improve government accountability within the public expenditure management cycle. The CBSA contribution to this global effort is to provide annual feedback for measuring and improving sustainable development performance.

Strategic Environmental Assessment

Under the Cabinet Directive on the Environmental Assessment of Policy, Plan and Program Proposals, the CBSA must complete a strategic environmental assessment for all proposed policies, plans, programs or projects that may result in lasting cumulative environmental effects. The purpose of the assessment is to identify and address environmental issues in context with economic and social considerations. Once reviewed and approved by the Agency’s senior management, strategic environmental assessments are submitted through Memoranda to Cabinet and Treasury Board Submission processes prior to commencing work.

The strategic environmental assessment is a mechanism for becoming more efficient and for enabling a more rigorous integration of environmental issues. It is not intended to serve as a stand-alone analysis, but to be integrated with other processes and to provide real-time feedback at all stages. The CBSA’s decision makers are then better positioned to conduct ongoing reviews and to make any necessary modifications.

Sustainable Development Lens

The Sustainable Development Lens is a decision-making matrix designed to address sustainable development issues around business planning and operations. It comprises a series of trigger questions to be considered prior to the onset of any policy, program or operation, and it is intended to advance analytical thinking and to generate suggestions for improvement and/or mitigation of potentially unsustainable components. The goal of the lens is to create awareness
and build capacity for informed decision making, and to instil an approach that intuitively positions sustainable development management at the forefront of all business practices.

**Report on Plans and Priorities and Departmental Performance Report**

The Government of Canada’s Expenditure Management System is a framework for planning, implementing and evaluating federal spending. It facilitates the alignment and integration of multiple federal government and stakeholder issues into new and existing government policies and provides baseline data for tracking fiscal progress and ensuring accountability.

The CBSA incorporates sustainable development commitments and accomplishments in the Report on Plans and Priorities and the Departmental Performance Report. Measuring progress and being accountable for progress are key to advancing the CBSA’s sustainable workplace and workforce. Tracking and reporting the CBSA performance towards federal sustainable development commitments contributes to the whole-of-government view of results.

CBSA Officers sort and verify international mail as part of their daily operations.
Sustainable Development Commitments

The CBSA contributes to the *Federal Sustainable Development Strategy 2013-2016* through an invasive alien species implementation strategy under “Theme III, Protecting Nature and Canadians,” and the greening government operations targets set out in “Theme IV, Shrinking the Environmental Footprint – Beginning with Government.” The CBSA Strategy integrates target-oriented, employee-focused approaches that are implemented through the Agency’s policies, programs and operations with the ultimate goal of making Canada’s border, workplace and workforce more sustainable.

**Sustainable Development Commitments**

Themes, Goals and Targets*

**THEME III – Protecting Nature and Canadians**

**Goal 4**

Conserving and Restoring Ecosystems, Wildlife and Habitat, and Protecting Canadians

**Target 4.6**

Invasive Alien Species

**THEME IV – Shrinking the Environmental Footprint – Beginning with Government**

**Goal 6**

Greenhouse Gas (GHG) Emissions and Energy

**Target 6.1**

GHG Emissions Reduction

**Goal 7**

Waste and Asset Management

**Target 7.1**

Real Property Environmental Performance

**Target 7.2**

Green Procurement

**Target 7.3**

Sustainable Workplace Operations

**Target 7.4**

Greening Services to Clients

**Goal 8**

Water Management

**Target 8.1**

Water Management

* The above themes, goals and targets correspond to the *Federal Sustainable Development Strategy 2013-2016*. 
The successful implementation of approaches to help the CBSA reach its sustainable development commitments will require active and ongoing employee engagement. The CBSA’s OPIs are at the core of this engagement. In the past several years, OPIs have become centres of expertise in their respective jurisdictions and have fostered progress by effectively translating sustainable development goals into realities. Leading by example, OPIs have become the CBSA’s model for reinforcing sustainable development principles and actions in daily operations. The continued momentum of OPI communications with employees on sustainable development issues and targets will be integral to meeting the commitments of the CBSA’s 2014-2017 Strategy.

Theme III — Protecting Nature and Canadians

Goal 4 — Conserving and Restoring Ecosystems, Wildlife and Habitat, and Protecting Canadians

Resilient ecosystems with healthy wildlife populations so Canadians can enjoy benefits from natural spaces, resources and ecological services for generations to come

Target 4.6 Invasive Alien Species

Increasingly, travel, trade and tourism have facilitated the movement of alien species beyond natural bio-geographical borders. In Canada, invasive alien species (IAS) include at least 27 percent of all vascular plant species, 181 insect species, 24 bird species, 26 mammal species, 2 reptilian species, 4 amphibian species, 55 freshwater fish species and several mollusc and fungi species. These IAS are typically introduced intentionally or unintentionally via human travel and international trade by air, land and water pathways. Pathways may include ballast water, recreational boating and international trade in live plants and animals and their products.

Invasive alien species have potentially devastating impacts on the Canadian economy, environment and society at large. Economically, industries such as agriculture, horticulture and forestry, where entire landscapes may be altered, have been the most visibly affected. Species such as emerald ash borer [15] and purple loosestrife [16] have caused serious damage to Canada’s urban and wild landscapes. When diseases such as West Nile Virus [17] are

Since it was brought to North America in the late 19th Century, purple loosestrife has become a serious invader of wetlands and roadsides in many parts of Canada.
introduced into Canada, the social and health implications can be life-threatening. The impacts of IAS also have serious implications for trade if Canada is no longer permitted to export certain goods as a result of IAS threats to other countries.

To reduce the risk of IAS and to conserve ecosystem biodiversity, Canada’s federal government, in cooperation with provincial and territorial governments, introduced *An Invasive Alien Species Strategy for Canada* [18] in September 2004. The Strategy has four equally important goals:

- to prevent the harmful intentional and unintentional introduction of invasive alien species into Canada
- to detect and identify new invaders
- to respond rapidly to new invaders upon detection
- to manage established and spreading invaders through eradication, containment and control

The CBSA implements the IAS Strategy by preventing (the most cost-effective measure), detecting and responding to IAS threats. Under Theme III of the federal Strategy, the CBSA is working to “prevent the introduction and rapid dispersal of invasive species and disease into Canada via land, air and marine ports of entry, thus reducing potential deleterious effects to ecosystems, economies and society.”

The international movement of non-compliant wood-packaging materials and goods contaminated with soil is considered a high-risk pathway for IAS to enter Canada. Preventing IAS entry into Canada includes inspecting and intercepting shipments — checking for goods contaminated with soil, examining wood-packaging material to ensure the absence of live wood-boring pests, identifying prohibited commodities and ensuring all import requirements for controlled commodities are met.

The CBSA works in partnership with the Canadian Food Inspection Agency (CFIA) [19] to improve the interception of live, forest-insect pests in wood packaging and to ensure compliance with the CFIA’s legislation and regulations with respect to plant and animal health. The CBSA also works with the Department of Fisheries and Oceans Canada (DFO) [20] and Canadian provinces to prevent aquatic invasive species, such as Asian carp and zebra mussels, from entering Canada.

With the introduction of the Single Window Initiative [21], there is an opportunity to better identify commodities on commercial import documentation. In particular, the identification of plants and animals by their scientific names will enable the CBSA, the CFIA, Environment Canada [22] and DFO to more effectively determine admissibility requirements for those species. This will lead to improved risk assessment and risk management and facilitate trade while improving enforcement capabilities. Furthermore, once this initiative is fully implemented, it will support performance reporting.
TARGET 4.6 — INVASIVE ALIEN SPECIES

By 2020, pathways of invasive alien species introductions are identified and risk-based intervention or management plans are in place for priority pathways and species.

IMPLEMENTATION STRATEGY 4.6.10

<table>
<thead>
<tr>
<th>PERFORMANCE INDICATORS</th>
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<tbody>
<tr>
<td><strong>Wood-packaging material pathways</strong></td>
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<tr>
<td>Number of commercial containers inspected for wood-packaging material</td>
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<tr>
<td>Number of interceptions of live pests in wood-packaging material</td>
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<tr>
<td>Number of containers ordered removed from Canada for reasons of non-compliance with phytosanitary requirements for wood-packaging material</td>
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<tr>
<td>Percentage of containers inspected for wood-packaging materials that are compliant with phytosanitary requirements</td>
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<tr>
<td><strong>Soil pathways</strong></td>
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<tr>
<td>Number of shipments inspected for goods contaminated with soil</td>
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<tr>
<td>Number of shipments contaminated with soil ordered removed from Canada</td>
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<tr>
<td>Number of shipments contaminated with soil cleaned or cleaned and disinfected (and released into Canada)</td>
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<tr>
<td><strong>Food, plant and animal non-compliant commodities</strong></td>
</tr>
<tr>
<td>Number and nature of interceptions of non-compliant food, plant and animal goods</td>
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<tr>
<td>Number of food, plant and animal investigations resulting in convictions</td>
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PROGRAM ALIGNMENT ARCHITECTURE

<table>
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<tr>
<th>PROGRAM ACTIVITY</th>
<th>TIMELINE</th>
<th>OFFICE OF PRIMARY INTEREST</th>
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<tr>
<td><strong>Admissibility Determination</strong></td>
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<td><strong>Highway, air, rail and marine modes</strong></td>
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<td>Annually</td>
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<td>Traveller Border Programs Division</td>
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EXPECTED RESULTS

Prevent the introduction of invasive alien species into Canada
Increase compliance for food, plant and animal regulated goods
Enhance probability of interception of food, plant and animal regulated goods
Theme IV — Shrinking the Environmental Footprint – Beginning with Government

The CBSA has 106 custodial facilities, 54 residential units and 15 wharves as well as 1,002 on-road vehicles and 17 boats at various sites across Canada. The Agency’s environmental footprint can be largely attributed to operations that include the delivery of services, infrastructure resources, procurement and disposal of assets and management of energy, water and waste.

The CBSA is focusing on making the workplace more sustainable through the greening of buildings, staff engagement and corporate investment in the greening of its operations. Such initiatives can result in lower employee absenteeism, reduced employee turnover and improved employee recruitment and morale.

The CBSA will develop an approach for each of the key areas: greenhouse gas emissions and waste reduction, water-efficiency management, greening of real property and asset and materiel management. The approaches will provide the tools for implementing actions that result in more efficient operations.

Goal 6 — Greenhouse Gas Emissions and Energy
Reduce the carbon footprint and energy consumption of federal operations

Target 6.1 Greenhouse Gas Emissions Reduction

The CBSA has set an 11% emissions reduction target by 2020 (1.1% reduction per year). Along with other federal departments and agencies, the CBSA submits annual greenhouse gas inventories on energy-use data to contribute to the monitoring of the Government of Canada’s progress toward reducing emissions. The first CBSA inventory, along with a management strategy and action plan, was reported in 2007 as part of the CBSA’s Sustainable Development Strategy 2007-2009.

Canada’s Greenhouse Gas Inventory [23] continues to track custodial facility and fleet emissions against the Agency’s baseline year 2005-06. It also provides data on the Agency’s energy consumption and cost trends and identifies where cost savings and greenhouse gas reductions can be achieved. Since 2003, the CBSA has expanded its operations — larger buildings have been needed to accommodate front-line operations. The expansion has resulted in the increased size and composition of the Agency’s infrastructure portfolio, and as a result, its greenhouse gas emissions have increased. Although new buildings are constructed in accordance with higher environmental standards, the overall energy costs and emissions are increasing because of the Agency’s growing footprint. In contrast, fleet emissions have been declining due to significant investment in the replacement of older and less fuel-efficient vehicles with newer, more efficient options. Unfortunately, the reduction in fleet emissions is largely offset by the increase in facility emissions.
The CBSA’s current management plan aims to reduce greenhouse gas emissions by:

- enhancing energy efficiency in new construction, major renovation projects and existing buildings by improving lighting, mechanical systems, building envelopes and energy management
- improving efficiency by conducting energy audits and implementing retrofits at selected facilities
- implementing Natural Resources Canada’s Federal Buildings Initiative [24] at the Rigaud Learning Centre
- conducting a fleet-use review
- increasing the purchase of hybrid, electric and ultra-compact vehicles
- promoting plug-load energy consumption and purchasing energy-efficient equipment

**TARGET 6.1 — GREENHOUSE GAS EMISSIONS REDUCTION**

The Government of Canada will reduce greenhouse gas emissions from its buildings and fleets by 17% below 2005 levels by 2020

**IMPLEMENTATION STRATEGY 6.1.1 PERFORMANCE INDICATOR**

The CBSA will report annually on the greenhouse gas emissions inventory using the Federal Greenhouse Gas Tracking Protocol — a common standard for federal operations and submit results to Public Works and Government Services Canada [25]

CBSA greenhouse gas emission reductions from buildings and fleet relative to fiscal year 2005-2006, expressed as a percentage

**IMPLEMENTATION ACTION TIMELINE OFFICES OF PRIMARY INTEREST**

<table>
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<tr>
<th>IMPLEMENTATION ACTION</th>
<th>TIMELINE</th>
<th>OFFICES OF PRIMARY INTEREST</th>
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<tbody>
<tr>
<td>6.1.1.1 Collect data and prepare the CBSA Greenhouse Gas Emissions Inventory</td>
<td>Annually</td>
<td>Contracting and Materiel Management Division; Environmental Operations Division; Regions</td>
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</table>

**IMPLEMENTATION STRATEGY 6.1.2 PERFORMANCE INDICATOR**

By March 31, 2015, the CBSA will update its Greenhouse Gas Management Plan to reduce greenhouse gas emission levels in absolute terms from 2005-06 levels and put them on a clear downward trend

**IMPLEMENTATION ACTIONS TIMELINE OFFICES OF PRIMARY INTEREST**

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<tr>
<th>IMPLEMENTATION ACTIONS</th>
<th>TIMELINE</th>
<th>OFFICES OF PRIMARY INTEREST</th>
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<tbody>
<tr>
<td>6.1.2.1 Establish the scope of the CBSA Greenhouse Gas Emissions Inventory including exclusions to be applied</td>
<td>By March 31, 2015</td>
<td>Contracting and Materiel Management Division; Environmental Operations Division; Strategic Planning and Project Delivery Division</td>
</tr>
<tr>
<td>6.1.2.2 Establish an approach to reduce greenhouse gas emissions for buildings and fleet</td>
<td>By March 31, 2015</td>
<td>Contracting and Materiel Management Division; Environmental Operations Division; Strategic Planning and Project Delivery Division</td>
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</table>
Goal 7 — Waste and Asset Management
Reduce waste generated and minimize the environmental impacts of assets throughout their life-cycle

Target 7.1 Real Property Environmental Performance

As a real property custodian, the CBSA is responsible for considering sustainable design approaches at all of its facilities. The sustainable design approach to building, construction and operations includes the building and its property and place in the community as a whole system. Green buildings require less energy to operate, reduce emissions and pollutants, conserve water, generate less solid waste and have decreased operation and maintenance costs. They also provide healthier and more productive workplaces.

In support of the sustainable design approach, the CBSA will implement its Real Property Sustainability Toolkit to foster improved decision making when constructing, commissioning, operating or dismantling a building. The toolkit includes a framework, checklist and policy suite. It encourages a healthy, sustainably designed workplace that promotes the well-being and productivity of employees and the communities in which they work.

TARGET 7.1 — REAL PROPERTY ENVIRONMENTAL PERFORMANCE

As of April 1, 2014, and pursuant to the CBSA Real Property Sustainability Framework, an industry-recognized level of high environmental performance will be achieved in Government of Canada real property projects and operations.

<table>
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<th>IMPLEMENTATION STRATEGY 7.1.1</th>
<th>PERFORMANCE INDICATORS</th>
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<tr>
<td>By March 31, 2015, the CBSA will update as appropriate, the Real Property Sustainability Framework to define its custodian’s approach to managing the environmental performance of new construction, build-to-lease projects, major renovations, operation and maintenance of existing CBSA-owned buildings, and new lease or lease renewal projects over 1,000 m²</td>
<td>Total number of existing CBSA-owned buildings and new lease or lease renewal projects (over 1,000 m²), and associated floor space (m²), assessed for environmental performance using industry-recognized assessment tools</td>
</tr>
<tr>
<td>Total number of existing CBSA-owned buildings, new leases or lease renewals, new construction, build-to-lease projects and major renovation projects (over 1,000 m²), and associated floor space (m²), achieving an industry-recognized level of high environmental performance</td>
<td>Total number of fit-up and refit projects achieving an industry-recognized level of high environmental performance</td>
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<th>IMPLEMENTATION ACTIONS</th>
<th>TIMELINE</th>
<th>OFFICES OF PRIMARY INTEREST</th>
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<tbody>
<tr>
<td>7.1.1.1 Achieve a level of performance that meets or exceeds the CBSA’s current commitment to sustainable buildings using industry-recognized assessment and verification tools</td>
<td>Annually</td>
<td>Asset Management and Control Division; Environmental Operations Division; Strategic Planning and Project Delivery Division</td>
</tr>
<tr>
<td>7.1.1.2</td>
<td>Conduct life-cycle assessments for all major construction and renovation projects using industry-recognized tools</td>
<td>Annually</td>
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<tr>
<td>7.1.1.3</td>
<td>Develop plans for addressing environmental performance assessment recommendations for existing CBSA-owned buildings</td>
<td>Annually</td>
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<tr>
<td>7.1.1.4</td>
<td>Manage the collection, diversion and disposal of workplace waste in CBSA-owned buildings in an environmentally responsible manner</td>
<td>Annually</td>
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<tr>
<td>7.1.1.5</td>
<td>Manage construction, renovation and demolition waste in CBSA-owned buildings in an environmentally responsible manner</td>
<td>Annually</td>
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<tr>
<td>7.1.1.6</td>
<td>Develop an approach to improve performance of CBSA-owned buildings via automation and commissioning</td>
<td>By March 31, 2017</td>
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<tr>
<td>7.1.1.7</td>
<td>Develop an approach to building operator training in CBSA-owned buildings</td>
<td>By March 31, 2017</td>
</tr>
<tr>
<td>7.1.1.8</td>
<td>Integrate the use of sustainable real property performance management indicators into the investment decision-making process for CBSA-owned assets in the building portfolio</td>
<td>By March 31, 2017</td>
</tr>
<tr>
<td>7.1.1.9</td>
<td>Benchmark and report on the energy usage intensity of CBSA-owned office buildings using industry-recognized tools</td>
<td>Annually</td>
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</table>

**IMPLEMENTATION STRATEGY 7.1.2 PERFORMANCE INDICATOR**

Real property managers and functional heads responsible for new construction, leases or existing building operations will have clauses related to environmental considerations incorporated into their performance management agreements  
Number and percentage of real property managers and functional heads whose performance management agreements contribute to the Real Property Sustainability Approach in the given fiscal year

**IMPLEMENTATION ACTION TIMELINE OFFICES OF PRIMARY INTEREST**

| 7.1.2.1 | Integrate the objectives of the Real Property Sustainability Approach in performance management agreements of real property managers and functional heads | Annually | Asset Management and Control Division; Strategic Planning and Project Delivery Division; Regions |
Target 7.2 Green Procurement

The Government of Canada Policy on Green Procurement \[26\] was launched in 2006. The Policy requires that the federal government procure, operate and dispose of its assets in a manner that protects the environment and supports sustainable development objectives. It applies to all federal government procurement activities (goods, services, construction) and integrates environmental considerations into federal government business practices. It promotes the selection of goods and services that are based on more than cost alone — quality, environmental performance and availability must also be factored into procurement decisions. By making green purchases, employees are selecting goods and services based on the entire life-cycle of a product or asset.

Goods and services are considered green when they have a lesser or reduced impact on human health and the environment than competing goods or services that serve the same purpose. The CBSA bases its procurement decisions on the “3Rs” (Reduce, Reuse, Recycle). Considerations for product or asset selection include whether it has a reduced manufacturing footprint, such as recycled products, or lower operating impacts, such as Energy Star appliances, or a smaller disposal impact because of reduced packaging.

Through green-procurement employee training, the CBSA will turn purchasing challenges into green opportunities. By building capacity for better employee understanding of the rationale for buying green and identifying what makes goods or services green, and applying life-cycle analysis, employees will be empowered to make more informed purchasing decisions.

Green procurement contributes to the expansion of an environmentally sound market, reduces the costs of goods and services, supports responsible suppliers and encourages innovation.

**TARGET 7.2 — GREEN PROCUREMENT**

As of April 1, 2014, the Government of Canada will continue to take action to embed environmental considerations into public procurement in accordance with the federal Policy on Green Procurement

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<tr>
<th>IMPLEMENTATION STRATEGY 7.2.1</th>
<th>PERFORMANCE INDICATORS</th>
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<tbody>
<tr>
<td>As of April 1, 2014, the CBSA will implement a Green Procurement Approach that furthers the implementation of the Federal Policy on Green Procurement</td>
<td>Number and percentage of specialists in procurement and materiel management who have completed the Canada School of Public Service green procurement course [27] or equivalent in the given fiscal year</td>
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<td></td>
<td>Number and percentage of managers and functional heads of procurement and materiel management who have performance management agreements which contribute to the Green Procurement Approach in the given fiscal year</td>
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<td>IMPLEMENTATION ACTIONS</td>
<td>TIMELINE</td>
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<tr>
<td>7.2.1.1 Develop and implement an e-bid system to integrate environmental considerations into procurement management processes and controls</td>
<td>By March 31, 2017</td>
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<tr>
<td>7.2.1.2 Train procurement and materiel management functional specialists on green procurement</td>
<td>Annually</td>
</tr>
<tr>
<td>7.2.1.3 Integrate Green Procurement Approach objectives into performance management agreements of managers and functional heads of procurement and materiel management</td>
<td>Annually</td>
</tr>
<tr>
<td>7.2.1.4 Set a minimum of three Specific, Measurable, Achievable, Relevant and Time-bound (SMART) targets to reduce the environmental impacts of purchases</td>
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<tr>
<td>7.2.1.4 a 95% of paper purchased will contain a minimum of 30% recycled content that meets or exceeds the criteria established in the EcoLogo UL 2771 standard for paper or equivalent</td>
<td>By March 31, 2017</td>
</tr>
<tr>
<td>7.2.1.4 b 20% of photocopier purchases will be multi-functional devices to reduce the environmental impact associated with the life-cycle of equipment</td>
<td>By March 31, 2017</td>
</tr>
<tr>
<td>7.2.1.4 c 75% of workstation reconfiguration projects in PWGC occupancy within CBSA Headquarters using re-manufactured or existing re-used furniture componentry (either CBSA-owned or other government departments transferred)</td>
<td>By March 31, 2017</td>
</tr>
<tr>
<td>7.2.1.5 Track and report use of common green procurement instruments (e.g., supply arrangements, standing offers, etc.) where feasible</td>
<td>Annually</td>
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</tbody>
</table>
Target 7.3 Sustainable Workplace Operations

Employees spend a large portion of their daily lives working — at the workplace, from home offices or on the road. Promoting workplace sustainability means creating more efficient and healthier workplaces where productivity is improved, operational costs are reduced and waste is minimized or eliminated.

The Government of Canada Workplace 2.0 [28] is an initiative to create a modern workplace that attracts, retains and encourages public servants to work smarter, greener and healthier while at the same time better serving Canadians. The three main components of Workplace 2.0 address issues in the physical work space, support polices and systems to assist public servants in their work and implement new technologies that enable modern communications and collaborations.

Information Technology (IT) has become a centrepiece of workplace collaboration. Current CBSA initiatives, such as printer and IT asset rationalizations, sound and secure disposal of surplus electronic and electrical equipment and managing the print environment with multifunctional devices, are key to maximizing cost effectiveness and to greening operations. To create a productive and sustainable workplace that offers flexibility, security and reliability, the CBSA will integrate technologies that support mobility and have the least impact on the environment.

**TARGET 7.3 — SUSTAINABLE WORKPLACE OPERATIONS**

As of April 1, 2015, the Government of Canada will update and adopt policies and practices to improve the sustainability of its workplace operations

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<tr>
<th>IMPLEMENTATION STRATEGY 7.3.1</th>
<th>PERFORMANCE INDICATOR</th>
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<tbody>
<tr>
<td>By March 31, 2015, the CBSA will develop an approach to maintain or improve the sustainability of its workplace</td>
<td>Existence of the CBSA approach to maintain or improve the sustainability of workplace policies and practices</td>
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<th>IMPLEMENTATION ACTIONS</th>
<th>TIMELINE</th>
<th>OFFICES OF PRIMARY INTEREST</th>
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<tr>
<td><strong>7.3.1.1</strong> Engage employees in greening government operations practices</td>
<td>By March 31, 2016</td>
<td>Environmental Operations Division</td>
</tr>
<tr>
<td><strong>7.3.1.2</strong> Integrate environmental considerations into corporate policies, processes and practices in accordance with CBSA refresh cycles</td>
<td>By March 31, 2017</td>
<td>Environmental Operations Division</td>
</tr>
<tr>
<td><strong>7.3.1.3</strong> Maintain or improve existing approaches to sustainable workplace practices (e.g., printer ratios, paper usage, green meetings)</td>
<td>By March 31, 2016</td>
<td>Contracting and Materiel Management Division; Environmental Operations Division; Shared Services Management Division; Regions</td>
</tr>
<tr>
<td><strong>7.3.1.4</strong> Implement the Information Technology Device Rationalization in order to minimize the ratio of information technology assets per employee</td>
<td>By March 31, 2017</td>
<td>Shared Services Management Division; Regions</td>
</tr>
</tbody>
</table>
7.3.1.5 Integrate environmental considerations into acquisition specifications to select information technology and office equipment that reduces energy consumption and materiel usage  
By March 31, 2017  
Accommodation Division; Services Management Division; Regions

7.3.1.6 Develop guidelines for electronic and electrical equipment disposal to ensure environmentally sound and secure disposal  
By March 31, 2017  
Accommodation Division; HQ IT Services and Secure Networks Division

7.3.1.7 Develop a life-cycle procedure on workplace materiel and assets to ensure environmentally sound and secure reuse/recycle  
By March 31, 2017  
Accommodation Division; Contracting and Materiel Management Division

7.3.1.8 Review non-hazardous solid waste disposal practices and leverage service offerings to maximize waste diversion  
By March 31, 2017  
Accommodation Division; Asset Management and Control Division; Environmental Operations Division; Regions

7.3.1.9 Implement Workplace 2.0 to increase the population density in office buildings and space-use in special purpose buildings  
By March 31, 2017  
Accommodation Division; Regions

7.3.1.10 Develop and implement the CBSA Fleet Management Framework to improve sustainable fleet management  
By March 31, 2017  
Contracting and Materiel Management Division

More efficient workplaces that embrace technology are key to advancing CBSA's sustainable development goals.
Target 7.4 Greening Services To Clients

The CBSA processes about 55,000 invoices annually to pay expenses. While acquisition cards are used extensively, the Agency still receives a significant number of manual and paper-based transactions. To reduce paper and to better track accounts, the CBSA has introduced the Procure to Pay Initiative (P2P). The P2P merges accounting operations and procurement processes for a more streamlined, technology-based and standardized transaction service.

The P2P is a beginning-to-end solution for the electronic approvals and payments of procurement transactions and invoices. Electronic approval will replace the need for an actual signature on documents (e.g., paper-based purchasing, paying invoices), therefore making payments in a more timely and efficient manner and without the need for paper. The P2P also tracks spending patterns, providing greater accountability for expenses and ultimately helping employees to make better purchasing decisions.

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<tr>
<th>TARGET 7.4 — GREENING SERVICES TO CLIENTS</th>
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<tbody>
<tr>
<td>By March 31, 2015, the CBSA will establish a Specific, Measurable, Achievable, Relevant and Time-bound (SMART) target to reduce the environmental impact of its services to clients</td>
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<tr>
<th>IMPLEMENTATION STRATEGY 7.4.1</th>
<th>PERFORMANCE INDICATORS</th>
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<tbody>
<tr>
<td>The CBSA will implement electronic tools including “Procure-to-Pay” and “My Travel” to reduce the paper burden of their client services</td>
<td>Number and percentage of transactions that are processed through the “Procure-to-Pay” tool</td>
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<td>Number and percentage of transactions that are processed through “My Travel” tool</td>
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<th>IMPLEMENTATION ACTIONS</th>
<th>TIMELINE</th>
<th>OFFICES OF PRIMARY INTEREST</th>
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<tr>
<td>7.4.1.1 Implement the “Procure-to-Pay” tool to streamline, standardize, and automate transaction accounting and procurement services</td>
<td>By March 31, 2017</td>
<td>Contracting and Materiel Management Division; Corporate Accounting and Financial Policy Division; Regions</td>
</tr>
<tr>
<td>7.4.1.2 Implement “My Travel” tool to streamline, standardize, and automate travel authorizations, advances, authorities and claims</td>
<td>By March 31, 2017</td>
<td>Contracting and Materiel Management Division; Corporate Accounting and Financial Policy Division; Regions</td>
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Goal 8 — Water Management

*Improve water management at federal operations*

**Target 8.1 Water Management**

From potable water to wastewater, all types of water are valuable resources. In addition to providing potable water for its employees, the CBSA will work to maximize the efficient use of all water sources at its facilities. A variety of technologies and strategies to improve water management will be implemented including reducing potable water-use at indoor and outdoor locations, maintaining on-site water supplies and wastewater recycling.

The CBSA will develop a water-management approach to include criteria for storm water run-off solutions, metering systems and conservation measures (e.g., rainwater-harvesting systems, landscaping with water-wise plants, water-efficient appliances, fixtures and irrigation systems) in new construction, renovation and fit-up projects. The water-management approach will enable the CBSA to target water-conservation measures and apply the best possible solutions to design and site improvements while making the most efficient use of water. On the whole, using less water means moving and treating less water thereby reducing the strain on water distribution systems as well as wastewater infrastructures.

**TARGET 8.1 — WATER MANAGEMENT**

As of April 1, 2014, the Government of Canada will take further action to improve water management within its real property portfolio

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<thead>
<tr>
<th>IMPLEMENTATION STRATEGY 8.1.1</th>
<th>PERFORMANCE INDICATORS</th>
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<tr>
<td>By March 31, 2015, the CBSA will update, as appropriate, the Real Property Sustainability Framework to define the custodian’s approach to sustainable water management in CBSA-owned assets</td>
<td>Existence of an approach to improving water management in the CBSA Real Property Sustainability Framework</td>
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<td></td>
<td>Number and percentage of new construction and major renovation projects that include water metering in the given fiscal year</td>
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<th>IMPLEMENTATION ACTIONS</th>
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<th>OFFICES OF PRIMARY INTEREST</th>
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<tbody>
<tr>
<td><strong>8.1.1.1</strong> Determine the scope of application and commitment for water conservation measures</td>
<td>By March 31, 2015</td>
<td>Asset Management and Control Division; Environmental Operations Division; Strategic Planning and Project Delivery Division</td>
</tr>
<tr>
<td><strong>8.1.1.2</strong> Determine the scope of application and commitment to manage storm water run-off</td>
<td>By March 31, 2015</td>
<td>Asset Management and Control Division; Environmental Operations Division; Strategic Planning and Project Delivery Division</td>
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<td>IMPLEMENTATION STRATEGY</td>
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<td>8.1.1.3</td>
<td>Determine the scope of application and commitment to improve the metering system of water utility usage for existing CBSA-owned buildings</td>
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<td>By March 31, 2015</td>
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<td>Asset Management and Control Division; Environmental Operations Division; Strategic Planning and Project Delivery Division</td>
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<tr>
<td>8.1.1.4</td>
<td>Determine the scope of application and commitment to meter the water usage in new CBSA-owned construction and major renovation projects</td>
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<td></td>
<td>By March 31, 2015</td>
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<td>Asset Management and Control Division; Environmental Operations Division; Strategic Planning and Project Delivery Division</td>
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<tr>
<td>8.1.2</td>
<td>IMPLEMENTATION ACTION TIMELINE OFFICES OF PRIMARY INTEREST</td>
</tr>
<tr>
<td></td>
<td>Conduct water audits in new CBSA-owned construction, major renovation projects and existing CBSA-owned buildings</td>
</tr>
<tr>
<td></td>
<td>Total number of new CBSA-owned construction, major renovation projects and existing CBSA-owned buildings that conducted water audits in the given fiscal year</td>
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<td>Asset Management and Control Division; Environmental Operations Division; Strategic Planning and Project Delivery Division</td>
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<tr>
<td>8.1.3</td>
<td>IMPLEMENTATION ACTION TIMELINE OFFICES OF PRIMARY INTEREST</td>
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<tr>
<td></td>
<td>Analyze water consumption data collected to determine steps to improve water quality and quantity in new CBSA-owned construction, major renovation projects and existing CBSA-owned buildings</td>
</tr>
<tr>
<td></td>
<td>Number and percentage of new CBSA-owned construction, major renovation projects and existing CBSA-owned buildings that analyzed the water consumption data in the given fiscal year</td>
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<td>Asset Management and Control Division; Environmental Operations Division; Strategic Planning and Project Delivery Division</td>
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<tr>
<td>8.1.4</td>
<td>IMPLEMENTATION ACTION TIMELINE OFFICES OF PRIMARY INTEREST</td>
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<td></td>
<td>Reclaim non-potable water for landscape irrigation in new CBSA-owned construction, major renovation projects and existing CBSA-owned buildings</td>
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<tr>
<td></td>
<td>Number and percentage of new CBSA-owned construction, major renovation projects and existing CBSA-owned buildings that used reclaimed non-potable water for landscape irrigation in the given fiscal year</td>
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<td>Asset Management and Control Division; Environmental Operations Division; Strategic Planning and Project Delivery Division</td>
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<td>8.1.5</td>
<td>IMPLEMENTATION ACTION TIMELINE OFFICES OF PRIMARY INTEREST</td>
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<td></td>
<td>Develop a water-efficient landscaping approach</td>
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<td>By March 31, 2017</td>
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<td>Asset Management and Control Division; Environmental Operations Division; Strategic Planning and Project Delivery Division</td>
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</table>
Conclusion

Sustainable development is becoming a core part of the CBSA’s culture. The last two rounds of the 2007-2009 and the 2011-2013 strategies gradually integrated sustainable practices into the cycle of processes, from design and planning to the delivery of client services. Solid governance and accountability structures, along with strong stakeholder engagement, are at the foundation of this integration.

It is not enough to develop an inspiring strategy — strong management to engage stakeholders and track the CBSA’s performance must begin and be maintained at every branch and region. Accordingly, the CBSA is focusing on measures for implementing new behaviours and engagement strategies. The CBSA has proven to be successful to date but will need to be even more proactive in the years ahead as it adapts to becoming greener and more sustainable. Leadership, commitment and communications will be the ongoing, driving forces for fuelling change, catalyzing action and achieving the long-term vision of a sustainable CBSA workplace.

The targets in this strategy are ambitious and will be challenging. However, with strong leadership from the CBSA’s senior management and Offices of Primary Interest and concerted effort and action by all CBSA employees, the Agency will become more sustainable and efficient with a well-engaged and satisfied workforce delivering excellent client services.

Solar panels have been installed at the Douglas Port of Entry.
Accountability for sustainable development delivery ultimately rests with senior management.

Responsibility, however, rests with all employees.
**Sustainable Development Framework**

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

**Vision**

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

**Strategic Direction**

Increase awareness, understanding and necessary skills to meet sustainable development commitments while integrating social, economic and environmental dimensions into our business practices.

**Policy Statement**

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

**Influencing Factors**

- Demonstrated leadership from senior management
- Committed financial and human resources
- Clear accountability
- Shared responsibility
- Support from employees
- Continuous learning and improvement
- Simple and effective tools and processes
- Life-cycle approach
- Effective communications and cooperation

**Short-term Results (2014-2017)**

- Demonstrated leadership and commitment
- Balanced decision-making in policies, programs and operations
- Federal legislation and best management practices are met
- Best management practices in program delivery and operations are implemented
- New partnerships to support shared commitments are developed and enhanced
- Sustainable development commitments to employees, partners, the public and visitors to Canada are communicated

**Long-term Results (2017-2027)**

- Employees are enabled to contribute to sustainable development
- Effective systems are in place for sustainable development
- Sustainable development is entirely integrated into decision-making
- Programs demonstrate sustainable business delivery
- Operations are managed sustainably and diligently
- CBSA is an employer of choice and a good corporate citizen with an enhanced corporate image

**Ultimate Outcomes (2047)**

- Sustainable development is part of the CBSA’s corporate culture and employees are dedicated 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 is achieved
- Conservation of natural resources through sustainable practices
- Security of all Canadians (personal, community, national) is increased
- Knowledge, innovation and technology are shared
Glossary

Border Services Officer
Federal law officers responsible for enforcing customs and immigration-related legislation, in particular the Customs Act [29] and the Immigration and Refugee Protection Act [30] as well as over 90 other Acts of Parliament. Because of their peace officer designation, they also have the power to enforce other Acts of Parliament, including the Criminal Code [31] of Canada. They serve as Canada’s first line of defence in preventing inadmissible people, illegal substances and invasive alien species from entering the country, and they contribute to protecting Canadians against international terrorism and illegal immigration.

Building Envelope
Physical separator between the interior and the exterior environments of a building. It serves as the outer shell to help maintain the indoor environment (together with the mechanical conditioning systems) and facilitate its climate control.

BOMA BESt
The Building Owners and Managers Association Building and Environmental Standards is a Canadian industry standard for commercial building sustainability assessment and certification. The standard provides a consistent framework for assessing six key areas of environmental performance and management: energy, water, waste reduction, site emissions and effluents, indoor environment and environmental management system.

Departmental Performance Report
An annual reporting instrument for federal departments and agencies to inform Parliamentarians and Canadians on resource accountability and organizational progress toward meeting goals and fulfilling performance expectations outlined in the Report on Plans and Priorities.

Government of Canada Expenditure Management System
Supports Cabinet in allocating and managing federal government spending, including aligning resources with priorities, tracking spending and influencing policy making.

Industry-recognized Assessment and Verification Tools
Used in two principle areas — project delivery (i.e., building design and construction) and building management (i.e., building operation and maintenance) for Crown-owned and lease-purchase buildings. The most commonly used assessment tools for project delivery and building management include ATHENA [32], BOMA BESt [33], Green Globes [34] and LEED [35] systems.

Life-cycle
The life-long or “cradle to grave” impact that a product or asset has on the environment — from raw material extraction to material processing, manufacturing, distribution, use, repair and maintenance, and disposal or recycling at the end of use.
Office of Sustainable Development
The Infrastructure and Environmental Operations Directorate of the Comptrollership Branch has been designated as the National Office of Primary Interest (OPI) for sustainable development. As the centre of expertise for sustainable development, the OPI coordinates the development and implementation of the CBSA’s Sustainable Development Strategy.

Offices of Primary Interest (OPIs)
CBSA branches/regions across Canada serving as centres of expertise for collaborating to coordinate, implement and report on their respective CBSA Sustainable Development Strategy 2014-2017 commitments. They support the National Office of Primary Interest.

Performance Management Agreement
An agreement between senior management and employees to identify, track and report on professional deliverables.

Real Property
Any property attached to the surface or within the soil; it includes buildings and other structures, the actual land base as well as rights and interests.

Report on Plans and Priorities
Federal government system for planning, budgeting, allocating and reporting on organisational priorities over a three-year period. It complements the Departmental Performance Report and is tabled in Parliament annually as part of the government’s Expenditure Management System. More specifically, it provides details on human resource requirements, major capital projects, grants and contributions and net program costs.
Hyperlinks


2. Federal Sustainable Development Act
   http://laws-lois.justice.gc.ca/eng/acts/F-8.6/  [Return to text]

3. Federal Sustainable Development Strategy

4. Protecting Nature and Canadians

5. Shrinking the Environmental Footprint – Beginning with Government

6. Blueprint 2020 – Clerk of the Privy Council

7. CBSA's Sustainable Development Strategy 2011-2013
   [Return to text]

8. Strategic Environmental Assessment
   http://www.ceaagc.ca/default.asp?lang=En&n=A4C57835-1  [Return to text]

   http://www.cbsa-asfc.gc.ca/agency-agence/reports-rapports/menu-eng.html  [Return to text]

10. Departmental Performance Report
    http://www.cbsa-asfc.gc.ca/agency-agence/reports-rapports/menu-eng.html  [Return to text]

11. Cabinet Directive on the Environmental Assessment of Policy, Plan and Program Proposals
    http://www.ceaagc.ca/default.asp?lang=En&n=B3186435-1  [Return to text]

12. Memoranda to Cabinet

13. Treasury Board Submission
    http://www.tbs-sct.gc.ca/tbs-pct/index-eng.asp  [Return to text]

    http://www.tbs-sct.gc.ca/ems-sgd/exms-sygd-eng.asp  [Return to text]

15. Emerald Ash Borer
16. Purple Loosestrife
http://www.mnr.gov.on.ca/stdprodconsume/groups/lr/@mnr/@biodiversity/documents/document/stdprod_104404.pdf [Return to text]

17. West Nile Virus
http://www.phac-aspc.gc.ca/wn-no/index-eng.php [Return to text]

18. An Invasive Alien Species Strategy for Canada
http://ec.gc.ca/eee-ias/default.asp?lang=En&n=1A81B051-1 [Return to text]

19. Canadian Food Inspection Agency
http://www.inspection.gc.ca/eng/1297964599443/1297965645317 [Return to text]

20. Department of Fisheries and Oceans Canada
http://www.dfo-mpo.gc.ca/index-eng.htm [Return to text]

21. Single Window Initiative

22. Environment Canada – Invasive Alien Species in Canada

23. Canada’s Greenhouse Gas Inventory

24. Federal Buildings Initiative

25. Public Works and Government Services Canada
http://www.tpsgc-pwgsc.gc.ca/comm/index-eng.html [Return to text]


27. Canada School of Public Service – Green Procurement Course
http://www.cspsefpc.gc.ca/forlearners/coursesandprograms/CourseDetail-eng.aspx?courseno=c215e [Return to text]

28. Public Works and Government Services Canada – Workplace 2.0

29. Customs Act
http://laws.justice.gc.ca/eng/acts/C-52.6/ [Return to text]

30. Immigration and Refugee Protection Act
http://laws.justice.gc.ca/eng/acts/i-2.5/ [Return to text]
31. Criminal Code
   http://laws-lois.justice.gc.ca/eng acts/c-46/  [Return to text]

32. Athena Sustainable Materials Institute
    http://www.athenasmi.org/  [Return to text]

33. BOMA BESt
    http://www.bomabest.com/  [Return to text]

34. Green Globes
    http://www.greenglobes.com/newconstruction/fronthome.asp  [Return to text]

35. Canada Green Building Council (LEED)
    http://www.cagbc.org/Content/NavigationMenu/Programs/LEED/GoingGreenwithLEED/default.htm
    [Return to text]