



# **National Round Table on the Environment and the Economy**

## **Performance Report**

For the period ending  
March 31, 2002

**Canada**

## The Estimates Documents

Each year, the government prepares Estimates in support of its request to Parliament for authority to spend public monies. This request is formalized through the tabling of appropriation bills in Parliament.

The Estimates of the Government of Canada are structured in several parts. Beginning with an overview of total government spending in Part I, the documents become increasingly more specific. Part II outlines spending according to departments, agencies and programs and contains the proposed wording of the conditions governing spending which Parliament will be asked to approve.

The *Report on Plans and Priorities* provides additional detail on each department and its programs primarily in terms of more strategically oriented planning and results information with a focus on outcomes.

The *Departmental Performance Report* provides a focus on results-based accountability by reporting on accomplishments achieved against the performance expectations and results commitments as set out in the spring *Report on Plans and Priorities*.

The Estimates, along with the Minister of Finance's Budget, reflect the government's annual budget planning and resource allocation priorities. In combination with the subsequent reporting of financial results in the Public Accounts and of accomplishments achieved in Departmental Performance Reports, this material helps Parliament hold the government to account for the allocation and management of funds.

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## Foreword

In the spring of 2000, the President of the Treasury Board tabled in Parliament the document “Results for Canadians: A Management Framework for the Government of Canada”. This document sets a clear agenda for improving and modernising management practices in federal departments and agencies.

Four key management commitments form the basis for this vision of how the Government will deliver their services and benefits to Canadians in the new millennium. In this vision, departments and agencies recognise that they exist to serve Canadians and that a “citizen focus” shapes all activities, programs and services. This vision commits the Government of Canada to manage its business by the highest public service values. Responsible spending means spending wisely on the things that matter to Canadians. And finally, this vision sets a clear focus on results – the impact and effects of programs.

Departmental performance reports play a key role in the cycle of planning, monitoring, evaluating, and reporting of results through ministers to Parliament and citizens. Departments and agencies are encouraged to prepare their reports following certain principles. Based on these principles, an effective report provides a coherent and balanced picture of performance that is brief and to the point. It focuses on outcomes - benefits to Canadians and Canadian society - and describes the contribution the organisation has made toward those outcomes. It sets the department’s performance in context and discusses risks and challenges faced by the organisation in delivering its commitments. The report also associates performance with earlier commitments as well as achievements realised in partnership with other governmental and non-governmental organisations. Supporting the need for responsible spending, it links resources to results. Finally, the report is credible because it substantiates the performance information with appropriate methodologies and relevant data.

In performance reports, departments and agencies strive to respond to the ongoing and evolving information needs of parliamentarians and Canadians. The input of parliamentarians and other readers can do much to improve these reports over time. The reader is encouraged to assess the performance of the organisation according to the principles outlined above, and provide comments to the department or agency that will help it in the next cycle of planning and reporting.

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This report is accessible electronically from the Treasury Board of Canada Secretariat Internet site:  
<http://www.tbs-sct.gc.ca/rma/dpr/dpre.asp>

Comments or questions can be directed to:

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## **Performance Report**

**For the period ending  
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The Right Honourable Jean Chrétien  
Prime Minister of Canada

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## **SECTION 1: Message from the Chair and the President and Chief Executive Officer**

We are pleased to present the Performance Report of the National Round Table on the Environment and the Economy (NRTEE) for the year ended March 31, 2002.

Since its inception as an independent agency of the federal government in 1994, the NRTEE has provided a neutral bridge between government and civil society on sustainable development policy—policy that will support economic prosperity for all Canadians while preserving our natural heritage for current and future generations. We provide decision makers and opinion leaders in government, the private sector and civil society with information, insight, analysis and practical solutions that they can apply or react to with confidence.

During the year, we experienced intense levels of activity. We engaged over 250 recognized experts, opinion leaders and decision makers, from a wide range of sectors—including environmental groups, the business community, academe, labour and First Nations—and from all levels of government, on our many multi-stakeholder committees and working groups. And we brought these experts together on 30 occasions to analyze and debate five critical areas in sustainable development policy:

1. Environment and Sustainable Development Indicators (ESDI)
2. Conservation of Natural Heritage
3. Ecological Fiscal Reform (EFR)
4. Urban Sustainability
5. National Brownfield Redevelopment Strategy.

In several of these areas —ESDI, Conservation of Natural Heritage and EFR—we commissioned new research and case studies, resulting in new information, insight and analysis regarding these issues. Much of this new knowledge covers previously uncharted territory and supports our work as well as that of the broader sustainable development community. Indeed, in the current year alone, there were over 51,000 downloads of NRTEE reports and documents from our web site.

Also during this year, at the request of the Prime Minister, we undertook a program to broaden awareness and understanding of greenhouse gas emissions trading among opinion leaders. Emissions trading is a tool being considered by the federal government as it develops a plan for meeting Canada's greenhouse gas emission reduction targets under the Kyoto Protocol. The NRTEE designed and delivered a series of emissions trading seminars across Canada that proved highly successful at raising awareness and understanding of this issue in all of the targeted sectors. This work helped set the stage for a more informed federal consultation on proposed options for meeting Canada's Kyoto targets.

Through the work of the ESDI steering committee and associated working groups, the NRTEE developed a draft set of environmental and sustainable development indicators. As the former Finance Minister declared in his budget speech of 2000, these indicators “could well have a greater impact on public policy than any other single measure [the government] might introduce.” In June 2002, the NRTEE hosted a national conference to present this draft set of indicators and to seek input from a broad range of groups that will eventually use the indicators, including experts, stakeholders and the general public. Following further refinement and pilot testing of the most promising indicators, the NRTEE will submit a final set of indicators to the federal government in spring 2003.

Through our Conservation of Natural Heritage task force, we completed a series of case studies focusing on best practices and processes in nature conservation. These case studies highlight a series of common barriers to nature conservation in Canada and document lessons learned from existing approaches, including the need for buffer zones and protected areas around Canada’s national parks and more sustainable development in those working landscapes. Over the coming year, the NRTEE will use the results of these case studies and other nature conservation information to assess the “state of the debate” surrounding this issue. The result will be timely, practical solutions and recommendations that the federal government can apply as it expands national parks and attempts to conserve our natural heritage.

Our high level of performance in the current year is the result of the collective efforts of all of our 28 staff members, our NRTEE members and the more than 250 people who generously contributed their time, experience and expertise to our multi-stakeholder forums. Together, we are helping to build and nurture the valuable partnerships throughout government, the private sector and civil society that are essential for ensuring an environmentally and economically sustainable future for Canadians.

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Harvey L. Mead  
Chair

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David J. McGuinty  
President and  
Chief Executive Officer

## **SECTION 2: NRTEE Performance**

### **2.1 Context and Background**

#### **Overview**

The National Round Table on the Environment and the Economy (NRTEE) was established as a publicly funded, independent agency in 1994 to explain and promote principles and practices of sustainable development. The NRTEE is a multi-stakeholder body composed of a chair and a maximum of 24 members. These members, who are appointed by the Prime Minister, are drawn from all regions of Canada and a variety of sectors, including environmental organizations, business, academe, labour and First Nations. Annex 1 provides a comprehensive listing of the NRTEE membership for the year ended March 31, 2002.

The NRTEE reports to the Prime Minister and its work is supported by a Secretariat in Ottawa. The Secretariat provides analytical, communications and administrative support to the NRTEE members. The chart in Annex 2 illustrates the organizational structure of the NRTEE and its relationship to Parliament.

#### **Mandate and Strategic Priorities**

The formal mandate of the NRTEE, as prescribed in the *National Round Table on the Environment and the Economy Act*, is “...to play the role of catalyst in identifying, explaining and promoting in all sectors of Canadian society and all regions of Canada, the principles and practices of sustainable development.”

Recognizing the broad nature of this mandate, the NRTEE focuses on improving public policies, in particular by focusing on and demonstrating the intersection and interdependence of the environment and the economy. We do this by providing decision makers and opinion leaders in the federal government, the private sector and civil society with the information, insight, analysis and recommendations they need to make better decisions for an environmentally and economically sustainable future for Canadians. Three strategic priorities guide our work:

1. Identifying and examining critical mid- to long-term environmental and economic issues, questions and challenges that need to be addressed in public policy.
2. Identifying and designing practical solutions and effective recommendations.
3. Raising broader awareness and understanding of the issues and their practical solutions.



## **The NRTEE's Unique Contribution**

Improving policy in this area is a complex process that often takes years, if not decades. It is a process that involves many federal departments, organizations and agencies as well as Canadians at large. The NRTEE plays a unique role that complements the work of others in the sustainable development field. We focus on those mid- to long-term environmental and economic issues that are critical to achieving sustainable development in Canada but are not being fully examined by others. Moreover, by using an integrated, multi-stakeholder process in our work, we create a neutral, effective bridge between government and civil society.

## **Factors Influencing Our Performance**

A key challenge for the NRTEE is securing the participation of a dynamic and respected group of stakeholders in our work. By stakeholders, we mean experts and opinion leaders from all of the key sectors (i.e. environmental organizations, the business community, academe, labour and First Nations) and decision makers from all levels of government (i.e. federal, provincial, territorial and municipal). We address this challenge by identifying and examining environmental and economic issues that are relevant and timely and by using a multi-stakeholder, round-table process that is balanced and neutral. This enables us to attract a diversity of high-level experts, opinion leaders and decision makers and to engage them in our program task forces, steering committees, working groups and meetings. By securing the participation and contribution of an effective “horizontal” team—one that encompasses all the key sectors and regions on key issues—we cultivate the critical partnerships and communities of support that are essential in influencing and improving sustainable development policy. By identifying, researching, analyzing and debating a core number of critical environmental and economic issues at any given time (five in 2001/02), we are able to build and maintain a broad community of understanding of and support for these issues and their practical solutions. In turn, this support helps influence real and effective changes in public policy.

Another challenge for the NRTEE is dealing with the complexity of many of the sustainability issues that we address. These issues focus on the intersection and interdependence of the environment and the economy and often straddle various levels of government. In addition, these issues also often have taxation and other fiscal policy elements or implications. Typically, many of these issues have only begun to be explored, which means the information necessary to examine the issues and potential solutions often does not exist. The NRTEE addresses this challenge by providing funding and support for the development of independent expert research in many of these areas. The information derived supports not only our work, but also the work of other stakeholders in the sustainable development field.

A third challenge relates to the fact that the issues we address can be very contentious. The stakeholders from the various sectors often have opposing views on a particular issue. Moreover, these differences are often entrenched to the extent that the parties may

never have sat together at the table to discuss the issues, let alone to work out practical solutions. Our approach is to bring the key stakeholders and different levels of government together on our program task forces, steering committees and working groups, in an atmosphere in which all views are treated with respect. In this way, we are often able to break down the barriers between the various sectors and regions that stand in the way of fully examining the issues and jointly designing solutions. The result is that the federal government and other concerned parties receive broadly supported and well vetted public policy recommendations and solutions that they can implement or react to with confidence.

A final key challenge for the NRTEE lies in the general lack of awareness and understanding of the linkages between the environment and the economy. Although we strive to provide useful, practical solutions and recommendations, successful adoption of these solutions and recommendations depends on their being understood within government and civil society. Improving awareness and understanding of sustainable development issues and solutions requires significant resources. Our appropriation from Parliament of approximately \$5.6 million precludes us from mounting a campaign to educate all Canadians on the issues. Instead, our communications activities are designed to position the NRTEE as a credible first “stop” for reliable information on the environment and the economy. We also publish various materials, including our *State of the Debate Reports*, and make this material available to all Canadians on our web site.

## **Our Partners**

The NRTEE partners with all levels of government and various community organizations on an ongoing and regular basis. These partners are critical to the success of our work:

- *Federal departments* – Environment Canada, Finance Canada, Privy Council Office, Statistics Canada, Industry Canada and Natural Resources Canada are our primary federal partners. Many of these federal partners may also be viewed as our clients in that they are often the primary recipients and focus of our work.
- *Provincial, municipal and territorial governments* – These levels of government are critical partners, since many of the sustainable development issues we address involve all levels of government.
- *Community partners* – Many of these partners are also our key stakeholders; they range from business leaders and environmental groups to academe and First Nations. In 2001-2002, Pollution Probe and the Canadian Chamber of Commerce were our primary partners for our emissions trading program.

## **2.2 Resources Used**

In 2001/02 we spent \$5.4 million (or 96%) of our appropriation from Parliament. Our appropriation, which represents less than 0.004% of the government’s total spending, increased by \$1.1 million in the current year. This increase was primarily attributable to

the additional funding we received to develop and promote a focused set of environmental and sustainable development indicators.

The total expenses for the NRTEE for the year ended March 31, 2002, were \$7.0 million, as reported in our audited financial statements presented in Annex 3. These total expenses are \$1.6 million greater than the parliamentary appropriations used during the year, largely due to costs related to designing and delivering a program to raise awareness of domestic emissions trading and its potential role in a suite of responses to climate change. This new program, undertaken at the request of the government, was funded in part by a transfer of \$1.2 million from Environment Canada's parliamentary appropriation.

Salary and professional service costs made up over 60% of our total costs for the year. We used 28 full-time equivalents, which is comparable to previous years, and complemented the work of our staff with professional support as required, primarily in the research, analysis and communications areas. A series of financial tables, presented in Annex 4, provides additional useful financial information for 2001/02.

In addition to the parliamentary appropriation from the federal government, the NRTEE also leverages the resources of the many partners and participants in its processes. The vast majority (over 94%) contribute their time and expertise to the NRTEE without any financial compensation. Frequently, these partners also cover their own travel costs. This type of commitment provides Canadians with tremendous value for money and is a significant indicator of the credibility and ongoing success of the NRTEE.

## **2.3 Performance Accomplishments**

### **Performance Measurement and Reporting Framework**

The NRTEE's achievements in 2001/02 include outcomes and performance results. The NRTEE is currently developing a comprehensive performance measurement system that will enable us to systematically collect, analyze and utilize performance information on NRTEE programs and activities and to report this information effectively. The new system will enhance the management and reporting of our programs and activities by objectively measuring the degree to which we achieve results. Since the new system is not yet fully operational, we will depend more on previous data collection methods in reporting our many performance accomplishments for the 2001/02 fiscal year.

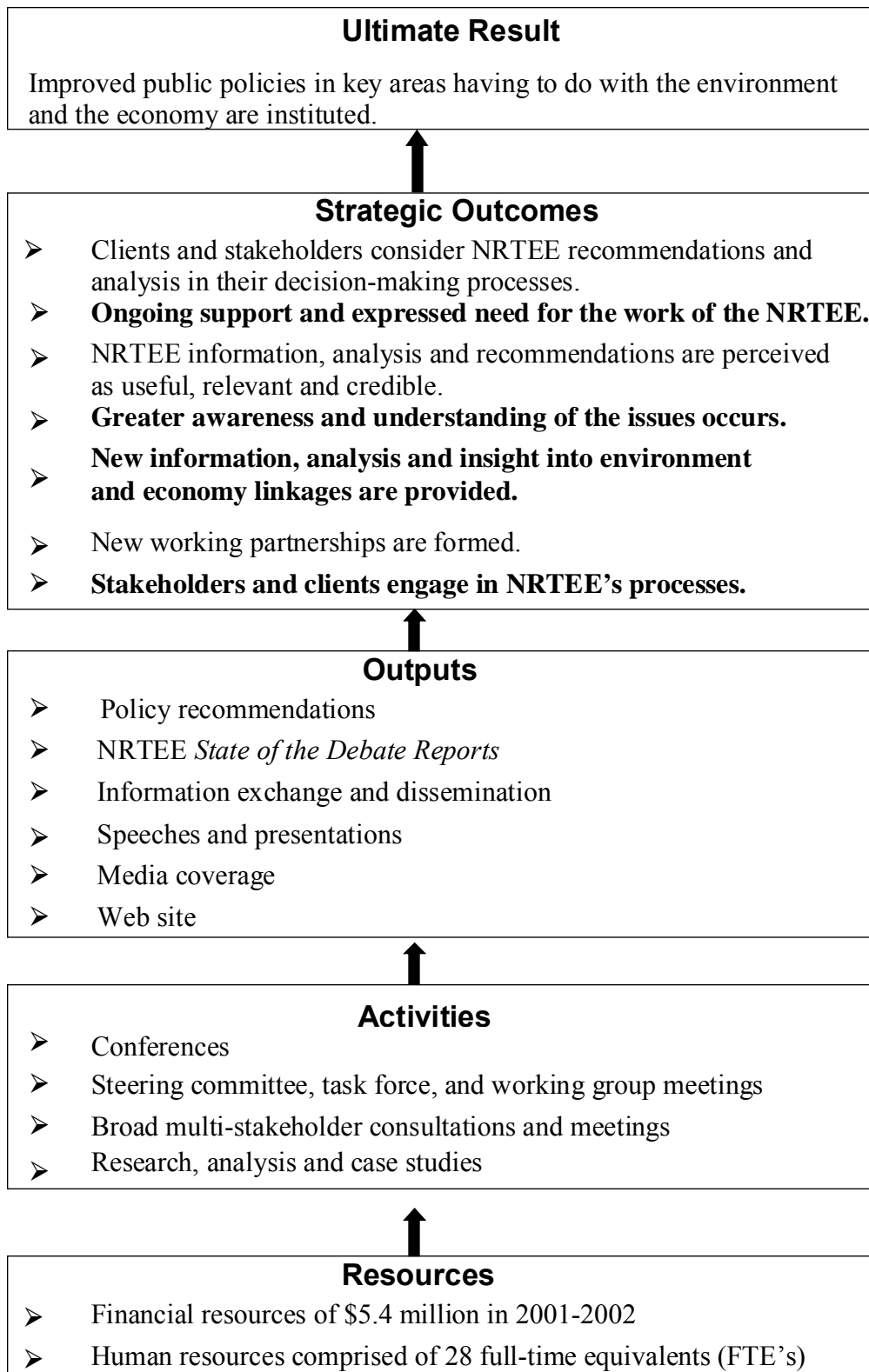
As outlined under "Mandate and Strategic Priorities," the NRTEE's ultimate goal is to improve public policies and, in particular, to demonstrate the intersection and interdependence of the environment and the economy. In working toward this goal, the NRTEE focuses its activities and resources on the following three strategic priorities:

1. Identifying and examining key mid- to long-term environmental and economic issues, questions and challenges that need to be addressed in public policy.
2. Identifying and designing practical solutions and effective recommendations.

3. Raising broader awareness and understanding of these issues and their practical solutions.

Recognizing the complexity and the time, perhaps decades, it takes to achieve change in public policy, the NRTEE has developed a results chain (see Exhibit 1) to outline the outcomes we feel are critical to achieving this ultimate result. The results chain illustrates how our resources, activities and outputs (research, analysis, information, recommendations and advice) pave the way toward a series of strategic outcomes that help demonstrate progress toward our ultimate desired result of improving the environmental and economic aspects of public policy. In the following section of this report, we outline strategic outcomes highlighted in our results chain and link them to our current year's resources, activities and outputs. We follow this discussion with a review of management performance results achieved in 2001/02.

## Exhibit 1- NRTEE Results Chain



## **Strategic Outcomes**

### ***Stakeholders Engaged in the NRTEE Process***

In 2001/02, the NRTEE secured participation of over 250 experts and opinion leaders on its steering committees, task forces and working groups. These multi-stakeholder bodies were established to examine the following environmental and economic issues:

1. Environment and Sustainable Development Indicators (ESDI)
2. Conservation of Natural Heritage
3. Ecological Fiscal Reform (EFR)
4. Urban Sustainability
5. National Brownfield Redevelopment Strategy.

Participants on our committees ranged from the Vice-President and Deputy Chief Economist at TD Bank Financial Group, to the Executive Director of the Canadian Nature Federation, and from an Assistant Deputy Minister (ADM) at Natural Resources Canada to an ADM at Environment Canada. Collectively, these individuals represented all of our targeted sectors and covered all regions of Canada. Annex 5 provides a comprehensive listing of the diversity of high-level experts, opinion leaders and decision-makers we were able to engage in our integrated, multi-stakeholder processes during this fiscal year.

By bringing these people together in open and collaborative processes, their views, attitudes and behaviors are transformed. This in turn often causes ripple effects of change throughout the participants' broader environmental and economic communities.

We are also pleased to report that we have a very high acceptance rate for invitations to join our steering committees, task forces and working groups. For example, over 90% of those invited to serve on the Urban Sustainability task force elected to do so. This task force was established in 2001/02.

The fact that over 94% of participants donate their time to the NRTEE without any financial compensation demonstrates the credibility and relevance of the NRTEE's work.

In addition to these task forces the NRTEE attracts hundreds of other stakeholders to its consultations over the course of a year.

### ***New Information, Insight and Analysis into the Environment and the Economy Linkages***

Respected experts, opinion leaders and decision makers engage in the NRTEE process for a variety of reasons. Chief among these is that we focus on critical environmental and economic issues where we can make a valuable and unique contribution. The research we commission from independent experts, including case studies, is often in previously unexplored areas for which little or no information is available. By funding and supporting this research, we are able to provide new information, insight and analysis,

including lessons learned and best practices. This is a critical element of the NRTEE's work and is instrumental in developing practical and useful solutions and recommendations. Examples of our outcome achievements in this area in 2001/02 are as follows:

- The NRTEE commissioned extensive research from independent experts to support, guide and inform work on the ESDI initiative. Recognizing that substantial work on sustainability indicators is already underway in Canada and internationally, the NRTEE decided that the first phase of the ESDI initiative should include surveying these approaches to sustainable development indicators. The NRTEE also engaged and supported various key expert groups and organizations working on indicators in Canada. Support included financial assistance for research by the *Alberta Genuine Progress Indicator Accounting Project (Pembina Institute)* and the *Genuine Progress Index for Nova Scotia (GPI Atlantic)*. Both groups are working to evaluate a wide range of social and environmental factors at the provincial level. Another recipient of NRTEE assistance was the *Canadian Policy Research Network's Quality of Life Indicators Project*, which focuses on quality of life or well-being. In addition to this research support, the NRTEE developed a new conceptual framework for indicators—published in a *Framework for a National Set of Environment and Sustainable Development Indicators*—as well as a set of technical guidelines for developing and selecting indicators. The research, framework and guidelines are contributing to the development and selection of the small set of indicators that the NRTEE will recommend to the government in the spring of 2003.
- In 2001/02, the NRTEE undertook the following two case studies to illustrate how Ecological Fiscal Reform (EFR) might be successfully applied:
  1. The agricultural landscapes study investigated economic incentives to help farmers across Canada conserve rather than cultivate ecologically sensitive lands.
  2. The cleaner transportation study examined economic instruments to complement regulations associated with the government's Clean Air Action Plan. This case study has given rise to an additional case study that will examine the issue of sulphur content in heavy fuel oil.

These case studies yielded recommendations on how to use fiscal and economic instruments to achieve environmental objectives in their respective areas. In particular, the federal government, in its Agricultural Policy Framework, has made use of the environmental farm plans highlighted in the agricultural landscapes case study.

- During 2001/2002, the NRTEE completed eight case studies to encourage the spread and use of best practices and processes in conservation. These case studies, which highlighted common barriers to nature conservation in Canada and documented lessons learned from existing approaches, included:
  1. Lands for Life (Ontario)
  2. Muskwa-Kechika Management Area (British Columbia)
  3. Clayoquot Sound Biosphere Reserve (British Columbia)
  4. Manitoba Mining Protocol (Manitoba)

5. Pacific Estuary Conservation
  6. Waswinipi Cree Model Forest (Quebec)
  7. Scotia Shelf (Nova Scotia)
  8. Yukon Protected Areas Strategy (Yukon)
- A backgrounder paper produced by the NRTEE, *The ABC's of Emissions Trading*, provided valuable information about, and insight into, emissions trading and its potential role in helping Canada meet its requirements under the Kyoto Protocol.

### ***Greater Awareness and Understanding of the Issues***

One of the NRTEE's strategic priorities is to create broader awareness and understanding of sustainable development issues and practical solutions. Since our resources are too limited to permit direct education of all Canadians on these issues, we distribute our reports, newsletters and electronic briefings to a broad range of decision makers and opinion leaders across Canada. We also maintain an extensive web site, including a virtual library, and we organize a significant number of conferences and events around the issues we are addressing. Media coverage of our activities and outputs is another component of our communications strategy.

The following examples illustrate our achievements in this fiscal year toward raising awareness and understanding:

- With the distribution of our newsletters and electronic briefings throughout 2001/02, we provided close to 50,000 people in our target audience with new information and updates on the issues we are examining.
- Our web site received over 128,000 visits, an 87% increase over the previous fiscal year. Visitors were provided with reports and documents, program briefings and updates, as well as information on upcoming NRTEE public events, seminars and conferences. The surge in visits can be partially attributed to interest generated by the new emissions trading awareness-building program that we ran this year.
- Through the virtual library on our Web site, we enabled access to over 250 NRTEE documents. Over 51,000 downloads of these documents took place during this fiscal year.
- We distributed over 3,000 copies of our print publications, including approximately 1,300 that we sold through an independent distributor.
- A total of 138 articles directly related to our work and events appeared in the media (print media and radio/TV broadcasts). This is a significant communications achievement given the complex and technical nature of many of our issues and the overwhelming media focus on the events of September 11<sup>th</sup> and the resulting war on terrorism.
- In May 2001, over 600 business leaders attended an event hosted by the NRTEE in Toronto's financial district. This event raised awareness of the NRTEE's work on the ESDI initiative and the importance of these indicators for the nation.
- In November 2001, the NRTEE, together with the Manitoba Round Table for Sustainable Development (MRTSD), hosted the "*Conservation That Works!*"



conference in Winnipeg. This conference was one of the largest nature conservation conferences ever held in Canada, the unique feature of which was that it brought together over 600 representatives from federal, provincial and municipal governments, First Nations, conservation and community groups, business and concerned citizens. The two-day conference helped build broader recognition within Canada of the need to better conserve our ecosystems and to gain a better understanding of the issues, challenges and opportunities in this area.

- The NRTEE undertook an initiative in 2001/02 to broaden awareness and understanding of the concept of greenhouse gas emissions trading among key opinion leaders. Over 1,000 Canadians attended the awareness-building seminars across Canada, including over 175 very senior business and opinion leaders, who participated in one of six, full-day, in-depth sessions. These participants represented all of the targeted sectors, including forestry and mining, oil and gas, manufacturing, heavy industry, finance, utilities (including renewable energy), transportation, agriculture, NGOs, municipalities, academe and consulting.

Given our primary objective of reaching opinion leaders, we planned our evaluation activities around the full-day, in-depth sessions. Evaluation data (participant surveys) collected for these sessions highlight the success of the seminars in raising the level of understanding and awareness of the participants. Prior to the seminars, 25% of participants reported they had little or no understanding of emissions trading, 49% had some understanding and 24% had a good understanding. Following the seminars, 40% of participants reported that they now understood the general concepts and could follow a discussion or consultation on emissions trading. The remaining 60% of participants indicated that they could now understand and participate in a discussion or consultation on emissions trading.

### ***Ongoing Support and Expressed Need for Work of the NRTEE***

One of the primary indicators of the ongoing support and expressed need for our work is that others come to us seeking our services. In 2001/02, demand for our services increased. As in other years, we strove to meet this demand but found that we were constrained by our available resources. Some key examples of the services we provided at the request of the federal government and national and international organizations in this fiscal year are as follows.

- Our initiative to broaden awareness and understanding of greenhouse gas emissions trading among key opinion leaders was undertaken in 2001/02 at the request of the Prime Minister. This was a high-profile initiative, given its link to the Kyoto Protocol, and it had a very tight time frame (four months from initial design of the \$1.2 million program to delivery of the final emissions trading seminar).
- Our three-year ESDI initiative was established in September 2001 at the request of Finance Canada. Through partnering with Environment Canada and Statistics Canada, we were able to secure additional funding for the NRTEE of \$4.5 million over three years to deliver on this initiative.

- In response to a mandate announced by the former Minister of Finance in his December 2001 budget, the NRTEE launched a brownfield redevelopment program. In his budget speech, the Minister declared:  
*“Across Canada, as in most countries, contaminated land lies unused and unproductive. Such sites, known as brownfields, may have the potential for rejuvenation, bringing both health and economic benefits to local communities. Therefore, responding to the Government, the NRTEE has agreed to develop a National Brownfield Redevelopment Strategy in order to ensure that Canada is a global leader in remediation.”*
- During the current year, the NRTEE was requested to speak at close to 200 conferences, meetings and workshops both in Canada and abroad. Although we were unable to fulfill all of the requests due to resource constraints and other NRTEE commitments, NRTEE representatives (our members, the President and CEO, as well as a number of senior staff), spoke at close to 80 events, ranging from major national events to more intimate, regional meetings.
- This fiscal year also saw an increase in the number of requests to meet with international organizations. Throughout 2001/02, we met with representatives from India, the United Kingdom, Singapore, Romania and the Netherlands to share our knowledge, experience and best practices.

## **Management Performance Results**

### ***Financial Information Strategy***

We undertook a number of initiatives this year to improve the way we operate. For example, we completed the implementation of the new Financial Information Strategy (FIS). This strategy is designed to yield improved information to help departments and agencies manage their resources and activities and report better information to Parliament on the costs of these activities. The preparation of our financial statements in accordance with Treasury Board of Canada standards based on Canadian generally accepted accounting principles is a direct result of the FIS initiative. These financial statements, presented in Annex 3, are an important tool in helping us effectively account for the use of our resources.

### ***Modern Comptrollership***

In this fiscal year, we established a project office to manage the implementation of the Modern Comptrollership Initiative for the NRTEE. In preparation for our Capacity Assessment exercise planned for the summer of 2002, we developed a unique and innovative approach to assessing our modern management capacities. This cost-effective approach will enable us to determine our management strengths and areas requiring improvement through a supportive and collaborative process.

### ***Performance Measurement System***

Public sector organizations are increasingly recognizing the need to develop and deploy performance measurement systems in order to maintain high-performance. Indeed, one of the four key elements of the federal government’s new Modern Comptrollership Initiative

focuses on performance measurement. The NRTEE has made a concerted effort over the past year, both in time and resources, to design a comprehensive performance measurement system that makes sense for a very small public sector organization. Recognizing that developing and implementing such a system is complex and time-consuming, the NRTEE developed an overall performance measurement framework in 2001/02 that lays the foundation for this new system. This new framework was successfully pilot-tested during the year on our awareness-building program for emissions trading.

The NRTEE is playing a leadership role in this area within the small agency community, a community comprising over 60 small federal departments and agencies. Indeed, in the coming year, we will be leading a joint performance measurement project with the Canadian Transportation Agency and the Canadian Environmental Assessment Agency. This project is designed to further the work of the NRTEE in developing and implementing a performance measurement system and to determine how the system we develop—including our framework, implementation strategy and approach—could be applicable to the broader small agency community.

### **SECTION 3: Annex 1 – NRTEE Members**

*Chair*

**Stuart L. Smith** (to June 21, 2002)

*Chairman*

*ENSYN Technologies Inc.*

*Chair*

**Harvey L. Mead** (commencing August 8, 2002)

*President*

*Union québécoise pour la conservation de la nature (UQCN)*

*Vice-Chair*

**Patricia McCunn-Miller**

*Vice President*

*Environment and Regulatory Affairs  
EnCana Corporation*

*Vice-Chair*

**Ken Ogilvie**

*Executive Director*

*Pollution Probe Foundation*

**Harinder P. S. Ahluwalia**

*President & CEO*

*Info-Electronics Systems Inc.*

**Paul G. Antle** (to June 5, 2002)

*President & CEO*

*Island Waste Management Inc.*

**Edwin Aquilina\***

*Special Advisor to the Mayor*

*City of Ottawa*

**Jean Bélanger**

*Ottawa, Ontario*

**Lise Brousseau**

*La Prairie, Québec*

**Patrick Carson**

*Nobleton, Ontario*

**Douglas B. Deacon**

*Owner, Trailside Café and Adventures*

**Terry Duguid**

*Chairman*

*Manitoba Clean Environment Commission*

**Sam Hamad, P.Eng.**

*Vice-President, Industry*

*Roche Ltd., Consulting Group*

**Michael Harcourt**

*Senior Associate*

*Sustainable Development Research Institute  
University of British Columbia*

**Marie-Claire Hélie\***

*Vice-Présidente*

*Financière Banque Nationale*

**Raymond E. Ivany** (to June 5, 2002)

*President*

*Nova Scotia Community College*

**William Johnstone** (to April 8, 2002)

*Moose Jaw, Saskatchewan*

**Cindy Kenny-Gilday** (to June 5, 2002)

*Senior Advisor*

*Community Affairs*

*Diavik Diamond Mines*

**Emery P. LeBlanc** (to October, 2001)

*President, Alcan Primary Metal Group*

*and Executive Vice-President, Alcan Inc.*

**Cristina Marques**

*Co-Owner & Developer of Dreamcoast Homes*

**Joseph O'Neill** (to June 5, 2002)

*Hanwell, New Brunswick*

**Angus Ross**

*Chairman*

*L & A Concepts*

**Qussai Samak\***

*Union Advisor*

*Confédération des syndicats nationaux*

**John Wiebe**

*President & CEO*

*GLOBE Foundation of Canada*

**Judy G. Williams**

*Partner*

*MacKenzie Fujisawa*

**David J. McGuinty**

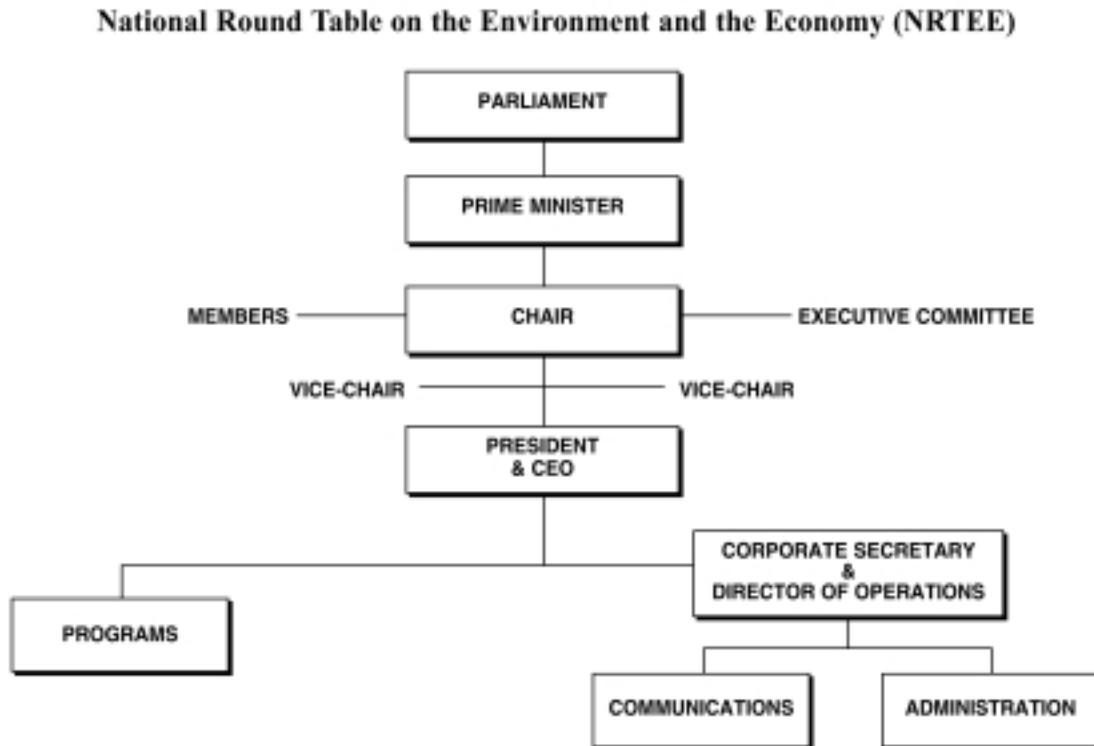
*President and CEO*

*NRTEE*

\* Term began on April 9, 2002

## Annex 2 – NRTEE Organization Chart

The following chart illustrates the organizational structure of the NRTEE and its relationship to Parliament:



## **Annex 3 – Financial Statements**

### **National Round Table on the Environment and the Economy**

Statement of Management Responsibility  
For the Year ended March 31, 2002

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The objectivity and the integrity of the financial statements and related information presented in this annual report are the responsibility of management and have been examined by the Executive Committee of the Round Table.

These financial statements have been prepared on an accrual basis of accounting in accordance with Treasury Board of Canada standards based on Canadian generally accepted accounting principles. These statements should be read within the context of the significant accounting policies set out in the notes.

Management has developed and maintains books, records, internal controls and management practices, designed to provide reasonable assurance that the Government's assets are safeguarded and controlled, resources are managed economically and efficiently in the attainment of the Round Table's objective and that transactions are in accordance with the Financial Administration Act and regulations as well as department policies and statutory requirements. Management also seeks to assure the objectivity and integrity of the information in the financial statements by the careful selection, training and development of qualified staff, by organizational arrangements that provide appropriate divisions of responsibility, and by communications programs aimed at ensuring that its regulations, policies, standards and managerial authorities are understood throughout the organization.

The transactions and financial statements of the Round Table have been audited by the Auditor General of Canada, the independent auditor for the Government of Canada.

Ottawa, Canada  
June 21, 2002

## **Auditor's Report**

To the National Round Table on the Environment and the Economy  
and the Prime Minister

I have audited the statement of financial position of the National Round Table on the Environment and the Economy as at March 31, 2002 and the statements of operations, equity of Canada and cash flows for the year then ended. These financial statements are the responsibility of the Round Table's management. My responsibility is to express an opinion on these financial statements based on my audit.

I conducted my audit in accordance with Canadian generally accepted auditing standards. Those standards require that I plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In my opinion, these financial statements present fairly, in all material respects, the financial position of the Round Table as at March 31, 2002 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

**Richard Flageole, FCA**  
Assistant Auditor General  
for the Auditor General of Canada

Ottawa, Canada  
June 21st, 2002

## National Round Table on the Environment and the Economy

### Statement of Financial Position

As at March 31, 2002 with comparative figures as at April 1, 2001

	2002	2001
	\$	\$
<b>ASSETS</b>		
<b>Financial Assets</b>		
Due from Consolidated Revenue Fund	850,733	1,154,916
Receivables (Note 5)	51,235	32,890
Publication inventory for resale	62,642	67,010
	964,610	1,254,816
<b>Non-Financial Assets</b>		
Prepayments	12,765	4,750
Capital assets (Note 6)	398,176	133,629
	410,941	138,379
<b>TOTAL ASSETS</b>	1,375,551	1,393,195
<b>LIABILITIES AND EQUITY OF CANADA</b>		
<b>Current Liabilities</b>		
Accounts payable and accrued liabilities (Note 7)	978,644	1,169,041
Deferred revenue (Note 8)	—	73,774
	978,644	1,242,815
<b>EQUITY OF CANADA</b>	396,907	150,380
<b>TOTAL LIABILITIES AND EQUITY OF CANADA</b>	1,375,551	1,393,195

Commitments (Note 9)

The accompanying notes form an integral part of these Statements.



# National Round Table on the Environment and the Economy

Statement of Operations  
For the Year ended March 31

	<b>2002</b>
	\$
<b>REVENUE</b>	
Funding from Other Government Departments (Note 4)	1,289,000
Donations and Cost-sharing Revenue (Note 8)	283,155
Sale of publications	9,184
<b>TOTAL REVENUE</b>	<b>1,581,339</b>
<b>EXPENSES</b>	
<b>Operating</b>	
Professional and special services	2,493,589
Salaries and employee benefits	2,002,706
Transportation and communication	861,078
Publications	764,076
Rentals	325,552
Furniture and equipment	106,300
Utilities, materials and supplies	51,236
Amortization	47,056
Repairs and maintenance	22,242
	<b>6,673,835</b>
<b>Executive Committee</b>	
Travel and living expenses	14,650
Honoraria	3,970
	<b>18,620</b>
<b>Other Committees</b>	
Travel and living expenses	189,800
Honoraria	130,405
	<b>320,205</b>
<b>TOTAL EXPENSES</b>	<b>7,012,660</b>
<b>NET COST OF OPERATIONS</b>	<b>5,431,321</b>

The accompanying notes form an integral part of these Statements.

## National Round Table on the Environment and the Economy

Statement of Equity of Canada  
For the Year ended March 31

	<b>2002</b>
	\$
Equity of Canada, beginning of year	150,380
Net Cost of Operations	(5,431,321)
Services provided without charge (Note 4)	227,000
Net change in due from Consolidated Revenue Fund	(304,183)
Net Cash Provided by Government	5,755,031
<b>Equity of Canada, end of year</b>	<b>396,907</b>

The accompanying notes form an integral part of these Statements.

## National Round Table on the Environment and the Economy

Statement of Cash Flow

For the Year ended March 31

	<b>2002</b>
	<b>\$</b>
<b>Operating Activities</b>	
Net Cost of Operations	5,431,321
Non-Cash items included in cost of operations:	
Less: Amortization of capital assets	(47,056)
Services provided without charge	(227,000)
Statement of Financial Position adjustments:	
Decrease in deferred revenue	73,774
Decrease in accounts payable and accrued liabilities	190,397
Increase in receivables	18,345
Decrease in publication inventory for resale	(4,368)
Increase in prepayments	8,015
Cash used in operating activities	5,443,428
<b>Investing Activities</b>	
Acquisitions of capital assets	311,603
Cash used in investing activities	311,603
<b>Net cash provided by Government</b>	<b>5,755,031</b>

The accompanying notes form an integral part of these Statements.

# National Round Table on the Environment and the Economy

Notes to the Financial Statements  
For the Year ended March 31, 2002

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## 1. Authority and Purpose

The National Round Table on the Environment and the Economy (Round Table) was established in 1994 under the National Round Table on the Environment and the Economy Act and is a departmental corporation named in Schedule II of the Financial Administration Act. The Round Table fulfils its objective of promoting sustainable development, and the integration of the environment and economy in decision making in all sectors, by conducting studies, organizing multistakeholder “dialogues” on specific issues and economic sectors, providing advice, carrying out educational and communication activities, and by acting as a catalyst for change. Its operating expenditures are funded mainly by a budgetary lapsing authority and, to a lesser extent from cost recovery and cost sharing for specific activities. Employee benefits are in accordance with the related statutory authorities.

## 2. Summary of Significant Accounting Policies

These financial statements have been prepared on an accrual basis of accounting in accordance with Treasury Board of Canada standards based on Canadian generally accepted accounting principles. Significant accounting policies are as follows:

### a) Due from Consolidated Revenue Fund (CRF)

The Round Table operates within the Consolidated Revenue Fund (CRF). The CRF is administered by the Receiver General for Canada. All cash received by the Round Table is deposited to the CRF and all cash disbursements made by the Round Table are paid from the CRF. Due from the CRF represents the amount of cash that the Round Table is entitled to draw from the Consolidated Revenue Fund, without further appropriations, in order to discharge its liabilities.

### b) Pension Plan

The Round Table’s employees participate in the Public Service Superannuation Plan administered by the Government of Canada. The employees and the Round Table contribute equally to the cost of the Plan. The Round Table’s contribution in the year was \$208,516. The contributions represent the total obligations of the Round Table and are recognized in the accounts in the period that the contributions are made.

### c) Receivables

These are stated at amounts ultimately expected to be realized. An allowance is made for receivables where recovery is considered uncertain.

### d) Publication Inventory for Resale

An independent distributor sells the Round Table’s publication inventory for resale. The distributor is entitled to a 50% commission fee on the sale price of each publication sold.

Inventory for resale is valued at net realizable value, which is always less than cost.

**e) Capital Assets**

Capital assets with an acquisition cost of \$2,000 or more are capitalized at cost and amortized over their estimated useful lives on a straight-line basis. The estimated useful life of each capital asset class is as follows:

<b>Asset Class</b>	<b>Useful Life</b>
Informatics Equipment and Purchased Software	3 years
Furniture and Equipment	10 years
Leasehold Improvements	lower of lease term and 10 years

**f) Deferred Revenue**

Deferred revenue includes revenues received in advance of the services to be provided and the funds received from external parties for specified purposes. Deferred revenue is recognized as operational revenues when the related services are provided.

**g) Services Provided Without Charge by Other Government Departments**

Services provided without charge by other government departments are recorded as expenditures at their estimated cost. A corresponding amount is credited directly to the Equity of Canada.

**h) Measurement Uncertainty**

The preparation of financial statements requires management to make estimates and assumptions that affect the amounts of assets, liabilities, revenues and expenses reported in the financial statements. At the time of preparation of these statements, management believes the estimates and assumptions to be reasonable. The most significant item where estimates are used are amortization of capital assets and write-down and write-offs of inventory of publications for resale.

**3. Changes in Accounting Policies**

In prior years, the Round Table prepared only a Statement of Operations using a modified-cash basis of accounting. This is the first year that the Round Table has prepared a full set of financial statements on an accrual basis in accordance with Treasury Board of Canada standards based on Canadian generally accepted accounting principles. The significant changes are as follows:

**a) Financial Statement Presentation and Comparative Figures**

In prior years, the Round Table financial statement consisted of a Statement of Operations and notes to the statement. The Round Table's March 31, 2002 financial statements contain a Statement of Financial Position, a Statement of Operations, a Statement of Equity of Canada, a Statement of Cash Flow and notes to the financial statements. It is neither practical nor cost effective for the Round Table to show comparative amounts on the Statements of Operations, Equity of Canada and Cash Flow because the information is not readily available and any estimation of previous years'

amounts would not be able to be substantiated with any degree of precision. Comparative amounts are presented only on the Statement of Financial Position.

**b) Receivables**

In prior years, revenues were recognized on a cash-basis. During the year, the Round Table retroactively changed its accounting policy for receivables to that described in note 2 c).

**c) Publication Inventory for Resale**

In prior years, publication inventory for resale was charged to operations on a cash-basis. During the year, the Round Table retroactively changed its accounting policy for publication inventory for resale to that described in note 2 d).

**d) Capital Assets**

In prior years, purchases of capital assets were charged to operating expenditures in the year of acquisition. For fiscal year 2002, the Round Table retroactively changed its policy of accounting for capital assets. The costs are now capitalized and amortized over their estimated useful lives as detailed in note 2 e). During the year, capital assets acquisitions in the amount of \$311,603, which would have previously been expensed, have been capitalized. Amortization expense in the amount of \$47,056 has been recorded in the Statement of Operations.

**4. Related Party Transactions**

The Round Table is related in terms of common ownership to all Government of Canada departments, and Crown corporations. The Round Table enters into transactions with these entities in the normal course of business and on normal trade terms.

During the year, the Round Table received funding in the amount of \$1,289,000 from other government departments for specific projects, including \$1.2 million from Environment Canada.

The Round Table also incurred expenses of \$1,055,853, including \$227,000 for services provided without charge. Services provided without charge include \$185,000 for the rental of space, \$40,000 for audit services and \$2,000 for payroll administration services.

**5. Receivables (Net of Allowances)**

	<b>2002</b>	<b>2001</b>
Other Government Departments	34,991	30,000
External Parties	16,244	2,890
Total Receivables (net of allowances)	51,235	32,890

## 6. Capital Assets

	Cost as at April 1, 2001	Net Additions	Cost as at March 31, 2002
Leasehold Improvements	—	182,521	182,521
Informatics and Purchased Software	123,951	93,800	217,751
Furniture and Equipment	106,944	35,282	142,226
	230,895	311,603	542,498

	Accumulated Amortization	Net Book Value at March 31, 2002	Net Book Value at April 1, 2001
Leasehold Improvement	3,030	179,491	—
Informatics and Purchased Software	93,717	124,034	63,225
Furniture and Equipment	47,575	94,651	70,404
	144,322	398,176	133,629

Amortization expense for the year ended March 31, 2002 is \$47,056.

## 7. Accounts Payable and Accrued Liabilities

	2002	2001
Trade	782,454	1,132,729
Other Government Departments	196,190	36,312
Total Accounts Payable and Accrued Liabilities	978,644	1,169,041

## 8. Deferred Revenue

	2002	2001
Opening Balance	73,774	197,852
Add: funds received during the year	209,381	51,044
Less: amounts recognized during the year	(283,155)	(175,122)
Closing Balance	—	73,774

## 9. Commitments

As at March 31, 2002 the Round Table has entered into a long-term lease for an office photocopier with a remaining value of \$59,490. The future minimum payments are as follows:

2002/03	\$12,100
2003/04	\$12,100
2004/05	\$12,100
2005/06	\$12,100
2006/07	\$11,090

## 10. Parliamentary Appropriations

The Round Table receives the majority of its funding through Parliamentary appropriations, which are based primarily on cash flow requirements. Items recognized in the Statement of Operations and Statement of Equity of Canada in one year may be funded through Parliamentary appropriations in prior and future years. Accordingly, the Round Table has different results of operations for the year on a government funding basis than on an accrual basis of accounting. These differences are reconciled below.

### a) Reconciliation of net results of operations to total Parliamentary appropriations used:

	<b>2002</b>
Net Cost of Operations	5,431,321
Adjustments for items not affecting appropriations:	
Less: Amortization	(47,056)
Services provided without charge	(227,000)
Vacation pay and compensatory time	(34,998)
Inventory used	(4,368)
Add: Increase in prepayments	8,015
Increase in receivables	18,345
	<u>5,144,259</u>
Adjustments for items affecting appropriations:	
Add: Capital acquisitions	311,603
Less: Expenses to produce publications for resale	(9,184)
	<u>302,419</u>
Total Parliamentary Appropriations Used	<u>5,446,678</u>

### b) Reconciliation of Parliamentary appropriations voted to Parliamentary appropriations used:

	<b>2002</b>
Parliamentary appropriation – voted:	
Vote 40 and 40(b) – Operating expenditures	5,331,500
Statutory appropriation – voted:	
Contributions to employee benefit plans	308,000
Publication revenue in accordance with section 29.1(1) of the Financial Administration Act	9,184
	<u>5,648,684</u>
Less: Lapsed appropriations – operations	(202,006)
Total Parliamentary Appropriations Used	<u>5,446,678</u>



## Annex 4 – Financial Tables

### Financial Table 1 – Summary of Voted Appropriations

This table highlights that we spent \$5.4 million (96%) of our parliamentary appropriation.

<b>Financial Requirements by Authority (\$ thousands)</b>				
		<b>2001-2002</b>		
<b>Vote</b>		<b>Planned Spending</b>	<b>Total Authorities</b>	<b>Actual</b>
<b>National Round Table on the Environment and the Economy</b>				
40	Operating Expenditures	5,052	5,332	<b>5,129</b>
(S)	Contributions to employee benefit plans	308	308	<b>308</b>
(S)	Expenditures pursuant to paragraph 29.1 (1) of the FAA	20	9	<b>9</b>
<b>Total Department</b>		<b>5,380</b>	<b>5,649</b>	<b>5,446</b>

### Financial Table 2 – Comparison of Total Planned Spending to Actual Spending

Our actual spending in 2001-2002 was greater than our planned spending due to the unspent funding from the previous year that we were able to carry forward to the current fiscal year. As well, our actual spending included compensation for collective agreements that were signed in 2000-2002, after the submission of our main estimates (Planned Spending).

<b>Departmental Planned versus Actual Spending (\$ thousands)</b>			
<b>2001-2002</b>			
<b>National Round Table on the Environment and the Economy</b>	<b>Planned Spending</b>	<b>Total Authorities</b>	<b>Actual</b>
Full Time Equivalents (FTE's)	28	28	28
Operating	5,380	5,649	<b>5,446</b>
Capital	-	-	-
Grants & Contributions	-	-	-
Total Gross Expenditures	<b>5,380</b>	5,649	<b>5,446</b>
Less: Respendable Revenues	-	-	-
Total Net Expenditures	5,380	5,649	<b>5,446</b>
Non-Respendable Revenues	-20	-9	<b>-9</b>
Cost of Services provided by Other Departments	188	227	<b>227</b>
<b>Net Cost of the Program</b>	<b>5,548</b>	5,867	<b>5,664</b>

### Financial Table 3 - Historical Comparison of Total Planned Spending to Actual Spending

Our spending has increased over the past three years primarily due to the increased funding we received to carry out our ESDI initiative.

<b>Historical Comparison of Departmental Planned versus Actual Spending (\$ thousands)</b>					
<b>Business Line</b>	<b>Actual 1999-2000</b>	<b>Actual 2000-2001</b>	<b>2001-2002</b>		
			<b>Planned Spending</b>	<b>Total Authorities</b>	<b>Actual</b>
National Round Table on the Environment and the Economy	3,320	4,379	5,380	5,649	5,446
<b>Total</b>	<b>3,320</b>	<b>4,379</b>	<b>5,380</b>	<b>5,649</b>	<b>5,446</b>

### Financial Table 4 - Non-Respendable Revenues

Our non-respendable revenues reflect the revenue generated through the sale of our publications. The actual amount of our revenue has declined over the past three years primarily due to the fact that we also make these publications accessible to all Canadians on our web site.

<b>Non-Respendable Revenues (\$ thousands)</b>					
<b>Business Line</b>	<b>Actual 1999-2000</b>	<b>Actual 2000-2001</b>	<b>2001-2002</b>		
			<b>Planned Revenues</b>	<b>Total Authorities</b>	<b>Actual</b>
National Round Table on the Environment and the Economy	19	11	20	9	9
<b>Total</b>	<b>19</b>	<b>11</b>	<b>20</b>	<b>9</b>	<b>9</b>

## **Annex 5 – Listing of Key Stakeholders Engaged in NRTEE’s Process in 2001-2002**

### **Environment and Sustainable Development Indicators (ESDI) Task Force**

Stuart Smith, (Steering Committee Co-Chair and NRTEE Chair), Chairman, ENSYN Technologies Inc

Peter Pearce, (Steering Committee Co-chair), Professor Emeritus, Forest and Resource Management, University of British Columbia

Mark Anielski, Director, Pembina Institute for Appropriate Development

Paul Antle , (NRTEE Member), President and CEO, Island Waste Management

Gary Bull, Assistant Professor, Department of Forest Resources Management University of British Columbia

Diane Carroll, Acting Associate Assistant Deputy Minister, Policy and Communications, Environment Canada\*

Ron Colman, Director, GPI Atlantic

Peter Drake, Vice President & Deputy Chief Economist, TD Bank Financial Group

Pierre Gosselin, Directeur, Centre hospitalier universitaire de Québec

Peter Hardi, Senior Fellow and Program Director, Measurement and Indicators Program, International Institute for Sustainable Development

Yvan Hardy, Assistant Deputy Minister, Canadian Forest Service, Natural Resources Canada\*

Raymond Ivany, President, Nova Scotia Community College

Claude-André Lachance, Director, Government Affairs, Dow Chemical Canada

Keith Leggat, Senior Manager, Environment, Alberta Environment

David Marshall, Executive Director, Fraser Basin Council

Margaret McCuaig-Johnston, General Director, Economic Development and Corporate Finance, Department of Finance Canada\*

Dann M. Michols, Assistant Deputy Minister, Healthy Environment and Consumer Safety Branch, Health Canada\*

Linda Nowlan, Executive Director, West Coast Environmental Law Association

Nicholas Parker, Principal, Sustainable Asset Management Equity Partners Ltd.

David D. Rodier, Senior Vice President, Environment, Safety & Health, Noranda Inc.

Andrew Sharpe, Executive Director, Centre for the Study of Living Standards

Claude Simard, Director, Environmental Accounts and Statistics Division, Statistics Canada\*

Philip Smith, Assistant Chief Statistician, National Accounts and Analytical Studies, Statistics Canada\*

Robert Smith, Assistant Director, Natural Resources and Waste Accounts, Statistics Canada\*

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\* denotes ex-officio committee members

Danielle Tanguay, Présidente, Tréma Gestion Conseil Inc.  
Hassan Yussuff, Executive Vice-President, Canadian Labour Congress  
Sandra Zagon, Senior Researcher, Quality of Life Project, Canadian Policy Research Networks Inc.

### **ESDI Cluster Groups**

#### **ESDI - Human Capital**

Cliff Halliwell, Director, General, Applied Research and Analysis Directorate, Health Canada\*

Andrew S. Harvey, Professor of Economics, Director, Time Use Research Program, St. Mary's University

Pierre Laliberté, Canadian Labour Congress

Joe Ruggeri, Vaughan Chair in Regional Economics, Department of Economics, University of New Brunswick

Andrew Sharpe, Executive Director, Centre for the Study of Living Standards

Claude Simard, Director, Environment Accounts and Statistics Division, Statistics Canada\*

Sherri Torjman, Vice-President, Caledon Institute of Social Policy

Sandra Zagon, Senior Researcher, Quality of Life Project, Canadian Policy Research Networks Inc.

#### **ESDI - Non-Renewable Resources**

Alice Born, Chief, Environmental Protection Accounts and Surveys, Environment

Douglas Bruchet, Senior Vice President, Environmental Energy Research, Canadian Energy Research Institute (CERI)

John M. Hartwick, Professor of Economics, Queens University

Wendy Ripmeester, Policy Analyst, Minerals and Metals Sector, Natural Resources Canada\*

David D. Rodier, Senior Vice President, Environment, Safety & Health, Noranda Inc.

#### **ESDI - Land & Soils**

Mark Anielski, Director, Pembina Institute for Appropriate Development

Josef Cihlar, Head, Environmental Monitoring Section, Canada Centre for Remote Sensing, Natural Resources Canada\*

Steven Curtis, Executive Director, Association for Biodiversity Information - Canada

Nancy Hofmann, Environmental Statistics Analyst, Spatial Analysis Section, Statistics Canada\*

Kevin Kavanagh, Director, National Conservation Program, World Wildlife Fund Canada

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\* denotes ex-officio committee members

Ian Marshall, Senior Advisor, Assessments and Reporting, National Indicators and Assessment Office, Environment Canada\*

Terry McRae, Environmental Analyst, Environment Bureau, Agriculture and Agri-Food Canada

Jennifer Scott, Jennifer Scott Consulting

Harvey Thorleifson, Research Scientist, Quaternary Geology Subdivision, Natural Resources Canada\*

### **ESDI - Renewable Resources**

Simon Bridge, Criteria and Indicators Policy Advisor, Policy and Planning, Natural Resources Canada \*

Gary Bull, Assistant Professor, Department of Forest Resources Management, University of British Columbia

Tony Charles, Management Science / Environmental Studies, Saint Mary's University

Rod Dobell, Professor, Public Administration (PADM), University of Victoria

Gerry Gravel, Chief, Valuation, Environment Accounts and Statistics Division, Statistics Canada\*

Ole Hendrickson, Scientific Advisor, Biodiversity Convention Office, Environment Canada\*

Mark Hubert, Director, Sustainable Forest Management Policy, Forest Products Association of Canada

Tom Niemann, Senior Advisor, Corporate Policy and Planning Division, Government of British Columbia, Ministry of Sustainable Resource Management

Goradz Ruseski, Economist, Economic Analysis, Fisheries and Oceans Canada

Hubert Saulnier, Chairperson, Marine Resource Centre

Sara Justine Wilson, Program Manager, Green Budget Campaign, Canadian Nature Federation

### **ESDI - Air Quality & Atmospheric Conditions**

Rick Burnett, Environmental Health Surveillance, Science Coordination Services, Health Canada\*

Quentin Chiotti, Senior Advisor, Climate Change, Pollution Probe

Philippe Crabbé, Professor, Department of Economics, University of Ottawa

Henry Hengeveld, Senior Science Advisor, Climate Change, Science Assessment and Policy Integration, Environment Canada\*

P.K. Misra, Assistant Director, Environmental Monitoring and Reporting Branch, Ontario Ministry of the Environment

Robert Smith, Assistant Director, Resources and Environment Accounts Section, Statistics Canada\*

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\* denotes ex-officio committee members

Douw G. Steyn, Director, Science One Program, University of British Columbia  
Ken Stubbs, Policy & Planning Department, Greater Vancouver Regional District

### **ESDI - Water Resources**

Ron Bothe, Director, Environmental Operations Division, Alberta Environment  
Brian Denney, Director of Watershed Management, Toronto and Region Conservation Authority  
Jim Frehs, Senior Policy Analyst, Sustainable Development and, Environment Division, Natural Resources Canada\*  
Henry Lickers, Director, Department of Environment, Mohawk Council of Akwesasne (MCA)  
David Marshall, Executive Director, Fraser Basin Council  
François Soulard, Research Analyst, Spatial Analysis Section, Statistics Canada\*  
Nancy Stadler-Salt, Science Liaison Officer, Ontario Region, Environment Canada\*  
Michel Villeneuve, Research Economist, Environmental Economics Branch, Environment Canada\*

### **Ecological Fiscal Reform (EFR) Expert Advisory Group**

Mark Anielski, Director, Pembina Institute for Appropriate Development  
Elizabeth Atkinson, Senior Consultant, Marbek Resource Consultants Ltd.  
Ken Baker, Assistant Deputy Minister, B.C. Green Economy Secretariat  
Stephan Barg, Associate and Senior Program Advisor, International Institute for Sustainable Development  
Gilles Beaudet, Fondation québécoise de l'environnement  
Jerry Beausoleil, Director General, Strategic Policy Branch, Industry Canada\*  
Jean Bélanger, (NRTEE Member and Chair, Economic Instruments Committee)  
Jack Belletrutti, Vice-President, Canadian Petroleum Products Institute  
Steve Blight, Project Leader, Environmental Economics Branch, Environment Canada\*  
Mark Bowlby, Economist, Resources, Energy and Environment, Finance Canada\*  
Lise Brousseau, (NRTEE Member)  
Jim Campbell, Director, Economic and Fiscal Analysis, Energy Sector, Natural Resources Canada\*  
Krista Campbell, Resources, Energy and Environment, Finance Canada\*  
Daniel Cayen, Director, Environmental Partnerships, Ministry of Environment and Energy, Government of Ontario  
Nathalie Chalifour, Senior Advisor, Trade, Investment and Policy, World Wildlife Fund  
Mike Cleland, Senior Vice-President, Canadian Electricity Association

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\* denotes ex-officio committee members

Fiona Cook, Vice-President, Government Relations and International Trade, Forest Products Association of Canada

John Dillon, Vice-President, Environment and Legal Counsel, Business Council on National Issues

Richard Dixon, Policy Secretariat, Alberta Environment

Stephen Dobson, Economic Analyst, Alberta Environment

David Goffin, Secretary Treasurer and Vice-President, Business and Economics, Canadian Chemical Producers' Association

Dan Goldberger, Senior Financial Advisor, Canadian Electricity Association

Peter Globensky, Director General, Canadian Council of Ministers of the Environment

Martin Green, Director, Economic Framework Policies, Industry Canada \*

Frédéric Guay, Analyses économique, Ministère de l'Environnement du Québec

Chantal Guertin, Energy Economist, International Institute for Sustainable Development

Brian Guthrie, Director, Innovation and Knowledge Management Practice, Conference Board of Canada

Arlin Hackman, Vice-President, Conservation, World Wildlife Fund Canada

Michael Harcourt, (NRTEE Member), Senior Associate, Sustainable Development Research Institute

Doug Horswill, Vice-President, Environment and Public Affairs, Cominco Limited

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Glen Toner, Facilitator for EFR Program, Professor, Department of Environment,  
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Barry Turner, Director of Government Relations, Ducks Unlimited Canada  
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Peter Victor, Dean, Faculty of Environmental Studies, York University  
Hassan Yussuff, Executive Vice-President, Canadian Labour Congress

### ***EFR Working Groups***

#### ***EFR - Agricultural Landscapes Working Group***

Gilles Beaudet, Fondation québécoise en environnement

Jean Bélanger, (NRTEE Member and Chair, Economic Instruments Committee)

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Steve Blight, Project Leader for CEA, Environment and Regulatory Affairs, Environment Canada

Richard Dixon, Policy Secretariat, Alberta Environment

Bob Dobson, Conservation Farmer, Cobden, Ontario

Jan Dyer, Associate Director General, Agriculture and Agri-Food Canada (AAFC)\*  
(AAFC Alternates: Jackie Holden, Cross Sectoral Policy Development)

Asim Maqbool, Research Economist

Roger Martini, Economist, Special Projects)

Brian Gray, Director of Conservation Programs, Ducks Unlimited Canada

Frédéric Guay, Analyses économique, Ministère de l'Environnement du Québec

Jennifer Higginson, Policy Analyst, Canadian Federation of Agriculture (CFA)  
(CFA Alternate: Nicole Howe, Policy Analyst)

William Johnstone, NRTEE Member, Moose Jaw, Saskatchewan

Robert McLean, Director, Wildlife Conservation Branch, Canadian Wildlife Service, Environment Canada\*

Nancy Olewiler, Department of Economics, Simon Fraser University

Thomas Shenstone, Chief, Agriculture and Fisheries, Department of Finance\*

(Finance Alternates: Shamika Sirimanne, Senior Economist, Economic Development Policy Division; Krista Campbell, Resources, Energy and Environment)

***Expert Presenters:***

David Armitage, Senior Researcher, Ontario Federation of Agriculture

Geri Kamenz, Chair, Environment, Canadian Federation of Agriculture

Alexandra Leroux, Agente de développement, Clubs-conseils en agro-environnement

Robert Stephenson, Director, Conservation and Environmental Programs, United States Department of Agriculture

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Eric Boudreault, Fuels Policy/Oil Division, Natural Resources Canada\*

David Bradley, CEO, Canadian Trucking Alliance

Donald Dewees, Department of Economics, University of Toronto

Richard Gilbert, Research Director, Centre for Sustainable Transportation

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Mark Nantais, President, Canadian Vehicle Manufacturers' Association

Kenneth Ogilvie, (NRTEE Member), Executive Director, Pollution Probe Foundation

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Mark Bowlby, Economist, Resources, Energy and Environment, Finance Canada

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Michael Cloghesy, Président, Centre patronal de l'environnement du Québec

Rick Findlay, Director, Ottawa Office, Pollution Probe Foundation

Barry Lacombe, President, Canadian Steel Producers Association

Justyna Laurie-Lean, Vice-President, Mining Association of Canada

Gordon Lloyd, Vice-President, Technical Affairs, Canadian Chemical Producers' Association

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### **Conservation of Natural Heritage Task Force**

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Karen Brown, Assistant Deputy Minister, Environmental Conservation Service, Environment Canada\*

Karen Davidge, Director, New Brunswick Federation of Agriculture Inc.

Douglas B. Deacon, Owner, Trailside Café and Adventures

Julie Gelfand, Executive Director, Canadian Nature Federation (CNF)

Jacques Gérin, Chair, Panel on Ecological Integrity of Canada’s National Parks (1998-2000)

Yvan Hardy, Assistant Deputy Minister, Canadian Forest Service, Natural Resources Canada\*

Stephen Hazell, Executive Director, Canadian Parks and Wilderness Society

John Herity, Director, Biodiversity Convention Office\*

Ed Hubert, Executive Vice-President, Mining Association of Manitoba

Monte Hummel, President, World Wildlife Fund Canada\*

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Chris McDonell, Environmental Director, Tembec Inc.

Laurie Montour, Biologist, Indigenous Resource Management and Environmental Protection

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Ross Risvold, Past Mayor, Town of Hinton

### **Urban Sustainability Task Force**

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Ken Cameron, Manager, Policy and Planning, Greater Vancouver Regional District  
Vince Catalli, President, by dEsign Consultants  
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Douglas Pollard, Senior Researcher, Sustainable Community Planning, Canada Housing and Mortgage Corporation\*  
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**National Brownfields Redevelopment Strategy Task Force**

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