

# Appendix B

## Operating Principles for Sustainable Development

The following principles will guide the Department's work throughout *Sustainable Development Strategy – Now and for the Future*:

**Accountability and Transparency** – Within our defined role, we will develop results-based action plans outlining what we propose to do and when it will be done, and provide indicators to measure progress toward sustainable development. We will monitor the outcomes of our activities, taking corrective action where necessary, and publicly report on our progress. We will ensure open decision-making processes.

**Consultation and Partnerships** – We will pursue federal responsibilities that contribute to sustainable development in partnership with a diverse array of stakeholders. We will consult with our partners to understand their needs and to build consensus on common objectives and actions.

**Integrated decision-making** – We will make decisions based on sound economic, environmental and social principles, relying on tools such as environmental assessment and scientific assessments of risk. We will improve our ability to analyze decisions for their life-cycle environmental impacts, their full costs and benefits, and their implications for society.

**Science and knowledge** – We will promote the use and availability of scientific data, traditional knowledge and sound analytical processes to assess and manage risks to environmental and human health, society and the economy.

**Precaution** – Where there are threats of serious or irreversible damage, lack of full scientific certainty will not be used as a reason for postponing cost-effective measures to prevent environmental degradation.

**Anticipation and prevention** – Preventing problems before they arise is more effective than responding to them after they occur. We will promote

pollution prevention, as opposed to clean-up, to avoid or minimize the creation of waste and pollution and to make more efficient use of resources.

**Ecosystem integrity** – We recognize that resource development must remain within the capacity of natural ecosystems to respond, adapt and recover from human disturbance while maintaining the basic ecological functions that support life.

**Efficient use of resources** – We will promote policies, practices and technologies that reduce consumption and make the most efficient use of natural resources in order to support a sound economy, while minimizing wastes and adverse impacts on the environment.

**Continuous improvement and innovation** – Our commitment to sustainable development will be based on an openness to new approaches and will continually be updated and adapted to reflect new knowledge, technology, information and ideas.

**Intergenerational equity** – We will uphold our responsibility to provide a legacy for future generations in terms of their natural heritage, economic opportunities and social well-being.

**Shared responsibility** – Sustainable development is the responsibility of the entire Government of Canada and of all Canadians.

**Setting an example** – We will promote sustainable development through our actions as well as through laws, policies and programs.



# Appendix C



## Preparations for Sustainable Development Strategy – Now and for the Future

Preparations for Natural Resources Canada's second Sustainable Development Strategy began immediately after tabling the first. During the three year period since the initial strategy was launched, NRCan has:

- revisited and evaluated departmental goals and objectives;
- established time-bound, measurable targets;
- identified natural resource reliant communities, in order to establish a dialogue with representatives from these communities;
- consulted with stakeholders on a performance measurement framework;
- strengthened the Department's management system;
- reported to stakeholders and Parliamentarians on progress;
- conducted an internal review of the department's first SDS;
- evaluated changing circumstances that have influenced the development of the second SDS.

Central to these preparations has been an ongoing process of citizen engagement. Indeed, over the three-year period, a broad range of participants throughout the country have been involved in the process of implementing and developing the Sustainable Development Strategy, providing NRCan with valuable advice and information from each sector of society.

## Review of Goals, Objectives and Targets

Early in 1998, senior management saw a gap in the performance measurement framework introduced in the first SDS. The Department's efforts to contribute to the safety and security of Canadians were not adequately integrated into the goals structure. In response to this gap, a new goal and associated objectives were developed in order to capture this important social dimension of sustainable development. As well, the Department's performance measurement framework was amended to include these changes. In addition, draft performance indicators were developed to respond to the new goals and objectives while draft indicators for the existing goals and objectives were revisited. Following these revisions, the Department consulted with stakeholders on the performance measurement framework, to arrive at a meaningful set of indicators that would effectively communicate progress and results.

The Report of the Commissioner of Environment and Sustainable Development, in May 1998, recommended that departments establish clear targets to measure progress towards sustainable development. NRCan addressed this recommendation by establishing 125 time-bound, measurable targets for the 68 action commitments within the first SDS. In addition, targets responding to the performance measurement indicators were established.



Further to this recommendation, NRCan developed a Sustainable Development Action Items Management System (SD-AIMS) in 1999. This system is a Web-based tracking and reporting tool that has enabled the Department to expedite reporting of progress and performance on Sustainable Development Strategy action commitments to senior management, staff and stakeholders.

### A Continuing Dialogue with Stakeholders

In January 2000, a report entitled *Sustainable Development: From Commitment to Action* was distributed from the Minister of Natural Resources to the Department's stakeholders, including industry, academic institutions, communities, environmental groups, other governments, aboriginal associations, Members of Parliament and Senators. A message from NRCan's Deputy Minister was sent to all NRCan employees to notify them of the document on the Department's Web site.

This progress report was accompanied by a short questionnaire, *Issues and Expectations*. It intended to gain feedback on progress made to date on the first SDS, to understand the key issues and concerns of Canadians regarding the sustainable development of natural resources, and to gauge expectations for the Department's second SDS. The progress report and questionnaire were also made available on the sustainable development page of NRCan's Web site (<http://www.nrcan.gc.ca/dmo/susdev>).

We received a total of 105 responses to the questionnaire, by e-mail, fax and mail. Although over 80 percent of responses indicated that NRCan is meeting or exceeding expectations with respect to progress, a number of suggestions were made on ways to improve. The most common suggestion was the need for more detailed reporting of progress.

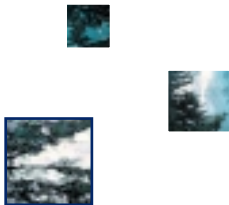
Also in January 2000, a presentation was made to NRCan's management committee on the progress made toward implementing the first SDS and the path forward for developing *SDS – Now and for the Future*. The committee provided direction on areas of focus for the new strategy, including the need for an expanded focus on the social dimension of sustainable development.

An independent Advisory Panel composed of thirteen representative stakeholders was then assembled in the spring to review the results of *Issues and Expectations* and to provide guidance for preparing *SDS – Now and for the Future*. This advisory panel identified specific areas where NRCan leadership is important, a number of domestic and international changes that have influenced the issues and approaches that NRCan should consider, themes to address in *SDS – Now and for the Future*, and desired outcomes for 2003. The approach to *SDS – Now and for the Future* was then presented to key stakeholder groups, including the Minister's Advisory Council on Science and Technology and the Environment Committee of the Canadian Council for International Business, and other federal departments. This approach described the outline for the discussion paper, identifying the key areas for action that we would take as well as our plan to distribute the document and to meet with stakeholders, and then to develop the final document for tabling in Parliament.

### Review of the 1997 Sustainable Development Strategy

In the spring of 2000, NRCan's Audit and Evaluation Branch conducted a review of the implementation status of the Department's first SDS. The review concluded that NRCan has achieved much of what was committed to in the first SDS, and that the Department was well positioned to develop its successor.





However, the review identified five areas that would further enhance NRCan's ability to respond to its sustainable development goals:

- NRCan would benefit from complete reporting of progress made against all of its SDS commitments, by providing explanations in cases where commitments have not been fully completed at the time of reporting, in addition to reporting on targets that have been met. The process for completing status or progress reports should also include clarification of the criteria used to determine whether commitments have been completed.
- NRCan should ensure that there is a framework in place to document the progress made against commitments, using consistent measurement criteria and documentation standards throughout the Department.
- NRCan should ensure that officers responsible for implementation are identified for future SDS commitments, and that the SDS-related accountabilities are clear and accepted by these individuals. This includes ensuring that such accountabilities are transferred to other individuals subsequent to staff changes and that the accountabilities are clearly documented.
- In developing the second SDS, NRCan should ensure it integrates the lessons learned from this exercise. This exercise would help managers draw from experiences of the first SDS. In turn, this knowledge could help ensure an appropriate balance between achievability of commitments and the need to "push the envelope" in terms of the Department's response to the goal of sustainable development.
- NRCan's electronic system for reporting on SDS commitments, SD-AIMS, should ensure that the system responds to users' requirements.

As continuous improvement is key to advancing sustainable development, these suggestions will strengthen NRCan's ability to implement the SDS. The recommendation to report on all commitments of the SDS in status or progress reports will be addressed through an upgrade to the department's Sustainable Development Action Items Management System (SD-AIMS).

We recognize the need to ensure consistent measurement standards and documentation, across all sectors, on the status of work against each commitment. We also recognize that individual sector coordinators and accountabilities could be more clearly documented. This will be addressed in the enhancement to SD-AIMS, and in the implementation of *SDS – Now and for the Future*.

### **Gearing up for SDS – Now and for the Future – Discussion Paper and Consultations**

In the Spring of 2000, NRCan took the preliminary input from *Issues and Expectations* and the Advisory Panel to develop a discussion paper that would be used to conduct further consultations with stakeholders. The Department's sustainable development team reviewed the action commitments from the first SDS with a view to building on existing commitments. In this regard, actions were analyzed to assess strategic opportunities for *SDS – Now and for the Future*.

*The Path Forward to SDS 2000 – A Discussion Paper* was distributed from the Minister to NRCan stakeholders in August, 2000. The discussion paper proposed areas *where* NRCan could best make a difference, and laid out proposed actions that described *how* NRCan would make a difference. This enabled us to engage in a more complete discussion with our stakeholders – to determine what had really changed over the first three years, to propose actions that would address the most important sustainable development issues, and to evaluate these proposed actions with our stakeholders.



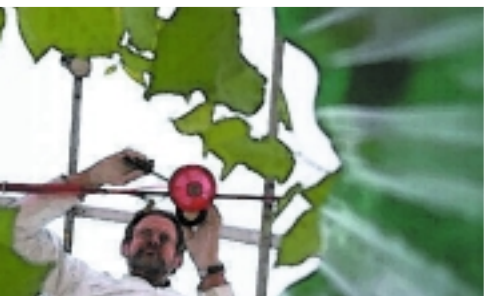
The discussion paper was accompanied by a short questionnaire, *Actions and Expectations*, intended to gather input from stakeholders on the actions that NRCan proposes to undertake for *SDS – Now and for the Future*. A message from NRCan's Deputy Minister was sent to all NRCan employees to encourage them to read the document and to participate in the development of the new SDS. A second Advisory Panel was held to review *The Path Forward* in advance of distribution.

In summer/fall 2000, consultations with external stakeholders were held in Calgary, Halifax and Ottawa to obtain input on *The Path Forward* and proposed actions. Individuals representing academic institutions, private companies, industry associations, non-government organizations, aboriginal groups, municipalities, and provincial and federal departments attended the three sessions. Consultations were also held with NRCan staff in Edmonton, Dartmouth and Ottawa. NRCan's sustainable development team met with other federal departments to identify proposed actions that may be undertaken jointly. As part of the consultation sessions, NRCan distrib-

uted the results of a review undertaken by the Department's Audit and Evaluation Branch of the first Sustainable Development Strategy. The results of the consultations were published in a summary document entitled *What You Said 2000* and distributed to participants. The Advisory Panel reviewed the final draft *SDS – Now and for the Future* in January 2001 to provide input prior to the document being tabled in Parliament.

### Northern Sustainable Development Strategy

NRCan has been an active participant in the development of a federal Northern Sustainable Development Strategy (NSDS), led by the Department of Indian Affairs and Northern Development. Representatives of Environment Canada, NRCan, INAC, Department of Foreign Affairs and International Trade, Department of Fisheries and Oceans, and Health Canada met with northerners in Whitehorse, Yellowknife and Iqaluit. These consultations gave these departments an opportunity to present their departmental sustainable development strategies, and to seek guidance on how to develop the NSDS.





# Appendix D



## Departmental Mandate and Organization

Natural Resources Canada is an economic, science-based department with a mandate to promote the sustainable development and responsible use of Canada's mineral, energy, and forestry resources; to develop an understanding of Canada's landmass; and to collect and disseminate knowledge on sustainable resource development. The Department conducts research and technical surveys to assess Canada's resources, including the geological structure and legal boundaries. NRCan is also authorized to provide the national framework of reference for spatial positioning; prepare and publish maps; conduct scientific and economic research related to the energy, forestry, mining and metallurgical industries; and to establish and operate scientific laboratories for these purposes.

## Departmental Mandate

NRCan is responsible for federal resource policies and science and technology that support the sustainable development and competitiveness of the energy, forest, mining, and related sectors. The Department enables the Government of Canada to address resource issues in a comprehensive manner, from a national perspective.

By legislation, the Minister of Natural Resources is responsible for:

- Coordinating, promoting, recommending and implementing policies, programs and practices pertaining to the mandate of NRCan;
- Fostering the integrated management and sustainable development of Canada's natural resources;
- Helping in the development and promotion of Canadian scientific and technological capabilities;
- Gathering, compiling, analyzing, coordinating and disseminating information respecting scientific, technological, economic, industrial, managerial, marketing, and related activities and developments affecting Canada's natural resources;
- Participating in the development and application of codes and standards for spatial positioning and natural resource products, and for the management and use of natural resources;
- Improving remote-sensing technology and promoting the development of the Canadian remote-sensing industry;
- Encouraging the responsible development and use of Canada's natural resources, and the competitiveness of Canada's natural resource products;
- Working to widen and promote markets for Canada's natural resource products and geomatics industries, both at home and abroad; and,
- Working in partnership with provincial/territorial governments and non-governmental organizations in Canada, and promoting cooperation among nations and international organizations.



### *Other Agencies*

NRCan maintains a special relationship with agencies which report to Parliament through the Minister of Natural Resources. These agencies include the National Energy Board, the Canadian Nuclear Safety Commission (formerly Atomic Energy Control Board), Atomic Energy of Canada Limited, the Energy Supplies Allocation Board and the Cape Breton Development Corporation. These Agencies are not included in the Sustainable Development Strategy of the Department.

### *Organization*

NRCan is organized into five sectors and three branches. The **Strategic Planning and Coordination Branch** is NRCan's centre for strategic policy leadership, expertise and advice for Departmental and portfolio priorities, horizontal policy/science issues and initiatives, and sustainable development in Canada and internationally. It leads the development and implementation of the Sustainable Development Strategy.

The **Earth Sciences Sector** is the Government of Canada's principal agency for earth science knowledge and information. Geomatics Canada provides a reliable system of surveys, remotely-sensed data as well as geographically referenced information describing the Canadian landmass; the Geological Survey of Canada is a principal contributor to a comprehensive geoscience knowledge base of Canada; and, the Polar Continental Shelf project contributes to scientific research in our Arctic regions by providing comprehensive logistics support.

The **Canadian Forest Service** promotes the sustainable development of Canada's forests and the competitiveness of the Canadian forest sector for the well-being of present and future generations of Canadians. It delivers

its science and technology program through five national science research networks operating out of five regional research centres and headquarters.

The **Minerals and Metals Sector** promotes the sustainable development of Canada's minerals and metals resources industry by integrating economic, social and environmental objectives. It provides policy advice, S&T, as well as commodity and statistical information in support of decision making. It is also the federal government's primary source of expertise on explosives regulations and technology.

The **Energy Sector** promotes the sustainable development and safe and efficient use of Canada's energy resources through its policies, programs, and science and technology. It assesses the potential economic, regional, international and environmental implications of Canada's energy production and use. It also provides technical knowledge and advice to the energy industry and to government. Its knowledge base helps the Government of Canada to formulate policies, implement regulations, enhance job and wealth creation, and meet its international commitments.

The **Corporate Services Sector** provides functional direction to the Department in the effective and efficient management of resources in the areas of finance, administration, human resources, information management/-information technology and environmental affairs.

In addition, the **Communications** and **Audit and Evaluation Branches**, contribute to improved accountability as well as an increased understanding of NRCan's mandate and programs among Canadians, clients and employees.

