

Sustainable Development Strategy III (2004-2006)
Update as of September 1, 2005

In 2004-2005, ACOA implemented a new planning and reporting structure, shifting from the Business Line (and Strategic Priority) approach to the new government-wide standardized Program Activity Architecture (PAA) approach. In the first column of the following report, linkages are identified between ACOA's Sustainable Development Strategy (SDS) objectives and the Agency's new PAA. In order to present this changeover clearly in this report, previous Business Lines (Strategic Priorities) terminology has been shown in brackets following the current PAA terminology. For more information on ACOA's PAA, refer to Section I of the Agency's Departmental Performance Report for 2005.

Priority 1. Support to Business

Objectives and Linkage to the PAA	Targets	Actions	Performance Measures	Status as of September 1, 2005
<p>1.1 To work with the academic and private sectors on research and development (R&D) in the areas of environmental industries, new technologies, innovation, etc., which have good commercialization potential.</p> <p>Link to PAA:</p> <ul style="list-style-type: none"> • Innovation 	<p>1.1.1 ACOA will provide support to a minimum of 10 R&D/innovation/new technology projects in the environmental industry, to be implemented over the next three years.</p>	<ul style="list-style-type: none"> • Promote projects to universities, colleges, institutes, associations and the private sector. • Work with academic and private sector to target strategic growth sectors such as ocean industries, biotechnology and aquaculture, etc. • Over the next three years, ACOA will support environmental R&D initiatives (e.g. develop marine bioactive compounds and extraction processes from fisheries and aquaculture by-products; foster the development of an emerging bio-business sector). 	<ul style="list-style-type: none"> • Number of projects funded. 	<ul style="list-style-type: none"> • Atlantic Innovation Fund - 11 projects for a total of \$11.5 million (\$7.7 million repayable) total project cost - \$17.5 million. • The Business Development Program - repayable contributions of \$2.6 million and non-repayable of \$2.1 million to 28 projects.
<p>1.2 To support the activities of the environmental industries associations.</p> <p>Link to PAA:</p> <ul style="list-style-type: none"> • Foster SME Development and Growth (Access to Capital) • Policy, Advocacy and Co-ordination 	<p>1.2.1 Fund at least 20 projects or initiatives that support environmental industries through their associations.</p>	<ul style="list-style-type: none"> • Work with environmental industries associations to develop initiatives that are compatible with ACOA's strategic priorities. 	<ul style="list-style-type: none"> • Number of projects funded. 	<ul style="list-style-type: none"> • Two projects - total contribution of \$90,000.

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<p>1.3 To contribute to the Government of Canada's overall climate change plan of reducing GHG emissions in Canada.</p> <p>Link to PAA:</p> <ul style="list-style-type: none"> • Foster SME Development and Growth (Access to Capital) • Policy, Advocacy and Co-ordination 	<p>1.3.1 Over the next three years, work with other federal departments to target climate change initiatives that also contribute to the economic development of the region; the parties will meet at least three times per year.</p>	<ul style="list-style-type: none"> • Work with Industry Portfolio members and other government departments to raise their awareness of the climate change capabilities and expertise of Atlantic Canadian stakeholders. • Develop a plan to target economic development projects that have a climate change aspect to them. 	<ul style="list-style-type: none"> • Number of meetings held. • Plan developed. 	<ul style="list-style-type: none"> • Two meetings with other federal departments and regional stakeholders. • ACOA, in partnership with the Province of Nova Scotia, supported the establishment of the South West Shore Energy Office, a project to help achieve maximum economic benefits from the oil and gas sector and the alternative energy sector. ACOA's support is \$145,000 on total project costs of \$205,000. • An internal energy committee monitors oil and gas as well as alternative energy sources, national and international. Activity and project information is shared across the Agency.
<p>1.4 To support tourism businesses and associations throughout the Atlantic region to strengthen best practices with respect to the environment.</p> <p>Link to PAA:</p> <ul style="list-style-type: none"> • Trade • Investment • Tourism 	<p>1.4.1 Fund three tourism projects that support healthy environments.</p>	<ul style="list-style-type: none"> • Work with Tourism Industry Associations to identify areas for joint collaboration. • Work with Tourism clients to promote eco-tourism or environmental/SD-related products. 	<ul style="list-style-type: none"> • Number of projects funded. 	<ul style="list-style-type: none"> • The Atlantic Canada Outdoor Adventure Partnership - eight industry partners. ACOA contributed \$495,000 to the project.
<p>1.5 To undertake strategic investment in sustainable tourism communities through sustainable tourism development training.</p> <p>Link to PAA:</p> <ul style="list-style-type: none"> • Trade • Investment • Tourism 	<p>1.5.1 A minimum of nine communities to attend the training workshop in Bouctouche titled "What Makes a Sustainable Tourism Community."</p>	<p>Initiate communities to SD through:</p> <ul style="list-style-type: none"> • introduction to the concepts of SD; • identification of local potential; • development of a vision and objectives for planning sustainable tourism community development; and • making the transition from planning to implementation. 	<ul style="list-style-type: none"> • Number of communities that have completed the training workshop. 	<ul style="list-style-type: none"> • Seven communities supported during the 2004-2005 fiscal year to complete an eco-tourism workshop. ACOA contributed \$312,000 to the project.
	<p>1.5.2 15 current and previous workshop attendee communities to receive follow-up consultancy aftercare.</p>	<ul style="list-style-type: none"> • Develop follow-up requirements. • Hire consultant for follow-up work. 	<ul style="list-style-type: none"> • Number of communities that have received follow-up consultancy aftercare. 	<ul style="list-style-type: none"> • Three communities have received follow-up care.

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	<p>1.5.3 15 current and previous workshop attendee communities to subscribe to restricted access Web site for monthly discussion forums.</p>	<ul style="list-style-type: none"> • Have Web site developed. • Establish criteria for participation and discussion topics. 	<ul style="list-style-type: none"> • Web site developed. • Number of communities that subscribed and participated in forums. 	<ul style="list-style-type: none"> • Web site fully developed.
	<p>1.5.4 27 community leaders to take an on-line training session on advanced sustainable tourism topics.</p>	<ul style="list-style-type: none"> • Develop criteria for participation in training sessions. • Create on-line curriculum. 	<ul style="list-style-type: none"> • Criteria and curriculum developed. • On-line training participation rate. 	<ul style="list-style-type: none"> • Workshop curriculum fully developed. • On-line curriculum in progress.
	<p>1.5.5 Under the BDP, fund <i>Université de Moncton</i> to have two students (one full-time, plus the co-ordinator) to complete course work for their Master of Environmental Studies degrees with their Master's theses on sustainable tourism development (by the end of the project). The completed project will include case studies that will be posted to ACOA's SDS Web site.</p>	<ul style="list-style-type: none"> • Work with university to select students for program and program co-ordinator. 	<ul style="list-style-type: none"> • Master's course work completed. • Case studies posted on ACOA Web site. 	<ul style="list-style-type: none"> • Master's course work still in progress. • Case study outcomes in development.
	<p>1.5.6 Account Managers to liaise with nine communities to assess the degree of integration of tourism objectives into community economic development planning.</p>	<ul style="list-style-type: none"> • Support the nine communities to attend the Bouctouche workshop. • Obtain testimonials on integration of tourism objectives. 		<ul style="list-style-type: none"> • Direct community liaison transferred jointly to regional account managers and provincial counterparts.
<p>1.6 To promote Atlantic Canada as a leader in sustainable tourism destinations by improving the quality and diversification of tourism services and facilities. Link to PAA:</p> <ul style="list-style-type: none"> • Trade • Investment 	<p>1.6.1 40 Atlantic outdoor adventure operations exposed to the Gros Morne Institute of Sustainable Tourism (GMIST) outdoor leadership, adventure tourism training and business development program.</p>	<p>Working with the Canadian Tourism Commission, Parks Canada and participating tourism operators:</p> <ul style="list-style-type: none"> • Develop curriculum for outdoor leadership, adventure tourism training and business development programs. • Establish criteria for operator participation. 	<ul style="list-style-type: none"> • Number of outdoor adventure operations that have been exposed to the program. 	<ul style="list-style-type: none"> • ACOA contributed \$490,000 to the institute. • 172 operators have been exposed to the programs and activities at the institute.

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<ul style="list-style-type: none"> • Tourism 	1.6.2 40 Atlantic Canada accommodations establishments ¹ , 40 food service businesses and 20 Signature Attractions exposed to the GMIST sustainable tourism techniques and practices program.	<ul style="list-style-type: none"> • Develop curriculum for sustainable tourism techniques and practices program. • Establish criteria for operator participation. 	<ul style="list-style-type: none"> • Number of accommodations establishments, foodservice businesses, and Signature Attractions that have been exposed to the program. 	<ul style="list-style-type: none"> • 21 from first flight of program. • 12 attractions.
	1.6.3 25 Atlantic operations (museums, parks, attractions) exposed to the natural/cultural experience-based program.	<ul style="list-style-type: none"> • Develop curriculum for natural/cultural program. • Establish criteria for operator participation. 	<ul style="list-style-type: none"> • Number of operations that have been exposed to the program. 	<ul style="list-style-type: none"> • 13 adventure/tour operators exposed to Greening Your Business. • 22 adventure operators and parks personnel exposed to Liability and Risk management program.
1.7 To work with the environmental industries sector to increase export of their products and services. Link to PAA: <ul style="list-style-type: none"> • Trade • Investment • Tourism 	1.7.1 Fund four projects to increase exports from environment and energy technology.	<ul style="list-style-type: none"> • Work with the environmental industries sector in identifying projects that will contribute to increase exports from environment and energy technology. 	<ul style="list-style-type: none"> • Number of projects funded. 	<ul style="list-style-type: none"> • Export strategy and action plan for the top three sub-sectors being developed, including water/wastewater, solid waste and remediation.

Priority 2. Support to Communities

Objectives and Linkage to the PAA	Targets	Actions	Performance Measures	Status as of September 1, 2005
2.1 To work with local, regional and provincial groups to facilitate economic development at the community level that takes the environment into consideration. Link to PAA: <ul style="list-style-type: none"> • Community Economic Development 	2.1.1 Co-ordinate two information sessions for the Community Business Development Corporations (CBDCs) in Atlantic Canada.	<ul style="list-style-type: none"> • Establish an on-line vertical portal for information dissemination and sharing. • Work with Environment Canada and CBDCs to co-ordinate one Canadian Environmental Assessment Agency (CEAA) training session. • Co-ordinate the delivery of at least two information sessions over three-year period. 	<ul style="list-style-type: none"> • Vertical portal established. • Number of sessions held and number of CBDCs that attend. 	<ul style="list-style-type: none"> • Meeting scheduled for late Fall 2005 with Environment Canada to discuss options.

¹ “Accommodations establishments” excludes campgrounds.

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	<p>2.1.2 ACOA will provide tools and assist the CBDCs to provide small businesses with SD information (e.g. guides, information on sustainable initiatives, funding sources).</p>	<ul style="list-style-type: none"> • Participate in semi-annual CBDC conferences/workshops to discuss information needs and tools available. • Send periodic e-mails to provide update on SD information, etc. 	<ul style="list-style-type: none"> • Participation in semi-annual CBDC conferences with workshops. • Number of e-mails sent. 	<ul style="list-style-type: none"> • Two e-mails sent regarding Sustainable Development Technology Canada funding launch. • One e-mail regarding ACOA eco-efficiency fact sheet.
	<p>2.1.3 A minimum of 80% of Regional Economic Development Organizations (REDOs) are made aware of the concepts and benefits of SD.</p>	<ul style="list-style-type: none"> • Prepare and disseminate material to REDOs informing them of the concepts and benefits of SD. 	<ul style="list-style-type: none"> • Number of REDOs made aware of the concepts and benefits of SD. 	<ul style="list-style-type: none"> • Communications with REDOs planned for late Fall 2005.
	<p>2.1.4 25 projects funded per year that promote eco-efficiency, over a three-year period².</p>	<ul style="list-style-type: none"> • Work with community groups to identify appropriate projects for funding. 	<ul style="list-style-type: none"> • Number of projects funded. 	<ul style="list-style-type: none"> • \$1.9 million in funding to support ten environmental projects with community organizations through the BDP and SCIF.
<p>2.2 To contribute to improving water and sewer infrastructure through the Infrastructure Canada Program. Link to PAA:</p> <ul style="list-style-type: none"> • Foster SME Development and Growth (Access to Capital) • Community Economic Development 	<p>2.2.1 Fund up to 175 water and/or sewer infrastructure projects.</p>	<ul style="list-style-type: none"> • Work in partnership with provincial and municipal governments and other delivery agencies to support projects involving water supply and distribution systems, as well as wastewater systems. • Develop and implement projects with provincial and municipal governments to support solid waste diversion and disposal to reduce greenhouse emissions and pollution. 	<ul style="list-style-type: none"> • At least 50% of funding comes from Infrastructure Canada Program used for green projects. • At least 175 communities are upgraded through the Infrastructure Canada Program. 	<ul style="list-style-type: none"> • 582 projects funded - \$145 million toward total project costs of \$443 million.

² The World Business Council for Sustainable Development describes eco-efficiency as a management philosophy of doing more with less. In other words, the creation of goods and services that optimize resource use and reduce waste and pollution – minimizing costs while maximizing value.

Priority 3. Awareness and Capacity Building

Objectives and Linkage to the PAA	Targets	Actions	Performance Measures	Status as of September 1, 2005
<p>3.1 To collaborate with public and private organizations on SD goals and objectives that fit ACOA's mandate.</p> <p>Link to PAA:</p> <ul style="list-style-type: none"> • Enterprise Development • Community Development • Policy, Advocacy and Co-ordination 	<p>3.1.1 Continue to work with partners on at least five new initiatives (e.g. environmental technology development services in Atlantic Canada).</p>	<ul style="list-style-type: none"> • Work with partners with common SD objectives. 	<ul style="list-style-type: none"> • Number of initiatives undertaken. 	<ul style="list-style-type: none"> • With its federal partners, Environment Canada, National Research Council and Industry Canada, formed the Atlantic Environment Technology Advancement Network Steering Committee. The committee is reviewing options for a model and/or mechanism that would effectively engage and support Atlantic Canadian firms, particularly SMEs, in environmental technology. • The Agency partnered with Natural Resources Canada to establish a Canadian Industry Program for Energy Conservation Atlantic Task Force. • ACOA participated in an Environment Canada workshop on developing a strategy for dealing with SMEs. • ACOA, as a partner with Canadian International Development Agency, Environment Canada, and the Nova Scotia government, provided a contribution of \$85,000 to support the international conference on Sustainable Development, Re-thinking Governance, held in Antigonish, Nova Scotia, in June 2005. • ACOA is a member of the following committees and groups: the Interdepartmental Network on Sustainable Development Strategies, the Pollution Prevention Co-ordinating Committee, and the Team Atlantic Environment Committee.
<p>3.2 To increase awareness of SD principles and practices in entrepreneurship education and skills development directed toward Atlantic youth.</p> <p>Link to PAA:</p> <ul style="list-style-type: none"> • Entrepreneurship and Business Skills Development 	<p>3.2.1 Develop and implement at least four projects directed at youth to link sustainable development to entrepreneurship.</p>	<ul style="list-style-type: none"> • Promotion of SD to youth and young entrepreneurs through various media and promotional products (e.g. Sustainable Development Handbook, and television vignettes of young entrepreneurs – such as <i>Me Inc.</i> on the television show <i>Street Cents</i>). 	<ul style="list-style-type: none"> • Number of projects funded. 	<p>Three projects completed:</p> <ul style="list-style-type: none"> • A DVD was produced containing a compendium of English and French-language video profiles of young entrepreneurs for distribution at the February 2005 Junior Achievement Atlantic Conference. Up to 200 of these DVDs were distributed to young Atlantic Canadians.

Objectives and Linkage to the PAA	Targets	Actions	Performance Measures	Status as of September 1, 2005
		<ul style="list-style-type: none"> Support youth entrepreneurship and education through youth-directed programs. 		<ul style="list-style-type: none"> The third project is support to the <i>Université de Moncton's</i> television profile of a young entrepreneur who operates an ecologically friendly landscape development and maintenance business. This television vignette, also featured in newspapers and integrated into a high school resource for teachers, reached an estimated 34,856 young Francophone Atlantic Canadians
<p>3.3 To increase level of awareness in businesses and communities about national environmental programs available to them. Link to PAA:</p> <ul style="list-style-type: none"> Foster SME Development and Growth (Access to Capital) 	<p>3.3.1 Have businesses and communities attend one of three information sessions, over the three-year period, on national environment funding and assistance programs available and how to access them.</p>	<ul style="list-style-type: none"> Invite federal government departments to make presentations to these groups on national environmental programs. 	<ul style="list-style-type: none"> Number of sessions delivered. Number of attendees. 	<ul style="list-style-type: none"> Partnered with Environment Canada to provide workshops for the metal finishing sector, as well as a workshop to introduce national funding programs available, titled Show Me the Money.
<p>3.4 To improve knowledge of climate change impacts, and develop effective and appropriate ways of integrating climate change considerations into decision-making. Link to PAA:</p> <ul style="list-style-type: none"> Foster SME Development and Growth (Access to Capital) Policy, Advocacy and Co-ordination 	<p>3.4.1 Fund three projects from ClimAdapt, a private sector-driven network providing innovative climate change adaptation expertise in Canada and internationally.</p>	<ul style="list-style-type: none"> Work with the environmental industries associations, ClimAdapt and provincial government departments to develop three projects. 	<ul style="list-style-type: none"> Number of projects funded. 	<ul style="list-style-type: none"> See 3.4.3 below.
	<p>3.4.2 Refer two ACOA clients to ClimAdapt for integration of climate change considerations into their decision-making process with respect to undertaking a project.</p>	<ul style="list-style-type: none"> Work in partnership with provincial and municipal governments and other delivery agencies in identifying projects that could undergo a ClimAdapt review. 	<ul style="list-style-type: none"> Number of referrals. 	<ul style="list-style-type: none"> Report due December 2005.
	<p>3.4.3 Fund five R&D projects specifically focussed on climate change.</p>	<ul style="list-style-type: none"> Work with R&D proponents to sign contribution agreements. 	<ul style="list-style-type: none"> Number of projects funded and monitored. 	<ul style="list-style-type: none"> AIF funding to five projects; \$10.2 million on total project costs of \$24.8 million for five R&D projects; BDP contributions to three projects; \$230,000 on total project costs of \$658,000.
	<p>3.4.4 Build SMEs' awareness of climate change initiatives such as emissions trading, pollution prevention and alternative energy sources by holding at least four information sessions.</p>	<ul style="list-style-type: none"> Work with industry associations, businesses and communities to raise awareness of national climate change programs available to them. 	<ul style="list-style-type: none"> Number of sessions delivered. 	<ul style="list-style-type: none"> One session delivered.

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	<p>3.4.5 Fund at least one policy research project examining the implications and opportunities climate change represents for a strategic sector.</p>	<ul style="list-style-type: none"> • Fund project and share results with key stakeholders in order to influence decision-making. 	<ul style="list-style-type: none"> • Project funded. • Results communicated. 	<p>Through the Community Business Development Corporation in western Prince Edward Island, funded two projects relating to the development of the environmental industries within the province:</p> <ul style="list-style-type: none"> • a sector export strategy for the wind energy sector in the province, and • a conceptual plan and feasibility study for the establishment and operation of a facility to be known as the Canadian Wind Energy Institute.
<p>3.5 To work with partners and stakeholders to host information sessions, workshops and activities that inform Atlantic Canadian communities and businesses about the benefits of eco-efficiency.</p> <p>Link to PAA:</p> <ul style="list-style-type: none"> • Foster SME Development and Growth (Access to Capital) 	<p>3.5.1 Inform Atlantic SMEs of the benefits of eco-efficiency.</p>	<ul style="list-style-type: none"> • Fund the Nova Scotia Eco-Efficiency Business Assistance Program pilot project, which will work with SMEs to identify pollution prevention and efficiency options and opportunities. • Participate on the Program's Steering Committee to advise on best management and evaluate performance. • Refer a minimum of ten ACOA clients to the Program for Eco-Efficiency Reviews. • Undertake eco-efficiency workshops during Small Business Week to demonstrate how eco-efficiency can improve business viability. 	<ul style="list-style-type: none"> • Number of SMEs that attend the workshops. 	<ul style="list-style-type: none"> • With Environment Canada, the Government of Nova Scotia, Burnside Eco-efficiency Centre and Nova Scotia Power, two pilot projects to perform eco-efficiency audits with SMEs in Nova Scotia.
<p>3.6 To improve management and innovation skills that relate to environmental industries and/or eco-efficiency.</p> <p>Link to PAA:</p> <ul style="list-style-type: none"> • Entrepreneurship and Business Skills Development 	<p>3.6.1 Provide SMEs with information that highlights advanced environmental practices.</p>	<ul style="list-style-type: none"> • Develop a Sustainable Development Handbook for SMEs. • Profile successful entrepreneurs using advanced environmental practices. • Outline ACOA's position regarding business and SD. 	<ul style="list-style-type: none"> • Handbook developed. • Number of handbooks distributed. 	<ul style="list-style-type: none"> • Bilingual handbook titled Protecting the Environment: Entrepreneurs Working Toward a Sustainable Future. • Over 10,000 copies were distributed to a wide array of end-users such as high school students and teachers, colleges, university business centres, etc. It was also placed on ACOA's Web site at: http://www.acoa-apeca.gc.ca/e/entrepreneurship/protecting/.

Priority 4. Setting an Example

Objectives and Linkage to the PAA	Targets	Actions	Performance Measures	Status as of September 1, 2005
<p>4.1 To make more efficient use of resources. Link to PAA: <ul style="list-style-type: none"> • Corporate Services </p>	<p>4.1.1 Maintain paper consumption at 2002 level.</p>	<ul style="list-style-type: none"> • Continue with double-sided printing and photocopying across ACOA. 	<ul style="list-style-type: none"> • All printers and photocopiers have default options for double-sided printing and photocopying. 	<ul style="list-style-type: none"> • Reduced paper consumption by 12% compared with 2002 base year. • All photocopiers and printers have the double-sided option, and all Agency staff are requested to use this option. • The SDS Web site is being updated regularly.
	<p>4.1.2 Use of 100% recycled content paper.</p>	<ul style="list-style-type: none"> • Create Agency standard for purchased paper to incorporate a minimum of 50% recycled content and 30% post-consumer recycled content. • Annual reports to Executive Committee. 	<ul style="list-style-type: none"> • Standard established. • Paper purchase statistics provided by regional offices and Head Office. 	<ul style="list-style-type: none"> • Report to Executive Committee as part of the Agency's Departmental Performance Report. • Standard is paper with a minimum of 50% recycled content and 30% post-consumer recycled content.
	<p>4.1.3 Reduce energy consumed by Agency computers.</p>	<ul style="list-style-type: none"> • Create a policy that will reduce the power consumption of the computers used by staff. • Technical staff will develop a process by which all computers will be set to standards that incorporate "idle mode" defaults. 	<ul style="list-style-type: none"> • Policy created. • Standards in place. 	<ul style="list-style-type: none"> • System introduced, and all staff advised to shut down computers at night as January 2005. • IT incorporated Systems Management Server into the IT infrastructure – idle mode not required.
	<p>4.1.4 Increase number of Agency additional alternative fuel vehicles by at least one, to replace gasoline-powered vehicle.</p>	<ul style="list-style-type: none"> • Purchase at least one alternate fuel vehicle. 	<ul style="list-style-type: none"> • Number of vehicles purchased. 	<ul style="list-style-type: none"> • A total of five additional alternative fuel vehicles have been purchased.
<p>4.2 To strengthen the integration of sustainable development considerations into Agency decision-making through staff training and awareness initiatives. Link to PAA: <ul style="list-style-type: none"> • Corporate Services </p>	<p>4.2.1 Deliver training and awareness sessions to all ACOA employees and improve electronic information format and content on ACOA's SDS intranet site.</p>	<ul style="list-style-type: none"> • Update ACOA intranet SDS site. • Improve and deliver SD information session for employees on SD and climate. • Develop and launch SD awareness campaign to ACOA staff. 	<ul style="list-style-type: none"> • Web site updated. • Training sessions delivered. • Campaign launched. 	<ul style="list-style-type: none"> • Intranet site updated. • Preliminary work completed on training package.