

WESTERN ECONOMIC DIVERSIFICATION CANADA

# Sustainable Development Strategy

*The preservation of the environment, the social well being of Canadians  
and continued economic development*



Copies of this strategy may be obtained by calling Western Economic Diversification at 1-888-338-WEST (9378). WD's Sustainable Development Strategy is also available on the Department's Internet site at: <http://www.wd.gc.ca>

Catalogue number: C89-6/5-2000  
ISBN: 0-662-65312-2

December 2000

This document is printed using vegetable dye inks on recycled paper.



## Message from the Minister

In recent years Canadians have embraced the challenges of rapid technological change, globalization, and mounting environmental pressures. By doing so, we are enjoying economic prosperity and are beginning to integrate sustainable development into the way we do business.

Canadians want a sustainable economy that ensures that the high quality of life we enjoy now will continue long into the future. Sustainable development offers a way of achieving this, by meeting the objectives of the present without compromising the ability of future generations to meet their needs. For example, industrial firms are beginning to adopt eco-efficient practices as a way to improve their economic and environmental performance. They are reducing inputs of materials and energy to lower costs while decreasing pollutant emissions.

Knowledge has become the cornerstone of economic growth, competitiveness and national prosperity. Combining our leading-edge science and technology skills and entrepreneurial spirit with environmental considerations offers opportunities for innovations which balance economic development with responsible and environmental stewardship. By bringing together key departments and agencies responsible for science and technology, connectedness, regional development, marketplace services and micro-economic policy, the Industry Portfolio plays an important role in building a knowledge-based, sustainable economy.

In tabling the second round of sustainable development strategies, Industry Canada, the Atlantic Canada Opportunities Agency, Canada Economic Development for the Quebec Regions, and Western Economic Diversification Canada along with other federal departments, build-on and renew the Government of Canada's commitment toward a more sustainable economic, environmental and social future. These federal institutions remain committed to working with others to establish sound directions and specific proactive measures to build a durable and dynamic economy. The sustainable development strategies offer a solid basis for further work toward the enrichment of our lives and the legacy of an improved environment for our children.



**The Honourable Brian Tobin**

# Message from the Secretary of State

Western Economic Diversification Canada (WD) continues to deliver on its mandate to encourage the development and diversification of the western Canadian economy. At the same time, it is positioned to provide policies, programs and services that balance the social, economic and environmental implications of sustainable development.

The tabling of WD's second Sustainable Development Strategy (SDS) provides us with an opportunity to reflect, evaluate and plan ahead. Our first SDS tabled in December of 1997 achieved many of its objectives and, perhaps more importantly, provided WD with the experience necessary to make a meaningful contribution to Canada's commitment to sustainable development goals.

In accordance with the lessons learned from the implementation of that first strategy, WD has developed a number of internal processes designed to ensure success in the achievement of its SDS 2000 Goals and Objectives. Using the international guideline of ISO 14001, WD has developed clear goals and objectives, measurable performance indicators and achievable targets.

The priorities for the second round of sustainable development initiatives within WD are:

- **To facilitate the integration of sustainable development into the business practices of small and medium sized enterprises in Western Canada through WD's network partners;**
- **To integrate sustainable development into the programs, services and activities that WD delivers directly and in partnership; and**
- **To foster a sustainable development culture within WD.**

An action plan supporting these goals is summarized in the Strategy.

WD understands that sustainable practices must be implemented at the policy and program level to ensure the environmental, social and economic well-being of Canadians. In addition, WD continues to support initiatives such as fuel cell technology and carbon sequestration, projects for economically depressed areas and sustainable urban development as well as measures to green government operations. These efforts in Western Canada reflect our ongoing commitment to a healthy and sustainable planet.

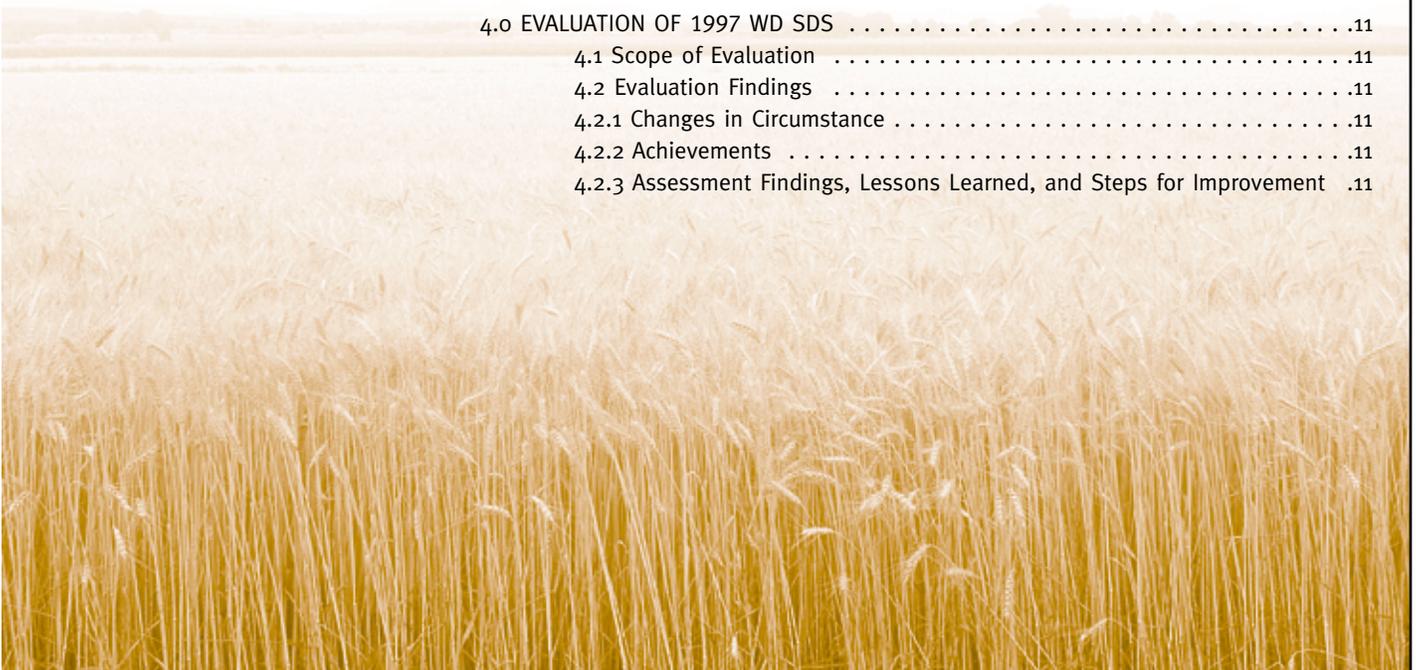


**The Honourable Ron J. Duhamel**

Minister of Veterans' Affairs  
Secretary of State  
(Western Economic Diversification)  
(Francophonie)



|   |    |
|---|----|
| EXECUTIVE SUMMARY .....   | 3  |
| Sustainable Development - The WD Approach .....                               | 3  |
| A Strategy for Achieving Sustainable Development .....                        | 3  |
| Our Major Commitments .....   | 3  |
| 1.0 INTRODUCTION .....  | 4  |
| 1.2 Integrating Sustainable Development Into the Strategic Direction of WD .. | 4  |
| 2.0 SDS PREPARATION PROCESS .....   | 5  |
| 2.1 SDS Format .....  | 5  |
| 2.2 WD EMS And Its Role Within the SDS .....                                  | 5  |
| 3.0 WD PROFILE  |    |
| 3.1 The Departmental Mandate .....  | 7  |
| 3.2 Organizational Structure of WD .....                                      | 7  |
| 3.3 Functional Structure of WD .....  | 7  |
| 3.3.1 Service Partnerships .....  | 8  |
| 3.3.1.1 Western Canada Business Service Network (WSBSN) .....                 | 8  |
| 3.3.1.2 Community Futures Development Corporations (CFDC) .....               | 8  |
| 3.3.1.3 Canada Business Service Centres (CBSC) .....                          | 8  |
| 3.3.1.4 Women's Enterprise Initiative Centres (WEI) .....                     | 8  |
| 3.3.2 Targeted Business Services .....  | 8  |
| 3.3.3 Capital Service .....   | 9  |
| 3.3.4 Information Services .....  | 9  |
| 3.3.5 Strategic Initiatives .....   | 9  |
| 3.3.6 National Programs .....   | 9  |
| 3.3.7 Legacy Programs .....   | 10 |
| 3.4 Long-Term Planning .....  | 10 |
| 3.4.1 Business Development and Entrepreneurship .....                         | 10 |
| 3.4.2 Innovation .....  | 10 |
| 3.4.3 Partnership and Coordination .....                                      | 10 |
| 3.4.4 Economic Research and Analysis .....                                    | 10 |
| 4.0 EVALUATION OF 1997 WD SDS .....   | 11 |
| 4.1 Scope of Evaluation .....   | 11 |
| 4.2 Evaluation Findings .....   | 11 |
| 4.2.1 Changes in Circumstance .....   | 11 |
| 4.2.2 Achievements .....  | 11 |
| 4.2.3 Assessment Findings, Lessons Learned, and Steps for Improvement ..      | 11 |



# Table of Contents, continued

|              |   |     |
|--------------|---|-----|
| 5.0          | ISSUE SCAN  | .13 |
| 5.1          | Methodology   | .13 |
| 5.2          | Summary of SDS Issues                                       | .13 |
| 6.0          | CONSULTATIONS   | .15 |
| 6.1          | Phase I: National Round Table                               | .15 |
| 6.2          | Phase II: Internal and External Consultations               | .15 |
| 6.2.1        | Internal Consultations                                      | .15 |
| 6.2.2        | External Consultations                                      | .15 |
| 6.3          | Phase III: SDS Draft Consultation                           | .15 |
| 7.0          | GOALS, OBJECTIVES AND TARGETS                               | .16 |
| 7.1          | WD SDS 2000 Goals, Objectives and Targets                   | .16 |
| 8.0          | ACTION PLAN SUMMARY   | .18 |
| 9.0          | ENVIRONMENTAL PERFORMANCE MEASUREMENT FRAMEWORK             | .20 |
| 9.1          | Planning  | .20 |
| 9.2          | Developing Performance Measurement Indicators               | .20 |
| 9.3          | Setting of Targets  | .20 |
| 9.4          | Collecting Baseline Data                                    | .20 |
| 9.5          | Reporting   | .20 |
| 9.6          | Reviewing and Improving Performance                         | .20 |
| 10.0         | REVEIW AND IMPROVEMENT                                      | .21 |
| 10.1         | Identification of Nonconformance and Corrective Action      | .21 |
| 10.2         | Management Review   | .21 |
| TABLES       |   |     |
| Table 1:     | Summary of the SDS Assessment                               | .12 |
| Table 2:     | Initial Identification of Environmental Aspects and Impacts | .14 |
| Table 3:     | WD SDS Goals, Objectives and Targets                        | .16 |
| Table 4:     | WD SDS Action Plan Summary                                  | .18 |
| APPENDICES   |   |     |
| Appendix A - | Summary of SDS Achievements                                 | .23 |
| Appendix B - | Summary of Results from SDS Survey                          | .27 |



# Sustainable Development Strategy





## SUSTAINABLE DEVELOPMENT - THE WD APPROACH

---

Future generations have the right to a quality of life equal to that of today's generation. In order to achieve this objective, Western Economic Diversification (WD) embraces the concept of sustainable development and is working to integrate it into all aspects of decision-making. For WD, sustainable development is achieved when full consideration is given to economic development, the preservation of the environment and the social well-being of Canadians.

As a regional department that advances economic development in the western provinces, WD is positioned to enhance Western Canada's progress towards sustainable development within government and business.

## A STRATEGY FOR ACHIEVING SUSTAINABLE DEVELOPMENT

---

Rather than looking exclusively at environmental aspects in our second sustainable development strategy (SDS) 2000, WD's strategy will focus on integrated decision-making and in particular on ways to facilitate sustainable economic development. Two of WD's three goals focus specifically on programs, products and services and on working with partners and small and medium-sized enterprises (SMEs) to extend sustainable development beyond the department.

This SDS represents a significant undertaking for a department with a staff of 340. Consistent with the requirements of the Commissioner of the Environment and Sustainable Development, we have reviewed our progress, sought input through consultations with external and internal stakeholders and developed an environmental management system (EMS). This will ensure that we meet our SDS commitments.

## OUR MAJOR COMMITMENTS

---

The WD SDS 2000 contains several targets that will be used to assess progress. Equally important, are three fundamental commitments that will improve the effectiveness of this strategy. WD is making the following major commitments in this SDS:

- **Implementation of our SDS using an ISO 14001-based EMS** – As required under the Greening of Government Policy, WD has developed an EMS based on the principles of ISO 14001. As an internationally accepted standard, it will be familiar to many of our external clients and stakeholders and will serve as an excellent foundation for our SDS efforts.

- **Development of a Performance Measurement Framework**

The May 2000 Report from the Office of the Commissioner of the Environment and Sustainable Development (CESD) clearly indicated that a performance measurement framework should be a part of all SDS submissions. WD has developed a framework that meets the requirements outlined in the report and has integrated it into our overall approach to sustainable development.

- **Participation of WD Senior Management**

The Deputy Minister of WD has provided clear direction to staff to develop and implement objectives and targets that will further the integration of sustainable development into WD products, services and activities. This support includes a commitment from senior management to review the SDS on a regular basis, to recognize achievements and to initiate corrective action as required.

*The specific goals, objectives and targets are presented in section 7.0 (p.16) of this document and are summarized in Table 3.0. In addition, the action plan for achieving these goals is presented in Section 8.0 (p.18) and summarized in Table 4.0.*

# 1.0 Introduction

THE GOVERNMENT OF CANADA HAS MADE SUSTAINABLE DEVELOPMENT A NATIONAL goal and is taking action to ensure that Canadians can enjoy environmental, social and economic security now and in the future. Sustainable development is a way of recognizing that social, environmental and economic issues are interrelated and interdependent. As a department that exists to support economic development in Western Canada, we believe that we have a responsibility to contribute to development in a way that is sustainable and explicitly recognizes the interaction of economic, social and environmental factors in any economic development activity. Since 1990, the federal government has made a number of commitments related to the "greening" of government operations. However, it was not until December 1995 that the need for accountability was addressed through amendments to the Auditor General Act. These amendments created the position of the Commissioner of the Environment and Sustainable Development (Commissioner) within the Auditor General's office and the requirement to develop and table a Sustainable Development Strategy (SDS) in Parliament. Each department's SDS must demonstrate how the department will incorporate sustainable development principles and practices into its policies, programs and operations. An updated SDS must be tabled every three years and annual progress reports are required within the Departmental Performance Report.

The Government of Canada's approach to sustainable development involves integrated decision-making based on three major elements:

- a long-term focus seeking to preserve and enhance economic, social and natural (resources) capital in order to improve the quality of people's lives and ensure a continuing legacy for the future;
- a horizontal perspective that fully incorporates social, economic and environmental factors; and
- recognition of the interdependence of domestic and global activities.

This approach reflects the balance necessary in modern, cohesive societies that consider the social, environmental and economic implications of their decisions. Through the implementation and development of our SDS and the accompanying environmental management system (EMS) that supports its implementation, we will unify the goals of government, industry, institutions, communities and individuals. This is not a call for limiting economic development but a call to be smarter about how we develop our economy. We must be open to innovative ways of doing business; ways that will have the best impact on the environment and will promote sustainable development. Managed, strategic economic development will help contribute to an enhanced quality of life in Western Canada while at the same time ensuring its economic competitiveness now and in the future.

## 1.2 INTEGRATING SUSTAINABLE DEVELOPMENT INTO THE STRATEGIC DIRECTION OF WD

WD is a regional department with responsibilities for economic development in the four western provinces. As such, we consider sustainability as an integral part of the decision-making process for economic development matters and for our internal operating practices rather than as a separate program developed on a stand-alone basis. WD activities focus on promoting and supporting the on-going economic well-being of Western Canada, while making significant contributions to environmental and social areas as well. WD participates in a wide variety of activities. The Department often works in partnership with other federal departments and agencies that have a lead role in addressing environmental, social and economic concerns.



IN PREPARING THIS LATEST SUSTAINABLE DEVELOPMENT STRATEGY, WD HAS CONCENTRATED on implementing changes to the WD SDS based on recommendations from the Commissioner as outlined in the documents entitled *Moving Up the Learning Curve: The Second Generation of Sustainable Development Strategies and Greening Government Operations: When Will the Government Measure Up?* The Commissioner has urged departments to implement changes to their SDS based on lessons learned during the development and implementation of their first SDS. Based on this advice, WD has focused on the following key areas in preparation for the current SDS:

- **assessing the initial WD SDS** to determine what we achieved, what has changed, what may be needed to be done differently and to make this assessment available in the consultations leading to the second SDS;
- **strengthening the planning phase** by drawing clear links between WD's activities, the significant aspects and impacts of those activities on the environment and sustainable development and the priorities for action (goals, objectives and targets) required to measure environmental performance and contribution to sustainable development; and
- **accelerating the development of WD's environmental management system (EMS)** to support WD's SDS implementation, consultation, monitoring, measurement, reporting, and review and improvement processes.

### 2.1 SDS FORMAT

As required by the Auditor General Act and the subsequent advice of the Commissioner the current WD SDS consists of the following seven key sections:

- **WD Departmental Profile** – indicates the key functions and activities of WD, describes the departmental mandate, includes a review of the legislative and policy context in which WD operates and describes how the WD mandate, priorities and challenges have evolved during the term of the first strategy and how they are expected to evolve over the term of the current strategy.
- **SDS Assessment** – outlines the methodology used to conduct an internal assessment of the first SDS and reports on the lessons learned and how these lessons have been used to implement continual improvement of the WD SDS.
- **Issue Scan** – provides an assessment of WD operations, policies and programs in terms of their impacts on the environment and sustainable development. The WD issue scan also identifies opportunities for, and constraints to, the advancement of sustainable development by WD.
- **Consultations** – summarizes the feedback received by WD in consultations with employees, clients and other stakeholders with regard to the achievement of sustainable development goals and practices within WD.

- **Goals, Objectives and Targets** – outlines the priorities for action that have been established to ensure the improvement of WD's environmental performance and continued contribution to sustainable development.
- **Environmental Action Plan** – outlines the overall direction with regard to the WD SDS and details the resources, responsibilities and timelines required to achieve targets.
- **Environmental Performance Measurement Framework** – outlines the framework established to monitor, measure and report on WD's progress toward improved environmental performance and achievement of sustainable development.

### 2.2 WD EMS AND ITS ROLE WITHIN THE SDS

*A Guide to Green Government*, the primary document that set out many of the requirements for creating an SDS, recommends that an SDS include the implementation of an EMS based on the principles of the international standard for EMS, ISO 14001. The Commissioner restated the importance of implementing an EMS based on ISO 14001 in the document *Moving Up the Learning Curve* and urged departments to accelerate the development of their EMS.

The WD EMS provides a framework for the planning and implementation of the objectives of our SDS and the continual monitoring and measurement process required to ensure that we meet those objectives. The following section summarizes how WD is addressing the five principles of ISO 14001 in its EMS.

---

**Environmental Policy** – The Environmental Policy is the driver for implementing and improving the WD EMS. The environmental policy will be documented, implemented, maintained and communicated to all employees and made available on the WD Web site.

**Planning** – The WD EMS consists of a plan to fulfill its environmental policy. WD identifies and maintains a list of its significant environmental aspects and applicable legal and other requirements. WD considers these significant environmental aspects and legal requirements during the development of environmental objectives and targets.

In order to ensure that WD meets the objectives and targets set in the SDS, detailed environmental action plans have been established for each of the environmental objectives. These environmental action plans set out measurable and time-bound targets, required resources and accountability. Those named accountable are required to report on the achievement of targets set out within each plan. Under ISO 14001 these plans are referred to as "environmental management programme(s)."

**Implementation and Operation** – WD continues to develop the following capabilities and support mechanisms necessary to achieve its environmental policy, objectives and targets:

- defining roles, responsibilities and authorities with regard to the EMS;
- assessing the training, awareness and competence of employees;
- establishing and maintaining procedures for communication with regard to the EMS and SDS;
- documenting the core elements of the EMS;
- establishing and maintaining procedures for document control; and
- establishing and maintaining operational controls for activities that have or may have a significant environmental impact, through documented procedures.

**Checking and Corrective Action** – WD has established procedures to monitor and measure conformance with environmental legislation and regulation, to identify and maintain environmental records, to identify nonconformance and complete corrective and preventive action, and to assess EMS performance through internal audits.

**EMS Management Review** – Senior management reviews the adequacy of WD's EMS and SDS on a periodic basis. The review includes results from audits, achievement on objectives and targets, status of non-conformance with the EMS, and the resources and action plan required to implement corrective action.



### 3.1 THE DEPARTMENTAL MANDATE

Western Economic Diversification Canada (WD) was established in 1987 and is a member of the Government of Canada's Industry Portfolio. The Industry Portfolio brings together 13 key departments and agencies responsible for science, technology, regional development, marketplace services and micro-economic policy.

WD's mandate is defined in the Western Economic Diversification Act of 1988. The Act enables the Department to play an innovative and responsive role on behalf of the Government of Canada by:

- promoting the development and diversification of the western Canadian economy;
- representing western perspectives in national decision-making; and
- coordinating federal economic development activities in the West.

A key component of the WD strategy is to move the western Canadian economy from being based primarily on resource extraction to a diverse range of technology, knowledge-based and value-added industries.

The Department focuses on the specific priorities of the Government to achieve a higher quality of life through accelerating the transition to the knowledge-based economy. WD is taking an active role in building a dynamic, innovative economy, ensuring the quality of our environment, building stronger communities, creating economic opportunities for all western Canadians and delivering on the *Connecting Canadians'* agenda.

WD fulfills its mandate by focusing its programs and services on the small and medium-sized business community in Western Canada and by ensuring that western Canadians have access to the information, services and capital they need to start and grow a small business. WD strives to improve the climate for innovation in the West, provide federal leadership on western issues and conduct policy-oriented research on the western economy.

'*Connecting Canadians*' - an initiative that reflects the federal government's vision to make Canada the most connected country in the world.

### 3.2 ORGANIZATIONAL STRUCTURE OF WD

The Department's Head Office and Alberta's Regional Office share facilities in Edmonton. Regional offices for each of the western provinces are located in Winnipeg, Saskatoon and Vancouver and a liaison office is situated in Ottawa. The Department's Deputy Minister resides in Edmonton and Assistant Deputy Ministers are located in British Columbia, Alberta, Saskatchewan, Manitoba and Ottawa. The western ADMs are responsible for the delivery of all departmental programs and the Ottawa-based ADM plays the lead role in the Department's advocacy activities.

### 3.3 FUNCTIONAL STRUCTURE OF WD

Since 1995, the Department has focused its programs and activities on providing assistance to small and medium-sized businesses, community economic development and access to information and capital to key western growth industries and under-served groups including youth, women, Aboriginal entrepreneurs and entrepreneurs with physical challenges.

WD plays an important role as an advocate of western interests in national decision-making, providing advice to federal Ministers on western business issues and relevant provincial government concerns and priorities. WD administers a two-part advocacy program, one focused on federal procurement and the other on policies and programs affecting economic development in Western Canada. WD also takes a leadership role in federal-provincial relations in the field of economic development.

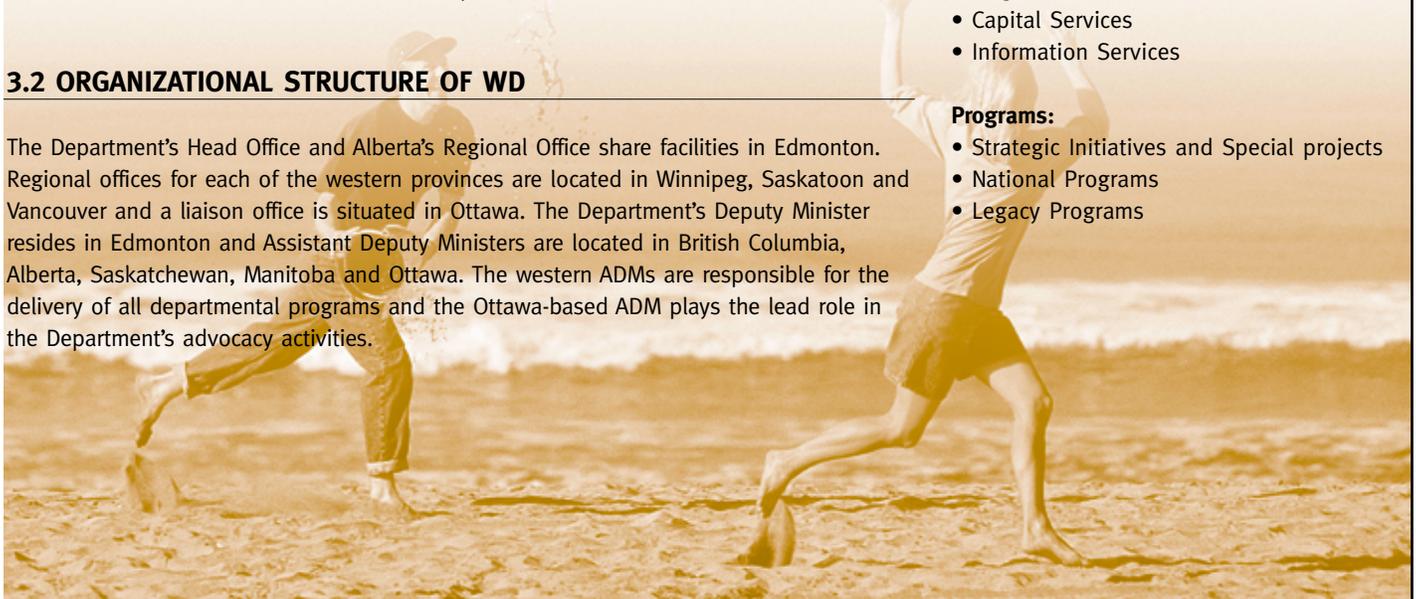
Service to these groups has been delivered through three core programs organized within four business lines.

#### Business Lines:

- Service Partnerships
- Targeted Business Services
- Capital Services
- Information Services

#### Programs:

- Strategic Initiatives and Special projects
- National Programs
- Legacy Programs



---

### 3.3.1 SERVICE PARTNERSHIPS

WD's approach to economic development rests on innovative service partnerships with other government agencies, private sector organizations and communities. These partnerships provide small business with improved access to capital, business information and business services.

#### 3.3.1.1 WESTERN CANADA BUSINESS SERVICE NETWORK (WCBSN)

To serve SMEs more effectively, WD has developed the *Western Canada Business Service Network (WCBSN)*; an alliance of 90 Community Futures Development Corporations, four Women's Enterprise Initiative Centres, four Canada Business Service Centres and WD offices.

WD recognizes that many WCBSN members are already putting sustainable development principles into practice by working to create vibrant, healthy communities. WD as a driving force in the network, can partner more effectively and increase efforts to increase attention to sustainable development. By engaging in a dialogue on sustainable development with other WCBSN members, we can learn from each other in order to create a more sustainable economy for Western Canada. Our Western Business Service Network members are described in the following subsections.

#### 3.3.1.2 COMMUNITY FUTURES DEVELOPMENT CORPORATIONS (CFDCS)

Under the Community Futures program, WD provides operating and investment funds to 90 CFDCs that serve non-metropolitan communities across Western Canada. CFDCs are incorporated, non-profit organizations run by local volunteer boards. CFDCs provide three main services to their communities:

- SME business counselling, including information resources, technical advice, training and promotion;
- access to capital through loans or equity investments of up to \$125,000 on commercial terms to businesses that experience difficulty obtaining financing from other sources; and
- local strategic planning and community development projects.

CFDCs can and frequently do promote sustainable development principles and practices in smaller urban centres and rural communities throughout Western Canada. Community-based development implies a long-term view of development. Many CFDCs apply sustainable development principles for sustainable cities and healthy communities, with a particular emphasis on the social aspects of sustainable development.

#### 3.3.1.3 CANADA BUSINESS SERVICE CENTRES (CBSCS)

CBSCs provide "single window" access to information on government business services, programs and regulations. In all western locations, the initiative includes the federal and provincial governments, and in the case of Alberta, the municipal governments as well.

#### 3.3.1.4 WOMEN'S ENTERPRISE INITIATIVE

The Women's Enterprise Initiative (WEI) has locations in each of the four western provinces. Each WEI is led by independent boards of business women, provides women entrepreneurs with improved access to capital (loans up to \$100,000) and business services. These services include business planning, advice and access to information seminars. The WEI develops its services recognizing the social and economic issues facing women as they start and grow a business.

### 3.3.2 TARGETED BUSINESS SERVICES

---

WD's Targeted Business Services program assists western Canadian entrepreneurs to prepare themselves for success in starting and expanding their small business. WD encourages the establishment and growth of SMEs in Western Canada by developing and providing enhanced business services in key areas such as:

- advice to SMEs on business plan development;
- advice and assistance to SMEs regarding selling products and services to governments;
- export preparedness assistance to SMEs in collaboration with other government departments and industry; and,
- providing SMEs with easier access to regulatory information.



WD recognizes that sustainable development is having an impact on the business environment. It is creating opportunities for new kinds of businesses that provide environmentally and socially responsible products and services, affecting government procurement requirements and triggering the development of new international trade rules. As WD continues to gain knowledge in the area of sustainable development, the Department will be able to advise SMEs on how they can position themselves to take advantage of market conditions that are evolving in response to sustainable development.

### 3.3.3 CAPITAL SERVICES

WD's Capital Services program supports SMEs in accessing financing, with a particular focus on key growth industries and technology sectors. Problems experienced by SMEs in accessing capital are particularly evident in areas crucial to the growth and international competitiveness of the Canadian economy (e.g. the commercialization of research, knowledge-based/soft asset companies and high-technology industries).

In cooperation with financial institutions WD has developed loan funds that target SMEs in emerging industries, which are viewed as higher risk by lenders. Funds are structured so that relatively small amounts of public funding levers a significant pool of capital in order to maximize the availability of debt capital to targeted SMEs.

A number of the loan funds support technology industries that have the potential to develop products and services to support sustainable development. These include the tourism, agriculture value-added, technology and knowledge-based funds.

### 3.3.4 INFORMATION SERVICES

The Information Services program develops and coordinates WD electronic business information tools targeted to SMEs. An Information Services secretariat leads the WCBSN computer network development, develops information products for SMEs and maintains the WD Web site. A computer network set up and supported by WD links the 100 + members of the WCBSN. WD's Information Services Secretariat, in collaboration with WCBSN members, is now developing new electronic business information products and services tailored to the needs of western Canadian small businesses and WCBSN clients.

### 3.3.5 STRATEGIC INITIATIVES

WD's Strategic Initiatives Program (SIP) develops public-private partnerships and intergovernmental initiatives to address key competitiveness challenges for western Canadian industries. The SIP emphasizes technological development and diffusion, international trade and export readiness, and small business development and entrepreneurship.

### 3.3.6 NATIONAL PROGRAMS

WD acts as the delivery agent and coordinator for the western component of national economic development programs such as the Infrastructure Works Program. The renewal of physical infrastructure, such as roads, bridges and sewers, is necessary to achieve sustainable communities. WD is responsible for administering the federal component of the Infrastructure Works program in Western Canada. Under the program, costs of municipal infrastructure upgrades are equally shared by the federal, provincial and municipal governments. WD is responsible for ensuring that each project funded under the program conforms to the Canadian Environmental Assessment Act.

WD also delivers special community economic adjustment initiatives in the event of a natural disaster or where the closure of a federal facility causes a disproportionate impact on the local economy. The flooding of the Red River in Manitoba and the closure of the Atomic Energy of Canada Limited (AECL) facility are two examples of national programs at work. WD sent in personnel and resources to help out during the flood crisis and new business opportunities were assisted during their start-up after AECL withdrew from the Pinawa site.

### 3.3.7 LEGACY PROGRAMS

The focus of this core program is the administration and recovery of WD's portfolio of outstanding loans. Under our legacy programs, WD provided support to the Winnipeg-based International Institute for Sustainable Development, a world-renowned sustainable development institute.



---

### 3.4 LONG-TERM PLANNING

---

Ongoing evaluation of WD and the environment in which it operates demonstrates that there is a need to restructure the way in which programs and services are being delivered. Increased global trade and competition, rapidly evolving technology, heightened environmental concerns and a continuing need to diversify and develop the western Canadian economy are challenges that demonstrate the need for WD to adapt the way it delivers on its mandate.

At this time, WD is working on a new long-term strategy to enhance the opportunities for innovation and diversification, reduce barriers to growth for SMEs and provide leadership in federal-provincial partnerships and relations. To this end, WD is working toward a rebalancing of activities and corporate resources under four core program areas:

- 3.4.1 - Business Development and Entrepreneurship
- 3.4.2 - Innovation
- 3.4.3 - Partnership and Coordination
- 3.4.4 - Economic Research and Analysis

#### 3.4.1 BUSINESS DEVELOPMENT AND ENTREPRENEURSHIP

---

WD is committed to continuing its role as a leader in supporting and developing small and medium-sized businesses and entrepreneurs in Western Canada. WD will continue to develop effective partnerships with key community and financial organizations. This partnership leverages the delivery of programs and services to small and medium-sized businesses in the West as a primary means for ensuring an innovative and entrepreneurial business community.

#### 3.4.2 INNOVATION

---

WD believes that innovation is a key component to the development of a healthy and sustainable economy. Improved levels of investment in Research and Development (R&D) and development and commercialization of new technologies is critical. WD's focus in this area include encouraging more R&D investment, addressing barriers to innovation and supporting growth of high technology and knowledge driven sectors in Western Canada.

#### 3.4.3 PARTNERSHIP AND COORDINATION

---

WD plays an important role in delivering and coordinating programs and initiatives and taking a federal leadership role on economic development in the West. The major activities within this core area include: the development of partnership with other orders of government to promote economic development; and initiatives aimed at developing western communities.

#### 3.4.4 ECONOMIC RESEARCH AND ANALYSIS

---

An enduring and important focus for all of WD's activities is a solid understanding of the economic fundamentals at work in Western Canada. As part of this core area, WD will develop a research network and policy capacity to provide information and analysis on Western Canada and western Canadian economic issues.



LIKE OTHER ORGANIZATIONS DEVELOPING THEIR FIRST SDS, WD HAS FOUND THAT IN SOME cases we were able to achieve our intended objectives and targets and in other cases we were not able to achieve what was planned. WD recognizes that our SDS must be seen as an ongoing cyclical process of action and learning from experience. In order to provide a basis for continual improvement, WD has developed a procedure for the regular assessment of our SDS. The findings of each assessment are made available to managers, employees and stakeholders.

### 4.1 SCOPE OF EVALUATION

---

The assessment included a review of the Department's SDS and EMS documentation and interviews with WD staff. The assessment focused on the following key areas:

- the goals, objectives and targets set in the 1997 strategy and performance against them;
- findings of audits and departmental internal audits and self-assessments of SD management processes;
- changing circumstances, including policy direction, legislation, activities, advances in science and technology, stakeholder interests; and
- the suitability of the proposed strategy.

### 4.2 EVALUATION FINDINGS

---

The initial use of the SDS assessment procedure has resulted in the report (*WD Sustainable Development Strategy 2000: Discussion Paper*) that includes the following:

- a summary of changing circumstances;
- a summary of what the SDS has achieved to date; and
- an outline of assessment findings, lessons learned and steps that must be taken to ensure continual improvement.

*Sustainable Development Strategy 2000: Discussion Paper* was developed by WD to use as a basis for discussion and consultation with stakeholders and employees regarding both current and future sustainable development strategies.

#### 4.2.1 CHANGES IN CIRCUMSTANCE

---

As a relatively small organization of 340 employees in eight offices dispersed throughout the western provinces and in Ottawa, our ability to deliver on all of our SDS obligations during the past three years has been influenced by unexpected events such as the Red River flood, which consumed a large portion of departmental resources.

In order to support the development of an SDS in the department in accordance with ISO 14001, the process requirements of an EMS are being examined with a view to integrating the methods and tools of that system into departmental processes.

#### 4.2.2 ACHIEVEMENTS

---

The Department, despite being on a learning curve in implementing our SDS and managing events that compete for resources, has made considerable progress in achieving many of the objectives and targets that we set in our first SDS. A summary of achieved goals, objectives and targets established under the 1997 WD SDS is included as Appendix A.

#### 4.2.3 ASSESSMENT FINDINGS, LESSONS LEARNED, AND STEPS FOR IMPROVEMENT

---

The findings and recommendations of the assessment provide direction for continual improvement of our SDS. The following table presents the results of assessment findings, lessons learned and steps that must be taken to ensure continual improvement.

# TABLE 1: Summary of the SDS Assessment

| Assessment Findings   | Lessons Learned  | Steps for Improvement   | Done  |
|---|--|---|---|
| Progress on establishing and implementing an EMS to support the WD SDS has been hampered by lack of dedicated resources.  | WD requires an increased internal capacity to ensure the infrastructure to support sustainable decisions for WD operations, products and services are delivered.   | <ul style="list-style-type: none"> <li>• Establish a SD team consisting of representatives from different parts of the organization.</li> <li>• Perform a Gap Analysis for EMS (Completed: July 2000).</li> <li>• Implement changes to EMS based on results of Gap Analysis (Completed: August 2000).</li> <li>• Appoint an EMS manager.</li> </ul>   | <ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> </ul> |
| SD issues were not identified in the 1997 SDS.  | A procedure for identification of SD issues is an integral first step in the SDS planning phase. This process ensures that all relevant SD issues are addressed under our SDS.   | <ul style="list-style-type: none"> <li>• The procedure for performing the SDS Issue Scan has been established. This procedure requires WD to review and revise its SDS issues on a regular basis during SDS consultations with stakeholders and employees.</li> </ul>   | ✓   |
| Lack of identification of training needs of WD personnel with respect to the SDS and EMS.   | Employees must be made aware of their responsibilities and how those responsibilities contribute toward sustainable development initiatives and improved environmental performance.  | <ul style="list-style-type: none"> <li>• Establish a procedure to ensure that WD employee training and awareness requirements are met.</li> <li>• Perform a training needs analysis.</li> <li>• Based on results of training needs analysis, develop a Training and Awareness Plan of Action to ensure that SD awareness needs are met.</li> </ul>  | ✓   |
| A number of targets in the 1997 SDS Action Plan were not met, and appear as "On-going" in the SDS (1998-2000) Action Plan Progress Update. A few 1997 "initiatives" have been dropped or downgraded. The "Measures" suggesting numeric performance indicators included in the 1997 SDS Action Plan are not included in the SDS (1998-2000) Action Plan Progress Update. | As numeric targets were not set the overall level of accomplishment is difficult to judge. The '97 SDS may have been overly ambitious (22 targets) given available resources.  | <ul style="list-style-type: none"> <li>• Develop a procedure describing how goals, objectives and targets are established.</li> <li>• Revise objectives and targets based on issues, aspects and impacts identified through implementation of EMS procedures and results of SDS consultations. Targets shall be time-bound and measurable.</li> <li>• Establish environmental action plans for achieving each objective and target. These plans shall outline due dates, responsibilities and resources.</li> </ul> | <ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> </ul> |
| A process does not exist for monitoring, measuring and reporting on the achievements of sustainable development and environmental performance.  | Based on the fact that "what gets measured, gets done," WD needs to establish an Environmental Performance Measurement Framework. This framework will establish processes for measuring, analyzing and reporting on the achievement of our objectives and targets. | <ul style="list-style-type: none"> <li>• Establish a procedure for monitoring and measuring achievement of objectives and targets through the establishment of performance indicators.</li> <li>• Establish a procedure for ensuring that WD's environmental performance is reported, communicated to employees, stakeholders on a regular basis and included in the annual Departmental Performance Report.</li> </ul>   | <ul style="list-style-type: none"> <li>✓</li> <li>✓</li> </ul>            |
| Lack of a process for Corrective Action.  | Our strategy is based on the concept of continual improvement. In order to ensure that we correct what goes wrong we must have a system to identify problems and ensure that action is taken to correct them.  | <ul style="list-style-type: none"> <li>• Establish procedures for corrective and preventive action. Ensure that all corrective actions are presented at each management review.</li> </ul>  | ✓   |
| Lack of a process for senior management review of SDS and EMS direction.  | A process must exist by which senior management is regularly informed of the status of the SDS and EMS performance.  | <ul style="list-style-type: none"> <li>• Establish a procedure for regular review of the performance by senior management.</li> </ul>   | ✓   |

A FUNDAMENTAL FIRST STEP IN THE INTEGRATION OF SUSTAINABLE DEVELOPMENT INTO business operations is to identify all aspects of WD operations, policies and programs that have or may have an impact on the environment or sustainable development. This section outlines the methodology that WD uses to identify and prioritize its environmental aspects and presents the issues that WD currently considers to be a priority for action under the current SDS.

## 5.1 METHODOLOGY

---

WD formed an initial list of issues reflecting federal government priorities and consulted with internal and external stakeholders as to which sustainable development issues WD should address. E-mails and a learning event were used to raise awareness and a discussion paper with a questionnaire was distributed. The questionnaire asked participants to identify and rank sustainable development issues for WD to consider (such as reducing consumption of natural resources, increasing productivity through technological solutions, focusing on healthy Canadians and so forth) and the level of involvement WD should undertake. The SD team then reviewed the questionnaire results to determine appropriate areas for action. A summary of the survey results and comments have been posted on the WD Web site.

As part of our EMS, a procedure has been developed to identify aspects of WD activities which may impact the environment and sustainable development and over which WD can exert some control (please refer to EMS SDS Procedures Manual, *Identification of Significant Environmental Aspects and Impacts*). This procedure also provides a process by which these aspects are evaluated for their significance and prioritized for action. The procedure will be performed on a regular basis in order to ensure that the Issue Scan is up-to-date and relevant to the current WD operations, policies and programs. See *Table 2: Initial Identification of Environmental Aspects and Impact* for a sample of the type of issues identified during this procedure.

## 5.2 SUMMARY OF SDS ISSUES

---

WD has identified three areas as priorities for action under the current SDS:

- promoting sustainable development to Western Canadian SMEs;
- integrating sustainable development into the programs and services WD provides; and
- greening WD's internal operations.

Through the *Western Canada Business Service Network (WCBSN)* and our business services, WD has an excellent means of disseminating information on sustainable development to SMEs in Western Canada. This information will enable SMEs to make more informed decisions about the environmental consequences of their management practices and to take advantage of the opportunities sustainable development is creating for businesses that provide environmentally and socially responsible products and services.

According to respondents to the consultation questionnaire, the top two sustainable development issues for WD to address are "*Preserving the ecosystem*" and "*Building capacity within WD and with our stakeholders in sustainable development concepts.*" In light of this stakeholder response and topics receiving emphasis in the federal government as a whole, WD will focus efforts on reducing the environmental impacts of our own physical operations and incorporating consideration of environmental, social and economic factors into the programs and services we deliver. As a relatively small department occupying leased facilities, WD's targets are tempered by the limited scope of control over building operations and we are focusing on the issues that can be effectively managed given the staff and resources available.

As indicated in the previous section, WD has committed to a procedure for identifying aspects/issues over which WD has control and can be expected to exert influence. On an annual basis, WD will undertake to identify these issues. In July of 2000, WD proceeded with this exercise in order to identify priority areas.

# TABLE 2: Initial Identification of Environmental Aspects and Impacts

| Activity/Program/Policy                   | Aspect/Issue   | Impact  |
|---|--|---|
| Physical Operations                       | Procurement  | a. depletion of natural resources<br>b. use/release of hazardous materials<br>c. landfill loading |
|   | Solid Waste Management                               | a. depletion of natural resources<br>b. landfill loading  |
|   | Vehicle Management                                   | a. air pollution<br>b. consumption of fossil fuel<br>c. use/release of hazardous materials        |
|   | Energy Consumption                                   | a. consumption of fossil fuel<br>b. air pollution   |
| Policy and Program Development (internal) | Training and Awareness                               | a. Reduction in potential for negative impacts on the environment, society, economy               |
|   | Strategic Environmental Assessment                   | a. Mitigation or prevention of negative impacts on the environment, society, economy              |
| Expanding Access to Information           | Training and Awareness                               | a. Reduction in potential for negative impacts on the environment, society, economy               |
| Facilitating Access to Capital            | Environmental Assessment                             | a. Mitigation or prevention of negative impacts on the environment, society, economy              |
|   | Supporting development of environmental technologies | a. Development and implementation of measures to reduce negative impacts on the environment       |

Environmental Aspect - An element of WD activities, policies, programs that can have an impact on the environment.  
 Environmental Impact - A change that takes place in the environment as a result of the aspect.

Table 2: *Initial Identification of Environmental Aspects and Impacts* outlines specific items as significant issues or "aspects" that require action under the current SDS. Please note that this exercise was completed using the business lines that were in place at the time. As this procedure is slated to take place annually, it is expected that the activities, aspects and impacts may change from year to year.

NOTE: WD has decided not to address water conservation at this time. As a tenant in leased facilities, WD has no effective means to control or measure consumption. Furthermore, potential reduction in consumption would be minimal given the small number of staff and limited types of use (washrooms and lunch areas only).



WD RECOGNIZES THAT CONSULTING INTERNALLY WITH EMPLOYEES AND EXTERNALLY WITH partners, clients and other stakeholders is an important part of the SDS planning process. The first purpose of consultations is to raise awareness on sustainable development issues with respect to WD and to provide an avenue for participants to voice their comments and perspectives on the WD Issues Scan and the development and implementation of the WD SDS. In the document *Moving Up the Learning Curve* the Commissioner specified the following three key weaknesses that all departments should address in their next SDS:

- limited coordination among departments;
- limited involvement of senior management; and
- limited feedback to participants.

To address these weaknesses WD developed a consultation process to inform and obtain input from both internal and external groups and individuals. A procedure was developed and it consisted of three phases.

### 6.1 PHASE I: NATIONAL ROUND TABLE

---

WD participated in a National Round Table on April 4, 2000 in which 28 departments and agencies and industry leaders met in Ottawa to discuss sustainable development. WD collaborated in the development of this roundtable and contributed through active participation and funding as an equal partner. Subsequently, WD has participated in the consultation process for the development of other departments' sustainable development strategies.

### 6.2 PHASE II: INTERNAL AND EXTERNAL CONSULTATIONS

---

The primary purpose of the second phase of the consultation process is to increase awareness of sustainable development within WD and to facilitate the finalization of SDS Issues Scan for the current WD SDS.

#### 6.2.1 INTERNAL CONSULTATIONS

---

The first segment of the internal consultation process consisted of wide distribution of the *WD SDS 2000: Discussion Paper* which was prepared following an internal evaluation of the 1997 SDS (as discussed in Section 4) and was designed to raise awareness of sustainable development in WD offices. The document was distributed internally among employees via e-mail. This e-mail was followed by a learning event held for executives and the SD team in Edmonton on July 4th, 2000. Guest speakers at the event included Dr. Brian Natrass, a leading thinker, author and consultant in the area of sustainable development and Ron Bergin from the Office of the Commissioner of the Environment and Sustainable Development. Following distribution of the WD Discussion Paper and completion of the learning event, representatives from all business lines were requested to complete a questionnaire to aid in the identification of sustainable development issues. The SD team then reviewed the questionnaire results and determined appropriate SDS objectives and targets.

#### 6.2.2 EXTERNAL CONSULTATIONS

---

External consultations consisted of distribution of the WD SDS 2000 Discussion Paper in addition to a set of survey questions to industry stakeholders (including Western Industry Portfolio members), Western Canada Business Services Network (WCBSN) members, the Western Science and Innovation Group, the Western Assistant Deputy Minister Policy Group and the other twenty-seven departments and agencies preparing their own SD strategies for tabling in December, 2000. These documents were distributed primarily via e-mail, and were posted on the sustainable development section of our internal Web site.

A database was created to collect, measure, analyze and report survey results. A summary of both internal and external consultation feedback is included as Appendix B.

### 6.3 PHASE III: SDS DRAFT CONSULTATION

---

Participants from the previous round of consultation were asked if they would like to participate in a second consultative phase. Approximately 75% (30 individuals) of the first round participants volunteered for the next phase of consultation. The second phase of the consultation process involved the distribution of a draft version of the current WD SDS (2000) in order to obtain constructive and detailed comments regarding the commitment and initiatives proposed. This draft was also used as the basis for discussions regarding collaboration between WD and other government departments. The final set of comments was collected, analyzed and incorporated into the current SDS.

# 7.0 Goals, Objectives and Targets

GOALS AND OBJECTIVES PROVIDE A BROAD SENSE OF DIRECTION TOWARDS SUSTAINABLE development and improved environmental performance. Targets are the realistic, measurable and time-bound statements of the steps that are required to achieve the objectives. The following section (Table 3) outlines the objectives and targets that have been established for the current WD SDS and the methodology used in their establishment.

## 7.1 WD SDS 2000 GOALS, OBJECTIVES AND TARGETS

Following the evaluation of the 1997 SDS, we altered our goals, objectives and targets to become more outcome oriented rather than activity focused. Building on lessons learned with our first SDS, WD developed a procedure for establishing goals, objectives and targets. This procedure was used by the SDS team consisting of representatives from different parts of the organization during the meeting on September 14th 2000 in Edmonton (See Section 6.0 Consultations). During the meeting SDS Team members and senior management officials established draft goals, objectives and targets using the issues identified in the SDS Issue Scan as a basis. These goals, objectives and targets were then reviewed and finalized following feedback from participants during Phase III of our Consultation process and are summarized in Table 3.

### TABLE 3: WD SDS Goals, Objectives and Targets

|   |  |  |
|---|--|--|
| <b>GOAL 1:</b> To facilitate the integration of sustainable development into the business practices of SMEs in Western Canada through our network partners. |  |  |
| <b>Objective 1.1:</b><br>To provide our network partners and western SMEs with information on the practical application of sustainable development.         | <b>Performance Indicator 1.1.1:</b><br># and % of WCBSN members who have access to the WD sustainable development information package.                       | <b>Target 1.1.1:</b><br>100% by March 31, 2002                 |
|   | <b>Performance Indicator 1.1.2:</b><br># users who access WD sustainable development information package.  | <b>Target 1.1.2:</b><br>increase to March 31, 2004             |
|   | <b>Performance Indicator 1.1.3:</b><br># and % of WCBSN members who are using the sustainable development information package in their delivery of services. | <b>Target 1.1.3:</b><br>25% of WCBSN members by March 31, 2003 |



|   |  |   |
|---|--|---|
| <b>GOAL 2:</b> To integrate sustainable development into the programs, services and activities that we deliver directly and in partnership.                       |  |   |
| <b>Objective 2.1:</b><br>To support projects that promote sustainable development principles, practices and technologies, directly or in partnership with others. | <b>Performance Indicator 2.1.1:</b><br># of projects that support sustainable development and the \$ value of WD funding approved. | <b>Target 2.1.1:</b><br>annual increase to March 31, 2004 |
| <b>Objective 2.2:</b><br>To implement strategic environmental assessment (SEA) process for all new program and policy initiatives.                                | <b>Performance Indicator 2.2.1:</b><br>% of new programs assessed under the SEA process.   | <b>Target 2.2.1:</b><br>100% by March 31, 2003            |

|   |  |   |
|---|--|---|
| <b>GOAL 3:</b> To foster a sustainable development culture within WD.   |  |   |
| <b>Objective 3.1:</b><br>To make employees aware of the SDS and the objectives and targets.   | <b>Performance Indicator 3.1.1:</b><br># and % of employees who receive a sustainable development orientation package.             | <b>Target 3.1.1:</b><br>80 % of employees by March 31, 2003 |
| <b>Objective 3.2:</b><br>To communicate progress on the WD SDS to employees on a regular basis.   | <b>Performance Indicator 3.2.1:</b><br># of best practices and case studies addressing sustainable development generated.          | <b>Target 3.2.1:</b><br>Increase level, measured annually   |
| <b>Objective 3.3:</b><br>To demonstrate and encourage the 3Rs (reduce, reuse, recycle) and implement recycling programs in WD facilities. | <b>Performance Indicator 3.3.1:</b><br>Number and type of 3R initiatives implemented at WD facilities.                             | <b>Target 3.3.1:</b><br>Increase level, measured annually   |
| <b>Objective 3.4:</b><br>To increase green procurement within WD.   | <b>Performance Indicator 3.4.1:</b><br># of people with procurement responsibilities who have received green procurement training. | <b>Target 3.4.1:</b><br>90% by March 31, 2002               |
|   | <b>Performance Indicator 3.4.2:</b><br># of contractual agreements that include green specifications.                              | <b>Target 3.4.2:</b><br>Increase level, measured annually   |
| <b>Objective 3.5:</b><br>To increase energy conservation in WD facilities.  | <b>Performance Indicator 3.5.1:</b><br>% of all new office equipment purchased/leased that are energy efficient models.            | <b>Target 3.5.1:</b><br>80% by March 31, 2002               |



# 8.0 Action Plan Summary

THE TABLE BELOW OUTLINES GENERAL ACTIONS THAT WILL BE UNDERTAKEN BY WD TO achieve each objective. Specific details of actions for each objective, including responsibilities and resources required, are detailed in full action plans in the EMS Manual.

## TABLE 4: WD SDS Action Plan Summary

|   |  |
|---|--|
| <b>GOAL 1:</b> To facilitate the integration of sustainable development into the business practices of SMEs in Western Canada through our network partners.       |  |
| <b>Objective 1.1:</b><br>To provide our network partners and western SMEs with information on the practical application of sustainable development.               | <b>Action Plan 1.1</b> <ul style="list-style-type: none"> <li>• Develop an outline for the sustainable development information package, include learning outcomes and tracking process, decide on media to use (Web site, presentations, orientation sessions, etc.)</li> <li>• Develop a sustainable development information package that can be modified to meet the needs of the target audience and customize to needs of WCSBN and SME delivery.</li> <li>• Provide and promote access to sustainable development information package to WCSBN members and SMEs.</li> <li>• Document the number of WCSBN members who have received the sustainable development information package.</li> <li>• Survey 100% of WCSBN members to determine use of package.</li> </ul> |
| <b>GOAL 2:</b> To integrate sustainable development into the programs, services and activities that we deliver directly and in partnership.                       |  |
| <b>Objective 2.1:</b><br>To support projects that promote sustainable development principles, practices and technologies, directly or in partnership with others. | <b>Action Plan 2.1</b> <ul style="list-style-type: none"> <li>• Discuss and recommend a process for assessing projects to determine if their outcomes support sustainable development in Western Canada.</li> <li>• Integrate this process into the current process for assessing projects.</li> <li>• Identify sustainable development projects, programs and processes in which WD is collaborating with others (federal and provincial departments, ministries and agencies; NGOs; etc.)</li> <li>• Cooperate with federal departments, other levels of government and not-for-profit groups (e.g. Pembina Institute) to achieve Climate Change goals under the Federal House in Order initiative.</li> </ul>   |
| <b>Objective 2.2:</b><br>To implement Strategic Environmental Assessment (SEA) process for all new program and policy initiatives.                                | <b>Action Plan 2.2</b> <ul style="list-style-type: none"> <li>• Implement the application of SEA for all new program and policy initiatives.</li> <li>• Monitor the number of new programs assessed under the modified SEA process.</li> </ul>   |



**GOAL 3:** To foster a sustainable development culture within WD.

|   |   |
|---|---|
| <p><b>Objective 3.1:</b><br/>To make employees aware of the SDS and the objectives and targets.</p>                               | <ul style="list-style-type: none"> <li>• Modify the sustainable development info package developed in support of objective 1.1 to create a sustainable development employee orientation package.</li> <li>• Deliver sustainable development orientation package to employees in a voluntary training session.</li> <li>• Conduct a training needs analysis.</li> </ul>  |
| <p><b>Objective 3.2:</b><br/>To communicate progress on the WD SDS to employees on a regular basis.</p>                           | <ul style="list-style-type: none"> <li>• Track sustainable development best practices and case studies using the <i>Business Excellence and Success Testimonials</i> (BEST) book and other sources.</li> <li>• Develop and distribute an annual SDS report for WD using the BEST book and measurement data collected.</li> </ul>  |
| <p><b>Objective 3.3:</b><br/>To encourage the 3Rs (reduce, reuse, recycle) and implement recycling programs in WD facilities.</p> | <ul style="list-style-type: none"> <li>• Develop and implement a waste reduction action plan.</li> <li>• In conjunction with PWGSC, where practical, establish a system for collection and management of data on solid waste generation and recycling at WD facilities.</li> </ul>  |
| <p><b>Objective 3.4:</b><br/>To increase green procurement within WD.</p>   | <ul style="list-style-type: none"> <li>• Train staff in green procurement.</li> <li>• Review contracts and develop green clauses that can be integrated into one or more of the contractual agreements.</li> <li>• Investigate the possibility of marking green purchases in corporate purchasing system.</li> <li>• If successful with above, attempt to measure green purchases as a percentage of total purchases and use this information to develop SDS 2003 targets.</li> </ul> |
| <p><b>Objective 3.5:</b><br/>To increase energy conservation in WD facilities.</p>  | <ul style="list-style-type: none"> <li>• Educate staff with procurement responsibilities on selection of energy-efficient models.</li> <li>• Provide all employees with energy consumption awareness training.</li> <li>• Arrange with PWGSC, where practical, to receive data on energy consumption to monitor consumption.</li> <li>• Cooperate with PWGSC, where practical, to achieve the conservation of energy in facilities occupied by WD.</li> </ul>                         |



# 9.0 Environmental Performance Measurement Framework

IN AN EFFORT TO UNDERSTAND AND IMPROVE OUR PERFORMANCE AGAINST OUR STATED objectives and targets, WD has developed a performance measurement framework (PMF). The information collected will help WD assess progress and to identify areas where improvement is required.

In order to establish the PMF, WD has committed to undertaking a number of tasks. Each task is outlined below and a detailed description called; *A Guide to the WD Performance Measurement Framework*, is contained in the EMS Manual.

## 9.1 PLANNING

---

WD has developed a PMF that is appropriate given the nature and scope of its operations and SDS objectives and targets. In planning the PMF, WD addressed the following issues:

- priorities
- actions
- applicable environmental aspects
- timetable
- resources
- evidence of senior management commitment

## 9.2 DEVELOPING PERFORMANCE MEASUREMENT INDICATORS

---

WD has established procedures for defining performance measurement indicators that are used to measure achievement against each stated objective. To ensure contribution toward government-wide reporting on environmental performance from its operations, we have selected common performance indicators as suggested in the document *Sustainable Development in Government Operations: A Coordinated Approach*, where applicable. The performance indicators to be used are listed in Table 3: *WD SDS Goals, Objectives and Targets*.

In addition, WD has assigned roles and responsibilities to each of the performance measurement indicators. This information is contained within the WD EMS Manual.

## 9.3 SETTING OF TARGETS

---

Once the WD objectives were set and performance indicators chosen, the SD team set clear, measurable and time-bound targets for all objectives. Each target is linked to a performance indicator. The measurement against these targets will be the basis of the WD performance measurement that will be included in the sustainable development section of the annual Departmental Performance Reports.

## 9.4 COLLECTING BASELINE DATA

---

For each objective and target, there is a plan to collect baseline data. The baseline data will use the identified performance indicator and can be either a historical number or it can be a new baseline set at zero, as would be the case when establishing baseline data for a new program. In most cases the applicable baseline data are known or can be estimated, but where this is not the case clarification of the baseline figures may trigger adjustment of targets set within the SDS.

Baseline data will be collected for each target by March 31, 2002.

## 9.5 REPORTING

---

Once performance data has been collected, measured and analyzed, WD will use this information to prepare a report that can be provided to employees, stakeholders and the public. Employees will be informed of the department's progress in meeting the objectives and targets via e-mail. Stakeholders and the public can access progress reports available on the Internet.

## 9.6 REVIEWING AND IMPROVING PERFORMANCE

---

Procedures have been established to compare performance indicator data against established targets. Performance is reviewed and monitored regularly on a national basis and evaluated to identify opportunities for continuous improvement and cost savings.



A PROCESS OF CONTINUAL IMPROVEMENT IS IMPLEMENTED THROUGH THE ESTABLISHMENT of procedures for auditing and corrective action. These procedures provide WD with a process for assessing its environmental performance and ensuring that it continues to move towards sustainable operations.

### **10.1 IDENTIFICATION OF NONCONFORMANCE AND CORRECTIVE ACTION**

Internal auditing procedures have been established to ensure that all operations which impact sustainable development and the environment are performed according to policy and procedures. These procedures also ensure that actions are taken to correct the non-conformance.

### **10.2 MANAGEMENT REVIEW**

WD holds an EMS Management Review, a meeting with senior management, to ensure the adequacy and effectiveness of the environment and sustainable development management system. During this senior management meeting, reports will be made on the following:

- WD's Environmental Policy and SDS;
- progress on the implementation and achievement of environmental objectives and targets;
- identified non-conformances with federal, provincial and territorial legislation and regulations;
- other federal or provincial initiatives that may affect the WD SDS;
- results of SDS and EMS audits and evaluations;
- status of identified non-conformances and corrective action;
- continuing suitability of the EMS in relation to changing conditions (i.e. technological advancements, legislation, organizational structure, access to information); and
- concerns of relevant interested parties.





## Summary of SDS Achievements

| Goals (G)<br>Objectives (O)<br>Actions (A) |   | 1998-2000 SDS Commitments   | To be completed by Dec. 2000 | Examples of activities done to date   |
|--|---|---|------------------------------|---|
| 1  | G | Raising Awareness & Providing Information   |                              |   |
| 1.1  | O | Improve SMEs access to sustainable development (SD) information via Western Canadian Business Service Network (WCBSN) and create awareness of SD principles among its members.  | On-going                     | The WD Web site has links to other sustainable development sites.   |
| 1.1.0.1                                    | A | Develop SD information that WCBSN members can share with small business.  | On-going                     | To date, information has been primarily on a "pull" basis as requested by clients rather than on a "push" basis. Examples of actions taken by WD: In Alberta, the Business Link has 47 links to SD including Environment's International Institute for SD. WD has made information available to all WCBSN members in January 1998 through the Web site. |
| 1.1.0.2                                    | A | Facilitate sharing of SD principles and practices among WCBSN members [survey members for examples of how they put SD principles into practice and use data to assemble a list of best practices].  | On-going                     | Briefings on SD and Climate Change have been provided to Community Futures Development Corporation (CFDC) associations. CFDCs were asked to identify how they raise SD awareness in their communities starting in their 97/98 Operating Plans to begin the process of establishing best practices.  |
| 1.2  | O | Make SD information widely available in Western Canada through Internet.  | On-going                     | WD has put sustainable development links on the WD Web site. WD is funding a project at the Pembina Institute in Alberta to develop Genuine Progress Indicators. The results of the project will be posted on the WD Web site.  |
| 1.2.0.1                                    | A | Create a Web page highlighting the implementation of any new environmental regulations and actions that firms can take on greening their workplaces and create links to other sites where small business can get detailed SD information. | Mar-00                       | WD's public Web site redevelopment process is under way as of July 2000 and will include easy access to SD-related information.   |
| 1.2.0.2                                    | A | Put the SDS on the WD Web site and post period updates on implementation.   | Posted and on-going          | WD's SD strategy is posted at <a href="http://www.wd.gc.ca/eng/mediacentre/sd_plan/sd_toc.html">www.wd.gc.ca/eng/mediacentre/sd_plan/sd_toc.html</a><br>Updates can be found at <a href="http://www.wd.gc.ca/eng/mediacentre">http://www.wd.gc.ca/eng/mediacentre</a>   |
| 1.3  | O | Provide small businesses with information on SD business opportunities.   | On-going                     |   |
| 1.3.0.1                                    | A | Consult with other government departments about future procurement requirements in Western Canada and provide this information to clients and potential suppliers.  | Fall 2000                    | Procurement and e-business strategies are currently under development that would address this item.   |
| 1.3.0.2                                    | A | Create a team of SD experts to coordinate implementation of the SDS and act as an information resource (98/99).   | On-going                     | The SD team was established in Nov 99, while an Environmental Assessment Team has existed for many years. WD - B.C. has also established a regional SD working group comprised of representatives from the four regional branches. Their role is to help coordinate the development and implementation of the WD SDS in B.C.                            |
| 1.3.0.3                                    | A | Educate WD client service officers on SD.   | On-going                     | Presentations have been made in each office by SD team members, updates are provided via e-mail and information on SD is available on the WD Intranet site.   |

<sup>1</sup>SME - Small and Medium-sized Enterprises

| Goals (G)<br>Objectives (O)<br>Actions (A) | 1998-2000 SDS Commitments | To be completed by Dec. 2000  | Examples of activities done to date |   |
|--|---------------------------|---|-------------------------------------|---|
| 2  | G                         | Supporting sustainable development through cooperative action   |                                     |   |
| 2.1  | O                         | Cooperate with provincial governments on SD.  | On-going                            | In collaboration with the province of B.C., WD has agreed to allocate \$13 million in federal and provincial funding for fuel cell related projects under the Canada - B.C. Western Economic Partnership Agreement (WEPA).  |
| 2.1.0.1                                    | A                         | Participate and promote SD at future western federal-provincial meetings.   | On-going                            | A study done on WD's behalf by the Canada West Foundation included sustainable development in their findings. This information was shared with the Western Economic Development Deputy Minister Group comprised of the four provincial DMs and WD's Deputy Minister.  |
| 2.1.0.2                                    | A                         | Gather information on provincial SD activities.   | On-going                            | WD liaises with Alberta Climate Change strategy via provincial Climate Change Central, a virtual information and development organization, participates in activities with the provinces and partners with the provinces on specific projects (a research project in Alberta with the Pembina Institute, for example).  |
| 2.2  | O                         | Encourage cooperative action between the 3 levels of government in Western Canada to promote SD.  | On-going                            |   |
| 2.2.01                                     | A                         | Co-sponsor an SD conference.  | On-going                            | As examples, support has been provided to Globe and North Sun 99 conferences. Sponsor of Combustion Canada 99 & Canadian Waste Management Conference 99. WD put \$5,000 into a CETAC <sup>2</sup> workshop on angel financing for environmental companies in Nov 98. WD sponsored Manitoba Environmental Industries Association (1999) annual meeting, including a booth promoting the Environmental Technology Loan Fund. WD co-sponsored (with TD Bank - \$500 each) a breakfast session at the May 1998 Environmental Round Table in Winnipeg (WD had a booth as well). WD will be a sponsor of the Fraser Basin Council's November 2000 conference on sustainable indicators. |
| 2.3  | O                         | Promote achievement of federal SD objectives to support entrepreneurship and increase economic development.                                     | On-going                            | WD participates with other federal departments in the SDS Regional Information Sharing Group in B.C. This regional group works to coordinate and share information on federal SD strategies and initiatives.  |
| 2.3.0.1                                    | A                         | With the western members of the Industry Portfolio, increase the inclusion of SD objectives in economic development initiatives and activities. | On-going                            | WD employees have participated in sustainable development training developed by Industry Canada. Eco-efficiency pilot projects are under development that could involve both WD and Industry Canada. Conference calls with the other regional agencies have resulted in sharing of forms, procedures and ideas for inclusion in the next three year strategy.   |
| 2.4  | O                         | Expand market opportunities through joint action for environmental and related enabling technologies.   | On-going                            | In October 2000, WD announced \$980,000 for the start-up of Fuel Cells Canada, a national industry organization for Canada's fuel cell industry.  |

<sup>2</sup>CETAC - Canadian Environment Technology Advancement Corporation



| Goals (G)<br>Objectives (O)<br>Actions (A) |   | 1998-2000 SDS Commitments   | To be completed by Dec. 2000 | Examples of activities done to date   |
|--|---|---|------------------------------|---|
| 2.4.0.1                                    | A | Identify opportunities or mechanisms to expand SD, including climate change, market opportunities and support CEIS <sup>3</sup> .   | On-going                     | WD works with Environment Canada (EC), Natural Resources Canada (NRCAN) and other federal agencies to promote western projects for TEAM <sup>4</sup> funding.   |
| 2.4.0.2                                    | A | Promote the Technology Partnerships Canada (TPC) program's investment in western Canadian environmental firms.  | On-going                     | WD is developing an Innovation Strategy which includes activities to assist western Canadian firms in accessing TPC program funding.  |
| 2.4.0.3                                    | A | Promote WD-TD Bank Environmental Technology Loan Program.   | On-going                     | Over \$5 million in the various WD loan funds have been approved across the West. SD projects are not isolated within the Environmental Loan Fund, as many can be funded under others, such as the Knowledge-Based Industries Loan Fund.  |
| 2.4.0.4                                    | A | Work with Environmental Industry Association in Western Canada to identify technology gaps and barriers in conjunction with the national work so that industry members can identify potential business opportunities. | On-going                     | WD participates with other agencies and associations to enhance opportunities for SMEs. For example, WD has a platinum membership in the Environmental Services Association of Alberta and is an associate member in the BC Chapter of the Canadian Environmental Industries Association.   |
| 3  | G | Fostering a Sustainable Development culture at WD   |                              |   |
| 3.1  | O | Ensure WD staff have understanding of Sustainable Development issues.   | On-going                     |   |
| 3.1.0.1                                    | A | Make SD presentations to staff.   | Jul-00                       | A "News Flash" on Strategic Environmental Assessment was communicated to all employees Oct 99. SD team members have met with staff and managers within their respective regions. On July 4th, 2000, the Executive group engaged in an SD Learning event facilitated by Dr. Brian Nattrass, an expert in sustainable development and the Natural Step. Ron Bergin from the Office of the Auditor General made a presentation to the Executive group at this session as well. |
| 3.2  | O | Ensure SD is reflected in policy, plans and program development.  | On-going                     |   |
| 3.2.0.1                                    | A | Develop a process to include SD principles in policy, plans and programs.   | Mar-00                       | Innovative Management Solutions Inc. is assisting WD to establish an EMS and related infrastructure to support and build sustainable development capacity and to include SD considerations in WD policies and programs.   |
| 3.2.0.2                                    | A | Conduct environmental reviews of projects as required.  | On-going                     | 100% of WD funded activities, including programs delivered on behalf of other agencies such as the Infrastructure Program, are subject to an "environmental review."  |
| 3.3  | O | Work to improve the environmental efficiency of office operations.  | On-going                     |   |

<sup>3</sup>CEIS - Canadian Environmental Industry Strategy

<sup>4</sup>TEAM - Technology Early Action Measure

| Goals (G)<br>Objectives (O)<br>Actions (A) |   | 1998-2000 SDS Commitments   | To be completed by Dec. 2000 | Examples of activities done to date   |
|--|---|---|------------------------------|---|
| 3.3.0.1                                    | A | Support SD through the purchase of environmentally friendly goods and services.   | On-going                     | Envelopes, letterhead and brochures use recycled paper. Recycle paper bins are available. "Used computers for schools" program in place. Staff is encouraged to shut down computers in the evening. Recycle containers for cans and bottles are provided to staff.  |
| 3.3.0.2                                    | A | Support the development of the green procurement policy, including a definition of green goods and services in partnership with other federal and provincial agencies (i.e. via shared services or federal councils). | On-going                     | A sub-committee of the SD team is developing ways and means to green WD's operations. Innovative Management Solutions Inc. is assisting WD to establish an EMS and related infrastructure to support and build sustainable development capacity within WD and will play a part in advancing progress in this area.  |
| 4  | G | Enhancing federal visibility on the Climate Change file and delivering programs or services that contribute to the national Climate Change agenda.  |                              |   |
| 4.1  | O | Position the department as a key player on the Climate Change file.   | On-going                     |   |
| 4.1.0.1                                    | A | Plug into regional groups working on Climate Change issues.   | On-going                     | WD is an active participant on provincial Climate Change committees / steering groups (ie: Alberta Climate Change Central). WD has coordinated a study to identify joint initiatives / opportunities in support of National Climate Change Strategy and western provincial Climate Change initiatives and activities. Several WEPA projects have been funded in cooperation with other federal departments, provincial & municipal governments and industry - ie: Greenhouse Gas Technology Showcase, Carbon Dioxide Sequestration, etc.<br>WD provided funding to the Fraser Basin Council to help in the operation of the Fraser River Debris Trap, located near Aggassiz. WD is helping the Council to reduce pollution and greenhouse gases by reducing the amount of captured wood debris that is burnt each year. |
| 4.1.0.2                                    | A | Participate in key National Climate Change Secretariat issues Tables (e.g. the Technology Table).   | On-going                     | WD has participated in all Technology Table meetings and in the development of the business plan resulting from the Technology Table.   |
| 4.1.0.3                                    | A | Work with the Federal and National Climate Change Committees.   | On-going                     | The Assistant Deputy Minister (AB) is leading the Industry Portfolio Climate Change actions in the West. WD has facilitated and sponsored several TEAM projects with the support of Environment Canada, Natural Resources Canada and others.  |



## Summary of Results from the Sustainable Development Strategy 2000 Survey

- The SDS 2000 survey was distributed to approximately 500 individuals and organizations including WD staff and business network partners.
- WD received approximately a 10% response rate to this survey.
- A majority of the respondents agreed to be contacted for the second round of consultation.

### 1. Based on the Sustainable Development Action Plan that was developed in 1997 and our progress outlined in Appendix A, did we meet our objectives? If not, why not?

76% of the respondents that answered this question said that we did meet our objectives.

Selected comments on why our objectives were not met.

- It appeared to be a one-time exercise and then forgotten.
- Businesses and staff require an education and orientation on sustainable development and the what's, why's, how's and "what's in it for me" in order to move towards the goals and objectives the Department set.
- Objectives may not have been met given the great scope of the objectives and the difficulty of change in such complex areas.
- An action plan with measurable targets would have produced better results.

### 2. Help us get the issues right.

The following are examples of key issues and concerns impacting a sustainable future. Please add any items that you would like us to consider. Place a check in the left hand column to indicate the items that you think should be addressed and rank their priority in the right hand column.

|                          | Suggested key issues and concerns impacting our future                                     | Rank |
|--------------------------|--|------|
| <input type="checkbox"/> | Reducing consumption of natural resources.   |      |
| <input type="checkbox"/> | Preserving the ecosystem.  |      |
| <input type="checkbox"/> | Sharing benefits and opportunities with all Canadians to improve overall quality of life.  |      |
| <input type="checkbox"/> | Capitalizing on technological solutions to increase productivity.                          |      |
| <input type="checkbox"/> | Increasing economic growth.  |      |
| <input type="checkbox"/> | Focusing on healthy Canadians.   |      |
| <input type="checkbox"/> | Educating Canadians to take advantage of the electronic revolution.                        |      |
| <input type="checkbox"/> | Building capacity within WD and with our stakeholders in sustainable development concepts. |      |

Top two key issues according to respondents:

- preserving the ecosystem, and
- building capacity within WD and with our stakeholders in sustainable development concepts.

Other items mentioned include:

- developing a sustainable development indicator,
- sustainable communities,
- prioritizing existing or planned programs to support sustainable development projects eg. Infrastructure Canada,
- display leadership in environmental responsibility,
- support of technical solutions for environmental challenges (i.e. recycling technology), and
- encouraging sustainable development activities (i.e. reduced consumption of non-renewable resources).

**3. WD is a small department with limited resources. In relation to other federal departments with national mandates in the areas of environmental and social aspects, is WD better to selectively partner with others leading sustainable initiatives in Western Canada, or to lead sustainable development activities in the West?**

76% of the respondents that answered this question said that WD should selectively partner with others.

A majority of respondents to this question indicated that WD should partner, or selectively partner with federal and provincial departments and with industry and other groups and organizations to promote SD. A significant number also highlighted the possible leadership role WD could play in this area. Also mentioned was the possible advocacy role WD could play with other departments in terms of their SD activities in the West and the fact that WD should look internally to promote SD practices within its structure and operations and focus on its clients and partners.

**4. Given WD's economic development mandate, western focus and limited resources, what level of participation would you recommend WD undertake in our next Sustainable Development Strategy (2000-2003): minimal (respond to legislated expectations), medium (where relevant, ensure WD policies and programs support national horizontal sustainable development priorities), or maximum (adopt**

**sustainable development as a primary objective for WD, incorporating this approach into all new programs and policies)?**

The recommendations of the respondents are:

- 4% Minimal
- 50% Medium
- 46% Maximum

Selected Comments

- Maximum. WD has the strategic position with many of its programs and the purse strings to federal financing to encourage, engineer and in some cases, demand change. For instance, our Business Services Centers are in a favorable position to provide SD information to business.... whether established or start-up.
- Medium. WD should incorporate SD into new programs e.g. WEPA renewal, as a factor in selecting and prioritizing investments...will need to define sustainable development in a way that is relevant to the program, and is clear and measurable.



**5. What sustainable development challenges does your organization experience that may be an area where WD could assist?**

Selected responses

- Providing examples that would indicate how conventional approaches could be enhanced by a sustainable approach so that it is easy to see how the bottom line can be improved while protecting the eco-systems and benefiting others.
- assisting businesses to the practical implementation of SD over the long term
- WD could provide other federal government departments a list of "green" suppliers in Western Canada - to assist the other departments in achieving their green procurement targets
- economic/social development and ecological integrity within First Nations/Aboriginal communities
- indicators and models of development
- knowledge transfer and ecological/economic/social concerns in sustainable forest management
- work on EMS/eco-efficiency and environmental technologies
- further work on health, linking environmental health and human health
- education and training

**6. In what areas would you be interested in partnering/working with WD?**

Some of the areas of interest mentioned include:

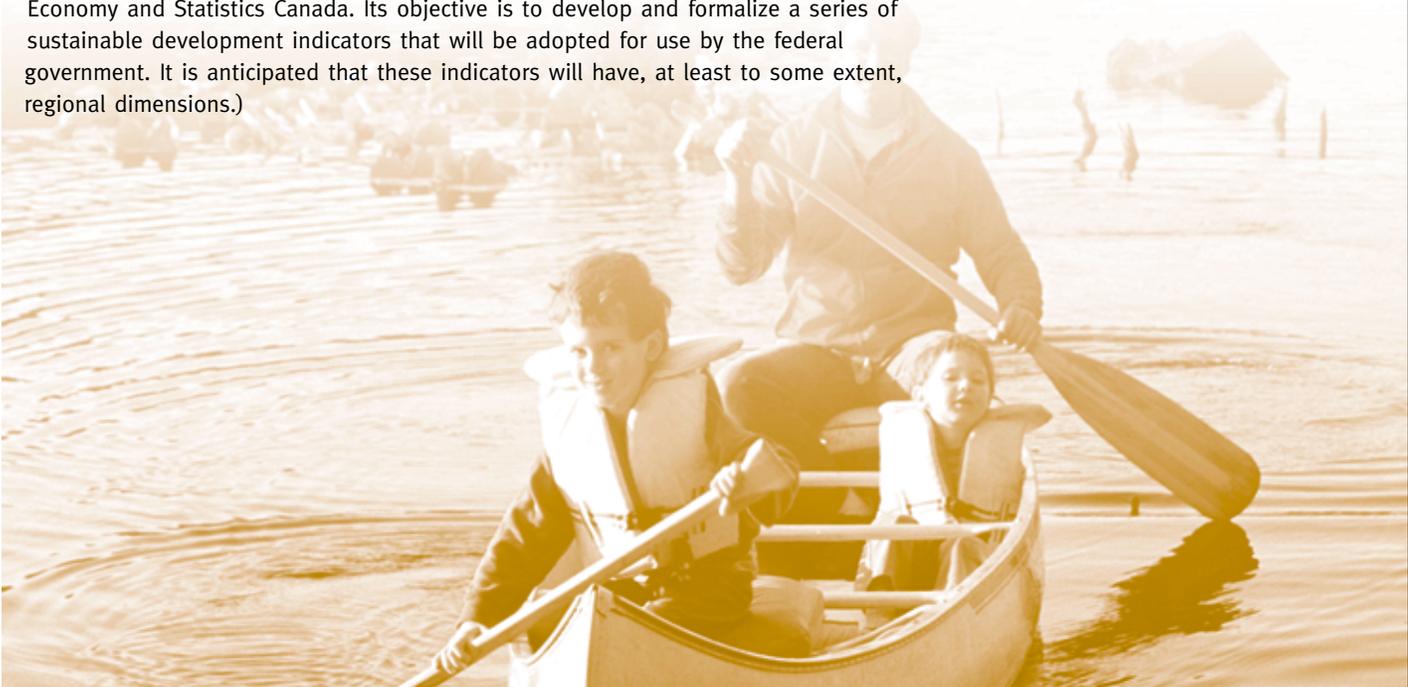
- Climate Change and initiatives
- research and knowledge transfer
- community projects
- business counseling on SD (providing expertise on EMSs, providing advice on greening operations, seeking advice in how to develop SD understanding so that it becomes viable contemporary business practice).
- developing a sustainable development indicator (This project is a cooperative effort between Environment Canada, the National Roundtable on the Environment and the Economy and Statistics Canada. Its objective is to develop and formalize a series of sustainable development indicators that will be adopted for use by the federal government. It is anticipated that these indicators will have, at least to some extent, regional dimensions.)

**7. Do you have any other comments?**

**The Commissioner of the Environmental and Sustainable Development has challenged federal departments to develop sustainable development strategies that are "compelling and inspiring." Do you have any suggestions?**

Selected Comments

- Effective strategies for sustainable development are built around education and leadership. Happily, these are already incorporated in your organization's strategies.
- Our offices need to do a better job on the 3 R's, ALL of our offices, in order for us to have credibility in any external initiatives.
- WD is using, and should continue to use, its unique network of partners in advancing sustainable development.
- WD should try to include more targets in its next strategy in the social, cultural and economic areas of sustainable development (for example: sustainable communities) and ensure that your targets are quantifiable with identifiable outcomes.



*"Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs."*  
Our Common Future – The Brundtland Report

*"Sustainable development focuses on improving the quality of life for all of the Earth's citizens without increasing the use of natural resources beyond the capacity of the environment to supply them indefinitely."*  
International Institute for Sustainable Development

*"For WD, sustainable development is achieved when full consideration is given to economic development, the preservation of the environment and the social well being of Canadians."*  
WD Sustainable Development Strategy 2000

*"We are deeply convinced that economic development, social development, and environmental protection are interdependent and mutually reinforcing components of sustainable development, which is the framework for our efforts to achieve a higher quality of life for all people. Equitable social development recognizes that empowering the poor to utilize environmental resources sustainably is a necessary foundation for sustainable development. We also recognize that broad-based and sustained economic growth in the context of sustainable development is necessary to sustain social development and social justice."*  
Declaration and Programme of Action – World Summit for Social Development  
March 1995

