

Appendix A

Governance and Financing Options for the NRTSI

Presented by the Working Group on Governance and Financing of the NRTSI

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The governance and financing options for the National Round Table on Sustainable Infrastructure depend on its mandate and goals.

“The National Round Table on Sustainable Infrastructure (NRTSI) is to be an independent, multi-stakeholder, non-partisan, not-for-profit advisory body that:

- provides decision-makers, and stakeholders with advice on sustainable infrastructure;
- develops, commissions, collects, analyzes and shares data, trends, forecasts, technical and management innovation and tools;
- provides high-level coordination of infrastructure initiatives;
- creates a forum to bring together an important yet highly diverse, diffused and complex community to generate greater understanding, synergies so as to support the community’s optimal use of available resources.

The NRTSI will address broader infrastructure areas with an integrated, holistic approach. The initial focus of the NRTSI is to be public works, i.e., water systems, sewers, roads and bridges. With a focus on “sustainable” infrastructure, the NRTSI will be able to anticipate the social, economic and other community environmental factors that impact on, and are impacted by, infrastructure decision-making.”

Governance

Reporting

Based on the mandate, and in light of the feedback received from the provincial and territorial government representatives the option of the NRTSI reporting to a federal minister is not recommended. The NRTSI mandate is not solely to provide advice to the federal government but to all stakeholders. This initiative is one of the infrastructure community not of the federal government and reporting to a federal minister, even in a symbolic way, may lead to a perception that the NRTSI is a political entity serving primarily the federal government.

The recommendation for the reporting is: *that the NRTSI reports to its Advisory Council composed of representatives of all stakeholders* (see Table 1 for more details).

Advisory Council Composition

It is agreed that the NRTSI will be governed by an Advisory Council. This group will lead the NRTSI and will guide its evolution.

Several options were considered for the Council’s composition. Table 1 describes the options as well as the pros and cons of each.

The recommendation for the Advisory Council composition (option 2 in attached table): *That the Advisory Council representing the stakeholders be composed as follows:*

31 senior level representatives from:

- Government (20)
 - 1 federal
 - All provinces/territories invited to sit on Advisory Council (possibility of 13)
 - 6 municipal

- First Nations (1)
- Industry (10)
 - two engineering groups
 - one urban planner group
 - one banking—insurance industry
 - four industry association
 - two research and education community

When the focus of the NRTSI shifts, the composition for government could shift as well. For the time being, the term of the representatives should be left to each stakeholder to determine. Flexibility will be built in allowing for observers and replacement representatives to reflect the diversity of issues. The different organizations will be responsible for identifying the appropriate representative within their “jurisdiction”.

Co-Chairs

The Advisory Council will be co-chaired; one co-chair representing government and the other representing industry. The chairs should have two-year renewable terms. The terms will end on alternate years.

Secretariat

The Secretariat will be responsible for:

- Organizing meetings of the Advisory Council and committees;
- Carrying out the administration;
- Carrying out or contracting out all of the activities such as the research, meeting logistics, report dissemination, etc. such that the needs of stakeholders are met;
- Reporting to the Advisory Council on the status of the activities and financial results.

Appropriate but minimal staff and overhead will be required. An effort to use existing available resources will be made.

Committees

Committees will be created as needed to address specific issues. The existing working groups could become committees of the NRTSI.

Membership

There is no such thing as a member of the NRTSI. The NRTSI has stakeholders.

Financing

There are many options for financing including a single source (i.e., the federal government), a combination of co-financing from federal and provincial and territorial governments, or a combination of co-financing between private and public sectors. These options are also presented in Table 1.

Recommendation for funding (option 2 in attached table): *That the federal government funds the ‘secretariat’ of the NRTSI plus some base research for the NRTSI (total \$1,000,000) and the stakeholders share the costs of additional research/projects and be responsible for financing the travel and participation of their representatives.*

The stakeholders will be providing significant contribution including “in kind” contribution (estimated in the order of \$1,000,000). The initial funding should be for a period of five years. After year three, the NRTSI will develop a transition plan to move to a shared funding approach amongst the stakeholders.

It is recommended that the option of delivering the secretariat through an existing non-government organization be seriously considered.