



**Canada Economic  
Development**  
for Quebec Regions

**Développement  
économique Canada**  
pour les régions du Québec

# Sustainable Development Strategy 2007-2010



[www.dec-ced.gc.ca](http://www.dec-ced.gc.ca)

Canada 



**Sustainable  
Development Strategy**

Action Plan  
2007-2010

# ECONOMIC DEVELOPMENT AGENCY OF CANADA FOR THE REGIONS OF QUEBEC

## Abitibi-Témiscamingue

☎ 819-825-5260  
1-800-567-6451  
☎ 819-825-3245  
✉ val-dor@dec-ced.gc.ca

## Bas-Saint-Laurent

☎ 418-722-3282  
1-800-463-9073  
☎ 418-722-3285  
✉ rimouski@dec-ced.gc.ca

## Centre-du-Québec

☎ 819-478-4664  
1-800-567-1418  
☎ 819-478-4666  
✉ drummondville@dec-ced.gc.ca

## Côte-Nord

☎ 418-968-3426  
1-800-463-1707  
☎ 418-968-0806  
✉ sept-iles@dec-ced.gc.ca

## Estrie

☎ 819-564-5904  
1-800-567-6084  
☎ 819-564-5912  
✉ sherbrooke@dec-ced.gc.ca

## Gaspésie—Îles-de-la-Madeleine

☎ 418-368-5870  
1-866-368-0044  
☎ 418-368-6256  
✉ gaspe@dec-ced.gc.ca

## Île-de-Montréal

☎ 514-283-2500  
1-800-322-4636  
☎ 514-496-8310  
✉ montreal@dec-ced.gc.ca

## Laval—Laurentides— Lanaudière

☎ 450-973-6844  
1-800-430-6844  
☎ 450-973-6851  
✉ laval@dec-ced.gc.ca

## Mauricie

☎ 819-371-5182  
1-800-567-8637  
☎ 819-371-5186  
✉ trois-rivieres@dec-ced.gc.ca

## Montérégie

☎ 450-928-4088  
1-800-284-0335  
☎ 450-928-4097  
✉ longueuil@dec-ced.gc.ca

## Nord-du-Québec

☎ 514-283-8131  
1-800-561-0633  
☎ 514-283-3637  
Service Point, Chibougamau  
☎ 418-748-2175  
1-877-748-2175  
✉ nordqc@dec-ced.gc.ca

## Outaouais

☎ 819-994-7442  
1-800-561-4353  
☎ 819-994-7846  
✉ gatineau@dec-ced.gc.ca

## Québec—

### Chaudière-Appalaches

☎ 418-648-4826  
1-800-463-5204  
☎ 418-648-7291  
✉ quebec@dec-ced.gc.ca

## Saguenay—Lac-Saint-Jean

☎ 418-668-3084  
1-800-463-9808  
☎ 418-668-7584  
✉ alma@dec-ced.gc.ca

## Head Office, Montréal

☎ 514-283-6412  
1-866-385-6412  
☎ 514-283-3302

## Liaison and Interdepartmental Advocacy Branch, Gatineau

☎ 819-997-3474  
☎ 819-997-3340

## Economic Development Agency of Canada for the Regions of Quebec Web site:

www.dec-ced.gc.ca

### Report published by

Economic Development Agency of Canada  
for the Regions of Quebec  
Montréal (Quebec) H4Z 1E8  
www.dec-ced.gc.ca

Department of Public Works and  
Government Services Canada

Cat. No: lu90-4/17-2006

ISBN: 0-662-49469-5

Photographs: François Huppé;  
*Collège Montmorency,*  
Gift of *Parc de la Rivière-des-Mille-Îles,*  
© *Le Québec en images, CCDMD*

Printed in Canada  
on recycled products and vegetal ink  
December 2006



# Table of Contents

Message from the Minister .....	3
Summary .....	4
<b>1 Profile of the Agency .....</b>	<b>7</b>
<b>1.1 Mandate .....</b>	<b>7</b>
<b>1.2 Strategic directions 2006-2011.....</b>	<b>8</b>
<b>2 Sustainable Development Strategy 2007-2010 principles, targets and approaches .....</b>	<b>9</b>
<b>2.1 Principles.....</b>	<b>10</b>
<b>2.2 Targets .....</b>	<b>10</b>
<b>2.3 Approach – activities associated with the Agency’s mandate .....</b>	<b>10</b>
<b>2.3.1 Governance .....</b>	<b>11</b>
<b>2.3.2 Empowerment of Agency personnel.....</b>	<b>12</b>
<b>2.3.3 Vitality of communities .....</b>	<b>12</b>
<b>2.3.4 Competitiveness of Quebec SMEs and regions .....</b>	<b>14</b>
<b>2.4 Approach – activities associated with Agency operations.....</b>	<b>15</b>
<b>2.4.1 Greening .....</b>	<b>15</b>
<b>3 Sustainable Development Strategy 2007-2010 Action Plan.....</b>	<b>17</b>
<b>3.1 Activities associated with the Agency’s mandate.....</b>	<b>19</b>
<b>3.1.1 Reinforce governance and decision-making to support sustainable development .....</b>	<b>19</b>
<b>3.1.2 Continue empowerment of Agency personnel with respect to sustainable development .....</b>	<b>20</b>
<b>Vitality of communities</b>	
<b>3.1.3 Support communities so they contribute to a prosperous, sustainable economy .....</b>	<b>21</b>
<b>Competitiveness of Quebec SMEs and regions</b>	
<b>3.1.4 Contribute to enhancing the performance of Quebec SMEs and regions with respect to sustainable development .....</b>	<b>23</b>
<b>3.2 Activities associated with Agency operations .....</b>	<b>24</b>
<b>3.2.1 Reduce greenhouse gas emissions and resource use .....</b>	<b>24</b>
<b>4 Sustainable development management system .....</b>	<b>25</b>
<b>4.1 Planning and implementation.....</b>	<b>25</b>
<b>4.2 Monitoring, performance measurement and evaluation .....</b>	<b>27</b>
<b>4.3 Reporting and communications .....</b>	<b>28</b>
<b>Appendix 1 Highlights of the evaluation of the Sustainable Development Strategy 2003-2006.....</b>	<b>29</b>
<b>Appendix 2 Highlights of the internal and external consultations .....</b>	<b>32</b>
<b>Appendix 3 Agency response to observations and recommendations arising from evaluations and consultations .....</b>	<b>36</b>
<b>Appendix 4 Agency programs .....</b>	<b>38</b>
<b>Appendix 5 Sustainable Development Strategy 2007-2010 team.....</b>	<b>40</b>



# Message from the Minister

I am pleased to present to you the fourth Sustainable Development Strategy of the Economic Development Agency of Canada for the Regions of Quebec, covering the period from 2007 to 2010.

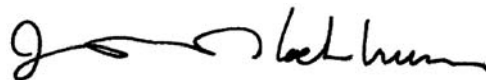
This strategy is in line with *Canada's Clean Air Act*, the main component in the new Government of Canada's environmental program, and reflects that program's priorities, in particular the reduction in atmospheric pollution and greenhouse gases. The Agency also took into consideration the observations made by the Commissioner of the Environment and Sustainable Development with regard to the Agency's previous strategies. Thus, in this fourth strategy, sustainable development becomes a means for the Agency to deliver on its policy directions so as to contribute to the vitality of communities and the competitiveness of Quebec enterprises and regions.

The Agency's approach to sustainable development lies within communities' economic development activities by inviting communities to reduce their ecological impact and play a greater role in their own development. This approach also encourages enterprises to adopt green business practices that are cost-effective, create or adapt new technologies, and penetrate new markets.

More particularly, the Agency will work toward supporting communities in their development; optimizing the productivity of small- and medium-sized enterprises through eco-efficiency and pollution prevention; fostering responsible

design and production methods; stimulating innovation; and developing and commercializing advanced products and technology, in the renewable energy or energy efficiency fields in particular. The Agency will also continue to promote sustainable development to its staff and in its operations.

In short, I believe the Agency's Sustainable Development Strategy 2007-2010 will contribute to the efforts invested in the quality of the environment and sustainable development by Canada's New Government, while enabling communities and enterprises in the regions of Quebec to benefit from the strong economic potential of sustainable development in order to secure their long-term prosperity.



---

The Honourable Jean-Pierre Blackburn  
Minister of Labour and Minister of the  
Economic Development Agency of Canada  
for the Regions of Quebec

# Summary

In 1995, the Government of Canada took steps to reinforce its ability to protect the environment and promote sustainable development. Thus, since December 1997, federal departments and agencies have had a legal requirement to table a Sustainable Development Strategy (SDS) in Parliament every three years. The Economic Development Agency of Canada for the Regions of Quebec is subject to that requirement, and the tabling of its fourth SDS is proof positive of its commitment to continuing the efforts invested in this regard over close to a decade.

## Sustainable development

Sustainable development means development that meets the needs of the present without compromising the ability of future generations to meet their own needs. But it "...is a continually evolving concept based on the integration of social, economic and environmental concerns, and which may be achieved by, among other things,

- a) the integration of the environment and the economy;
- b) protecting the health of Canadians;
- c) protecting ecosystems;
- d) meeting international obligations;
- e) promoting equity;
- f) an integrated approach to planning and making decisions that takes into account the environmental and natural resource costs of different economic options and the economic costs of different environmental and natural resource options;
- g) preventing pollution; and
- h) respect for nature and the needs of future generations.”

*Auditor General Act* (amended in 1995)

Running from April 1, 2007 to March 31, 2010, the action plan of the fourth SDS is an integral part of the Agency's strategic directions for 2006-2011. Fostering a regional development approach reflecting economic, social, cultural and environmental considerations, these strategic directions place the Agency's development activities in a sustainable development perspective.

In addition to building on its advances of the past few years and consultations with clients, partners, collaborators and staff, the Agency takes into account in this new Sustainable Development Strategy the observations of the Commissioner of the Environment and Sustainable Development as expressed in her report tabled in September 2006. Thus, in the course of its fourth SDS, the Agency intends to make more room for sustainable development in its decision-making process, notably through the integration of strategic environmental assessment<sup>1</sup> in its governance mechanisms and the application of a sustainable development management system, as well as in its staff empowerment activities so it can develop competencies for guiding its clientele with respect to sustainable development.

The Agency's fourth SDS is built around activities associated with its mandate and around its operations. Also designed to be compatible with the federal approach to sustainable development, the Agency's action plan for 2007-2010 targets goals shared by all federal agencies and departments, and goals specific to its mandate. The tables presented in Part 3 reflect the commitments the Agency intends to fulfil for each of these goals in the course of its fourth SDS.

In short, the fourth SDS may be summed up in the Agency's logic model as shown on the following page.

---

<sup>1</sup> See section 2.3.1 for the definition of strategic environmental assessment.



## Agency's logic model

<b>Vision</b>					
In the long term, Quebec SMEs and regions will have increased their development capability, dynamism and prosperity, in a lasting manner, for the benefit of Quebecers.					
<b>ACTIVITIES ASSOCIATED WITH THE MANDATE</b>					<b>ACTIVITIES ASSOCIATED WITH OPERATIONS</b>
<b>Target</b>					<b>Target</b>
Apply sustainable development principles in its decision-making processes and help Quebec SMEs, regions and communities in their actions toward adopting a sustainable development approach in their activities					Be a dynamic corporate citizen through its exemplary ecological practices
<b>Governance</b>		<b>Empowerment</b>	<b>Vitality of communities</b>	<b>Competitiveness of Quebec SMEs and regions</b>	<b>Greening</b>
<b>Goal</b>	Reinforce governance and decision-making to support sustainable development	Continue empowering personnel with respect to sustainable development	Support communities so they contribute to a prosperous, sustainable economy	Contribute to improving the performance of Quebec SMEs and regions with respect to sustainable development	Reduce greenhouse gas emissions and resource use
<b>Objectives</b>	Ensure that greater consideration is given to sustainable development principles in the drafting of policy and implementation of programs	Facilitate among personnel the understanding and integration of sustainable development principles so as to enable them to develop competencies for guiding clientele in that regard	<p><b>Collective assets</b> Support reinforcement of links among members of and institutions in devitalized communities and support common sustainable development actions</p> <p><b>Local development</b> Support green entrepreneurship</p> <p><b>Attractive milieus</b> Contribute to the presence and creation of assets and conditions enhancing the quality of the environment</p>	<p><b>Development of enterprises' capabilities</b></p> <ul style="list-style-type: none"> <li>Support activities to raise SMEs' awareness so they take sustainable development principles into account in their business practices and operations.</li> <li>Contribute to SMEs adopting practices which take sustainable development into account in the development and commercialization of their products.</li> <li>Support development and commercialization of eco-friendly innovations or green technologies.</li> </ul>	Continue greening of Agency operations
<b>Expected result</b>	The Agency applies sustainable development principles in its decision-making processes and in guidance of its clientele.		The Agency has contributed to Quebec communities becoming more dynamic and reinforcing conditions conducive to their lasting vitality.	The Agency has contributed to Quebec SMEs and regions enhancing their competitiveness and environmental performance and seizing green business opportunities.	The Agency is a dynamic corporate citizen through its exemplary ecological practices.

# 1 Profile of the Agency

---

## 1.1 Mandate

The mandate of the Economic Development Agency of Canada for the Regions of Quebec is to promote the long-term economic development of the regions of Quebec, paying special attention to regions where slow economic growth is prevalent or opportunities for productive employment are inadequate. In so doing, the Agency can contribute to Canada's performance by developing a sustainable economy.

Through its head office in Montréal, its liaison office in Gatineau and its 14 business offices across Quebec, the Agency intervenes throughout the province, vis-à-vis a clientele carrying out projects that meet the results targeted by the Agency. This clientele primarily consists of enterprises, particularly SMEs, and organizations which support enterprises or communities in their development.

More specifically, the Agency elicits and supports the development of the regions of Quebec by:

- providing financial assistance through its programs (see Appendix 4)
- providing advisory services
- offering:
  - guidance activities for SMEs
  - development activities to the local milieu in order to generate and support joint action leading to the development and implementation of strategies or growth-generating projects
  - activities involving production and enhancement of knowledge for development agents
  - activities involving information on and promotion of its programs and services to an existing or potential clientele
- sitting on interdepartmental committees which have an impact on regional development and influencing other departments so that their policies, programs and initiatives generate positive economic spinoffs in Quebec.

## 1.2 Strategic directions 2006-2011

With regard to economic development, the Agency nurtures the vision that in the long term, Quebec's small- and medium-sized enterprises and its communities will have increased their development capability, dynamism and prosperity, in a lasting manner.

Thus, over the next few years, the Agency intends to contribute to Quebecers' prosperity and to a lasting improvement in their quality of life and standard of living. To that end, it intends to energize the regions of Quebec by focussing its intervention and investment on two strategic targets: vitality of communities, and competitiveness of SMEs and regions.

### **Vitality of communities**

With regard to the vitality of communities, closely linked to an improvement in Quebecers' quality of life, the Agency intends to focus on the following strategic objectives:

- develop collective assets
- develop the local milieu (entrepreneurship and small enterprises of local scope)
- develop attractive milieus (tourist outreach and attractive assets).

### **Competitiveness of Quebec SMEs and regions**

With regard to the competitiveness of Quebec SMEs and regions, closely linked to the standard of living of individual Quebecers and communities, the Agency intends to attain the following strategic objectives:

- develop enterprises' strategic capability
- develop strategic enterprises
- develop and consolidate poles of regional and international outreach
- promote the regions internationally.

To deliver on these strategic directions, the Agency has adopted an approach involving practices concerned with sustainable development. Primarily, this approach:

- takes the economic, social, cultural and environmental dimensions into account as early as the design of its plans, policies and programs
- establishes territorial strategies reflecting similar socio-economic issues
- builds on cooperation and collaboration with federal partners, the government of Quebec and Quebec communities
- elicits the participation of the stakeholders involved.

## **2 SDS 2007-2010 principles, targets and approaches**

### **Agency activities with respect to sustainable development**

The Agency's economic development activities are concerned with the vitality of communities and the competitiveness of Quebec SMEs and regions, and are carried out in a perspective of improvement of Quebecers' quality of life and standard of living and conservation of the environment. In the long term, Quebec's regions and communities will have increased their development capability, dynamism and prosperity, in a lasting manner.

Running over a three-year period, the action plan of the Agency's fourth SDS works to give tangible form to the Agency's long-term vision for economic development.

In addition to building on the experience acquired and progress made in the course of the three previous Sustainable Development Strategies, the Agency has also ensured that the goals, objectives, commitments and expected results of its fourth SDS are in line with its strategic directions for 2006-2011.

## 2.1 Principles

To achieve meaningful results, the Agency intends to be guided by the following principles:

- the Agency's governance mechanisms and operations must take sustainable development dimensions into account
- improvement of communities' quality of life and standard of living must take into account the concern of preserving the natural environment and conserving resources
- communities must be involved in their own development
- by adopting sound environmental practices, enterprises optimize the management of raw materials, energy and waste, and can thus enhance their productivity
- enterprises and communities in the regions of Quebec have to be in a position to grasp green business opportunities.

## 2.2 Targets

The Agency's fourth SDS is built around activities associated with its mandate and those associated with its operations, and works to integrate sustainable development both in its policies and programs and in its business practices. More specifically, the Agency's targets with respect to its fourth SDS may be summarized as follows:

- With respect to activities associated with carrying out its mandate, the Agency intends to apply sustainable development principles in its decision-making processes and help Quebec SMEs, regions and communities in their actions toward adopting a sustainable development approach in their activities.
- With respect to its operations, the Agency intends to be a dynamic corporate citizen through its exemplary ecological practices.

## 2.3 Approach - activities associated with the Agency's mandate

In its SDS 2007-2010, the Agency wishes to anchor its activities solidly in a sustainable development perspective.

The evaluation of the SDS 2003-2006, a summary of which is presented in Appendix 1, led to the observation that the concept of sustainable development is becoming increasingly assimilated within the Agency. The evaluation also showed that the notion of sustainable development is quite well, albeit inconsistently, integrated in the business offices' regional development approach, particularly in outlying regions, for which sustainable development is in the process of becoming an economic development tool.

To take greater account of sustainable development in the performance of its mandate, however, the Agency will fulfil commitments with respect to **governance** and **empowerment of staff**.

The evaluation of the third SDS also provided the opportunity to observe that a large number of Agency-funded projects have been carried out in the spirit of sustainable development. All these projects, whether concerning raising SMEs' awareness of environmentally friendly business practices, productivity through eco-efficiency or pollution prevention, or development and commercialization of green technologies, showed that sustainable development is cost-effective not only for enterprises, but also for communities.

In its fourth SDS, the Agency intends to continue contributing to activities which yield tangible results, in relation to both SMEs and the regions of Quebec, reflecting its two strategic targets, **vitality of communities** and **competitiveness of Quebec SMEs and regions**.

### 2.3.1 Governance

With a view to strengthening governance and decision-making, the Agency intends to ensure that greater account is taken of sustainable development principles, from the drafting of its policies right up to the implementation of its programs. Thus, in the course of its fourth SDS, it intends to:

- *Base itself on the Strategic Environmental Assessment (SEA)*  
Among its governance mechanisms, the Agency already applies, where necessary, the *Canadian Environmental Assessment Act*. In this way, it ensures that the projects it funds do not generate any significant negative environmental impact. In its fourth SDS, the Agency wishes to enhance its decision-making process so as to support sustainable development further. Thus, it intends to conduct a Strategic Environmental Assessment systematically from the design stage of its policies, plans and programs, as well as in the drafting of its Memorandums to Cabinet and Treasury Board Submissions. The Agency will thereby ensure that it makes enlightened decisions at all times on the basis both of environmental and of economic and social considerations.

### Strategic Environmental Assessment

Strategic Environmental Assessment is a process which aims the integration of environmental factors as early as the development of plans, policies and programs and which allows the early treatment of environmental considerations in the decision-making process, on the same basis as economic and social considerations.

- *Establish a formal monitoring and feedback mechanism*  
To strengthen decision-making, the Agency has put in place a sustainable development management system. Under the responsibility of the Departmental Management Committee, this system proposes a formal mechanism for monitoring the commitments of the fourth SDS and providing feedback for senior management.

- *Integrate sustainable development in its business plans*

To facilitate reporting and ensure that the projects it supports are carried out within the spirit of sustainable development, the Agency integrates the commitments of the fourth SDS in its business plans.

- *Focus more on its partners*

To guide it in the analysis of certain projects or the implementation of sustainable development initiatives which it could not carry out on its own, the Agency relies on the cooperation of:

- other federal departments
- organizations dedicated to sustainable development
- regional organizations
- the environmental industry.

It thereby ensures that it has recourse to expertise, particularly in environmental sciences and innovation. In the course of this fourth SDS, the Agency intends to continue and make more use of its partners' expertise.

### **2.3.2 Empowerment of Agency personnel**

With respect to empowerment, the Agency intends to take account of the comments from the Commissioner of the Environment and Sustainable Development to the effect that Agency personnel should be further empowered to provide clientele with advice on sustainable development.

With a view to developing among its personnel—in particular among managers and advisors working with clientele—competencies with respect to guidance that take sustainable development into account, the Agency will ensure that understanding and integration of sustainable development principles in its activities are facilitated. In that way, it plans to develop the necessary tools to provide advice on sustainable development, offer sustainable development training and awareness activities, and provide information on sustainable development on an

ongoing basis, notably through its intranet or articles in its in-house newsletter.

By the termination of its fourth SDS, the Agency will be applying sustainable development principles in its decision-making processes and guidance of its clientele.

### **2.3.3 Vitality of communities**

Communities' quality of life reflects their residents' well-being, the strength of their economy and the quality of their environment. That is why, in its fourth SDS, the Agency wishes to support communities so that they contribute to a prosperous, sustainable economy. To that end, it intends to:

- Support the strengthening of links among members of and institutions in devitalized communities, and support shared sustainable development action by contributing to mobilization and planning activities (such as advisory panels or diversification plans), or to initiatives reflecting sustainable development.
- Back green entrepreneurship by supporting entrepreneurs in the conduct of studies, economic analyses or business plans. It also intends to contribute to encouraging SMEs to adopt sustainable development practices in their operations. To that end, it will continue to support initiatives with a proven track record, such as Enviroclubs and byproduct synergy initiatives (see boxes further on) and, in conjunction with its partners, to back the implementation of similar proposals.
- Contribute to the presence and creation of assets and conditions enhancing the quality of the environment that would be likely to attract tourists, skilled individuals and local economic activities.

Clearly, in terms of vitality of communities, the Agency will have contributed to Quebec's communities becoming more dynamic and reinforcing the conditions specific to their vitality in a lasting manner.

## Enviroclubs

An Enviroclub brings together 12 to 15 enterprises from the same region or sector to help them increase their profitability and competitiveness through environmental performance.

Each Enviroclub gives enterprises the opportunity to carry out a tangible pollution prevention project. These projects generate production cost savings while reducing emissions of pollutants or energy and raw material use. To support this practical activity, enterprise representatives take part in four days of theme-based workshops where they acquire new skills and competencies with respect to environmental management and learn to establish, measure and communicate their environmental performance.

From 2000 to 2005, fourteen Enviroclubs enabled 168 enterprises collectively to make recurring savings of \$10.5 million a year while reducing on a yearly basis:

their consumption of:

- petroleum products, representing more than 4,000 barrels of oil
- propane, sufficient to fill 85,500 barbecue gas cylinders
- natural gas, sufficient to heat 1,350 mid-sized houses
- water, representing consumption by 8,000 people
- wood, equivalent to 6,210 cords

and their discharge of:

- greenhouse gases, equivalent to the emissions from 6,217 cars
- hazardous waste, enough to fill 58 garbage trucks
- some 500 tonnes of chemicals, many of them toxic.

The *Centre québécois du développement durable* and Enviro-Access run Enviroclubs in several regions of Quebec.

## Byproduct synergy

Byproduct synergy is based on the concept of industrial ecology, and consists in an exchange of materials, energy or services between two or more enterprises in order to increase their competitiveness and reduce the environmental impact associated with their activities. In other words, one's waste becomes the other's input. It also enables enterprises of different types and with different roles to establish new business links.

The Byproduct Synergy Program is an initiative of the *Centre québécois de développement durable*, a sustainable development centre whose goal is to establish a network of enterprises where byproducts are exchanged. A pilot project took place in Saguenay–Lac-Saint-Jean, and the initiative is underway in the Bas-Saint-Laurent region.



### 2.3.4 Competitiveness of Quebec SMEs and regions

The pursuit of competitiveness has to take place in harmony with communities and the environment, notably through the judicious use of raw materials and energy while reducing unnecessary use, which is a source of harmful waste. By adopting environmentally friendly business practices, enterprises can make savings or find new business and market opportunities yielding comparative advantages.

In this way, with respect to competitiveness, the Agency intends to help SMEs develop their strategic capability, notably in terms of management, innovation, and adoption of advanced technologies, according to the principles of sustainable development. To that end, it will:

- Support awareness activities in relation to SMEs, so that they take sustainable development principles into account in their business practices and operations, by contributing to the establishment of Enviroclubs and fostering byproduct synergy.

- Contribute to ensuring that SMEs adopt practices which take sustainable development into account in the development and commercialization of their products by encouraging eco-design that allows for product life cycles.
- Support the development and commercialization of eco-friendly innovations<sup>2</sup> and green technologies that will give enterprises a competitive edge over the competition.

Ultimately, the Agency will have contributed to ensuring that Quebec SMEs and regions increase their competitiveness and environmental performance and grasp green business opportunities.

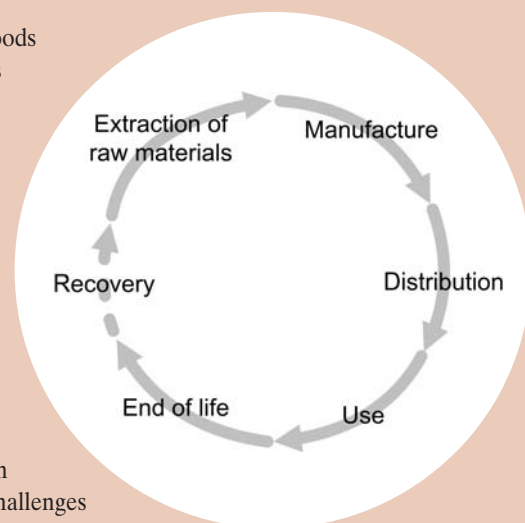
### Eco-design and life cycle

Decisions made at the product design stage, regardless of whether goods or services are involved, have a major impact on manufacturing costs and determine most of the environmental impact.

Eco-design is a process which takes environmental criteria into account from the first stages in product design. These criteria generally concern all of the phases in the product life cycle, from extraction of raw material, via manufacture, distribution and use, to end-of-life-cycle recovery or disposal. This process leads to a reduction in environmental impact at the source.

Eco-design makes it possible to stand out from the competition, develop new markets, stimulate innovation, reduce manufacturing and logistics costs, and enhance the enterprise's image.

The Institute for Product Development has developed an “eco-design diagnostic tool,” where the enterprise obtains an assessment of the challenges facing its organization, a qualitative analysis throughout the life cycle of one of its products, and suggestions for improvement.



<sup>2</sup> Eco-friendly: ecologically preferable, that is, which have a lesser impact on the environment, such as phosphate-free cleaning products.

## 2.4 Approach - activities associated with Agency operations

### 2.4.1 Greening

In terms of greening, tangible action has been taken within the Agency over the past few years, notably with respect to multi-product recovery, double-sided printing and the greening of its motor vehicle fleet.

In its fourth SDS, the Agency wishes to continue to contribute to reducing greenhouse gas emissions and resource use. In this way, it intends to:

- pursue its multi-product recovery activities where possible
- strengthen the environmental performance of its motor vehicle fleet
- develop a departmental policy on business travel
- foster any other office greening practice, such as green procurement, responsible paper consumption, reuse of resources, and energy conservation.

By the termination of its fourth SDS, the Agency will be a dynamic corporate citizen through its exemplary ecological practices.



# **3 Sustainable Development Strategy 2007-2010 Action Plan**

---

The commitments made in the 2007-2010 action plan are an integral part of the Agency's activities. That is why a number of commitments stated in activities associated with the Agency's mandate are presented in terms of the two targets the Agency has set itself in its 2006-2011 strategic directions, namely, vitality of communities and competitiveness of Quebec SMEs and regions, and in terms of the objectives specific to each of these targets.

A good number of the results anticipated in this action plan depend on activities to empower Agency personnel, and more particularly on the development of tools necessary to provide advice on sustainable development. Thus, with respect to performance measurement for its fourth SDS, the Agency first concentrated on defining the qualitative or quantitative methods for measuring its results. In the course of delivering its action plan, and depending on the progress of its commitments, it will ensure, in a second phase, that it specifies its targets and anticipated results, which will be considered when the Strategy is evaluated in 2010.

Finally, the Agency's fourth SDS also dovetails with the attainment of common federal sustainable development goals.

## Link with federal goals

“For the fourth round of Sustainable Development Strategies, the federal government has worked to develop a set of six sustainable development goals related to Clean Air, Clean Water, Reduce Greenhouse Gas Emissions, Sustainable Development and Use of Natural Resources, Sustainable Communities, and Governance for Sustainable Development. These goals integrate and complement the objectives set earlier this year in respect of Greening Government Operations. It is hoped that by identifying how departmental activities support broader federal goals and objectives in respect of sustainable development that Canadians will gain a clearer picture of how the federal government works, in an ongoing way, to ensure improvements in our quality of life. At the same time, improved coordination will strengthen accountability, drive government-wide performance, and focus and stimulate activity in some key areas.”

**The Agency has identified a number of activities related to the delivery of its mandate that support progress toward achieving federal sustainable development goals. In the tables below, these activities are followed by one or more Roman numerals, corresponding to federal sustainable development goals, as follows:**

- I: Clean water
- II: Clean air
- III: Reduce greenhouse gas emissions
- IV: Sustainable communities
- V: Sustainable development and use of natural resources
- VI: Governance for sustainable development

“More information on the federal sustainable development goals and on work to Green Government Operations is available at [www.sdinfo.gc.ca](http://www.sdinfo.gc.ca).”

Coordinating the Fourth Round of Departmental Sustainable Development Strategies (June 2006).

## 3.1 Activities associated with the Agency's mandate

### 3.1.1 Reinforce governance and decision-making to support sustainable development

<b>Goal:</b> reinforce governance and decision-making to support sustainable development		
<b>Objective:</b> sustainable development principles are taken into account in policy development and program implementation.		
Anticipated results	Departmental commitments	Performance measurement
<ul style="list-style-type: none"> <li>• SDS commitments are integrated in decision-making processes as early as the planning stage.</li> </ul>	<ul style="list-style-type: none"> <li>• As of April 1, 2007, apply the SEA process as early as the design of Agency plans, policies and programs (VI)</li> </ul>	As of March 31, 2010 <ul style="list-style-type: none"> <li>• SEA processes in relation to Agency plans, policies or programs are compiled.</li> </ul>
	<ul style="list-style-type: none"> <li>• Take into account Agency commitments with respect to sustainable development in its research agenda (VI)</li> </ul>	As of March 31, 2010 <ul style="list-style-type: none"> <li>• review and analysis of research plans are conducted to determine sustainable development elements.</li> </ul>
	<ul style="list-style-type: none"> <li>• Integrate Agency commitments with respect to sustainable development in its territorial plans and business office business plans (VI)</li> </ul>	Annually <ul style="list-style-type: none"> <li>• a review of departmental commitments contained in the plans is conducted.</li> </ul>
<ul style="list-style-type: none"> <li>• Clear, effective governance mechanisms integrate sustainable development in the decision-making process.</li> </ul>	<ul style="list-style-type: none"> <li>• Put in place a formal mechanism for monitoring of SDS commitments and feedback to senior management (VI)</li> </ul>	Annually <ul style="list-style-type: none"> <li>• an annual plan for monitoring commitments in the fourth SDS is submitted to senior management</li> <li>• the monitoring plan is approved by senior management</li> <li>• the progress of results is submitted to senior management for policy direction or decision-making</li> <li>• senior management has made decisions concerning the progress of results.</li> </ul>
	<ul style="list-style-type: none"> <li>• Focus more on the expertise of its government and non-government partners</li> </ul>	Annually <ul style="list-style-type: none"> <li>• reports on activities and results of agreements are compiled</li> <li>• a survey is conducted on advisors and partners concerning the understanding and use by advisors of Agency partners' expertise in their files (or in relation to communities, where appropriate)</li> <li>• a list is drawn up of interdepartmental committees on which the Agency sits.</li> </ul>

**3.1.2 Continue empowerment of Agency personnel with respect to sustainable development**

<b>Goal:</b> continue empowerment of Agency personnel with respect to sustainable development		
<b>Objective:</b> understanding and integration of sustainable development principles is facilitated for Agency personnel with a view to enabling them to develop competencies for guiding clientele in that regard.		
<b>Anticipated results</b>	<b>Departmental commitments</b>	<b>Performance measurement</b>
<ul style="list-style-type: none"> <li>• A sustainable development diagnostic tool is set up in business offices.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop, test and implement a sustainable development diagnostic tool in business offices</li> </ul>	<p>As of March 31, 2010</p> <ul style="list-style-type: none"> <li>• the diagnostic tool is implemented in business offices.</li> </ul>
<ul style="list-style-type: none"> <li>• Agency managers and personnel working with clientele have a common understanding of the concept of sustainable development, they are sensitized to the commitments made in the Agency’s fourth SDS, and they are aware of the memorandums of understanding with partners.</li> </ul>	<ul style="list-style-type: none"> <li>• Prepare and give training to managers and personnel working with clientele on sustainable development, commitments contained in the Agency’s fourth SDS and memorandums of understanding with partners</li> </ul>	<p>Annually</p> <ul style="list-style-type: none"> <li>• participation in training is compiled</li> <li>• a satisfaction poll is conducted on the relevance of the training.</li> </ul> <p>As of March 31, 2010</p> <ul style="list-style-type: none"> <li>• a survey is conducted on managers and advisors concerning progress in common understanding, awareness of the commitments in the SDS and knowledge of memorandums of understanding.</li> </ul>
<ul style="list-style-type: none"> <li>• Information on sustainable development is accessible within the Agency.</li> </ul>	<ul style="list-style-type: none"> <li>• Draft and circulate information on sustainable development on the intranet or in the Agency in-house newsletter</li> </ul>	<p>Annually</p> <ul style="list-style-type: none"> <li>• articles published in the Agency’s in-house newsletter are compiled</li> <li>• a list is drawn up of memorandums of understanding and documents on sustainable development published on the intranet</li> <li>• the number of visitors to documents accessible on the intranet is compiled.</li> </ul>

## VITALITY OF COMMUNITIES

### 3.1.3 Support communities so they contribute to a prosperous, sustainable economy

<b>Goal:</b> support communities so they contribute to a prosperous, sustainable economy		
<b>Objective:</b> collective assets – links among members and institutions in devitalized communities are reinforced, and common sustainable development action is supported.		
Anticipated results	Departmental commitments	Performance measurement
<ul style="list-style-type: none"> <li>Communities are sensitized and mobilized, and they have set out a vision as well as drawn up development and diversification plans which take sustainable development principles into account.</li> </ul>	<ul style="list-style-type: none"> <li>Through local organizations, contribute to sensitizing and mobilizing communities, and support the drawing up of development and diversification plans which take sustainable development into account (IV)</li> </ul>	<p>As of March 31, 2010</p> <ul style="list-style-type: none"> <li>the number of communities sensitized is compiled from the Agency's management system</li> <li>a case study is conducted in order to identify more accurately the impact of sensitization activities</li> <li>the number of development and diversification plans is compiled from the Agency's management system.</li> </ul>
<ul style="list-style-type: none"> <li>Sustainable development initiatives and projects are carried out in communities.</li> </ul>	<ul style="list-style-type: none"> <li>Contribute to implementation of sustainable development initiatives or projects (IV)</li> </ul>	<p>As of March 31, 2010</p> <ul style="list-style-type: none"> <li>the number of initiatives and projects carried out is compiled from the Agency's management system</li> <li>a case study is conducted in order to identify more accurately the impact of initiatives or projects on communities' development.</li> </ul>

(continued on page 22)



### 3.1.3 Support communities so they contribute to a prosperous, sustainable economy (cont'd)

<b>Objective:</b> local development – green entrepreneurship is supported.		
Anticipated result	Departmental commitments	Performance measurement
<ul style="list-style-type: none"> <li>Green entrepreneurship is supported.</li> </ul>	<ul style="list-style-type: none"> <li>Contribute to activities supporting green entrepreneurship (economic analyses, business plans, etc.)</li> </ul>	<p>As of March 31, 2010</p> <ul style="list-style-type: none"> <li>the number of enterprise startups in green sectors is compiled from the Agency's management system</li> <li>the number of enterprises supported (development, consolidation, etc.) is compiled from the Agency's management system.</li> </ul>
	<ul style="list-style-type: none"> <li>Contribute to pollution prevention and energy eco-efficiency projects, including Enviroclubs (II, III, V)</li> </ul>	<p>As of March 31, 2010, collaborators provide:</p> <ul style="list-style-type: none"> <li>the number of Enviroclubs set up</li> <li>the number of enterprises participating in the Enviroclubs</li> <li>the reduction in production costs</li> <li>the reduction in greenhouse gas emissions through Enviroclubs and other projects</li> <li>the reduction in solid and hazardous waste</li> <li>the reduction in consumption of water, fossil fuel and wood.</li> </ul> <p>As of March 31, 2010</p> <ul style="list-style-type: none"> <li>the number of other pollution prevention and energy eco-efficiency projects is compiled from the Agency's management system.</li> </ul>
	<ul style="list-style-type: none"> <li>Contribute to byproduct synergy (II, III, V)</li> </ul>	<p>As of March 31, 2010, collaborators provide:</p> <ul style="list-style-type: none"> <li>the number of synergies achieved</li> <li>the quantity of byproducts reused.</li> </ul>
<b>Objective:</b> attractive milieus – assets and conditions enhancing the quality of the environment are present.		
Anticipated results	Departmental commitments	Performance measurement
<ul style="list-style-type: none"> <li>Communities benefit from tourism projects that take sustainable development into account.</li> </ul>	<ul style="list-style-type: none"> <li>Contribute to tourism projects that take sustainable development into account (IV)</li> </ul>	<p>As of March 31, 2010</p> <ul style="list-style-type: none"> <li>the number of projects to enhance the tourist offering which take sustainable development into account is compiled from the Agency's management system.</li> </ul>
<ul style="list-style-type: none"> <li>Communities benefit from viable, upgraded infrastructure.</li> </ul>	<ul style="list-style-type: none"> <li>Contribute to infrastructure projects<sup>3</sup> for drinking water, wastewater, or support for local or regional development through the Canada-Quebec Agreement concerning the Infrastructure Program (I, IV)</li> </ul>	<p>As of March 31, 2010</p> <ul style="list-style-type: none"> <li>the number of projects funded under the Agreement is compiled by type of project (drinking water, wastewater, or support for local or regional development) from the Shared Infrastructure Information Management System</li> <li>the number of people benefiting per project is compiled from the Shared Infrastructure Information Management System.</li> </ul>

<sup>3</sup> The Agency administers the Canada-Quebec Agreement concerning the Infrastructure Program in Quebec, and Quebec is the lead player in the program. However, the choice of projects funded depends on Quebec.

## COMPETITIVENESS OF QUEBEC SMEs AND REGIONS

### 3.1.4 Contribute to enhancing the performance of Quebec SMEs and regions with respect to sustainable development

<b>Goal:</b> contribute to enhancing the performance of Quebec SMEs and regions with respect to sustainable development		
<b>Objective:</b> development of enterprises' capabilities – SMEs take sustainable development principles into account in their business practices and operations.		
<b>Anticipated result</b>	<b>Departmental commitments</b>	<b>Performance measurement</b>
<ul style="list-style-type: none"> <li>Enterprises have better strategic capability for grasping green business opportunities and enjoy enhanced environmental performance.</li> </ul>	<ul style="list-style-type: none"> <li>Contribute to the establishment of Enviroclubs (II, III, V)</li> </ul>	As of March 31, 2010, collaborators provide: <ul style="list-style-type: none"> <li>the number of Enviroclubs set up</li> <li>the number of enterprises participating in Enviroclubs</li> <li>the reduction in greenhouse gas emissions through Enviroclubs and other projects</li> <li>the reduction in solid and hazardous waste</li> <li>the reduction in consumption of water, fossil fuel and wood.</li> </ul>
	<ul style="list-style-type: none"> <li>Contribute to byproduct synergy (II, III, V)</li> </ul>	As of March 31, 2010, collaborators provide: <ul style="list-style-type: none"> <li>the number of synergies achieved.</li> </ul>
<b>Objective:</b> development of enterprises' capabilities – SMEs adopt practices which take sustainable development into account in the development and commercialization of their products.		
<b>Anticipated result</b>	<b>Departmental commitment</b>	<b>Performance measurement</b>
<ul style="list-style-type: none"> <li>Enterprises are engaged in a process of enhancement of strategic capabilities in line with the principles of sustainable development and energy efficiency.</li> </ul>	<ul style="list-style-type: none"> <li>Support SMEs in an eco-design approach (II, III, V)</li> </ul>	As of March 31, 2010, collaborators provide: <ul style="list-style-type: none"> <li>the number of eco-design diagnoses of existing products carried out</li> </ul>
<b>Objective:</b> development of enterprises' capabilities – development and commercialization of eco-friendly innovations or green technologies are supported.		
<b>Anticipated result</b>	<b>Departmental commitment</b>	<b>Performance measurement</b>
<ul style="list-style-type: none"> <li>Eco-friendly products and services and environmental technologies stemming from R&amp;D are commercialized.</li> </ul>	<ul style="list-style-type: none"> <li>Support eco-friendly product development and commercialization projects and environmental technologies (II, III, V)</li> </ul>	As of March 31, 2010, collaborators provide: <ul style="list-style-type: none"> <li>the number of products, services and environmental technologies commercialized.</li> </ul>

## 3.2 Activities associated with Agency operations

### 3.2.1 Reduce greenhouse gas emissions and resource use

<b>Goal:</b> reduce greenhouse gas emissions and resource use		
<b>Objective:</b> continue greening of Agency operations		
Anticipated results	Departmental commitments	Performance measurement
<ul style="list-style-type: none"> <li>The environmental performance of the Agency's motor vehicle fleet is improved.</li> </ul>	<ul style="list-style-type: none"> <li>Reduce greenhouse gas emissions of the departmental motor vehicle fleet per vehicle-kilometre compared with 2002-2003 levels (II, III)</li> </ul>	Annually <ul style="list-style-type: none"> <li>greenhouse gas emissions are estimated from annual fuel consumption reports (from the automotive services supplier) and the number of kilometres travelled (from business offices).</li> </ul>
	<ul style="list-style-type: none"> <li>Where required, replace current vehicles with energy-efficient vehicles (II, III)</li> </ul>	Annually <ul style="list-style-type: none"> <li>the number of vehicles replaced by energy-efficient vehicles is compiled.</li> </ul>
<ul style="list-style-type: none"> <li>Agency personnel use ecological means for their business travel.</li> </ul>	<ul style="list-style-type: none"> <li>Draw up a departmental policy on business travel (II, III)</li> </ul>	As of April 1, 2008 <ul style="list-style-type: none"> <li>a business travel policy is in effect.</li> </ul>
	<ul style="list-style-type: none"> <li>Give priority authorization to the use of public transit (bus, train or car pooling) for business travel (II, III)</li> </ul>	Annually <ul style="list-style-type: none"> <li>the public transit / total transportation and personal vehicle / total transportation ratios are compiled.</li> </ul>
<ul style="list-style-type: none"> <li>Awareness of equipment managers and employees responsible for purchasing is raised with respect to green procurement.</li> </ul>	<ul style="list-style-type: none"> <li>Invite equipment managers and employees responsible for purchasing to take part in training on green procurement (II, III, V)</li> </ul>	As of March 31, 2010 <ul style="list-style-type: none"> <li>the number of equipment managers and employees responsible for purchasing who have followed training is compiled</li> <li>only recycled paper is purchased.</li> </ul>
	<ul style="list-style-type: none"> <li>Draw up a departmental green procurement policy (II, III, V)</li> </ul>	As of April 1, 2008 <ul style="list-style-type: none"> <li>a green procurement policy is in effect.</li> </ul>
<ul style="list-style-type: none"> <li>Personnel are familiar with ecological practices in Agency operations.</li> </ul>	<ul style="list-style-type: none"> <li>Draft and publish articles or information leaflets on the Agency's ecological practices, in particular the multi-product recovery and recycling program (paper, cardboard, glass, plastic and metal) (II, III, V)</li> </ul>	Annually <ul style="list-style-type: none"> <li>the articles published in the Agency's in-house newsletter are compiled</li> <li>the leaflets published on the intranet are compiled</li> <li>the number of visitors to the leaflets on the intranet is compiled.</li> </ul>

# 4 Sustainable development management system

---

The Agency's Sustainable Development Strategy 2007-2010 rests with the president, backed by the Departmental Management Committee, comprising Agency senior management. Responsibility for managing sustainable development is shared among different branches.

## 4.1 Planning and implementation

### **Departmental Management Committee**

All members of the Departmental Management Committee contribute to planning and implementation of the fourth SDS by making appropriate decisions. They play an active role in discussions concerning the annual planning cycle of Agency activities and presentations periodically made to them in the context of the drafting of Reports on Plans and Priorities, Performance Reports and Sustainable Development Strategies, and at presentations on the evaluation reports on those strategies. On an annual basis, the Departmental Management Committee ensures that the commitments in the fourth SDS are integrated in the Agency's business plans, and allocates the necessary human and financial resources to them.

### **Sustainable Development Committee**

The Sustainable Development Committee assists the Departmental Management Committee. The SD committee comprises members from business offices and the Agency's different branches. The committee is involved in drafting the sustainable development strategies, and its members promote them in their respective settings and contribute to their implementation.

### **Policy and Programs Branch**

This Branch is responsible for the design of the fourth SDS, which is drawn up in conjunction with the Departmental Performance Branch and the Operations Sector, with the participation of the Sustainable Development Committee and the Departmental Management Committee. It has to integrate the commitments in the SDS, as well as those reflecting federal goals, into Agency policy and programs. Thus, it has the mandate to integrate a systematic strategic environmental assessment process as early as the design of Agency plans, policies and programs, and to develop the tools necessary for providing advice on sustainable development.

### **Operations Sector**

The Operations Sector, which includes the Business Development and Infrastructure Branch, among others, and the Agency's 14 business offices, actively contributes to implementation of the SDS. In the case of this Branch and of several of these business offices, the Agency's commitments with respect to sustainable development are included in their business plans.

In the implementation of the fourth SDS, this Sector fulfils commitments with respect to empowerment of Agency staff in terms of training; manages cooperation agreements between the Agency and its partners; and represents the Agency on the Federal Interdepartmental Group on Sustainable Development (which reports to the Quebec Federal Council) and its sectoral panels.

This Sector is also responsible for conducting environmental assessments, as required, of projects submitted to the Agency in the context of funding applications. This environmental assessment process, required under the *Canadian Environmental Assessment Act*, is a special planning tool, as it provides the Agency with the information it needs to make enlightened decisions on the projects submitted to it.

In fulfilling the commitments of this fourth SDS, the Operations Sector also relies on its interdepartmental and non-government partnerships, which contribute to providing the Agency's clientele with advanced scientific and technical expertise.

Finally, this Sector inputs information on projects that take sustainable development into account into its grant and contribution management system.

### **Government Affairs Branch**

This Branch works in close cooperation with the business offices to provide the link between federal commitments and the emergence of new markets in green industrial sectors. It also plays a liaison role with respect to sustainable development in relation to other federal departments, notably in seeking federal funds for sustainable development which could support Agency clientele, in the development of green technology, among other things.

**Corporate Services Branch**

This Branch is responsible for the implementation of initiatives aimed at the greening of Agency operations and the promotion of sound environmental practices.

This Branch also takes part in meetings of the Interdepartmental Greening Round Table (organized by the Federal Interdepartmental Group on Sustainable Development) in order to keep the Agency informed of activities and news with respect to management of environmental issues throughout the federal government, and to contribute to the implementation of awareness and training projects aimed at federal employees in the Quebec Region.

**Communications Branch**

This Branch is responsible for conveying to Agency personnel any information or relevant activity concerning sustainable development, through its in-house newsletter or through leaflets summarizing the Agency's Reports on Plans and Priorities, Performance Reports or Sustainable Development Strategies.

This Branch also handles activities surrounding the announcement of sustainable development projects supported by the Agency, and is responsible for posting press releases, reports and the different editions of the Sustainable Development Strategy on the Internet. Finally, this Branch supports awareness activities with respect to sound environmental practices for all Agency personnel.

## **4.2 Monitoring, performance measurement and evaluation**

**Departmental Performance Branch**

The Departmental Performance Branch, through the Integrated Planning Directorate, ensures that the commitments made by the Agency in its fourth SDS are integrated in the different business plans; monitors commitments with the entities concerned; and reports on a yearly basis to the Departmental Management Committee on progress toward results.

This Branch is also responsible for producing evaluation reports on the Sustainable Development Strategies for the Commissioner of the Environment and Sustainable Development.

# 4.3 Reporting and communications

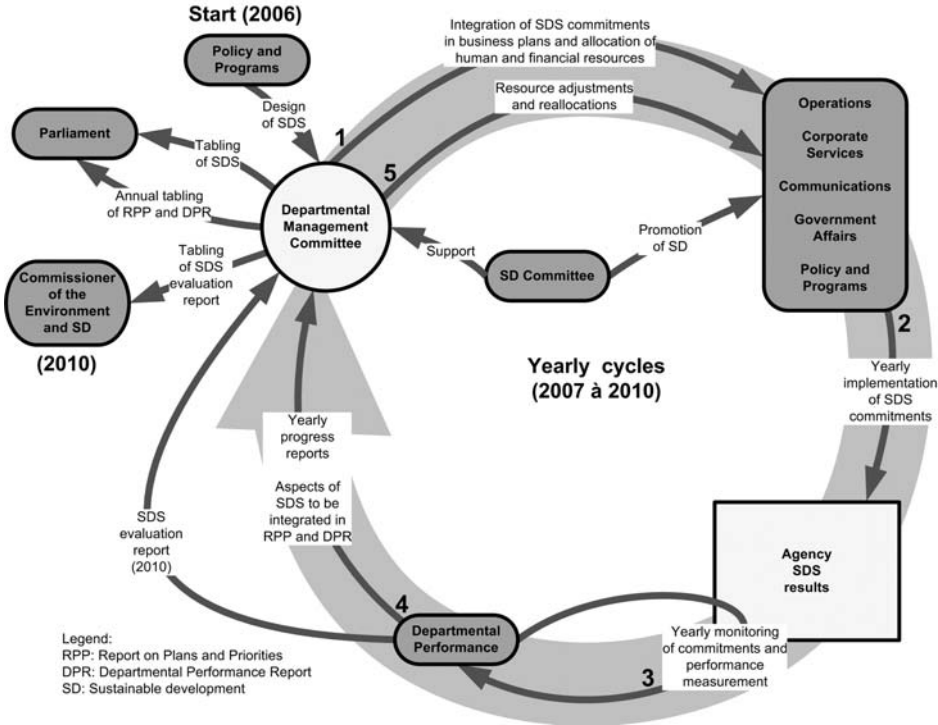
## Departmental Performance Branch

This Branch is responsible for producing the Agency’s reports. On a yearly basis, the Agency’s commitments with respect to sustainable development are reflected in the Reports on Plans and Priorities, while the results achieved are set down in the Performance Reports.

The diagram below illustrates the responsibilities for management of sustainable development and opportunities for adjustment, from the design of the fourth SDS in 2006 to the tabling of the evaluation report with the Commissioner of the Environment and Sustainable Development in 2010. The activities surrounding management of the 2007-2010 action plan (arrows 1 to 5) follow three yearly cycles.

At the centre of the sustainable development management system stands the Departmental Management Committee, supported by the Sustainable Development Committee. At specific moments, the Departmental Management Committee interacts with the Agency’s different entities responsible for planning and implementation of the Sustainable Development Strategy; monitoring, performance measurement and evaluation of results; and reporting and communications.

### Annual management cycles of the SDS 2007-2010 within the Agency’s integrated planning cycle



## APPENDIX 1

# Highlights of the evaluation of the Sustainable Development Strategy 2003-2006

## 1.1 External component

### 1.1.1 Summary of outputs

At the time of the evaluation of its third SDS, the Economic Development Agency of Canada for the Regions of Quebec had contributed to 318 projects with a sustainable development content. These projects, conducted between September 1, 2003 and August 31, 2005, account for some 15% of all projects funded by the Agency during that period. These projects, whose total cost stood at \$310 million, received assistance from the Agency totalling \$66.2 million.

The evaluation revealed that projects targeting SMEs' productivity through pollution prevention are the most frequent types of sustainable development projects, representing some 30% (95 / 318) of all projects carried out. As to projects concerning testing and experimentation or support for commercialization, these are carried out both by SMEs and by non-profit organizations (NPOs). However, in the context of these projects, SMEs generally produce short-term results, whereas NPOs generate results that often consist in applied studies likely to reach SMEs in a subsequent knowledge transfer phase.

### 1.1.2 Issue of timeliness

Visits to business offices as part of the evaluation of the third SDS provided the opportunity to observe that the profile of sustainable development has risen since the last Sustainable Development Strategy evaluation three years ago. But, since the third SDS did not provide an operational definition of the notion of sustainable development, this concept has not been internalized by personnel. The understanding of the concept is not consistent across the Agency, and is often taken in a restrictive manner.

Nevertheless, integration of sustainable development in the regional development approach appears to be more advanced in business offices in the outlying regions. Interestingly, the business offices in outlying regions are in the process of making sustainable development a growth-generating intervention tool, giving rise to an emerging business model.

The conclusions of the evaluation of the third SDS suggest that:

- the results anticipated from the fourth SDS be spread over five years, that is, the timeframe for implementation of the 2006-2011 strategic directions
- an operational definition of sustainable development be adapted to the Agency's mandate and regional development approach
- the fourth SDS provide for adjustments by territory, as provided for in the 2006-2011 strategic directions.



### **1.1.3 Issue of implementation**

The evaluation of the third SDS revealed that advisors will not be able to play a proactive guidance role toward their clients until such time as they have access to services offering supervision and support for the development of growth-generating projects with respect to sustainable development.

It also emerges that the majority of business offices make little or no use of the expertise in sustainable development of federal partners<sup>4</sup> with whom there are cooperation agreements.

In short, it is observed that implementation of the third SDS could have been carried out more effectively by (1) training on sustainable development, (2) integration of sustainable development terms and conditions in programs, (3) guidance and support for advisors and clients, (4) more in-house communications, and (5) development of intervention tools.

### **1.1.4 Issue of performance**

The evaluation showed that advisors would be in a position to assign a qualitative indicator to a project with a sustainable development content if they were given training and the ad-hoc support required.

At the time of the evaluation, the collection of data to measure the performance of sustainable development projects was the responsibility of advisors in the business offices vis-à-vis their clients. But, even when putting reasonable effort into it, it was impossible to obtain data from which to calculate the quantitative results achieved through the projects, notably those concerning productivity. To have access to this type of data, it would have been necessary to put mechanisms in place for collecting and interpreting sustainable development data independent of the business offices.

## **1.2 Internal component**

With respect to the in-house activities of the third SDS, the evaluation highlighted the fact that no sustainable development training activity had been organized for advisors, and that very few personnel awareness activities had been held. It also appears that certain targets provided for in relation to in-house activities were difficult to achieve, particularly with respect to the multi-product recycling program. In fact, this program could not be introduced in the business offices in the regions, as they were housed in buildings where no recycling was offered.

The evaluation of the third SDS, however, highlighted the fact that the Agency could, when drawing up its fourth SDS, make firm commitments in two priority sectors where it can exercise control over implementation methods, namely, reduction in paper consumption and greening of its motor vehicle fleet.

---

<sup>4</sup> The Agency's federal partners for the third SDS were Agriculture and Agri-food Canada, the Canada Revenue Agency, Environment Canada, National Research Council Canada and the Forest Engineering Research Institute of Canada.

## 1.3 Results achieved by Enviroclubs

Between 2000 and 2004, ten Enviroclubs were established. They reached a total of 122 enterprises, and generated recurring savings averaging \$60,000 per project, with a return on investment of some 15 months. Enviroclubs were organized in Centre-du-Québec (2000), Saguenay—Lac-Saint-Jean (2001, 2002 and 2003), Portneuf (2003), Beauce (2003), Estrie (2003) Montérégie (2003 and 2004), and on the Island of Montréal (2004).

Immediate spinoffs from these ten Enviroclubs may be seen from the following environmental gains.

In terms of resource use, the ten Enviroclubs contributed to reducing:

- in fossil fuel, the equivalent of 21,800 barrels of oil
- in electricity, the equivalent of heating 59 houses
- in water, the equivalent of consumption by 8,000 people
- in wood, the equivalent of 3,100 cords.

In terms of reducing pollution, the ten Enviroclubs contributed to reducing:

- in greenhouse gases, the equivalent of emissions from 4,000 mid-sized cars
- in hazardous waste, the equivalent of 40 truckloads.

## APPENDIX 2

# Highlights of the internal and external consultations

In-house consultation was held with the Agency's regional business office directors and advisors, and external consultation with clients and intermediary groups having benefited from Agency programs for sustainable development projects, as well as with some of its partners.

From the outset, a large number of the individuals met with stated that to ensure that the Agency's Sustainable Development Strategy has greater currency in the regions, a clear commitment is needed from senior management. In other words, beyond the official approval of the strategy, more emphasis should be placed on conveying the Departmental Management Committee's support for the Sustainable Development Strategy.

## 2.1 In-house consultation

At the time of the evaluation of the Agency's third SDS, a Consulting and Audit Canada advisor met with regional directors from the Nord-du-Québec, Abitibi-Témiscamingue, Côte-Nord, Gaspésie—Îles-de-la-Madeleine, Québec—Chaudière-Appalaches, Mauricie, Outaouais and Montérégie business offices, along with 34 advisors.

The consultation concerned the identification of sustainable development projects, cooperation with partners, networking with local and regional economic agents, project monitoring, performance measurement, anticipated results, environmental impact, training and supervision needs, and suggestions and concerns about the strategy.

The discussions also addressed certain types of projects, such as product development, testing and experimentation, innovation and technological development, support for commercialization, productivity and optimization of raw material use, reduction of waste in the production process, and integration and application of sustainable development principles.

### 2.1.1 Consultation of personnel

#### Regional directors

Many regional directors have a clear vision of the sustainable development opportunities that exist in the non-urban parts of their regions and of what their approach could be to ensure that the SDS makes a difference there. Some regional directors have begun to deploy an integrated sustainable development approach in the field, while such an approach remains virtual in other business offices. Several business offices have made substantial use of their Regional Strategic Initiative or the adjustment programs they were responsible for administering to provide a significant financial contribution for projects with a sustainable development content.

The evaluation revealed that several business offices already have a clear vision of their regions' sustainable development potential and have set themselves a growth-generating approach to sustainable development, which in some cases includes the social component. Understanding of the potential of sustainable development is more advanced in business offices in the outlying regions, and is starting to take shape in several central regions.

The evaluation also revealed that the Government Affairs Branch in the National Capital Region is in the process of establishing within the Agency an integrated, sectoral approach to sustainable development, based on broad partnerships bringing together private and public stakeholders. It would certainly be worthwhile making greater use of such an integrated approach in the course of the next SDS.

#### Advisors

The profile of sustainable development has advanced since the previous SDS evaluation three years ago. But the understanding of the notion of sustainable development is not consistent from one business office to another, and it is often not consistent within a given business office. The vision of sustainable development described in the SDS 2003-2006 has not been internalized by Agency personnel as a whole.

It emerges from the evaluation that, in the vast majority of business offices visited, advisors have little or no perception of the frequent link that exists between sustainable development and productivity: many productivity projects concern optimization of raw material use or reduction in waste production in the manufacturing process.

It also emerges from the evaluation that, with respect to sustainable development, the majority of business offices make little or no use of the expertise of the federal partners with whom the Agency has reached cooperation agreements. The advisors are not in a position to use them as a gateway for access to other federal funds for sustainable development.

The advisors met with want the Agency to adopt a definition of sustainable development that ranks the interrelationships between its economic and environmental pillars and defines the area occupied by its social pillar. They stress that the Agency's definition must highlight the close link that exists between regional development and sustainable development.

The dominant message expressed at in-house meetings is that it would be desirable for the Sustainable Development Strategy to become a tool that helps make a difference in the field.

To that end, the individuals met with suggest that the Agency: (1) provide training explaining the chosen definition of sustainable development; (2) integrate sustainable development terms and conditions in the different programming components; (3) make supervision and support available to enable advisors and clients to operationalize sustainable development; and (4) improve in-house communication and develop intervention tools for advisors.

It is also hoped that the Agency will integrate sustainable development terms and conditions in the different programming components, as this would lead to the establishment of clear benchmarks as to the definition of sustainable development used by the Agency and make it possible to delineate where sustainable development “begins and ends” in a project. In the advisors’ minds, such terms and conditions would mean sustainable development becomes a factor in decision-making and would foster support for growth-generating projects meeting specific analysis criteria.

## 2.2 External consultation

At the time of the evaluation of the Agency’s third SDS, a Consulting and Audit Canada advisor met with 27 clients from 14 enterprises and 13 intermediary organizations. All these clients have benefited from Agency programs for sustainable development projects. The enterprises and intermediary organizations visited were selected on the basis of the potential of the projects for sustainable development in a region or sector of activity. At the meetings, topics covered included the quality and support capability of the Agency in their sustainable development projects, suggestions for improvement, and their expectations as regards support.

The consultation of Agency partners was carried out by the fourth Sustainable Development Strategy editorial board with Environment Canada, Quebec Region, National Research Council Canada – Industrial Research Assistance Program, Western Economic Diversification, the Atlantic Canada Opportunities Agency, the *Centre québécois du développement durable* and Enviro-Access. This consultation sought to validate the objectives of the Agency’s fourth SDS and obtain their comments or suggestions as to implementation methods for attaining the anticipated results arising from these objectives.

### 2.2.1 Consultation of clients

It emerges from the consultations that the funding potential of enterprises’ sustainable development projects is only partially harnessed in the regions. Business offices are ill equipped to target and establish the order of priority of promising projects for sustainable development that are carried out by enterprises.

It also appears that many enterprises met with present additional federal funding potential, through Agency programs or other federal programs, but that business offices rarely play a proactive guidance role to develop this potential. Moreover, Agency clients are more familiar with provincial programs than with federal funding sources.

### **2.2.2 Consultation of intermediary organizations**

Several representatives of intermediary organizations met with stressed the proactive approach adopted by Agency advisors to support them in their development approach. But many organizations indicated that the Agency has a role to play between the organizations and its federal partners, since the organizations have limited knowledge of the federal resources available in Quebec.

Furthermore, intermediary organizations prove to have begun playing a role in the implementation of differentiated regional approaches to sustainable development. In fact, field visits to business offices revealed that in all the regions visited there are organizations which effectively play (or present a real potential for playing) an interface role between the Agency and SMEs and a guidance and advisory role for enterprises with respect to sustainable development.

### **2.2.3 Consultation of partners**

Overall, the partners consulted on the fourth SDS subscribed to the approach advocated by the Agency with respect to sustainable development. A number of them, however, mentioned that the Agency should increase its role of influence on the federal agenda for planning and implementation of policy, strategies and initiatives with respect to sustainable development through greater involvement in particular within the Federal Interdepartmental Group on Sustainable Development and its sectoral panels.

Federal partners recognize that the Agency has a leading role in maintaining links, established in compliance with the respective mandates, and in complementarity of intervention, with government and non-government partners. For instance, in complementarity with the Agency's programs, the Industrial Research Assistance Program of the National Research Centre Canada (NRC) helps enterprises better integrate sustainable development through feasibility studies on eco-efficiency opportunities targeting a reduction in raw materials, energy and pollution. This is also the case with the Enviroclubs, through cooperation among Environment Canada, the NRC and the Agency.

Similarly, representatives of the NRC's Industrial Research Assistance Program expressed their wish for the Agency to continue this collaboration with them and with Environment Canada to promote pollution prevention, byproduct synergy and eco-design activities with SMEs.

## APPENDIX 3

# Agency response to observations and recommendations arising from evaluations and consultations

Observations and recommendations	Agency response
<i>Recommendations from the evaluation of the Sustainable Development Strategy 2003-2006</i>	
To improve understanding of the notion of sustainable development within business offices, training would be required.	See 3.1.2
For advisors to understand the link that exists between sustainable development and their projects, such as those concerning optimization of raw material use or reduction in waste production in the manufacturing process, they should be provided with supervision.	See 3.1.2
Advisors should be provided with information concerning federal partners so they can make greater use of these partners' expertise.	See 3.1.2
A definition of sustainable development that ranks the interrelationships between its economic and environmental pillars and delineates the area occupied by its social pillar must be adopted.	See box on Agency SD activities (beginning of Part 2)
The Agency should integrate sustainable development terms and conditions in the different components of its programs.	Currently being implemented for new programs coming into effect in Spring 2007.
The Agency should improve in-house communications and develop intervention tools for advisors.	See 3.1.2
The Agency's business offices should play a proactive guidance role to help enterprises find additional federal funding through other federal programs.	See 3.1.2
The Agency's business offices should play a proactive guidance role to help client organizations find additional federal funding through other federal programs, since the organizations have limited knowledge of the federal resources available in Quebec.	See 3.1.2
Intermediary organizations could play a greater role in the implementation of differentiated regional approaches to sustainable development. Indeed, the existence was observed in all the regions visited of organizations which effectively perform (or present a real potential to perform) an interface role between the Agency and SMEs and a role of guidance and advice to enterprises with respect to sustainable development.	See 3.1.1

(continued on page 37)

## Agency response to observations and recommendations arising from evaluations and consultations (cont'd)

Observations and recommendations	Agency response
<i>Observations arising from the report of the Commissioner of the Environment and Sustainable Development</i>	
The Agency could strengthen its governance with respect to sustainable development.	See 3.1.1
With regard to empowerment, the Agency could empower its personnel more effectively to provide clientele with advice concerning sustainable development.	See 3.1.2
The Agency could provide training to ensure a better understanding of sustainable development objectives and commitments as well as links between programs and approved projects.	See 3.1.2
The Agency could integrate sustainable development more effectively in regional activities.	See 3.1.1
The Agency's Sustainable Development Committee could play a more active role in monitoring results.	See 4.2 This role has been entrusted to the Departmental Performance Branch.
<i>Recommendations from government and non-government partners arising from the consultations</i>	
The Agency should increase its role of influence on the federal 'agenda for planning and implementation of sustainable development policy, strategies and initiatives through greater involvement on sectoral panels.	See 3.1.1
The Agency must pursue its role in the establishment of links and maintenance of sound cooperation agreements among partners, in compliance with the respective mandates and complementarity of intervention.	See 3.1.1



## APPENDIX 4

# Agency programs

The Agency's contribution to the economic development of the regions of Quebec and to sustainable development takes place through financial or non-financial assistance. Financial assistance is provided in the form of contributions or, occasionally, grants.

The Agency is in the process of designing new programs associated with its core mandate whose implementation is scheduled for Spring 2007. These new programs will supersede the Innovation, development of entrepreneurship and access program for SMEs (IDEA-SME) and the Regional Strategic Initiatives (RSIs), which will terminate on March 31, 2007.

## 4.1 Financial assistance programs

### 4.1.1 Overview

Agency support for enterprises, organizations and local and regional development agents primarily takes the form of financial or non-financial assistance through programs.

Programs associated with the Agency's core mandate:

- Innovation, development of entrepreneurship and access program for SMEs
- Regional Strategic Initiatives
- Community Futures Program (CFP).

Programs under special mandates from the Government of Canada:

- CANTex Canadian Textiles Program
- Infrastructure Programs.

### 4.1.2 Details

#### *Innovation, development of entrepreneurship and access program for SMEs*

The IDEA-SME program primarily targets the development of small- and medium-sized enterprises, including social economy enterprises. In addition, SME support organizations, business associations and economic development organizations are part of the clientele targeted

by the program. Its goal is to foster the growth of business generated by enterprises in all regions of Quebec.

The areas of intervention of the IDEA-SME program are:

- innovation
- testing and experimentation with a view to enhancing natural resources
- productivity
- e-business
- export market development
- development of social economy capability
- entrepreneurship and business environment.

Thus, this program fosters the actualization of the regions' economic development potential, leading in the long term to enhanced prosperity and sustainable employment.

### Regional Strategic Initiatives

This program promotes the implementation of projects and initiatives that rely on regions' economic strengths with a view to enabling them to achieve their full economic development potential, leading in the long term to a sustainable improvement in prosperity and employment. It is designed on the basis of the following priorities, according to the regions' specific needs:

- increased use of technology by SMEs
- enhancement of tourist attractions
- attraction and international outreach capability
- adjustment to the new global economic environment.

Sixteen RSIs have been established to meet the specific needs of the regions and were launched in conjunction with the socio-economic agents present in each region.

### Community Futures Program

The CFP supports local economic development and strengthens communities' ability to achieve their full potential in a sustainable way by helping to develop:

- stability, economic growth and job creation
- diversified, competitive local economies in rural areas
- sustainable communities.

In Quebec, the CFP provides financial support for 57 Community Futures Development Corporations (CFDCs). It also supports 15 Community Economic Development Corporations, nine Business Development Centres, the CFDC Network and the Quebec CFDC Common Fund.

### CANtex Canadian Textiles Program

The CANtex Canadian Textiles Program is intended to increase the competitiveness of textile manufacturing companies by helping them to:

- enhance their productivity
- reduce their costs
- improve their efficiency
- diversify their output into higher value-added products for growing niche markets.

### Infrastructure programs

Improving the quality of life in cities and communities is one of the Government of Canada's main priorities; thus making Canada a world leader through the enhancement of communities. Infrastructure Canada is responsible for these programs Canada-wide.

In conjunction with the provinces, territories, municipalities, First Nations and private sector, the Government of Canada has implemented different joint infrastructure programs. Among these programs in Quebec are the Infrastructure Canada Program 2000 and the Municipal Rural Infrastructure Fund (MRIF).

## APPENDIX 5

# Sustainable Development Strategy 2007-2010 team

### Writing team members

#### Project leader

Marie-Chantal Girard, Director of Policy, Policy and Programs Branch

#### Editorial board

Dominique Line Blondeau, Communications Advisor, Communications Branch

François Huppé, Analyst, Regional Coordination Branch

Daniel Marchand, Evaluation Advisor, Departmental Performance Branch

#### Review committee

Sandra Duchesne, Communications Advisor, Communications Branch

Éliane Fréchette, Communications Advisor, Communications Branch

Line Maurel, Communications Advisor, Communications Branch

### In charge of SDS implementation

Michelle d'Auray, President

### In charge of SDS monitoring and performance measurement

Claude Lussier, Director, Integrated Planning, Departmental Performance Branch

Daniel Marchand, Evaluation Advisor, Departmental Performance Branch

### Other Sustainable Development Committee members

Claire Appleby, Mireille Arsenault, Sylvain Bélair, Marie Boisvert, Annie Brunette, Jean-Guy Cabot, Michel Cotton, Bruno Di Piazza, Will Dubitsky, Mustapha Farram, Marie-Josée Leclerc, Robert Lavoie, Josée Lizotte, Claire Marier, Louise Martineau, Johanne Michaud, Jean-Pierre Racine, Sylvain Savage and Pierre Sirois

### Consultant

André Bougie, Consulting and Audit Canada

### Graphic design

Josée Gaudreault graphiste inc.