

# REVIEW

## Environmental Groups: Adapting to Changing Times

Paul Griss

**E**nvironmental groups of all stripes are weathering some serious and unexpected storms at present. Several factors are challenging the traditional strategies of the environmental movement, including fiscal constraints and changing decision making processes in both the public and private sectors. This special issue of the National Round Table Review will examine some of those challenges and propose approaches which may assist environmental organizations in adapting to changing times.

The adoption of an environmental agenda, at least in name, by virtually all governments and the private sector has resulted in a shift in emphasis from problems to solutions. The groups that have successfully raised awareness of environmental problems are now expected to contribute to their resolution through, for example, consultative and advisory processes, which are proliferating. Many groups have not yet developed the financial and human resources, especially the technical expertise, to participate effectively in more than a few such initiatives. Those that do are spread very thinly.

To compound matters further, the focus of many issues has become blurred. Sustainable development

requires that a range of considerations — including social, economic, and environmental — be incorporated into the decision-making process. Influencing public policy from a discretely environmental perspective is becoming more difficult. Environmental groups are now only one of many voices speaking on issues that they have traditionally considered their own.

The increase in public support for environmental causes, which allowed many groups to be founded or to blossom in the late 1980s, has levelled off or is declining. Traditional methods of fund-raising are producing lower returns for many groups. As a result, most have been reducing staff and programs — and even the large and relatively well-funded groups have not been immune — causing much doom and gloom. However, there are environmental groups at all levels who have adapted to changing times and are experiencing growth in funding and continued success in the pursuit of their policy and program objectives.

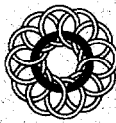
Most of the challenges facing the movement can thus be considered to be evolutionary as environmental concerns enter the societal mainstream. Such success requires a shift in strategies, tactics and management. How can we expect these challenges to be addressed in the coming years?

There are frequent calls for consolidation or greater co-operation within the environmental movement. Some believe that there can, or should, be one voice for the environmental movement. In reality, though, the environmental movement is comprised of an extremely diverse array of groups — all with differing philosophies, strategies, and objectives.

*Cont. on pg. 2*

**Special Issue**

**ENVIRONMENTAL  
NGOs  
In the 1990s**



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While there have been many successful examples of co-operation among these groups, usually around specific issues, more are needed. The obstacles to broader interaction are more perceived than real, and each group needs to rise above its own self-interest to develop a greater understanding of the realities confronting others and the movement as a whole. Progress will be obstructed by those with unfounded fears that greater co-operation will threaten their funding, profile, power, or credibility.

Groups must also develop the skills and expertise necessary to work constructively with partners outside the movement, including those that have been traditionally considered to be adversaries. Putting aside old rivalries, and focusing on results rather than motivation, will be difficult and is not without risk. However, partnerships of all types are proving to be one of the more effective ways to both secure progress on issues and increase the resources that can be brought to bear on solving problems.

There is no clear link between the budget of an organization and its influ-

ence. How much money a group has is less important than how it is spent. More importantly, in an age of partnerships, it is how resources are leveraged that matters. However, it is true that even the richest environmental groups have far fewer resources than leaders in other charitable fields, such as health and social services, despite the level of public concern over environmental issues.

Diversity and creativity will be the keys to financial growth and stability in the future. Reliance on one source of funding is risky, and too many groups are presently dipping into the same small well. Environmental groups must develop ways to generate support from those not now contributing to environmental causes. Hand-outs are rare, and are becoming a thing of the past, and money will increasingly follow good programs. Groups that can demonstrate that they have a clear mandate and objectives, and can put plans in place to fulfill those goals, will be much more likely to attract funding from all potential contributors. Groups must also become more open and accountable to enhance their influence and resources. Those that provide

no information on activities or finances to their supporters, or allow them no input into either decision making or electing those who govern the organization, will come under increasing scrutiny. Groups that advocate transparency, accountability, and participatory democracy, must demonstrate these qualities in the conduct of their own affairs.

Finally, environmental groups must spend more time on "receive" than on "transmit". Most environmental groups claim to speak *for* the public, but the tendency among those on both extremes of the environmental debate is to speak *down* to the public. Standing apart from issues and passing judgement on the actions of others, particularly through confrontations in the media, works well when awareness of environmental issues is low. However, today, confrontation for a few moments of fame can be counterproductive.

Few Canadians recognize the term "sustainable development," but that does not mean the concept is alien to them. The vast majority of people are capable of understanding the nuances of environment/economy issues if they

*Cont. on pg. 3*

## EDITORIAL

# ENGOS in Crisis

This special issue of the National Round Table Review highlights the crisis facing environmental nongovernment organizations (ENGOS) in Canada. While environmental groups are increasingly being asked to make meaningful contributions to progress toward sustainable development and to participate directly in multistakeholder consultations, at the same time they face questions about their own survival. It is ironic that at a time when environmental groups are finally invited to come to the table, they can't afford to sit down.

Environmental groups in Canada are unique in the non-profit arena. Unlike their American counterparts, they can't rely on the billion-dollar foundation funds that provide critical support to many American ENGOS. And in Canada, ENGOS aren't backed by a strong constituency. They don't have the same support base as health NGOs whose core funding comes from

the medical community and foundations, and development organizations who rely on CIDA for core support.

Environmental groups rely on individual Canadians for the bulk of their funding -- and resources are getting thinner and thinner. As Jill Palmer points out in her article, Canadians may

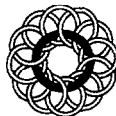
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***ENGOS are critical to the success  
of multistakeholder processes  
seeking consensus on sustainable development.  
Without them, the transition to sustainability  
will be significantly undermined.***

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be quick to fill their blue boxes in support of the environment, but they aren't as quick to pull out their cheque books to support the organizations that have pulled us along this far.

The transition to sustainability will require new institutional forms based more on networks and partnerships than on the traditional hierarchical systems. Only such consensus-seeking



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are explained intelligently. Simplistic rhetoric is insulting, and is an impediment to embracing more people into the cause. Groups that find ways to communicate their concerns in a manner which enables all Canadians to contribute to solutions, and respects their interests, will prosper.

Those environmental groups that evolve from a reactive, crisis-by-crisis approach to a more pro-active, solution-oriented strategic direction will receive public support and political influence. There will always be a need for high-profile public campaigns around specific environmental issues, and even for confrontation, but these strategies will only be one component of the work of the environmental movement. The majority of groups will enter into the tent of public and private decision making, achieving their goals through sound argument and the presentation of constructive solutions.

PAUL GRISS is contributing editor of this special issue of the NRTEE Review. He is a resource person to the NRTEE and is a former executive director of the Canadian Nature Federation.

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coalitions can facilitate the broad multi-stakeholder process that sustainability demands. ENGOs are critical to the success of all of these. Without them, the transition to sustainability will be significantly undermined.

We bring together here 20 original essays that confront this crisis head-on. We hope that we can stimulate a searching debate that can help us find, as a society, innovative solutions to this real emergency.

Is there a corporation or government agency or foundation out there who would be willing to sponsor a national workshop on this issue?

KELLY HAWKE BAXTER is editor of the NRT Review, and Director of Communications at the NRTEE.

## Collaborative Problem Solving

Jean Charest

Canadians are recognized internationally for their leadership and innovation in integrating the objectives of a healthy environment and a strong competitive economy. A major contributing factor is our willingness to bring our differences to the table and explore ways of working together on common goals. A second factor is our ability to recognize that while we have all made progress and met with some success, there is, and always will be, room for improvement.

Governments cannot singlehandedly achieve social, environmental and economic sustainability. These are inextricably linked and only achievable through the full and active participation of all sectors of society.

Successful action on these fronts requires a sense of common purpose and a capacity and willingness to engage others as partners in effecting fundamental change at all levels. It also requires that we change our approach from one of exercising our rights as stakeholders to one of assuming our responsibilities as shareholders in the environment.

Although this approach is not new, we still have a considerable distance to go if we are to turn the tides. It will require changes in mindsets and attitudes at all levels. One of the things that we learned from the process leading up to the United Nations Conference on Environment and Development (UNCED), held in Rio de Janeiro last June, was that the collaboration of all sectors is critical to the achievement of sustainability.

Now, as we enter the post-Rio phase, we must build upon the momentum and trust created through the UNCED process. For many environmental groups, this has already had a pro-

found impact on the way they perceive their roles. In the past, efforts focused to a large degree on pushing governments, business and institutions ever further and faster toward what was perceived to be the right direction.

Environmental groups now recognize that the change they fought to bring about has begun to take hold at all levels of society, and while the previous advocacy role is still legitimate, and in some cases necessary, they are increasingly re-directing their efforts toward collaborative problem-solving. This means forging and strengthening working relationships with other sectors, such as governments, institutions and corporations. It also means enhancing their capacity to educate the public so that awareness turns into understanding, and ultimately action at all levels.

While this may constitute a significant shift for some groups and their members, for others it is a natural extension of their involvement in the community. Although some may feel that the hard won credibility of environmental groups may be jeopardized by adopting new methods and approaches, I am not one of those. I believe that the leadership being demonstrated by environmental groups through co-operation and partnership is going to be recognized by community members. The road from Rio holds many challenges for all of us. What I have seen during my tenure as Minister of Environment, however, gives me every reason to believe that environmental groups in Canada are equal to the challenge.

THE HONOURABLE JEAN CHAREST is Federal Minister of the Environment.



# ENGOS and the Policy Process

Glen Toner

Canadian environmental groups employ a wide range of tactics in their attempt to influence the attitudes of Canadians, the practices of business, and the actions of governments. ENGOS *indirectly* influence the policy process by:

- 1) providing concerned citizens with a vehicle for activism;
- 2) acting as the conscience of society, and competing for values with other social forces;
- 3) using the media to popularize environmental issues, "whistle-blow" on polluters, and "educate" the public;
- 4) collaborating to establish networks of people from coast-to-coast and to generate working relations between large and small groups;
- 5) networking internationally to bring a Canadian focus to international issues and to make Canadian issues international; and
- 6) taking extreme positions to "broaden the scope of the possible."

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ENGOS participate *directly* in the policy process by:

- 1) participating in government consultations and media-tions;
- 2) serving on advisory boards, round tables, and task forces;
- 3) undertaking scientific research;
- 4) contracting with governments to deliver programs;
- 5) doing policy development research;
- 6) advocating ideas, policies and programs to ministers and officials; and
- 7) criticizing and/or supporting government programs and policies.

One of the strengths of the Canadian environmental community is its philosophical and organizational diversity. Indeed, the above tactics are combined in various ways in the strategies and day-to-day practices of the country's different environmental groups. While there are groups whose strategies involve the media-driven, high profile public confrontations, there are also those who sit down and negotiate with business and government representatives. While confrontational tactics were once a predominant characteristic, they are increasingly becoming merely another weapon in the ENGO

arsenal. This brief essay will focus on the tactic of ENGO participation in multistakeholder consultations.

ENGOS have long believed that decision making with implications for the environment should be accessible and accountable. For 20 years they have unrelentingly demanded to be consulted when governments are making policy, project, regulatory, or even program changes. In fact, the "culture of consultation" which is sweeping through the public and even private sector decision making processes, and opening up previously closed decision making systems, can, in part, be credited to ENGO pressure.

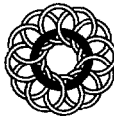
Governments and the corporate sector are now more open to the ideas and input of environmentalists than at any point in history. Indeed, it can be argued that this institutionalization of multistakeholder forums is the most significant innovation in the Canadian policy process in the past decade. Therefore, given their role in encouraging this institutional innovation, it is incumbent

on the ENGO community, even during difficult times, to dedicate the time and resources to make these consultations work.

Yet, like all institutional innovations, multistakeholder consultations have generated their share of frustration for those involved from all sides. While the decisions which emanate from multistakeholder forums ought to be superior, given that they contain the collective wisdom and consent of a range of stakeholders, there is also no question that the process of achieving them can be complicated and difficult. In other words, the strength of the multistakeholder process is that it can develop better decisions with broader "buy-in"; its weakness is that the complexity implicit to such processes may diminish the chances for success.

This is in part because the different actors will sometimes be in conflict over the material outcomes at stake — and sometimes those conflicts will be between governments, as well as between ENGOS and business. It is also in part because of the fact that in Canada, governments, labour, and business, as well as ENGOS, are very philosophically diverse internally. Hence, the positions taken by repre-

*Cont. on pg. 6*



# Strategies for Success in the 1990s

*We need to work together more effectively*

**Janine Ferretti**

**T**he world in which we work, as environmental group activists, is dramatically different than it was five years ago. Environmentalism is no longer a fringe religion, but a central value and motivating force in today's society. This is largely the result of the hard work of environmental groups over the past 20 years, coupled with the unfortunate realization that environmental problems are growing in number and scale. The heightened public awareness of the environment has provided much needed impetus for environmental improvement.

It brings with it, however, increased pressures to deliver concrete results. There is a risk that lack of significant progress will cause the pendulum of public opinion to swing from awareness and a willingness to act, to frustration, hopelessness and apathy. We have a responsibility to show that the money the public gives us is put to productive use and brings about results.

## Developing Solutions

This means we need to focus on developing solutions — pointing out that we have environmental problems is no longer the main objective. There are a number of strategic directions that must be considered in order to ensure that environmental groups remain relevant and effective.

First, we must overcome the difficult challenge of being overloaded with demands placed upon us by the public, governments, and industry. The number of requests to participate in initiatives and consultations, and to provide information, has mushroomed. Yet the resources of environmental groups have stagnated, if not dwindled.

Groups need to be discerning about the issues and initiatives they get involved with, and critically evaluate the potential benefits of their involvement. Concentrating on a few well-chosen issues will bring greater results than will a shotgun approach.

## Unique Opportunity

Second, it means having to work with organizations with which we have had little if any contact, or even those with which we have antagonistic relationships. The realization by industry and government that environmentalism is not a fad but a fundamental Canadian value has encouraged a number of industries and government agencies to begin to be more willing to be a part of the solution to environmental problems. This presents a unique opportunity to make significant progress on specific issues.

To take advantage of it, we must be able to identify allies where previously we may have only seen the opposition, and we must work with them. This strategy requires a certain amount of trust, and carries with it the risk of exposure to "greenwash". A miscalculation of motivation or commitment can quickly undermine the integrity of the initiative and the credibility of "partnerships" in general. Developing strategic alliances with business organizations, labour, native groups, and even government agencies, will require a strong sense of realism as an active ingredient.

Third, we must begin to add new sets of skills to our tool box of environmental activism. Most of the problems we face are more complex than before. There is less black and white to envi-

ronmental issues and many more shades of grey. We recognize that we need the skills to better define and analyze the grey areas.

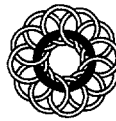
Furthermore, in the process of developing solutions, the inter-relationships of issues become more apparent; what seems like a good solution for one environmental issue, may add to another problem. Also, it is becoming apparent that the root causes of many environmental problems are rarely technical in nature and more often are economic and political. As such, we are finding ourselves increasingly addressing economic policies.

## Limited Resources

The scientific, economic, legal and technical skills that are required in order to make constructive and intelligent contributions to policy discussions are expensive. For that reason alone, few organizations have them. However, to remain a relevant participant in environmental problem solving, organizations will have to overcome the obstacles of limited financial resources to gain them.

Finally, environmental groups need to continue to draw on the strength to be found in the diversity of the environmental community. The hundreds of groups throughout Canada that work on environmental issues differ in geographic scope, size, focus, and approach. These differences are our strength. They allow us to cover much more ground and mobilize action at a broader level than we ever could as individual organizations. At a time when resources are scarce, this becomes all the more important.

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*Toner from pg. 4*

sentatives of the communities in a multistakeholder forum may not be fully reflective of opinion within that community. As we've seen time and again in Canada, there may not be a majority opinion within a community. This diversity, when injected into the decision making process, can make agreements difficult to achieve.

It would appear that despite some successes over the past five or so years, and despite an emerging sense of what is involved in consensus decision making, each multistakeholder forum has to experience its own lifecycle of making mistakes, fighting, learning, and bonding, before progress is achieved. That is because in each case a process of trust building has to develop before progress is possible. People have to get to know each other, at least somewhat, before they can relax their stereotyped preconceptions. They also have, in each case, to negotiate terms of reference for the consultation that all actors can accept.

Even though we are still at a relatively early stage in our experience with multistakeholder consultations, there

seems to be little doubt that this is the way of the future. It would be hard to imagine going back to the bad old days of closed, unilateral government decision-making, with ENGOs standing on the outside throwing rocks.

Governments, then, have the responsibility of taking these consultative exercises seriously and giving their products/outcomes a prominent role in government policy. Business and labour have the responsibility of articulating their concerns and modifying their behaviour, if necessary, to comply with the outcomes. ENGOs, for their part, have the responsibility of providing representatives with the right technical backgrounds and organizational weight to ensure that ENGO concerns are well represented and contribute to success.

After all, the environment is a quintessentially shared responsibility and all social units will have to do their part to achieve sustainability.

GLEN TONER is an Associate Professor in the Department of Political Science and the Graduate School of Public Administration at Carleton University.

*Ferretti from pg. 5*

While we, as environmental groups, have worked together on issues in the past, there is now a need to work together more effectively and strategically to capitalize on the varying niches we occupy as individual organizations in the larger community of the environmental movement. This, in effect, will mean greater specialization among groups in terms of issues, approaches and skills. But in order to be effective, specialization will have to be complemented by greater co-operation.

The first phase of the environmental battle was about awareness; the second is about solutions. In order to effectively identify and participate in the development of solutions, environmental groups need to add to their arsenal new skills and strategies. The relevance of our organizations, and the survival of the environment we work so hard to protect, depend on it.

JANINE FERRETTI is Executive Director of Pollution Probe, and is a member of the Ontario Round Table on the Environment and the Economy.

# The New Environmentalism

**Tom McMillan**

**L**ike the old gray mare, the environmental scene in Canada ain't what it used to be.

When I served as Opposition Environment critic back in the early 1980s, the environment portfolio was a junior ministry, environmental issues did not often grab front-page news headlines, and most environmental groups were shoestring operations.

By the time I myself had left the environment portfolio in December 1988, everything had completely changed. The environment rivalled the economy as the major public concern. Environmentalists

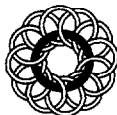
were getting as much media attention as politicians. And the Minister of Environment had a seat in the inner-most sanctums of government — including the Cabinet's all-powerful Priorities and Planning Committee. No less a personage than the Prime Minister's hand-picked Quebec Lieutenant, Lucien Bouchard, succeeded me as Environment Minister. In politics, and across the country, the environment had come of age.

No single factor can explain this political and social metamorphosis. Catastrophes, such as Bhopal and Chernobyl, dramatically increased public awareness of environmental mismanagement. Science was

steadily expanding people's knowledge not only of the problems but also of their dire consequences. Increased public understanding of the link between the environment and human health was causing particular concern — witness the growing market for bottled water.

The irony is that, now that everyone wants to be considered an environmentalist, the very people who deserve credit for bringing about this sea change in public awareness — the career environmentalists — are having great difficulty these days coping with what they themselves created. In contrast to the glory days of the movement, the job currently requires the professional environmentalist to do much more than simply raise hell about pollution, about the polluter, and about the politicians who refuse to act.

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# ENGOS and Business: Toward a New Relationship?

**Francois Bregha**

**T**he 1980s witnessed an important shift in the strategic orientation of some of the most influential Canadian ENGOS. For most of their existence, ENGOS have looked to government to redress perceived environmental ills; as owners of Crown land and most natural resources, and controlling the most important policy levers, governments were seen as the natural leaders in setting environmental policy. Government budgetary restraint, a growing appreciation of the limitations to government action, and the private sector's increasing recognition of environmental values, have led ENGOS to rethink their strategy. Today, ENGOS are less inclined to rely on government intervention and many are willing to contemplate the use of market-based instruments. Some, such as Energy Probe, are strong advocates of market approaches to environmental management, including privatization.

The basis for closer co-operation with business was established through several developments, including the successful multistakeholder processes of the 1980s (e.g. round tables on environment and economy), the changing attitudes of many corporations and industry associations (some of which have embraced environmental protection as a core element of their business strategy), and the greater economic conservatism of the 1980s.

This new relationship is evident in the partnerships several ENGOS have established with business. An example is the creation of the New Directions Group. New Directions was founded in November 1990 by a group of 22 business and environmental leaders.

In September 1991, the group presented the federal Minister of Environment with a consensus plan — which the Minister has agreed to implement — to reduce and eliminate the emissions of toxic substances.

Over the next few years, one can expect the previously sharp lines between business and ENGOS to become

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*Over the next few years, one can expect the previously sharp lines between business and ENGOS to become blurred, as their mutual interests become apparent.*

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blurred as their mutual interests become more apparent. Many businesses are changing their practices and encouraging this convergence. An environmental industries sector has emerged and is growing rapidly. Many companies are aggressively "greening" themselves, promoting the three 'R's, educating their employees about environmental protection, and publicizing environmentally sound business practices (e.g. the Financial Post's awards for environmental excellence).

**F**or their part, the financially successful ENGOS are already largely run like businesses, with professional marketing and recruitment campaigns. Some ENGOS are willing to capitalize on their high public credibility by lending their name to a product or a service offered by business in return for a fee. Some groups already deliver programs on contract to government. Many increasingly sell their services. At least one ENGO (the Rawson Academy of Aquatic Science)

has spun off a for-profit consulting arm.

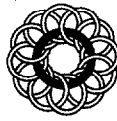
As ENGOS help shift the public debate from "whether to protect the environment" to "how to promote sustainable development," many are finding that the strategies and skills on which they have traditionally relied no longer serve them. More than ever before, they need in-house scientific and policy expertise to address technical questions related to regulatory design, market based incentives or atmospheric chemistry, for example. Although the leading ENGOS are developing this expertise, their thin finances seldom allow them to stick to

an issue from start to finish. Since it can take years to resolve major issues, this lack of staying power is a major constraint to their effectiveness.

If a more open relationship with business is creating new opportunities for the ENGOS willing to seize them, it also raises the risk of co-optation and a resulting loss in public credibility. The ENGOS who are willing to experiment may find that they alienate their core constituency and lose the moral high ground which has been so effective in the media. The biggest risk may be financial. Because fund-raising is such a competitive and increasingly crowded field, the ENGO working quietly behind the scenes with business and government in resolving a policy issue may see its financial base eroded by groups less willing to compromise: it is easier to raise funds by presenting issues in black and white and appealing to emotions than by arguing the virtues of sustainable development or a multistakeholder consultation process.

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# Cash Flow, Ozone, and Church Basements

## *Friends of the Earth Turns 15 and Survives Adolescence*

**Mike Robinson**

**T**hree years ago, when I joined the board of Friends of the Earth, the Ottawa-based ENGO with 14,000 members and revenues eclipsing \$1 million, I envisioned pitched debates on the linkage of science to activism and the creation of new national campaigns on topics like sustainable agriculture, community-based forestry and the Atlantic cod fishery.

Instead, I have poured volunteer hours into such arcane matters as copyright law (we published a book without copy-right agreement with the author), directors' liability (the author threatened us with a lawsuit), trust fund creation (we tried to steward our hard-won cash surplus), trust fund expenditure (we had to spend our trust fund to keep the doors open in 1992), and management theory (moving from a top-down style of management to a more participatory style). All the while, we bravely continued with campaigns on ozone, global warming and climate change, and Global ReLeaf, and prepared for and attended the United Nations Conference on Environment and Development (UNCED).

By mid-1992 it became clear that we could not afford 15 staff and so we laid off eight people. This happened four months after a grassroots budgeting exercise in which all staff and the executive participated, and in which we had convinced ourselves that our \$1 million revenue projections were as rock solid as IBM or Wang Labs or Euro-Disney. Today we are forecasting \$500K in revenues and \$500K in expenditures on well honed and well delivered campaigns.

The new executive director, Susan Tanner, the chair of the finance and administration committee, Tamara Johnson, and I monitor monthly financial statements like members of a family-owned small business whose livelihoods are at stake. We have a modest line of credit with the Royal Bank of Canada and much of our executive committee conference calls (no more face-to-face board meetings every six months in Ottawa, Calgary or Montreal) are devoted to cash flow management. We are proud of the fact that we have no deficit, and live well within our means. We are practising sustainable organization management.

In the face of all this, some would argue that FOE has gone from the church basement to the boardroom and back to the church basement in three years. In one sense, they are right;

in another they are wrong. The strong core of our membership remains, our campaigns (trimmed to ozone and Global ReLeaf) continue, and Susan Tanner is reshaping and refining our reputation for substantive and practical critiques of federal policy. We are active in the national stakeholders group monitoring Canada's commitments made at UNCED. In short, the band plays on, perhaps minus the percussion section and lacking a few horns.

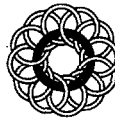
Our detractors lament a loss of the old pit-bull spirit. Some departed board members despair for what might have been. Some members have declined to renew their annual memberships because of a general sense that we have lost our critical mass. In spite of it all, we continue, and this year we turn 15.

I think we continue because Canada's geography demands an effective Ottawa-based ENGO, because the national media needs quick, authoritative counter counsel to offset daily government press releases, and because some campaigns (and ozone is a prime example) must be truly national in scope. In addition, Canadians are increasingly wary of the environmental consequences of globalization, free trade, and the corporatist agenda of top-down economic control for the first world and grassroots poverty for the third world. I truly believe that if FOE ceased to exist this Friday it would be reborn on Monday, probably in a damp church basement somewhere in Ottawa. The key to FOE's persistence in the face of all perils is simply that it is the institutional embodiment of a good idea.

**S**o where do we go from here? I think we stick to what we do well, continue to fill our Ottawa niche, draw on the idealistic and knowledgeable commitment of our staff and national board, and encourage our members to seek personal, family and local solutions to environmental problems that too often seem beyond the reach of federal solutions. We also need to share our experience and tools with other like-minded ENGOs. This sharing can take the form of fax machines, direct mail consultants, office space, research services, campaign strategy, and board networks. And, too, we can share in our vision of a world that cares for both people and the ecosystem that is our home.

MIKE ROBINSON is Executive Director of the Arctic Institute of North America at the University of Calgary, and is President of Friends of the Earth.





# Grassroots Resurgence

## *Challenging the Status Quo*

**Lois Corbett**

**T**he summer of 1988 seems like a long time ago now. Environmental protection was at the top of everyone's "to do" list, memberships in the environmental organization where I worked were growing steadily through the efforts of our door-to-door campaigns, and no one thought governments were doing enough to protect the planet. And it was hot. The oceans were spitting up needles and plastic bags, making the beaches no haven for the sweaty masses.

The public response to environmental issues in the late 1980s took a lot of people by surprise. Politicians hadn't been briefed. Bureaucrats weren't used to audiences demanding answers. And mainstream environmental groups, happy at first to write out more and more charitable receipts for new donations, were not up to the challenge of mobilizing their new members.

### **Community groups**

But the Canadian environmental movement can take credit for one overwhelming success: the past few years have seen a dramatic increase in the number of local, community-based grassroots groups. The groups are all different, serving in many cases as a response to a particular environmental threat — a hazardous waste incinerator, a coal-fired generating station, or a massive hydroelectric dam. Others form in communities to fill a void, taking on a number of environmental issues through volunteer committee work.

The new grassroots movement participants share two things: a growing awareness of widespread environmental degradation and a solid belief that government, and industry, will not

protect their environmental interests. And their very existence proves one mainstay of environmental activism, that people have to work if they want to change the world.

The grassroots environmental movement in Canada challenges the status quo in government, industry and the established environmental movement. Federal and provincial governments and their officials are used to working with mainstream groups who have full-time staff and large memberships. They aren't as prepared to deal with people who storm out of some meetings and picket others. One federal bureaucrat once told me that Environment Canada couldn't have these sorts of people at consultations on legislative initiatives, as their presence wouldn't further the department's or the movement's agenda. It seems they are too unpredictable.

Corporate officials are no better off. The blue suits and briefcases of the corporate world seem ill-prepared to deal with the onslaught of blue-jeaned angry people. The soothing technobabble of industry environmental vice-presidents falls on deaf ears. They saw the grassroots people as too unreasonable.

Representatives of some mainstream, and more conservative, environmental organizations don't know what to do with their newfound allies. The members of grassroots groups often look to established environmental organizations for advice and solidarity which, for the most part, they receive. But many community activists in Canada have been told that large groups "don't get involved" in local issues. And some members of the environmental movement elite actually avoid contact.

To them, grassroots groups are embarrassing and disorganized.

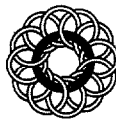
The reaction to the upswell in grassroots environmental organizations from a few nervous government, corporate, and mainstream environmental group officials shows how little powerful people have learned about public participation in the past few years. It shows a lack of understanding of grassroots organizing, a patronizing attitude toward their neighbours, and an inadequate analysis of the movement's potential.

### **Common Sense**

Grassroots groups across Canada share characteristics including the capacity to tap local knowledge and resources, to respond quickly to problems, and to present creative solutions to those problems. Grassroots groups aren't unpredictable — they just don't nod their heads in agreement all the time. Grassroots groups are not unreasonable — most are made up of very practical people who can actually recognize a solution when they see one. And if they don't believe what a corporate representative is telling them, well I think that shows a lot of common sense. And if grassroots activists sometimes embarrass mainstream environmental workers — well, great.

The grassroots environmental movement in Canada holds, I think, the potential for real environmental change and survival. The environmental movement in Canada will only grow stronger and more vibrant when grassroots groups work with the larger organizations and actually influence their policy decisions. Some of the country's mainstream groups have worked with community activists for years, and others, known more for parachuting into a local community and leaving after a few days of banner-hanging, are changing to include more and more local groups in their decision making and planning. There is a democracy of

*Cont. on pg. 10*



*Bregha from pg. 7*

ENGOS therefore face difficult challenges as they enter the 1990s. Most continue to struggle financially. The "greening" of government and business is making many of the strategies they have pursued obsolete. The emergence of the sustainable development paradigm is forcing ENGOS to be much more explicit in addressing environment/economy linkages and face new issues such as competitiveness and trade. Powerful existing organizations, such as research institutes, are entering the arena and challenging the ENGOS' former near monopoly on public analysis of environmental issues. ENGOS will need to adapt to these changed circumstances if they wish to remain a constructive voice in the environmental debate.

FRANCOIS BREGHA has worked with ENGOS and the federal government. He is currently a partner in Resource Futures International.

*Corbett from pg. 9*

sorts working within the environmental movement, and it can only get better.

The grassroots environmental movement will take Canada into a brave new sustainable world. By exchanging their ideas and their solutions, local groups will become the backbone of the nation's environmental movement. Most grassroots groups in Canada don't spend a lot of time or energy defining sustainable development — they just do it. They have bridged the gap between theory and action, and can offer real world solutions as opposed to academic environmental philosophizing, because their members work in the woods, farm in the fields, and fish in the oceans.

LOIS CORBETT is a freelance writer living in Toronto. She was formerly Executive Director of the Ecology Action Centre in Halifax.

*McMillan from pg. 6*

The activist is now actually expected to participate in solving the problem. Confrontation has been supplanted by consultation. Roundtable-type approaches have blurred the previously sharp distinction between actor and critic. For the megaphone environmentalist, the theatre is a lot less fun than before. Some have yet to adjust to the change.

*Globe and Mail* columnist Jeffrey Simpson has written: "In the age of the interest group, almost any demonstration, press conference, or other manifestation of discontent, will be seized upon by the media to flog the government of the day." To me,

***The environment is too important for political and ideological games.***

Simpson's comment applies in spades to the old-style rabble-rousing environmentalist who cannot or will not adapt to the public's new expectation that social activists be more than shrill or strident critics. Like Margo Channing, the aging Broadway queen in the classic film "All About Eve," these people are fast losing their lustre. What sparkle they have left is more bitchiness than brilliance. But they fail to realize that the buying public has little appetite for what once passed for magic.

Since moving to Boston in late 1989, I have been struck by how much more temperate American environmental groups are on issues. To be sure, they can be scrappy and punchy when required, but the object is to advance their position on the issue, not to score cheap shots — let alone bootleg partisan ideology — in the name of the environment.

Perhaps the difference in approach is a question of maturity. U.S. organizations like the Sierra Club (founded in 1892) and the National Audubon Society (founded in 1886) have been around for a very long time. By contrast, in Canada, Pollution Probe (1969) and Friends

of the Earth (1978), for example, are still young.

Whatever the reason, the major U.S. environmental groups take a much shrewder approach to the issues and to membership recruitment alike. They eschew partisanship and policy absolutism in favour of building the broadest possible constituency for the environment. These groups know the politics of exclusion serves only to marginalize them.

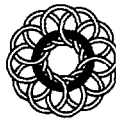
The best of Canada's own environmental groups — for example, the World Wildlife Fund, the Canadian Nature Federation, the Canadian Wildlife Federation, the Nature Conservancy of Canada, and (at the provincial level) the Island Nature Trust — take this same "big tent" approach.

They encourage everyone, regardless of their political or ideological orientation, to join them in helping to save the planet. That's why such groups are going to be around long after others have faded into obscurity.

More and more, the environmental groups who seek to build the broadest possible public constituency will be the ones the country's leadership and the public at large take seriously. The others will be ignored. And they will deserve to be, for the environment is too important for political and ideological games.

Every citizen of planet earth owes a huge debt to environmentalists who laboured selflessly in earlier times, when the cause required equal measures of courage and perseverance to compensate for lack of widespread public support. Now that the cause does enjoy a near-universal following, it behooves environmentalists to embrace the politics of inclusion. By definition, a true populist movement cannot do otherwise.

THE HONOURABLE TOM MCMILLAN, Canada's Consul General to New England, is former federal Minister of Environment.



# Preparing for New Challenges

**Julie Gelfand**

**T**here are several issues and challenges that the environmental community will face in the next 10 years, but I will touch on only a few in this article.

**Tolerance** — Environmentalists in the 1990s will have to be increasingly tolerant of different approaches to solving our critical environmental issues. This is because the environment is now everyone's issue, not just the domain of the "environmentalist".

Many Canadians now consider themselves environmentalists. Some in the ENGO community will find this difficult to accept. Unless you are an environmentalist as defined by certain segments of the environmental community, you are not a "true" environmentalist. There is still a "greener than god" attitude on the part of some environmentalists, who believe that if you do not think and act as they do, you are not worthy. This attitude will have to change as all sectors of society (government, corporations, youth, labour and church groups) take the environmental issue to be their own. Everyone has to get involved and environmentalists will have to accept and tolerate all kinds of different forms of environmentalism.

**Public support** — Environmental groups face a tremendously difficult challenge in raising funds in these recessionary times. The main fundraising vehicle has been direct mail.

However, direct mail uses a lot of paper, which is often seen as wasteful. Many people do not like the alternative, which is telemarketing but, to date there are few other effective alternatives for charities to raise funds and get memberships.

In order to raise public support, groups often have to choose issues which grab

people's attention. But, working with corporations or governments to develop workable solutions to environmental problems does not usually grab attention. This does not help to encourage ENGOs to work with other sectors of society.

As well, the message in the direct mail packages is usually one of "gloom and doom". While it raises money, it wears on people. ENGOs have to start explaining to people what they can do as individuals to make a difference. And they have to celebrate the success stories. The ENGO community has a lot to learn about how to present issues in a way that does wear down the public or make them feel guilty.

Several friends have told me that they do not donate money to environmental groups anymore because "it is always the end of the world," or "I have green guilt...I feel guilty about being alive." These messages will not help garner public support, nor will they help change people's behaviour, which is ultimately our goal.

**Why are there so many different environmental groups?** — This is a question asked over and over again by the donating public. It is difficult to understand why there are many groups doing what is viewed as the same thing. ENGOs will have to differentiate themselves better in the public's eye. But we will also have to work more closely together in the future as well. We need to develop joint projects and share resources. Maybe there will have to be mergers in the future.

**Consulted to death** — ENGOs have long asked to be part of decision-making processes. We are now getting our wish. The only problem is that everyone wants to consult with us on

every environmental issue. This problem is not unique to ENGOs. Business and association representatives are complaining about the same effect.

Consultation becomes difficult for certain ENGOs in tight financial situations. Often there is no payment offered for the advice provided by the environmentalist, yet the consultants hired to facilitate the consultation processes are often highly paid. Many ENGOs will request and even demand per diems in exchange for their advice. It is a fair request which puts a real value on the advice of the public interest representative.

The other problem related to consultations is that ENGOs often do not have the resources for the scientific and research back-up that is required in technical consultations. As environmental issues become increasingly complicated, and as the corporate sector is able to put more resources (human and financial) into solving the issues, it will become increasingly difficult for environmental groups to keep up.

**Management skills** — Environmentalists often preach that they know the answers and that the business community must learn from them. But there are some issues where the environmentalists should be learning from the business community, especially when it comes to running efficient and effective organizations that achieve results. This is especially true in the area of strategic planning and human resource management, areas which are often not a priority of ENGOs, but which have a tremendous impact on effectiveness. Issues related to morale and financial stability are often seen as a low priority, because they do not help save the planet. But this is the fallacy.

*Cont. on pg. 20*



# The Need for a Collective Voice

## *One Big Environment Movement*

Dick Martin

**W**ithout a doubt, the powerful big lobby strategy for political action is a reality in Canada today. Developed in the U.S. in the 1960s and 1970s, it hit our side of the border in the early 1980s.

The uncontested master of the strategy is the powerful and successful Business Council on National Issues (BCNI). Among their coups they can list the passage of the Canada/U.S. Free Trade Agreement. They also succeeded in having the Manufacturing Sales Tax abolished in favour of the G.S.T.

Another graphic example of the big lobby is provided by the multinational pharmaceutical companies who successfully drove through Bill C-91, which clearly was in their interest in every way.

How have these powerful lobby groups overcome strong public opposition and ensured the passage of their legislative proposals?

**O**ne not insignificant reason is the fact that these lobby groups have been financed by constituents who represent the most profitable corporations in North America and the world. However, just as important, these representatives of multinational corporations have learned about collective action. They will subjugate their individual corporate agendas and egos to the overall interest of all their corporations. They have learned to speak with one voice and to back up their demands with corporate action at the regional and national levels.

All of this does not mean that individual corporations cannot pursue other issues through separate lobbying or political action. Many, if not all, of the members of BCNI also belong to the Canadian Manufacturing Association, the Canadian Chamber of Commerce, the Cana-

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*The environmental movement stands out as one group that really does not have a national or, for that matter, a regional collective lobby group.*

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dian Bankers' Association, the Canadian Chemical Producers' Association, and other employer lobby groups.

Neither is the phenomenon restricted to corporate interests. Organized labour has often joined with other organizations to push for or against particular legislation. Really, when one thinks of it, there are very few business, professional or cultural groups who have not organized into lobby groups to try to further their interests.

The environmental movement stands out as one group that really does not have a national or, for that matter, a regional collective lobby group. That must change if those of us that are really concerned about the environment want to be truly effective in making positive environmental changes.

Oh sure, the environmental groups exchange information — sometimes they even co-operate — but it cannot be said that they work in unison, burying their pet environmental issue in favour of the

overall strategy. Individual environmental groups are always vying for very scarce government dollars and competing with each other for private dollars. From time to time they even engage in public fights, never mind the private fights that go on. All of this is very unproductive and renders many of their individual objectives unobtainable.

Calling it an environmental movement is really a misnomer — it is more like environmental anarchy. This can only be corrected by creating what I term "One Big Environmental Movement" bringing organization where much chaos exists, revenue where poverty exists, and real political punch where fly-swatting exists.

**T**his does not mean that individual environmental organizations cannot continue but they will simply become part of a larger, stronger organization that can and will make our collective voices heard.

The environmental problems that we face, as citizens of the earth and as citizens of Canada, are so large and so complex, and the anti-environmentalists are so strong, that I see very little alternative but for us to start building our own umbrella environmental group.

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DICK MARTIN is Secretary-Treasurer of the Canadian Labour Congress.



# ENGOS in Transition:

## *Challenging Times, Changing Tactics*

George Miller

*The gods punish us*

*by granting our wishes.*

**S**o the battle is won: what do we do now? I suppose most environmentalists would be reluctant to declare total victory in the war against environmental degradation. But the struggle for the hearts and minds of Canadians is largely finished. While economic concerns occupy the top-of-mind position among many Canadians just at present, environmentalism remains a core value to the majority. In business and industry, a revolution is occurring that will result in new policies, practices, and management systems for continuous environmental improvement. And certainly governments at all levels have been energized to propose ambitious green agendas.

No matter how impatient individual environmentalists may be for visible and documented solutions now, the movement as a whole must accept that its efforts have been successful in sensitizing society and initiating action. It may be some time before the effects are felt throughout the system. Ultimate solutions may require heavy investments or new generations of technology. However, it is abundantly clear that there will be no turning back.

Does this mean that the environmental movement should pack it in? On the contrary, there is a continuing need for involvement by knowledgeable and concerned individuals. But changing circumstances call for new strategies. The tactics that were so effective in raising consciousness may not be the most useful in the search for solutions. Indeed, continued confrontation and the appeal of emotion over reason may be counterproductive at the present stage. A new approach is essential.

ENGOS have demonstrated their power to sway public opinion and influence policy, both public and private. But with power comes responsibility and accountability. Having sensitized Canadians to the problem, mainstream environmental groups are fast becoming part of the solution. The transition is both necessary and timely.

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*If ever there was a time for  
men and women of good  
will to work together for  
common goals, it is now.*

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Canadian society is undergoing profound changes. At the moment when Canadians have become committed to a sustainable environment, many have lost faith in their country's future. Canada is trying to find its way in an inhospitable world. Our ability to compete in a global economy is tenuous, threatening Canada's capacity to survive as a prosperous nation. Our youth are facing an uncertain future. Our institutions are in disrepute. We are consumed by regional and factional rivalries. Single issue politics has made Canada virtually ungovernable, and we mistrust our leaders. If ever there was a time for men and women of good will to work together for common goals, it is now.

The environment, because of its strong appeal to most Canadians, can serve as a unifying principle in Canadian life. In the post-Brundtland world, Canada has shown ingenuity and skill in creating consensus around the concept of sustainable development. We are in the process of inventing new structures (such as the NRTEE) based on mutual trust and respect. This is the time for

all sectors, including business, to apply the same principles to rebuilding a society that can satisfy the economic, social and environmental needs of its people. If we can co-operate on the environment, we can learn to co-operate in the pursuit of other essential goals.

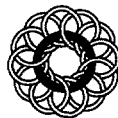
Shrinking financial support is of concern to ENGOS. It is undeniable that the resources of governments and other sectors are stretched thinner and thinner (I can attest that it is equally true for industry associations!). Nowadays, the concept of value-added seems to determine whether an organization can obtain the support it needs to survive. To add value not available elsewhere, it seems to me that the environmental movement must remain as a public voice for the environment while developing real expertise in the science of specific issues, in the technology of specific industry sectors, and in the geopolitics of the environment.

The credibility of environmental groups will increasingly depend on their ability to debate the broad range of issues that enter into realistic solutions to environmental problems. The internationalization of environmental networks will also demand greater expertise. All these factors will probably result in additional specialization, retooling, and possibly rationalization on the part of Canadian ENGOS. A more coherent structure may emerge.

Like every other sector, the environmental movement will be transformed by these changing times. But I am convinced that it will emerge more effective than ever as a contributor to solutions.

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GEORGE MILLER is President of the Mining Association of Canada.



# The Environmental Movement in Quebec

## *From Pollution Prevention to Sustainable Development*

**Jean-Pierre Drapeau**

**I**t was in the early 1970s, in the lead-up to the 1972 International Stockholm Conference on Man and the Environment, a period during which the international community began voicing concerns about the state of the environment, that the environmental movement gained increasing momentum.

During the 1970s, environmental groups in Quebec, like most environmental groups elsewhere, focused their attention on the direct effects of pollution and denounced the companies responsible for it. Today, more than 20 years later, we could say it was an age of confrontation and protest.

Two pioneer environmental groups, which are still active today, were founded at that time: the Société pour vaincre la pollution (SVP), with its well known president, Daniel Green, and the Society to Overcome Pollution (STOP), whose founding members included Bruce Walker.

### **Age of Conservation**

In the late 1970s, while the industrialized countries were facing an energy crisis of unprecedented proportions, a new school of thought emerged. It underscored the finite nature of the planet's resources and promoted the conservation of energy and natural resources. We realized that it was no longer enough to simply combat pollution, but that efforts had to be made to address the global causes of environmental degradation and to base resource management on principles of conservation.

Following the publication of the World Conservation Strategy, groups and individuals in Quebec joined forces to establish the Union québécoise pour la

conservation de la nature (UQCN) and founded the magazine FRANC-NORD (which would later become FRANC-VERT). The leaders of UQCN in its early years are now prominent, highly respected members of Quebec's environmental movement. They include Harvey Mead, Luc Gagnon, André Delisle, Yves Bédard, Nathalie Zinger, Benoît Gauthier and Manon Lacharité, to name a few.

### **Important Role**

Other groups also attracted public attention through their concrete initiatives. In 1988, the Fondation pour la sauvegarde des espèces menacées, headed by Jacques Prescott, organized the Forum international pour la survie du béluga in Tadoussac, to encourage organizations in the field to work together and to take charge of the management of a natural resource that played an important role in the social and economic development of the region. 1988 was also a year of achievements for the Association québécoise de lutte contre les précipitations acides (AQLPA), led by such prominent environmentalists as André Bélisle, Yves Guérard and Normand Bergeron. The objective of this group was to increase public awareness of the problem of acid rain.

In the late 1980s, a new school of thought emerged, inspired by the work of the Brundtland Commission. With the publication of the Commission's report, many environmental groups in Quebec shifted their focus to major global environmental problems, such as acid rain, greenhouse gases and the depletion of the ozone layer. They recognized that the achievement of sustainable development, by reconciling the economy and the environment, was

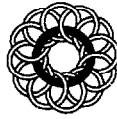
the only way these problems could be solved, both at the local and world levels.

Debates were held to an increasing extent in an attempt to achieve co-operation among proponents and interest groups. In its January 1991 issue, FRANC-VERT (which I had the honour of heading from 1987 to 1992) published a special supplement entitled "Le Québec vert de l'an 2000", in which representatives of various interest groups (business, unions, environmental groups) described their vision of Quebec's future in terms of the environment and sustainable development. Since then, FRANC-VERT has regularly published articles on issues of sustainable development that have provoked heated debate: population growth, seal hunting, energy and so on.

### **Scientific Involvement**

The 1990s will be characterized by the involvement of scientists who take up the call of the Brundtland Commission. In Quebec, the Groupe de recherche appliqué sur la macro-écologie, whose founders include Luc Gagnon and Yves Guérard, is increasingly speaking out on global environmental issues, backed by detailed research papers. Prominent scientists and environmentalists (Pierre Dansereau, Pierre Bourque, Jacques Prescott, Yves Guérard, Francis Cabot and Jean-Pierre Drapeau) recently announced the creation of the Union pour le développement durable, aimed at promoting a forum for scientific and intellectual exchanges on development in Quebec and throughout the world. The Union also hopes to set the record straight and re-establish Quebec's reputation as an environmentally re-

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# The Diversity of Truth

*We need to recognize that truth has many sides*

**Leslie Whitby**

I always thought that I was a member of the environmental movement, but that perception was shattered when I joined Environment Canada in 1983. Suddenly, members of the groups with whom I was once associated were ascribing different values as to why I was doing my job. They referred to themselves as the environmentalists, not recognizing that most of Environment Canada's employees shared the same vision for this precious planet. These perceptions raised artificial barriers — not just between government and environmental groups, but among all of us who were concerned about the environment. Over the years, it has taken a lot of work to take those barriers down — to learn to communicate, to work together, and to trust each other.

Environmental groups have always been important components of the work I have done in government. There was a time in government when bright, young people entered on a regular basis, renewing the public service with new ideas, methodologies and perspectives. Today, the opportunities to attract new people into the public service are limited.

One avenue for government to access these new ideas has been to improve the working relationship between government and the environmental groups. Members of the environmental groups do bring a different perspective to issues and policy development. Governments need that perspective.

Given the distrust with which most Canadians view their institutions, it is very easy for people in government to become isolated from the people. Environmental groups, especially those at the local level, work much more

closely with individuals and communities, knowing the problems they have and the kinds of solutions that are likely to succeed. That perspective is critical for government to access if the policies it develops are to address the solution. Student and adult education, community awareness, transfer of knowledge and know-how — these activities are the strengths of the groups and they enjoy tremendous credibility with the public. Joining forces works for us all.

We each bring to the issues our own perspective, based on our own experiences. We may share a similar vision, but we don't always agree on the facts, the impacts, the costs, the priorities or the social values that need to be addressed in the solution. That does not mean that we attempt to co-opt each other into the solution. Rather we need to recognize that truth has many sides, and not just one.

It is the understanding of each others' views that leads to the richness of the solutions we have today — solutions that incorporate the values and perspectives of each. The ecosystem flourishes on diversity, and so do the types of solutions that we produce together. Science and facts can narrow the differences between us but it is the diversity of our values that binds us together as a society. It is the diversity of our ideas that allows us to move forward.

But warring factions — whether they be nations or families — cannot take advantage of the multitude of opportunities before them. I think over the years that I have been able to witness a major change in all members of the environmental movement, from confrontation to collaboration. No one

in government would think today to design a broad solution to any environmental issue without the input of environmental groups. Other stakeholders feel the same way. And often the environmental groups insist on full stakeholder participation, not one-on-one consultation. It is a relationship that has built over time, built upon successes as viewed by all parties — a relationship that makes it easier to tackle more and harder problems, to branch out into new fields, to learn together and to share.

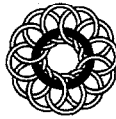
I think that it is this strong relationship that makes us unique as Canadians. It has led to our co-operative method of problem solving and decision-making in the environmental field. As borders change, with the globalization of markets and our environment, it is the strength of these relationships that makes us unique, not necessarily the institutions that house them. Often informal, our joint decision-making has produced results that are known and respected internationally. The international interest in the Canadian experience, I believe, is really an interest in the building of the partnership and the support that we each show for working together.

As we look to the future, I think it is the quality of this relationship that will keep us at the forefront of action in the environmental field, and it will spill over into others. Leadership is mobilizing that diversity of truth towards our common goals - and thriving on it. We may not have set out to achieve leadership in this way, but we have.

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# Accepted and Expected at Last — But at What Cost?

**Beatrice Olivastri**

**P**ush the rewind button and look at the ENGO situation in the 1970s. Government officials could, and did, slam their doors on representatives of the "public interest". After all, they, the government officials, were employed to represent the public interest. Why should the machinery of government halt long enough for the radical fringe to spike its wheels?

Now push fast forward and look at the ENGO situation in the 1990s. Not only are representatives of ENGOs invited to participate in a rapidly growing number of consultations, their participation is considered vital to the development of sound public policy. The input of environmental groups is courted by government, and now even some business leaders, to provide insights, contribute research, and assist in decision making around a list of initiatives that, for federal agencies alone, runs some 42 pages in length.

What a shift, evolving slowly, year-by-year — but profoundly, if you take a 20-year view. And it is still changing. One might presume that, having attained a state of acceptance — even expectation — the role of ENGOs is secure as a force within environmental decision making in Canada. Instead, ENGOs are now facing questions about their basic survival. Is it not ironic that at the very time their ability to provide constructive alternatives and insights into the planning and governance of our country is recognized, their very future is in question?

With their existing support base, few ENGOs can afford to spend much time in consultations. I believe that, by and large, ENGOs in Canada are supported

by their memberships and sponsors to do the same job they did 20 years ago — raise issues and public consciousness about the environment and the impact of humans upon it. When we send our cheques to our interest groups of choice it's to help them carry on their leadership in a highly visible way.

I would argue that we are perpetuating a mismatch between what we, as indi-

governments should provide ENGOs with a comprehensive package of support mechanisms, based on the acknowledgement that participation in the development of public policy has become integral to democracy.

Some elements of this already exist in the funding programs now in place to support costs such as travel expenses for participants in some consultations.

Intervenor funding is also in place in some situations. But new resources are needed to enable ENGOs to contribute effectively to consultations. This could include resources for research, and salary replacement and child care expenses for those engaged in consultations.

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***If we as society expect ENGOs to play a contributory role, then society... should allocate sufficient resources to ENGOs to allow this function to be performed well.***

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viduals, support ENGOs to do and society's growing demands on their time to contribute to a balanced agenda. If we as society expect ENGOs to play a contributory role, then society, through the mechanism of government, should allocate sufficient resources to ENGOs to allow this function to be performed well.

**H**owever, this role, while long sought, should only complement the traditional leadership role of ENGOs that is founded on independent and alternative thinking and action research. This latter type of leadership should be supported, albeit much more strongly, through personal contributions and sponsorships.

Those who represent the public interest through bona fide organizations must expand their base of existing support to ensure their survival — not replace their funding with government resources. Having said this, I believe that

Today's challenge of environmental leadership is somewhat different than 20 years ago. It's less reactive and more strategic in vision. Unwittingly, this strategic vision can be compromised by the increasing number of consultations. They tie up scarce time and resources in a homogenizing exercise, otherwise called consensus building, that leaves little support for innovation and strategic thinking. Without this, consensus building can only achieve the lowest common denominator in agreements.

Will it take us another 20 years to strengthen the independent support base of ENGOs? Means must be found which do not divert membership funds and yet allow our society to benefit from ENGOs' contribution to shaping public policy.

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BEATRICE OLIVASTRI is a consultant specializing in sustainable development policy. She is a founder of the New Directions Group.



# Generosity, or Just Good Intentions?

**Jill Palmer**

Canadians' support of charity encompasses all realms — from the arts and culture to health, social welfare, education, religion, sports and recreation, international aid, and the environment. Our outlook toward those in need is compassionate, and we voice good intentions when it comes to our concern for causes that call for our support. But good intentions aren't necessarily an indication of generous behaviour when it comes to giving and volunteering.

There's no doubt we are a generous lot — we are ranked second in the world in terms of charitable donations, behind the United States. (Even that second-place standing is misleading because Canadians give proportionately more of our tax dollars to support social, charitable services than do Americans.) But our support could be more reflective of our concerns and values — and our support of environmental causes is no exception.

There is relatively little historic research on Canadian charitable support of environmental organizations. What we do know comes from the few research studies that have been carried out and from environmental organizations themselves. The rest is anecdotal.

We know from a recent study by the Charities Aid Foundation of London, England, that during March 1991, 58% of Canadian respondents made a donation to charity and 25% volunteered. Of those, 5% of the donors and 7% of the volunteers say they supported environmental causes, and 7% of donors and 4% of volunteers supported wildlife organizations. Only international aid organizations received the same or less support. Comparatively, religious organizations received the support of 50% of donors and 28% of volunteers,

and medical organizations 49% and 20% support respectively.

While corporate support of environmental causes is certainly on the increase, it appears to have been a low priority in the past, compared to support of other causes. The Institute of Donations and Public Affairs Research (IDPAR) at the Conference Board of Canada reported that in 1990 environmental causes as a beneficiary group

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*The public does not necessarily equate saving the Earth with giving money to the causes involved.*

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received only 1.9% of corporate contributions from the 233 firms that reported. IDPAR's outlook for 1992 was positive; most companies that responded to the survey reported they would maintain or increase their financial support of environmental causes.

While it appears that financial support of the environment represents a small fragment of the public's support of the charitable sector as a whole, we do know that public knowledge of the issues that threaten the environment's health has skyrocketed (in spite of recent reports of declining interest), as has public action. We dutifully fill our blue boxes with cans, jars, and newspaper to recycle; we've started compost bins in our gardens and on our apartment balconies; and we look for less packaging and reuse our plastic bags — if we use them at all.

In short, our intentions and actions are good in helping preserve our fragile environment, but not in terms of supporting the environmental causes financially. We feel we're being generous and doing the right thing by reducing, reusing and recycling. The

need for cash donations just isn't evident enough.

The public does not necessarily equate saving the Earth with giving money to the causes involved. A 1991 survey for the IMAGINE program at the Canadian Centre for Philanthropy reported that while Canadians say they want to become more involved in improving the quality of life in their communities, they don't recognize that the way to do so is by supporting charitable causes, and that these causes and organizations offer support and solutions to community issues of concern.

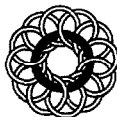
A few answers are apparent. It is evident that Canadians need a clearer understanding of the charitable sector and all its components. They need to understand how charities and non-profits operate, why they are necessary, the results they achieve, and the magnitude of support they offer Canadian society. That picture needs to be painted in an emotionally appealing light. If one realizes "there's something in this for me," the tendency to offer support will increase.

Environmental causes need to nurture their donors and treat them as individuals, not as names on a list. Ken Wyman, of Ken Wyman and Associates (fund-raising consultants) points out that people would give more, and more people would give, if they were asked. It's a simple notion that has not been exploited to its full potential.

With further education, the right emotional appeal, more requests and appropriate targeting, the gap between Canadians' good intentions and their support of environmental causes — and other causes — may well decrease.

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JILL PALMER is Manager of Public Relations at the IMAGINE program of the Canadian Centre for Philanthropy.



# Partnerships: Panacea Or Powder Keg

Ken Cox

**M**ention the word partnership at your local NGOs' coffee machines and you will get reactions that span the spectrum. The reason lies with the experience of the individual or the organization, which may have been extremely positive or just the opposite. Nevertheless, depending on the organization's agenda, partnerships may be the most successful, and possibly the only, way to accomplish its objectives in the 1990s.

In 1991-92, the U.S. President's Commission on Environmental Quality (PCEQ) explored many existing private and public sector partnerships to increase the nation's awareness of the interdependency of environmental and economic goals, as well as some of the ways these could be accomplished. The PCEQ's final report called for a "change in mindset" to replace words of the past decade such as agitate, investigate, legislate, regulate and mitigate, with a 1990s vocabulary of words such as anticipate, collaborate, innovate, demonstrate, communicate, and educate.

Similar intent is being expressed by the corporate and government sectors on both sides of the border, and our "window of opportunity" for tying actual resources-based programs to the Free Trade Agreement and the North American Free Trade Agreement may represent the greatest challenge and opportunity the NGO sector has had in decades. We all know that birds, bees, butterflies and others don't respect political boundaries. International partnerships to protect and enhance these resources can be the way of the 1990s.

One example is the billion-dollar North American Waterfowl Management Plan (NAWMP). The Plan promotes a new vision of waterfowl management. It recognizes "wetland

conservation" as fundamental to the challenge of waterfowl management, the need to influence land use policy and practice on extensive areas throughout North America, and the need for partnerships representing federal, provincial, territorial and state government agencies, private organizations (profit and non-profit), land-

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*Partnerships are a logical and effective way to address many of the problem areas in the natural resources field.*

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owners and other citizens.

The North American Wetlands Conservation Council (NAWCC) (Canada) is a national partnership established to co-ordinate wetland conservation programs in this country. The Canadian Wetlands Conservation Task Force (CWCTF) was established under the NAWCC to evaluate and identify appropriate action strategies for the recommendations emanating from the Sustaining Wetlands Forum, sponsored by the NRTEE in 1990. Members who are charged with translating these recommendations into action include: Environment Canada; Wildlife Habitat Canada; Ducks Unlimited Canada; the NRTEE; the Canadian Institute of Planners; the Canadian Federation of Agriculture; and the Canadian Pulp and Paper Association.

**T**he overall purpose of such partnerships is to work collaboratively in a co-ordinated way to move forward the natural resource agenda of both the governments of Canada, the provinces and territories, and the private (profit and non-profit) sectors. Such partnerships exemplify the possible benefits which exist in working

with, as opposed to working against, government. In the true sense of participatory democracy, these new natural resource partnerships include the individual, the community, the NGO, corporations and governments.

NGOs who have built their reputation and clientele around consciousness raising in the public domain often find funding there as well. Such organizations may find it hard to submit to the greater good of the partnership or the project at hand in lieu of being the perceived leader. However, in a world of continually shrinking budgets, with more and more integration of social, economic and fiscal policy, a vastly changing political arena, and movement to a North American and even a global economy, partnerships are a logical and effective way to address many of the problem areas in the natural resources field.

Good guidelines exist on how to establish a partnership, make it work, and plan its life expectancy. Partnership failures are probably caused in large part because of improper structuring. Key issues that must be addressed include proper identification of purpose, formation, agenda process, dispute resolution, closure, and review. In this way, the rules are known before the game begins. It is thus easier to remind each partner that the greater good for which the partnership was established must be put ahead of the recognition and credit given to each member of the partnership.

The successful consciousness raising campaigns of the 1970 and 1980s, which put environmental and natural resource concerns high on the agenda, should now be replaced by co-opera-

*Cont. on pg. 20*



# Destination Sustainability

**Brian Staszewski**

**S**ome things never change, but I can tell you one thing that is changing: the way environmental groups get their funding. With the economic downturn and the growing oppressive political atmosphere, the funds that have traditionally been available to the environmental community are drying up. Unlike American groups, Canadian groups tend to hit the streets less to obtain their funds. A few, like Greenpeace, have large machines that run fund-raising campaigns, but the majority of Canadian environmental groups have relied to date on government handouts, whether they be Environment Week grants, job creation projects, or (sadly) all too often unemployment insurance funds.

If we in the environmental movement are to progress and sustain ourselves, then as with the move to create a sustainable development strategy for our economy and our environment, we must also develop a sustainability strategy for our environmental movement. We need to become more self-reliant in meeting our own need for funds, and not always looking for handouts, grants, and gifts. We need to create and take hold of our own economy, by doing what we do best.

## Doing More With Less

We in the environmental movement have been blessed with the understanding and the knowledge of how to do more with less. We are extremely efficient in our undertakings as well as in our lifestyles. We understand how to not generate waste or consume energy in a country that on a per capita basis is the largest generator of garbage and the largest consumer of energy in the world. So why don't we use this knowledge to create entrepreneurial components of our organizations that provide a legitimate service to society

and at the same time generate funds to support the other programs that we know are required? This is what the Environmental Resource Centre of Alberta is doing with its Destination Conservation program.

The Environmental Resource Centre (ERC), a community-based agency, has developed the Destination Conservation program to help school boards improve their schools' energy, water, and waste management practices. It is a practical, activity-based program that provides school jurisdictions and their member schools with the opportunity to play a leading role in reducing energy and natural resource consumption. This has the double benefit of reducing negative effects on the environment while creating financial savings. Participating school jurisdictions are required to formally adopt an Energy and Resource Conservation Policy, and they must also formally agree to an energy and resource conservation payback system.

Destination Conservation involves a three-way partnership between the school jurisdiction, the ERC, and a corporate sponsor. The corporate sponsor provides the funding necessary to cover the initial in-service sessions and program materials for all participants. Corporate sponsors also become involved in an awards program with the schools.

Each school appoints a Conservation Committee, comprised of the principal, a custodian, a teacher, a student, and a parent. The Conservation Committee trains a Student Conservation Club or class to conduct a school energy audit which covers the three main utility areas of electricity, water and gas heating. The audit is followed by a Conservation Campaign - an ongoing series of organized resource conserva-

tion activities involving the total school population. When properly implemented, the program's strong environmental education component can facilitate curricular goals from Kindergarten to Grade 12, and provide a thematic focus and direction to student conservation activities.

## Maximize Savings

While many people believe technological advances account for energy efficiency and savings, approximately 25% of energy conservation is actually due to commitment. In the first year of Destination Conservation, consumption of energy and water can be reduced by anywhere from 5 to 50%, with an average saving of \$2,500 per school. Such reductions are achieved without expenditure on capital projects or upgrading. It is critical for the school jurisdiction to have a clear understanding of how these savings can be achieved, maximized, and finally allocated in order to increase savings in future years.

To ensure the continued momentum of the program, the savings realized are shared by all those involved: the jurisdiction, the individual schools, maintenance personnel, and the custodial staff. The Environmental Resource Centre collects 10% of all net savings during the first three years of the Destination Conservation program in any jurisdiction. If our copyrighted program is implemented by other environmental groups, the ERC receives 2% of all net savings as a license fee. Since some school districts can save well over \$100,000 in a year, Destination Conservation is an important source of funding for the Environmental Resource Centre.

The ERC Destination Conservation program provides the framework and

*Cont. on pg. 20*



*Cox from pg. 18*

tive partnerships which work to resolve those concerns. The agenda for natural resource management can be moved further ahead by co-operating on such projects and getting the most effective use out of our monetary and human resources to create a healthy and sustainable environment and economy.

If the different sectors of society can continue their fledgling efforts to build mutual trust, and if the evolution to mutual control instead of individual control can also continue, then partnerships will be the way to achieve success in natural resource management in the 1990s. If not, the whole concept may blow up.

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KEN COX is Executive Secretary of the North American Wetlands Conservation Council (Canada).

*Gelfand from pg. 11*

An environmental group's most precious resource is its people. With the proper management structures in place, an environmental group will achieve far more in terms of helping to save the planet, if it is getting the most out of its people.

There are many other issues facing EN-GOS and environmentalists in the 1990s. But one thing is certain: Environmentalists have to change in the 1990s. They have to develop better fundraising, management skills and technical knowledge. They have to learn more about human behaviour and what motivates people to change. They have to become more positive, more tolerant and far less elitist. Only by accepting and gathering together all the actions of all sectors of society will we be able to secure a sustainable future.

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JULIE GELFAND is Executive Director of the Canadian Nature Federation.

*Drapeau from pg. 14*

sponsible society and as a democratic society that respects human rights, particularly those of Native people. Top among the Union's objectives are to build a dialogue among the scientific community, governments, industry and environmental groups in Quebec, the rest of Canada and the United States on various sustainable development issues, such as hydroelectricity, fur, asbestos and forest products, and to improve the public's perception of the environmental soundness of hydroelectric power generation, primarily in Quebec, the rest of Canada and the United States.

The above illustrates how environmental groups have learned, over the years, to tailor their initiatives to the concept of sustainable development.

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Director of the magazine FRANC-VERT from 1987 to 1993, JEAN-PIERRE DRAPEAU was recently appointed Director General of GRAME and is one of the founding members of the Union pour le développement durable.

*Staszewski from pg. 19*

support necessary to create energy and resource efficient schools, occupied by energy and resource literate students and staff. It is an exciting and effective environmental program: 21 school jurisdictions in Alberta have already implemented Destination Conservation successfully. Pilot school districts in Saskatchewan and Ontario have already joined the program. School districts in British Columbia, Manitoba, and New Brunswick, have expressed interest in joining.

If we are to sustain our environmental movement in the decades ahead, then it is paramount that we begin to build the economic foundation to support our environmental work. I hope that the Destination Conservation program provides an example of that hope and that foundation.

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BRIAN STASZENSKI is Executive Director of the Environmental Resource Centre of Alberta, based in Edmonton.

## Roy Aitken Internship Program

At the launch of its music video, COURAGE in January, the National Round Table announced the founding of the Roy Aitken Sustainable Development Internship Program, in conjunction with the International Nickel Company (INCO) and other private sector sponsors. The Internship Program funds one university student and one community college student to work at the Round Table for the summer before their final year of study. The program aims to encourage young Canadians to think creatively about the integration of the environment and the economy.

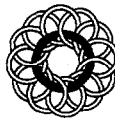
The Internship Program honours Roy Aitken, a Canadian pioneer in sustainable development, who passed away in November, 1992. As former Executive Vice-President of INCO Ltd., Mr. Aitken was one of the most effective advocates for the view that the environment and the economy must be combined in decision making. Along with his contributions at INCO, he

was a founding member of the National Round Table.

The National Round Table is pleased to announce that the 1993 internships have been awarded to Sarah Murdoch from the University of Ottawa and Jocelyn Amyotte from Collège Cambrian College.

Ms. Murdoch is studying International Politics at the University of Ottawa. During her internship she will focus on assessing whether or not sustainable development principles have been integrated into the North American Free Trade Agreement.

Ms. Amyotte is studying Chemical Engineering Technology at Cambrian College, specializing in organic and analytical chemistry, precise laboratory techniques and computer knowledge. During her Internship, Ms. Amyotte will focus on developing a waste reduction program for business.



# Adding Depth to Limited Resources

**Claire Fortier**

**W**hile most environmental groups have realized that the sector has entered into the next phase of maturation, most do not seem to have made the changes necessary to reposition themselves accordingly. The first phase of any campaign (and that is what I believe the environmental movement is) is that of creating awareness. I don't think that too many would disagree that this has been accomplished, although perhaps not to the degree that some would like. But now the real challenge comes; once that awareness has been created, how does one capitalize on it?

Usually, the approach is to start to offer solutions and to encourage implementation of those solutions. Easier said than done. The solutions to environmental problems are not easy, and must be based on a sound understanding of the underlying problems and causes, and on a rigorous analysis of the various options available for resolving them. Not only do they require new technologies and a shift in behaviour, they also demand a shift in values — a tremendous challenge by anyone's estimation.

It is essential that environmental groups find ways to continue to move the environmental agenda forward, while maintaining the high public credibility they currently enjoy. However, a primary difficulty facing most groups is a lack of critical mass. Given very limited resources, how can they build the necessary depth to respond to this challenge? Three means will be commented upon here: rationalization of the sector, partnerships with other organizations and individuals, and, of course, funding.

There are a plethora of environmental groups in Canada, which reflect a diversity of views and philosophies. Or so that is what we are told. Each group presents itself as significantly different from the next, but from an outsider's perspective the differences are subtle at best. As one comes to know the groups better, these differences become more apparent, but still one has to ask how significant they really are, particularly in the eyes of donors and funders.

Environmental groups are turned to almost automatically for comment on a range of increasingly complex topics. Who can keep up when resources, particularly human and financial resources, are so severely limited? Would it not be better if a few of the subtle differences between organizations were put aside and the groups attempted to work together more

closely to share expertise? Together they might be able to sustain the depth of talent which is increasingly needed to maintain credibility.

**D**eveloping more effective partnerships with individuals and organizations outside the sector is another means of building depth. Yes, accommodations might have to be made, but is that not the way of the world? In the private, for-profit sector, small businesses are creating networks through which they can co-operate in identifying market opportunities globally, and in putting forward competitive bids which they could not manage individually. Partnerships allow each organization to retain its autonomy and culture while drawing on the resources of the other. Their flexibility allows individuals and organizations with different

goals and underlying philosophies to co-operate effectively around specific challenges.

A primary strength which environmental groups can bring to a partnership is their effectiveness in communicating with the greater public. And this is not a skill to be underestimated. The ability to translate complex concepts to the

public is a real asset in any sector. For example, while academics and scientists may have the wherewithal to do the in-depth analyses or research required, the institutional structures within which they work, and the particular skills needed to do such work, are not always compatible with those that are required to get the message across both to the public and to the policy-making community. If the level of trust between environmental groups and academics can be developed, they could make a very powerful team! There are, of course, some examples of this type of collaboration, but in my estimation there are not nearly enough.

Partnerships in other areas are also required. The environmental sector must work together with all stakeholders to derive solutions and systems with which they can all work. Co-operation, not confrontation, has got to be the order of the day. Yes, there will always be need for the prodding at which the sector has been so effective, but it is no longer enough.

The environmental sector was at the vanguard in terms of drawing attention to the issues; should it not now be at the vanguard in terms of developing the organizational structures which are required in the current circumstances?

*Cont. on pg. 24*

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*Environmental groups who  
bring new insights and add real  
depth to the debate are much  
more likely to elicit a positive  
response from funders.*

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# From ENGOS to QUANGOS?

## *Taking Advantage of Available Niches*

Dana Silk

**A**fter having lived in Paris for almost 10 years, my knowledge of environmental NGOs in Canada is hardly as intimate as it used to be. I have not lost sight of ENGO developments back home, but I have certainly put them in a different perspective.

My first observation, which may be of little consolation to those activists still struggling to get their points across, is that Canadian ENGOS are better developed as NGOs than their counterparts in most European countries. In sharp contrast with the political landscape in Europe, however, the Canadian environmental movement barely exists in terms of elected representatives.

How can one explain this apparent paradox? France, for example, has environmental parties that total about 15% of the popular vote in spite of (because of?) its weak ENGOS. If Brice Lalonde, one of the long-time leaders of Les Amis de la Terre, became the Minister of Environment (by presidential appointment), what are the prospects of someone like David Brooks succeeding Jean Charest?

Another paradox is that, despite high levels of organization, Canadian ENGOS generally lack the international profile of some ENGOS based in other countries. When one thinks of Canada in this context at the global level, one is more likely to think of Canadian individuals than Canadian ENGOS. Many of the individuals in question came from or benefited from the ENGO movement, of course, but the credit for such capacity building has rarely gone to the ENGOS themselves.

Life is full of paradoxes, however, particularly during transition periods. This is especially true when one thinks of the millions of unemployed or undernourished people in a world of plenty who suffer directly from structural adjustment or political upheaval. The transition now facing ENGOS in Canada will involve difficult choices, but relatively few people will suffer directly and there could be long-term benefits.

For some Canadian ENGOS, the choice appears to be either expanding into a more comprehensive movement, or concentrating on more specific issues, if not more specific regions. Although some people may long for the good old days when environmentalists were environmentalists and developers were developers, I believe that ENGOS should rise to the challenge and adapt to changing circumstances rather than retreat into more familiar methods and structures.

The case for ENGOS evolving into sustainable development movements is quite strong. The sharing of office space, equipment and even personnel, which has already begun as an economy measure, could develop into more substantive forms of co-operation and collaboration. After all, reaching out, networking and connecting are far from being new approaches for environmentalists. Another ENGO strength, given the diverse and strongly held views of most activists, is the movement's long experience with consensus-based or at least participatory decision making.

Such a transition will also depend on the ability of ENGOS to forge new alliances and partnerships, and not just with governments and businesses. In Germany, for example, Die Grunen, or the Greens, have merged with Alliance '90, which sprang from the human rights movement. In France, les Verts and Generation Ecologie now talk more about reducing unemployment than acid rain, and are joined by candidates from the anti-racist and other civic movements.

**T**here will be trade-offs (notably regarding autonomy) but it should be realized that only by extending and adapting the concerns and techniques of ENGOS to the processes of sustainable development will there be any hope of saving not just natural areas and endangered species but entire human communities and cultures.

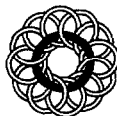
As it turns out, the niche of simultaneously promoting sustainable development strategies both at home and abroad appears to be relatively unoccupied. I see it as an opportunity for modified ENGOS to work, for example, on the kind of reciprocal contracts now being developed between The Netherlands and Bhutan, Benin and Costa Rica to ensure that sustainable development becomes a two-way street. This is a new twist to tied aid that links transitions in less developed countries to transitions in more developed countries.

It is no coincidence that the Dutch government has just established a quasi-autonomous NGO, or QUANGO, (headed by former Dutch Friends of the Earth leader Pieter Lammers) as the implementation agency. This European approach, combining some of the best elements of NGOs, governments, and the private sector, offers considerable potential to Canada because, like a paradigm shift, it can dissipate paradoxes and open up new perspectives almost overnight.

Having gone from a small NGO in New Brunswick to a big IGO (International Government Organization) in Paris, I

*Cont. on pg. 24*





# Shared Decision Making — A Bold New Chapter in Resource Management

**Bob Nixon**

Something remarkable is happening to the forest debate. We've discovered — as Craig Darling is so fond of telling anyone who will listen — that "The war in the woods cannot be won." Darling is one of Commissioner Stephen Owen's staff associates with the British Columbia Commission on Resources and Environment (CORE).

A major plank in the platform of the B.C. New Democratic Party's successful provincial election campaign in the fall of 1991, CORE is very much a statement of personal vision for Premier Michael Harcourt. Having judged the public mood with some degree of accuracy, Harcourt appointed Owen to launch a provincial land-use commission with "a mandate to help resolve valley-by-valley conflicts throughout B.C."

By the time Darling was introducing Owen's CORE staff to the notion of driving the Commission's public process by a concept known as "Shared Decision Making," Prime Minister Brian Mulroney was publicly musing on the inability of government to function without giving the people directly affected by decisions a direct and meaningful role in making those decisions. On the Saturday after the Charlottetown Constitutional Accord referendum, Mulroney was quoted in the *Globe and Mail* (October 31, 1992) saying, "I always thought, quite frankly, that under the British parliamentary system, a referendum was a kind of abdication of responsibility. I've changed my mind over the years. I've come to recognize that in a modern, pluralistic society like ours, people

do indeed require a much greater degree of participation than a kick at the can every four years..."

The concept of shared decision making is as simple as it is (at least in the Canadian context) evolutionary. This single experiment in British Columbia is charting a new approach to citizen participation in resource management which, if successful, will transform our

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*"... Those with authority to make a decision and those who will be affected by that decision are empowered to jointly seek an outcome that accommodates rather than compromises the interests of all concerned."*

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representative parliamentary system of governance. Similar signs of applied participatory approaches to governing are already evident in the health care programs of several provinces.

Stephen Owen, the former provincial Ombudsman in B.C., bases CORE on the assumption that all the diverse societal interests in ongoing resource and environment conflicts are legitimate, and have equal rights to participate meaningfully in decision making. Previously, the furthest governments had gone along this path was to establish frequent partnerships with industry, and sometimes with labour, but never, never, with environmentalists or First Nations. Now, anyone who comes forward with a unique perspective has a place in CORE's regional negotiation processes. The Commission's mandate contemplates the eventual crea-

tion of community resource boards, modelled upon the shared decision making process. Far from a one-shot experiment, the outcome of CORE's work would see communities intimately involved in resource and environmental matters.

The traditional approach to land and resource allocation, based primarily on the responsibility of the statutory decision maker, is not working well these days. For elected officials, shared decision making provides an opportunity to work towards a consensus building model of governance — which will go a long way toward restoring seriously eroded public credibility. For government bureaucrats, it means an entirely new way of formulating and delivering programs. For the forest industry, it means a whole new way of doing business on the land.

"Shared decision making means," according to Darling, "that on a certain set of issues, for a defined period of time, those with authority to make a decision and those who will be affected by that decision are empowered to jointly seek an outcome that accommodates rather than compromises the interests of all concerned. Decision making shifts to a negotiating team (comprised of affected interests), and when consensus is reached it is expected that the decisions will be implemented. The cornerstone of a shared decision making process is its co-operative, problem-solving approach."

What makes this process different from previous processes? The answer given

*Cont. on pg. 24*



*Nixon from pg. 23*

to this question, which was asked at a recent meeting of the CORE regional negotiation on Vancouver Island, was "the level of policy support being provided by the provincial government." The provincial Cabinet is presently attempting to put in place policies which clearly demonstrate that the values which are held by the different interests participating in regional negotiations are fully legitimate.

For the environmental interests, Cabinet is developing policy on criteria for protecting natural areas, and has committed itself to protecting a minimum representative 12% of all ecoregions, sub-zones and variants across the prov-

ince. Cabinet has also ordered the preparation of guidelines to protect biodiversity, and has promised that natural forest areas (mostly old-growth) will not be considered for logging until the provincial land-use strategy is in place. (On Vancouver Island alone, these policies mean adding an absolute minimum of 207,000 hectares to protected land status, just to achieve the 12% goal.) For forest workers affected by reduced annual allowable cuts, a jobs and retraining strategy is in the works.

Putting policy support in place has not been without its problems. Nevertheless, Cabinet's continuing struggle to support the CORE process with clear policy represents a sincere attempt to

clear the Commission's regional negotiation tables of those obstacles which would prevent labour, First Nations, industry, communities and environmentalists from moving off their traditional positions. The policy support tells participants that the decisions to change our patterns of land use have been made. Participants in regional negotiations are then freed to determine how best to change our approach to land use, moving toward sustainable practices, in a way which "accommodates rather than compromises the interests of all concerned."

BOB NIXON is a professional forester (Society of American Foresters) based in Victoria, and is publisher of Forest Planning Canada.

*Silk from pg. 22*

occasionally suffer from what could be called institution lag. It reinforces my conviction that QUANGOs are an excellent model not only for the evolution of ENGOs but the devolution of IGOs. Although this would involve some pain for employees of the latter, the net gains in efficiency and effect could be substantial and should appeal to taxpayers and other stakeholders everywhere.

DANA SILK is Editor of Nature and Resources, UNESCO's quarterly review of research for sustainable development. From 1979 to 1983 he was Atlantic representative on the Canadian Environmental Network's National Steering Committee.

*Fortier from pg. 21*

Another reason to add depth is to help environmental organizations withstand the vagaries of the economy. Those who rely on the "flavour of the month" approach to environmentalism are the first to suffer when the economy turns down, and those who forget the basic human need for economic security do so at their peril. Funders are now looking for creative thinking that attempts to reconcile the needs of all segments of society and that is based on the best knowledge available. Environmental groups who bring new insights and add real depth to the debate are much more

likely to elicit a positive response as funders will recognize and appreciate the contribution they make and will support them even when the going gets tough.

Building the depth of resources of environmental organizations will not be easy, but those groups who strive to develop creative and realistic solutions to the problems are most likely to succeed.

CLAIRE FORTIER is Programme Officer with the Donner Canadian Foundation.

## **Independent Legislation Expected Soon**

### ***Bill C-72 up for Third Reading***

**W**ith all party support, Bill C-72, a bill to give permanent, independent legal status to the NRTEE, received second reading on March 12, 1993 and was referred to Legislative Committee. The Legislative Committee chaired by Ken Hughes M.P. met on March 19, 22, and 23, and referred the bill as amended back to the House of Commons for third reading.

Bill C-72, tabled for first reading by the Honourable Jean Charest on April 10, 1992, sets out the mandate of the National Round Table in legislation: "The purpose of the Round Table is to play the role of catalyst in identifying, explaining and promoting, in all sectors of Canadian society and in all regions of Canada, principles and practices of sustainable development."



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## COMMENTARY by Doug Miller

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# Investing in ENGOs Makes Sense

**M**uch has changed since the first environmental group sprang onto the scene 25 years ago. The question is, have ENGOs kept up with the changing times? And, if not, why not?

From a few voices crying in the wilderness a generation ago, the environmental movement has succeeded in catapulting its issue to where it is now a core value for a majority of Canadians — who in turn have "greened" the consumer marketplace and institutionalized recycling in their communities. While these actions barely scratch the surface of truly coming to grips with our environmental challenges, they constitute a significant change. Other changes include the current public emphasis on environmental solutions more than problems, a focus on co-operation more than conflict, and a tendency to see the private sector as solution-implementer rather than the villain.

In the midst of this very different world, many ENGOs have adapted, playing key roles on national, provincial and local round tables, in government consultation processes and in co-operative initiatives with the private sector. Some have also continued to do some very effective advocacy work. But other ENGOs seem not to have adapted at all, still opting to focus on problems rather than solutions, on "them" rather than "us," on ends rather than means. While there are times when this old-style, combative approach can still play a useful role, too much of it inhibits the process of change by eroding trust between stakeholders, bolstering conservative views, and inhibiting consensus outcomes.

Compared to most government agencies, ENGOs have done famously in adapting to the new world of consensus politics on the environment; compared to industry, they haven't adapted nearly as well. But it is hard to fault ENGOs for not doing better, because we've expected them to live up to our increasing expectations without helping them get on a firm financial footing.

ENGOs have always been grossly under-funded by governments. Compared to the significant resources given to third world development groups and health promotion groups, ENGOs get virtually no core funding from the public purse. This has worked against the public good by keeping staff scientific credentials modest and preventing a more normal evolution in sophistication and thinking within the ENGO community.

What is unforgivable, is that this chronic under-funding of ENGOs has been *by design*. Through the 1970s and well into the 80s, Environment Canada saw ENGOs as enemies, in-

stead of their greatest allies. When getting a deaf ear here in Canada, some groups went overseas to get leverage and results (such as European boycotts). Unfortunately, this has recently resulted in a furious federal Cabinet putting an effective moratorium on funding national environmental groups. This is directly counter to the long term interests of Canada because adequate funding to develop and sustain exceptional national ENGOs is critical to a sustainable future.

In my judgement, there are three critical contributions that ENGOs make to environmental progress: shared leadership, advocacy, and public education. It is in everyone's interest to help ensure they can play these roles to the fullest.

ENGOs need to be at the leadership table because the ecosystem can't be, and full-spectrum representation is essential for true progress.

Environmental advocacy, well-researched and well-delivered, will always play a positive role. The recent Sierra Club sponsored detailed evaluation of the Green Plan, delivered just before Minister Charest gave his two-year review of it, is an example of just the kind of role we need ENGOs to play.

Better environmental education, especially around atmospherics, is essential to ensure good societal decisions are made early enough for Canada to reap some green industry rewards. ENGOs are acknowledged leaders at reaching and influencing Canadians.

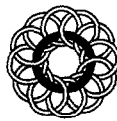
I believe these roles are important enough to ensure they get done right — by properly funded and staffed ENGOs. Given the current down-turn in personal and corporate donations to these organizations, this means using the public purse. And it turns out that the public agrees.

Our most recent Environmental Monitor survey of 1,500 Canadians shows that 86% believe environmental groups are playing an even more important role today than five years ago. Less than one in 10 say they are playing less important roles. On the question of public funding of ENGOs, eight in 10 support "*new government money* being given to environmental groups so they can afford professional staff on an on-going basis."

ENGOs form a critical element of the social infrastructure needed to build a sustainable future. Investing in them makes sense.

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DOUG MILLER is President of Synergistics Consulting Ltd., Toronto and, together with Environics Research Group Ltd., produces the Environmental Monitor, a quarterly survey of public attitudes and behaviour on environmental issues.



## BOOK REVIEW



**Dominica Babicki**

**M**arcia Nozick's recently published book *No Place Like Home* attempts in an interesting way to explain why Canadian communities are disintegrating and to suggest ways to change this trend to create sustainable urban communities. The book begins by describing the current global economy and shows that there is a need for "alternative economics" with the community as the principal building block. As the author states:

*"...in order to restore social and ecological balance to the world, we must shift our economic, cultural and political orientations away from global competition to a concern with local needs."*

The remaining five chapters propose the alternatives, each chapter representing a specific aspect or focus for action. In essence Nozick identifies five pressure points of community breakdown: economic de-industrialization; environmental degradation; loss of control over communities; social degradation and erosion of local identity. The five ways she proposes to respond to these problems are: working toward self reliance; harmonizing with nature; attaining community control; meeting individual needs and building a community culture.

The book is clearly written — with straightforward language, objectives, concepts and conclusions. However, some of the author's assumptions tend to be general. For example, Nozick states: "If there is a single bias to my book, it is a belief that community provides something essential and vital to humanity..." But nowhere does she discuss the disadvantages associated with a society based solely on communities. In fact Nozick goes as far as to state that we should model ourselves against medieval cities. However, earlier history has demonstrated problems, such as intolerance within and between communities, when they are given too much power and authority. The author's strongly held view, which gives virtually all power to communities, also led to some other biases and omissions. For example, the author has created a "good versus evil", adversarial model. She mentions "those who hold exclusive claims to expert knowledge, wealth and privilege - professionals, political elites, corporate" several times and discusses how this power needs to be taken away from these "professionals [who] define what it is that we need." Nowhere is it discussed how these different interests would be reconciled.

One important omission the author has made is not discussing the importance of education, if the model of community

### **No Place Like Home: Building Sustainable Communities**

**by Marcia Nozick**

*Ottawa: Canadian Council on Social Development, 1992.*

empowerment is to succeed. The decisions citizens would make in these model communities will have far reaching effects and they often could not be made based only on the knowledge gained by living in the community. Community members need information, knowledge and skills to make what sometimes will be very difficult choices and for some, may have painful consequences for the short term but will pay off in the long term. Decisions simply made through goodwill will not necessarily overcome ignorance.

Nevertheless, on the whole *No Place Like Home* makes a very positive contribution to the literature on sustainable communities. It is rich in up-to-date examples and case studies of communities taking control of their situation and moving in the direction of sustainability. This in itself makes the book both readable and inspiring. It also pushes Nozick's ideas one step further showing how theory can actually work in practice.

*No Place Like Home* is published by and available through The Canadian Council on Social Development, 55 Parkdale Avenue, Ottawa, Ontario, K1Y 4G1. Tel: (613) 728-1865, Fax: (613) 728-9387. The cost is \$30 paperback and \$40 hardcover.

DOMINICA BABICKI is a research and resource material officer at the NRTEE.

Other recent publications of interest dealing with sustainable communities include:

**Human and Ecosystem Health: Canadian Perspectives, Canadian Action** by the Canadian Public Health Association. Ottawa: CPHA, 1992.

**A Vital Link: Health and the Environment in Canada** by Health and Welfare Canada. Ottawa: Minister of National Health and Welfare, 1992.

**Vital Signs 1992: The Trends That Are Shaping Our Future** by Lester Brown et al., World Watch Institute. New York: W.W. Norton and Company Inc., 1992.

**Rural and Small Town Canada** edited by Ray Bollman. Toronto: Thompson Educational Publishing Inc., 1992.

**Visions of the Future: Land Use Development Scenarios for the Rideau Canal Shoreline** by Environment Canada. Waterloo: Ecologistics, 1992.

**Sustainable Cities** by Bob Walter et al.. Los Angeles: Eco-Home Network, 1992.

**The Future of Cities in Britain and Canada.** Proceedings of a Canada/UK Colloquium, Val Morin, Quebec. Edited by Ian Jackson, The Institute for Research for Public Policy. Aldershot, England: Dartmouth Publishing Ltd., 1991.



## BOOK REVIEW



**Ann Dale**

**D**avid Hallman in his book, *A Place in Creation*, reintroduces an integral concept for our survival: spirituality. His deliberate use of the terms Creation and Earth leads readers automatically to a more holistic view of their relationship to their world, a paradigm shift that Hallman believes is fundamental to living in harmony with nature. Combining ecological sustainability and social justice is another necessary criterion and he argues forcefully for political strategies to keep the two integrated.

Leading the reader carefully through the signs of the sickness in our relationship with the rest of Creation, Hallman provides a very adequate and yet very simple description of some of the major issues now facing humanity. Changing these sources of imbalance means that we can no longer see ourselves as having dominion over nature, but rather, being one with nature, living in harmony in Creation.

One of the root causes of our mechanical picture of nature has been the dominant values of science. Inherent in scientific objectivity is the assumption that the observer is separate from the observed and this emphasis on separation became interpreted not only as "distinct from" but "superior to". By making these principles explicit and moving the reader from Newtonian physics and its realistic, deterministic, and reductionistic values, Hallman shows how much our relationships with the Earth have been influenced by this history of interaction among science, religion and economics. He shows how new theories of fragility versus stability, of complex systems, of chaos dynamics, and of universality are leading us to the realization of the fundamental interrelatedness of Creation.

Hallman then follows with an analysis of how "dominion" in Christianity has led to a hierarchical ordering of all Creation which assigns superior value to those at the top, and has led to the distinction that

### **A Place in Creation by David Hallman**

*United Church Publishing House,  
Toronto*

we make between ourselves and Creation. Hallman maintains that this inaccurate distinction has resulted in devastating consequences for the environment. Calling for a radical redefinition of our relationship to the rest of Creation, he questions whether that redefinition is possible while we hold on to concepts like dominion. An ecological doctrine of creation would by necessity incorporate the wisdom of Native peoples, although Hallman does not reference the fact that their God has no gender.

Although science and theology are now embracing new visions of ecology, contemporary economics remains mired in its classical theories, where the Earth is viewed as a depository of natural resources for human exploitation in support of endless economic growth. The ongoing presence of poverty in much of the world is condemnation of the "catechism of growth fallacies" and a new vision is needed around the *kind* of growth, a return to oikonomia, that is, wealth generated to meet a specific need. This is where sustainable development is

more likely to be realized, through community-based economics and a shift to new ecologically oriented economic models.

Hallman then discusses strategies for pursuing justice and sustainability, cautioning for a balance between hope and despair.

This book is an excellent read, as the reader strolls through history to an understanding of what would be involved in a new ecological vision. It is also a very good explanation of some of the fundamental challenges facing the environment and an excellent primer on ecosystem basics. Through his simple language, Hallman gets the reader intricately involved in asking some fundamental questions, and in the end, he challenges not just ideas but the whole being of the reader.

The book is available for \$18.95 at all United Church bookstores or direct from the United Church Publishing House, 85 St. Clair Avenue East, Toronto, Ontario M4T 1M8. A cheque or money order for \$22.00 will cover the costs of the book plus shipping, handling and GST if ordering from the Publishing House.

ANN DALE is Senior Research Fellow, Sustainable Development Research Institute, University of British Columbia.

### **Future Meetings of the NRTEE**

On May 12, 1993, in conjunction with its plenary meeting in Regina, Saskatchewan, members of the Round Table will meet with members of the Canadian Council of Ministers of the Environment to discuss subjects of mutual interest or concern and to explore areas for future co-operation. The plenary itself will concentrate on seeking approval for:

- a Consensus-Decision Making Accord being concluded by the NRTEE and provincial round tables;
- a draft report on "GATT, Biodiversity and Rural Renewal";

- and advice to the Prime Minister on trade and sustainability, with special reference to the negotiations on NAFTA and the proposed parallel agreement on the environment.

For its next plenary on July 22-23, the members of the Round Table will meet in St. John's, Newfoundland, where a decision will be sought on an appropriate role for the NRTEE with respect to sustainable fisheries, and approval will be obtained for advice to the Prime Minister on reporting progress on sustainable development in Canada.



## NRTEE WORK IN PROGRESS

In its efforts to promote the principles and practices of sustainable development, the Round Table has undertaken various initiatives. The current work of the NRTEE consists of 13 programs:

### Economic Instruments

Traditionally the approach taken to reducing environmental degradation has been to rely on the enforcement of regulatory prohibitions on discharges into the environment. Increasingly, it has been recognized that once environmental standards have been set, market based instruments can be less costly to firms and society in reducing pollution levels.

An Economic Instruments Collaborative, launched by the NRTEE in early 1992, has researched the application of economic instruments to acid deposition, climate change and ground level ozone. At a February 20-22 meeting in Calgary, members of the collaborative agreed on the design of instruments for each area.

### Forest Round Table

After 18 months of intensive work, members of the Forest Round Table (including environmental groups, academics, industry, aboriginal groups, and government) reached consensus on a common set of principles for the future of Canada's forests. The principles are being published, and each interest group involved is working on an action plan outlining the contribution it will now make in support of those principles.

### Pulp and Paper Round Table

Following its successful experience with the forest sector, the NRTEE recently began work with Canada's pulp and paper sector on sustainable production of paper and paper products. Over 20 national groups dealing with

pollution, wildlife, recycling, packaging, industry, and consumers, met for the first time in February, 1993. The group will work to achieve consensus on four major issues: sources of fibre, manufacturing processes, marketing and consumption, and jurisdictional questions. The second meeting is scheduled for June, 1993 in St. Catharines, Ontario.

### Consensus Decision Making

The national, provincial and territorial round tables of Canada joined forces in 1992 to develop a common guide which will assist individuals, organizations and governments in reaching consensus on sustainable development issues where several stakeholders are involved. Several task force meetings are now culminating in a final text. A further session will take place May 28-29, 1993 in Montreal. At that time, the guide will be endorsed by all round tables and the next steps to implementation will be explored.

### GATT, Biodiversity and Rural Renewal

In September 1992, the NRTEE hosted a workshop on the interaction of several forces which impinge on rural life in Canada, encompassing such diverse topics as rural development, biodiversity, agricultural support, environmental impacts, and international trade. Following the workshop, the Round Table commissioned a position paper on rural renewal, to be presented for discussion at its May, 1993, plenary in Regina. The paper is expected to culminate in advice to the Prime Minister.

### Sustainability Reporting

Monitoring our progress toward sustainability requires new kinds of indicators that bridge environment, economic, political, social and cultural

dimensions of sustainable development in a framework that can assist decision-making.

The Task Force on Sustainability Reporting is completing a report for June of 1993 that could form the basis of advice to the Prime Minister and become a pilot for annual reporting on progress toward sustainability.

### Trade and Sustainability

In December, 1992, in Ottawa, the Task Force on Trade and Sustainability co-sponsored a Multistakeholder Workshop on the North American Free Trade Agreement and particularly on the proposed side agreement on the environment.

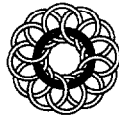
A second workshop on the proposed North American Commission on the Environment (NACE) was held in Washington on April 7, 1993, with an American partner, the Environmental and Energy Study Institute (EESI). The work of the Task Force on issues surrounding North American free trade and the environment may lead to recommendations to the Prime Minister in June.

### Sustainable Communities

Preliminary work is underway to determine how the NRTEE can work in partnership with provincial and municipal round tables to further promote the work of local round tables on environment and economy, building on the recent NRTEE book titled *Toward Sustainable Communities*.

### Sustainable Fishery

Preliminary work is underway for the NRTEE Plenary on July 22-23 in St. John's, Newfoundland, which will determine what role the NRTEE can play in assisting the development of new policies relating to the devastation of the East Coast fishery.



## PROJET DE SOCIÉTÉ — Planning for a Sustainable Future

In partnership with other national sustainable development agencies, the NRTEE chairs a national multistakeholder process that includes over 40 sectors of Canadian society and which is the principal Canadian process following-up after the Earth Summit in Rio. At the next national stakeholder's meeting in Ottawa on June 3-4, 1993, the working group of the Projet will table a detailed document that will set out Canada's commitments at Rio, a process for identifying gaps in the implementation of those commitments, and a framework for the creation of a National Sustainable Development Strategy for Canada.

### Task Force on Education

The Task Force on Education has developed a kit for model youth round tables that has been the basis of a simulation exercise at the Forum for Young Canadians this spring. The kit will be made available to various teacher organizations. The Task Force has also developed a program called Learning For a Sustainable Future which aims to assist Canadian educators in understanding and implementing the concept and principles of sustainable development in the formal education system.

### Communications Initiatives

In addition to producing Canada's national newsletter on sustainable development, the communications department has added five more books to its sustainable development series: *Toward Sustainable Communities; Trade, Environment and Competitiveness, The Green Guide, Sustainable Development -- Getting There from Here, and Covering the Environment: A Handbook for Environmental Journalism*.

The official book launch of *Trade, Environment and Competitiveness* in March was a tremendous success

thanks to the generous support of Dupont Canada Inc., and in particular President and C.E.O. Arthur Sawchuk.

The Round Table has also produced 17 discussion papers in its Working Paper Series. Topics include a collection on Sustainability and Prosperity, as well

as draft documents on reporting on sustainability in Canada.

The NRTEE produced a music video on sustainable development which was launched at the Canadian Museum of Civilization on January 7, 1993.

## Sustainability and Prosperity: Advice to the Prime Minister

**I**n March the Round Table provided advice to the Prime Minister on "Prosperity and Sustainable Development for Canada." The conclusions and recommendations were wide-ranging, but the overriding theme was that concern with enhancing industrial competitiveness and improving the state of the environment must be more effectively integrated into public and private sector decision-making.

As Maurice Strong, chair of Ontario Hydro and former secretary general of the Earth Summit, has so forcefully argued: "Far from being deleterious to our economic investment, a commitment to the environment and sustainability is indeed a real source of competitive advantage to those who can achieve that transition." The transformation to a more competitive and sustainable economy, however, will not be easily accomplished, and will require profound changes to the disjointed and incremental thinking that occurs in most of our major institutions.

The obvious route out of our economic and environmental difficulties is for traditional industries to "green" themselves or produce less pollution at the source and diversify into more environmentally benign product lines and services, and for the environmental industry to expand.

In order for this to happen, the private sector must become more inno-

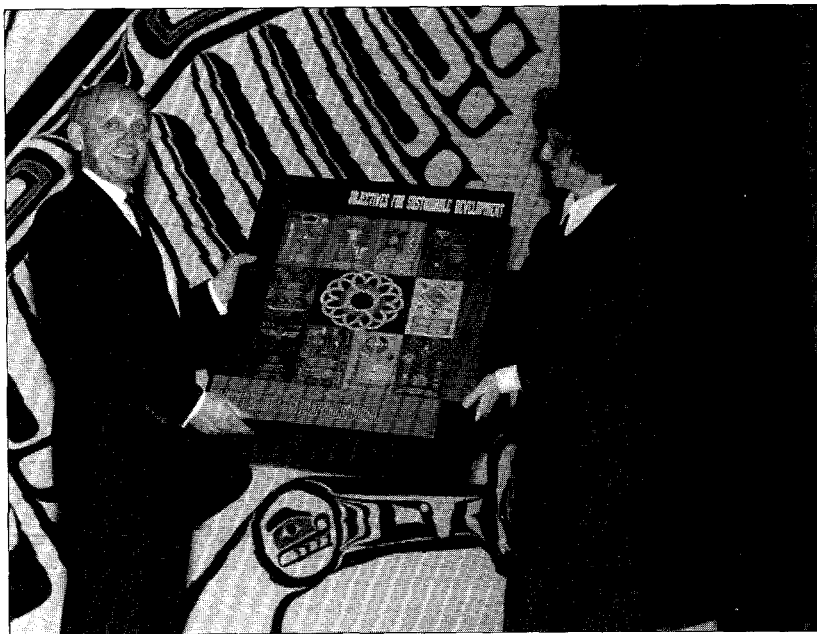
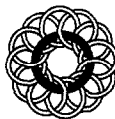
vative, and governments must remove impediments to change and ensure that leadership and support are provided.

The advice to the Prime Minister illustrated measures that can be taken in a number of areas to encourage sustainable development, such as the installation of new physical infrastructure in Canada and abroad, the formulation of trade policy, the operation of financial institutions, and the strengthening of environmental industry.

**T**he advice was the culmination of a year-long process that started with the launching of a joint program on sustainable development and competitiveness with the Institute of Research on Public Policy. Ten background papers on a variety of subjects were produced and a multi-disciplinary experts' symposium was held last fall to subject conclusions and recommendations to analysis and testing. The results of that symposium were then taken to the plenary meeting of the Round Table in January, at which agreement was reached on the content of the advice to be provided to the Prime Minister.

A list of the background papers, the working papers themselves, and the advice to the Prime Minister are available upon request from the NRTEE.





*Hostess Frito-Lay President James J. Postl, is presented with the National Round Table's Objectives for Sustainable Development by Leone Pippard, Chair, NRT Education Task Force.*

## Hostess Frito-Lay

### *Getting young people involved*

by James J. Postl

**H**ostess Frito-Lay has developed a special relationship with the young people of Canada who know us, not only for our fun, great tasting products, but also through the Munchies, Chester Cheetah and Bob's Favourite Snack. With that special relationship, we feel a special responsibility to Canada's youth. Consistent with that, we are pleased to be working with the NRTEE as the sponsor of the Courage Music Video featuring Molly Johnson and Meryn Cadell. We think this is an outstanding way to communicate the importance of sustainable development to this critical target group.

We're looking forward to Phase II of the program which will include a student writing contest "Keeping the Planet Healthy," which is targeted at secondary schools across the country.

Hostess Frito-Lay's commitment to the environment goes well beyond our sponsorship of the Courage project. In the past 4 years we have reduced our usage by weight, and therefore contribution to waste landfill, of packaging materials by more than half. We use recycled materials in our cardboard shippers and then re-use them between 3 - 4 times each as a result, there is practically no waste created. We've also reduced the weight of our packaging material substantially and are looking for ways to recycle used film as well.

At Hostess Frito-Lay, we've taken the Sustainable Development/Environmental Citizenship Pledge, and we hope you will too.

Together, we *can* make a difference.

JAMES J. POSTL is President of Hostess Frito-Lay.

### "COURAGE" Video Targets Youth

The National Round Table launched a music video entitled "COURAGE" at the Canadian Museum of Civilization on January 7. The video is part of a campaign that challenges Canadian youth to question everyday decisions from an environmental standpoint, integrating the concept of sustainable development into their daily lives.

The COURAGE video features Juno Award winners, the Infidels, singer-poet Meryn Cadell, and a special guest appearance by Peter Gzowski, host of CBC Radio's Morningside.

Several Canadian corporate sponsors made the COURAGE video and launch possible. Hostess Frito-Lay was the official sponsor of the music video, along with the Hudson's Bay Company, the Canadian Museum of Civilization, Air Ontario and various other companies.

To date, the COURAGE video and song have been profiled on MuchMusic, YTV, and CBC's Video Hits, along with various radio stations, magazines and newspapers. Copies of the song and associated material on sustainable development will be distributed to young people across Canada.

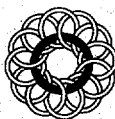
#### ENVIRONMENTAL CITIZENSHIP

##### TAKE THE PLEDGE! WE DID!!

Hostess Frito-Lay's Environmental Citizenship Pledge appears on the back of millions of its chip bags.

- We will continue to reduce, re-use and recycle.
- We will be efficient in the use of our energy resources.
- We will do our part to conserve, protect and nurture the air we breathe, the water we drink and the land on which we live.
- We will continue to learn more about the earth and our relationship with it.
- We will help to spread the word about the importance of Sustainable Development and Environmental Citizenship.
- We will work together in our community and across Canada to protect the environment.

**KEEP IT CLEAN AND KEEP IT GREEN!!**



## NRTEE PUBLICATIONS



### Sustainable Development Book Series

- ☐ 1 Sustainable Development: A Manager's Handbook \*
- ☐ 2 The National Waste Reduction Handbook
- ☐ 3 Decision Making Practices for Sustainable Development
- ☐ 4 Preserving Our World \*
- ☐ 5 On the Road to Brazil \*
- ☐ 6 Toward Sustainable Communities
- ☐ 7 Trade, Environment & Competitiveness
- ☐ 8 Green Guide - A User's Guide to Sustainable Development for Canadian Colleges
- ☐ 9 Sustainable Development: Getting There from Here  
(A Guidebook for Unions and Labour)
- ☐ 10 Covering the Environment: A Handbook for Environmental Journalism

### Other NRTEE Publications & Products

- ☐ Building Partnerships with Business
- ☐ Focus 2000: A Small Business Guide to Environmental Management
- ☐ A Report on Waste Management for the Construction Industry
- ☐ NRT Multi-Media Diskette (MacIntosh Compatible)
- ☐ Interactive Computer Game/Quiz on Energy (MacIntosh Compatible)
- ☐ NRTEE Poster: Objectives for Sustainable Development
- ☐ International Chamber of Commerce Poster
- ☐ You Can't Give It Away: Tax Aspects of Ecologically Sensitive Lands

### \* Due to demand unavailable

- ☐ please check if you would like to be placed on our mail list

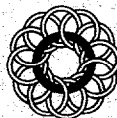
*For copies of publications, please check off boxes and send this form to the National Round Table, 1 Nicholas Street, Suite 1500, Ottawa, Ontario K1N 7B7, or fax us at (613) 992-7385.*

### NRT Working Paper Series

- ☐ 1 Prosperity and Sustainable Development for Canada: Advice to the Prime Minister
- ☐ 2 The Financial Services Industry and Sustainable Development: Managing Change, Information and Risk
- ☐ 3 Lender Liability for Contaminated Sites: Issues for Lenders and Investors
- ☐ 4 Market Correction: Economic Incentives for Sustainable Development
- ☐ 5 Environmental Regulations and the Canadian Pulp and Paper Industry: An Examination of the Porter Strategy
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- ☐ 13 Exploring Incentives: An Introduction to Incentives and Economic Instruments for Sustainable Development
- ☐ 14 Canadian Round Tables on the Environment and the Economy: Their History, Form and Function
- ☐ 15 Reporting on Sustainable Development in Support of National Decision-Makers
- ☐ 16 Reporting on Sustainable Development: The Municipal and Household Level
- ☐ 17 Corporate Sustainable Development Reporting in Canada

### NRTEE Review

- ☐ Summer '91
- ☐ Fall '91
- ☐ Winter '91 - UNCED \*
- ☐ Annual Review '91
- ☐ Spring '92 - Round Tables in Canada
- ☐ Fall '92 - Biodiversity
- ☐ Annual Review '92



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