



NATIONAL ROUND TABLE ON THE ENVIRONMENT AND THE ECONOMY
TABLE RONDE NATIONALE SUR L'ENVIRONNEMENT ET L'ÉCONOMIE

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DRAFT

**Bridging Business and Sustainable Development
Education at Centres of Higher Learning
Annotated Bibliography**

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for

The Education Committee
National Round Table for the Environment and the Economy

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Introduction

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This annotated bibliography was compiled by Dalhousie University's Faculty of Management for the National Roundtable on the Environment and the Economy. The Education Committee of the Roundtable seeks to further the integration of environmental and economic issues at Canadian business schools.

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Among the objectives of the "Bridging Business and Sustainable Development Education at Centres of Higher Learning" project is to promote the integration of sustainable development practices and principles into the curricula of Canadian business and management schools by researching and exchanging information on best practices. In addition, the National Roundtable hopes to incorporate and apply leading edge research on such issues as full cost accounting, environmental risk management, environmental fiscal reform, green procurement and design in teaching programs.

This bibliography is a compilation of resources including case studies, books, journals, computer technologies, and other teaching materials, related to the integration of business and environment education. The majority of the entries are Canadian resources, however a limited number of important international resources have also been included. The bibliography notes that other types of materials are also valuable to support classroom discussion and debate. In particular, transcripts of court cases and environmental impact statements are mentioned. Corporate environmental reports from such companies as Shell Canada, Noranda and Ontario Hydro are also informative.

The Education Committee of the National Round Table on the Environment and the Economy anticipates that the creation of opportunities for thoughtful and reasonable discussion among business deans, members of the Education Committee and user-stakeholders about how business education can contribute to a sustainable future.



About this Bibliography

This is a selective bibliography containing various sources of information to help integrate environmental management and other environmental issues into the business curricula. This document is divided by type of material, ie. case studies, and then subdivided into Canadian or International categories. A subject index at the back of the report will assist those looking for particular subjects, such as accounting or marketing. The subject headings that are used in the index are derived from the Management Institute for Environment and Business subject headings. The references to case studies, reports, books, articles and web sites are annotated, however the legal sources and newsletters and journals are not. The web sites in this document were individually evaluated during the month of March 1997.

The numbering scheme for this document is as follows, cases are numbered as C#, reports as R#, books as B#, articles as A# and finally web sites as W#. The reasoning for doing it this way is to allow easy recognition of the material type and to assist in using the case subject index at the back. Most of the publications must be purchased from the publisher. Readers interested in case studies should contact the relevant university for a catalogue.

X The bibliography should be viewed by readers as a "work in progress". The Education Committee of the National Roundtable on the Environment and the Economy encourages Deans and professors to submit information on additional materials they have found helpful in their classes to the Secretariat.

- include address?



Acknowledgements

We wish to thank the faculty members that faxed, emailed and sent material to be included in this bibliography. We want to express special thanks to Nancy Sutherland of the Business and Environment Curriculum Project of the Schulich School of Business at York University for her suggestions and gathering information to aid in the compilation of this document.

Many of the annotations have been taken directly from catalogues and other sources, such as the Richard Ivey -- Western School of Business Case Study Catalogue, the Management Institute of Business catalogues, the home pages of the IISD and the Harvard Business School Publishing web page.

Jennifer Richard
Raymond Côté
Don Patton

Case Studies

This section is devoted primarily to cases involving Canadian companies produced in Canada and the United States. In addition, a number of cases have been selected from American sources because they involve companies which operate in Canada, eg. McDonalds and Esprit, address an issue of common interest eg. Columbia River, or discuss an issue of general interest, eg. chlorine. Readers should note that the bracketed numbering system is that of the institution which publishes the case. It generally refers to year of publication and subject matter.

Canadian

- C1. Archibald, T.R. & B. Dixon (1991). Noranda Minerals (A) and (B). London, ON: Case and Publications Services, Western Business School. (991B008, 991B009, 18p, 23p)**

(A) Issues surrounding the Environmental Management System in a resource-based company are examined. Highlights include an environmental audit and identification of various stakeholders for prioritization relating to identification on their needs to determine corporate policy. Should an environmental annual report be made public? This case also underlines the increasing importance that qualitative considerations have in the financial decision-making process. Noranda Mines is a useful tool to discuss possible revisions to financial accounting and auditing standards in addressing environmental questions.

(B) This is a follow-up to the (A) case #9-91-B008 and should be taught with the (A) case. It contains a copy of the environmental report.

- C2. Archibald, T.R., B. Dixon, & R. Talbot (1991). Note on the Environment and Financial Statements: Environmental Disclosure and Environmental Auditing. London, ON: Case and Publications Services, Western Business School. (992B006, 11p)**

This note describes the many political, social, legislative and financial pressures that have increasingly changed how companies should treat the environment. Companies are increasingly addressing the issues surrounding implementation of environmental auditing and disclosure of environmental information on the financial statements. Extensive references are made to the recent changes in the requirements of the Canadian Institute of Chartered Accountants (CICA), changes that affect environmental disclosure. Specifically, the objectives of this note are threefold: 1) describe the legal and political pressures that companies are facing; 2) outline the current and potential changes to financial statements resulting from environmental issues; 3) explore environmental auditing, its uses and limitations.

- C3. Baetz, Mark C. Various Case Studies: B.C. Forest Alliance (19p), Gas Guzzler Tax (26p), Texaco and Georges Bank (A)(B) (23p, 3p), Uniroyal Chemical Ltd. (A)(B) (23p, 20p). Waterloo, ON: Wilfred Laurier University.**

These case studies deal with environmental issues facing various organizations in Canada (both public and private sector).

- C4. Britney, R.R., J. Belanger & S. Glover (1990). Methanol-powered Lumina. London, ON: Case and Publications Services, Western Business School. (992D004, 10p)**

General Motors re-designs the Lumina in record time for new methanol fuel. What have they learned regarding other re-designs? General Motors Canada gets an order from California to produce the first 2000 cars.

- C5. Burgoyne, D.G. (1993). Try Recycling Inc. London, ON: Case and Publications Services, Western Business School. (993A024, 13p)**

A recycler has been successful in attracting construction and demolition material services and in developing some processing skills and some outlets for processing materials. The continuing challenge is to develop markets for processed materials that are profitable, politically acceptable and competitively sustainable. Determining costs is complicated by the fact that the raw material inventory is both a contingent liability (you have contracted not to landfill) and has been a revenue source (paid to take it).

- C6. Case Writing Workshop & L. Herbert (1987). Waste Disposal at the L.T.C. London, ON: Case and Publications Services, Western Business School. (988A019, 2p)**

In September 1987, Gary Welch, Director of Purchasing at the London Transit Commission (LTC) had just read an information bulletin on recent legislation on the use of disposal of hazardous materials. Gary Welch reviewed several major purchase categories to determine what options he might consider to conform to these new laws.

- C7. Case Writing Workshop & K. Slaughter (1984). Wilson Fuels Limited. London, ON: Case and Publications Services, Western Business School. (984L003, 6p)**

Ward Carter, general manager-operations of Wilson Fuels, St. Catherines, a division of the Toronto-based Mather Corporation, had just returned to his office after investigating the spillage of 400,000 gallons of liquid fertilizer on Friday, February 17, 1984 at the Port Dalhousie storage terminal located 18 miles from St. Catherines. Ward knew there would be an investigation of the incident and he was now ready to write to Gerald Hudson, president of Mather Corporation.

- C8. Crookell, H. et al. (1994 rev.). CIL and the Poison Gas Dilemma. London, ON: Case and Publications Services, Western Business School. (993M004, 8p)**

Transport Canada has proposed to reclassify one of CIL's major products, anhydrous ammonia, as a poisonous gas under the Transportation of Dangerous Goods Code. The reclassification would have a major effect on CIL's costs and export prospects. CIL executives must decide whether to escalate their dispute with the government from the bureaucratic to the political level.

- C9. Deutscher, T.H. & N. Siverson (1993). Can-Ross Environmental Inc. London, ON: Case and Publications Services, Western Business School. (993A021, 18p)**

On 4 January 1993, the first business day of the year, Ted Edgar, the owner and president of Can-Ross Environmental Inc., was thinking about the changes which the preceding year had brought to his firm, and to the environmental industry in which it competed. Although the Ontario-based CEI had experienced strong growth since the late 1980s, 1992 represented the first time that sales had not increased over the previous year. In order to sustain continued growth and profitability, CEI would require a change in business strategy.

- C10. DeWilde, J. (1988). Environmental Industries Case. London, ON: Case and Publications Services, Western Business School. (988H018, 8p)**

This case looks at environmental policy as it creates new regulations and incentives for North American business in light of increasing public concern about environmental protection. The case is set out to focus discussion on entrepreneurial and investment opportunities that result from the shifting pattern of environmental regulation. The case looks at the industry structure of environmental detoxification and waste treatment of biodegradable plastics, advanced ceramics, and pesticide and preservative substitutes.

- C11. Erskine J.A. et al. (1990). Sarah Connor Fast Food Franchises. London, ON: Case and Publications Services, Western Business School. (991D002, 11p)**

James Seagal, president of Customer Care Inc. (CCI), one of Canada's largest Sarah Connor franchisees, hung up the telephone. The call from a fellow Maritime Provinces franchisee requesting his immediate participation in the proposed boycott was cause for concern. Maritime franchisees did not want to follow the stringent packaging guidelines for hot sandwiches set out by the parent company, Sarah Connor Inc. These disgruntled franchisees were planning to switch from the expensive clamshell boxes to the less expensive paper wrapping without Sarah Connor Inc.'s prior knowledge or approval. James leaned back in his chair and wondered what action he should take.

- C12. Frenette, K.L. & J.F. Graham. Eco-Shred Ltd. London, ON: Case and Publications Services, Western Business School. (992K001, 14p)**

In Eco-Shred, Kevin Cinq-Mars and Sheldon Greenspan are trying to determine the feasibility of starting a mobile shredding service in London, Ontario. The students must analyze the market, operations, and finances to determine the price, promotion strategy, sales volume, capacity, and additional financing requirements. They must make a decision as to whether to proceed with a new venture or not.

- C13. Gilmour, S.C. & R.E. White (1974). Western Mines Limited. London, ON: Case and Publications Services, Western Business School. (974M001, teaching note: 874M001, 30p)**

The case is prefaced by an industry note that describes the Canadian mining industry in general, and the B.C. situation in particular. Western is a small base-precious metal producer located on Vancouver Island, in a provincial park. Two problems confront the company; pollution regulations which are constraining the mines' output and the new taxation laws proposed by the N.D.P. government in B.C. The company seems to be able to deal with the pollution problem but not the taxation situation. Why this is so, is an interesting problem to discuss. What to do with the company's excess funds is also a consideration.

- C14. Goldberg, R.A. & J. Shaner (1989). Loblaw Companies Ltd. President's Choice G.R.E.E.N.: Something Can be Done. Boston, MA: Harvard Business School Publishing. (Product no. 590051, 33p)**

A supermarket expands its store label to include environmentally friendly products.

- C15. Goldberg, R.A., V.N. Willis & E. O'Keefe (1992). Loblaw Companies Ltd.: Food Distribution in the 1990s. Boston, MA: Harvard Business School Publishing. (Product no. 593033, 42p)**

Richard Currie has led Loblaw for the past 15 years, turning a company losing money to the most profitable retailer in Canada. 1992 finds Canada and the United States in a recession. How does Currie handle short term pressures as he develops a new long-term strategy for his firm.

- C16. Hockin, T. (1981). Ontario Hydro's Sale to GPU of New Jersey (1). London, ON: Case and Publications Services, Western Business School. (983H014, 20p)**

This case places a decision before the Ontario Cabinet as to whether or not to have a formal environmental assessment of a proposed huge sale of power to GPU of New Jersey. Case (2) examines the problem from the Minister of the Environment's point of view. Case (3) examines the problem from the Minister of Energy's point of view. This case explores the different "bottom lines" for Crown Corporations.

- C17. Hockin, T. (1981). Ontario Hydro and the GPU Deal (2) The Ontario Minister of the Environment. London, ON: Case and Publications Services, Western Business School. (983H015, 3p)**

This case gives the Minister of the Environment's background for the decision to be made in case (1).

- C18. Hockin, T. (1981). Ontario Hydro and the GPU Deal (3) The Ontario Minister of Energy. London, ON: Case and Publications Services, Western Business School. (983H016, 6p)**

This gives background notes for the Minister of Energy's position in the Ontario Hydro and the GPU Deal Case (1). It is meant to help students ascertain the goals of Crown Corporations.

- C19. Hodgson, R.C. & H.A. Graham (1985, rev. 1993). Dow Chemical Canada Inc.: Meeting the Challenge of Sustainable Development. London, ON: Case and Publications Services, Western Business School. (990C014, 14p)**

Responding to significant public anxiety and political pressure concerning environmental degradation, Dow Chemical Canada began in the mid-1980's to accelerate its remedial and preventive efforts to protect the environment. By the end of the decade, the company had successfully developed and implemented managerial, organizational and operational changes that had significantly improved ecological results, and had also contributed meaningfully to development of industry-wide standards of responsible environmental care. In 1990, Dow Canada was in the process of transforming its environmental protection initiatives into a more systemic approach to managing from policy and strategy to the identification and development of new, future-oriented business opportunities.

- C20. Hulland, J.S., J. McNaughton, & C. Chan (1990). Tetra Pak Inc. London, ON: Case and Publications Services, Western Business School. (991A017, 16p)**

In November 1990, Tetra Pak Inc.'s Environmental Steering Committee met to review the company's communications campaign which had been established during the previous fall. Members of the Committee were particularly interested in determining whether the campaign had been successful over the past year and what the company needed to do in the future.

- C21. Hulland, J.S., A. Sherriff, & S. Agnew (1991). Earthkeeper Magazine (A) and(B). London, ON: Case and Publications Services, Western Business School. (992A006, 992A007, 7p, 2p)**

(A) Scott Black, editor of an environmental magazine, must decide whether or not to include in the next issue an advertisement just received from Shell Canada. Black is concerned about the possible negative readership response.
(B) Scott Black, after deciding to use a Shell Canada ad in the most recent issue of Earthkeeper, has received a very negative letter. He must now consider his next course of action.

- C22. Hulland, J.S. & T. Sullivan. Down-to-Earth Approach to Environmental Marketing: Be Real, Be Ready, Be Responsible. London, ON: Case and Publications Services, Western Business School. (992A003, 5p)**

This is a brief describing three key considerations for the development of environmentally-conscious marketing plans.

- C23. Hulland, J.S. & T. Sullivan (1989, rev. 1993). Sunlight Laundry Detergent. London, ON: Case and Publications Services, Western Business School. (991A018, teaching note: 891A018, 15p)**

Steven Kelly, brand manager for Sunlight Powder Laundry Detergent, must decide how to respond to the introduction by Loblaws' of a new "green" laundry detergent product. Kelly is considering several alternatives and must carefully consider the pros and cons associated with each approach.

- C24. Johnson, P. Fraser & Robert D. Klassen. (1994). Navistar: Environmental Management (A) and (B). London, ON: Case and Publications Services, Western Business School. (996D001, 996D002, 14p, 2p)**

Dan Uszynski, environmental coordinator at the Chatham Assembly Plant of Navistar International Corporation, must develop a total waste management program which addresses both corporate waste reduction objectives and regulatory requirements. At the time of the case, a plant-wide waste audit had just been completed by an outside contractor in response to the introduction of new provincial legislation, referred to as 3R Regulations. Dan must assess the competitive implications of different alternatives, design the program, decide which materials will be recycled, identify who will be involved in implementation, and take into account the reaction of different stakeholder groups.

- C25. Kennedy, J.R. (1992). Zehrs - The Greenbox System. London, ON: Case and Publication Services, Western Business School. (992A004, teaching note: 892A004, 20p)**

Zehrs is planning a test of a new checkout system that will eliminate the use of plastic grocery bags. The student, a decision-maker, must plan the test so that it will generate results that are meaningful for a decision to either expand the use of the system or to drop it.

- C26. Killing, J.P. & P.W. Beamish (1988). Granton Mines Limited. London, ON: Case and Publications Services, Western Business School. (988M001, teaching note: 888M001, 6p)**

A Canadian company is considering the acquisition (via a licensing agreement) of a new technology developed by a German company. The Canadian company must decide whether it should acquire the technology and if it does, the price and terms of agreement.

- C27. Killing, J.P. (1980). Cabot Fisheries Limited (Condensed). London, ON: Case and Publications Services, Western Business School. (987M005, 18p)**

Condensed version of Cabot Fisheries case #9-82-M001. The case features a medium-sized U.S. fishing company in Newfoundland whose general manager has asked for \$6 million to expand the company. Pressure for expansion is coming from the provincial government, fisherman's committees and good catches resulting from the extension of the 200-mile limit. In addition to looking at the economics of the expansion alternatives, the student must decide if it makes sense for a foreign-owned firm to expand in a province in which it has already been discriminated against because it is foreign owned. The case is an excellent vehicle for examining a firm's capabilities for strategic change (especially in the context of present knowledge).

- C28. Knight, R.M. (1989). Ribbon Xchange (Canada) Ltd. London, ON: Case and Publications Services, Western Business School. (991F037, 891F037, 3p)**

The case describes the efforts of two entrepreneurs in New Zealand to expand their franchise concept for recycling used typewriter and printer ribbons to Australia and North America. Students are asked to help them develop a business plan.

- C29. Knight, R.M., M. Thorfinnson & K. Smith (1990). The P.E.T. Brick: A Profile of an Environmental Entrepreneur. London, ON: Case and Publications Services, Western Business School. (991F002, teaching note: 891F002, 12p)**

The case profiles an entrepreneur who is developing a plan for launching an environmentally beneficial novelty product. The environmental movement, novelty product (fad product) marketing, and a unique limited partnership agreement are all discussed.

- C30. Kudar, R.P. & N. Buhr (1992). Falconbridge Limited - Reducing SO2 Emissions. London, ON: Case and Publications Services, Western Business School. (993D005, teaching note: 893D005, 12p)**

Richard Laine, director of public affairs for the Sudbury operations of Falconbridge Limited, was reviewing a press release that had been prepared by the head office in Toronto. The press release, dated January 30, 1991, announced that Falconbridge had already met the 1994 government-mandated levels for sulphur dioxide (SO₂) emissions. However, Richard noticed that the press release didn't say anything about the costs and benefits of having reached these levels ahead of schedule. Richard sat back and thought about the uncertainty, the failures and the thread in the management processes over the years that had ensured that success won out over uncertainty and failure. Students are expected to analyze the decision-making process.

- C31. Kudar, R.P. & N. Buhr (1992). Falconbridge Limited - The Capital Expenditure Policy and Environmental Impact. London, ON: Case and Publications Services, Western Business School. (993D004, teaching note: 893D004, 15p)**

Bob Michelutti, superintendent of environmental services for the Sudbury operations of Falconbridge Limited, was reviewing the company's capital expenditure policy. Five years earlier, in 1986, Falconbridge had made significant changes to the capital expenditure policy in order to address the company's environmental impact. Since then, there had been many changes environmental legislation and public expectations. Bob considered a number of the environmental issues that concerned Falconbridge and he wondered if the capital expenditure policy still appropriately addressed environmental concerns or if there was a need for some changes.

- C32. Lanfranconi, C.P. & K. Browne (1991). Noranda Minerals (1991). London, ON: Case and Publications Services, Western Business School. (991B021, 13p)**

The comptroller of Noranda Minerals is reviewing a reclamation provision of Hemlo Gold Mines and is concerned that the \$15 million provision has no breakdown or detail but was simply a verbal estimate. In the last 12 months, the Ontario Mining Act and the CICA issued changes in regulations, and because of these changes he reviews all the issues and factors having an impact on the determination of mine reclamation provision. He must decide how to assure himself that this particular provision and the entire reclamation provision for Noranda Minerals is adequate. The case reviews the new Capital Asset Standard issued by the CICA, the new Mining Act Regulations, and the advice of the Environmental Group within Noranda as information sources for the decision.

- C33. Lecraw, D.J. & J. Showers (1982). International Resources (Canada) Limited. London, ON: Case and Publications Services, Western Business School. (983H021, 11p)**

The Ministry of the Environment has issued a control order requiring the company to complete installation of a major waste treatment facility by 1985. The company has to decide how it should respond. Its pulp and paper mill has been discharging pollutants into the environment for decades while the government has been attempting to enforce compliance with its anti-pollution regulations since 1970. The case deals with environmental economics, regulation, and industry-government relations and negotiation.

- C34. Leenders, M.R. & T. Tuharsky (1987, rev. 1994). A Utility's Search for an Appropriate SO₂ Reduction Technology (A). London, ON: Case and Publications Services, Western Business School. (992D018, 16p)**

On October 30th, 1987, Mr. David Gass, chief engineer with SaskPower (SPC) in Regina, Saskatchewan was considering a new alternative for controlling SO₂ emission from coal-fired power stations. David knew that a Finnish company (Tampella Corp.) had developed a new technology called LIFAC with potential advantages over current options available to SPC.

- C35. Mikalachki, A. (1980, rev. 1994). Pegasus Chemical Company Limited. London: Case and Publications Services, Western Business School. (984H003, 6p)**

John Hoffee, an environmentally-minded activist, is endeavouring to have his company introduce a pollution control program. He is encountering resistance from the firm's executive committee which is responsible for approving all such programs. The firm's president would be very supportive of the program, if he were aware of it. Hoffee is contemplating how he can involve the president without by-passing the committee.

- C36. Morrison, A. & J.L. Bowey (1991). Canbec Shoe Ltd. London, ON: Case and Publications Services, Western Business School. (992M009, 15p)**

In early 1991, under pressure from its bank, an unprofitable Quebec-based shoe manufacturer must devise an acceptable survival plan. Options being considered included new product introductions, licensing foreign brands, and increasing imports.

- C37. Morrison, A. & K. McLellan (1989). Diaper War: Kimberly-Clark versus Procter & Gamble. London, ON: Case and Publications Services, Western Business School. (991M004, 21p)**

This case highlights Kimberly-Clark's perspective on the fierce competitive battle with Procter & Gamble (P&G) in the diaper industry. The competitive struggle involves a broad range of issues including: rapid product development, international threats and opportunities, diversification options and public pressure over environmental concerns. In particular, Kimberly-Clark must decide on a response to P&G's most recent product introduction.

- C38. Morrison, A. & D. Nitsch (1992). Hydro-Quebec and the Great Whale Project. London, ON: Case and Publications Services, Western Business School. (993G001, teaching note: 893G001, 16p)**

In 1992, senior management of Hydro-Quebec were faced with the problem of how to avoid the possible cancellation of their multibillion dollar hydroelectric development project. Highly-publicized opposition had arisen from aboriginal rights groups and environmental activists both in Quebec and in the United States on socio-political, economic and ecological grounds. This was jeopardizing a major export contract by the New York Power Authority. Cancellation would delay the project indefinitely and drastically slow expansion plans. Hydro-Quebec's financial performance, in particular its ability to continue servicing its large U.S.-denominated debt, was an important factor in the economic health and potential sovereignty of Province of Quebec. Tensions and conflicts existed between the different cultures; native and non-native, U.S. and Canadian, provincial government and federal government.

- C39. Northey, M. & L. Cousineau (1985). Consumers Gas: The LNG Plant (A). London: Case and Publications Services, Western Business School. (989L002, teaching note: 889L002, 10p)**

Consumers Gas wants to increase its chance of getting regulatory approval for a new liquified natural gas storage facility. With increasing opposition to the proposed facility from local residents, does it make sense to continue an expensive public participation program?

- C40. Northey, M., H. Barclay & A. de Koning (1989). Noranda Environmental Communication (A) and (B). London, ON: Case and Publications Services, Western Business School. (991L007, teaching note: 891L007, 991L008, teaching note: 891L008, 13p, 8p)**

(A) Senior executives of Noranda reflect on a failed joint venture with an Australian company which attempted to build a state-of-the-art pulp mill in Tasmania, Australia. Environmental groups' criticism and the repercussions had caused Noranda to pull out.

(B) Four senior executives of Noranda reflect on changes the company had made since the collapse of the Tasmania project and on the continuing challenges of environmental communications.

- C41. Nourse, R.E.M. & J. Saunders (1972). Austen Dairies Limited. London, ON: Case and Publications Services, Western Business School. (973A001, 19p)**

A major dairy plans to introduce a new disposable 3 quart milk bottle possessing several advantages over existing containers. The company felt it had approval from the Ontario Government to proceed with its introduction. Subsequent test market indicates highly favorable market acceptance. As full introduction is planned, however, the new bottle is unexpectedly banned by the Government by a new regulation under the Environmental Protection Act. Several alternative courses of action to deal with the new regulation are under consideration by the company.

- C42. Peach, D.A. & P. Bergman (1983). McDonald Containers Limited (A). London, ON: Case and Publications Services, Western Business School. (983C045, 12p)**

This case series is a diary of activities surrounding negotiations of a new labour agreement between a Niagara Peninsula carton-making company and the union representing their production and maintenance workers. The cases start with planning stages, proceeds through various bargaining sessions, conciliation, then to final settlement. Students look at the cases through the eyes of the company's industrial relations supervisor and have the opportunity to discuss and appraise each episode. The episodes can be used singly or in various combinations.

- C43. Pearce, M.R. & M. Verdun (1981). Windshark Wind Energy Conversion System Corp. London, ON: Case and Publications Services, Western Business School. (982A016, 10p)**

A group of entrepreneurs have developed a superior windmill for electricity generation. They are wondering who to target in their introductory efforts and are uncertain about all aspects of their marketing program.

- C44. Poorvu, W.J. & Vogel J.H. Jr. (1995). Morcorp/Toronto: The Percival Land. Boston, MA: Harvard Business School Publishing. (Product no. 396062, 21p)**

In January 1995, with the real estate market in Toronto beginning to recover, Richard Young and Arthur Thompson need to decide what Morcorp should do with its 8.52-acre site. In 1989 Morcorp closed its 108-year-old manufacturing plant on its site two miles west of downtown. Since then Morcorp has been paying \$1.2 million in property taxes and other carrying costs each year. Is now the right time to sell? How much is the property worth? What should Morcorp do about the environmental problems on the site? This case provides an opportunity to look at real estate from the corporate perspective.

- C45. Quelch, J.A. & E.M. Palter (1992). Ontario Hydro (A)(B)(C). Boston, MA: Harvard Business School Publishing. (Product nos. 593019, 593020, 593069, teaching note: 5-594-016, 20p, 2p, 1p)**

(A) An Ontario Hydro task force is meeting to discuss the communications program to "market", both internally and externally, a 25-year electricity demand-supply plan entitled "Producing the Balance of Power".

(B) In 1991, the Ontario Hydro task force reviews the results of the initial communications program for the demand-supply plan. In addition, a new communications challenges faces the task force, since the plan has not been approved as quickly as anticipated.

(C) Summarizes events in 1992 bearing on the plan's implementation.

- C46. Reinhardt, F. (1994). Alberta-Pacific Forest Industries, Inc. Boston, MA: Harvard Business School Publishing. (Product no. 794099, teaching note: 5-795-067, 32p)**

Describes the world's largest single-line market pulp mill, located in north central Alberta, built by a joint venture of Canadian and Japanese firms, which began operation in September 1993. Alberta-Pacific's managers need to balance the demands of numerous groups with an interest in the way the mill and the surrounding timberlands are managed. They have invested heavily in pollution control equipment and in forest management expertise, and also in community relations. Students are asked to explain the decision making that has occurred so far and evaluate the firm's strategy in the market and non-market arenas. This case analyzes a large investment in context of considerable scientific, political, and economic uncertainty. It examines various managerial motives for environmental protection, and raises questions about private responsibility for the provision of public goods, such as, clean water and the amenities provided by forests.

- C47. Ryans, A.B., J. Lahey, & C. Lane (1989). Procter & Gamble Inc.: Downy Enviro-Pak. London, ON: Case and Publications Services, Western Business School. (990A006, teaching note: 890A006, 11p)**

In early 1989, with growing concern among Canadians about the impending solid waste problem, Grad Schnurr, the brand manager for Downy fabric softener, was considering the launch of a more environmentally friendly form of packaging. These "Enviro-Paks" would reduce the amount of plastic used in a standard 3L package by 8.5%, resulting in a 15% saving in total manufacturing costs. Although a similar type of packaging had already been introduced in Europe, the Enviro-Paks would be first of their kind in North America. Because of this, Grad Schnurr faced many strategic issues and had to make decisions relating to the pricing, promotion and national launch of the paks.

- C48. Shapiro, H. & P. Dininio (1992). North American Free Trade Agreement: Free For Whom? Boston, MA: Harvard Business School Publishing. (Product no. 792049, teaching note: 5-792-059, 30p)**

Mexico, the United States and Canada have negotiated a North American Free Trade Agreement (NAFTA) that would create the largest free trade zone in the world. The union would build on three year old Free Trade Agreement between the United States and Canada. Proponents claim that NAFTA is a "win-win-win" situation, but its detractors argue that it would reduce wages, create unemployment, and generate environmental problems. NAFTA's easy ratification was called into question by the election of President Bill Clinton in the United States and the resignation of Prime Minister Brian Mulroney in Canada.

- C49. Vietor, R.H.K. & P. Duxbury (1993). Hydro-Quebec: Developing Grande Baleine. Boston, MA: Harvard Business School Publishing. (Product no.794077, 33p)**

Hydro-Quebec, a huge government-owned hydroelectric utility in Canada, is contemplating another major hydroelectric development in northern Quebec--La Grande Baleine River. These plans have precipitated a major environmental controversy. Environmentalists in the United States (where some of the power will be sold) and some indigenous peoples from northern Quebec, oppose the project. They worry about mercury, wildlife effects, ecosystem impacts, and cultural disruption. Opponents claim that Hydro-Quebec does not need the power, and can do more with conservation.

- C50. Vietor R.H.K. & E. Prewitt (1993). Laidlaw Environmental Services. Boston, MA: Harvard Business School Publishing. (Product no. 794016, teaching note: 5-795-080, 22p)**

A subsidiary of fast-growing Laidlaw, Inc. of Ontario, Laidlaw Environmental Services, was the second-largest hazardous waste management company in North America. Its business was once thought to be recession-proof, but in the early 1990's it was revealed to be far from it. The case details the strategic and organizational choices facing Laidlaw's new CEO as he attempts to turn the division around in late 1992, and his decisions. In doing so, the case illustrates the operation of a large, integrated hazardous waste company. It may be used with Allied-Signal: Managing the Hazardous Waste Liability Risk.

- C51. White, R.E., A. Twarog, & J. McCready (1990). TransAlta Utilities Corp. London, ON: Case and Publications Services, Western Business School. (991M005, teaching note: 891M005, 16p)**

As they approached their 1990 strategic session, TransAlta's senior executives confronted a changing business environment. The company's goal had always been to provide reliable electric service to their customers at the lowest possible cost. Now a new variable was entering the picture: the environment and the question of sustainable development. The 1987 release of the report of the World Commission on Environment and Development, chaired by Harlem Brundtland, gave credibility to the concept of sustainable development and has elevated environmental issues on the international agenda.

International

C52. A Burning Issue. (1992). Washington, D.C.: WRI. (Order code: 1217, 21p)

The economic and environmental tradeoffs between incineration and recycling are not always straightforward. This scenario involves students in some of the difficulties a community faces in trying to decide whether to construct a recycling or incinerator plant or both. The case sets out the financial analysis and public relations implications for each alternative.

C53. Chlorine and the Paper Industry (Simulation). (1994). Washington, D.C.: WRI. (Order code: 1330, 31p)

This exercise involves a provocative policy debate in the pulp and paper industry prompted by EPA's development of new cross-media emissions restriction rule in 1994. Without knowing the final form of the rule, some companies decided to map out the future course of the industry's environmental policies and practices. Representatives from these companies, EPA, and Greenpeace come together in this exercise to define a viable path for the paper industry.

C54. Danish Bottles Case: Commission of the European Communities Versus Kingdom of Denmark. (1992). Washington, D.C.: WRI. (Order code: 1365, 20p)

To facilitate recycling and reduce environmental harm, the government of Denmark has prohibited use of certain materials and types of containers in the domestic production and sale of liquor and soft drinks. While Danish industry is prepared to live with the regulation, foreign exporters to Denmark are claiming that the legislation creates non-tariff trade barriers, and is aimed primarily at reducing imports of beer and soft drinks. Does the legislation conflict with EC's "Single Europe Act" or with long-established GATT principles? The case provides information used by the Commission of European Communities to make its ruling.

C55. EleSys-Teledec Negotiation. (1995). Washington, D.C.: WRI. (Order code: 142X, 2p)

EleSys-Teledec is a negotiation exercise in which two companies negotiate over the purchase and sale of a manufacturing plant. Conducted in a one-on-one setting, the negotiation is complicated by environmental issues.

C56. Esprit. (1995). Washington, D.C.: WRI. (Order code: 1438, 25p)

Esprit's new environmentally sensitive women's clothing line, Ecollection, presents complications for both the company's manufacturing and marketing aims. Students must devise a plan for the fall season to bring Ecollection in line with Esprit's overall marketing strategy.

C57. European Union Carbon Tax (Simulation). (1994). Washington, D.C.: WRI. (Order code: 1446, 22p)

This negotiation concerns the European Union's (EU) proposal to adopt a carbon and energy tax to stabilize carbon dioxide emissions by the year 2000. The exercise divides the EU member nations into three coalitions with similar interests. Representatives from these coalitions must negotiate whether to implement the carbon tax proposal and how to distribute the tax revenues.

C58. Industrial Products, Inc.: Measuring Environmental Performance (A) and (B). Washington, DC: WRI. (Order code: 1470, 1489, 12p, 8p)

In 1993, Industrial Products, Inc. was a highly diversified privately held manufacturing company with two business objectives: increase return on equity and decrease environmental impact. These cases examine management's efforts to design a management system for measuring the environmental impacts. The Industrial Products management system illuminates the ISO 14000 Series Standards.

C59. Honeywell Inc.: A Green Lights/Energy Star Case Study. (1996). Washington, D.C.: WRI. (Order code: 1454, 9p)

In 1995, Honeywell was named EPA's Green Lights Manufacturer Ally of the Year. Now Jim Wolf, Honeywell's Vice President of Energy and Environmental Markets, needs to decide how important a promotional opportunity this is for Honeywell and to draw up a plan for communicating Honeywell's Ally of the Year status to building control customers, prospects, and the general public. This case introduces some key issues in "green marketing" and communications.

- C60. Hydropower and Salmon in the Columbia River Basin (Simulation). (1994). Washington, D.C.: WRI. (Order code: 1462, 36p)**

Diverse stakeholders work together to define a mutually satisfactory set of principles for "solving" the ecosystem balancing problems of the Pacific Northwest's Columbia River Basin. Of particular concern is the impact of hydropower development projects on salmon populations. The exercise illustrates the complex nature of "sustainable development" and the difficulty of meeting competing demands simultaneously.

- C61. McDonald's Environment Strategy (A), The Clamshell Controversy (B1), McDonald's Decision (B2), and Sustaining McDonald's Environmental Success (C) (1992). Washington, DC: WRI (Order code: 1543).**

In this corporate strategy collection, cases A and B focus on the work of a joint task force developed by the McDonald's Corporation and the Environmental Defense Fund to address McDonald's solid waste management strategy and whether to replace polystyrene packaging with paper wrap. Case C examines the company's reaction to public concern about the sustainability of beef. Each case has extensive exhibits and appendices. The collection includes notes on life-cycle analysis and solid waste issues as well as a teaching note.

- C62. Procter & Gamble Company: Life-Cycle Analysis and Disposable and Reusable Diapers. Washington, DC: WRI. (Order code: 1675)**

Procter & Gamble hires Arthur D. Little, Inc., an international management and technology firm specializing in environmental issues, to analyze the full range of environmental impacts or "life-cycle analysis" of both disposable and reusable diapers. Students are presented with the information the consulting firm gathers and must decide which option to recommend.

- C63. Rainforest Negotiation Exercise (Simulation) (1994). Washington, D.C.: WRI. (Order code: 1691, 32p)**

This negotiation focuses on oil production in the environmentally sensitive Oriente region of the Ecuadorian Amazon. Conoco, Inc., has developed an environmental management plan for its operations in the region, but the company still faces significant opposition from both U.S. and Ecuadorian environmental groups. The exercise addresses the environmental issues of rainforest preservation and energy production, as well as the impact of development on Ecuador's indigenous peoples. Financial information is included to allow students to evaluate the profitability of the project site and perform sensitivity analyses.

C64. Reichert, Joel (1996). Ikea and the Natural Step. Charlottesville, VA: Graduate School of Business Administration, University of Virginia.

In September 1995, Jan Kjellman, new President of the U.S. and Canadian subsidiary, had a number of decisions to make. One important piece on the agenda was the company's environmental stance in North America. The parent company had incorporated environmental principles provided by the Natural Step organization in Stockholm. IKEA had developed its own environment statement, policies for product design, supplier relations, and operations, as well as educational materials for consumers in the retail stores. Should he encourage the retail stores in North America to do more? Or should the emphasis be on the production side and accelerating the consideration of these issues with the North American suppliers?

Reports

Canadian

- R1. Apogee Research (1996). Sustainable Transportation in Canada: Background. Ottawa, ON: NRTEE. (83p)**

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This report includes a comprehensive review of research on sustainable transportation in Canada. It is intended to stimulate thought and discussion among Canadian stakeholders and summarize Canadian and International research, as well as give the results of interviews with key government and non-government organizations. The report also examines the impact of policy and program initiatives aimed at achieving sustainable transportation, as well as promising areas for discussion and future action.

- R2. Building Consensus for a Sustainable Future: Guiding Principles. An Initiative of Canadian Round Tables (1993). Ottawa, ON: NRTEE. (22p)**

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Developed to build awareness, understanding and interest in using consensus decision-making processes as a means to achieve a sustainable future. It is not a "how-to" for consensus building but a set of guidelines and key steps to help a consensus process succeed that reflect the experiences of round tables throughout Canada.

- R3. Championing Change: 1996 Annual Review and Sustainable Development Report (1996). Montreal, PQ: Canadian Pulp and Paper Association.**

This annual report for the Canadian Pulp and Paper Association covers topics such as: record recycling, greenhouse gas reduction, sustainable forest management, biodiversity conservation, building new markets, promoting free trade in paper, and research and development for pollution prevention.

- R4. Comeau, Louise (1996). Rational Energy Program: Analysis of the Impact of Rational Measures to the year 2010. Ottawa, ON: Sierra Club of Canada/ Climate Action Network.**

The Rational Energy Program was developed by members of Canada's Climate Action Network after the federal/provincial process with a mandate to develop a climate action plan to stabilize greenhouse emissions at 1990 levels by the year 2000 failed to deliver. This program is a package of initiatives designed to improve energy efficiency in the transportation, building and industrial sectors and increase the use of renewable energy in the electricity sector.

R5. Coming Clean - Corporate Environmental Reporting - Opening up for Sustainable Development (1996). Winnipeg, MN: IISD.

X This book was a joint project of SustainAbility, the British Consultancy, Deloitte Touche Tohmatsu International and IISD. It deals with reporting practices and trends, best practices and practical advice for first time reporters. It summarizes the most important key finding of the research and gives important advice from companies who have experience in writing and publishing environmental and SD reports.

R6. Delphi Group (1996). Development of Criteria for Green Procurement: Summary Report. Ottawa, ON: NRTEE. (67p)

This report is divided into two parts. The first provides an in-depth analysis of green procurement activities, approaches and criteria currently in use in both the public and private sector, both in Canada and internationally. Case studies are provided as well as recommendations and opportunities for strengthening these initiatives. The second part offers a set of criteria for green procurement for a variety of products and services that can be incorporated into purchasing policies and guidelines. The criteria are intended for governments at all levels but can also be applied in the private sector as well.

R7. Environmental Management Information and Training for Small and Medium-Sized Enterprises (1996). Halifax, NS: Griffiths Muecke Associates, Neill and Gunter and Henson College, Dalhousie University.

The purpose of this report is to characterize the needs of small business in the area of environmental management; to identify existing products and programs with the potential to meet this need, at least in part; to examine the mechanisms by which information and training might be delivered; and develop a strategy for providing them.

R8. Global Green Standards: ISO 14000 and Sustainable Development (1996). Winnipeg, Manitoba: IISD. (101p)

Informative guide for business on ISO 14000 standards. Used in conjunction with management commitments, the standards will improve corporate performance. This report highlights what stakeholders interested in sustainable development should understand about 14000 standards. It also explains to industry what ISO standards can and cannot do for their organizations.

R9. Going for Green: Meeting Foreign Demands for Environmentally Preferable Products and Services through Federal Procurement. Ottawa, ON: NRTEE.

This backgrounder identifies key trends for environmentally preferable products and services in foreign markets and explores the relationship between these markets and the government's role as public purchaser. It is intended to stimulate thought and discussion among Canadian stakeholders and to broaden the base upon which federal procurement decisions are made.

R10. Howatson, Allan (1994). Reforming Public Policies for Sustainability. Ottawa: Conference Board of Canada. (19p)

Proposes that progress towards sustainability requires structured processes for clarifying political choices, as typified by preceding examples. These processes must embody rigorous analysis with full acknowledgement that uncertainties need to be incorporated into the decision process. While analysis alone will not provide the impetus for taking difficult decisions, careful consideration of the alternatives and their expected outcomes will nevertheless promote improved results.

R11. Howatson, Allan (1990). Toward Proactive Environmental Management: Lessons from Canadian Corporate Experience. Ottawa, ON: Conference Board of Canada. (21p)

The purpose of this report is to highlight, within a conceptual framework, progressive environmental management practices of a selected number of large Canadian corporations in order to familiarize the Canadian business community, and other Canadian leaders, with such approaches. Company officers responsible for the environmental function were interviewed from nine Canadian corporations, representing a cross-section of firms in the resource-based, integrated oil, steel, chemical and plastics, consumer products, and utility sectors.

R12. Hull, Brian (1991). Business and the Environment: Strengthening Canadian Environmental Companies. Ottawa, ON: Conference Board of Canada. (17p)

The purpose of this report is to assist the growth of environmental companies in Canada, to enhance their international competitiveness and to help them take advantage of the expansion of business opportunities throughout the world.

- R13. Hull Brian & Antoine St-Pierre (1990). The Market and the Environment: Using Market-Based Approaches to Achieve Environmental Goals. Ottawa, ON: Conference Board of Canada. (26p)**

This report provides an overview of the issues associated with the interface of the market economy and the environment. In particular, it seeks to broaden and deepen understanding of the potential contribution of market-based instruments to the achievement of environmental goals.

- R14. Kirton, John & Sarah Richardson (1995). The Halifax G7 Summit, Sustainable Development, and International Institutional Reform. Ottawa, ON: NRTEE. (133p)**

Not this still available?

This report summarizes the presentations and analysis given at the workshop covering a variety of topics including: Canadian, American, German and Japanese government perspectives on the Halifax Summit - the IMF, World Bank, and World Trade Organization - the potential for new international institutions. It also contains the main conclusions of the Task Force following from the workshop.

- X R15. ~~Mackenzie-Mohr~~, Doug (1996). Promoting a Sustainable Future: An Introduction to Community-Based Social Marketing. Ottawa, ON: NRTEE. (42p)**

This workbook was written to help the people who design these marketing programs to make them more effective. It outlines a set of tools for effectively encouraging environmentally friendly behaviour, explains how to identify attitudinal and other barriers to sustainable behaviour, and describes how to design and evaluate initiatives to overcome them.

- R16. Report of Canada to the United Nations Commission on Sustainable Development (1996). Ottawa, ON: Dept. of Foreign Affairs and International Trade. (85p)**

This report is not specific to business, however sections on financial resources, environmentally sound technology, changing consumption patterns, integrating environment & development into decision making, & international legal instruments may be of interest to managers.

R17. Report of the Commissioner of the Environment and Sustainable Development to the House of Commons (1997). Ottawa, ON: Government of Canada. (17p)

This report includes the Commissioner's report and comments and mentions details on such issues as Canada's strengths and achievements, the federal government's role, and the work plan for the Commissioner's Office. It also contains exhibits from "From Stockholm to Rio", "The Four E's" and a summary of petition process.

R18. A Small Business Guide to Environmental Management. Focus 2000, The Canadian Chamber of Commerce and NRTEE.

Is this still available?

This guide gives a step by step approach for small business. It covers the following topics: framework for action, developing an environmental policy, assembling an environmental team, conducting an environmental audit, identifying opportunities, preparing an environmental action plan and training and motivating staff.

R19. State of the Debate on the Environment and the Economy: Water and Wastewater Services in Canada (1996). Ottawa, ON: NRTEE. (ps?)

This report is the first in the series that will chart Canada's progress towards sustainable development. This report identifies the artificially low cost of municipal water services as a crucial part of the problem, for three reasons: below-cost pricing discourages water conservation, prevents a major infusion of private capital that would be sufficient to maintain existing systems and build new facilities, and slows down the introduction of innovative water conservation technologies.

R20. A Strategy for Sustainable Transportation in Ontario: Report of the Transportation and Climate Change Collaborative (1995). Ottawa, ON: NRTEE. (32p)

The report outlines a recommended strategy for reducing carbon dioxide emissions by making Ontario's transportation sector more sustainable. The main components of the strategy include policy recommendations and other measures covering: education and awareness programs on climate change, encouraging compact, mixed-use communities, effecting a shift from automobiles to transit and other alternatives, producing cleaner, more fuel efficient automobiles and implementing mandatory inspection programs, reforming the transportation tax system, and reducing emissions from freight transport.

International

- R21. Eco-Efficiency and Cleaner Production: Charting the Course to Sustainability. (1995). Geneva: WBCSD.**

Eco-Efficiency starts from issues of economic efficiency which have positive environmental benefits, while cleaner production starts from issues of environmental efficiency which have positive economic benefits.

- R22. Eco-Efficient Leadership for Improved Economic and Environmental Performance. (1995). Geneva: WBCSD.**

Eco-efficiency is a management philosophy. It encourages businesses to become more competitive, more innovative and more environmentally responsible. This paper outlines the main elements of this developing concept and provides examples of how it has improved the economic and environmental performance of companies.

- R23. Environmental Impact Assessment: A Business Perspective. (1995). Geneva: WBCSD.**

Environmental assessments can assist companies in their quest for continuous improvements by identifying ways of maximizing profits through reducing waste and liabilities, raising productivity and demonstrating a company's sense of duty towards its customers and neighbors.

- R24. Erlam, Keith & Ludolf Plass. Trade and Environment. A Business Perspective. (1995). Geneva: WBCSD.**

Trade and environmental are neither mutually exclusive nor areas that must be in conflict with one another. Trade can help optimize the efficiency with which resources are used, a key requirement in achieving sustainable development. It can also provide higher levels of wealth to support environmental activities, and open trade enables the flow of technology which, in turn, encourages new environmentally beneficial technologies.

R25. Falkman, Edwin G. Sustainable Production and Consumption. A Business Perspective. (1995). Geneva: WBCSD.

Sustainable production and consumption involves business, government, communities and households contributing to environmental quality through the efficient production and use of natural resources, the minimization of wastes, and the optimization of products & services. The WBCSD recognizes the need for business to take a leadership role in promoting sustainable patterns that meet societal needs within ecological limits. Business can best work towards these goals through responsible environmental management, enhanced competitiveness and profitable operations.

R26. Progress Report on International Business Action on Climate Change. (1995). Geneva: WBCSD.

The WBCSD believes that the following priorities should guide the development and implementation of actions under the Framework Convention on Climate Change (FCCC): 1) cost-effective actions, including energy efficiency and joint implementation (JI), 2) a focus on technology, including development and implementation of new technologies and technology cooperation and dissemination, 3) national action plans to implement the FCCC, including voluntary programs.

R27. Sustainable America: A New Consensus for Prosperity, Opportunity, and a Healthy Environment for the Future (1996). Washington, D.C.: The President's Council on Sustainable Development.

This report discusses common goals and beliefs that are critical to achieving consensus about policies that will impact on the environmental future. The Council has adopted the Brundtland Commission's definition of sustainable development and based on this, provides recommendations. The areas of focus in this report are: national goals towards sustainable development, a new framework for the future, information and education, strengthening communities, natural resources stewardship, population, and international leadership.

- R28. Willums, Jan-Olaf & Ulrich Goluke (1992). From Ideas to Action - Business and Sustainable Development: The ICC Report on the Greening of Enterprise 92. International Environmental Bureau of the ICC. (383p)**

This report surveys some of the 1000 corporations and business associations whose chief executives have expressed their support for the 16 Principles of the Charter for Sustainable Development. It contains 250 concrete examples and talks about experiences in small and large corporations from Detroit to Delhi. The book also provides a concise summary of the often complex issues at the UNCED, & spells out what impact the policy decisions will have on world industry.

Books

Canadian

- B1. Boardman, Robert (1992). Canadian Environmental Policy: Ecosystems, Politics, and Process. Toronto: Oxford University Press. (321p)**

The first section focuses on government, particularly the current complex constitutional and legislative framework; policy processes in the federal bureaucracy and Cabinet; and the roles played by environmental advisory groups, federal-provincial relations, and the courts. The second part explores the impact of pressure groups, the responses of the party system, and shifts in public opinion and values.

- B2. Business Strategy for Sustainable Development Leadership and Accountability for the '90s. (1992). Winnipeg, Manitoba: IISD. (116p)**

This book offers an in-depth look at sustainable development business practices and describes the practical steps companies can take to internalize sustainable development and profit from the opportunities. This book highlights best practices at a variety of successful companies and incorporates results of a 17 country survey.

- B3. Christie, Keith H. (1995). New Directions: Environment, Labour and the International Trade Agenda. Ottawa, ON: Carleton University Press.**

This book is a collection of articles and papers: "Trade and the Environment: Dialogue of the Deaf or Scope for Cooperation" by Michael Hart and Sushma Gera; "Stacking the Deck: Compliance and Dispute Settlement in International Environmental Agreements" by Keith Christie; "Pandora's Box?: Countervailing Duties and the Environment" by Robert T. Stranks; "Dangerous Liaisons: The World Trade Organization and the Environmental Agenda" by Anne McCaskill; "The New Jerusalem: Globalization, Trade Liberalization and some Implications for Canadian Labour Policy" by Robert T. Stranks.

- B4. Carson, Patrick & Julia Moulden (1991). Green is Gold: Business Talking to Business about the Environmental Revolution. New York: HarperBusiness. (216p)**

This book is a practical guide for companies going green. It is a sourcebook and a how-to guide that gathers together key information about what the green pioneers are already doing to make the transition to a new and commercially smart way of doing business.

- B5. Cote, Raymond, York Friesen & Don Patton (1992). Business Meets the Environmental Challenge: Essays with Profiles of Nova Scotia Companies. Halifax, NS: Dalhousie Univeristy.**

This book examines some of the environmental issues and pressures facing business in the 1990s and beyond. A number of topic papers analyze the changing roles of consumers and governments in shaping the strategies and tactics of business enterprise in Canada and abroad. Also considered are opportunities for profit and the essential characteristics of environmentally friendly firms. Informative company profiles present the environmental policies and actions that are already at work in eleven NS enterprises.

- B6. Fisher, K. & J. Schot (1993). Environmental Strategies for Industry: International Perspectives on Research Needs and Policy Implications. Washington, D.C.: Island Press.**

This book provides case studies and corporate and business strategies that explore industry's response to environmental concerns. This book is a product of the Greening Industry Network, a U.S.-European partnership dedicated to improving our understanding of corporate environmental management.

- B7. Henley, Doreen C. (1993). Manufacturing and the Environment: Environmental Coordinator's Handbook on Improving Environmental Performance in Small and Medium-Size Manufacturing. Canadian Manufacturers' Association.**

This handbook lays out a systematic, practical approach for undertaking a preliminary assessment of a company's environmental performance to determine strengths and weaknesses, including compliance with regulatory requirements. It offers a framework of federal, provincial, and municipal legislation, contains worksheets and checklists, recommends courses of action for implementation and includes a comprehensive resource section identifying regulatory contacts, programmes, emergency and spill "hot lines" and other important references.

- X **B8. Hodge, Tony et al. (1995). Pathway to Sustainability: Assessing Our Progress. Ottawa, ON: NRTEE. (229p)** ^

This book recommends ways to improve Canada's ability to gather the information decision makers need to assess progress. It is divided into four distinct parts: 1) a reprint of the NRTEE document "Toward Reporting Progress on Sustainable Development: Report to the Prime Minister". 2) A summary of the proceedings of the 1993 Colloquium on Sustainability Reporting, sponsored by the NRTEE, that brought together twenty leading experts in the field. 3) A case study demonstrating how a framework for sustainability reporting could work when applied to the Great Lakes basin ecosystem. 4) Identification of some of the challenges that have yet to be addressed in the field of sustainability reporting.

- B9. Ibbotson, Brett & John-David Phyper (1996). Environmental Management in Canada. Toronto, ON: McGraw-Hill Ryerson. (259p)**

This books covers topics such as corporate planning, environmental policy and environmental aspects of industrial management in Canada.

- B10. Kirton, John & Sarah Richardson (1992). Trade, Environment and Competitiveness. Ottawa, ON: NRTEE. (394p)**

This book is an edited version of the presentations made at the conference grouped under five themes: trade-environment links, stakeholders perspectives, role of the federal government, regional experiences (NAFTA, EU, Pacific Rim), multilateral regimes (GATT, OECD), future challenges.

- B11. Schrecker, Ted (1993). Sustainable Development: Getting There from Here. A Handbook for Union Environment Committees and Joint Labour-Management Environment Committees. Ottawa, ON: NRTEE. (129p)**

This book examines environmental issues from the perspective of workers. It seeks to provide workers with the knowledge and information they need to play a prominent role in advancing sustainable development in the workplace through cooperative efforts with employers, governments and environmental groups. The manual addresses a variety of topics including: the meaning of sustainable development and labour's perspective on the concept, an overview of major environmental problems, workplace sustainability strategies such as industrial metabolism, precautionary principle etc., case studies of successful workplace initiatives on environmental problems, Legislative and regulatory framework in Canada.

- B12. Thompson, Dixon & Serena van Bakel (1995). A Practical Introduction to Environmental Management on Canadian Campuses. Ottawa, ON: NRTEE. (88p)**

This book outlines the tools and systems that can be applied at universities and colleges to tackle environmental challenges in areas such as management and decision-making systems, environmental auditing and assessment, energy, water, solid waste, hazardous materials, and transportation. It also provides numerous examples of successful initiatives from universities across Canada.

- B13. Willms & Shier (Firm) (1996). The Canadian Environmental Compliance Manual. North York, ON: CCH Canadian Ltd.**

This manual is the "blueprint" for a company's Environmental Management System. Packed with commentary and suggestions, the Manual helps to interpret laws and regulations to avoid penalties, fines and prosecution. The manual covers issues such as individual and corporate liability, environmental inspections, hazardous waste management, site assessment, confidentiality and privilege and negotiating with regulators.

- Paul Hawken "Growing A Business"
"Natural Capitalism"
"Ecology of Commerce"

International

- B14. Beckenstein, Alan R. et al. (1996). Stakeholder Negotiations: Exercises in Sustainable Development. Chicago, IL: Irwin. (170p)**

This book contains six stakeholder negotiation exercises that illustrate how different institutions place competing demands on the natural environment, and how they attempt to incorporate these demands into a sustainable development strategy. These roleplays cover a range of issues from energy production to resource conservation to toxic waste, and are designed to engage students in problem solving of the difficult tradeoffs and uncertainties that business people and environmentalists face while trying to promote economically and environmentally sustainable development. They can be used in strategic management; international business; business, government and society and organizational behaviour courses.

- B15. Benchmarking: The Primer (1994). Washington, DC: Global Environmental Management Initiative. (Item no. BEN-104, 49p)**

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This primer expands on the basics of the TQEM primer and introduces a TQEM tool. It provides a format and structure for conducting a benchmarking study. Designed to teach the reader how to make environmental improvements based on existing or publicly available information and resources.

- B16. Bernstein, David (1992). In the Company of Green: Corporate Communications for the New Environment. ISBA Publications.**

This book contains what a company needs to understand about corporate communication on environmental subjects. The whole environmental field is changing very quickly. Companies cannot afford to neglect the pressures and demands for improved communication. It is essential to come to terms with the new environmental issues and to talk about them internally at a high level of professional skill and understanding.

B17. Buchholz, Rogene A., Alfred A. Marcus & James E. Post (1992). *Managing Environmental Issues: A Casebook*. Englewood Cliffs, NJ: Prentice Hall.

This book addresses an area of great concern to companies everywhere. It presents recent case studies which examine a wide variety of environmental issues and corporate responses to them. Cases include: The Amazon Rain Forest, Delta Environmental and the Advance of the Greens, The Big Spill: Oil and Water Still don't Mix, Save the Turtles, The Auto Emissions Debate: The Role of Scientific Knowledge, The 1990 Clean Air Act and DuPont, Groundwater Contamination: A City with Problems, Ocean Spray Cranberries, Inc., The Forgotten Dumps, The Politics of Recycling in Rhode Island, Oakdale: A Success Story, Marine Shale Processors, Inc., Polaroid's Toxic Use and Waste Reduction Program. Dow Chemical: Environmental Policy and Practice, ARCO Solar Inc., Ashland Oil Tank Collapse, DuPont Freon Products Division.

B18. *Business and the Environment: A Resource Guide* (1992). Washington, D.C.: Island Press. (363p)

This guide is a directory of articles and publications that can be used for research or curriculum development in environmental management. Environmental issues in all disciplines are covered, as well as basic science and policy. Biographical profiles of business academics who have published research or are working in the field of environmental management are also included. The guide includes over 100 references of material including: scholarly journals, government agencies, case clearinghouses, research organizations, trade magazines and videos.

B19. Cairncross, Frances (1992). *Costing the Earth: The Challenge for Governments, The Opportunities for Business*. Boston, MA: Harvard Business School Press. (341p)

The author of this book explains how economic policies can be harnessed to help the environment, and how resourceful companies can turn the public's concern for a cleaner environment to a corporate advantage. This book contains examples of companies which have used innovation and foresight to embrace environmental issues, as well as explaining the role that government can play.

- B20. Cairncross, Frances (1995). Green Inc.: A Guide to Business and the Environment. Island Press. (277p)**

This guide includes a summary of the worldwide environmental problems and suggestions for methods of analysis and approaches to environmental management useful for national governments, international organizations and businesses. There is a focus on how management policies used by various government entities and businesses from both developed and developing countries have worked. Topics include policies related to greenhouse effect, energy use reduction, nuclear power, and waste management.

- B21. Callenbach, Ernest et al. (1993). EcoManagement: The Elmwood Guide to Ecological Auditing and Sustainable Business. San Francisco, CA: Berrett-Koehler Publishers. (188p)**

This book provides a comprehensive and practical guide to the new era of business ecological responsibility. It features a framework for companies planning to design their own audits, and offers thirteen checklists to guide managers through the audit process, covering such topics as energy, materials, wastes, finance, marketing, transportation, and international business relations.

- B22. Chappell, Tom (1993). The Soul of a Business: Managing for Profit and the Common Good. New York, NY: Bantam Books.**

This book tells, through personal and business anecdotes, how the author developed a practical program for making ethical business decisions. The author shows how he took the teachings of the world's greatest philosophers and formulated a new way of conducting business that respects the values of employees and customers with sacrificing competition or profitability.

- B23. Coddington, Walter (1993). Environmental Marketing: Positive Strategies for Reaching the Green Consumer. New York, NY: McGraw-Hill Inc. (252p)**

The book is designed for practical use, shows companies how to competitively position and promote products and services in environmentally conscious, convincing and backlash-proof ways, with step-by-step guidance on all aspects of environmental marketing.

B24. Environmental, Health and Safety Training: A Primer (1995). Washington, DC: Global Environmental Management Initiative. (Item no. EHS-108, 45p)

This primer assists companies in training their site Environmental, Health and Safety (EH&S) personnel. A guidance document for anyone involved in the development of such training. Includes practical how-to examples, and several advanced training techniques are included.

B25. Environmental Progress: The Role of Business Schools (1993). Washington, D.C.: MEB/WRI. (51p)

MEB, in partnership with the deans at the business schools of the University of Michigan, Northwestern University (Kellogg), Stanford University, the University of Texas at Austin, and the University of Virginia (Darden), has created the Pilot Program in Environmental Management Education. The success of the MEB Pilot Program has been documented in this report. The report highlights strategies for institutionalizing environmental management, the need to engage critical audiences, and the development of business and environmental resources.

B26. Environmental Reporting and Third Party Statements (1996). Washington, DC: Global Environmental Management Initiative. (Item no. TPS-112, 43p)

The primary objective of this study was to test whether third party attestation statements contained in voluntary corporate environmental reports added value in the eyes of external stakeholders. Other goals of the study included assessing which report elements contributed the most to communicating credibility, and the credibility of different types of organizations that perform certifications of corporate environmental reports.

B27. Environmental Reporting in a Total Quality Management Framework: A Primer (1994). Washington, DC: Global Environmental Management Initiative. (Item no. REP-105 40p)

This primer relates Total Quality Environmental Management (TQEM) to environmental measurement and reporting, helping companies identify problems before they occur, target key areas for management attention and possible expenses, provide support for needed improvements in existing management systems, and provide a realistic basis for setting future performance expectations and holding line managers accountable.

B28. Environmental Self-Assessment Program (ESAP) (1992). Washington, DC: Global Environmental Management Initiative. (Item no. SAP-102 114p)

This program uses the 16 Environmental Management principles of the International Chamber of Commerce (ICC) as a basis, or benchmark, against which to measure performance. Provides helpful ideas for assessing and developing management programs and improving environmental performance. By using the ESAP, business can pinpoint ways to increase the quality of environmental policy, planning & implementation & monitoring. Allows organizations to prioritize environmental improvement opportunities.

B29. Epstein, Marc J. (1996). Measuring Corporate Environmental Performance: Best Practices for Costing and Managing an Effective Environmental Strategy. IMA Foundation for Applied Research. (319p)

This in-depth study sponsored by the Institute of Management Accountants presents both the state of the art and the best in the class of corporate environmental measuring and reporting. There are examples of current corporate activities, processes and techniques that provide environmental management, as well as a framework for implementing an environmental strategy. The book is based on a review of internal and external documents of more than 100 companies.

B30. Finding Cost-Effective Pollution Prevention Initiatives: Incorporating Environmental Costs into Business Decision Making (1994). Washington, DC: Global Environmental Management Initiative. (Item no. COS-107, 34p)

This book is designed to help the international business community find cost-effective pollution prevention initiatives by incorporating environmental costs into the business decision-making process. Topics include identification and quantification of environmental costs and evaluating pollution prevention investments.

B31. GEMI '93 Conference Proceedings: Corporate Quality/Environmental Management III (1993). Washington, DC: Global Environmental Management Initiative. (Item no. G93-103, 189p)

These proceedings include papers from the GEMI conference held on March 24-25, 1993. Topics include information on four major components of corporate environmental leadership: vision, design, action and communication, and the role of Total Quality Environmental Management (TQEM) in facilitating environmental leadership.

- B32. GEMI '94 Conference Proceedings: Environmental Management in a Global Economy (1994). Washington, DC: Global Environmental Management Initiative. (Item no. G94-106, 268p)**

These proceedings include papers from the GEMI conference held March 16-17, 1994. Topics include information on corporate functions, global considerations, tools, and external and internal management practices.

- B33. GEMI '95 Conference Proceedings: Environmental and Sustainable Development: Making it Happen (1995). Washington, DC: Global Environmental Management Initiative. (Item no. G95-110, 324p)**

These proceedings include papers from the GEMI conference held March 22-23, 1995. Topics include information on health and safety, economic, energy, partnership, and product development issues.

- B34. Hansen, Jon Lund & Per A. Christensen (1995). Invisible Patterns: Ecology and Wisdom in Business and Profit. Quorum Books. (206p)**

This book explains how businesses can prosper while being ecologically correct. Discusses the fact the profits come from lowering energy and raw material consumption, minimizing pollution and waste, and recycling. Managers are advised on how their organizations can change in regard to ecological matters, corporate values, communication, incentive systems, teams and so on. Especially suited to teachers and graduate students in business.

- B35. Hawken, Paul (1993). The Ecology of Commerce: A Declaration of Sustainability. New York, NY: HarperBusiness.**

This book looks at the relationship between business and the environment by including insightful writings that seek to increase the odds for our planet's survival. The book is written in business terms and directed at business practitioners.

- B36. ISO 14001 Environmental Management System Self-Assessment Checklist (1996). Washington, DC: Global Environmental Management Initiative. (Item no. ISO-111, 54p)**

This checklist is based on the ISO 14001 standard and allows for a rapid self-assessment of an organization or facility to determine how closely existing management practices and procedures correspond to the elements of the standard. In addition to a brief guide to self-scoring, a fuller description of what is required by the standard's criteria is included in the appendix.

- B37. Korten, David C. (1995). When Corporations Rule the World. West Hartford, Conn.: Kumarian Press. (374p)**

The subjects covered in this book include: political aspects of corporations, international business enterprises, international economic relations, sustainable development and environmental aspects of industries and industrialization.

- B38. Long, F.J. & M.B. Arnold (1994). The Power of Environmental Partnerships. Fort Worth, TX: The Dryden Press. (338p)**

This book is based on case studies of twelve partnerships concerned with environmental and natural resource issues throughout North America. This book adds a fresh perspective on an emerging phenomenon in environmental and natural resource protection. This work puts forth a new typology of collaborations which analyzes the process of private/public partnerships.

- B39. Makower, Joel (1993). The E Factor: The Bottom-Line Approach to Environmentally Responsible Business. New York, NY: Tilden Press.**

This book is laid out into three basic parts: the changing roles of business and the environment and how each is increasingly affecting the other; the rationale behind the new green consciousness -- the growing costs to companies for environmental inertia and neglect, and looks at some of the economic benefits that companies and society can achieve from new "green" thinking; specific aspects and applications of the E-Factor, seeing how other companies have tried, with varying degrees of success, to infuse their operations and their culture with environmental consciousness.

- B40. Makower, Joel (1994). Beyond the Bottom Line: Putting Social Responsibility to Work for Your Business and the World. New York, NY: Simon & Schuster.**

This book investigates business leaders that have incorporated practices that benefit employees, communities, and the environment into their operations. The author explains that in order to create and sustain economic opportunity and reap the rewards of a good reputation, businesses must put their policies where their principles are in such diverse areas as: work and family life, community welfare, and ecology.

- B41. MEB's Annotated Guide to Business and Environment Cases and Videos (1995). Washington, DC: Management Institute for Environment and Business/World Resources Institute. (79p)**

This guide includes descriptions of cases and videos from the leading education business/environment case publishers: Harvard Business School, MEB, the European Case Clearinghouse, Western Ontario Business School, National Pollution Prevention Center, and the Darden School of Business. Organized by discipline, this easy-to-use guide is a must for business school professors and librarians.

- B42. North, Klaus (1992). Environmental Business Management: An Introduction. Geneva: International Labour Office. (194p)**

This book aims to help business managers turn environmental threats into growth opportunities for their businesses and also into opportunities for the sustainable development of our planet. It also serves to raise the environmental awareness of two categories of managers, those who have not yet been confronted with the environmental discussion and those who are more concerned with quarterly profits than with the long-term survival of a company, as well as those who have already been confronted by the environmental wave.

- B43. Ottman, Jacquelyn A. (1993). Green Marketing. Illinois: NTC Business Books.**

This book establishes environmental marketing as the wave of the future. It demonstrates clearly how businesses that take the lead now, while industry standards and consumer expectations are still forming, will gain a competitive edge in the fast-developing market for "green" products. The book includes case studies, examples and illustrations that testify to the successes of companies that have overcome obstacles and seized opportunities to become leaders in the market for safe, environmentally sound, socially responsible products.

- B44. Reinhardt, F. & R. Vietor (1995). Environmental Management: Cases and Text. Cincinnati, OH: Southwestern Publishing.**

This book contains virtually all of the cases used in MBA courses on environmental management at Harvard Business School, which the authors developed and now teach. The book's cases survey the many ways in which concern about the environment affects the strategy and operations of business firms. Students can see executives formulating and implementing environmental strategy in a rapidly changing context, simultaneously managing scientific, legal, economic and political problems. A teacher's manual, also from Southwestern, includes background information on the cases, detailed assignment questions and teaching plans, annotated exhibits, and suggestions for further reading.

- B45. Schmidheiny, Stephan (1992). Changing Course: A Global Business Perspective on Development and the Environment. Cambridge, MA: MIT Press. (374p)**

This book offers a global perspective. Topics covered include: markets, costs and instruments, energy and the market place, capital markets, trade and sustainable development, managing corporate change, technology cooperation, renewable resources and leadership in developing countries. The book is particularly relevant because it contains over 35 case studies.

- B46. Schmidheiny, Stephan & Federico Zorrawquin (1996). Financing Change: The Financial Community, Eco-Efficiency and Sustainable Development. Cambridge, MA: MIT Press. (211p)**

This book discusses moral and ethical aspects of financial services, liability for environmental damages, and the social responsibility of business.

- B47. Smart, B. (1992). Beyond Compliance: A New Industry View of the Environment. Washington, D.C.: WRI.**

The book traces the recent experiences of a selection of companies that have publicly stated a determination to move toward environmental excellence. It reviews how companies set environmental goals, how they allocated responsibility for meeting them and how they measure their success. Contributions share stories of how they took their message to the public, and how they are building on both successes and failures to plan for the future.

- B48. Stead, W. Edward and Jean Garner Stead (1996). Management for a Small Planet: Strategic Decision-Making and the Environment. Sage Publications. (282p)**

This book deals with the idea of economic growth consistent with long term sustainability of the planet's natural resources. The book gives an overview of contemporary environmental issues. The authors synthesize an extensive variety of models into a global philosophical value system that integrates society's need for economic achievement with a commitment to cultural ecological sensitivity.

- B49. Total Quality Environmental Management: The Primer (1993). Washington, DC: Global Environmental Management Initiative. (Item no. TQE-101, 25p)**

This primer is written for corporate environmental managers. Takes the reader through basic definitions of TQEM, how to implement a TQEM program and measurements, and how to use them. Contains a glossy for quick reference.

- B50. Wehrmeyer, Walter (1994). Environmental References in Business. Sheffield, England: Greenleaf Publishing. (277p)**

This book provides an initial point of access to relevant literature for all who wish to focus on specific problems and topics in the broad field of environmental issues. It serves a wide range of readers, including policy makers, employees in environmental management departments of private and public sector and staff and students in the teaching and research sector.

- B51. Welford, Richard & Richard Starkey (1996). The Earthscan Reader in Business and the Environment. London: Earthscan Publications Ltd. (284p)**

This reader brings together some of the most important and innovative articles written on the interaction of business and the environment. The contributions, by some of the world's leading business and environmental consultants, academics and practitioners, have been selected as the result of a wide-ranging consultation process involving an advisory team of recognized experts in the field, to ensure that readers have the best and most useful selection possible.

Articles

Canadian

- A1. **Boone, Corinne & Helen Howes (1996, June) "Accounting for the Environment".** *CMA Magazine*, pp. 22-24.

By integrating the costs of environmental impacts into its decision-making systems, Ontario Hydro has improved its competitive position in a fast changing industry. The article looks at the lessons learned from the company's approach to full cost accounting.

- A2. **"Canada Develops Framework for Environmental Certification. (1996, June).** *Internal Auditor*, p.9 (v.53, iss.3)

The Canadian Institute of Chartered Accountants, together with seventeen other business, professional, and government bodies, have agreed on a national framework for certifying environmental practitioners, including environmental auditors.

- A3. **Little, Arthur D. (1996, August). "'Green wall' Between Environmental and Business Staffs Blocks Successful Environmental Management".** *Professional Safety*, p.16 (v.41, iss.8)

A survey of environmental, health and safety managers at 185 firms in the US and Canada found that a "green wall" exists between the environmental and business staffs of many companies, which is creating a major roadblock to managing corporate impediments to their ability to improve environmental management: 1) lack of integration between environmental and business issues, and 2) their own failure to convince management that the environment is an important business issue.

- A4. **Magness, Vanessa (1997) "Environmental Accounting in Canada: New Challenges to Old Theory".** *CMA Magazine*, pp.15-18.

This article discusses how the accounting profession should begin to broaden its concepts and evolve its principles to serve the changing needs of today's decision makers. This article looks specifically at two Canadian companies, Earthly Works Inc. (EWI) and Ontario Hydro.

- A5. "Society issues three new research publications" (1996, May). *CMA Magazine*, p.40 (v.70, iss.4)**

The Society of Management Accountants of Canada recently issued three new publications: 1) Management Accounting Guideline (MAG 38), 2) Implementing Self-Directed Work Teams (MAG 39), 3) Tools and Techniques of Environmental Accounting for Business Decisions (MAG 40).

- A6. "Three new guidebooks from SMAC." (1996, May). *Management Accounting-London*, p.4-5 (v.74, iss.5)**

The Society of Management Accountants of Canada has made three new guidebooks available: 1) Developing Comprehensive Competitive Intelligence, 2) Tools and Techniques on Environmental Accounting for Business Decisions, 3) Implementing Corporate Environmental Strategies.

International

- A7. **"Build in Sustainable Development and They Will Come: A Vegetable Field of Dreams"** (1994). *Journal of Organizational Change Management*. (v.7, no.4, pp47-63)

This article highlights how sustainable development lies at the centre of the Community Shared Agriculture movement, highlighting a farm in Winnipeg and the spread of the movement in western Canada. The paper uses Child's (1972) strategic choice framework to contrast and compare the relationship between values and organizational designs (domain, structures and systems, and performance standards) for 1) conventional agriculture; 2) the Seikatsu Club (Japan); and 3) Community Shared Agriculture Implications are discussed, including the possible negative implications of "non-revolutionary" sustainable development. The study provides an illustrative example of strategic choice theory in its own right, and introduces students to the imagination and "idealism" required for sustainable development. The organizations described is something students can easily envision.

- A8. **"From airy-fairy ideas to concrete realities: The Case of Shared Farming"** (1994). *Leadership Quarterly*. (v.5, no.3, pp227-246)

This article provides a case study of environmental and social change leadership. Dan Wiens has been a key leader for the sustainable development Shared Farming movement. Dan's leadership is characterized by a deep-rooted sense of mission, an ability to listen and articulate philosophy shared by others, a need to empower others, and a sense of integrity that comes from putting values into action. His leadership is compared and contrasted to that of "change champions" as described in the general leadership literature. The study describes a relatively simple organization which students can relate to, and provides a personable and in-depth look at its leader. Comparing the differences of sustainable development leaders versus other leaders provides a good basis for provoking thought and discussion.

- A9. **Hart, Stuart L. (1997, Jan-Feb) "Beyond Greening: Strategies for a Sustainable Future"**. *Harvard Business Review*, pp.66-76.

This paper includes three strategies for sustainability: pollution prevention, product stewardship and clean technology. Addresses issues like the fact emerging economics cannot afford to repeat the mistakes of Western development and discusses how to build sustainable business strategies.

Web Pages

Canadian

- W1. Canadian Environmental Assessment Agency**
<http://www.ceaa.gc.ca>

This bilingual site includes information about the CEAA, as well as legislation, cabinet directives, guidelines order, Federal-Provincial agreements. It also contains public consultation documents, comprehensive study information and environmental assessment panel information. Users can also search on this site and contact information is given.

- W2. Canadian Environmental Auditing Association**
<http://www.mgmt14k.com/ceaa>

This site gives detailed information about this organization, including a code of ethics, mission statement and membership. Sections included are CEA certification, CEA qualifications, Body of skills and knowledge, application form and register and news.

- W3. Canadian Environmental Industry Association**
http://www.ccinet.ab.ca/ceia/ceia_e.html

This site describes the Canadian Environment Industry Association, describing its mission and core functions. This site is accessible in both official languages and gives contact information for its nine member organizations. Links directly to the Environmental Services Association of Alberta Home Page.

- W4. Canadian Institute of Chartered Accountants**
<http://www.cica.ca>

This site includes information on products and services, Emerging Issues Committee (EIC) abstracts, conferences and courses, studies and standards. The site is bilingual. It includes the CA Magazine contents page and selected articles for the current month as well as back issues. There is a search engine for this site and much more.

W5. Canadian Standards Association
<http://www.csa.ca>

The page consists of four sections: 1) About CSA -- which gives general information about the organization, 2) Standards Development and Information Products -- includes an introduction to standards, news, product catalogues, seminar information, and electronic products, 3) Certification and Testing -- includes an introduction, certification news and services and information letters, and finally 4) Management System Registration and Training -- includes an introduction to the Quality Management Institute.

W6. Department of Justice of Canada
http://canada.justice.gc.ca/index_en.html

The purpose of this site is to furnish citizens of Canada and of the world with information originating with the federal Department of Justice. It includes: an overview of the department, new releases, laws and regulations, government initiatives, and publications.

W7. EnviroAccess
<http://www.enviroaccess.ca>

Enviroaccess is a non-profit corporation dedicated to helping small and medium-sized environmental sector organizations in the development of new technologies and in the advancement of their businesses. Partners include: Jacques Whitford, Doane Raymond, Universite de Moncton, the law firm Hudon, Gendron, Harris, Thomas, plus many more. This site includes links to a searchable database of materials for Quebec, technological fact sheets, annual reports, news and enviro-links to other internet sites. Also included is a Internet Environmental Business Directory. Site is very useful for those companies in Quebec and the Atlantic Provinces.

W8. The Green Lane on the Information Highway -- Environment Canada
<http://www.doe.ca/envhome.html>

This bilingual site includes information on Environment Canada, the Minister of the Environment, issues and topics, products and services, links to regional Green Lane sites and the "State of Canada's Environment". This is a good place to look for discussion on environmental legislation like the Canadian Environmental Protection Act.

W9. Industry Canada
<http://info.ic.gc.ca>

This bilingual site has a search engine, general information about the department, listing of their publications, new releases, and ministerial speeches and a newsletter. This page also links to "Strategis" -- a new online business information source from Industry Canada. Strategis contains 60,000 reports, 500,000 pages of searchable text, statistical information and links to Canadian and International business information databases. Strategis direct url is:
<http://strategis.ic.gc.ca/>

W10. National Roundtable on the Environment and the Economy
<http://www.nrtee-trnee.ca>

This bilingual site includes information about the National Roundtable, it lists other web sites which may be of interest, gives publication information of NRTEE reports and books, as well as information about the newsletter. It has a "what's new" section and gives email addresses of people involved in this organization.

W11. Standards Council of Canada
<http://www.scc.ca>

The bilingual site gives details about the Council, as well as the National Standards System (NSS). This site also has a library which includes booklets, papers, and brochures, and press releases, speeches, links to international activities and offers articles and details on both ISO 9000 and ISO 14000. The "Consensus" -- Canada's newsmagazine of standardization is located here.

W12. West Coast Environmental Law
<http://vcn.bc.ca/wcel>

This site deals mainly with environmental law issues, with particular emphasis on British Columbia, but not entirely. From this site you can find out about the organization, view newsletters and publication information, search, selected statutes and connect to other sites on the topic.

International

- W13. Amazing Environmental Organization Web Directory - Business**
<http://www.webdirectory.com/Business>

The business section of this site includes links to DMP Corporation, EnviroBiz, GEMI, Progressive Business Network and World Stewardship Institute, just to name a few. This site is full of resources on topics such as consulting, assessment, business products, environmental economics, standards, investments and marketing.

- W14. Business Ethics, Environment and Sustainability**
<http://www.nijenrode.nl/nbr/eth>

Approximately twenty links to sites concerning ethics, such as business ethic teaching society, codes, conduct and policies. This site also includes a variety of well-known environmental sites on the net, philosophy links, and a few links to sustainability pages. There is some Canadian content.

- W15. EnviroBiz**
<http://www.envirobiz.com>

Includes press releases, professional services, equipment and technology, an extensive catalogue of publications, software, conferences and events, business opportunities, forum, research, database service, and government agencies information. Mainly U.S. information.

- W16. Global Futures Foundation**
<http://www.quiknet.com/globalff/globalfu.html>

GFF is an innovative nonprofit environmental foundation which focuses in systemically integrating programs which lead to source reduction, pollution prevention, low cost market development and incentive market driven regulatory structures which tend to reduce both economic and environmental costs. Links to a "Profit Center" for leading edge businesses regarding mission statements and philosophies, articles, publications and ordering information. Based in California.

W17. International Association for Impact Assessment (IAIA)
<http://ndsuxt.nodak.edu/IAIA/>

This site contains background and purpose information of the organization, as well as annual meeting information, board of directors news, IAIA code of ethics, committee and chapter news, directory, Impact Assessment Journal, listserv instructions, membership application, newsletter and other resources.

W18. International Environmental Liability Management Association
<http://www.magic.ca/ielma/ielma.home.html>

This site has a definition of environmental liability management, examples, directory of IELMA members, information on how to join, a section on environmental leadership provided by this organization and links to related sites.

W19. International Institute for Sustainable Development - Business
<http://iisd1.iisd.ca/>

This very colorful site contains information on numerous topics concerning sustainable development. It contains pages that deal specifically with business, Canada, trade and government policy. Available from this site is Earth Negotiations Bulletin, a search feature, IISD products catalogue and publication information. Gives detailed information on international conferences, has links to other resources and electronic mailing lists.

W20. International Organization for Standardization (ISO)
<http://www.iso.ch/welcome.html>

This site tells you everything you wanted or needed to know about the ISO standards. It includes a ISO catalogue, introduction, lists ISO members around the world, ISO structure, both 9000 and 14000, a "what's new" section, ISO meeting calendar and information about the technical committees. It also includes a guide to ISO online. The information on this site is also available in french.

W21. International Society for Ecological Economics
<http://kabir.umd.edu/ISEE/ISEEhome.html>

Includes details on membership, board of directors, officers, staff, etc. The topic section includes ecological tax reform, sustainability, natural resource valuation, economic modeling, institutions for sustainable governance and policy, sustainable business practices and education.

W22. Sources of Sustainability
<http://csf.colorado.edu/elsewhere/index.html>

Includes links to sites regarding land, water, the natural environment, women, health, employment, sustainable development indicators, consumer choices, directories as well as a good section on business and economics. This site links you to a vast number of excellent resources on the net. Mostly U.S. materials.

W23. SRB Forum- Socially Responsible Business and Investing Forum
<http://www.srb.org/>

Includes mainly U.S. resources, particularly in the government resource information section. Also includes sections on organizations, human resources, efficiency -- links to energy efficiency and waste management, business and investing sites, and mailing lists and publications.

W24. Sustainable Business Network
<http://www.envirolink.org/sbn/>

This page is a centralized resource for both businesses and individuals who wish to conduct business, invest and purchase products in an economically sound and sustainable manner. There is 1) an online journal, which contains features, events, new resources, and reviews, 2) a library which contains some of the best resources in the field of sustainable business such as references to books, periodicals, mailing lists, and reports, 3) a forum is available to air thoughts and ideas. Excellent Site!

Other Teaching Materials

T1. EarthEnterprise Tool Kit (1994). Winnipeg, Manitoba: IISD. (172p)

Designed to help entrepreneurs and innovators build new kinds of business through research, networking, and sharing ideas. Based on original research by a team of experts who work throughout Canada and the United States. The tool kit provides insights and contacts needed by small and medium-sized enterprises that are successful because they meet today's demand for environmentally and socially responsible products and services.

T2. MEB Module Series. Washington, D.C.: WRI.

These modules are course-packs which contain: trade press and journal articles, texts, case studies on business and environmental topics pertinent to a specific business discipline, and a syllabus organizing the material by topic. The module series provides an overview of key teaching points that outline classroom discussion in business and environmental cases. Designed for instructors or managers preparing coursework or a training program addressing environmental issues, the modules illustrate the impact of environmental issues on business and decision making. The following modules are available:

Accounting and the Environment -- 25 readings, 265p.

Business, Public Policy and the Environment -- 56 readings, 440p.

The Environmental Movement: Science, Policy and Activism -- 50 readings, 360p.

Finance and the Environment -- 37 readings, 270p.

The Greening of Strategy --70 readings, 320p.

Marketing and Ecology -- 60 readings, 400p.

Production/Operations Management and the Environment -- 60 readings, 470p.

T3. The Road to Sustainable Development: Facilitator's Guide and Video Series (1995). Emeryville, CA: Gauntlett Group Inc.

This innovative six-part series is designed to assist companies to reduce pollution and waste throughout operations, while increasing both environmental and financial performance. The Gauntlett Group's Environmental Quality System outlines a step-by-step methodology for identifying and decreasing the environmental impact of products and processes at every stage of production and distribution.

**T4. A Training Course on Ecologically Sustainable Industrial Development (1994).
Geneva: United Nations.**

This kit contains 10 separately bound Learning Units, a video cassette containing seven short films: Our Common Future, Greenbucks, Pollution Prevention: Swedish Experiences, Competitive Edge, Money Down the Drain, Development and the Environment: A New Partnership, Paper Forest, two floppy disks: includes sample projects and case studies, three booklets and a learning recall tape.

Listing of Selected Cases

A number of publications discuss legislation and court cases of interest to business. There have been several cases in Canada which have been of particular interest in the past few years. These include:

611428 Ontario Ltd. v. Metropolitan Toronto and Region Conservation Authority:

This case deals with the refusal to give permission to fill in a ravine to create building lots.

R v. Bata: This case deals with the improper hazardous waste storage and disposal and the director's liability.

R v. Kansa Insurance Company: This case involves a cleanup order issued by the Ontario Ministry of Environment.

R v. Prospec Chemicals Ltd.: In this Alberta case, the judge ruled that since this was their second offence, they could have a choice of becoming ISO 14000 registered or forfeit a \$40,000 letter of credit from the government.

R v. Robert Seraphim: In this case, BC Supreme Court held that the president of two mining companies had failed to exercise due diligence to prevent the companies from breaching the conditions of their waste management permits.

R v. Stora Forest Industries: This case involves a pulp mill located in Port Hawkesbury, NS. The mill was found not guilty in the case of a spill because the judge ruled that their environmental management system represented due diligence.

R v. Transcontinental Printing: In the Cornwall Provincial Court in 1993, the company and the Crown worked out an arrangement after the company was found guilty of discharging odours and failing to report. The company paid fines and contributed some money to a local Quality of Air Committee and other local environmental charities.

Listing of Legal Resources

Canadian

Franson, Robert T. (1991-). *Canadian Environmental Law*. Toronto, ON: Butterworth.

Eco/Log: *Canadian Pollution Legislation*. (1972-). Toronto, ON: Corpus Publishers.

Estrin, David (1992-). *Business Guide to Environmental Law*. Scarborough, ON: Carswell.

Thompson, Geoffrey, Moira McConnell and Lynne Huestis (1993). *Environmental Law and Business in Canada*. Aurora, ON: Canada Law Book. (599p)

McCarthy Tetrault (Firm) (1992-). *The Digest of Environmental Law and Environmental Assessment*. Scarborough, ON: Carswell.

Canadian Environmental Law Research Foundation (1986-). *Canadian Environmental Law Reports*. Agincourt, ON: Carswell.

Journal of Environmental Law and Practice (1990-). Calgary, Alberta: Carswell.

International Periodicals

Ecology Law Quarterly (1971-). Berkeley, CA: School of Law at the University of California.

The Harvard Environmental Law Review (1976-). Cambridge, MA: Harvard Law Review.

Listing of Canadian Environmental Impact Assessment Documents

Listed here are some of the information sources on environmental impact assessment. Specific environmental impact statements (EIS) will provide useful materials for case studies and classroom discussion. These include statements on offshore oil and gas projects, hydropower developments, port developments, mining and forestry projects. More information about EIA may be found on the internet at the Canadian Environmental Assessment Agency webpage: <http://www.ceaa.gc.ca> and from provincial environmental assessment agencies.

There is a considerable bibliography on environmental impact assessment in Canada. A few of the more recent publications are listed below.

Canadian Environmental Assessment Act: Training Compendium (1995). Ottawa, ON: Canadian Environmental Assessment Agency.

Canadian Environmental Assessment Process: A Citizen's Guide (1994). Hull, PQ: Canadian Environmental Assessment Agency. (40p)

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CEM Report -- Tufts, Center for Environmental Management, Medford, Mass.

Communique CEIA -- The Official Newsletter of the Canadian Environment Industry Association.

EnviroLink: A Newsletter for Educators in the Field of Environmental Management -- Management Institute of Environment and Business.

Environment Today: The Newsmagazine of Environmental Management and Pollution Control -- The Gauntlett Group, Inc., California.

Environmental Management -- Nova Scotia Business Council on the Environment

Environmental Update: Canadian Standards Association: A Look at Current Issues and Initiatives.

The Green Business Letter: The Hands-On Journal for Environmentally Conscious Companies -- Washington, D.C.

SRB Newsletter -- Students for Responsible Business, California.

Journals

Alternatives Journal -- University of Waterloo, Waterloo, Ontario.

Columbia Journal of World Business -- Columbia Business School, New York.

Corporate Environmental Strategy: The Journal of Environmental Leadership -- PRI Publishing, Metuchen, NJ.

Environments: A Journal of Interdisciplinary Studies -- Heritage Resource Centre, Waterloo, Ontario.

In Business: The Magazine for Environmental Entrepreneurship.

Total Quality Environmental Management -- Executive Enterprises, Inc., New York.

Tomorrow: Global Environment Business -- Tomorrow Publishing, Stockholm, Sweden.

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