

SP | Sustainable
Prosperity

2010/11 Report





For a greener, more competitive
Canadian economy

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Message from the Chair and the Executive Director



Stewart Elgie
Chair



Andrew Bevan
Executive Director

Hardly a day goes by where you don't hear claims like "we can't afford to lower pollution", or "reducing carbon emissions would jeopardize the economy" in a news report or political speech. The idea that we have to choose between a healthy environment and a strong economy is deeply ingrained in many peoples' psyches. It is also wrong. Or at least it doesn't have to be the case.

A growing body of research and practice has shown that, with well-designed policies, it is possible to lower our environmental footprint and build a more sustainable economy. And that doing so can position countries to better compete in the greening global marketplace.

At Sustainable Prosperity, we believe that 'green' and 'growth' can go hand-in-hand. In fact they must. Shifting Canada to a greener, stronger, more competitive economy is both an urgent ecological necessity and a powerful economic opportunity. The economy of the future is likely to reward companies (and countries) that are energy efficient, low polluting, and use scarce natural resources wisely. In fact this shift is already starting, as evidenced by the rapid global growth in clean energy, hybrid cars, organic food and other 'green' sectors.

Research by Harvard business professor Michael Porter – probably the world's most respected competitiveness expert – shows that well-designed environment regulations can play a major role in driving innovation and, over time, boosting productivity. The key is to design regulations differently, so they promote eco-efficiency. And one of the best ways to do that is through market-based approaches, like green tax shifting or emissions trading.

Many countries around the world are taking active steps to position themselves for success in the emerging green global economy. Nations like China, Germany, the United Kingdom, South Korea, and (to a lesser extent) Australia and the U.S. are investing in clean energy and transport, shifting to green taxes (while cutting income taxes), and creating incentives for clean technology and jobs. There is a real risk that Canada will fall behind if similar steps aren't taken here.


The good news is that some provinces are showing leadership. For example, Ontario has brought in major incentives for clean energy, and invested heavily to spur eco-innovation in clean water, electric cars, and green chemistry. B.C. has brought in its own clean energy incentives, along with a pioneering carbon tax shift – that promotes low-carbon growth, while enabling Canada's lowest income tax rates. Quebec and Manitoba are also taking positive strides. And Alberta, despite challenges with the oil sands, boasts Canada's only existing carbon emissions trading system.

Despite these promising provincial initiatives, Canada as a whole needs to do much more when it comes to setting the signals to enable green growth. Our mission at SP is to help guide those changes. By harnessing the brightest environment-economy thinkers in the country, and hooking them up with policy makers and leaders, we aim to help catalyze a new generation of smart policy reforms: ones that will position Canada to become a global green economic leader.

It's a tall task. But one that has to succeed. It's why we created Sustainable Prosperity. We've made a lot of progress, as you will see from this report. And we aim to make a lot more in the years ahead. We invite you to join us.

Stewart Elgie

Andrew Bevan



Canada's future will be framed in large part by our response to two fundamental challenges: one economic and one environmental. At Sustainable Prosperity, we harness leading-edge thinking to build sound market-based approaches for a greener, more competitive Canadian economy.

Sustainable Prosperity: A Think Tank. A Do Tank.

For a greener, more competitive Canadian economy.

Made up of business, environment, policy and academic leaders **Sustainable Prosperity** is a national green economy think tank/do tank. We harness leading-edge thinking to advance innovation in policy and markets, in the pursuit of a greener, more competitive Canadian economy. At the same time, SP actively helps broker real-world solutions by bringing public and private sector decision-makers to the table with expert researchers to both design and apply innovative policies and programs.

Our approach

Our approach is unique. We believe that achieving the necessary innovation in policy and markets for a stronger, greener Canadian economy requires a new knowledge base and new conversations. SP's approach is to promote both.

What we do

- **Generate policy-relevant, expert knowledge:** synthesize and advance policy-relevant research on market-based approaches to advance environmental protection and economic sustainability, through a national network of academics and experts.
- **Foster innovative conversations and connections:** bring together unusual alliances of researchers, decision-makers and policy leaders, across the environment-economy spectrum.
- **Inform smart policy solutions:** communicate research-based analyses and options for policy initiatives to build a stronger, greener, more competitive economy.

What we know

Our Research & Policy Clusters



Spotlight on Sustainable Prosperity Researchers

SP harnesses leading-edge thinking to develop and promote innovation in policy and markets models, in the pursuit of a greener, more competitive Canadian economy. Here is a spotlight on a few of the expert researchers in SP's network.

Erick Lachapelle

Université de Montréal, Assistant Professor of Political Science



Leading authority in several fields including Canada-U.S. relations, and the comparative politics of climate change policy, **Erick Lachapelle**, contributes important knowledge pieces for SP. Most recently, Lachapelle co-authored the *Climate Compared; Public Opinion on Climate Change in the United States & Canada* – the first-ever national survey to provide comparisons between the views of the American and Canadian publics on matters pertaining to climate change and its mitigation.

Roger Martin and Allison Kemper

University of Toronto, Rotman School of Management

Roger Martin, considered one of the top business thinkers in the world, Dean of the Rotman School of Management at the University of Toronto, and **Allison Kemper**, research associate at the Rotman School's Michael Lee-Chin Family Centre for Corporate Citizenship, co-authored the Sustainable Prosperity Policy Brief *Carbon Pricing, Innovation, and Productivity*. This well-received document delivered by two renowned thought leaders and academics supplied a concrete evidence base on how carbon pricing promotes innovation, and how that innovation can promote Canadian productivity and Canadian competitiveness.



Nancy Olewiler

Professor, and Director of the School of Public Policy at Simon Fraser University



Member of Sustainable Prosperity's Steering Committee, **Nancy Olewiler**, is one of Canada's leading academic economists, specializing in recent years on sustainability and environmental economics. From 1990 to 1995 she was managing editor of *Canadian Public Policy*, and from 1996 to 1998 she served as a member of the Technical Committee on Business Taxation, created by the federal Finance Minister to propose major reforms to business taxation in Canada. Nancy also currently serves as Chair of the Board of TransLink, Metro Vancouver's regional transportation authority.

Spotlight on Sustainable Prosperity High Impact Events

Achieving a greener, more competitive Canadian economy requires a new knowledge base and new conversations.

Throughout 2010-2011 we hosted, organized and participated in events that promote both – here's a sample:



© Public Policy Forum

Alex Wood, SP Senior Director, Policy and Markets

SP Shares Expertise on the Ground in NWT – Discussions on a Northwest Territories Carbon Tax

February 2011 | Yellowknife

When the Government of Northwest Territories initiated its Consultation on Revenue Options that looked at the potential of a carbon tax, SP engaged through multiple formats. To support the government's consideration of a possible carbon tax, and inform public debate on the detailed design of the policy, SP delivered a written submission to the territorial government in November 2010. In February 2011, SP collaborated with leaders in NWT to conduct a series of high-level sessions with government decision-makers and interested groups focused on the right approach to a carbon tax in the North. **Alex Wood**, SP's Senior Director, Policy and Markets, participated in two days of public, high level sessions with leaders from government, industry, business, remote and Aboriginal communities and local NGOs.

To build awareness and spread the conversation to communities across the North, Alex participated in media interviews with CBC Television, CBC Radio North, CJCD, and print media including *Northern News*, *The Yellowknifer*, *Slave River Journal* and *L'Aquilon*.

SP Speaking Tour with Pavan Sukhdev, Head of the United Nations Environment Programme Green Economy Initiative and Study Leader of The Economics of Ecosystems and Biodiversity Report

May 2010 | Montreal, Ottawa and Toronto

SP hosted world-renowned international economic expert and banker, **Pavan Sukhdev**, on a Canadian tour to meet with policy-makers, academics and experts in the lead up to the release of the global study – The Economics of Ecosystems and Biodiversity (TEEB) – the largest, most comprehensive study on the economic importance of the world's natural assets.

Throughout his Speaking Tour, Mr. Sukhdev spoke with a wide selection of Canadian media including *Le Devoir*, *The Gazette*, *La Presse*, *Globe and Mail*, *Toronto Star* and *Corporate Knights Magazine*.



© Brigitte Bouvier

Michael Porter (Professor, Harvard Business School) delivers keynote speech at the Porter Hypothesis at 20 Luncheon.

The Porter Hypothesis at 20: Can Environmental Regulation Enhance Innovation and Competitiveness?

June 2010 | Montreal

In the lead up to the World Congress of Environment and Resource Economists, SP and Resources for the Future brought together leading global economic scholars for a high level dialogue to share knowledge, and identify future policy research priorities on how environmental regulation can enhance innovation and increase competitiveness. The conference also included a lunch keynote address by **Michael Porter**, to an audience of business leaders, policy makers and academics, that garnered media coverage by CBC TV and radio, the *Montreal Gazette*, *La Presse* and *Le Devoir*, among others.



© Ontario Ministry of Natural Resources

Pavan Sukhdev delivers keynote speech at Ontario Ministry of Natural Resources conference on urban biodiversity as part of SP Speaking Tour.



©Melanie Provender

Green Growth or No Growth: Charting a sustainable economic future

CBC Radio's Paul Kennedy, host of *IDEAS*, moderates a live debate at University of Ottawa.

Can the Earth support an ever-growing economy? Can we shift to 'green growth' for a healthier environment and economy?

Four of the world's top economic experts debate one of the most critical questions of our time.

Participants:

Tim Jackson, Economics commissioner with the UK Sustainable Development Commission and author of *Prosperity Without Growth: Economics for a Finite Planet*

Peter Victor, author of *Managing Without Growth: Slower By Design and Greener and A faculty member at York University*

Richard Lipsey, one of Canada's pre-eminent economists, and author of *Economic Transitions: Growth, Prosperity, Technology, and Long Term Economic Growth*

Paul Ekins, author of *Economic Growth and Environmental Sustainability: The Prospects for Green Growth*, and Director of the UK Green Fiscal Commission

Thursday, January 20th, 2011 at 7pm
Room 12102

Paul Ekins (onscreen), Paul Kennedy, Peter Victor, Richard Lipsey, and Tim Jackson debate a sustainable economic future.

Green Growth or No Growth: Charting a sustainable economic future

January 2011 | Ottawa

Sustainable Prosperity and the University of Ottawa hosted a live debate and webcast on the critical issue of green growth or no growth, with four of the world's top economists. The debate was moderated by CBC Radio's Paul Kennedy, host of *IDEAS*, and was later broadcast as an *IDEAS* episode.



© Federation of Canadian Municipalities

Federation of Canadian Municipalities Sustainable Communities Conference

February 2011 | Victoria

Through our work on Environmental Pricing Reform for Municipalities, SP offers practical guidance for municipalities to raise the revenues required to finance capital projects and other initiatives in their communities. During the FCM Sustainable Communities Conference, SP presented on Environmental Pricing Reform: Building the Financial Foundation for Wastewater Infrastructure Renewal.

David Thompson, SP's Director, Sustainable Communities, presenting at SP-organized panel during FCM Sustainable Communities Conference

City of Hamilton Transportation Summit

March 2011 | Hamilton

Sustainable Prosperity worked with the City of Hamilton to present the City's annual Transportation Summit on Environmental Pricing Reform. This full day Summit looked at various Environmental Pricing Reform tools and their application to transportation issues in Hamilton and the surrounding region.

David Thompson, SP's Director, Sustainable Communities, presenting at Hamilton Transportation Summit 2011



© City of Hamilton

Generating Policy-Relevant, Expert Knowledge

Low Carbon Economy

Transforming our national and global energy systems to a low-carbon path is essential. The critical policy innovation required to do so is carbon pricing, which will incent the necessary market and technological innovation.

We focus on:

- Establishing positive relationships between carbon pricing and other economic issues including competitiveness, fiscal policy, innovation and productivity.
- Carbon pricing design issues, such as revenue recycling, equity and distributional concerns, and interaction with other policies.



Policy and Research Cluster Co-Chairs:

Kathryn Harrison, University of British Columbia
Nic Rivers, University of Ottawa



Scan here for updates on our latest knowledge pieces and events on **Low Carbon Economy**.



Carbon Pricing, Investment and the Low Carbon Economy

Author: SP
 Type of Publication: Policy Brief
 June 2010



Carbon Pricing, Innovation, and Productivity

Author: Roger Martin and Alison Kemper
 Type of Publication: Policy Brief
 June 2010



Ontario's Feed-in Tariff for Renewable Energy: Lessons from Europe

Author: SP
 Type of Publication: Policy Brief
 September 2010



British Columbia's Proposed Feed-in Tariff Regulation

Author: SP
 Type of Publication: Response to BC consultation on FIT
 October 2010



Business, Risk and Carbon Pricing: Business Preference for Climate Change Instruments in Canada

Author: Kaija Belfry Munroe
 Type of Publication: Report
 November 2010



NWT Consultation on Revenue Options

Author: SP
Type of Publication: Submission to GNWT
November 2010



Distributional Incidence of Climate Change Policy in Canada

Author: Nic Rivers
Type of Publication: State of Knowledge
December 2010



Carbon Pricing, Climate Change, and Fiscal Sustainability in Canada

Author: SP
Type of Publication: Policy Brief
December 2010



Canadian Business Preference on Carbon Pricing

Author: SP
Type of Publication: Policy Brief
February 2011



The Hidden Factor in Climate Policy: Implicit Carbon Taxes

Author: Erick Lachapelle and SP
Type of Publication: Policy Brief
February 2011



The Competitiveness of a Trading Nation: Carbon Leakage and Canadian Climate Policy

Author: SP
Type of Publication: Policy Brief
March 2011



Manitoba consultation on Cap and Trade

Author: SP
Type of Publication: Report
March 2011

“Sustainable Prosperity is one of the leading organisations, not just in Canada but globally, at the cutting edge of finding solutions to the most pressing issue of our time: how to live well while rebuilding the ecosystem base on which humanity depends. Combining idealism and pragmatism, vision and political savvy, effective communication and organisational efficiency, I have always found it an inspiration as well as a pleasure to be involved in SP’s events.”

– Paul Ekins, Professor of Energy and Environment Policy at the Energy Institute, University College London, and Director of the UK Green Fiscal Commission



Policy and Research Cluster Co-Chairs:

Harry Kitchen, Trent University
Enid Slack, University of Toronto



Scan here for updates on our latest knowledge pieces and events on **Sustainable Communities**.

Sustainable Communities

Canada's environmental and economic challenges meet at the community level. Municipalities need innovative solutions to address environmental challenges (waste management, transportation, utility prices), while maintaining a vibrant economy and a high quality of life.

We focus on:

- Developing a broad array of market-based tools such as road pricing to help municipalities address environmental concerns while creating new sources of revenue for investment in transit, and infrastructure.



Smart Budget: Environmental Pricing Reform Toolkit for Municipal Governments

Author: David Thompson and Andrew Bevan
 Type of Publication: Report
 May 2010



Backgrounder for Toronto City Summit Alliance: Transportation and Infrastructure

Author: SP
 Type of Publication: Briefing Paper
 June 2010



Time to get serious: Reliable funding for GTHA Transit/Transportation Infrastructure

Author: Neil Irwin and Andrew Bevan
 Type of Publication: Report
 July 2010



Putting Transportation on Track in the GTHA: A survey of road and rail emissions comparisons

Author: David Thompson
 Type of Publication: Report
 January 2011



Deep Dive: Transportation and Environmental Health

Author: Andrew Bevan
 Type of Publication: Greening Greater Toronto: 2011 Living City Report Card
 February 2011



Keeping on Track: A Reality Check

Author: co-authored by Andrew Bevan
 Type of Publication: Working Paper for Civic Action
 February 2011

Ecosystem Services Markets

Ecosystem markets represent a new way of understanding the value of natural capital, particularly its value to the economy. ESMs encourage more efficient/effective provision of ecosystem services in the areas of water, agriculture, forests, and biodiversity.

We focus on:

- Disseminating the growing international awareness of ESMs and developing specific policy applications for Canada.



Advancing the Economics of Ecosystems and Biodiversity in Canada: A survey of Economic Instruments for the Conservation & Protection of Biodiversity

Author: SP
 Type of Publication: Background Paper
 Forthcoming



Policy and Research Cluster Co-Chairs:

W.L. (Vic) Adamowicz, University of Alberta
David Boyd, University of Victoria



Scan here for updates on our latest knowledge pieces and events on **Ecosystem Services Markets.**

Economy-Wide and Emerging Issues

SP is a “go to” organization for policy and market innovation, we conduct research and development into emerging issues focusing on market-based instruments and conduct original research in areas where we can make a unique contribution.

We focus on:

- How market-based environmental tools can contribute to economy-wide concerns such as innovation, productivity and competitiveness, and deficit reduction.



Porter Hypothesis: Can Environmental Regulation Enhance Innovation and Competitiveness (Summary Paper)

Author: Mark Cohen, Stewart Elgie, Paul Lanoie, Stefan Ambec
 Type of Publication: Report
 June 2010



Policy and Research Cluster Co-Chairs:

Stewart Elgie, University of Ottawa
Nancy Olewiler, Simon Fraser University



Scan here for updates on our latest knowledge pieces and events on **Economy-Wide and Emerging Issues.**



Implementing Strategically Sustainable Policies for Canada?

Author: SP
 Type of Publication: Comments on the Federal Sustainable Development Strategy
 July 2010



Innovative Sustainability Instruments for the Green Economy: A Law & Policy Experts Panel on Strengthening Carbon Markets by Integrating the Environmental and Social Impacts of Trade & Investment

Author: SP and CISDL
 Type of Publication: COP 16 Experts Panel Report
 January 2011



Climate Compared: Public Opinion on Climate Change in the United States and Canada

Author: Public Policy Forum and SP
 Type of Publication: Key Findings Report
 February 2011

Knowledge Dissemination

We believe that economic prosperity and environmental sustainability go hand in hand. Though still a new organization, SP has amassed a substantial and dynamic library of policy and research knowledge pieces and built a unique and diverse national network. As momentum continues to build we can already point to important points of impact.

The **SP Speaker Series** brings thought leaders to policy, academic and private sector audiences. Past speakers include Mark Jaccard (Professor, School of Resource and Environmental Management, Simon Fraser University) and Andrew Heintzman (President, Investeco).

SP is providing a knowledge base to the government of **Ontario** on the development of its green energy and climate change policies. SP has been providing regular briefings to key staff on several matters including; the province’s Feed-in Tariff policies and public opinion on climate change policies.

Setting the agenda on natural capital productivity, SP, through its showcasing of the “Porter Hypothesis at 20” event, is now developing a partnership with the **Government of Canada** to develop research and policy thinking around this critical issue.

SP Sustainable Prosperity

SPEAKERSERIES
Presents

Climate Policy in Canada: Issues in Regional and US Coordination

Prof. Mark Jaccard, from School of Resource and Environmental Management, Simon Fraser University

Friday, November 26th, 2010. 12:00

55 Laurier Avenue East, Room 4101, Desmarais Building, Ottawa, ON.

uOttawa

PRESENTATION + Q&A

Wednesday, February 23rd, 2011 5:00-7:00pm

UNIVERSITY OF OTTAWA, 55 Laurier Avenue East, Room 12102, Desmarais Building, Ottawa, ON

uOttawa

go.wings

For more information on SP and the Speaker Series, visit us at www.sustainableprosperity.ca



Porter Hypothesis at 20 luncheon at the McGill Faculty Club, June 28th 2011.

High Impact Communication

Communications is paramount to building awareness and support of Sustainable Prosperity's mandate and mission, and ultimately moving the needle on SP's priority issues. As more resources have been dedicated to high impact outreach and media relations, dissemination of research and knowledge pieces and spreading the word about SP's activities have been given higher priority. Recognizing that SP's research needs to get into the hands of those who can use it, great effort is invested in producing policy-relevant reports that are appropriate for multiple audiences and that build upon SP's broad and diverse network of experts in academia, government, business and the media.



Media coverage of SP research, events and activities increased substantially in the past year

(Clockwise from left) Alex Wood on Business News Network's *Business of Green* discussing Business Preferences for Carbon Pricing; Alex Wood on CTV's *Power Play* talking about the Public Policy Forum/Sustainable Prosperity Climate polling results; Andrew Bevan as panellist on TVO's *The Agenda with Steve Paikin*, discussing the future of transportation in the GTHA.

Media relations – which is critical to our short and long term goals – has been successful over the last year. Media coverage of SP research, events and activities increased substantially. A growing number of SP staff and network members have established themselves as “go-to” experts on greening the economy, urban sustainability, and environmental pricing reform.

SP experts had a strong on-air presence including interviews with CBC Radio (national and regional), CBC Television, Business News Network, TV Ontario, CTV and other regional radio stations. SP op-eds ran in several high profile national and regional print media including *The Globe and Mail*, *Vancouver Sun*, *Ottawa Citizen*, *Hill Times* and *The Globe and Mail 'Report on Business'*.





Over the last year SP garnered increased coverage of our activities and reports including national and regional coverage in media including the *Toronto Star*, *Hamilton Spectator*, *Toronto Sun*, *Globe and Mail*, *National Post*, *Calgary Herald*, *Vancouver Sun*, *Ottawa Citizen*, *Montreal Gazette*, *Edmonton Journal*, *Le Devoir*, *La Presse* and more.

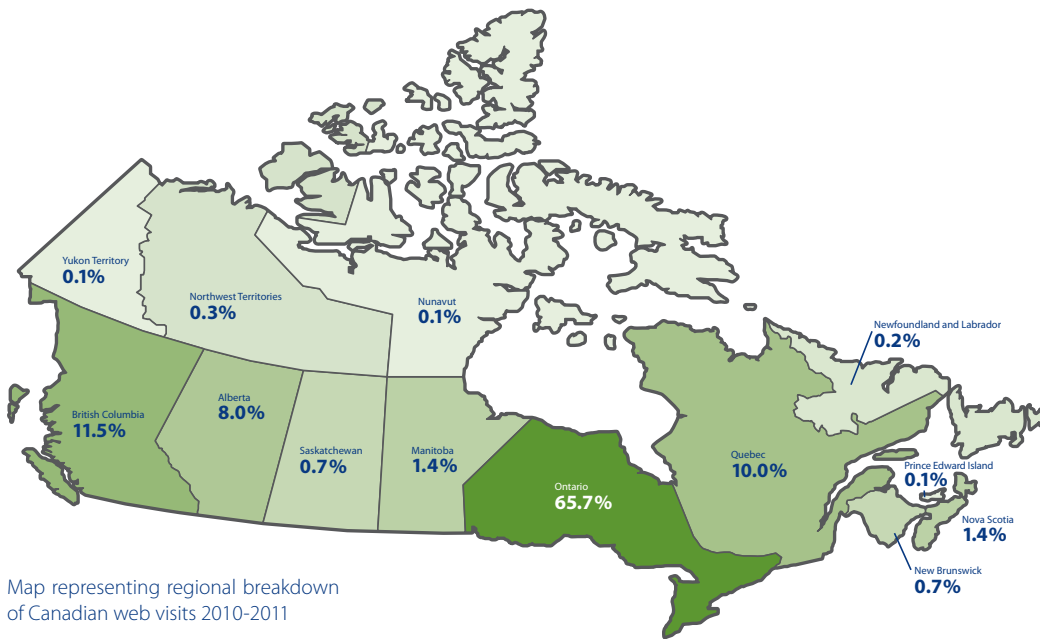
Online publications have proved to be a big success. SP broke new ground by creating an ongoing column with *iPolitics*, as well as garnering coverage in many online news sites including *The Mark News*, and *climatewire.ca*.



The Sustainable Prosperity website is central to our communication efforts. We use the platform to share information about our knowledge pieces and activities and to build up our network. The site has had over 33,000 visits in the last year, accessing over 100,000 page views. We are tracking traffic from all over the world.



Strategic social media tools provide SP with key outreach opportunities. The Sustainable Prosperity Twitter site enables SP to share and comment on issues in real time and has successfully increased SP's visibility and reach, as has the recently launched blog.



Map representing regional breakdown of Canadian web visits 2010-2011

Region	Visits
Ontario	17,473
British Columbia	3,047
Quebec	2,635
Alberta	2,114
Nova Scotia	377
Manitoba	360
Saskatchewan	191
New Brunswick	175
Northwest Territories	72
Newfoundland	48
Yukon Territory	35
Nunavut	29
Prince Edward Island	20
TOTAL	26,576

Plus 7,000 international visits

Looking Forward

SP is currently designing an additional collaborative online platform bringing together a critical mass of academics, policy practitioners, students and engaged citizens engaged in environment-economy issues in Canada. The platform will serve to facilitate high-level policy discussion and become a leading source for ideas in this field.

Who We Are

Steering Committee



Michael Adams
President, Environics



Michael Cleland
*"Nexen Executive in Residence" at
the Canada West Foundation*



Stewart Elgie
*Professor, University of Ottawa,
Faculty of Law and Institute of Environment
Chair, Sustainable Prosperity*



Daniel Gagnier
*Chair, Board of Directors, International Institute
for Sustainable Development*



Andrew Heintzman
President of Investeco Capital Corp



Preston Manning
*President and CEO
Manning Centre for Building Democracy*



Velma McColl
Principal, Earnscliffe



Jane McDonald
Senior Business Analyst, Power Supply, Manitoba Hydro



Alan Nymark
Former Deputy Minister



Nancy Olewiler
*Professor, and the Director of the School of Public Policy
Simon Fraser University*



David Runnalls
*Senior Fellow, Sustainable Prosperity
Visiting Professor, Department of Geography, University of Ottawa
Distinguished Fellow and Former President, IISD*

Staff

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Director, Communications

Dana Krechowicz
Research Associate

Jenna Dunsby
Network Coordinator

Sarah Van Stiphout
Executive Assistant

Robin Fraser
Platform Manager

Brittany Richardson
Research & Administrative Assistant

Collaborating Academic Institutions

University of Ottawa
University of Calgary
Simon Fraser University
Wilfrid Laurier University
University of Toronto
University of Western Ontario
University of Alberta
York University
University of British Columbia
Trent University
Carleton University
Queen's University
Yale University
University College London
University of Waterloo
Lakehead University
University of Victoria
University of Guelph

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Research Council of Canada

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sciences humaines du Canada

Canada

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Hamilton
Public Works



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Financial Statement (unaudited at time of publication)**For the year ended March 31, 2011****Revenue**

Social Sciences and Humanities Research Council of Canada	301,749
Ontario Ministry of the Environment	817,810
Foundations	195,500
Other Private Sector	68,600
Municipal Government	23,000
Other Federal Government	19,950
Provincial/Territorial Government	17,825
TOTAL	1,444,434

Expenses

General Services	348,724
Program and communications	9,522
Meetings, events and travel	30,946
Personnel, academic/student support	308,257
Research	304,426
Program and communications	96,096
Meetings, events and travel	70,273
Personnel, academic/student support	138,057
Policy	385,561
Program and communications	152,739
Meetings, events and travel	31,097
Personnel, academic/student support	134,094
Knowledge Transmission	193,268
Program and communications	127,671
Meetings, events and travel	36,116
Personnel, academic/student support	29,481
TOTAL	1,231,980

Excess of revenue over expenses	212,454
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In-Kind Contributions (University of Ottawa)

Office renovations	340,000
Professorial Support	50,000
Technical support	35,000
Office space	34,000
Finance administration	22,000
Student support	18,000
Senior global visiting fellow	11,000
TOTAL	510,000





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www.sustainableprosperity.ca

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