



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

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ANNUAL

NATIONAL ROUND TABLE  
on the ENVIRONMENT  
and the ECONOMY

REVIEW

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National Round Table on the Environment  
and the Economy

**R.C. (Reg) Basken**  
President, Energy and Chemical Workers Union

**The Honourable Jean Charest**  
Minister of Environment, Government of Canada

**The Honourable J. Glen Cummings**  
Minister of Environment, Government of Manitoba

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President, Pat Delbridge Associates Inc.

**Josefina Gonzalez**  
Research Scientist, Forintek Canada Corp

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Executive Director, Island Nature Trust

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**Pierre Marc Johnson**  
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Minister of Energy, Mines and Resources, Government of  
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President and Executive Director, Canadian Ecology  
Advocates

**His Honour Judge Barry D. Stuart**  
Territorial Court of Yukon

**The Honourable Bernhard Wiens**  
Minister of the Environment, Government of Saskatchewan  
and Chair, Canadian Council of Ministers of the  
Environment (CCME)

**The Honourable Michael Wilson**  
Minister of Industry, Science and Technology and Minister  
for International Trade, Government of Canada

Executive Director: Ron Doering



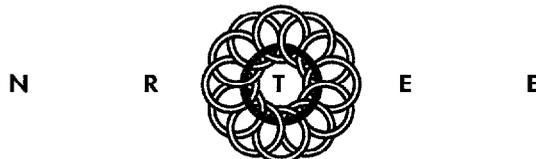
NATIONAL ROUND TABLE MEMBERS WITH THE HON. PAULINE BROWNE, MAY, 1992, AT THE CENTER BLOCK, PARLIAMENT BUILDINGS, OTTAWA, ON THE OCCASION OF THE TABLING OF OUR LEGISLATION, BILL C-72, NOW PASSED. ROYAL ASSENT WAS GRANTED JUNE 23, 1993

THE NATIONAL ROUND TABLE ON THE ENVIRONMENT AND THE ECONOMY promotes the principles and practices of sustainable development in all sectors of Canadian society and in all regions of Canada.

SUSTAINABLE DEVELOPMENT is development which meets the needs of the present without compromising the ability of future generations to meet their own needs.

REPORTING DIRECTLY TO THE PRIME MINISTER, the National Round Table is an independent forum composed of influential individuals from government, business, science, environmental groups, academia, labour unions, and native peoples.

UNLIKE MOST OTHER INSTITUTIONS, the National Round Table brings together traditionally competing interests and makes decisions by consensus.



June 16, 1993

*This fourth Annual Review will mark the completion of the first developmental phase in the life of the National Round Table. The next phase, under the new Act to Establish the National Round Table on the Environment and the Economy (Bill C-72) will be launched in the autumn of 1993.*

*We look forward to reporting to you, Prime Minister, in this new chapter of the National Round Table's history. Our new legislation gives the Round Table independent status as a departmental corporation. It does not radically change our mandate. However, it does give the Round Table a significantly greater measure of independence in its mode of operation, and it dispels whatever ambiguity existed concerning the relationship of the Round Table to the Government.*

*The Act also reflects the collective awareness of our legislators and the Canadian people that the journey to sustainable development will neither be short nor easy. The Round Table has signed on as navigator for the entire journey.*

*We owe to former Prime Minister Brian Mulroney and to the Honourable Jean Charest a warm thank you for their leadership in the initiative leading to the Round Table Act.*

*The achievements of the past four years are a credit to the leadership of the founding chair, David Johnston, and the charter members, many of whom have continued to serve to the present day.*

*One of the most dedicated of the charter members, the late Roy Aitken, now has an appropriate memorial -- internships funded by INCO, which will enable two students each year to gain a first hand experience of sustainable development in the making, both in industry and in environmental organizations.*

*Another charter member, David Buzzelli, has recently been named the founding co-chair of the President's Council on Sustainable Development in the United States. The Council is very much like our own National Round Table, and Mr. Buzzelli's central role will help to ensure its effectiveness.*

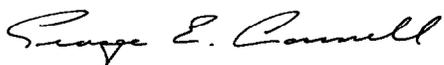
Margaret Kerr, who was one of the original members of the National Task Force on the Environment and the Economy, as well as a charter member, left the Round Table in the past year. However, she continues to lend her expertise and support on the Round Table's Task Force on Trade and Sustainability.

Jim MacNeill, who also left the Round Table a few months ago, continues to be one of the foremost global thinkers and leaders on sustainable development. He will continue to be a close friend of the Round Table, and a source of inspiration to its members.

We are fortunate that so many of the charter group have remained with us through the entire developmental phase. This has ensured steadiness of purpose, consistency in thought and action, and an approach to controversial issues which is based upon a well-rooted consensual process. At the same time the newer recruits to the National Round Table have brought a welcome infusion of new ideas as well as energy.

As the new Act is implemented, periodic change in the membership will be the standard practice. The remaining core of charter members, now 11 in number, will over the next year or two, yield their places to newcomers representing many different elements of Canadian society, economy and environmental concern. The charter members have bestowed on their successors a vital and proven instrument in the cause of sustainable development.

This Annual Review is an account of the state of that legacy.



DR. GEORGE E. CONNELL,  
Chair



GEORGE CONNELL WAS APPOINTED CHAIR OF THE NATIONAL ROUND TABLE BY THE PRIME MINISTER IN FEBRUARY 1991. HE SERVED AS PRESIDENT OF THE UNIVERSITY OF TORONTO FROM 1984 TO 1990, AND PRESIDENT OF THE UNIVERSITY OF WESTERN ONTARIO FROM 1977 TO 1984. DR. CONNELL HOLDS A P.H.D. IN BIOCHEMISTRY.

# Building Consensus for a Sustainable Future

THERE IS NO BROAD PERCEPTION IN WESTERN SOCIETIES THAT HUMAN BEINGS ARE RECYCLED.

Perhaps, if there were, the concept of sustainable development would have prevailed much sooner. It would have stemmed from a much more realistic perception of humanity's place in the universe. A perception that placed less insistence on dominance; more attention on dependence.

Humans are recycled because, like everything else, they are a vast collection of atoms arranged in distinctive ways. The arrangement varies from person to person, and it varies from species to species. But the basic building blocks, the atoms, stay the same. The amount of matter on and around our planet does not change. What changes is how it is organized.

In a human being, the calcium in a thigh bone may contain atoms that, 70 million years ago, may have been part of a dinosaur. Carbon atoms in a nose may have come from grass eaten 20 years ago by a steer that provided a T-bone steak.

Looked at this way, the old adage, "You are what you eat," takes on a whole new meaning.

Looked at this way, life on earth, all life on earth, implies kinship and sharing. And if that had been the cornerstone of Western thought, the framework for action might have encouraged a stronger respect for interdependence.

As it is, our structures reflect a desire for power and control. In fact, most of our structures are based on military models. And it is intriguing how much imagery in English is based on the language of the military — or of sports, since, historically, they served as a training ground for the military.

We talk of level playing fields, the war against poverty, casualties of the recession, the Prime Minister's Quebec lieutenant, front line employees, working in the trenches, victory in the battle against cancer, number two in a corporation, the opening shot, bombing out, being on the firing line, political landmines, being deadly accurate, marching orders, throwing the bomb (in football), an arm like a cannon (in baseball), firing a shot (in hockey), surrendering a passport, bunker mentalities, torpedoing the process, capturing the imagination, prisoners of love, scorched earth policies, dragooning volunteers, mapping out an advertising campaign, keeping your head down, a win-win situation, holding the line, open warfare, zeroing in, motivating the troops, the chain of command, demolishing an argument, lock step, ... and so on.

The process is adversarial, the goal is winning, the decision-making structure is hierarchical, the ethic is competition, the ideal is individual and institutional independence, thinking is linear, decisions are by executive prerogative, and consultation is without obligation.

It is a structure and process that results in a command and control approach — and at times that remains appropriate. Certainly it continues to be suitable for the military. And it has long been adapted to business and government. But it



can pose formidable barriers to sustainable development where the challenge is to integrate economic, social, and environmental decision-making in all their bewildering complexity.

Command and control do not work well where the need is for interdisciplinary co-operation and agreed action, where scientific research provides few indisputable answers, and where there is a multitude of concerns and interests to address.

What is needed in their place is a process that is not adversarial but exploratory, where the goal is not winning but resolving, the decision-making structure is not hierarchical but inclusive, the ethic is not competition but integration, the ideal is not individual and institutional independence but collective well-being, thinking is not linear but kaleidoscopic, decisions are not by executive prerogative but by consensus, and consultation is not without obligation, but is part of an interchange among equals and therefore demands that participants be answerable for decisions.

Of all of these, the most important is consensus because it is at the centre of behavioural change in decision-making. For consensus to operate, people must abandon command and control patterns of conduct. And only if they abandon them can there be the kind of interchange among equals that is so necessary in trying to weave sustainable development into the multitude of our activities.

When consensus decision-making is combined with a multi-stakeholder approach to problem solving, the reach of the process — its ability to penetrate complexity by gaining access to people with first-hand experience of its variability — is extended far beyond what bureaucratic structures can achieve, and this can greatly improve the chances of reconciling competing interests.

In fact, the multi-stakeholder approach is so important, that consensus decision-making is defined by the national and provincial round tables as including "all those who have a stake in the outcome."

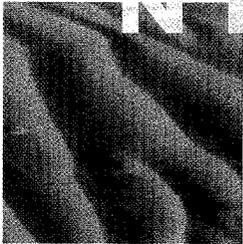
The special ability of round tables to extend the reach of the process, and to penetrate complexity, is underlined by the fact that about half of the initiatives undertaken by the National Round Table would not find a home elsewhere within the federal system.

Round tables are a unique Canadian response to the work of the United Nations World Commission on Environment and Development (the Brundtland Commission), and the challenge of sustainable development. Currently, there are somewhere between 100 and 200 round tables operating in Canada. There are about 40 in Manitoba and 60 in British Columbia alone. Already, reference is beginning to be made to a "round table movement."

They exist at all political levels and in widely varying circumstances. For instance an enterprising alderman in Stratford, Ontario, negotiated an agreement with City Council whereby all the money that the Stratford Round Table could save the city through waste reduction would be turned over to the round table to finance its activities. Within two years the round table was so successful that its annual income was \$1 million. Last year it turned back some of its income to City Council to help lower taxes.

***For consensus to operate, people must abandon command and control patterns of conduct. And only if they abandon them can there be the kind of interchange among equals that is so necessary in trying to weave sustainable development into the multitude of our activities.***

The Guelph Round Table in Ontario has helped resolve disputes over noise nuisance, pesticide spraying, fast food packaging, and wetlands conservation. And last year Guelph City Council asked it to develop a green plan for the city.



In Smithers, B.C., 450 kilometres inland from the southern boundary of the Alaskan Panhandle, a round table of loggers, environmentalists, townspeople, forestry company executives, and government officials, is developing a sustainable development plan for logging in the surrounding watershed.

At the request of City Council, the Halifax Round Table presented recommendations for an action plan that would guide the city toward sustainable development.

Across the country, provincial round tables are developing strategies to promote sustainability in their respective provinces.

In Souris, Manitoba, there are so few jobs that most of the young people leave town to find work elsewhere. To try and devise a plan to make their community sustainable, townspeople have created the Souris River Round Table.

The National Round Table has, itself, helped to establish sectoral round tables, such as the Forest Round Table which has agreed to 26 principles (and action plans) for sustainable development in Canada's forests.

The purpose of round tables is not to challenge the authority of agencies, companies, institutions, or public interest organizations. It is to offer networks for peering past complexity and promoting sustainability. As the Prime Minister of Canada said when he created the National Round Table in 1989, "The Round Table will be providing leadership in the new way we must think about the relationship between the environment and the economy and the new way we must act."

Consensus decision-making, which is at the heart of the round table process, is not a new way of thinking. It is as old as organized society and, in some communities, it continues as the main way of making decisions. In Canada there has always been a place for it in certain circumstances. Perhaps one of its more interesting uses occurred in the early 1970s when leaders of a coalition protesting the use of nuclear power in Ontario decided that everyone involved in demonstrating should take training in consensus decision-making to keep protests non-violent. Quakers from Philadelphia trained them. The ability to operate by consensus strengthened the coalition's capacity to ensure that protests were non-violent, even under stress.

In the area of negotiating aboriginal land claims, it has been widely used. Mediation can also assist in consensus decision-making. It was employed by the Canadian Petroleum Association through wide-ranging stakeholder participation, in developing guidelines for the petroleum industry.

So in itself consensus decision-making is not new. What is new is the way it can change how we deal with complexity, and specifically, how we can find our way through the labyrinth of competing demands to sustainable development. In that sense, consensus decision-making is very new.

To travel a new road, nothing helps more than a road map. So the National Round Table and the provincial and territorial round tables have collaborated to produce a set of guiding principles entitled "Building Consensus for a Sustainable Future." These principles were endorsed by the National Round Table at its May plenary meeting in Regina, and an abridged version is reproduced on the following pages, along with part of the introductory section, in order to aid in the appreciation and understanding of the process.

## CONSENSUS PROCESSES

Many of the decisions we face in the years ahead demand that we find ways to listen to opposing points of view, and find ways to accommodate deeply held and differing values. Conventional decision-making mechanisms tend to exclude rather than include diverse interests and do not cope well with the complexity that issues of sustainability present.

The terms sustainability and sustainable development embrace the concept that environmental, economic and social needs are complex and require integrated decision-making. More than ever, we understand how decisions made today affect the quality of life for future generations. People are demanding more meaningful input to decisions that directly affect them or the place where they live.

Consensus processes encourage creative and innovative solutions to complex problems by bringing a diversity of knowledge and expertise together to resolve issues. When used in appropriate situations, consensus processes reward expenditures in time and effort by generating creative and lasting solutions to complex problems.

However, consensus decision-making is not appropriate for all situations. The first step should always be determining whether consensus is possible, or whether another decision-making process would be more appropriate.

Opportunities for using consensus processes exist at all stages of decision-making involving issues of sustainability — from the establishment of broad policies and regulations, to long-range planning, to allocating land and resources, to resolving specific disputes, to licensing, monitoring, and enforcement.

A consensus process is one in which all those who have a stake in the outcome aim to reach agreement on actions and outcomes that resolve or advance issues related to environmental, social, and economic sustainability.

In a consensus process, participants work together to design a process (specifically suited to their abilities, circumstances and issues) that maximizes their ability to resolve their differences. Although they may not agree with all aspects of the agreement, consensus is reached if all participants are willing to live with "the total package."

Consensus processes do not avoid decisions or require abdication of leadership — but call upon leaders to forge partnerships that work toward developing solutions. A consensus process provides an opportunity for participants to work together as equals to realize acceptable actions or outcomes without imposing the views or authority of one group over another.



## GUIDING PRINCIPLES OF THE CONSENSUS PROCESS

CONSENSUS PROCESSES ARE PARTICIPANT DETERMINED AND DRIVEN — that is their very essence. No single approach will work for each situation — because of the issues involved, respective interests and the surrounding circumstances. Experience points to certain characteristics which are fundamental to consensus — these are referred to as the guiding principles, described below.

### **PRINCIPLE #1 - Purpose Driven**

*People need a reason to participate in the process.*

The parties should have a common concern and believe that a consensus process offers the best opportunity for addressing it. This belief requires an informed understanding of consensus processes and a realistic view of available alternatives. If the parties conclude consensus offers a better option to pursue their interest, then a greater commitment to the process and its outcomes will be generated.

### **PRINCIPLE #2 - Inclusive not Exclusive**

*All parties with a significant interest in the issues should be involved in the consensus process.*

This includes those parties affected by any agreement that may be reached, those needed to successfully implement it, or who could undermine it if not included in the process. The integrity of a consensus process may be compromised if the parties are not given the opportunity to determine their representatives through their own processes and mechanisms, particularly in circumstances where the direct interests of the parties will be affected by the outcome.

### **PRINCIPLE #3 - Voluntary Participation**

*The parties who are affected or interested participate voluntarily.*

The strength of a consensus process flows from its voluntary nature. All parties must be supportive of the process and willing to invest the time necessary to make it work. The possible departure of any key participant presses all parties to ensure that the process fairly incorporates all interests.

### **PRINCIPLE #4 - Self Design**

*The parties design the consensus process.*

All parties must have an equal opportunity to participate in designing the process. There is no "single" consensus process. Each process is designed to meet the circumstances and needs of the specific situation.

An impartial person, acceptable to all parties, can be an important catalyst to suggest options for designing the process, but the ultimate control over the mandate, agenda, and issues should come from the participants themselves.

Designing a consensus process enables the participants to become better acquainted before they deal with difficult substantive issues.

It is important to take time at the beginning to:

- define the issues clearly;
- assess the suitability of a consensus process for each issue — as opposed to other decision-making processes;
- clarify roles and responsibilities for everyone involved;
- establish the ground rules for operating.

### **PRINCIPLE #5 - Flexibility**

*Flexibility should be designed into the process.*

It is impossible to anticipate everything in a consensus process. By designing flexibility into the process, participants can anticipate and better handle change when it faces them.

A consensus process involves learning from the perspectives of all participants. Feedback must, therefore, be continually incorporated into the process.

**PRINCIPLE #6 - Equal Opportunity**

*All parties have equal access to relevant information and the opportunity to participate effectively throughout the process.*

Unless the process is open, fair and equitable, agreement may not be reached and, if reached, may not last. Not everyone starts from the same point — particularly in terms of experience, knowledge and resources.

To promote equal opportunity, consideration needs to be given to providing:

- training on consensus processes and negotiating skills;
- adequate and fair access to all relevant information and expertise;
- resources for all participants to participate meaningfully.

**PRINCIPLE #7 - Respect for Diverse Interests**

*Acceptance of the diverse values, interests, and knowledge of the parties involved in the consensus process is essential.*

A consensus process affords an opportunity for all participants to better understand one another's diverse values, interests, and knowledge. This increased understanding fosters trust and openness which invaluable assists the participants to move beyond bargaining over positions to explore their underlying interests and needs, and to craft creative, lasting solutions.

Sometimes parties may be deeply entrenched in an intense conflict prior to a consensus process. Reaching a consensus agreement involves exploring and developing common interests despite differences in values.

**PRINCIPLE #8 - Accountability**

*The participants are accountable both to their constituencies and to the process that they have agreed to establish.*

Mechanisms and resources for timely feedback and reporting to constituencies are crucial and need to be established. This builds understanding and commitment among the constituencies and minimizes surprises.

Given significant public concern about environmental, social and economic issues, keeping the public informed on the development and outcome of any process is important.

**PRINCIPLE #9 - Time Limits**

*Realistic deadlines are necessary throughout the process.*

Clear and reasonable time limits for working toward a conclusion and reporting on results should be established. Such milestones bring a focus to the process, marshal key resources, and mark progress towards consensus.

**PRINCIPLE #10 - Implementation**

*Commitment to implementation and effective monitoring are essential parts of any agreement.*

Parties must be satisfied that their agreements will be implemented. As a result, all parties should discuss the goals of the process and how results will be handled. The support and commitment of any party responsible for follow-up is critical. A post-agreement mechanism should be established to monitor implementation and deal with problems that may arise.

**CONCLUSION**

Consensus processes have been used successfully to address issues of sustainability. It is hoped that these principles for consensus processes will help people respond to the challenges of a sustainable future in a spirit of practical, collaborative problem-solving.

# National Round Table

## Initiatives

THE NATIONAL ROUND TABLE ON THE ENVIRONMENT AND THE ECONOMY (NRTEE) is a small organization with a large mandate. It has 22 members, 22 additional people sitting with members on its various task forces, a secretariat of 19, and, to quote the legislation that enshrines its powers and obligations, a mandate to:

"...play the role of catalyst in identifying, explaining and promoting, in all sectors of Canadian society and in all regions of Canada, the principles and practices of sustainable development."

Its members, and its appointees to task forces, come from business, the labour movement, public interest groups, universities, aboriginal peoples, the environmental movement, government, the media, professional groups, and the arts.

The National Round Table provides advice to the Prime Minister concerning sustainable development, and although it acts as a catalyst on its own, its preferred course of action is to seek partnerships with other groups and individuals in multi-stakeholder initiatives.

The current work and activities of the National Round Table can be grouped into 13 initiatives — many of which include separate, individual projects. In many cases the synergy among specific initiatives and projects is explicit. In all cases, it is present.

For instance, the "Projet de Société" is an undertaking with many partners to chart Canada's path to sustainable development. Supporting and enlarging its possibilities, as separate undertakings, are the Sustainability Reporting initiative, which will recommend improved systems of data collection and reporting on sustainable development, as well as the "Fostering Responsible Citizenship" program that the Education Task Force is aiming to launch in partnership with ParticipACTION.

Another example of synergy existed in the Sustainability and Prosperity initiative which resulted in tabling formal advice to the Prime Minister on how Canada could be internationally competitive in its pursuit of sustainable development. The advice and recommendations were based on the outcome of a workshop, but they also drew on the work of the Economic Instruments Collaborative, the task force on Consensus Decision-Making, and the Forest Round Table.

Included in the pages that follow, in addition to briefs on Round Table initiatives, are short profiles of a few of the Round Table's members. Five were appointed when the Round Table was established in 1989. One was appointed about a year later. The profiles reveal the diversity of backgrounds and interests that members bring to the NRT. They also illustrate the important point that the round table process by itself can generate change. It can alter the perspectives of the wide variety of people who serve as members. And members, in their own vocations, can be agents of change.

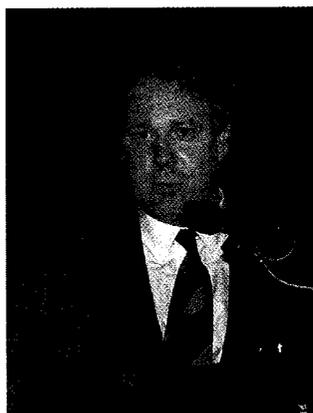
## PROJET DE SOCIÉTÉ

THERE ARE TIMES IN THE LIFE OF ANY SOCIETY when it is so seized of an idea that it transforms itself. In the English-language world it happened in the 17th and 18th century when the idea of individualism, that was being articulated by Thomas Hobbes and John Locke, took hold. Hobbes and Locke were writing at a time when the outlines of the market society that Adam Smith would later document were emerging, and their ideas would provide the energy that drove the Industrial Revolution through the 18th and 19th centuries.

In the French-language world it happened with the Enlightenment and although The Social Contract of Jean-Jacques Rousseau in 1762 gave the Enlightenment its most emphatic political expression, it was probably his novel *Julie: Ou La Nouvelle Héloïse*, written in 1761, that captured the imagination of the millions who made the French Revolution possible. At the core of change, however, was literacy. Without it, the Enlightenment could never have happened and the Revolution might never have occurred. The emphasis on literacy was so strong that, for instance, no illiterate soldier could expect promotion beyond the rank of corporal.

It is in the same revolutionary vein that the Projet de Société was conceived. The French phrase does not translate well into English. Think of it as calling for a communion of Canadians to transform Canada into a sustainable society. To reach communion, we will need a common language, a literacy, in sustainability. We will need to establish goals and identify road-blocks. We will need to draft blueprints for the future and to construct systems for monitoring progress. Most important of all, we will need to do this together, as a society, in a fellowship of change.

When federal Environment Minister Jean Charest described the launch of the Projet de Société in the House of Commons in November 1992, he tried to define the phrase in English, by saying:



**"It refers to the name of society at large, a defining purpose and ambition that motivates and inspires all sectors and all elements; a purpose that promotes initiatives and encourages**

**creativity from the biggest institutions to the individual; a purpose that transcends regions, genders, ages, people, special interests, and political affiliations. A "projet de société" is not lightly used, but it must be used for sustainable development....**

**The concept of "projet de société" includes absolutely everyone. This is why we feel that this concept is the one which best reflects what must be done to follow up on Rio and ensure the concept of sustainable development."**

It has been said before and it is worth repeating: the world has entered its fourth great revolution. The first three were the Agricultural Revolution, the Industrial Revolution and the Information Revolution. Ecological and other pressures have pushed us into the fourth, the Sustainability Revolution. We still have time to shape its direction, if we are quick and astute enough...but we can never expect to halt it.

So, at this point in history, the *Projet de Société* is arguably the most important of all things that Canadians, as a society, can undertake. It is to define how we can guide the revolution away from environmental degradation and despair, and toward sustainable development.

The *Projet de Société* is a response to an appeal in Agenda 21, the document produced at the United Nations Conference on Environment and Development (UNCED) in Rio de Janeiro a year ago, calling upon governments to adopt a national strategy for sustainable development. It urges that:

*This strategy should build upon and harmonize the various sectoral economic, social, and environmental policies and plans that are operating in the country.... Its goals should be to ensure socially responsible economic development while protecting the resource base and the environment for future generations. It should be developed through the widest possible participation. It should be based on a thorough assessment of the current situation and initiatives.*

The approach being taken by the *Projet* is to do this through networks, partnerships, and consensus-seeking instead of relying on traditional hierarchical and institutional systems. Consequently, the *Projet* brought together five organizations to provide the initial impetus. They were: the Canadian Council of Ministers of the Environment (CCME); Environment Canada; the International Institute for Sustainable Development (IISD); the International

Development Research Centre (IDRC); and the National Round Table on the Environment and the Economy (NRTEE).

The five organizations met in November 1992 and held the First National Stakeholders Assembly, which drew in representatives from 40 sectors of Canadian society, including business and labour associations, governments, environmental groups, women's organizations, community groups, and indigenous peoples.

They established a Working Group to prepare for an even broader meeting of national stakeholders in June 1993. The Working Group, in turn, created three committees that have met monthly through the winter and spring to prepare a report on Canada's response to Rio commitments, including gaps and roadblocks to sustainability, and to map out a vision, a draft sustainability framework, and a process for the transition to a sustainable society.

The National Round Table is providing the secretariat for the Working Group and our executive director is its chair. As well, the chair of the National Round Table, Dr. George Connell, serves as chair for the broader National Stakeholders Assembly.

The Second National Stakeholders Assembly, held June 3-4, 1993 in Ottawa, endorsed the draft sustainability planning framework and process, the proposed future work plan, and agreed to meet again in six months to review progress and provide a full briefing to the new federal government.

In a sense the *Projet* is a network of networks, involving individuals and organizations each of which has its own network. The organizational challenges are staggering, especially since all decisions must be based on consensus. But the transformation that is being sought focuses not just on transforming what is done, it rests equally on transforming the process by which things come to be done.

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## REPORTING ON SUSTAINABLE DEVELOPMENT

THE CONCEPT OF SUSTAINABLE DEVELOPMENT has provided a new context for decision-makers. It is a context in which a linked concern for both people and the ecosystem enables a broadening of the narrow economic focus that has dominated our assessment of progress through most of this century.

Within this context, the purpose of reporting on sustainable development is to support and facilitate improved policy development and decision-making. If decision-makers are to implement sustainable development policies and if the public is to gain trust in those policies, Canada must develop and implement a meaningful and credible system of measuring and reporting performance.

The National Round Table has mandated its Task Force on Reporting to address this issue.

The Task Force has built its work on the concept of "overlapping consensus", recognizing that important insights must be drawn from a broad number of disciplines and interests. Taking this approach, the Task Force has concluded that reporting on sustainable development must include data and information allowing assessment of:

- 1 *the well-being of people (or a community, corporation, region, province, or nation);*
- 2 *the interface between those people and the ecosystem (how and to what extent their actions contribute to provision of basic needs and quality of life, how and to what extent they stress or restore the ecosystem);*  
*and*
- 3 *the integrity or well-being of the ecosystem.*

Specific elements of each data set will vary significantly depending on the needs and mandate of any group of decision-makers: individuals and households; communities; corporations; government. It may eventually be possible to list a small set of key indicators of sustainability. In the interim, we should not let the perfect be the enemy of the good and explore steps that can be taken which will yield immediate results.

After five years of discussing the ideas of the Brundtland Commission, is Canada progressing toward sustainable development? If not, why not? If so, how fast are we embarking on this transition and is it fast enough?

Motivated by these questions, the Task Force has initiated preparation of a report that assesses the current ability of Canadians to measure and assess progress toward sustainable development. Working papers dealing with each of the decision-making groups were commissioned and are available as part of the NRTEE Working Paper Series.

The work of the Task Force has also led to recognition of a number of related technical issues that will be reviewed at a colloquium to be held in November, 1993.

Finally, the Task Force is participating in a Work Group, chaired by the B.C. Round Table, that is serving to share insights on the reporting issue gained experience across the country.

## THE EDUCATION TASK FORCE

IN HER FOREWORD TO *OUR COMMON FUTURE*, the report of the World Commission on Environment and Development, Gro Brundtland warned:

***"Unless we are able to translate our words into language that can reach the minds and hearts of people young and old, we shall not be able to undertake the extensive social changes needed to correct the course of development."***

There is urgency in her words because time is short. In the past, the transfiguring changes she described could evolve over lifetimes, even over centuries — assuming that they were not overtaken by violent revolution. The heart and the mind are groomed by time and by habit, and habit moves slowly.



FORUM FOR YOUNG CANADIANS

So the task that Mrs. Brundtland sets is monumental. Find the ways, she says, to persuade whole societies to reconstruct themselves almost overnight. Without pausing for evolution.

The Education Task Force of the National Round Table has responded with two main initiatives — one in formal education, one informal. In the first, its role is complete. The Round Table helped develop *Learning for a Sustainable Future*, a project to create a sustainable development education program for primary and secondary schools across Canada.

*Learning for a Sustainable Future* now has its own staff and board of directors, it has won the concurrence of educational establishments across the country, it is raising its own funds, and it has developed its workplans. It stands on its own.

The second initiative, targeting the general public through informal education, is now the Task Force's main priority. It is to again act as a catalyst, this time in partnership with ParticipACTION, to promote values and attitudes in society that will support the radical changes necessary to make sustainable development work.

The program is called *Fostering Responsible Citizenship to Achieve Sustainable Development*, and it will operate through the media, community action programs, advertising, employee education, retail promotions, coalitions, award programs, participatory events, speakers programs, targeted resource materials, regional "animators", and professional and volunteer associations.

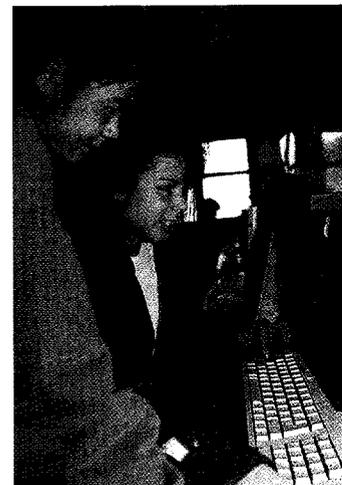
The Task Force and ParticipACTION have established an advisory committee of outside experts, and have developed the outlines of a comprehensive program that will operate nation-wide. Seed funding has been provided by the NRTEE and ParticipACTION, and a fundraising program is being developed.

The Education Task Force is engaged in a number of other ongoing initiatives:

- In partnership with the International Institute for Sustainable Development (IISD), helped provide the impetus and funding to launch the Consultative Group of Centres for Sustainable Development (CGCSD). The initiative began with a workshop attended by representatives from the NRTEE, IISD, and post-secondary institutes and centres for sustainable development in Canada. The CGCSD has set goals of refining research priorities, communicating and sharing information on sustainable development issues, and helping granting councils become more proactive by inviting them into information loops.
- It joined in establishing the Canadian Network for Environmental Education and Communication (EECOM), which was created to share resources and ideas about environmental education. The partners in EECOM include representatives in the formal educational community from kindergarten through to university, as well as industry, labour, the environmental movement, aboriginal peoples, youth, government, NGOs, and provincial environmental education organizations.

As well, the Education Task Force completed a number of additional initiatives during the past year:

- It held two informal sessions in Winnipeg and Ottawa at which environment and sustainable development educators discussed what they were doing, what more needed to be done, and what the NRTEE could do to assist in sustainable development education. One of their strongest recommendations was that the NRTEE continue to facilitate this kind of networking.
- It published *Future Links: Youth Round Tables*, a brochure that describes the principles of sustainable development, and outlines how Canadian youth can establish round tables and operate them with the support of local businesses, environmental groups and individuals.
- It published the *Model Round Table for Youth Kit*, a guide for a teacher/facilitator to assist youth in establishing round tables of their own. This companion piece to *Future Links* provides information about sustainable development, the round table process, and activities and case studies, written specifically for teachers or group facilitators.
- At the invitation of the Forum for Young Canadians, a non-profit foundation for the study of the processes of government in Canada, the Task Force conducted model round table simulations with over 500 high school students from across Canada. Held in Ottawa, the simulations were based on the material provided in the *Model Round Table for Youth Kit*. The exercise required students to assume stakeholder roles for a consensus decision-making session that focused on dealing with pulp and paper mill emissions. The executive director of the Forum said the students found the round table simulation "one of the highlights of their week."
- In May the Task Force sponsored several sustainable development awards at the National Youth Science Fair, organized by the Youth Science Foundation.
- The Task Force was also involved in the creation of an Environmental Issues for Journalists course at the University of Western Ontario's Graduate School of Journalism.





# JACK MACLEOD

THERE IS A SPARENESSE ABOUT JACK MACLEOD. An absence of excess. It's in his language and it's in a lanky stillness as he listens to a question and then pauses, compressing an answer before he delivers it.

***“Had I not been a member of the National Round Table,” he says, “Shell would have an environmental management plan, not a sustainable development plan.”***

He was president and chief executive officer of Shell Canada Ltd. for eight years until he retired at the end of January 1993. He has been a member of the National Round Table since its creation in June 1989.

Having come up through the engineering and management side of Shell, where he was engaged in the development of oil and gas reserves, he remembers well the environmental disputes of the 1960s and early 1970s. Conflict was inevitable, he says, given the prevailing attitudes. “We learned we couldn’t continue to exist if we kept on (with confrontations)...”

“A lot of us in industry and a lot of environmentalists came to the view that operating by consensus was a more productive way of getting things done.”

That meant Shell had to learn to deal with community perceptions as realities in their own right. It meant consultation and much more open communication. And it meant going beyond mere compliance with environmental regulations to design and operate installations so that they produced fewer pollutants.

“So I came to the Round Table with some understanding of the problems,” he says.

What his experience on the National Round Table gave him was a still wider horizon for action “that starts with a much higher degree of anticipation of environmental impacts” in development planning. As a result Shell has adopted a sustainable development policy that commits it to a constant search for ways to conserve, protect and rehabilitate in every operation and throughout the entire life cycle of every product, every piece of machinery, and every plant, building, and plot of land.

Among the company’s “targets and undertakings” it promises: “We will use the round table process to involve stakeholders in our sustainable development planning.”

At the National Round Table, MacLeod proposed development of a sustainable development education program for primary and secondary schools and, early in 1990, the NRTEE endorsed the proposal along with five other partners — the Canadian Council of Ministers of Education, the Canadian Council of Ministers of the Environment, Environment Canada, the Conference Board of Canada, and the SEEDS Foundation (Society, Environment and Energy Development Studies).

The NRTEE and Environment Canada supplied interim funding of \$65,000, a board of directors was established with MacLeod as the Chair, and an executive director and staff were hired to run Learning for a Sustainable Future.

By the end of May 1993, more than \$1 million had been raised from governments and the private sector to fund the program’s initial phases. And \$5 million to \$10 million more will be required over the next four years to complete its development.

The goal is to offer teachers the tools for integrating teaching about sustainable development throughout the entire curriculum.

“It’s been extremely satisfying,” MacLeod says of his time with the National Round Table. “If I hadn’t had it, I would have missed what I believe is proving to be an opportunity to contribute.”

“It’s been...” he pauses to find the right word...“meaningful.”

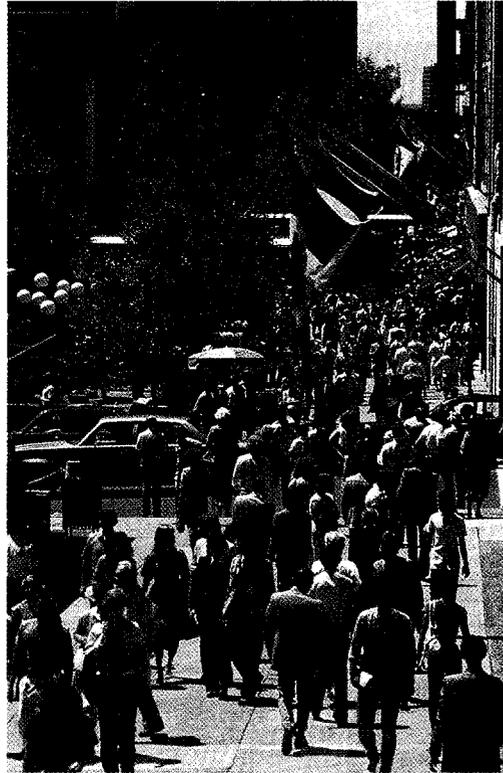
## SUSTAINABLE COMMUNITIES

IS THERE A ROLE FOR THE NATIONAL ROUND TABLE to play in developing partnerships at the community level to promote sustainable development?

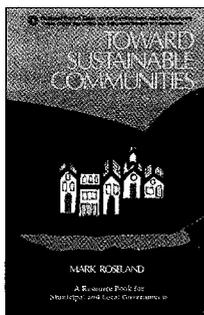
In pursuit of an answer to that question, the NRTEE held an exploratory meeting in March 1993 with members from about 40 community round tables.

Further exploration will be necessary during the forthcoming year. However, in addition to specific initiatives that might be undertaken, there is a strong attraction in the possibility that ways can be found to link community activities with work being done by the National Round Table and other participants on the *Projet de Société*.

Last summer, the National Round Table published *Toward Sustainable Communities* by Mark Roseland, former Research Director for the City of Vancouver's Task Force on Atmospheric Change. It is intended as a resource for people seeking information on how to apply sustainable development concepts to their communities. As Roseland said in his introduction:



***"The rationale for writing it is that many of our most critical global issues (e.g., atmospheric and potential climate change) are rooted in local, day-to-day problems (e.g., traffic congestion and inefficient land use patterns). It follows that enlightened local decisions about these issues will be of global as well as local benefit."***



*Toward Sustainable Communities* has been one of the most popular books published by the National Round Table.

# SUSAN HOLTZ



SUSAN HOLTZ SEEMS TO LISTEN IN A DIFFERENT WAY. As if to the heartbeat behind words. Looking for their place of origin.

Maybe this tendency comes from her 25 years as a Quaker, and the Quaker's 300-year-old tradition of depending on consensus to reach decisions. Consensus, after all, requires a sensitivity to the concerns of others if it is going to be successful.

Maybe it's what brought her to the Quakers in the first place. And led her to environmental activism nearly 20 years ago with the Ecology Action Centre in Nova Scotia.

Whatever the reason, her work as an environmentalist was so effective it led to her appointment to the National Task Force on the Environment and the Economy, in 1986. It recommended establishment of the National Round Table on the Environment and the Economy and when it was created, she was appointed a member. Currently, she serves on the NRTEE's executive committee.

She agreed to serve because it was important that there be continuity between the task force and the NRTEE. "Few Round Table members had a clear idea of what the NRTEE was supposed to do. You couldn't expect industry and environmentalists to leap in and share the vision from day one."

That vision she describes in one word: collegiality. She had participated in some of the federal government's multi-stakeholder discussions at the Niagara Institute "and I thought that these kinds of collegial processes had great potential for resolving complex issues. We simply had to stop treating each other as the enemy."

Her greatest disappointment is with politicians. "There's a great deal of lip service to sustainable development and the round table process, but very little commitment."

And then she adds, "I like the NRTEE because it's subversive."

Conversation stops, and the word "subversive" hangs in the air awkwardly. She gives a half smile. She's using the word in a different sense. Normally it means dedicated to overthrowing. In her use it's fostering radical change. And it's clear that she expects the NRTEE to promote that in a very civil way. Nevertheless, it still means dismantling the institutional and economic barriers that shelter established interests.

***"Mutual learning is a big part of the round table process and what happens to participants is that they change. I've changed in my thinking."***

"I'm less convinced about some of my own solutions and therefore less in a hurry to change everything now," and she emphasizes "now" with a downward chop of the hand. "The real accomplishment of the NRT is not this or that decision. It is the setting in place of networks with people who are doing really excellent work on understanding the implications of sustainable development and making innovative changes to implement it."

"The problem is that all organized interests tend to be insulated against change," and in this she includes governments and public interest groups as well as corporations. "The more committed they are to a particular interest, the more supporters will be surrounding their key people, and the more resistant to change the organization will be."

On the other hand, she says, the beauty of the Round Table is that members have to sit with people who don't think like they do. So "subversive" ideas have to be considered. And when members become convinced that an idea has merit, they can implement policies, activate networks, and move concepts around very quickly simply because they hold such senior positions in society.

"The Round Table is one place where intellectual discussion has not been paralysed by the polarization that occurred during the Reagan, Bush, Thatcher, and Mulroney years," she says.

## SUSTAINABILITY AND PROSPERITY: Advice to the Prime Minister

"PROSPERITY STEMS FROM BEING ECONOMICALLY COMPETITIVE, but prosperity also embraces the idea of quality of life." So begins the conclusion of a 17-page paper that forms the National Round Table's advice to the Prime Minister on business opportunities for sustainable development.

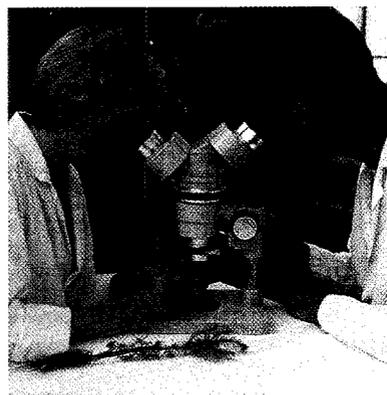
The paper was delivered in March 1993 in response to a request from the Prime Minister made during 1992's Environment Week. It drew on a number of initiatives that the National Round Table already had undertaken.

The first was an exploration of "the compatibility of sustainable development with a thriving economy, international competitiveness, and an enhanced quality of life" that was launched in November 1991 in partnership with the Institute for Research on Public Policy. The Senior Advisory Committee of that partnership was co-chaired by NRTEE Chair, Dr. George Connell and IRPP Chairman, the Hon. Donald S. MacDonald. The committee commissioned 10 working papers that were submitted to peer review and then were discussed at a workshop of 50 stakeholders drawn from business, labour, environmental groups, universities, and government.

The advice also drew from other Round Table initiatives, including the Economic Instruments Collaborative, the Task Force on Consensus Decision-Making, and the Forest Round Table.

The Round Table's advice to the Prime Minister was offered in 14 recommendations. "While the transition to sustainable development will not be easy," the paper says, "we have shown that policies to promote both sustainability and prosperity are both possible and necessary.... Collectively, the recommendations in this report could make a significant contribution to building a sustainable development strategy that could help Canada become more internationally competitive and ensure a sustainable future for our children."

Included among the recommendations were suggestions that the federal government: revise its programs of subsidies and incentives to better encourage sustainable development; strengthen the use of collaborative, consensus-building processes as an integral part of environmental assessment and management; work with the business community to integrate principles of sustainable development into daily business practice; help to resolve the issue of lender liability and encourage financial institutions to play a more prominent and effective role in assessing environmental risk; work for reforms in the multilateral trading system that would address environmental concerns; ensure that export development strategies aggressively target the large infrastructure markets that are emerging abroad, and especially emphasize the provision of environmentally sensitive goods and services; and integrate into training programs the know-how for development that is both competitive and sustainable.



SEAS

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## ECONOMIC INSTRUMENTS COLLABORATIVE

MAKE IT PROFITABLE FOR COMPANIES not to pollute, and they will achieve wonders.

Move toward full cost accounting, and environmental protection will become a much more powerful business priority.

It was to breathe life into these propositions that the Economic Instruments Collaborative was formed early in the winter of 1992. Fourteen months later, in the spring of 1993, it had produced detailed proposals that would:

- add an environmental cost for polluting to the expense of doing business — which is a large step toward full cost accounting; and
- provide financial incentives for reducing emissions by allowing buying and selling of emission permits.

The collaborative has 26 members from environmental groups, companies (most of which are in the oil and petro-chemical businesses), the National Round Table, and a university Ph.D. program. It also has 10 observers formally attached to it from federal and provincial governments and from the Canadian Council of Ministers of the Environment.

At its May plenary, the Round Table assigned a small group of members to examine the proposals in detail and to consider what role the NRTEE should take.

Working groups were formed to focus on three types of emissions: carbon dioxide (CO<sub>2</sub>), the largest contributor to greenhouse gases; sulphur dioxide (SO<sub>2</sub>), the largest contributor to acid rain; and nitrogen oxides (NO<sub>x</sub>), which combine with volatile organic compounds (VOCs) in a reaction to sunlight that produces ground level ozone, or smog.

The working groups arrived at recommendations for each of their areas and the collaborative as a whole has agreed that these results form the basis for broader discussion.

### SO<sub>2</sub>

The SO<sub>2</sub> working group proposed an emission trading system under which the government would place a cap on total emissions. Companies would receive a one-time allotment of shares that would correspond to their contribution to total emissions, and each year they would be issued permits to cover their shares. Both their shares and their permits could be traded, and companies could “bank” unused permits for later use or sale.

If companies cut back on their emissions they could sell shares and permits they no longer needed. If they increased emissions they would have to buy extra permits and maybe even shares. In the meantime, the government would slowly reduce the cap on total emissions allowed.

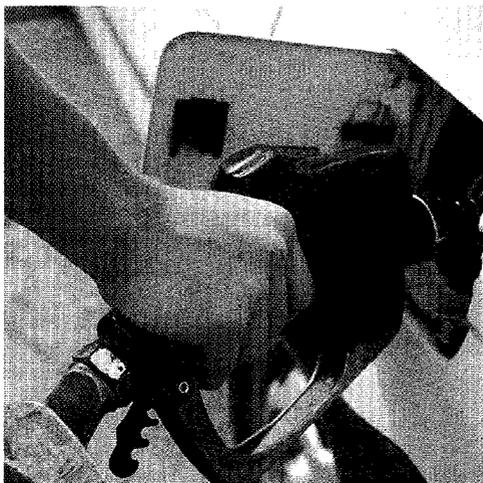
There are great advantages to the trading system, says the collaborative:

- there would be a tremendous incentive to find ways of reducing emissions so that companies could earn money by freeing up shares and permits for sale;
- all companies would have a financial stake in the integrity of the system;
- they would police each other to make sure there was no fiddling with figures, no cheating, no misrepresentations;
- they would police governments to make sure they were held to the proper allocation of shares and permits and to the orderly reduction of the emission cap;
- Anyone, including governments, could buy permits, and anyone except governments could buy shares. Purchasing shares or per-

mits would intensify the pressure on companies to reduce emissions. With fewer to go around, the cost per share or permit would increase, and companies would be faced with cutting back on emissions or paying more to pollute;

- By being able to sell shares held in reserve and to buy and sell permits, the government could moderate price swings, much like the Bank of Canada moderates fluctuations in the dollar. A major benefit would be that it could prevent high prices from deterring small companies from starting up or expanding;
- Gradual reductions in the emission cap would create a further incentive for companies to limit their emissions rather than pay for extra permits to cover emissions beyond their share of the new, lowered cap.

The working group recommended that a demonstration project for SO<sub>2</sub> emissions trading be put in place; Alberta was suggested a desirable region for such an undertaking.



## NO<sub>x</sub>

The NO<sub>x</sub>/VOCs working group proposed a program design similar to that of the SO<sub>2</sub> group, specifically with respect to the need for a regional focus. Both the Greater Vancouver Regional District and Ontario were recommended as

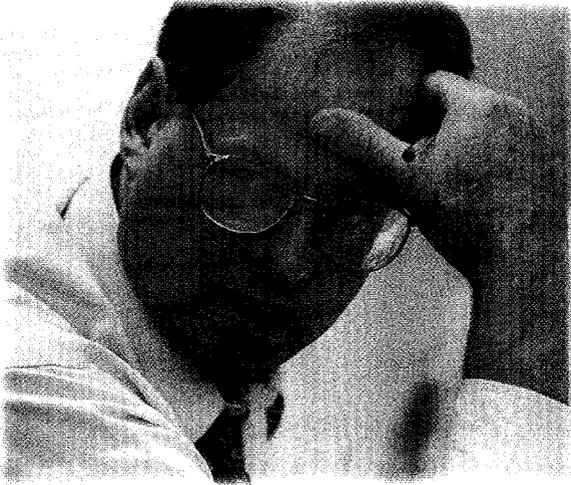
excellent project demonstration sites for trade in NO<sub>x</sub> permits. However, environmental representatives in the group were concerned that "banking" of permits would lead to large accumulations of NO<sub>x</sub> emissions that could be legally discharged at a later date. The group did agree that because summer emissions of ozone precursors are so important, seasonal differentials in the value of coupons should be considered.

## CO<sub>2</sub>

The working group proposed that governments levy a carbon emission charge. It would be levied against CO<sub>2</sub> emissions from large stationary sources and on fossil fuels used by small sources such as cars and home furnaces.

To offset carbon charges, the group proposed that companies receive credits for cutting back on emissions or creating carbon sinks that absorb CO<sub>2</sub> (for instance, by planting and maintaining forests). Credits could be bought and sold, or used to reduce charges, thereby creating the same kinds of incentives that the permit trading system for SO<sub>2</sub> would provide.

To avoid the possibility that Canadian companies might be placed at a disadvantage if other countries had no similar system, the collaborative suggested that the recommendations be phased in slowly and that the results be constantly evaluated. The collaborative also thought that net government revenue should not increase as a result of the charge.



# BARRY STUART

WHEN BARRY STUART WAS ASKED TO SERVE ON THE NATIONAL ROUND TABLE HE ALREADY HAD LIVED TWO OR THREE LIVES — as a law professor who initiated one of the first environmental law courses in Canada; as an advisor in Papua New Guinea where, for three years, he helped map out the institutional structures for independence; as a founder of the Canadian Environmental Law Association; as a judge in the Yukon; as a founder of Tarragon Theatre in Toronto; and as the chief land claims negotiator in the Yukon.

So his first encounter with the National Round Table occurred against the backdrop of other cultures, different problem-solving techniques, and a restless itch to find alternatives . . . and at first the NRT didn't seem to offer much of an alternative.

"Initially I didn't want to be involved because I thought it would be nothing but a useless debating society," he says. However, his opinion changed with the first meeting.

***"I was simply overwhelmed by the concern of everyone to get beyond the gridlock of I'm right, you're wrong."***

He quickly realized that the Round Table offers "the only...the only... opportunity that people on it have to come together and interact in an integrative way. In every other forum they're in a confrontational mode."

"All the CEOs know all the other CEOs; all the academics know all the other academics; all the NGOs know all the other NGOs. The Round Table gives them a network outside their ordinary networks. It gives them a real opportunity to integrate. If we don't integrate on a personal level, we won't be able to do it on an institutional level. And if we don't integrate on an institutional level we won't solve our most pressing issues."

Stuart brought to the Round Table a fascination with "always looking for a better way" of reaching decisions. In Papua New Guinea he was intrigued with how villagers solved problems by talking them out. In helping with the village court system, he saw that "principles of mediation were essential building blocks in arriving at effective, comprehensive, and lasting decisions. Problems were solved so much quicker by giving everyone a say."

A year and a half ago in the Yukon, he began using consensus decision-making in sentencing offenders. Instead of listening to lawyers for both sides and then making a decision, he stepped down from his judge's dias and sat in a circle of chairs with everyone who had an interest in the decision — the person convicted, the victim, families, and community members.

They discussed what the penalty should be, and when there was consensus, he adopted it as the sentence. By all reports, the initiative is working well because everyone who sits in such a circle has an opportunity to express an opinion, has participated in a consensus, has a stake in the decision, and consequently — and this is especially important for the offender and the victim — is likely to see the sentence as fair. As a result, everyone also has a stake in making sure that the sentence is observed.

At the Round Table he initially served on the executive, drafted the federal legislation which gives the Round Table independent status (which received Royal Assent in June, 1993), and acted as co-chair of the committee dealing with social indicators and incentives. For the past two years he has been the co-chair of the Task Force on Consensus Decision-Making.

The great value of the Round Table, he says, and of any body that operates by consensus, is that it "greatly enhances your appreciation of opposing interests." And if you don't have that appreciation, your ability to come to workable decisions is constricted.

He has been leaning forward, elbows on the table. Now he leans back, savouring the moment to come. "I've just been given an Indian name," he says, "from the Kwanlin Dun nation in the Yukon."

What is it?

"Mentatha."

And what does it mean?

"The owl."

His grin is almost as wide as the Yukon River.

## CONSENSUS DECISION-MAKING

MAKING DECISIONS BY CONSENSUS is an exercise in accommodation. That is its beauty and its strength.

Unlike majority rule, there is no minority that is repudiated. Power flows from the fact that there are no losers, that common ground has been found, and that people are committed to a solution because they helped to construct it — and because they decided how they would go about constructing it in the first place.

It is the stakeholders themselves who determine the shape of their interchange, not a judge, not an arbitrator, not Beauchesne's Rules of Parliamentary Procedure. There is no single definition of consensus. Participants decide in each case what will constitute it. And because it can be shaped to the complexities of the issues, and to the concerns of stakeholders, it has a powerful claim on the allegiance of participants.

The National Round Table sets three fundamental rules for its own operations. One is that it promote sustainable development. The second is that it do so through a multi-stakeholder process. And the third is that decisions be made by consensus.

Early in 1992, the National Round Table joined with provincial and territorial round tables to set up a task force that would prepare a set of guiding principles for consensus decision-making. The guide has recently been completed. Called *Building Consensus for a Sustainable Future*, it outlines some of the key steps that need to be taken if consensus is to be reached. The guide was approved by the National Round Table at its plenary meeting in mid-May 1993, and at the end of May, representatives of all round tables met and ratified the final text.

The Canadian Standards Association has expressed interest in the guide and may certify it as a process that it recommends for resolving conflict.



MEMBERS OF THE TASK FORCE ON CONSENSUS DECISION-MAKING

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## FOREST ROUND TABLE ON SUSTAINABLE DEVELOPMENT

FOR MOST OF THIS CENTURY, and certainly with increasing stridency since the 1950s, people have fought over logging practices. Adversarial attitudes became ingrained; confrontation substituted for discourse; and defensiveness left little room for negotiation.



So it comes as a remarkable accomplishment that 25 people representing key forestry stakeholders in Canada — lumber companies, pulp and paper companies, aboriginals, trappers, environmentalists, campers and trekkers, woodlot owners, labour unions, forestry schools, governments, wildlife organizations, and a task force on churches and corporate responsibility — should agree on how to treat Canada's forests.

And under "managing resources" the principles say:

- Forest lands should be managed under that combination of tenure systems which balances rights with responsibilities, encourages stewardship, optimizes the sustained supply of various values from forest lands, and contributes to fair and sustainable markets, and healthy communities.

Agreement was not without its strains. But over the two and a half years from the first steps toward a Forest Round Table until parent organizations agreed to sign the principles, trust and respect developed among the participants.

The next step for the Forest Round Table was for each stakeholder organization to prepare an action plan to implement the principles. By late spring 1993, about two thirds of them had completed their plans.

In the fall of 1992 the Forest Round Table decided to tackle the most difficult of all issues: clearcutting. It prepared a discussion paper on items to address when clearcutting is proposed or undertaken. A final text of the paper is nearing completion. One suggestion for the paper's use is to encourage local round tables to apply its ideas to the area of a proposed clearcut. A round table could include among its membership local residents, workers handling equipment, and subcontractors as well as environmentalists, company officials, and public interest groups.

The National Round Table brought the forestry stakeholders together for the first time in June, 1991. Now members of the Forest Round Table have reached consensus on 26 principles for the sustainable development of Canada's forests. By late spring, 1993, all parent organizations had signed their approval.

The principles themselves are remarkable for their balance and insight. For instance, the first two, dealing with "ecosystem integrity" and "biodiversity", say:

- All activities on forested land should respect the intrinsic natural values of the forest environment and recognize the need to protect the integrity of forest ecosystems.
- Biodiversity should be maintained within the natural range of variation that is characteristic of both the local ecosystem and the region.



The advantage of the proposal is that it could ensure that the Forest Round Table's principles for sustainable development would be moulded to each specific site. And that they would be moulded by people familiar with the sites, and not some distant official trying to interpret standardized regulations.

In any event, at the forefront of all deliberations is the observation made in the introduction to the Forest Round Table's principles: "The sustainability of our forest resources...weighs heavily not only on the future well-being of Canadians but on the world itself."

#### ROY AITKEN SUSTAINABLE DEVELOPMENT INTERNSHIP PROGRAM

This year the National Round Table on the Environment and the Economy founded the Roy Aitken Sustainable Development Internship Program, in conjunction with the International Nickel Company (INCO) and other private sector sponsors. The purpose of the Internship Program is to encourage young Canadians to think creatively about the integration of the environment and the economy. The 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 Internship Program honours Roy Aitken, a Canadian pioneer for 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 planning by decision-makers.

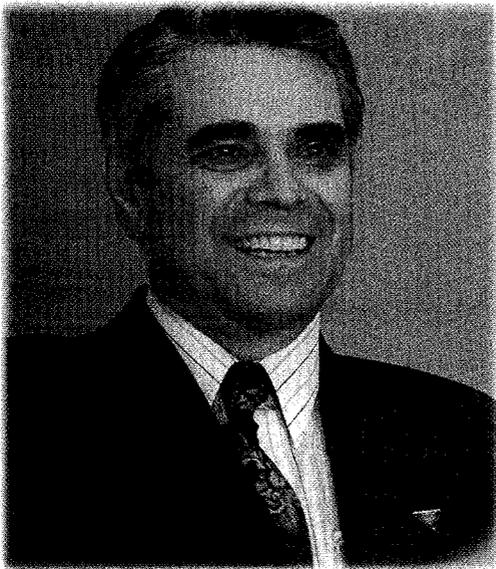
Along with his contributions at INCO, Mr. Aitken's efforts as part of the National Task Force on the Environment and the Economy led to a report that became the Canadian response to the Brundtland Commission. The report gained worldwide recognition as one of the most thoughtful strategic plans developed to address the challenges of sustainable development, and resulted in the creation of the National Round Table on the Environment and the Economy, of which Mr. Aitken was a founding member.

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 studies International Politics at the University of Ottawa. During her internship Ms. Murdoch is assessing whether sustainable development principles have been integrated into the North American Free Trade Agreement.

Ms. Amyotte studies Chemical Engineering Technology at Collège Cambrian College. During her internship, Ms. Amyotte is developing a waste reduction program for business. Most of her research will be done in the Sudbury area.

Roy Aitken once said: "Don't mortgage the future for our children." It is hoped that the Roy Aitken Sustainable Development Internship Program will allow young Canadians to contribute to a more sustainable future.



# REG BASKEN

IN THE FALL OF 1991, WHEN HE WAS PRESIDENT OF THE 35,000-MEMBER ENERGY AND CHEMICAL WORKERS UNION, Reg Basken arranged a national conference on the environment for members. "I did it," he says, "specifically because of my knowledge of sustainable development which I picked up on the National Round Table."

Now that his union has merged with the Communication Workers (40,000 members) and the Paperworkers (55,000 workers) to form the Communications, Energy and Paperworkers Union of Canada (CEP), he's going to do it again. He is CEP executive vice-president and he has put sustainable development on the agenda of in the CEP's national conference in October.

"Who better to be concerned with sustainable development than workers?," he asks. They're concerned about their jobs, their health, the environment where they live and where they work, they're concerned about job training and productivity and competitiveness, and about creating sustainable patterns in the use of resources. These are all sustainable development issues."

There's a combative side to Basken, as you would expect of someone who has spent 30 years as a union official, and he can turn it toward the union movement itself. He joined the NRT in 1990, about a year after it was formed, because "of my policy of inclusion. The labour movement is far too exclusive," he says. "Too many people in it stay out of things and then sit around and complain. What they need is to get involved and to learn."

He led the NRT's Waste Management Committee and then served on the Economic Instruments Collaborative. And now he is co-chair of the Task Force on Consensus Decision-Making.

***"Consensus decision-making is easy for me," he says, "because that's what collective bargaining is all about."***

What is put to union members for vote is the consensus reached by company and union negotiators.

When he talks about getting involved and learning, he brings up the work of the Economic Instruments Collaborative. "My instinct at the beginning was to oppose tradeable emission permits; now my instinct is to support them. Being on the Round Table changed my opinion.

"I learned a lot more about economic instruments." He's convinced that using economic instruments as incentives to reduce emissions is "the better way because it has the one principle that industry always moves with and that's the flow of money."

What finally won him over was coming to the conclusion that there are ways to ensure that economic instruments can be properly controlled and that companies will not abuse them.

He doesn't mention the role of workers in this. He doesn't need to. Barely moments earlier he was emphasizing how key they are to any environmental strategy.

"If you've got a worker who won't violate the environment, who won't blow a stack at night when no one can see it, who won't look the other way when there's a spill, and who feels secure in saying this is wrong, then you've got a powerful voice protecting the environment." The trick is to make sure they feel secure in their jobs even when they blow the whistle.

Then, with the delighted gusto that comes from a battle won, he tells how it was a union official working for Dow Chemical that reported the company for dumping mercury into the St. Clair River. It was 20 years ago, he cautions, "and there've been a lot of changes since. But back then, the company looked at every way it could to fire him and found it couldn't. They knew the whole plant would walk out."

He chuckles. "And then they discovered that dumping mercury was more expensive than recovering it."

For Basken, the lesson is plain. If you want companies to stick by the rules, train workers in the principles of sustainable development and make sure they have job security. They'll do the rest.

## PULP AND PAPER ROUND TABLE

CANADA IS STITCHED TOGETHER WITH PULP AND PAPER MILLS. In one way or another they employ 7 per cent of the labour force and across the country they support 350 communities, half of which have populations of less than 10,000. Together they account for \$23 billion in exports and represent 26 per cent of the world's newsprint capacity.

So, to talk of pulp and paper manufacturing is to talk about the social and economic fabric of our country. It is also to talk of manufacturing discharges and emissions.

The difficulty we are facing is that the industry is beleaguered. Its competitive advantage has eroded; productivity improvements have not kept up with those in some of the other key manufacturing countries; the recession brought heavy losses; some input costs are higher than those of competitors, such as having to pay workers more to attract them to remote regions; and our global share of newsprint production has dropped 21 per cent in only 10 years — and with recycling mills springing up outside of Canada near major population centres, that share will continue to drop.

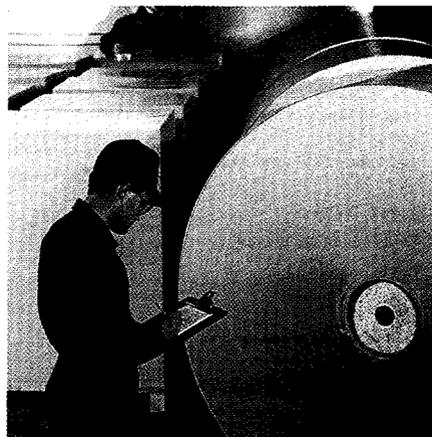
At the same time, even though Canadian mills have greatly reduced emissions and discharges during the past 30 years, by and large they still lag behind their main competitors.

Consequently, the economic equation is unforgiving: dramatic increases in environmental spending would leave little capital for improving other aspects of quality and productivity. And without improving quality and productivity, competitiveness will decline and will limit the economic ability to advance environmentally.

Concerned with this equation, the National Round Table, in conjunction with the Institute for Research on Public Policy, undertook a study to test the thesis of Harvard economist Michael Porter that strict environmental regulation would enhance competitiveness by triggering innovation and upgrading. The study found the thesis inappropriate to the pulp and paper industry, mainly because the regulatory system in Canada is so haphazard and ill focused.

The National Round Table then approached stakeholders in the pulp and paper manufacturing sector to see if there was support for establishing a round table that would search for new approaches to resolving the dilemma.

There was support. In February 1993, more than 20 stakeholders met and decided to work toward consensus in four major areas: sourcing of fibre; manufacturing processes; marketing and consumption; and jurisdictional issues. The Pulp and Paper Round Table will meet again in early summer.





# PIERRE MARC JOHNSON

IN THE KITCHEN OF IDEAS, PIERRE MARC JOHNSON WOULD BE ONE OF THE CHEFS. A little stout, perhaps, in the way that adds to a sense of both authority and conviviality, bustling from thought to thought, tasting and testing, adding a garnish, an anecdote, a spice, a dozen pots on the boil, relishing the tempo, enjoying the heat.

He is both a doctor and a lawyer. He teaches law at McGill Law School, practises law in a large, downtown Montreal firm, conducts research at the McGill Centre for Medicine, Ethics and Law, sits on the board of several large corporations, was a special advisor to Maurice Strong at the Earth Summit in Rio de Janeiro, has just been admitted to The Royal Society of Canada, and has been a member of the National Round Table and its executive committee from the beginning.

For a brief period before the Parti Québécois was defeated in 1985, he was Quebec's premier. And before that he held a succession of portfolios: Labour; Financial Institutions; Social Affairs Development; and Justice, Attorney General, and Intergovernmental Affairs.

Yet, for all his experience, he says "there are ways the National Round Table transformed me."

"I had been a lawmaker for 13 years and my approach to governments was that they were there to make laws.... The Round Table gave me solid, specific illustrations, outside strict government

command and control, of how integration of the environment and the economy can occur. It uses a multi-stakeholder process to define policies and that's quite unique."

***The round table process introduces a different set of dynamics, he says. Because participants control decisions, and because they start from the premise that they want to find common ground.***

They have to pay close attention to what each has to offer and they have to be ready to entertain new ways of doing things. That leads to a responsiveness not always present in hierarchical systems, he says.

And responsiveness can lead to innovation. However it presumes the development, of what Johnson calls "la nouvelle cohérence". By that he means "a new set of references; a new set of concepts, rules, notions, implications, and rationalities which we can refer to and which can give coherence to actions." And the actions he's talking about are "those that integrate environmental and resource management concerns in both public policy and economic decision-making."

The Earth Summit in Rio was working toward that, he says. Johnson was a member of the Canadian delegation in Rio as representative of the Round Table. And as chair of the NRT's Foreign Policy Committee, he played a major role in formulating the Round Table's advice to the Prime Minister concerning Canada's position at Rio.

Most of his time on the Round Table has been spent dealing with foreign policy issues. Currently, he is chair of the Task Force on Trade and Sustainability, which spent the better part of the past year preparing advice to the Prime Minister on Canada's negotiating position concerning a North American Commission on the Environment (NACE). Creation of the commission is being proposed as a side agreement to the North American Free Trade Agreement.

The phone rings and it is a call concerning the task force's NACE recommendations. As he talks, he swivels in his chair to gaze out his law office window. He talks strategy. It is politics from the inside and he discusses it with the unbridled relish of a gourmet before a twelve-course meal.

Later, there is no hesitation when he is asked what fulfilment the Round Table has offered. "It's not only the process," he says, "It's the people." And then, as if arriving at his favourite entrée: "I got," and he spreads his arms broadly, "a gigantic intellectual satisfaction." For a moment, for emphasis, he doesn't move.

## TRADE AND SUSTAINABILITY

FOR THE FIRST TIME SINCE THE ENVIRONMENTAL DEREGULATION OF NORTH AMERICA BEGAN IN EARNEST, its citizens may gain a forum where they can rally, on a continental basis, to protect and enhance what is left. That, in its most emphatic and perhaps most optimistic expression, is the opportunity presented in discussions concerning the establishment of a North American Commission on the Environment (NACE).

The creation of a NACE is the key element in the supplemental agreement on the environment which is being negotiated between Canada, the U.S. and Mexico to complement the North American Free Trade Agreement (NAFTA). Through its Task Force on Trade and Sustainability the National Round Table has been working on developing advice to the Prime Minister on the functions and form of a prospective NACE.

It is expected that once negotiated, a NACE will address environmental issues that arise in the context of NAFTA and trade disputes. NAFTA is unique among international trade agreements in acknowledging environmental concerns. In its preamble the NAFTA recognizes that among its fundamental purposes is the promotion of sustainable development.

The agreement also says that where there is a conflict between its terms and those of international environmental agreements that include trade sanctions -- in particular the 1973 Convention on Trade in Endangered Species, the 1987 Montreal Protocol on Substances that Deplete the Ozone Layer and the 1989 Basel Convention on the Movement of Hazardous Waste - that the terms of the environmental agreements will prevail.

In order to assist the NAFTA to live up to its environmental billing, it is generally agreed that a NACE will encourage the NAFTA partners to harmonize their standards upwards. The NACE will also promote North American cooperation in addressing continental environmental issues

such as migratory species protection, water management and trans-border pollution, as well as global issues such as energy efficiency, climate change, marine and coastal environments and commercial practices that have long-range, long-term, deleterious consequences.

The National Round Table's Task Force on Trade and Sustainability began examining ideas for a NACE with a workshop on December 7, 1992, to which 34 stakeholders were invited. A second workshop in Washington D.C. was held on April 6, 1993 to exchange views with American and Mexican stakeholders. On April 28, the Task Force met to consider a draft proposal for its advice to the Prime Minister. Finally, on May 13, the National Round Table met in full plenary and approved the text which was then forwarded to the Prime Minister.

Since May, the Task Force has been working to disseminate its advice widely and will engage itself in any additional follow-up that might be called for. Meanwhile, given the possible conclusion this year of the Uruguay Round of the GATT which makes way for the widely anticipated "Green Round" to follow, the Task Force is once again considering issues which extend beyond North America.



TASK FORCE MEMBER BOB PAGE

# PAT DELBRIDGE



SOMEWHERE IN BETWEEN THE SUITS AND THE SANDALS, between transnational business corporations and the environmental movement, is Pat Delbridge seeking common ground.

Companies hire her to help them avoid the missteps that can breed public opposition or confusion. Issues management, it's called. Her basic approach is to bring people together: community representatives, corporate executives, and those on the leading edge of issues. What she offers is what any good guide supplies: how to get where they all want to go. Goals will differ, she will point out, but the journey can only be made together.

Among executives and environmentalists she inspires a mixture of confidence and uncertainty – confidence that she offers an opportunity where issues that trouble both will be addressed, and uncertainty because generally she is breaking new ground. Executives see themselves as having to share decision-making with outsiders, and that makes them nervous; environmentalists worry whether executives will listen to them seriously or whether they will be engaged in a public relations exercise.

The measure of her effectiveness is that companies keep hiring her, and environmentalists keep participating. Corporate activities do get modified and action to alleviate public concerns does get implemented. There may not always be as much change as some would like to see, but there has always been enough for them to retain a confidence in the process.

Delbridge looks the part of being in between – sensible clothes, no power accessories, pragmatic haircut, slightly ruffled, non-threatening. And she sounds the part – she offers no philosophic motive for seeking change. There's no talk of ideology, of working for a better world, of reconstructing society. Her concern is entirely practical: "I just like to make things work a little better. It's just common sense."

And common sense has taken a working class woman from the outskirts of London, England, who was out of school at 16, married at 17, and had three children by age 21, to the presidency of a 12-member firm in her own name, with billings of close to one million dollars a year and blue-chip clients in Canada, the United States, England and France.

Along the way she ran a suicide prevention centre in Ottawa (for seven years), created and operated the Canadian branch of an agency assisting the aged in developing countries (for three years), and she was director of association affairs for the Consumers' Association of Canada (for four years). She started her own firm in 1980.

When the National Round Table was being created in 1988-89, she was asked to join. "I didn't say anything, but I had decided to say no," she says. "I was tired of volunteering for government." But she changed her mind "when I saw the interesting people joining it and I saw the interesting work they were undertaking."

First, she worked with the NRTEE committee that produced *Decision Making Practices for Sustainable Development*, one of the books in the NRT's Sustainable Development Series. Then she worked with the Foreign Policy Committee that submitted advice to the Prime Minister concerning the Earth Summit in Rio de Janeiro. When the Economic Instruments Collaborative was formed, she became a participant.

The collaborative examined 97 kinds of economic instruments before deciding on its recommendations. Meetings would sometimes last three and a half days. It was demanding, she says, "but fulfilling."

Being on the Round Table, she says, "has got me to think in a different way. I feel very strongly about the environment, but I was becoming more and more uncomfortable because people were being driven into opposing camps, pushed into boxes, and I couldn't find the key to unlock that process."

The key was the round table method.

**"People don't have to give up their values so they can get together, find common ground, and move forward," she says.**

To Pat Delbridge, that's common sense at work.

## SUSTAINABLE FISHERY

THE NORTHERN COD FISHERY off the coast of Newfoundland has been called Canada's greatest sustainable development laboratory. There are numerous theories as to what caused the sudden acceleration in the depletion of cod stocks, but there are no accepted answers. And whether the cod will recover is still an open question.

What is certain is that the way cod were being fished was not sustainable. Whether that caused, or contributed, to the sharpened decline, and if so, to what extent, is not clear.



At its plenary meeting in St. John's Newfoundland, at the end of July the National Round Table is examining whether there is a role for it to play with regard to east coast fisheries.

## THANK YOU

The National Round Table wishes to thank outgoing members **Margaret Kerr** and **Jim MacNeill** for their outstanding contribution to the Round Table's work. Both Dr. Kerr and Mr. MacNeill were founding members of the National Round Table, appointed by the Prime Minister in March, 1989.

**Margaret Kerr** was one of the original members of the National Task Force on the Environment and the Economy, the creative force behind round tables and several other sustainable development initiatives in Canada. A founding member of the National Round Table, Dr. Kerr was a member of the Executive Committee, the Socio-Economic Impacts Committee and the Sustainability and Prosperity Initiative.

As chair of the Socio-Economic Impacts Committee, Dr. Kerr played a key role in preparing energy indicators for sustainable development, publishing reports and taking action on economic-based environmental policy instruments.

Dr. Kerr is Vice-President, Environment, Health and Safety for Northern Telecom Ltd. At Northern Telecom she eliminated ozone-depleting CFCs in the cleaning of circuit boards, which provided a net savings of \$50 million to the company. Margaret Kerr brought an influential business perspective and consensus-building managerial style to the work of the NRTEE. She continues to contribute as member of the Task Force on Trade and Sustainability.

**Jim MacNeill** brought to the National Round Table an extensive history of involvement in the environment and development movement, both domestically and internationally. As a veteran of the 1972 Stockholm Conference, and as Secretary General of the World Commission on Environment and Development, he brought a wealth of international linkages to the NRTEE's work.

As a member of the Committee on Socio-Economic Impacts, the Foreign Policy Committee, and a member of the Executive Committee, Mr. MacNeill played an important role in shaping the mandate and strategic direction of the National Round Table in its first years. His work on the Foreign Policy Committee was invaluable in shaping the Committee's policy advice to the Prime Minister on the 1992 United Nations Conference on the Environment and Development. As well, Mr. MacNeill represented the NRTEE as part of Canada's official delegation to the Earth Summit.

Mr. MacNeill is Senior Fellow, Sustainable Development Program at the Institute for Research on Public Policy.

## RURAL RENEWAL

OF ALL ENVIRONMENTAL ISSUES, biodiversity may be the most difficult to deal with, simply because it is so complex. In terms of living things, it is everywhere and everything — and it is interrelated in ways that can be extremely complicated and subtle. Yet, to quote John Herity of Environment Canada, its importance cannot be exaggerated because, "We really are talking about life on earth."



The threat to biodiversity is probably the strongest on Canada's prairies — in farming areas, especially where farmers have been encouraged to expand cultivation beyond sustainable acreages onto marginal lands and wetlands. However, the problem exists from coast to coast. For instance, two thirds of Atlantic coastal marshes are gone, more than two-thirds of southern Ontario's wetlands have been ploughed under, half of the sloughs and potholes in the prairies have been lost, and 70 per cent of the Pacific estuary marshes are gone or degraded. Most (85%) were drained to produce farmland.

The National Round Table has approached the issue of biodiversity by concentrating on the prairies. At least 25 of Canada's endangered or threatened species are found there.

As a first step the Round Table commissioned a study. What it brought into focus was that any study concerned with preserving biodiversity must concentrate also on social infrastructures and on local economies. In other words, the interrelationships must be extended beyond plants, wildlife, organisms, and the biosphere. It must include the value placed on maintaining

communities. And if communities are to be maintained, it must consider how they can be made economically sustainable.

On the prairies, and in Saskatchewan in particular, all three "legs of the stool" (as one Round Table member referred to it) -- ecological, social and economic -- are deteriorating rapidly. Biodiversity is being eliminated; farming communities are crumbling; and the farm economy is in severe and precipitous decline.

At its May plenary meeting, the Round Table decided to distribute its study broadly for discussion, and then to hold a stakeholder workshop in the fall to discuss possible recommendations. The study, entitled *Canada's Agricultural and Trade Policies: Implications for Rural Renewal and Biodiversity*, is now part of the Round Table's Working Paper Series.

## THE COMMUNICATIONS PROGRAM

THE TRANSITION TO SUSTAINABLE DEVELOPMENT IS ABOUT LEARNING HOW TO EMBRACE COMPLEXITY ... how to organize activity in ways that will maintain the multitude of interrelationships that support living things on this planet.

The problem is that complexity on such a huge scale can be intimidating. It can lead to confusion, conflict, hopelessness, even paralysis. That's why it is so important to demystify sustainable development by communicating how the shift toward it can be accomplished.

One of the ways the National Round Table does this is through its communications program. In the past year it published five books, for a total of ten in the past two years. It has released 19 working papers, published a quarterly newsletter, put out a rock music video, and co-operated with other agencies to produce guides, reports and an interactive computer game.

All of last year's books were published in partnership with another organization or corporate sponsor:

*Toward Sustainable Communities*, by Mark Roseland, and produced with the support of the Federation of Canadian Municipalities, is aimed at municipal decision-makers and has been one of the NRT's most popular books.

*Trade, Environment and Competitiveness*, edited by John Kirton and Sarah Richardson, and sponsored by Du Pont Canada Inc., is based on a collection of papers presented at a conference organized by the Round Table in November 1991.

*Green Guide: A User's Guide to Sustainable Development for Canadian Community Colleges*, produced in partnership with the Association of Canadian Community Colleges, was sponsored by Nissan Canada Inc. It describes some of the sustainable development tools and offers case studies of sustainable development practices.

*Sustainable Development: Getting There from Here*, by Ted Schrecker, is a handbook produced in

partnership with the Canadian Labour Congress that aims at helping workers and unions promote sustainable development from within.

*Covering the Environment: A Handbook on Environmental Journalism*, by Michael Keating, offers useful information and advice to journalists and was published in partnership with the Graduate School of Journalism at the University of Western Ontario.

### The National Round Table Review

The Review, published quarterly, is Canada's national newsletter on sustainable development. Each issue focuses on a different theme. The 1993 spring edition, which examined the crisis facing environmental NGOs in Canada, contained 19 original articles from across the country. The Review also highlights current NRT initiatives.

### NRTEE Working Paper Series

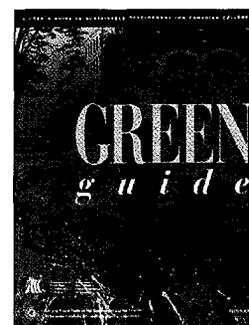
In an effort to promote debate and discussion on sustainable development issues, the Round Table distributes draft discussion papers on a variety of topics and from a variety of sources. Topics range from a series of papers on sustainability and prosperity, to rural renewal. At present there are 19 papers in the series.

### Other Initiatives

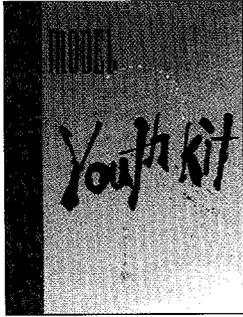
*COURAGE*, a Rock Music Video, was produced by the Round Table and sponsored by Hostess Frito-Lay Inc. and the Hudson's Bay Company, and launched in January at the Canadian Museum of Civilization. It stars the Canadian rock group Infidels and singer/poet Meryn Cadell, and is introduced by Peter Gzowski. The video and the song "Courage" are part of a campaign to challenge Canadian youth to integrate the concept of sustainable development into their lives.



COVERING THE ENVIRONMENT



GREEN GUIDE



MODEL YOUTH KIT

*Energy, Environment and Me* is an interactive computer game and quiz for children, dealing with energy conservation, produced in partnership with Energy, Mines and Resources Canada.

*You Can't Give It Away: Tax Aspects of Ecologically Sensitive Lands* is a report prepared by the Canadian Wetlands Conservation Task Force, and published and distributed in partnership with the National Round Table. It describes how tax legislation, federally and in the provinces and territories, affects the conservation of ecologically sensitive lands and what donors can expect if they donate land or arrange to have it used in perpetuity for conservation purposes.

### NRT 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, Reports and Products

Building Partnerships with Business  
 Focus 2000: A Small Business Guide to Environmental Management  
 A Report on Waste Management for the Construction Industry  
 You Can't Give It Away: Tax Aspects of Ecologically Sensitive Lands  
 Model Round Table for Youth Kit  
 Future Links (Youth Brochure)  
 The North American Free Trade Agreement and the North American Commission on the Environment (Report of Workshop on December 7, 1992, Ottawa)  
 Shaping Consensus: The North American Commission on the Environment and NAFTA (Report of Workshop on April 7, 1993, Washington D.C.)

Forest Round Table on Sustainable Development -- A Progress Report, March 1993

NRTEE Poster: Objectives for Sustainable Development

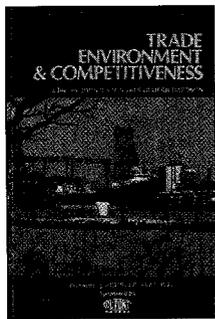
NRT Multi-Media Diskette (MacIntosh Compatible)

Interactive Computer Game/Quiz on Energy (MacIntosh Compatible)

COURAGE Cassette and Music Video on Sustainable Development (Featuring Infidels, Meryn Cadell and Peter Gzowski)

#### 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
6. Environmentally Perverse Government Incentives
7. Environmental Impact Assessment and Competitiveness
8. Emerging Trends and Issues in Canada's Environmental Industry
9. A Report on Jobs, Training and Sustainable Development
10. Trade, Competitiveness and the Environment
11. Sustainability and Prosperity: The Role of Infrastructure
12. Measuring Sustainable Development: Energy Production and Use in Canada
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
18. Aperçu National sur la Planification Stratégique du Développement Durable dans les Provinces et les Territoires du Canada
19. Canada's Agricultural and Trade Policies: Implications for Rural Renewal and Biodiversity



TRADE, ENVIRONMENT AND COMPETITIVENESS

**NRTEE RESOURCE PEOPLE**

*Catherine Auger*, Minister's Office, Environment Canada  
*André Beaulieu*, Centre de médecine, d'éthique et de droit de l'Université de McGill  
*Charles Brassard*, Non-Government Relations, Environment Canada  
*François Bregha*, The Rawson Academy of Aquatic Sciences  
*R. Douglas Burch*, Calgary  
*John G. Drake*, McMaster University  
*Ron Edwards*, Finance Canada  
*Doug Friend*, Energy, Mines and Resources, Canada  
*Paul Griss*, Toronto  
*Charles Hayles*, Pat Delbridge Associates Inc.  
*Ute Islam*, Energy, Mines and Resources, Canada  
*Brian Kohler*, Health, Safety and Industrial Relations Training Fund  
*Jeff Parker*, Finance Canada  
*Kathleen Pomeroy*, Pomeroy & Neil Consulting Inc.  
*Jim Ramsay*, Industry, Science and Technology Canada  
*Eva Rosinger*, Canadian Council of Ministers of the Environment (CCME)  
*Bob Sopuck*, Manitoba Round Table on the Environment and the Economy  
*Cameron Smith*, Ideality Inc.  
*Sharon Watkins*, Industry, Science and Technology Canada  
*Mark Wedge*, Yukon Indian Development Corporation  
*Mel Wilson*, Faculty of Environmental Design, University of Calgary

**THE TASK FORCE ON EDUCATION**

**MEMBERS**

**Chair:** *Leone Pippard*, NRTEE member  
*The Honourable Glen Cummings*, NRTEE member  
*Josefina Gonzalez*, NRTEE member  
*Jack MacLeod*, NRTEE member  
*Dorothy Inglis*, Newfoundland and Labrador Round Table on the Environment and the Economy  
*Doug McKenzie-Mohr*, Wilfrid Laurier University  
*Ian Mugridge*, Open Learning Agency  
*John Robinson*, University of British Columbia  
*Barbara Robson*, Information Commissioner  
*Bill Ross*, University of Calgary  
*Kathleen Pomeroy*, Pomeroy & Neil Consulting Inc.  
*Cameron Smith*, Ideality Inc.

**NRTEE SECRETARIAT:**

*Ann Dale*  
*Carla Doucet*

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**MEMBERS**

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**Co-chair:** *Barry Stuart*, NRTEE member  
*Jerry Cormick*  
*D'Arcy Delamere*, Royal Bank of Canada  
*Lee Doney*, B.C. Round Table on the Environment and the Economy  
*Paul Emond*  
*Jane Hawkrigg*, Jane Hawkrigg Enterprises Ltd.  
*Carol Reardon*  
*Heenan Blaikie*  
*Ruth Schneider*, Centre for International Studies  
*Glenn Sigurdson*  
*Mark Wedge*, Yukon Council on Environment and Economy  
*Leslie Whitby*, Industry, Science and Technology Canada

**NRTEE SECRETARIAT:**

*Steve Thompson*  
*Cathy Driscoll*

**TASK FORCE ON SUSTAINABILITY REPORTING**

**MEMBERS**

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*Susan Holtz*, NRTEE member  
*John Cox*, John E. Cox Associates

**NRTEE SECRETARIAT:**

*Philippe Clément*

**TASK FORCE ON RURAL RENEWAL**

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*The Honourable Glen Cummings*, NRTEE member  
*The Honourable Carol Carson*, Minister of Municipal Government, Saskatchewan  
*Ken Cox*, North American Wetlands Conservation Council  
*Hubert Esquirol*, Western Canada Wheat Growers  
*Jim Patterson*, Ducks Unlimited  
*Bob Sopuck*, Manitoba Round Table on the Environment and the Economy

**NRTEE SECRETARIAT:**

*Steve Thompson*

**TASK FORCE ON TRADE AND SUSTAINABILITY**

**MEMBERS**

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*Bob Page*, NRTEE member  
*Susan Holtz*, NRTEE member  
*David Morton*, NRTEE member  
*Margaret Kerr*, Northern Telecom Limited  
*John Kirton*, University of Toronto

**NRTEE SECRETARIAT:**

*Sarah Richardson*

**FOREST ROUND TABLE**

**Moderator:** *Hamish Kimmins*  
*David Barron*, Canadian Pulp and Paper Association  
*Glen Blouin*, Canadian Forestry Association  
*Gary Blundell*, Canadian Wildlife Federation  
*Harry Bombay*, National Aboriginal Forestry Association  
*Dirk Brinkman*, Canadian Silviculture Association  
*Rod Carrow*, University Forestry Schools  
*Peter Chapman*, Task Force on the Churches and Corporate Responsibility  
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