

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

**Performance Report**

**For the period ending March 31, 2005**

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The Right Honourable Paul Martin  
Prime Minister of Canada



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# **Section I: Overview**

## **1.1 Message from the Chair and the President**

We are pleased to present the Performance Report of the National Round Table on the Environment and the Economy (NRTEE) for the year ended March 31, 2005.

The past year has been notable in the history of the NRTEE. In February 2005, the Prime Minister requested that we produce strategic advice on a series of questions pertaining to Canada's long-term engagement apropos the energy and climate change issue—one of the government's most important priorities. The earmarking of the NRTEE for this role signalled a significant vote of confidence in our capability and credibility. In addition, Finance Canada asked the NRTEE to develop options for a vehicle feebate prior to the next federal budget. The work on feebates will be groundbreaking in Canada. A direct, logical result of our work on Ecological Fiscal Reform (EFR), it will be critical for assisting the government in developing new approaches to using economic instruments to promote sustainable development in Canada. The NRTEE welcomes these new assignments and looks forward to working closely with the government to meet the Prime Minister's requirements.

Also in February 2005, the Prime Minister appointed 12 new members to the Round Table, and nominated a new Chair. The new members are of an exceptionally high calibre and will be used to maximum effectiveness, both for developing producing credible advice and for promoting this advice in various sectors and regions across Canada.

The NRTEE is structured as a round table in order to facilitate the unfettered exchange of ideas. By offering our members a safe haven for discussion, the NRTEE helps reconcile positions that have traditionally been at odds. The NRTEE is also a coalition builder, reaching out to organizations that share its vision for sustainable development. We believe that affiliation with like-minded partners sparks creativity and generates the momentum needed for success. Finally, the NRTEE acts as an advocate for positive change, not only for raising awareness among Canadians and their governments regarding the challenges of sustainable development but also for promoting viable solutions. We intend to apply these principles to our work in practical ways, as we respond to our new assignments from the government.

One of the NRTEE's several recent changes has been to eliminate the traditional reliance on task forces to generate advice and policy recommendations. Instead, we plan to rely on the NRTEE members. Although this approach will streamline our operations, it also poses a potential risk; after all, many stakeholder communities associate the NRTEE with that trademark task force approach. We plan as well to continue to apply the NRTEE's multi-stakeholder approach, but through other avenues. We intend to manage this transition through targeted communications efforts that explain and give credibility to this new approach.

Beyond climate change, we at the NRTEE will continue to support and add value to the government's other priorities, such as the New Deal for Cities and Communities. We will contribute to the Government of Canada's performance outcomes in such areas as sustainable economic growth, a clean and healthy environment, and a secure and fair marketplace.

Through the Capital Markets & Sustainability program the NRTEE has engaged over 160 influential stakeholders in ten national consultation meetings to explore the relationship between capital markets, financial performance and sustainability in Canada. The NRTEE's Boreal Forest program has also consulted extensively in examining how to balance conservation with economic activity on lands allocated for resource development in Canada's boreal forest through regulatory and fiscal policy reform. Based on these consultations and research, both programs will issue trademark *State of the Debate* reports in 2005-06 with clear recommendations to assist the government in its decision making.

Formal evaluations, together with anecdotal evidence collected over the course of the year, indicate that the Round Table continues to provide useful advice to its various stakeholders. This has been particularly evident at the most senior levels of the federal government, where cabinet ministers have specifically referred to the value of the NRTEE's work in formulating budget plans and other policy initiatives. Although these indications of effectiveness are clear markers of success, we are still charged with finding other reliable, valid approaches for assessing our performance, ones meaningful in the environment in which we operate. This challenge is an ongoing priority.

In the past few years, the NRTEE has tended to focus its efforts on producing advice. And our track record has been highly successful in this regard. However, we recognize that this represents only half the equation. As we go forward into the next year, we plan to shift the balance in favour of promoting advice, particularly to stakeholder groups who historically have seemed less aware of our work.

The NRTEE has been invigorated this year by the expression of confidence from the Prime Minister, as well by the influx of a number of exceptional new members. We at the Round Table are confident that we will rise to the challenges arising from the massive changes in the organization. We are confident, too, that we will continue to provide the sterling advice on which the NRTEE has built its reputation.

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Glen Murray  
Chair

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Eugene Nyberg  
Acting President and Chief Executive  
Officer

## **1.2 Management Representation Statement**

I submit for tabling in Parliament, the 2004-2005 Departmental Performance Report (DPR) for the National Round Table on the Environment and the Economy.

This document has been prepared based on the reporting principles contained in the Treasury Board of Canada Secretariat's *Guide for the preparation of 2004-2005 Departmental Performance Reports*:

- It adheres to the specific reporting requirements;
- It uses an approved Program Activity Architecture;
- It presents consistent, comprehensive, balanced and accurate information;
- It provides a basis of accountability for the results pursued or achieved with the resources and authorities entrusted to it; and
- It reports finances based on approved numbers from the Estimates and the Public Accounts of Canada.

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Eugene Nyberg  
Acting President and Chief Executive Officer

## **1.3 Summary Information**

### **1.3.1 Raison d'être**

Economic growth and prosperity are of central importance to Canadians. However, economic activity is placing ever-increasing pressures on the health of the Canadian and global environments. There is an ongoing need to confront this challenge by channelling rigorous research, stakeholder views and the resulting new knowledge into policy making.

The NRTEE responds to this need by identifying and promoting ways to encourage economic prosperity for all Canadians. At the same time, it strives to preserve the environment for current and future generations.

### **1.3.2 Total financial resources for the agency (\$ thousands)**

<b>Planned Spending</b>	<b>Total Authorities</b>	<b>Actual Spending</b>
5,077.0	5,047.5	4,713.8

### **1.3.3 Total human resources for the agency**

<b>Planned</b>	<b>Actual</b>	<b>Difference</b>
29.0	25.3	3.7

### **1.3.4 Summary of performance**

<b>Strategic Outcome</b>	<b>2004-2005 Priorities</b>	<b>Type</b>	<b>Planned Spending</b>	<b>Actual Spending</b>	<b>Expected Results and Current Status</b>
Federal policy development on environment and economy issues, and decisions in other key sectors, are influenced by NRTEE advice on selected issues	Advise federal decision makers on key environmental and economy issues	On-going	3,554	3,299.7	Body of new knowledge in key areas produced  Met
	Raise awareness and understanding of problems, opportunities and practical solutions	On-going	1,523	1,414.1	Decision makers made aware of problems, opportunities and practical solutions in key areas  Met

## **1.4 Overall Performance**

### **1.4.1 Context for the NRTEE's performance**

The NRTEE was established by legislation in 1994 as a publicly funded, independent agency to explain and promote principles and practices of sustainable development. The agency interprets this broad mandate through a strategic focus on issues at the intersection of the environment and the economy.

The agency reports to the Prime Minister and consists of a membership of distinguished Canadians supported by a secretariat in Ottawa. Members represent a broad range of sectors, including business, labour, academia, environmental organizations and Aboriginal peoples, as well as diverse regions across the country. (See Section IV for list of members.)

The secretariat, headed by a President and CEO, provides program management, analysis, communications and administrative services to the NRTEE members. (See Section IV for organization chart.) General information about the NRTEE and its membership can be found on the agency's website ([www.nrtee-trnee.ca](http://www.nrtee-trnee.ca)).

### **1.4.2 Major milestone in 2004-2005: Advice on developing a long-term energy and climate change strategy for Canada**

On February 16, 2005, as the Kyoto Protocol took effect, the Prime Minister requested that the NRTEE consider the energy and climate change issues faced by Canada and develop long-term strategies to address these matters. The NRTEE was asked to provide its perspective on two aspects in particular:

- Examining potential environmental risks, and economic risks and opportunities associated with climate change, and by examining these;
- Defining how Canada's national interest can best be advanced in a carbon-constrained world economy, with a particular emphasis on examining the period of 2030-2050.

Specifically, the NRTEE was asked to provide advice on a long-term energy and climate change strategy. Most of the recommendations applying to the long-term, 2030-2050 time frame, will be completed in April 2006. However, other issues included in the Prime Minister's reference are of a shorter term nature and require recommendations quickly, as they relate to options to be discussed in the fall of 2005 during the Conference of Parties (CoP11). Additional advice is to be delivered in April 2006.

(More details about the Prime Minister's request and the Round Table's response are available on the NRTEE website at [http://www.nrtee-trnee.ca/eng/programs/Current\\_Programs/Energy-Climate-Change/ECC\\_e.htm](http://www.nrtee-trnee.ca/eng/programs/Current_Programs/Energy-Climate-Change/ECC_e.htm).)

The implications of this referral from the Prime Minister are significant for the Round Table, both in terms of their scale and implications for Canada. With this request, the Prime Minister has signalled enormous confidence in the NRTEE's credibility, as well as its ability to provide the required information in a timely manner.

### 1.4.3 The NRTEE's contribution to Canada's Performance

*Canada's Performance*, an annual report to Parliament, sets out the context for assessing the performance of federal government programs. As shown in the table below, the NRTEE's work relates to several chapters in the 2005 report and, as such, contributes to Canada's performance.

<b>Canada's Performance Report (2005)</b>		<b>NRTEE Contribution to Government of Canada Outcomes in 2004-2005</b>
<b>Chapter Title</b>	<b>Relevant Government. of Canada Outcome</b>	
Sustainable Economy	1. Sustainable economic growth [where environmental sustainability is a key determinant of economic performance and quality of life] 2. A clean and healthy environment [the foundation for health and the economy; important to the quality of life of all Canadians] 3. A secure and fair marketplace	1. The NRTEE's work on Conserving the Boreal Forests and on Climate Change and Energy is relevant to natural resource sustainability and to reducing greenhouse gas emissions. 1. & 3. The NRTEE's work on Ecological Fiscal Reform and on Capital Markets and Sustainability is particularly relevant to integrating environmental considerations into economic decision-making. 2. The NRTEE's preliminary examination of movement of urban goods and waste management policies addresses this outcome. 2. The NRTEE's recommendations from the Boreal Forest program (together with earlier work on Canada's natural capital) promote healthy ecosystems in Canada. 2. The NRTEE's earlier work on Environment and Sustainable Development Indicators provides a framework against which to track progress.

#### **1.4.4 Contribution to government priorities**

In 2004-2005, the NRTEE contributed to several national priorities. In the October 2004 Speech from the Throne (SfT), the Government of Canada identified a series of commitments that are closely aligned with the NRTEE's mandate, current activities and plans. Highlights are presented below.

##### **Speech from the Throne (October 2004)**

*Globally competitive and sustainable economy.* The Government announced that it will pursue a “strategy to build an even more globally competitive and sustainable economy.” The NRTEE’s work on ecological fiscal reform is extremely well positioned to support the government in this area.

*Sustainable development in decision-making.* In the SfT, the Government committed to working with its partners to build sustainable development systematically into decision-making. Much of the NRTEE’s work in 2004-2005 was aligned with this commitment; its outputs allowed for a significant contribution to Canada’s environment as well as to new thinking on sustainable development.

*New Deal for Cities and Communities.* Another key Government priority is its commitment to work with both the provinces and the territories to deliver a New Deal for Canada’s Cities and Communities. The NRTEE’s past work on brownfield redevelopment and the environmental quality of Canadian cities continues to be relevant to these issues.

*Aboriginal people.* Ensuring that Canada’s prosperity is shared by Canada’s Aboriginal people was also cited as a Government priority. In 2004-2005, the NRTEE’s work on the boreal forest laid the foundation for the development of policy advice to promote this goal. Specifically, this program’s consultation process examined the Aboriginal communities’ role in resource planning and management, governance and capacity development in the boreal; the current realities and debate surrounding treaty rights in the boreal for policy-makers; the optimal approach to institutional engagement of Aboriginal peoples in resource planning and management; the challenges surrounding economic development at the community level; and the ways of making recommendations to strengthen Aboriginal business opportunities in the region.

*Energy and climate change.* The Government reiterated its commitment to the Kyoto Accord on climate change and to approaches that produce long-term and enduring results while maintaining a strong and growing economy. The NRTEE’s work on ecological fiscal reform and energy and on energy and climate change has been, and continues to be, integral to this priority and commitment.

*Greening Government Operations.* In early 2005, the NRTEE met with the Associate Deputy Minister of Public Works and Government Services Canada to discuss a role for the Round Table in promoting the implementation of Greening Government Operations policies. This will translate into a NRTEE-Public Works cooperative activity in 2005-2006.

## **Federal Budget 2005**

The relevance of the NRTEE's efforts is further reflected in the Government's February 2005 Budget Plan, specifically with regard to energy and climate change issues and the New Deal for Cities and Communities.

(See also Section 2.3 – Performance Discussion.)

### **Previous budgets**

Since 2001, when the federal budget speech first provided direction for the NRTEE to engage in brownfield redevelopment work, federal government statements have included the topics of brownfields and contaminated sites. Indications of commitment to, and support for, the remediation of federally owned contaminated sites can be found in the 2003 and 2004 federal budget speeches.

### **1.4.5 Factors influencing the NRTEE's performance**

As always, the NRTEE's success depends on its ability to influence the government's approach to important sustainable development issues. To accomplish this, the NRTEE must produce and promote relevant, neutral and credible advice in a timely manner. Its ability to do so is affected by a whole range of issues, both external and internal. These are discussed below.

#### **External factors**

*Complex decision-making environment.* The key indicator in any examination of the NRTEE's performance is its ability to influence federal policy development. In Canada, particularly for the issues typically examined by the NRTEE, federal policy is not developed in isolation; it is also affected by the government's associations with the provinces and municipalities. This creates a complex decision-making environment, one that can potentially compromise the federal government's ability to act on the NRTEE's recommendations. Then there is the array of priorities being addressed by key stakeholders. This means that the NRTEE must compete to have its products and recommendations accorded due attention. To address this situation, the NRTEE will in the future be allocating more of its budget to promotion and communications efforts.

*Misconceptions about mandate and goals.* Outsiders' misconceptions about the NRTEE's mandate and goals at times influence perceptions about the NRTEE's performance; so too does the expectation that the NRTEE's responsibilities include implementation of its recommendations. Although these misconceptions do not affect the actual achievement of the NRTEE's stated outcomes, they usually indicate a strong need for better communication of the agency's philosophy, approach and ability to influence policy outcomes. In that way, expectations can be properly managed.

*Lack of understanding:* In the DPR 2003-2004, we identified one particular NRTEE challenge as being the general lack of understanding of the close links between the environment and the

economy and, in turn, the low priority accorded sustainable development issues. This continues to be a challenge. However, in 2004-2005, the increased government and public attention afforded climate change and Canada's Kyoto Commitments, coupled with the NRTEE's extensive efforts on energy and climate change, actually increased the likelihood that this challenge will eventually be met.

In a similar vein, the anticipated uptake of the NRTEE's extensive and groundbreaking work on Ecological Fiscal Reform (EFR), already recognized and successfully promoted in limited stakeholder groups, could prove to be a challenge. At issue is the relatively arcane subject matter and the recommended new approach to thinking about fiscal issues, particularly as they relate to the environment. The NRTEE, having recognized this potential problem, has devised a communication plan to address the issue.

### **Internal factors**

As noted previously, in February 2005, the Government referred two major requests to the NRTEE for advice on climate change. In addition, Finance Canada requested advice on "feebates." Much of the new advice is required by the fall of 2005. The NRTEE, appreciative of the confidence demonstrated by these requests, is working to manage the changes associated with the new approaches for meeting tight timelines imposed while it was integrating both the new Chair and the new members.

#### **1.4.6 Overall agency performance**

A full discussion of the NRTEE's overall performance can be found in Section II: Analysis by Strategic Outcome.

#### **1.4.7 Resources used in 2004-2005**

In 2004-2005, the NRTEE spent \$4.7 million (94%) of its appropriation from Parliament. The 2004-2005 appropriation was slightly less than that of previous years because of a reduction in the statutory appropriation for employee benefit plans (\$26,304); that reduction reflected the less-than-estimated cost of the NRTEE's employee benefit plans.

The NRTEE's total expenses for the year were \$5.1 million—\$0.4 million greater than the parliamentary appropriations used during the year. This \$0.4 million represents the cost of services (\$408,450) provided by other government departments at no charge to the NRTEE.

Salaries and professional services accounted for \$3.4 million (73%) of total expenses in 2004-2005, an amount comparable to the \$3.5 million (70%) of total expenses for the previous year. As in previous years, the agency continued to obtain technical knowledge and accommodate fluctuating program demands by supplementing staff resources with specialized professional services—primarily for research, analysis and communications.

Additional financial details can be found in Section III – Supplementary Information.

## Section II: Analysis by Strategic Outcome

### 2.1 Reporting Using Program Activity Architecture (PAA)

The NRTEE has elected to report its performance using its new Program Activity Architecture (PAA). Since the *RPP 2004-2005*, the NRTEE has modified its overarching strategic outcome. As well, the priorities identified in the *RPP 2004-2005* now closely correspond to the agency's activities in the PAA. Figure 1 illustrates the trajectory of these changes.

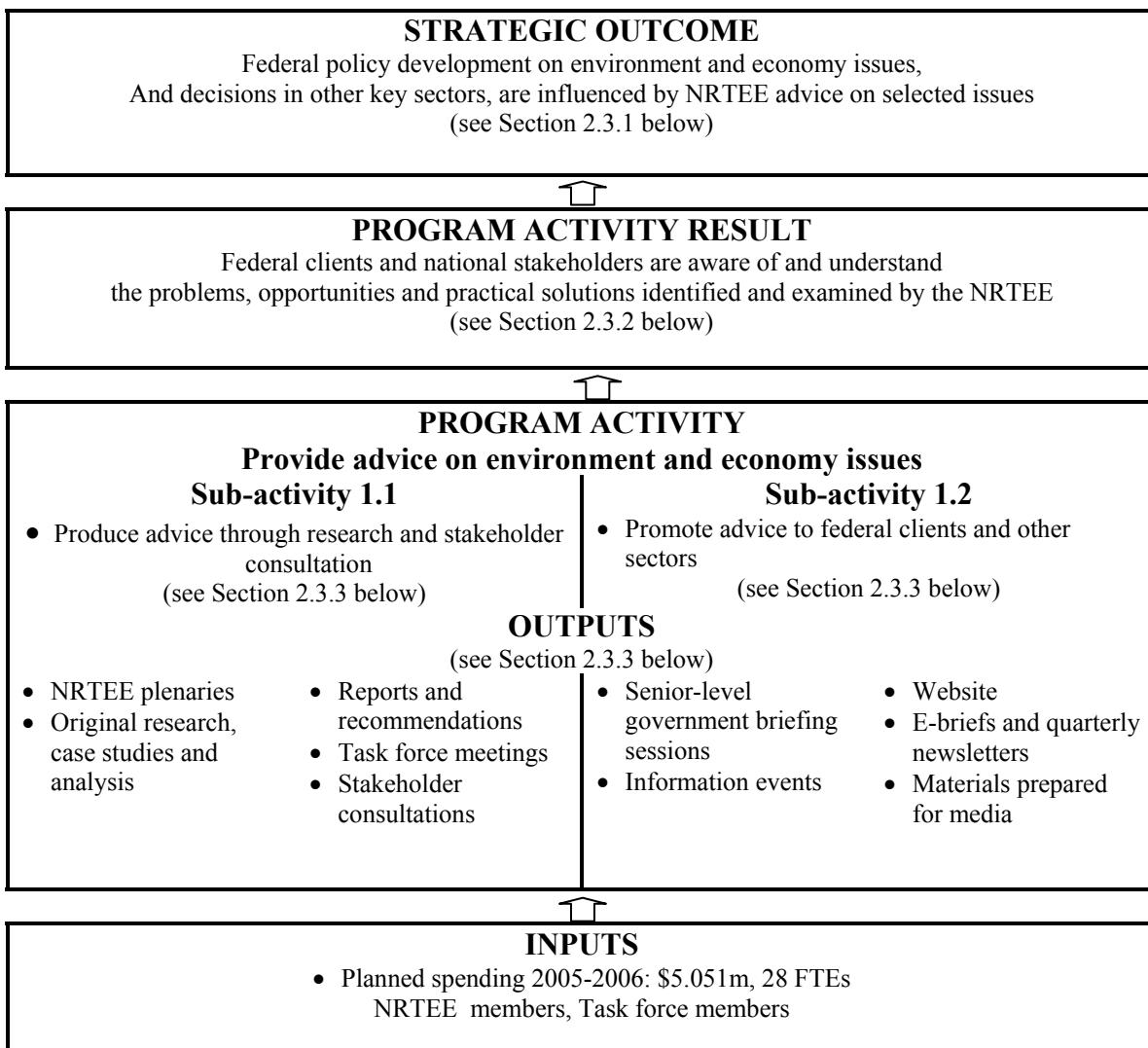
**Figure 1. Crosswalk: RPP 2004-2005 to PAA**

<b>RPP 2004-2005 commitments</b>	<b>PAA reporting structure for DPR 2004-2005</b>
<b>Strategic outcome:</b> Decisions throughout Canadian society manifest balanced concern for environment and economy	<b>Strategic outcome:</b> Federal policy development on environment and economy issues, and decisions in other key sectors, are <i>influenced</i> by NRTEE advice on selected issues.
<b>Priority # 2:</b> Raise awareness and understanding of problems, opportunities and practical solutions	<b>Activity 1:</b> Provide advice on environment and economy issues  <i>Expected result:</i> An increase in awareness and understanding of problems, opportunities and practical solutions related to the environment and the economy
<b>Priority #1:</b> Advise federal decision makers on key environment and economy issues	<b>Sub-activity 1.1:</b> Produce advice through research and stakeholder consultation  <i>Expected result:</i> New knowledge is created  <b>Sub-activity 1.2:</b> Promote advice to federal clients and other key sectors  <i>Expected result:</i> Advice reaches target audiences

The NRTEE is not yet in a position to report on all the performance indicators identified in the new PAA (as explained in more detail below). Furthermore, based on a recent assessment of its evaluation process (see Section 2.2 below), the NRTEE is reconsidering whether the indicators in the PAA are the most appropriate for its organization. For this DPR, we have used a combination of the PAA indicators and those applied in past reporting periods, as illustrated in the expanded crosswalks in Section 2.4 below.

Figure 2 shows how the NRTEE results chain has been adjusted to reflect the PAA and the associated modified strategic outcome and activities.

**Figure 2. NRTEE Results Chain (2004-2005)**



## 2.2 Performance Evaluation at NRTEE

In the DPR 2003-2004, we reported that the NRTEE had introduced an evaluation function that used a case study approach to evaluate recently concluded programs. In 2004-2005, we conducted formal evaluations of two completed programs: *Cleaning up the Past: Building the Future. A National Brownfield Redevelopment Strategy for Canada* (Brownfield Redevelopment Initiative), and *Securing Canada's Natural Capital: A Vision for Nature Conservation in the 21<sup>st</sup> Century* (the Nature program). The actual findings of the evaluations were made available in 2004-2005, although they reflected NRTEE efforts that had ended an active phase in 2003. The NRTEE has now extrapolated from the specific program-related evaluation findings to the overall approach and functioning of the agency. Executive Summaries of the evaluations may be found on the NRTEE website at [http://www.nrtee-trnee.ca/eng/overview/corporate-management-reporting\\_e.htm](http://www.nrtee-trnee.ca/eng/overview/corporate-management-reporting_e.htm).

Having learned from the experience of several formal evaluations, the NRTEE now realizes that the approach applied to date, while useful and informative, has certain limitations. The following limitations will therefore be addressed in the future.

- Although the NRTEE is a unique organization in terms of its goals and approach, its outcomes are typically “soft” and difficult to quantify and assess. This makes benchmarking very difficult.
- Stakeholders are not always clear about what the NRTEE can reasonably be expected to do. This lack of clarity can at times cloud their perceptions regarding the effectiveness of the Round Table.
- It is a challenge to conduct successful sampling for case study evaluations. The timing of evaluations relative to the period of program activity requires further attention.

The NRTEE is committed to an ongoing evaluation function and will review different approaches to meet the challenges.

## **2.3 Performance Discussion**

This section reports on the NRTEE’s performance in terms of its new program activity architecture. The section also reflects the commitments laid out in the RPP 2004-2005, as well as the relevant elements of the NRTEE’s Results Chain. As mentioned previously, the NRTEE is not yet in a position to incorporate all the new performance indicators. Hence, we have applied the indicators used in previous years for the instances in this reporting period for which we cannot use the newer PAA measures.

### **2.3.1 Strategic outcome: Influencing policy and decisions**

The NRTEE has a single, overarching strategic outcome: that the NRTEE advice influences federal policy development on environment and economy issues, as well as decisions in other key sectors.

Indicators (from previous DPRs):

- Federal officials consider the NRTEE an important source of policy advice
- Federal decision-makers request an examination of other policy issues
- Decision-makers in other sectors regard the NRTEE as an important source of advice

#### **Federal officials consider the NRTEE an important source of policy advice**

Because the NRTEE is one of several contributors to policy- and decision-making in Canada at the federal level, it is difficult to assess its performance with complete confidence. Moreover, influencing federal policy development can take years, if not decades, of ongoing efforts. Despite this ambiguity, a number of senior government officials have recently referred to the NRTEE’s

positive impact on key policy initiatives in Canada. Examples of references to the work of the NRTEE include the following:

- In a June 2005 letter to the NRTEE Chair, Minister of Finance Ralph Goodale thanked the NRTEE for its advice regarding the February 2005 federal budget as follows: “Your organization’s research program on Ecological Fiscal Reform (EFR) and Energy has made and continues to make a positive contribution to policy development in Canada.... Budget 2005 takes action in several areas identified by NRTEE.... NRTEE’s input was extremely valuable in the budget-making process.” This passage demonstrates the relevance and impact of the NRTEE’s advice.
- In Federal Budget 2005, one finds the following passage: “Brownfields are a legacy of the poor environmental practices of the past. They are abandoned or idle properties where environmental contamination is known or suspected, and where there is an active economic potential for redevelopment. Brownfields are among the most visible types of contaminated sites, since they are often found in urban areas close to where many Canadians live and work. They include abandoned gas stations, old waterfronts and former industrial properties.” This language, particularly the definition of brownfields, reflects the influence of the NRTEE’s work to raise the profile of this issue. Indeed, this was one of the recommendations of the NRTEE National Brownfield Redevelopment Strategy (2003). And in the end, the Green Municipal Fund of the Federation of Canadian Municipalities received \$150 million for brownfield redevelopment.
- In the Federal Budget 2003, the Government of Canada invested \$75 million over five years and \$25 million in ongoing funds to help relieve pressures on, and restore, the ecological health of the parks. The Federal Budget 2005 builds on these investments by providing an additional \$60 million over five years to enhance and expand existing ecological integrity measures. These expenditures align closely with recommendations arising from the NRTEE program on securing Canada’s natural capital.
- In June 2005, the Report of the Standing Committee on Environment and Sustainable Development, *Finding the Energy to Act: Reducing Canada’s Greenhouse Gas Emissions*, included several references to the value of the NRTEE’s past work on energy and climate change and Ecological Fiscal Reform (EFR).
- The NRTEE’s work on urban issues has proved to be very relevant to progress on the New Deal for Cities and Communities. Minister John Godfrey, the Minister of State for Infrastructure and Communities, has made positive comments on several occasions. For example:
  - In an address to the NRTEE board in November 2004, Minister John Godfrey described the Government’s New Deal and underscored the Round Table’s important role in establishing a policy framework for sustainable cities and communities. The Minister specifically mentioned the reports on indicators, brownfields and urban sustainability.

- "It is very useful that your experts generated advice and challenged us to think long-term, and in the process they educated a lot of people about the potential of sustainable communities."
- In other fora, such as the Canadian Urban Institutes 2004 brownfields conference, the Minister described the Round Table's forward looking approach to brownfields:
  - "I want to recognize the NRTEE for producing a framework for partnership and action on brownfield redevelopment, and for being a catalyst in the creation of the Canadian Brownfields Network."

### **Federal decision-makers request an examination of other policy issues**

A significant vote of confidence in the NRTEE was signalled by the following requests for the NRTEE to assist in developing policy in key areas:

- On February 16, 2005, the Government requested the NRTEE to provide advice and recommendations regarding the options to be discussed during the fall 2005 Conference of Parties/Meeting of the Parties (CoP11/MoP) in Montreal.
- The NRTEE was also asked to provide its perspective on the development of a long-term energy and climate change strategy for Canada.
- To facilitate third-party input, the Government asked the NRTEE to develop options for a feebate, to consult, and to make recommendations to the Government for the next federal budget.

### **Decision-makers in other sectors regard the NRTEE as an important source of advice**

*Municipal.* At the October 2005 Canadian Urban Institute's Brownfields Conference in Toronto, Mayor David Miller (Mayor of Toronto), Jeff Steiner (President and CEO of the Toronto Economic Development Corporation), and Ahab Abdel Azziz (Environmental Lawyer, Osler Hoskin Harcourt) all spoke publicly of the value of the NRTEE work on brownfield redevelopment.

*Provincial.* Following the NRTEE's workshop on brownfields and liens in March 2005, the Alberta Deputy Premier and Minister of Finance, Shirley McClellan, noted that the NRTEE workshop report "provides an important starting point for discussion." She undertook to "forward the report to [her] ministerial colleagues in Alberta Environment and Municipal Affairs."

The Government of New Brunswick, which has launched an initiative aimed at addressing issues of liability surrounding brownfield sites, relied heavily on the NRTEE's brownfield strategy for background information and advice.

*National.* The Canadian Council of Ministers of the Environment (CCME) reviewed their 10-year-old work on liability/contaminated sites principles. The NRTEE's National Strategy,

partially responsible for instigating the initiative, was used as a key point of reference in the discussions.

*International*. The OECD cited NRTEE advice in its *Environmental Performance Review* (2004). The aim of the OECD Review program is to help member countries improve their individual and collective performances in environmental management. The Review specifically notes that the federal government promotes increased awareness of economic instruments through the NRTEE. It also refers to the value of the NRTEE's work with regard to systematically tracking eco-efficiency indicators for energy, water and waste; it then suggests that this approach could be promoted by governments and industry associations.

### **Evaluation feedback on the NRTEE as a source of policy advice**

The 2004-2005 case study evaluations of the completed Brownfields and Nature programs elicited mixed results regarding the NRTEE's role as a source of policy advice. With regard to the Brownfields evaluation, some respondents said that although the materials produced were informative and did encapsulate the issues, they generally did not serve as a source of advice. The respondents also noted that, although this is not within the scope of the *National Strategy*, stakeholders and governments need more detailed information on the technical, financial and legal risks in order to make legislative changes. With regard to the Nature program, although some respondents noted that the NRTEE is indeed a source of advice, others stated that the NRTEE would not be the first place to go to for advice on these issues.

Further evidence of the impact of the NRTEE's work is presented in Section 2.4.

### **2.3.2 Program activity result: Increased awareness and understanding**

To align itself with the overarching single Strategic Outcome, the NRTEE has identified a single program activity: *Provide advice on environment and economic issues*.

Expected result: An increase in awareness and understanding by decision-makers (in federal government and other key sectors) about problems, opportunities and practical solutions relating to the environment and the economy

Indicator: Percentage of decision-makers who report an increase in awareness and understanding

Because of the newness of this indicator, the NRTEE is not in a position to indicate percentages. However, we present alternative evidence of success below.

In 2004-2005, the NRTEE continued its efforts to promote increased awareness and understanding. It was successful in raising awareness of sustainable development issues within federal government and key stakeholder groups. Examples are listed below.

- After the March 2005 Brownfields Liens workshop (see Section 2.3.3 below), the Round Table received several letters that illustrate its success in raising awareness. For example:

- The Prime Minister noted that “the Government of Canada will carefully consider the recommendations that [the NRTEE] provided relating to the removal of Crown liens and tax arrears.”
- Leona Dombrowsky, Ontario Minister of Environment, thanked the NRTEE “for bringing this information to [her] attention.”
- The New Brunswick Minister of Environment and Local Government noted that staff from her department had attended the workshop and found it to be “stimulating and productive.”

Similar letters were received from officials in the governments of Saskatchewan, Nova Scotia and Quebec.

- The Canadian Forest Service of Natural Resources Canada referred to the NRTEE’s work regarding Environment and Sustainable Development Indicators (ESDI) and the boreal in its annual report to Parliament, entitled *The State of Canada’s Forests 2003-2004*.
- New Brunswick officials report that the NRTEE *National Brownfield Redevelopment Strategy* is used as a resource by government officials. Also employed as an educational tool for private sector and municipal representatives, it provides background on the brownfields thinking and educates people regarding the issues.
- The case study evaluations of the Brownfields program found that the success of the NRTEE brownfields work was marked the *National Strategy* document, which continues to be referenced and circulated by stakeholders in the process. Although some informants said they were already knowledgeable about the issues, they also noted that participation in the NRTEE process allowed them to gain a better understanding of other perspectives and their interactions.

### **Post-workshop surveys**

It is customary to invite participants to complete evaluation surveys after NRTEE multi-stakeholder workshops. One specific survey question compares levels of understanding of a particular issue before and after the workshop.

An analysis of the findings from workshops conducted in this reporting period suggests that participants found a modest increase in their understanding as a result of their participation (see box). But it must be noted that most participants at the workshops were already fairly knowledgeable about the issues under discussion.

INCREASING AWARENESS AND UNDERSTANDING						
	<i>Little or no awareness</i>		<i>Some awareness</i>		<i>A fairly high level of u/standing</i>	
Ranking	1	2	3	4	5	Total
<b>Boreal Forest Workshops (combined total for 3)</b>						
Before	4	6	19	33	20	82
After	0	4	9	41	28	82
<b>EFR Workshop</b>						
Before	1	2	7	8	5	23
After	0	0	4	12	7	23

The workshop surveys conducted during this reporting period also suggest that participants felt that the information provided by the NRTEE would be somewhat, or moderately, useful for raising awareness and understanding in their organizations (see the box below).

USEFULNESS OF INFORMATION						
Will the information be useful to raising awareness and understanding in your organization?						
	<i>Not very useful</i>		<i>Somewhat useful</i>		<i>Very Useful</i>	
Ranking	1	2	3	4	5	Total
<b>Boreal Forest Workshops (combined total for 3)</b>						
	2	14	26	34	19	81
<b>EFR Workshop</b>						
	1	0	7	10	5	23

#### Comment from a Participant in an EFR Workshop

"In my opinion, the workshop was highly informative, interesting, and very well organized. Those whom you invited to participate seemed to be well informed and thoughtful. I learned much from the experience. In particular, I found the discussions down-to-earth and realistic. I believe that the NRTEE initiatives on climate change and energy are a breath of fresh air—a sharp contrast to much of what seems to emanate from official circles." (Professor, Department of Economics, McGill University)

Further information on the NRTEE's efforts to raise awareness and understanding is presented in Section 2.3.3

### 2.3.3 Results and outputs by sub-activity

The NRTEE's work is further divided into two sub-activities:

- Sub-activity 1.1: Produce advice*
- Sub-activity 1.2: Promote advice*

## **Results and outputs from sub-activity 1.1: Produce advice**

### **Sub-activity 1.1 Crosswalk: Produce advice through research and stakeholder consultation**

<b>RPP 2004-2005</b>		<b>Performance 2004-2005</b>	
<b>Plans</b>	<b>Expected Results</b>	<b>Expected Results from Program Activity Architecture (PAA)</b>	<b>Outputs</b>
Produce analysis and recommendations in five areas	A significant body of new knowledge and advice that has been validated	New knowledge is created ✓	<ul style="list-style-type: none"> <li>* Original research, case studies and analysis</li> <li>* Reports and recommendations</li> <li>* Task force meetings</li> <li>* Stakeholder consultations</li> <li>* NRTEE plenaries</li> </ul>
Convene and consult national stakeholders			

In 2004-05, the NRTEE **created a body of new knowledge** in the five areas outlined below. In doing so, it fulfilled its RPP plans to produce analysis and recommendations and to convene and consult national stakeholders.

### **Current programs**

The table below provides a summary of the work and outputs related to current programs. Additional information is available on the website at [www.nrtee-trnee.ca](http://www.nrtee-trnee.ca).

<b>Program/ Initiative</b>	<b>Update and Outputs</b>
Conserving Canada's Natural Capital: The Boreal Forest	<p>Task force meetings and three multi-stakeholder consultation meetings were held (in Quebec, Alberta and BC); three case studies and additional research papers were produced. (See NRTEE website at <a href="http://www.nrtee-trnee.ca/eng/programs/Current_Programs/Nature/nature_e.htm">http://www.nrtee-trnee.ca/eng/programs/Current_Programs/Nature/nature_e.htm</a>)</p> <p>The program was successful in developing new contacts and networks with Aboriginal organizations across the boreal region, including provincial departments, industry associations and Aboriginal organizations.</p> <p>The State of the Debate Report was scheduled for release in 2004-2005; completion has been delayed until the fall of 2005.</p> <p>The process was delayed partly because of the need for more extensive consultations with stakeholders, particularly Aboriginal groups, regarding Aboriginal issues—to ensure that the report reflected the current realities and challenges.</p>
Ecological Fiscal Reform and Energy	<p>Task force meetings and stakeholder consultations were held throughout 2004-2005. Three case studies were released in support of the process. (See the NRTEE website at <a href="http://www.nrtee-trnee.ca/eng/programs/Current_Programs/EFR-EcologicalFiscalReform_e.htm">http://www.nrtee-trnee.ca/eng/programs/Current_Programs/EFR-EcologicalFiscalReform_e.htm</a>.)</p> <p>The State of the Debate Report was scheduled for release in 2004-2005; completion is scheduled for summer of 2005. Achieving compatibility with other NRTEE energy and climate change work, coupled with the organizational impact of accommodating the February 2005 referrals on climate change, has led to delays in the final</p>

	<p>production of this report.</p> <p>The success of the EFR program was directly responsible for the new request from Finance Canada for recommendations on feebates.</p>
Capital Markets and Sustainability (CMS)	<p>The CMS Program has been responsible for production of significant original research. A high level task force to advise and guide the program was struck in 2004. Its scoping and consultation sessions, which have engaged over 160 influential stakeholders, have elicited a broad range of inputs.</p> <p>Among those who have provided input are the Executive Directors or Chief Investment Officers of major Canadian pension funds and the Chairmen of various securities commissions; CEOs and other high-level executives of large Canadian companies; Canadian bank executives; DM and ADM-level representatives of various federal government departments; and the heads of Canadian social investment and civil society organizations.</p> <p>The CMS Program also engaged in, and advised on, a number of major international initiatives including the UNEP Finance Initiative, the UN Secretary General's Initiative on Principles of Responsible Investment, and the Institutional Investors' Summit on Climate Risk held at the UN in New York City.</p> <p>Research reports are available on the NRTEE website at <a href="http://www.nrtee-trnee.ca/eng/programs/Current_Programs/Capital-Markets/Capital-Markets_E.htm">http://www.nrtee-trnee.ca/eng/programs/Current_Programs/Capital-Markets/Capital-Markets_E.htm</a>. The State of the Debate Report is scheduled for release in Fall 2005/Winter 2006.</p>
Energy and Climate Change: Phase 1	<p>This program was initiated in 2003, when the Prime Minister asked that the NRTEE study priority areas with high potential for long-term reductions in greenhouse gas emissions, and also explore the linkages between energy, climate change and the economy. Activities in this reporting period included preliminary research and a series of scoping workshops and interviews with senior officials in federal and provincial governments, with private sector decision-makers from the oil and gas industry, with venture capitalists, and with representatives from NGOs and the electrical utilities.</p> <p>This initiative was subsumed under the February 2005 referrals from the Prime Minister. Work completed to date has provided for a seamless transition to the new energy and climate change work. (See Section 1.4.2 and <a href="http://www.nrtee-trnee.ca/eng/programs/Current_Programs/Energy-Climate-Change/ECC_e.htm">http://www.nrtee-trnee.ca/eng/programs/Current_Programs/Energy-Climate-Change/ECC_e.htm</a>)</p>
Green Budget	<p>The NRTEE took steps to streamline its “green” budget recommendations and presented a more focused approach to the Minister of Finance. For the Federal Budget 2005, NRTEE’s submission was entitled <i>Fiscal Policy for Long-term Carbon Emission Reductions: Briefing Notes and Budget Advice</i>, available on the NRTEE website at <a href="http://www.nrtee-trnee.ca/eng/programs/Current_Programs/Gbudget/gbudget_e.htm">http://www.nrtee-trnee.ca/eng/programs/Current_Programs/Gbudget/gbudget_e.htm</a>.</p> <p>The Green Budget submission may be replaced in the future by more predictable referrals from the Minister of Finance, similar to the February 2005 request for information on Feebates.</p>

## Plenaries

The NRTEE convened three plenaries of Round Table members, two in Ottawa and one in Regina. The fourth plenary, scheduled for February 2005 in Victoria, BC, was cancelled due to the major changes in the organization announced on February 16.

## **New program areas: Long-term Energy and Climate Change Strategy—new reference**

Toward the end of the reporting period, the NRTEE became engaged in a new climate change and energy program as well as a study of feebates. This was in response to a direct request from the Government. (See Section 1.4.2 Major Milestone in 2004-2005, above.)

### **Exploration of possible program areas**

The NRTEE undertook preliminary explorations of a range of other issues under the environment-economy umbrella, all as part of a planning exercise to identify new program areas for future examination by the Round Table. The outputs from these included research and analysis, reports and recommendations. The following areas were explored:

- Municipal Solid Waste Management
- Urban Freight Transportation
- Canada's Oceans (Estimating the Economic Value)
- Food Production and Supply
- Freshwater
- Regulation and Environmental Technologies
- Disaster Management and Sustainability

### **Follow-up to completed program: Workshop on Liens and Tax Arrears on Brownfield Sites**

In March 2005, the NRTEE, partnering with the Canadian Brownfields Network, convened a one-day workshop of expert stakeholders. The goal was to produce detailed recommendations related to the removal of liens and tax arrears on eligible brownfield sites. About 40 participants from three levels of government and the private sector participated in the event.

The workshop was a direct result of the NRTEE's earlier work on the brownfield redevelopment strategy for Canada.

The report from this workshop, entitled *Greening Canada's Brownfields: A National Framework for Encouraging Redevelopment of Qualifying Brownfields through Removal of Crown Liens and Tax Arrears*, was very well received. It is available on the NRTEE brownfields website at [www.nrtee-trnee.ca/eng/programs/Current\\_Programs/Brownfields\\_Strategy/Documents/Brownfields-Liens/Brownfield-Liens-Contents\\_E.htm](http://www.nrtee-trnee.ca/eng/programs/Current_Programs/Brownfields_Strategy/Documents/Brownfields-Liens/Brownfield-Liens-Contents_E.htm)

## **Results and outputs from activity 1.2 : Promote advice**

### **Sub-activity 1.2 Crosswalk: Promote advice to federal clients and other sectors**

<b>RPP 2004-2005</b>		<b>Performance 2004-2005</b>	
<i>Plans</i>	<i>Expected Results</i>	<i>Results (adapted from previous DPRs)</i>	<i>Outputs</i>
* Brief senior government officials, etc.  * Deliver regional information sessions  * Raise awareness in wider audience	Senior decision-makers in the federal system briefed on these areas of critical importance to Canadians	A diversity of strategies employed to reach target audiences ✓	* Government briefings  * Information events  * Media: print, radio, other  * Website  * E-briefs and newsletters

In 2004-2005, the NRTEE used **diverse strategies to reach target audiences**. The goal was to ensure that decision-makers, the media and the public-at-large recognize the NRTEE as a leader in providing objective views and analysis relating to the “state of the debate” on the environment and the economy in Canada. The strategies included government briefings and a range of targeted communications activities involving the NRTEE website, information events, media, regular e-briefs and newsletters. These are discussed below.

#### **Government briefings/meetings with senior government officials**

In the DPR 2003-2004, the NRTEE noted that it would work to strengthen and regularize its contact with senior federal officials in order both to increase their awareness of the issues and to better align the NRTEE’s advice with government initiatives. Several new approaches were implemented to meet this goal. For example, at the November 2004 Plenary meeting in Ottawa, members of a panel of Deputy Ministers were invited to share their perspectives on their departments’ priorities and to engage in discussion with Round Table members. The following officials participated:

- George Anderson, Deputy Minister of Natural Resources Canada
- David Fransen, Assistant Deputy Minister, Industry Canada
- Samy Watson, Deputy Minister, Environment Canada
- Arthur Carty, National Science Advisor to the Prime Minister
- Larry Murray, Deputy Minister, Fisheries and Oceans Canada
- Sue Kirby, Assistant Deputy Minister, Fisheries and Oceans Canada

At that time, members also heard from Johanne Gelinas, Commissioner for Environment and Sustainable Development, Office of the Auditor General of Canada, and from the Honourable John Godfrey, Minister of State for Infrastructure and Communities.

The NRTEE Acting President and CEO, together with the NRTEE Chair, met frequently over the course of the year with senior officials from a range of federal government departments. These discussions included meetings with both the Minister and Deputy Minister of Environment.

## Communications activities

A summary of the NRTEE's communications activities is presented in the table below.

<b>Communications Activities Summary (2004-2005)</b>	
<b>Website</b>	<ul style="list-style-type: none"> <li>• Number of visitors to the Website: 296,679</li> <li>• Average length of stay: 28 minutes</li> <li>• Average number of visitors/day: 812</li> <li>• Number of NRTEE PDF documents downloaded: 152,575</li> <li>• Top four downloaded reports: <ul style="list-style-type: none"> <li>• <i>Cleaning up the Past, Building the Future: A National Brownfield Redevelopment Strategy for Canada.</i> English: 21,014; French: 2,159</li> <li>• <i>Environment and Sustainable Development Indicators for Canada — A State of the Debate Report.</i> English: 5,795; French: 9,403</li> <li>• <i>Environmental Quality in Canadian Cities: The Federal Role — A State of the Debate Report.</i> English: 3,476; French: 4,664</li> <li>• <i>Securing Canada's Natural Capital: A Vision for Nature Conservation in the 21<sup>st</sup> Century – A State of the Debate Report.</i> English: 3,509; French: 4,563</li> </ul> </li> </ul>
<b>Speaking Engagements</b>	<ul style="list-style-type: none"> <li>• <b>GLOBE 2004</b>, Vancouver: Hosted a panel entitled <i>Capital Markets: Examining the links between sustainable development and financial performance in Canada</i></li> <li>• <b>International Association of Ecological Economists (ISEE)</b>, Montreal: Hosted a panel and provided speakers on Environment and Sustainable Development Indicators (ESDI)</li> <li>• <b>McGill University, Resource and Environmental Economics</b>, Montreal: Addressed an economics class on natural capital and the ESDI Initiative</li> <li>• <b>Canadian Solar Industries Association (CanSIA)'s annual Solar Forum</b>, Ottawa: Presented on <i>Ecological Fiscal Reform and Energy: Integrating Fiscal Instruments into the Search for Solutions to Climate Change Issues</i></li> <li>• <b>Saskatchewan NDP caucus briefing</b>, Regina: Presented on <i>Enabling the Green Economy</i> which included preliminary findings from the EFR &amp; Energy program</li> <li>• <b>OECD World Forum on Key Indicators</b>, Palermo, Italy: Presented on the NRTEE's ESDI Initiative</li> <li>• <b>Canada's Sustainable Technologies &amp; Services Summit 2004</b>, Ottawa: Hosted a panel entitled <i>Canada's Energy Future</i>, and participated on the Eco-efficiency panel</li> <li>• <b>Fueling Our Future: Strategic Energy Policy Opportunities for Canada</b>, Ottawa: Presented on <i>The Energy-Environmental Equation</i></li> <li>• <b>House of Commons Standing Committee on Sustainable Development and Environment Presentation</b>, Ottawa: Presented preliminary recommendations stemming from the EFR &amp; Energy program</li> <li>• <b>Canadian Council of Forest Ministers' Sustainable Forest Management Working Group</b>, Saskatoon: Presented on <i>Conserving Canada's Natural Capital: The Boreal Forest</i> program</li> <li>• <b>Midi de la foresterie de l'UQAT</b>, Rouyn-Noranda: Presented on « Les interventions de la société civile dans les dossiers de la foresterie»</li> <li>• <b>Canada Local Canada Global: The Environment, Society and the Canadian Financial Sector</b>, Toronto (organized by the United Nations Environment Programme Finance Initiative [UNEP FI], in collaboration with RBC Financial Group): Presented on the Capital Markets and Sustainability program</li> <li>• <b>Senate Standing Committee on Energy, Environment and Natural Resources</b>, Ottawa: Presented on the EFR &amp; Energy program</li> </ul>

**NRTEE Information Booth at Conferences**

- GLOBE 2004, Vancouver
- People and the Planet: Changing Values for a Sustainable Future, Calgary
- International Association of Ecological Economists (ISEE), Montreal
- Canada's Sustainable Technologies & Services Summit 2004, Ottawa

**Media Clippings**

- Opinion editorials – 3
- Print articles (including op-eds) – 141
- Radio interviews – 17
- TV coverage – 7

**Newsletter (*Review*) and Electronic e-Briefs**

The NRTEE sent out four editions of the NRTEE *Review*, averaging 9,852 individuals per *Review* (total number of Reviews distributed to mailing list during the year = 39,406).

The electronic e-Brief (an electronic e-mail update on current events and program information) was sent out four times during 2004-2005, averaging 6,500 individuals per distribution.

The NRTEE website is clearly an important tool for disseminating key information to stakeholders and members of the public. It serves as the primary source for information on current NRTEE programs as well as for NRTEE e-Briefs, past program evaluations, and information on the Round Table, its members, current issues and upcoming events.

The table below illustrates that the largest source of traffic on the web site is the federal government, our primary client for advice.

<b>Per cent of traffic on NRTEE web site by sector</b>	
Federal Contacts	38.0%
ENGO	10.1%
Industry/Trade Associations	10.0%
University Contacts	9.0%
Provincial Contacts	12.6%
Business	9.0%
Sustainable Development Research Institutes	5.0%
Labour Federations / Unions	1.7%
Members of Parliament	1.6%
Municipal	1.7%
Lobby Firms	0.7%
International Organizations	0.3%
National Councils for Sustainable Development	0.3%

The website's Virtual Library feature enables people to easily access over 300 NRTEE documents on sustainable development. All NRTEE publications obtained through the Virtual Library are free of charge. The Round Table's signature series, the State of the Debate reports, continues to have strong brand recognition.

The NRTEE publications continue to be marketed and distributed on a partial cost-recovery basis through Renouf Publishing Co. Ltd.

The new climate change reference from the government resulted in a significant demand for information about climate change, the NRTEE, and how the Round Table plans to tackle its new assignments. Materials, largely aimed at internal communications with members, were quickly produced and disseminated in both official languages.

## 2.4 Improving Performance

The NRTEE strives to measure, understand and improve its performance on a continuous basis. This section looks both backwards and forwards along the timeline so as to report on the actions taken to improve our performance both now and into the future.

### 2.4.1 Looking back: Did we do better?

In the DPR 2003-2004, we noted three areas for improved performance. These areas, together with actions undertaken to improve performance, are noted below.

Areas for Improvement 2003-2004 DPR	Action Undertaken
The NRTEE should be more targeted in its <i>Greening of Budget</i> submissions.	The 2005 Federal Budget submission was rationalized and more narrowly focused than in previous years. It was well received by Finance Canada.
The NRTEE should provide strategic advice for the federal government and play an enhanced role in the development of sustainable development policy.	The NRTEE has initiated this process. Recent events clearly indicate that the government is increasingly looking to the NRTEE for advice. A more active role in this area is envisaged as part of a new organizational structure currently being considered.
The NRTEE should increase its contact with senior federal officials.	More efforts were made in this area in 2004-2005. (See Section 2.4.2, above.)
The NRTEE should integrate itself as a key player in sustainable development within the federal system.	The NRTEE's key role in providing advice to the government on climate change will place the agency firmly in the centre of sustainable development issues in the federal system.

## 2.4.2 Looking ahead: Where can we do better?

<b>Areas for Improvement 2004-2005 DPR</b>	<b>Proposed Action</b>
Stakeholder perceptions of the NRTEE's mandate and responsibilities are not clearly understood. This results in unreasonable expectations, particularly with regard to policy changes in government.	More care and resources will be devoted to establishing and communicating clear, reasonable and honest expectations about what the NRTEE can potentially accomplish.
The experience of the Boreal program reinforced the need for defining program goals and focuses more narrowly, and also for concentrating on aspects that others are not examining.	For any "self-identified" programs, activities will be scoped so that a manageable focus results and it is confirmed that the NRTEE occupies a niche not currently being addressed.
The recent emphasis on producing advice and recommendations has limited the NRTEE's capacity to promote this advice as effectively as possible.	The NRTEE will augment its communications activities and will focus more on promoting its advice through a range of activities, including greater use of members as NRTEE spokespersons in their regions and sectors. The NRTEE will affiliate, facilitate and advocate, as appropriate, to advance its objectives.

## 2.5 Modern Management and Government-Wide Initiatives

In the RPP 2004-2005, we noted that the NRTEE was to strengthen its practices in several areas pertaining to management of accountability. The results are discussed below, along with the NRTEE's progress on relevant government-wide initiatives.

### 2.5.1 Modern management

<b>Activity</b>	<b>Status</b>
Performance measurement	Ongoing
Evaluation	Implemented second round of evaluations with the new evaluation framework
Integrated risk management	Finalized a corporate risk management profile and management strategy
Values and ethics	Completed initial steps for a Code of Ethics for the NRTEE staff
Information management	Completed initial steps for an electronic information management system (ref. Government's <i>Framework for the Management of Information</i> ); efforts are ongoing
PAAs and EMIS	Complied with Treasury Board Secretariat in its new approaches

## 2.5.2 Government-wide initiatives

Activity	Status
Modern comptrollership <ul style="list-style-type: none"><li>• Integrated performance information</li><li>• Appropriate systems of control</li></ul>	Reached a mature state of development Reached a mature state of development
Government on line	Proceeding
Management of government information	Proceeding. Piloted interwoven software with Public Works. Work proceeding on common standards for displaying of information on a government website

### Award for Leadership – NRTEE

The NRTEE's efforts in advancing good management practices in the federal government were recognized in 2004-2005, when the agency received an award *for leadership in the implementation of Modern Comptrollership within the Small Agencies Community* of the federal government. This recognition demonstrates the organization's diligent and effective approach to management.

## Section III – Supplementary Information

**Table 1: Comparison of Planned to Actual Spending (including FTE)**

(\$ thousands)	2002–03 Actual	2003–04 Actual	2004–2005			
			Main Estimates	Planned Spending	Total Authorities	
National Round Table on the Environment and the Economy	5,340.8	4,888.1	5,077.0	5,077.0	5,047.5	4,713.8
<b>Total</b>	<b>5,340.8</b>	<b>4,888.1</b>	<b>5,077.0</b>	<b>5,077.0</b>	<b>5,047.5</b>	<b>4,713.8</b>
<b>Total</b>	5,340.8	4,888.1	5,077.0	5,077.0	5,047.5	4,713.8
Less: Non-respendable revenue	3.9	7.5	20.0	20.0	3.8	3.8
Plus: Cost of services received without charge	309.0	342.6	342.6	342.6	408.5	408.5
<b>Net cost of Department</b>	<b>5,645.90</b>	<b>5,223.2</b>	<b>5,399.6</b>	<b>5,399.6</b>	<b>5,452.20</b>	<b>5,118.5</b>
<b>Full-Time Equivalents</b>	<b>28.0</b>	<b>27.0</b>	<b>29.0</b>	<b>29.0</b>	<b>29.0</b>	<b>25.3</b>

The NRTEE's actual spending in 2004-2005 was less than its planned spending. The lower amount is attributable primarily to the reduced salary expenses of the year—the result of the NRTEE Corporate Secretary and Director of Operations taking on additional responsibilities as Acting President and Chief Executive Officer and thus leaving open a senior management position for the entire year. In addition, three employees departed and were not immediately replaced. These factors are reflected in the variance in actual full-time equivalents from the expected level. As well, the amount of total authorities is less than the amount of planned spending, because of the reduced statutory appropriation required to cover the cost of employee benefit plans for NRTEE employees.

**Table 2: Use of Resources by Business Line**

Business Line – BL	2004–2005								Total
	Budgetary							Plus: Non-Budgetary	
	Operating	Capital	Grants and Contributions	Total: Gross Budgetary Expenditures	Less: Respendable Revenue	Total: Net Budgetary Expenditures	Loans, Investments and Advances		
National Round Table on the Environment and the Economy									
Main Estimates	5,077.0	-	-	5,077.0	-	5,077.0	-	5,077.0	
Planned Spending	5,077.0	-	-	5,077.0	-	5,077.0	-	5,077.0	
Total Authorities	5,047.5	-	-	5,047.5	-	5,047.5	-	5,047.5	
Actual Spending	4,713.8	-	-	4,713.8	-	4,713.8	-	4,713.8	

This table shows that the NRTEE appropriation is limited to the operating expenses. The agency has no appropriations for capital expenditures or for grants and contributions.

**Table 3: Voted and Statutory Items**

Vote or Statutory Item	Truncated Vote or Statutory Wording	2004–2005			
		Main Estimates	Planned Spending	Total Authorities	Actual
35	Operating expenditures	4,688.0	4,688.0	4,701.0	4,367.3
(S)	Contributions to employee benefit plans	369.0	369.0	342.7	342.7
(S)	Expenditures pursuant to paragraph 29.1(1) of the FAA	20.0	20.0	3.8	3.8
	<b>Total</b>	<b>5,077.0</b>	<b>5,077.0</b>	<b>5,047.5</b>	<b>4,713.8</b>

This table shows that the NRTEE spent \$4.7 million (94%) of its parliamentary appropriation.

**Table 4: Net Cost of Department**

(\$ thousands)	2004–2005
Total Actual Spending	4,713.8
<i>Plus: Services received without charge</i>	
Accommodation provided by Public Works and Government Services Canada (PWGSC)	368.5
Other services	40.0
<i>Less: Non-respendable revenue</i>	3.8
<b>2004–2005 Net cost of Department</b>	<b>5,118.5</b>

Other services include employee compensation services provided by Environment Canada and audit services provided by the Office of the Auditor General.

**Table 5: Sources of Non-Respondable Revenue****Non-Respondable Revenue**

(\$ thousands)	Actual 2002-03	Actual 2003-04	2004-2005			
			Main Estimates	Planned Revenue	Total Authorities	Actual
<b>National Round Table on the Environment and the Economy</b>						
Sales of publications pursuant to paragraph 29.1(1) of the FAA	3.9	7.5	20.0	20.0	3.8	3.8
<b>Total Non-Respondable Revenue</b>	<b>3.9</b>	<b>7.5</b>	<b>20.0</b>	<b>20.0</b>	<b>3.8</b>	<b>3.8</b>

This table shows the non-respondable revenue generated through the sale of the NRTEE publications. The increase in sales during 2003-2004 resulted from the release of three State of the Debate publications (*Environment and Sustainable Development Indicators*, *Conservation of Natural Capital*, and *Urban Sustainability*) in April, May and June of 2003. The decrease in 2004-2005 reflects the fact that the NRTEE released no new publications during the past year.

**Table 6: Financial Statements of Departmental Corporations and Agents of Parliament**

As a Departmental Corporation listed in Schedule II of the Financial Administration Act, the NRTEE is required to produce an annual report containing its audited financial statements. An electronic version of this report for 2004-2005 can be found on the NRTEE agency website at the following link: [http://www.nrtee-trnee.ca/Publications/AnnualReports/AnnualReport\\_2004-2005/AR2004-2005\\_E/AR2004-2005\\_Contents\\_e.htm](http://www.nrtee-trnee.ca/Publications/AnnualReports/AnnualReport_2004-2005/AR2004-2005_E/AR2004-2005_Contents_e.htm).

**Table 7: Response to Parliamentary Committees, Audits and Evaluations for FY2005-2006**

<b>Response to Parliamentary Committees</b>
No recommendations received
<b>Audits or Evaluations</b>
External evaluation of Brownfields Redevelopment Initiative External evaluation of Conservation of Natural Heritage Program  Executive Summaries of the evaluations are available on the NRTEE website at <a href="http://www.nrtee-trnee.ca/eng/overview/corporate-management-reporting_e.htm">http://www.nrtee-trnee.ca/eng/overview/corporate-management-reporting_e.htm</a> .

**Table 8: Travel Policies**

The NRTEE follows the Special Travel Authorities published by TBS for Governor-in-Council appointees and executive employees. The NRTEE applies the TBS Travel Directive and Rates and Allowances for the travel of all public service employees and other persons on official government business.

## **Section IV – Other Items of Interest**

### **NRTEE Members as of March 31, 2005**

Chair  
Glen Murray  
Winnipeg, Manitoba

Vice-Chair  
Ken Ogilvie  
Executive Director  
Pollution Probe Foundation  
Toronto, Ontario

Elyse Allan  
President & CEO  
GE Canada  
Toronto, Ontario

Allan F. Amey  
President & CEO  
Climate Change Central  
Calgary, Alberta

Edwin Aquilina  
Special Advisor to the Mayor  
City of Ottawa  
Ottawa, Ontario

David V.J. Bell  
Professor Emeritus, Senior Scholar  
and Former Dean  
Faculty of Environmental Studies, York  
University  
Toronto, Ontario

Katherine M. Bergman  
Dean, Faculty of Science  
University of Regina  
Regina, Saskatchewan

William J. Borland  
Director, Environmental Affairs  
JD Irving Limited  
Saint John, New Brunswick

Wendy L. Carter  
Vancouver, British Columbia

Linda Louella Inkpen  
St. Phillips, Newfoundland and Labrador

Stephen Kakfwi  
Yellowknife, Northwest Territories

Manon Laporte  
President & CEO  
Enviro-Access  
Fleurimont, Quebec

Diane Frances Malley  
President  
PDK Projects Inc.  
Nanaimo, British Columbia

Dee Marcoux  
Gibsons, British Columbia

Audrey McLaughlin  
Whitehorse, Yukon

Patrice Merrin Best  
President & CEO  
Luscar Limited  
Edmonton, Alberta

Alfred Pilon  
Corporate Secretary  
Office franco-québécois pour la jeunesse  
Montreal, Quebec

Darren Allan Riggs  
Marketing and Sales Manager  
Superior Sanitation Services Ltd.  
Charlottetown, Prince Edward Island

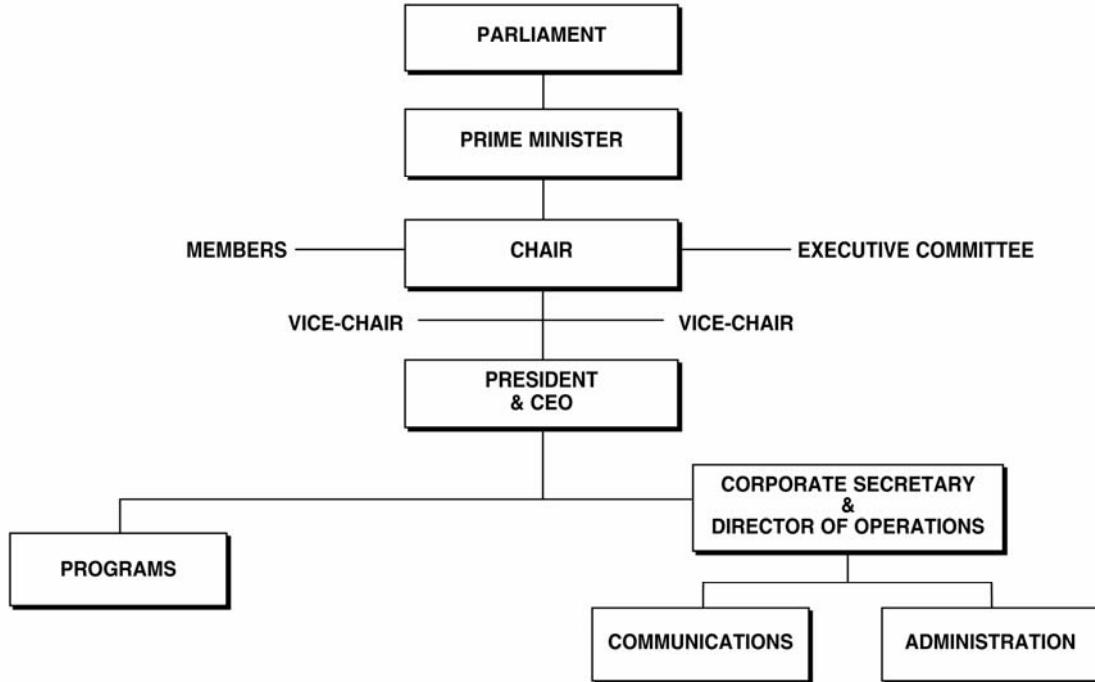
Qussai Samak  
Union Advisor  
Confédération des syndicats nationaux  
Montreal, Quebec

Keith Stoodley  
Vice-President  
OceanTouch  
Paradise, Newfoundland and Labrador

Sheila Watt-Cloutier  
Chair, Inuit Circumpolar Conference  
Iqaluit, Nunavut

# NRTEE Organization Chart

National Round Table on the Environment and the Economy (NRTEE)



## Contact for More Information

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