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LEAD Canada: A Summary Report

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LEAD Canada:

A Summary Report

***“Never doubt that a small group of thoughtful, committed citizens can change the world.  
Indeed, it's the only thing that ever has.”***

Margaret Mead (1901 - 1978) US anthropologist

**PART 1: AN OVERVIEW OF THE LEADERSHIP FOR ENVIRONMENT AND  
DEVELOPMENT (LEAD) PROGRAM**

**A Unique Approach to Effect Change**

The words of Margaret Mead must have echoed in the halls of the Rockefeller Foundation as they devised the philosophy and format of the Leadership for Environment And Development (LEAD) program in the late 1980s. In an age of increasingly complex relationships between humanity and the living world around us, a small but growing number of people had become aware of the need for fundamental change in the way that humans interact with our natural environment. To help hasten that change, the LEAD program was conceived as a means of building that “small group of thoughtful, committed citizens”.

LEAD is a truly unique program which provides a multi-disciplinary, international network of mid-career professionals with the education and skills necessary to move society in the direction of sustainable development. During a two-year Associate phase, LEAD participants receive a combination of academic education in sustainable development issues and philosophy, and practical training in skills such as consensus building and conflict resolution. A continuing Fellows program then provides LEAD graduates with support toward research projects related to sustainable development, participation in relevant conferences and international forums, and general support in maintaining the network of international contacts made during the Associate phase.

Some of the key features of LEAD which make it a truly unique program include the following:

***Multi-Disciplinary Participation:***

The LEAD program draws its participants *simultaneously* from a wide variety of professions and economic sectors, enabling the program to have an impact in Canada's key business, government, non-government, labour and academic circles, and also ensuring that program participants are able to benefit from the diverse perspectives of each sector.

The diversity enables program participants to learn first-hand of the specific sustainable development challenges faced in the various sectors represented within the program membership. Each of these individuals is also exposed to ideas and options for addressing these challenges, often

from perspectives to which they would not have been meaningfully exposed in the absence of the LEAD program.

This diversity plays a critical role in the development of a growing LEAD Canada network which touches on most key aspects of Canada's economy, putting rising decision-makers in each sector in touch with counterparts in other sectors, and contributing to the development of a "critical mass" of "thoughtful, committed" decision-makers across the breadth of Canada's public sector and business community. A concrete example of this is found in the work of the National Round Table on the Environment and the Economy, which actively draws on the LEAD Canada network for people to participate on Task Forces and to contribute their perspectives on particular issues of national concern.

### ***International Training***

While approximately one-half of the learning curriculum for LEAD is provided in a domestic setting, the other half is delivered in international venues, through full International Training Sessions, which bring together LEAD Associates from each of the other 12 member programs (Brazil, China, Commonwealth of Independent States, Europe, Francophone Africa, India, Indonesia, Japan, Mexico, Nigeria, Pakistan, and Southern Africa).

As business and commerce becomes increasingly globalized, and we begin to understand that our actions affecting the natural and social environments can have global impacts as well, it is only reasonable to expect that education and training processes should become more "globalized" as well. The international component of the LEAD curriculum provides an opportunity to expand the LEAD network to include participants from a wide variety of nations, further increasing the ability of LEAD participants to connect with like-minded individuals from an even broader cross-section of business, government and academia, and share knowledge and experience with each other.

Another key aspect of the international training is the added perspective that participants receive by experiencing the points of view of other international LEAD participants, as well as the priorities and points of view of local citizens in the site of the training session. The ability to experience firsthand the complexities involved in understanding and attempting to resolve a sustainable development issue at the local level can be a humbling but incredibly informative experience, as participants learn that each issue often looks and feels very different from a local perspective than it might when viewed from afar. This education in the complexity of sustainable development issues and the importance of considering local circumstances and priorities is perhaps one of the most crucial gifts the LEAD program bestows on its participants.

### ***Skills-Based Training***

One other element of the LEAD program that bears emphasis is the inclusion of skills-based training within the core curriculum to assist participants in influencing future decisions within their organization and sector. Unlike many programs which focus exclusively on academic learning, or on practical education through site visits and case studies, the LEAD program takes these cornerstones and adds to them through an additional (and crucial) training element: skills-building. Both at the domestic and international levels, training sessions have included a strong focus on

consensus building and dispute resolution, including special sessions with high-quality trainers such as those from CDR Associates in Boulder, Colorado, and Strong's Supreme Service in Barbados.

The unique approach of LEAD in incorporating multi-disciplinary, international, academic and skill-based training elements into the program curriculum provides all LEAD participants with the knowledge and skills needed to "make a difference". By bringing these committed individuals together, allowing them to share experiences and perspectives in a safe, open and frank environment, and establishing an international network of like-minded current and future decision-makers, the LEAD program is fostering the development of that "small group of thoughtful, committed citizens" that can and will change the world for the better.

## **PART 2: THE IDRC LEGACY**

Over the almost ten years that this project has been in progress much documentation has been produced----this includes the curriculum documents produced for national training sessions by the National Round Table on the Environment and the Economy (NRTEE) and for international training sessions by LEAD International (LEAD Int.). This documentation is part of IDRC's master file for the project. Further, LEAD International makes masterful use of the Web and its site at <http://www.lead.org> will make available for the foreseeable future the full range of administrative and substantive documents that underpin the global LEAD program. Information on Canada's participation in LEAD is readily identified.

### **LEAD Canada trained 84 Canadians:**

By far the most important output of the project has been the 84 Canadians (in LEAD International Cohorts 3 through 8) who have participated in the LEAD training program.

Of these 84 individuals:

- 24% work in the public sector,
- 25% are employed in the business sector outside of natural resource industries,
- 13% are employed by natural resource industries,
- 11% are in the field of education,
- 6% are in the legal profession,
- 5% are in the non-profit environmental sector,
- 3% are in the field of medicine,
- 3% are in the research sector,
- 3% are in the media,
- 2% are involved in the agricultural sector, and
- 1% are involved in labour.

This report brings the IDRC's support for the project to a close by featuring the biographies of the 84 Canadian LEADers. The **Associate and Fellows Biographies**, offered in this report was consolidated in September 2000 following the recruitment of Cohort 8. LEAD International continues to update the profiles of LEAD associates when this information is available and these can be found on the LEAD web site:

[http://myleadnet.lead.org/stats/charts/lead\\_group\\_display.cfm?NRP=CA&Cohort=BLA&B1=Submit](http://myleadnet.lead.org/stats/charts/lead_group_display.cfm?NRP=CA&Cohort=BLA&B1=Submit).

### **Canadian LEADers are connected to a global network**

The 84 Canadian LEADers are part of a network of approximately 1,200 LEADers, graduates of the LEAD program, from 13 Member Programs—including Canada--and bridging the North South divide. International connections are maintained through LEAD.Net and through joint projects involving LEAD Fellows from across the network supported by LEAD International.

These connections have already borne substantial fruit through the LEAD Fellowship Program, which provides financial support to LEAD Fellows to undertake research programs into relevant sustainable development topics. Many of these Fellowship initiatives have been collaborative efforts involving LEAD Fellows from two or more national programs, and several of these projects have involved LEAD Canada Fellows. For example:

- one Canadian Fellow worked with a colleague from LEAD Europe on a joint project entitled “*Beautiful World: creating a bridge between art and sustainability*”;
- one Canadian Fellow was able to participate in the Group of Eight (G-8) Summit in Okinawa, Japan in July 2000, including the symposium ‘New Directions in Global Governance’;
- one Canadian Fellow is currently participating in a collaborative project with several Fellows from LEAD India, in efforts to develop a biodiversity conservation and ecotourism development plan for the Corbett-Binsar-Nainital region of India

### **Canadian LEADers are leading**

The strategy that inspired and guided the Rockefeller Foundation’s conception and support of LEAD was the belief that ‘Leadership’ is the key to change and good leaders make for good change. The tactic has been to produce good leaders—taking people from all levels of government, a wide range of private enterprises and from a range of non-government organizations who had demonstrated in the early stages of their careers that they were destined for leadership positions in their chosen fields. LEAD exposed these leaders in embryo to the challenges they will face if they are to help those they lead contribute to a world that is sustainable in economic, social and environmental terms.

The strength and potential influence of LEADers is best illustrated by a small sampling of the current LEAD Canada roster of participants. LEAD Canada Fellows and participants currently include:

- two elected municipal officials,
- Senior Advisors to two current federal Cabinet Ministers,
- the Senior Advisor to the Deputy Minister of Environment Canada,
- the Executive Director of a major provincial farm organization,
- a Transport Economist with the World Bank,
- a member of the Editorial Board for a major Canadian newspaper,

- an Environmental Advisor to the International Joint Commission,
- the Manager of Safety, Health & Environment for a major Canadian chemical firm,
- Regulatory Affairs officials for Imperial Oil and TransAlta Energy,
- the Manager of Public Affairs for the Canadian Urban Transit Association, and
- the Executive Director of the West Coast Environmental Law Association.

The success of LEAD can only be judged by over the long haul by the outputs and impacts that the LEADers will have. The **Canadian Success Stories and Fellows Testimonials** offered in this report are indicative of what the Canadian LEADers have gone on to do following the LEAD experience. Through these post-training activities LEAD is meeting its strategic goal----Canada is benefiting from good change in the direction of sustainable economic, social and environmental conditions as a nation, and as an international actor and contributor to the larger sphere of global well being. Copies of letters from those who can attest to the benefits of the LEAD program are included in this report.

### **LEAD after IDRC and the NRTEE**

The LEAD Canada Associates and Fellows, appreciative of the enormous benefit they have received from the LEAD Canada program, and wishing to make this benefit available to other Canadians, have taken the initiative to establish LEAD Canada without continued support from IDRC. The ground work was laid at a meeting of Canadian LEAD Associates following the LEAD International Training Session held at the University of British Columbia in August 2000. In collaboration with LEAD International IDRC supported the meeting attended by 35 of the LEAD Canada Associates. Under the leadership of an elected Working Group (the 'A-Team') drawn from the LEAD Canada Associates and Fellows, plans were laid to explore the feasibility of an independent LEAD Canada Inc.

LEAD Canada Inc (LCI), formerly registered to David McGuinty of NRTEE, has been registered in Canada and this report includes the list of the Board of Directors of LCI as of December 2001.

A grant from IDRC (100795) enabled LEAD Canada Inc (under the auspices of the NRTEE) to prepare an options paper for LEAD Canada (*Challenge and Opportunity: Future Options* for LEAD Canada Inc, prepared by Rob Rainer, May 2001.) This report underlined two critical tasks to be tackled if LEAD Canada Inc is to be established as a sustainable activity: to identify and confirm ongoing sources of funding and to decide whether to establish LEAD Canada Inc as an independent organization or to enter into a partnership with an existing Canadian organization. This investigation into the viability of LEAD Canada came at a time when LEAD International is also reviewing the structure and costs of the overall LEAD program with a view to lowering and stabilising the costs of this unique international leadership program.

Given the investment to date in the LEAD Canada project, the calibre of the LEAD Associates and the efforts being made to establish a permanent LEAD Canada at a time when the Centre can no longer provide core support, the Centre made a grant (101072) to cover the costs of a part time consultant to support the volunteer efforts of the A-Team and to cover travel costs to meetings with potential funders.

The A-Team arranged for a partnership with the International Institute for Sustainable Development (IISD) to receive and manage the IDRC's grant since the LEAD Canada Inc., although legally registered, does not have permanent staff or offices.

At the time of writing this report the A-Team have begun the task of fund raising and the brochure prepared for this task, "Corporate Partnership Opportunities: LEAD Canada" is included in this summary report. A LEAD Canada web site has been started at <http://www.leadcanada.org>.

## **ENCLOSURES**

1. LEAD Canada: Associate and Fellows Biographies (September 2000)
2. Canadian Success Stories and Fellows Testimonials
3. Letters from employers of LEAD Canada Associates and Fellows:
  - Canadian Federation of Municipalities
  - National Roundtable on the Environment and th Economy
  - Augustana University College
  - Pollution Probe
4. Lead Canada Incorporated (LCI)--Board of Directors
5. LEAD Canada – Corporate Partnership Opportunities
6. LEAD Canada Web Site – Home Page
7. LEAD International – Web Site listing of Canadian LEADers.



# **LEAD Canada**

## Associate and Fellow Biographies

September 2000



## Alan Abelsohn (Cohort 6)

Alan Abelsohn is a family physician in private practice in Toronto. He is also a lecturer in environmental health at Innis College, University of Toronto, and chair of the Ontario College of Family Physicians' environmental health committee. He is a board member of the Canadian Association of Physicians for the Environment (CAPE) and co-chair of the Health Professionals Task Force, International Joint Commission (IJC). He is active as a consultant in numerous projects of environmental health at the university, with medical organizations and with NGOs.

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LEAD Canada Self-directed Study: *Environmental Health in Family Medicine*



## Elizabeth Atkinson (Cohort 4)

Elizabeth Atkinson is a senior consultant and legal affairs advisor with Marbek Resource Consultants Ltd. in Ottawa, Canada. She has experience in environmental policy design, review and analysis for both the private and public sectors. Areas of particular expertise include economic instruments, legislation and regulatory development, sustainable development and eco-efficiency indicators, and voluntary programs.

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Ms Atkinson has comprehensive knowledge of multistakeholder process design, implementation, facilitation and reporting for local, national and international programs. Her experience includes leading a variety of research and multi-stakeholder initiatives dealing with high profile public policy issues.

She holds a Law degree from the University of New Brunswick and a Bachelor of Arts degree in English literature from Memorial University in Newfoundland. Ms. Atkinson was called to the Bar in 1992.

LEAD Canada Self-directed Study: *Waste Not Want Not*

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## Peter Baltais (Cohort 6)

Peter Baltais is an environmental regulatory advisor with the petroleum products and chemicals division of Imperial Oil. In this capacity he interfaces with other companies, industry associations, governments, NGOs and other stakeholders to promote the development of efficient and effective standards and regulations that protect the environment while minimizing costs. This work includes the development of non-regulatory voluntary approaches and industry codes. Mr. Baltais has worked in a petroleum refinery for nine years, is a Qualified Environmental Professional, and a member of the Professional Engineers of Ontario, AIChE and Air and Waste Management Association (AWMA). Mr. Baltais is a director of the Ontario section of the AWMA, a non-profit technical, scientific and educational organization. He organizes monthly sessions on environmental public policy, as well as annual workshops investigating alternative (policy) approaches to environmental protection. Mr. Baltais has been a scout leader for eight years, a member of his church council and a member of Environment Markham. He is fluent in French and Latvian.

LEAD Canada Self-directed Study: *The Integration of Environmental Considerations in Business*

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## Mark Bekkering (Cohort 3)

Mark Bekkering is a Senior Policy and Research Planner with the City of Toronto, Urban Development Services Division. Currently he is responsible for leading research and policy development in the areas of urban structure, natural environment and demographic trends.

Mark has also worked for the Regional Municipality of Hamilton-Wentworth where he was responsible for the coordination of projects, such as, Hamilton-Wentworth's VISION 2020 Sustainable Community Initiative; development of an Environmental Management System (EMS) for the water and sewage treatment and solid waste management services; a major review of the Region's Land Use Plan; and the development of a Water Management Strategy.



## George Boire (Cohort 7)

George Boire is the Vice-President of Strategic Client Services with AMEC Earth & Environmental. Prior to this he was Senior Manager, Environmental Risk Management at the Canadian Imperial Bank of Commerce (CIBC). Mr. Boire is Director of the Canadian Environmental Auditing Association and is a Certified Environmental Auditor. He has also been a member of the Canadian Bankers Association's Environmental Issues Committee. Mr. Boire was a project manager with an engineering consulting firm specializing in environmental assessment, auditing, and site remediation. He also had direct experience with site remediation as the operations manager for a waste management and contracting company. Mr. Boire began his work career in 1985 with the Ontario Ministry of the Environment where he was responsible for the review of active and closed landfill operations.

LEAD Canada Self-directed Study: *Greenhouse Gas Emissions Trading – Financial and Risk Management Considerations*

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## Alice Born (Cohort 6)

Alice Born is the Chief, Environmental Surveys and Administrative Data in the national accounts and environmental division of Statistics Canada. She is responsible for the survey program that measures the supply and demand of environmental goods and services in Canada. The developed natural resource accounts (particularly fossil fuels and metals) that include the monetary value of Canada's natural resources are now part of the national accounts. Ms. Born is also involved with both the Canadian Institute of Mining and Petroleum and the International Network of the Development of Environmental Accounting Studies.

LEAD Canada Self-directed Study: *The Environment Industry in Canada – the Next Step*

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## Peter Clarkson (Cohort 6)

Peter Clarkson is the executive director for the Gwich'in Renewable Resource Board. The Gwich'in Renewable Resource Board is a land claims co-management board for the Gwich'in Settlement Area (GSA). The board is the main instrument of renewable resource management in the GSA. The board is comprised of Gwich'in and government representatives. As executive director, Mr. Clarkson is responsible for the staff supervision of 10 - 12 employees and implementing direction of the board. He is involved with the International Bear Biology and Management Association, as well as a variety of community events and activities, such as Scouts.

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LEAD Canada Self-directed Study: *Grassroots Community Involvement in Sustainable Renewable Resource Management in a Co-management System*



## Christian M. DaSilva (Cohort 8)

Christian DaSilva is the assistant director of education for the second largest school board in the Northwest/Nunavut territories. He is responsible for the overall curriculum and program direction in the region's schools. The school district spans seven communities on the eastern shores of Hudson Bay in Nunavut, and includes 11 schools serving approximately 2100 students with a budget of \$18.5 million. Previously, Mr. DaSilva was the principal at the region's largest high school, where he had also taught social studies and history. As well, he was a program associate and research officer with the International Development Research Centre (IDRC), has worked overseas with Canada World Youth and Canadian Crossroads International, and is presently the chair of the board of directors for Canadian Crossroads International. He has a Master's degree in development studies from Carleton University in Ottawa (1995) and a degree in secondary education from the University of Toronto (1992). He also has a degree in geography and international studies from the University of Waterloo in Ontario (1991) and a diploma in environmental geology and geographic information systems from Sir Sandford Fleming College.

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## Paul-André Dastous (Cohort 5)

Paul-André Dastous is a senior environmental engineer and lawyer with Ecosfera Inc. Ecosfera Inc. is a consulting firm which specializes in environmental management system (ISO 14 001), risk management, health and safety, and training. Mr. Dastous is a member of the Ordre des Ingénieurs du Québec and the Barreau du Québec.

LEAD Canada Self-directed Study: *From "Sustainable Development" to "Sustainable Society"*



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## Mary-Jane Dawson (Cohort 5)

Mary-Jane Dawson is a Principal with the Office of the Auditor General of Alberta. She completed her Bachelor of Commerce in 1980 and became a chartered accountant in 1983. Since 1989, she has been responsible for the completion of a variety of government program audits. These audits include financial statement audits as well as those designed to examine the efficiency, economy and accountability reporting of the government. Ms. Dawson's special interest is in environmental performance reporting and the recognition in government financial statements of environmental liabilities. She is also interested in the mechanisms and influences that result in changes in social policy.

LEAD Canada Self-directed Study: *Shades of Green Accounting: Environmental Accounting in Development and Application*



## William (Bill) Denning (Cohort 4)

Bill Denning is the Knowledge Management Co-Ordinator for the Transport Sector of the World Bank. Based in Washington DC, Mr. Denning is responsible for determining the evolution of this new area of business practice in the Bank's transport activities. This includes promotion and support for Bank transport staff in using and adapting new information tools to advance collaborative working practices.

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LEAD Canada Self-directed Study: *Development and Sustainability in south Etobicoke*



## Jane Dougan (Cohort 3)

Jane Dougan is an Adjunct Professor with Nova University's Oceanographic Centre in Florida, and is researching towards her Ph.D. from the University of Bristol(UK). She is presently writing and teaching two on-line M.Sc. courses: "Environmental Sustainability" and "Life on a Water Planet". Jane has written and taught interdisciplinary courses on environment and development issues for undergraduates and adult learners since 1986. Her research focus is on creating equitable, accessible on-line learning which incorporates experiential learning and local "sense of place". This has been greatly enhanced by being part of LEAD. She has an M.Sc. in International Policy and Human Development and serves on the Board of the Canadian Association for the Club of Rome. She recently presented a seminar on "Environmental Education and Distance Learning" at the University of Toronto, and has been invited to submit on "Distance Learning in the Field of Environment" for the forthcoming 'Encyclopedia of Global Environmental Change'.

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## Veronica Farmer (Cohort 4)

Veronica Farmer is currently in the role of corporate marketing at Tundra Semiconductor Corporation. Her focus is on corporate identity, investor relations and public relations. Tundra Semiconductor Corporation (TSE:TUN) designs, develops, and markets advanced System Interconnect for use by the world's leading Internet and communications infrastructure vendors. Tundra chips provide the latest interface and throughput features to help these companies design and deliver more powerful equipment in shorter timeframes. Applications include telecommunications, data communications, wireless communications, industrial automation, and ruggedized systems. Tundra headquarters are located in Kanata, Ontario, Canada, and sales offices are based in Mountain View, California and Maidenhead, U.K. Tundra sells its products worldwide through a network of direct sales personnel, independent distributors, and manufacturers' representatives.

LEAD Canada Self-directed Study: *Pass Green, Go to Sustainability*

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## Susan Farquharson (Cohort 8)

Susan Farquharson has been executive director at Eastern Charlotte Waterways Inc., a community based and operated environmental resource management center, since November 1996. She is responsible for environmental programs and the development of projects that aid communities in environmental management. She is a liaison and facilitator between the government and communities, and is also involved in locating and writing grant proposals to secure site maintenance. Also the proprietor of a home-based data compilation business, Ms. Farquharson has several business certificates as well as training in desktop mapping, and has completed a wildlife rehabilitation course and a map and compass orienteering course.

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## Stephen Forgeron (Cohort 6)

Stephen Forgeron is a network business planner within the public carrier networks division at Nortel, formerly Northern Telecom. Nortel is a publicly traded company headquartered in Canada, and is a leading global supplier of data and voice communication solutions. It designs and manufactures data and voice communication products for wireless, enterprise, public carrier and public data networks. As a network planner, Mr. Forgeron works in cross-functional teams using a high-level knowledge of present and future network designs to assist Nortel and its customers define emerging business opportunities.

LEAD Canada Self-directed Study: *Perspective: Barriers and Opportunities for Incorporation of Environmentally Sound Technology and Practice*

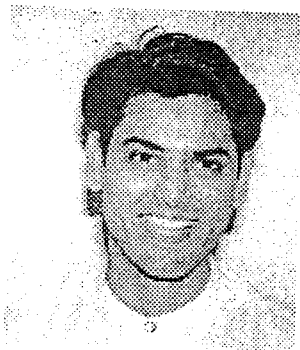
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## Bruce Gilbert (Cohort 7)

Bruce Gilbert is the director of the Conservation Corps Newfoundland-Labrador, a charitable organization that aims to develop strong conservation and sustainable development values and practices among youth, community partners and corporate patrons. Mr. Gilbert has a wealth of experience in community development, popular adult education and participatory communications. He has worked and lived in numerous Newfoundland outposts as well as overseas in Africa and Asia. He is currently on the Steering Committee for the Newfoundland-Labrador Environment Network, is Vice-President of the Newfoundland-Labrador Association for Adult Education and is a Board Member for the Newfoundland-Labrador Human Rights Association.

LEAD Canada Self-directed Study: *Improving Our Environment Public Education: Best Practices from Newfoundland-Labrador*



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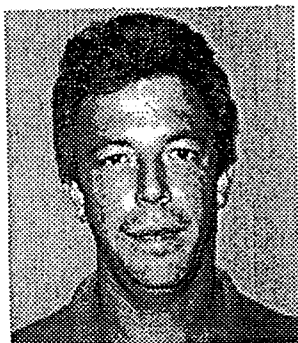
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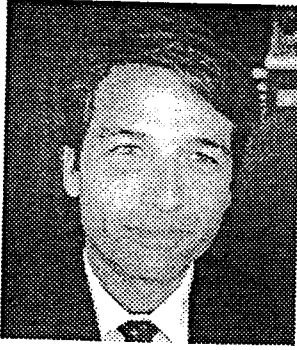
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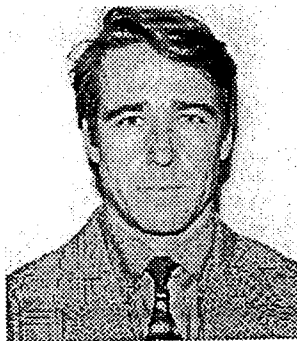
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Marc Lalonde is the senior portfolio officer with the Park Services and Land Management Branch at the National Capital Commission (NCC). His primary role is to provide management leadership for the Urban Lands and Transportation Portfolio within branch and corporate initiatives, as well as fulfill specific environmental and land management functions. Mr. Lalonde is an active participant on the Environmental Action Committee within the NCC which is responsible to identify opportunities in implementing its corporate environmental policy in support of the Federal Government's commitment towards encouraging sustainable development and healthy environments within government agencies. As well, he was responsible for the design of the Arthur Ford Nature Education Center in London, Ontario. This centre promotes the education of nature and environment to elementary school children through the creation of an outdoor learning center. This initiative is considered to one of the first of its kind in Canada. Mr. Lalonde holds a Bachelor of Arts degree in Landscape Architecture from the Université de Montréal.

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Randall Miller is the curator of geology and palaeontology at the New Brunswick Museum. His research uses beetle fossils to determine ice age climates and environments. As well, Dr. Miller studies ancient fish, sea scorpions and walrus. Prior to this, Dr. Miller was a palaeontological consultant in Ottawa.

LEAD Canada Self-directed Study: *Climate Change: Past, Present and Future – Public Awareness of the Science of Climate Change*

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## Gregory D. Milne (Cohort 7)

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## Clarissa Morawski (Cohort 4)

Clarissa Morawski has her own consulting firm, Clarissa Morawski Consulting. Her work involves consultation to industry and government on cost reduction strategies through waste minimization. These strategies also include education and communications to ensure long-term and maximum effectiveness. Ms. Morawski's primary focus is on solid non-hazardous waste, but is working to include hazardous waste, air and water management for a more holistic approach to efficient operations. She also does some work for the Recycling Council of Ontario in the areas of program development.

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LEAD Canada Self-directed Study: *Achieving Zero Waste at General Mills*



## Louis Morneau (Cohort 7)

Louis Morneau is the chief, petroleum equipment quality at the ministère des Ressources naturelles du Québec. He supervises a team of professionals and inspectors working together on the enhancement of petroleum equipment performance levels in Québec to significantly reduce contamination problems. He ensures that the development, interpretation and application of legal requirements regarding this matter. Mr. Morneau began his engineering career working in the mining field where he was involved in the opening and the development of underground gold mines. As well, he has worked as industrial coordinator for the ministère de l'Environnement et de la Faune for eight years, where he was the driving force behind the implementation and coordination of the Programme d'aide financière pour la réhabilitation des terrains contaminés en milieu urbain (Financial assistance program for the rehabilitation of urban contaminated lands).

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Mr. Morneau is a geological engineer, and is involved with the environmental committee of the regional section of the Ordre des ingénieurs du Québec.

LEAD Canada Self-directed Study: *International Cooperation Project Concerning Petroleum Equipment Security*



## Ken Mulhall (Cohort 5)

Ken Mulhall is vice president of environmental affairs for Loblaw Companies, which has received 11 environmental awards through his leadership. He is a member of both the CPMA and PMA committees, which are examining reuseable plastic shipping containers for produce; the Canadian ECR subcommittee that deals with unsaleable products; the National Association for Environmental Management; and chairperson for both the national and Ontario Canadian Council of Grocery Distributors (CCGD) environment committees. He is the past co-chair of the Canadian Industry Packaging Stewardship Initiative coordinating committee and a past member of the board of directors for the Canadian Pallet Council.

K. Mulhall is currently the vice president and a member of the board of directors for Second Harvest and a member of the board of directors for the Daily Bread Food Bank. He volunteers his time with Community Living of Mississauga and he supports developmentally challenged adults in recreational sports leagues.

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Barbara Neve is a senior editor with Parks Canada. Her responsibilities include preparing briefing notes and letters regarding Parks Canada issues for the Minister of Canadian Heritage, the Secretary of State (Parks), the Deputy Minister of Canadian Heritage and the Chief Executive Officer of Parks Canada. Ms. Neve is a member of the parent committee of her son's choir.

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## Linda Nowlan (Cohort 7)

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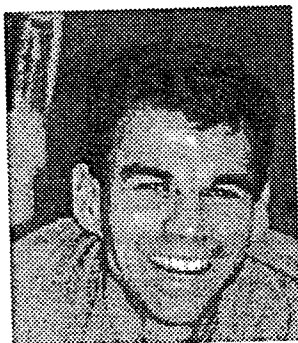
LEAD Canada Self-directed Study: *Enforceability – The Key to Effectiveness of Canada's Implementation of International Environmental Treaty Obligations*

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## Brian Pagan (Cohort 4)

Brian Pagan is the manager of international programs for the Treasury Board Secretariat. Mr. Pagan manages TBS international activities including bilateral agreements with other governments; liaison with international organizations and conferences; preparation and presentation of programmes on Canadian governance to visiting delegations; and co-ordination of policy issues with other government departments.

LEAD Canada Self-directed Study: *Environmental Indicators in the Department of National Defense*

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## Richard Kyle Paisley (Cohort 6)

Richard Paisley is an adjunct professor and associate with the Institute for Resources and Environment (Westwater Research) at the University of British Columbia. Mr. Paisley researches, writes, teaches and consults in the areas of international law, natural resources, the environment and the economy. He is a member of the Law Society of British Columbia, the Canadian Council International Law, the British Columbia Inns of Court, the American Society of International Law and the Canadian Parks and Wilderness Society. As well, Mr. Paisley has been the organizer and moderator of the annual "State of the Environment" debate between the British Columbia Minister of the Environment and opposition parties environment critics, from 1996 to date. He is also the west coast organizer of the annual United Nations International Oceans Day celebrations.

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LEAD Canada Self-directed Study: *Negotiation Simulation:  
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## Marc Paquin (Cohort 5)

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LEAD Canada Self-directed Study: *Environmental Impact  
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## Laurel Pedersen (Cohort 8)

Laurel Pedersen owns and manages a 560 acre farm/ranch located northwest of Calgary, Alberta. This holistically-managed farm/ranch specializes in natural Hereford beef products and pastured poultry. It maintains a clientbase exceeding 100 customers and includes retail sales to individual families and wholesaling to health food stores and restaurants. Managing the farm with her husband, Ms. Pedersen's primary responsibilities include client relationships and marketing for the direct marketing arm of their operation, "Right Off The Farm." She has considerable experience in organic farming, food quality issues and the urban/rural connections surrounding food production distribution and consumption.



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## Catherine Ann Petrow (Cohort 6)

Catherine Petrow has over thirteen years of diversified experience with demonstrated project management skills. She is currently working a cost engineer in the oil and gas industry on a \$2.2 billion oil sands project.

She has extensive municipal engineering experience, specifically: waste management and sewer facilities design gained during her 10 years employment with the City of Calgary.

Catherine has her own environmental consulting firm, which addresses climate change issues in the oil and gas sector. She also has an interest in adult education, specifically in team building.

Catherine is dedicated to resolving engineering problems while addressing environmental issues and implementing sustainable solutions. She has a master's degree in environmental engineering and an undergraduate degree in civil engineering.

**LEAD Canada Self-directed Study: *Greenhouse Gas Emissions: the Voluntary Challenge and Registry as it Relates to Small Petroleum Producers***



## Robert Prairie (Cohort 8)

Robert Prairie is a senior environmental scientist at the Noranda Technology Centre. His main area of expertise is environmental impact and risk assessment, metal ecotoxicity and sustainable development. His responsibilities are to provide technical advice to local and corporate environmental management on various aspects of environmental-related issues. During 20 years with Noranda, he has carried out and reviewed numerous environmental studies at most of the Noranda sites, inside and outside Canada. He has participated in various provincial, national and international forum to address environmental issues or regulations related to the presence or discharge of metals in the environment. He is currently a member of many advisory committees on major research programs related to metals in the environment. He graduated from UQAM in biology.

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## Denise Proulx (Cohort 7)

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## Jan Rabantek (Cohort 7)

Jan Rabantek is a Civil Affairs Officer (Land Use) with the United Nations Interim Administration Mission to Kosovo (UNMIK). He is helping to re-establish and organize local municipal administration in Kosovo after the armed conflict. He previously worked for the Canadian Institute for Environmental Law and Policy (CIELAP) in Toronto. His expertise and educational background is in agriculture, agricultural engineering and environmental policy.

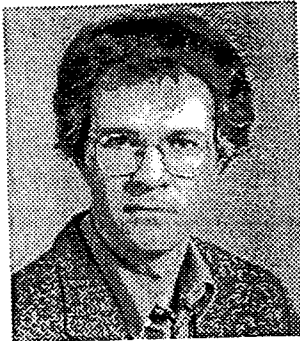
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LEAD Canada Self-directed Study: *Organic Agriculture Regulations and Policies in Canada: Review and Recommendations*



## Robert J. Rainer (Cohort 6)

Rob Rainer is the executive director of the Atlantic Canada Conservation Data Centre (AC CDC), a non-profit organization focused on managing Atlantic Canadian biodiversity information for decision-making, research and education. The AC CDC is one of 86 conservation data centres located in the western hemisphere, and the only one with governance from federal, provincial and private sector interests. Mr. Rainer previously worked as a freelance contractor for various non-profit environmental organizations, five years as the Program Director for a community-based, multi-stakeholder environmental group, and two years as a writer/editor for an environmental and engineering consulting firm. He is currently volunteer Vice President for Policy with the Conservation Council of New Brunswick. Born and raised in North Vancouver, B.C., Mr. Rainer now lives with his family near the small coastal community of St. Andrews, New Brunswick.

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## Susan Reed Tanaka (Cohort 4)

Susan Reed Tanaka is the deputy chief, engineering design with the Toronto Transit Commission's engineering department. In this position Ms. Reed Tanaka is responsible for the design of transit and transit-related facilities. The disciplines which report to her include: structural, geo-technical & geo-environmental, architectural, electrical (ac and dc), mechanical, and track design. As well, she also has an engineering support section which develops and maintains the TTC engineering design standards, including: a design manual, master specifications, standard and directive drawings, and a CADD manual.

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Jacinthe is an analyst in the environment and transport division of the Treasury Board Secretariat. She is currently responsible for coordinating the renewal of the sustainable development strategy for the department. Prior to this position, she managed Environment Canada's Office of Technology Transfer where she was involved in the management of several international environmental projects, particularly in the area of water resources and wastewater management. She was the Canadian head for Watershed Management 2000, a collaborative project in Sao Paulo's Piracicaba watershed. She also directed Canada's bilateral program under the Montreal Protocol and was a member of the Multilateral Fund Executive Committee.

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Amelia Shaw is Manager of Public Affairs at the Canadian Urban Transit Association (CUTA). She is responsible for managing CUTA's government relations work, which includes the development of a long-term advocacy strategy, support for CUTA's continued involvement in the Climate Change Action Plan and strengthening partnerships with other associations. Ms. Shaw is the project manager and chair of the National Task Force to Promote Employer Provided Tax-Exempt Transit Benefits. She was recently appointed to the Board of Directors of the Ottawa Carleton Training Board and is a member of the Governor General's Canadian Study Conference 2000, National Program Committee. She remains a member at large of the Amalgamated Transit Union.

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Wynet Smith is the North America/Boreal Regional Project Manager for the World Resources Institute's Global Forest Watch (GFW). GFW is a forest monitoring program that aims to provide independent, objective information needed to monitor the condition of the world's remaining frontier forests. In this position, Wynet combines her technical skills in remote sensing and GIS with her networking and community-based experience. Previously, as lands manager for the Kitikmeot Inuit Association, she managed more than 100,000 sq. km. of Inuit owned lands, issued licences and leases for land use activities and conducted compliance inspections. She has also worked for Gwich'in co-management agencies in the Northwest Territories in the areas of integrated resource management and wildlife and forestry planning, served as a research/legislative assistant to the Honourable Charles Caccia, and undertook contract with Environment Canada and the Canadian Environmental Network. She has participated in projects in Kenya, Thailand and Tanzania and has taught in northern Quebec and in the People's Republic of China.

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## Keith Stoodley (Cohort 8)

Keith Stoodley is vice-president of Lotek Marine Technologies, a world leader in the design and manufacture of electronic products to monitor fish and marine wildlife for environmental related applications. His primary responsibilities are in marketing and business development that include multi-sector and multinational collaborations. In previous positions, he has served as director of the Environmental Export Council of the Canadian Environmental Industry Association, director of the Newfoundland Environmental Industry Association (NEIA), chair of NEIA's trade development committee, member of the environmental subcommittee of the Newfoundland Irish Business Partnerships, and member of Canada's National Environmental Industries Sector Team. With extensive work experience in aquaculture and international business, Mr. Stoodley has recently found himself championing a conflict resolution approach for the aquaculture industry and stakeholders who are concerned about potential environmental impacts. In addition to degrees in life sciences (biology and marine biology), he has completed a Master's of Business Administration and a professional accounting designation.

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## Michele Taylor (Cohort 4)

Michele Taylor is the director of the environmental emergencies branch of Environment Canada. Environment Canada is an active player in addressing environmental matters related to emergencies. The mission of Environment Canada's emergencies program is to reduce the frequency, severity and consequences of these events. Ms. Taylor is a member of the Association of Professional Executives of the Public Service of Canada (APEX) and Casting for Recovery.

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## Carole Therrien (Cohort 7)

Carole Therrien is currently the senior policy advisor with the Canadian Secretariat of the Games of La Francophonie Ottawa-Hull 2001, providing federal policy advice to senior government officials involved in the management of the Games. From 1993 to 1998, she was a political advisor on governor-in-council appointments with the Prime Minister's Office, served as an election observer for La Francophonie and was a member of the Prime Minister's Delegation to the 1997 Sommet de la Francophonie. From 1989 to 1993, she worked with the Liberal Party of Canada as a political analyst and event organizer. While studying economics and public administration at the University of Ottawa, Ms. Therrien was also involved with the Canadian Federation of Students and the Ontario Federation of Students.

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*LEAD Canada Self-directed Study: How does Canadian Heritage apply its Commitment to Sustainable Development Practices, as directed by the Auditor-General's Office, to its Sponsorship and/or Planning of Large-scale Sporting? What Changes, if any, can be applied to meet the AGO's Objectives as set by Parliament?*



## Cindy Thomas (Cohort 4)

Cindy Thomas is the manager of sulphuric acid for Noranda Inc. Noranda is one of Canada's largest base metal mining, exploration and metallurgical companies. Ms. Thomas is responsible for the marketing and sales of two million metric tonnes of sulphuric acid, an environmental by-product of metals production. She is a member of the Canadian Chemical Producers Association, The Fertilizer Institute and participates in the Foster Parents Plan of Canada.

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## Joanne Thompson (Cohort 7)

Joanne Thompson is a senior hydrogeologist at Beatty Franz & Associates Limited, an environmental consulting firm. Her work focuses on groundwater supply development as well as the assessment and remediation of contaminated groundwater and soils. Ms. Thompson has worked as a groundwater research scientist and environmental consultant for over 14 years.

LEAD Canada Self-directed Study: *Use of Aerobic Technology to Reduce Methane Emissions from Landfills*

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## Chris Tollefson (Cohort 7)

Chris Tollefson is an associate professor at the Faculty of Law, University of Victoria. He has written on a wide variety of environmental law and policy issues. As executive director of the Environmental Law Centre at UVic, he oversees Canada's only clinical program in public interest environmental law. He has a long record of involvement with environmental NGOs and is currently the president of the Sierra Legal Defence Fund. As well, Mr. Tollefson, also works as an environmental consultant. Recently, he completed a stakeholder consultation and legal review on B.C.'s new contaminated sites liability law for the B.C. Ministry of Environment. His most recent academic work is an edited collection entitled *The Wealth of Forests: Markets, Regulation and Sustainable Forestry* (forthcoming: fall 1998, UBC Press).

LEAD Canada Self-directed Study: *Evaluating the Citizen Submission Process under the North American Agreement on Environmental Cooperation: Lessons and Prospects*

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## Konia Trouton (Cohort 5)

Konia Trouton is a medical epidemiologist with Health Canada. She analyzes health statistics about reproductive and child health, contributing to policy and program evaluation and formation in these areas. As well, Dr. Trouton teaches at the medical school. Dr. Trouton is a member of Physicians for Global Survival (Canada), the International Physicians for the Prevention of Nuclear War (IPPNW), the Canadian Medical Association, the Women's International Public Health Association, the Canadian Public Health Association, the Canadian Society of International Health, Voice of Women, and the Terry Fox Alumnae Association.

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LEAD Canada Self-directed Study: *Getting Doctors Interested in and Knowledgeable About Sustainable Development*



## Viive Wark (Cohort 4)

Viive Marie Wark is manager of the Ontario Waste Materials Exchange, a program designed to facilitate the reduction, reuse and recycling of waste materials generated by industry. The program is within the Ontario Centre for Environmental Technology Advancement (OCETA). An environmental professional for eight years, V. M. Wark has been a manager of environmental affairs for a large food retail company and also has worked as a consultant helping companies within various industry sectors improve their environmental performance in ways that make economic sense. She previously served as a foreign advisor in Estonia to the Estonian Ministry of Environment.

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LEAD Canada Self-directed Study: *Strategic Environmental Management*



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## Gillian Mary Watkins (Cohort 8)

Jill Watkins is the principal of Enviroscope, an environmental consulting company which she formed in 1993. Currently, she manages a two-year program to involve Aboriginal people in Environment Canada's initiatives to protect endangered species. Ms. Watkins is also assisting the Department of Indian and Northern Affairs to develop a sustainable development strategy for northern Canada, as well as contributes to Canada's position on sustainable development at the Arctic Council. She has developed working tools to help develop capacity in First Nations communities, and has lectured and conducted workshops on environmental impact assessment at Carleton University. After ten years in Europe working in meteorology and remote sensing, she returned to Canada in 1991. She is active in her community and sings in a local choir. She has a Ph.D. in Meteorology from the University of Reading in England, where she focused on the predictability of precipitation in West Africa. She has a Bachelor of Arts degree in geography and mathematics from the University of Toronto.



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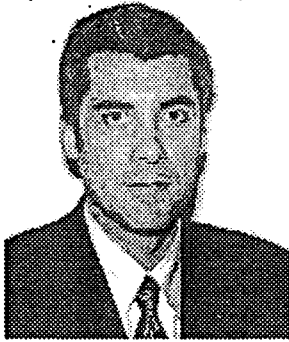
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Fax: (403) 233-1852  
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## Karen West (Cohort 6)

Karen West is currently legal counsel for Amoco Canada Petroleum Company Ltd, a Calgary-based oil and gas company. Amoco Canada is involved in the exploration, production and marketing of natural gas, conventional and heavy oil, refined products and chemicals. Ms. West specializes in environment, and health and safety law. She is actively involved in the reorganization of the environment, health and safety department and the design, analysis and review of Amoco Canada's safety, health and environment management system.

LEAD Canada Self-directed Study: *Management Systems and their Role/Use Across Industries both in Canada and Internationally*





## Adam White (Cohort 4)

Adam White is Manager of Regulatory Affairs in the TransAlta Energy Corporation's Ontario office, where he manages government relations and regulatory affairs. TransAlta is an energy company operating in Canada, New Zealand, Australia and the United States with more than \$5 billion in assets and \$1.6 billion in annual revenues. In Ontario, TransAlta has three existing facilities (total 250 megawatts) that provide electricity and thermal energy to manufacturing plants and public facilities. TransAlta has also been selected as the preferred bidder for a new 520 megawatt co-generation facility to provide steam and electricity to a group of large industrial customers in Sarnia.

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## Gail Whiteman (Cohort 7)

Gail Whiteman is a researcher and her work on markets and social equity marks a new addition for the North-South Institute research agenda. Ms. Whiteman is a PhD candidate (organizational behaviour and marketing) at Queen's University's School of Business. Her PhD thesis examines the ecologically-embedded management practice of the Cree as an indigenous model for business management. Her work also examines the socio-cultural impact of the Cree system of environment management following large-scale hydro-electric development. Ms. Whiteman is focusing on the link between global markets, development, and the environmental and social impacts of globalization and transnational corporatism. More specifically, she is examining the environmental and social responsibility of Canadian transnational corporations operating in the developing world. Future work will focus on developing an effective dialogue with business executives in order to pioneer new ways of business decision-making and reporting, particularly with respect to development issues. Previously, she worked in marketing in Toronto.

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**LEAD Canada Self-directed Study: *Recognizing the Interaction between Social and Environmental Impacts within EIA's: The Socio-Ecological Role of the Native Environmental Stewards***



## Steven Christopher Wilson (Cohort 8)

Steven Wilson is executive director of the Na na kila Institute, a small grassroots NGO committed to conservation through cultural rediscovery and community development. The focus of Na na kila's work is to promote ecosystem conservation, restoration and sustainable development through cultural uses and methods as a basis for managing natural resources. Prior to joining Na na kila, he was as court advocate in the Criminal Courts of Vancouver, BC as previously he was a police constable for CP Police working mostly on the Vancouver Harbour. He has served on several NGO boards in the Lower Mainland, notably the Vancouver Aboriginal Friendship Center and the Native Courtworkers of British Columbia.

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## Yuen Pau Woo (Cohort 5)

Yuen Pau Woo is the director of research and analysis for the Asia Pacific Foundation of Canada. He is responsible for the research activities of the Asia Pacific Foundation of Canada and the APEC Study Centre in Canada. The research programme covers policy and business issues pertaining to Canada-Asia relations.

LEAD Canada Self-directed Study: *Reducing Urban Air Pollution in APEC Economies*

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## Douglas Worts (Cohort 6)

Douglas Worts is an educator for the Art Gallery of Ontario. The main focus of his job revolves around public dimensions of the museum's activities, especially exhibition development, preparing interpretive policies and strategies, facilitating community consultation and carrying out audience research projects. Mr. Worts writes texts for a range of printed publications, panel information, audio and computer mediums. As well, he teaches a graduate course in museum education at the University of Toronto. Mr. Worts is a board member for the Visitor Studies Association, Colorado, USA. As well, he is an editorial advisor for the *Journal of Museum Education* in Washington, and a contributing editor to *ILVS Review* in Chicago. Mr. Worts is a reviewer for the Department of Canadian Heritage's Canadian Studies Program, and the American Association of Museums' Museum Assessment Program. He is also a member of the Canadian Museum Association, the American Association of Museums and the C.G. Jung Foundation of Ontario.

LEAD Canada Self-directed Study: *Visual Culture and Sustainable Communities*

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## Robert V. Wright (Cohort 3)

Robert Wright is a civil litigation lawyer practising in Toronto. He has obtained a Bachelor of Arts degree from the University of Toronto, a Bachelor of Laws degree from the University of Western Ontario and was called to the Bar in the Province of Ontario in 1980. Later Mr. Wright obtained his Master of Laws degree from Cambridge University in England. While in England, Mr. Wright completed the Solicitor's Examination for England and Wales and worked for a law firm in London. In 1984 he returned to private practice in Toronto.

The focus of Mr. Wright's practice is dispute resolution, which involves courtroom litigation, and alternative dispute resolution. He has an extensive background in resolving commercial disputes and has represented clients in both private and public law matters that combine commercial and environmental issues, such as access to information requests from government, Ontario Energy Board hearings, the Interim Waste Authority hearings regarding the Municipality of Metropolitan Toronto; tort actions for damages involving contaminants, and advising secured creditors, receivers and bankruptcy trustees regarding their environmental rights and liabilities. Mr. Wright has worked with the Sierra Legal Defence Fund and continues to assist with commercial and environmental issues.



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## Gisèle Yasmeeen (Cohort 8)

Gisèle Yasmeeen is involved in research, teaching, project management, consulting and community activism. She is affiliated with the Sustainable Development Research Institute at the University of British Columbia (UBC) and is a research associate of UBC's Institute of Asian Research. She is also the principal of Agora Associates, a consulting firm specialising in urban food-systems. Gisèle has held faculty appointments at UBC and Dawson College in Westmount, Québec. She has lived and worked all over Canada and internationally. Research, consulting and project management has been conducted in Canada, India and Southeast Asia. Gisèle is interested in the relationship between foodways and urbanisation and is committed to better organising urban food-systems in the interests of sustainability. She has a Ph.D. in geography from the UBC (1996), for which she studied Bangkok's "foodscape." Her master's degree in geography is from McGill University (1991).



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## Halina Zbigniewicz (Cohort 7)

Halina Zbigniewicz is the water resource section head at Manitoba Hydro. She is responsible to liaise with other users of Manitoba Hydro affected waterways and balance Manitoba Hydro's need to generate hydroelectric power with the needs of other stakeholders in the province. As well, Ms. Zbigniewicz's other responsibilities include water power licence maintenance, administration of First Nations agreements, ice management, reservoir management and hydraulic operating guidelines.

LEAD Canada Self-directed Study: *The Lake of the Woods Control Board – A Study of the Management of the Winnipeg River Drainage Basin*

## Canadian Success Stories and Fellow Testimonials

Many LEAD Canada Fellows credit the program with enabling them to branch out into new areas armed with knowledge and skills gained through their LEAD experiences.

**Hugh Maynard**, Executive Director of the Québec Farmers' Association, feels the LEAD Canada program provided him with a knowledge base and enhanced leadership skills which have contributed to the establishment of an agri-environmental network for the QFA. Participation in LEAD Canada brought a focus to the association's activities with regard to the agri-environment, while also lending the QFA credibility with other groups.

**Brian Pagan** directly credits LEAD for enabling him to assume the position of Manager of International Programs for the Treasury Board Secretariat, a position which sees him responsible for bilateral agreements, liaising with international organizations and conferences, preparing and delivering presentations on Canadian governance to visiting delegations and coordination of policy issues with other government departments.

The LEAD Canada experience opened up a new market in sustainable business practices for **Veronica Farmer's** management consulting firm. She feels there is a synergy between her firm's business improvement approach and the concept of holistic, sustainable development.

**Laurie Stretch** maintains that she secured a position as a policy analyst for Petro-Canada through the credibility she gained as a participant in the LEAD program. Ms. Stretch has taken an active role in the formulation of Petro-Canada's progressive policy on global climate change.

**Brigitte Lepine**, a consultant for Isogroup, used her LEAD experience to incorporate a section on sustainable development in an evaluation of a tourism development project, which included recommendations around sustainability issues to the federal government for future programming.

An outstanding example of the emerging leadership of LEAD Canada Fellows is the political appointment of **Linda Lusby** as Chair of the Standards Council of Canada. Ms. Lusby is an Associate Professor and Coordinator of Environmental Science at Acadia University. The Standards Council has a mandate to coordinate and oversee the efforts of the National Standards System, which includes organizations and individuals involved in voluntary standards development, promotion and implementation in Canada. Ms. Lusby explains that the Standards Council will now be moving more and more into the environmental field.

**David McKeown**, former chief Medical Officer of Health for the City of Toronto, brought forward the bylaw to reduce public exposure to smoke from tobacco. Dr. McKeown has also been actively engaged in advocacy work on the health impact of global climate change.

**Brian Smith** explains that his LEAD training helped him to better understand the relationship between the environmental, economic and social aspects of his work as Manager of Business Operations for the Halifax Regional Municipality. He is responsible

for transit, solid waste and water services for a population of 350,000. Mr. Smith also serves on the Board of Directors of the Canadian Centre for Sustainable Transportation.

**Mark Haslam's** involvement with LEAD Canada inspired him to undertake graduate studies, pursuing both a Masters of Environmental Studies and a Masters of Fine Arts in Film. His goal is to marry the two fields and help increase public awareness, changing attitudes and behaviour in regards to the human/environment relationship.

**Sheldon Levitt** of Quadrangle Architects Ltd. has incorporated concepts from LEAD's simulation exercises into the course he teaches at Ryerson Polytechnic Institute's School of Interior Design. A project of Mr. Levitt's for a private British company in association with the UN Conference on Human Settlements won the World Habitat Award in October 1996.

**Natasha Hassan** sits on the editorial board of *The National Post* and states that she regularly draws upon her LEAD Canada experience when composing editorials. The perspective gained in the program also colours the coverage of many topics covered by *The National Post*. Perhaps most importantly, LEAD Canada has created a vast network of contacts she draws upon when writing on environmental topics. "As an editorial writer, sources and background information are vital. The LEAD program has given me a broader set of information to draw upon. I use it daily."

**Henry Marcus**, Director of Environment, Health and Safety for MDS Inc., points to a number of examples where the LEAD program has been of very positive benefit both to him and his organization. As part of a contract research activity for the pharmaceutical industry, Mr. Marcus was able to help make an appropriate and sustainable decision on the future of the industry's biological prospecting process. Mr. Marcus points to the LEAD Canada network of Fellows as a frequent source of advice and assistance on issues related to environmental management systems, international environmental affairs and standards.

**Patricia Ross**, a councillor for the City of Abbotsford, British Columbia, uses her LEAD training to influence policy decisions regularly on city council. An example was the design of an eco-covenant applicable to her local situation, in which there was a conflict over environmental protection between the gravel mining industry and the public. Both the public and City Council applauded the initiative.

**Amelia Shaw**, a former bus operator and shop steward for the Amalgamated Transit Union, says that LEAD facilitated her appointment to the United Way Cabinet, and her participation in the National Round Table on the Environment and the Economy's workshop on sustainable transportation. Ms. Shaw has been actively involved in promoting an initiative based on her LEAD self-directed study of "Employer-Provided Tax Exempt Transit Passes".

As Mayor of Inuvik, much of **Peter Clarkson's** work involves resources use and management, areas where his LEAD training in sustainable development is put to good use. One project of note involves the \$500,000 conversion of an arena into a community greenhouse where people learn about producing their own food, recycling and composting. Mayor Clarkson adds that "Another big benefit of the LEAD training has been my ability to pass on information and skills gained during the program to my staff, board members and others in the Inuvik area. I have put people in contact with LEAD

Fellows who are working on similar projects or are able to act as resource people. As the LEAD network grows, this will become an even greater asset."

As a senior hydrogeologist at Beatty Franz and Associates, **Joanne Thompson** has long pursued research on aerobic technology in methane emission reduction from landfills. She credits her involvement in LEAD, however, for introducing her to key people in the field and soliciting a tremendous response from senior executives at the then Ontario Hydro (now called Ontario Power Generation).

**Carole Therrien** has taken up a new position where her LEAD training is called upon – Senior Advisor, Partnership Development and Community Relations for the Canada Information Office. "This is a wonderful opportunity" she says, "and the LEAD network within Canada is proving to be very useful. The skills I gained through the LEAD training such as working with multistakeholders, building consensus among competing interests and complex problem solving have become truly valuable."

**Bruce Gilbert**, Director of the Conservation Corps Newfoundland – Labrador, secured funding for a two-year province-wide climate change education program through the Climate Change Action Fund. "Before LEAD, I knew little about climate change and did not see a role for the Corps in climate change issues. I believe it was LEAD exposure to the issue (and people who know a lot about the issue) that pushed me over a lack of confidence/information barrier such that I took steps to involve myself and my organization in climate change."

Community consultation is the key in a partnership project between the Regional Municipality of Hamilton-Wentworth and Porto Alegre, Brazil. **Mark Bekkering** is currently working on the Dutch-funded project, where ideas and initiatives on sewer control, land use planning and solid waste management are shared. Mr. Bekkering is particularly interested in Porto Alegre's innovative and transparent participatory budget process.

"The knowledge and skills I gained through the LEAD program helped me secure a contract to provide a community hospital with a sustainable development and environmental management plan. I also use the facilitation, presentation and leadership skills when I create training programs and consulting projects that promote more sustainable business practices for my clients."

**Douglas Kube**, Environmental Consultant, LEAD Fellow, Canada

## **What they are saying about LEAD's training**

It's an excellent training program. It's not just about the science, but also about economics, politics and social issues.

**Gordon Conway, President, The Rockefeller Foundation**

You can tell when there's a cadre of LEAD people in an organization. It changes that organization. It gives it new life, new energy and frankly new relevance. Nothing is more needed than the kind of leaders which LEAD produces.

**Maurice Strong, Undersecretary General, United Nations**

LEAD provides an extraordinary opportunity for people to come together; to learn from one another and to set the stage for a better world. It has shown us that we really are a global village and that the way to a healthier planet is to get people communicating on a one-on-one basis.

**Teya Ryan, General Manager and Executive Vice President, CNN Headline News**

LEAD Fellows are bright, capable and highly motivated individuals. It is almost inescapable to conclude that those individuals will make an enormous difference.

**Frank Rose, Vice President, ICI Corporation, London**

You see a tremendous chemistry among the Fellows. They have a much greater drive to work together, often in spite of historical differences.

**Jose Maria Figueres, Managing Director, World Economic Forum and former President of Costa Rica**

I discovered new solutions to sustainability by collaborating with other members of LEAD.

**Arcadie Capcelea, World Bank, former Minister of Environment, Moldova, LEAD Fellow**

The LEAD experience generated a sense that I am capable of making change. Now I am expected to steer the company to becoming a role model in our industry.

**Qasim Yunus, Engro Chemicals, LEAD Fellow, Pakistan**

LEAD allowed me to step outside my 'box' and explore problems with professionals from other disciplines in ways no other experience has matched.

**Lorena Martinez Gonzalez, Biologist, Xochitla Foundation, Mexico**





Federation of  
Canadian Municipalities

Fédération canadienne  
des municipalités

February 19, 2002

Ms. Amelia Shaw  
President  
LEAD Canada Inc.  
c/o 19, chemin Burnside  
Wakefield, Québec  
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Dear Ms. Shaw:

I have been very fortunate to have had contact with and benefit from the LEAD program over a number of years. Its focus on developing leadership skills in sustainable development, where environmental, economic and social issues are valued and taken seriously, is needed now more than ever. The program brings together high quality men and women from a variety of backgrounds and sectors and it is this opportunity for direct interaction among key thinkers and decision makers in business and industry, the environmental field and other sectors which is particularly valuable for broadening perspectives and influencing decisions.

Another key component is the community and local dimension of the LEAD network and training. LEADers are chosen for the program based on their proven track record including their commitment and ability to make a difference at the community level.

I have seen first hand the results LEAD training can have on people and organizations. Canadian LEADers are now making a difference to society through both their work and personal lives. Many Canadian LEADers participate in the work of the Federation of Canadian Municipalities, and at our conferences, including one just held recently in Ottawa, several LEADers made presentations. They are at the forefront of municipal issues, and are introducing the latest effective technologies and cutting edge ideas and approaches in their home municipalities across this country.

.../2

Councillor Jack Layton  
Toronto, Ontario  
President  
Président

Alderman John Schmal  
Calgary, Alberta  
First Vice President  
Premier vice-président

Maire Yves Ducharme  
Hull (Québec)  
Second Vice President  
Deuxième vice-président

Mayor Ann MacLean  
New Glasgow, Nova Scotia  
Third Vice President  
Troisième vice-présidente

Councillor Joanne Monaghan  
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#### Mission Statement

*The Federation of Canadian Municipalities (FCM) has been the national voice of municipal governments since 1901. FCM is dedicated to improving the quality of life in all communities by promoting strong, effective and accountable municipal government.*

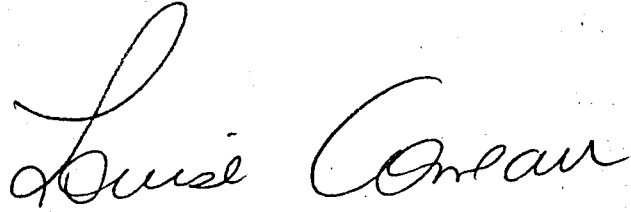
#### Énoncé de mission

*La Fédération canadienne des municipalités (FCM) est la voix nationale des gouvernements municipaux depuis 1901. La FCM est vouée à améliorer la qualité de vie dans toutes les collectivités en favorisant des gouvernements municipaux forts, efficaces et responsables.*



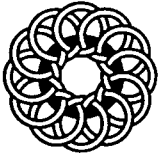
I understand that LEAD Canada is now evolving from being a program of the NRTEE to an autonomous stand-alone organization. I offer my wholehearted support of the efforts being made by Canadian LEADers who are working to ensure the program has a solid future.

Yours sincerely,

A handwritten signature in black ink, reading "Louise Comeau". The signature is fluid and cursive, with the first name "Louise" and the last name "Comeau" clearly distinguishable.

Louise Comeau  
Director  
Sustainable Communities  
and Environmental Policy

LC:sd



February 27, 2002

To Whom it May Concern :

The National Round Table on the Environment and the Economy (NRTEE) has had the privilege of being the Executing Agency for the LEAD Canada program during the period 1994-2001. During this time, the NRTEE recruited and graduated six cohorts of promising mid-career Canadians who are committed to furthering sustainable development in Canada. This led to a unique well-connected group of Fellows who come from a wide variety of backgrounds, work in diverse sectors, and who represent a solid cross-section of Canadian society. These Fellows are well placed to take leadership roles in guiding Canada to sustainability, and indeed many of them are actively doing this now. The NRTEE itself benefits considerably from the success of LEAD by frequently drawing on the knowledge and expertise of LEAD Fellows.

The NRTEE supports LEAD Canada Inc. whole-heartedly and unequivocally as it now evolves from its initial phase as a program of the NRTEE to an autonomous stand-alone organization. Based on a foundation of domestic and international leadership training and activities, LEAD focuses on solving practical issues and problems in sustainable development. Such activities include forming networks, developing negotiation skills, and learning how to secure good relations across cultures. Following the training phase, LEADers actively engage in projects where they apply these skills. These are undertaken with both other Canadians and influential LEADers from 80 countries around the world, and the international network now numbers approximately 1300 individuals in leading positions. LEAD is thus well placed to address key issues faced by us all in the current climate of globalization and global security awareness.

I am very impressed with the calibre, dedication and quality of work carried out by the current LEAD Canada Board, and by the Fellows who participate on the various committees. I am convinced that LEAD Canada will attain a successful future under the leadership of this team.

Please do not hesitate to contact me if you would like to discuss anything further.

Yours sincerely,

David J. McGuinty  
President and Chief Executive Officer



# AUGUSTANA

UNIVERSITY COLLEGE

Augustana University College  
4901 - 46 Avenue  
Camrose, Alberta, Canada T4V 2R3  
Phone: (780) 679-1100  
Fax: (780) 679-1129

21 January 2002

Ms. Amelia Shaw  
Manager of Public Affairs  
Canadian Urban Transit Association  
1500 St. Laurent Blvd.  
Ottawa, Ontario  
K1G 0Z8

Dear Ms. Shaw:

Dr. Glen Hvenegaard, who is an Associate Professor of Geography at Augustana, has been a LEAD fellow. I am writing to give my wholehearted support for this excellent program since it has been very beneficial not only for the career development of Dr. Hvenegaard, but also for Augustana students and Augustana itself.

The following are ways that Dr. Hvenegaard, Augustana students, and Augustana have benefited from his participation in the LEAD program:

1. Because Dr. Hvenegaard has gained greater personal knowledge of the major issues involved in promoting sustainable development, including sensitivity to its economic, environmental, political, and cultural aspects, he has become a stronger classroom instructor and will be a better researcher.
2. The greater appreciation for, and sensitivity to, cultural differences that he has gained will be beneficial for his interactions in the classroom (7% of Augustana's students are international students), for his professional travel, and for his research.
3. His development through the LEAD program of new ideas for teaching concepts relevant to sustainability, as well as of new skills for public presentations of any kind will be helpful both in the classroom and in future conference presentations.
4. The opportunities he had to visit and study several global ecosystems with which he little prior familiarity, including the eastern deciduous forest of

Atlantic Canada, the rainforest of Brazil, the Taiga forest of central Russia, and the steppe of southern Russia, have enabled him to develop a slide collection which will be used when he teaches about global ecosystems and the human impacts on them.

5. And finally, the LEAD program has also opened up the possibilities for collaborative research and sharing of information through the incredible global network of like-minded individuals with whom Dr. Hvenegaard has worked during the two-year tenure of his fellowship. This global network of contacts will be of benefit not only to Dr. Hvenegaard but also to Augustana in making our name better known outside of Alberta.

In conclusion, let me say, that by participating in the LEAD program, as a researcher, Dr. Hvenegaard has made enormous advances in his own professional career; as a teacher, he will have a profound effect on Augustana's current and future students; and, finally, as a faculty member of Augustana, his selection for this prestigious program has elevated Augustana's reputation in the general academic community.

Sincerely,

A handwritten signature in black ink, appearing to read 'Dahle', with a stylized flourish at the end.

David W. Dahle, Ph.D.

Academic Dean & Vice-President for Academic Affairs



POLLUTION PROBE

CLEAN AIR. CLEAN WATER.

March 5, 2002

## Letter of Support for LEAD Canada Incorporated

To Whom It May Concern:

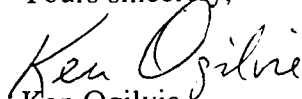
I have been very fortunate to have had contact with and benefit from the LEAD program over a number of years, and know several outstanding LEAD Fellows personally and professionally. The program's focus on developing leadership skills in sustainable development, where environmental, economic and social issues are understood and integrated in decisions, is needed now more than ever. The program brings together high quality men and women from a variety of backgrounds and sectors. It is this opportunity for direct interaction among key thinkers and decision makers in business and industry, the environmental field and other sectors which is particularly valuable for encouraging lateral, holistic thinking and for bringing unexpectedly important factors into play when making decisions.

Another key component is the international dimension of the LEAD network and training. Many of our most serious environmental and other problems cross national and continental boundaries and are indeed global in nature. The LEAD program brings together people from different cultures and backgrounds, and establishes life-long business and personal connections based on mutual understanding and trust. These connections bear fruit through joint international projects and by influencing decisions at the international and national levels.

I have seen first hand the results LEAD training can have on people and organizations. Canadian LEADers are now making a difference to society through both their work and personal lives. I myself look to Canadian LEADers to participate in Pollution Probe work, and have benefited considerably from their involvement. I have also participated as a presenter to LEAD Canada Associates during the training phase.

I understand that LEAD Canada is now evolving from being a program of the NRTEE to an autonomous stand-alone organization. I offer my wholehearted support of the efforts being made by Canadian LEADers who are working to ensure the program has a solid future.

Yours sincerely,

  
Ken Ogilvie  
Executive Director

402-625 Church  
Toronto,  
Canada M  
Phone: (416) 92  
Fax: (416) 92  
pprobe@pollutionpr  
<http://www.pollutionpr>

**LEAD Canada Incorporated (LCI)**

**Board of Directors**

**December 2001**

**LEAD Canada Incorporated**  
**Biographies of the Board of Directors<sup>1</sup>**

**President**

Amelia Shaw  
Manager of Public Affairs  
Canadian Urban Transit Association (CUTA)

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Amelia Shaw has worked in the field of urban transit since 1991. Prior to that she was the owner/operator of Limousines of Distinction Ltd. Amelia has worked at all levels of the transit industry, as a bus operator and as an Amalgamated Transit Union shop steward for 8 years. As an advocate and spokesperson she participated in the federal government's National Climate Change process as a member of the Transportation Table, Urban Transportation group. She designed, developed and implemented two special projects for OC Transpo (Ottawa's public transit service): a community marketing project using front-line employees as transit ambassadors within the community, and the Ecopass program, a payroll deduction for transit passes. She is currently CUTA's Manager of Public Affairs responsible for government relations and public awareness. In this role she represents all Canadian transit systems and speaks on their behalf.

Amelia joined the LEAD program as a bus operator. Her LEAD self-study project, promoting employer-provided tax-exempt transit benefits brought her into the world of advocacy. She has not looked back. The employer provided tax-exempt initiative was taken up as Motion 360 in the House of Commons and passed in April 1999, 240 yeas and 25 nays. She continues to speak out about the importance of public transit at national and international events, most recently at the Federation of Canadian Municipalities conference on Sustainable Communities and Ottawa's Smart Growth Summit. LEAD taught her that individuals can and should make a difference. The networking, training and education that she received through her LEAD experience has allowed her to do just that. Amelia is currently the President of LEAD Canada Incorporated, representing the Canadian members of this international sustainable development organization.

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<sup>1</sup> Technically, LEAD Canada has only three Board members, the President, Secretary and Treasurer. At its first annual general meeting early next year, all Action Team members are expected to become official Board members, to bring the total number to 12. All 12 are presented in this profile of the Board.



## **Secretary**

Brian T. Smith, M.P.A.  
Director of Solid Waste Resources  
Halifax Regional Municipality

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Brian Smith has worked in the field of municipal administration since 1975, in regional planning and management positions with Halifax, the Metropolitan Authority, and the Nova Scotia provincial government. Prior to the creation of Halifax Regional Municipality (HRM) in 1996, he served as Manager of Metro Transit and Acting Executive Director of the Metropolitan Authority. With HRM he has held responsibilities for Transportation Services, Business Operations, and more recently, for Solid Waste Resources. He has implemented Halifax's innovative Integrated Solid Waste Resource Management System, which has achieved between 55% and 60% of diversion from landfill since its introduction in early 1999. Such diversion has required a combination of strong community participation, several public private partnerships, and the effective delivery of leading edge waste management practices that were previously untested in a Canadian urban setting. Mr. Smith has recently made presentations on the Halifax waste resource system to the Recycling Council of Ontario, the first Federation of Canadian Municipalities Sustainable Communities Conference, and to the Minister of Environment for Ireland.

A graduate of Dalhousie University, Brian has a Masters of Public Administration Degree, and has been active in community and non-profit groups including Scouts, and Metro United Way. He has served on the executives of the Institute of Public Administration of Canada, the Nova Scotia Safety Council, and the Canadian Urban Transit Association. He is a founding board member of the Canadian Centre for Sustainable Transportation. In 1996, he completed a two-year program of international study of sustainable development, and is a Fellow of LEAD International, a network of professionals from around the world with an interest in environment and development issues. He also serves as Secretary for LEAD Canada Incorporated, representing the Canadian members of this international sustainable development organization.

## **Treasurer**

Christine S. Lucyk, M.Sc. (Econ.)  
President  
Environmental Directions

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Christine Lucyk specializes in environmental analysis and strategy development for both private and public sector clients. She brings to her clients extensive experience in environmental and community development issues from an economics perspective. Her extensive experience includes working as a media specialist for a major social marketing firm, a leading management consulting and accounting firm, then as Director of Toronto operations of one of North America's leading waste management firms, as Co-ordinator of Socio-economic Analysis in the Policy Branch of the Ontario Ministry of the Environment and a number of community economic development strategies ranging from the Toronto waterfront to Nain, Labrador.

She is currently involved with the University of Toronto G 8 Research Group as a Senior Environmental Expert. This Group tracks the progress of the G8 for compliance with previous commitments made at the annual Summit meetings. Scholarly papers are published and, during the Summit, commentary is posted on the website which many news organizations rely upon because of its in-depth analysis.

She is also participating in the University of Toronto's EnviReform Program, a 3-year research program with social partners including LEAD, Pollution Probe, Sierra Legal Defense Fund, Foodshare, and the Centre patronal de l'environnement du Quebec. EnviReform is aimed to strengthen Canada's institutions to increase social cohesion in a globalizing era.

For eight years, Christine served on Ontario's Environmental Assessment Advisory Committee. In this capacity, she has worked on the development of a wide range of environmental policies related to natural resources and sound environmental management to advise the Minister of the Environment, including the expansion of the Ajax Water Supply Plant, co-ordination of waste water planning in the Toronto area, Wetlands Policy Statement, reform of the environmental assessment process in Ontario, and protection of environmental resources under the Planning Act.

Christine graduated with a M.Sc. (Econ.) from the London School of Economics after earning a B.A. in economics from Glendon College at York University. Christine is a Fellow of LEAD International. She is also a founding member of *The Natural Step Canada*.

Peter A. Baltais  
Environmental Regulatory Advisor  
Imperial Oil

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Peter Baltais is the Chair of the Pollutant Inventory Network, and member of the Toxic Substance /Air Issues Task Force of the Canadian Petroleum Products Institute; and Vice-Chair of the National Environmental Quality Committee of the Canadian Chemical Producers Association. Peter is an environmental regulatory advisor with the petroleum products and chemicals division of Imperial Oil where he works on issues, usually through consultative processes, ranging from application of the Precautionary Principle to site remediation and non-regulatory environmental initiatives.

He completed the LEAD Associate training program as part of Cohort 6, and is now a LEAD Fellow.

George Boire  
Vice President, Strategic Client Services  
AMEC Earth & Environmental

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George Boire has recently taken on the above position with AMEC Earth & Environmental (formerly Agra Earth & Environmental). Previously, George was Senior Manager, Environmental Risk Management for the Canadian Imperial Bank of Commerce (CIBC) and was responsible for the coordination of CIBC's Corporate Environmental Management Program. This program was developed to address the potential environmental risks associated with the bank's credit and investment practices, as well as any operational impacts. Mr. Boire's main focus was to provide technical support to CIBC's credit and investment operations throughout North America. This typically involved reviewing consultant reports, visiting client sites, assessing client's environmental management systems, and providing appropriate recommendations relating to specific loans and investments.

Mr. Boire is a Director of the Canadian Environmental Auditing Association and is a Certified Environmental Auditor. He is also a member of the Canadian Bankers Association's Environmental Issues Committee. Mr. Boire began his work career in 1985 with the Ontario Ministry of the Environment where he was responsible for the review of active and closed landfill operations.

George completed the Associate phase of the LEAD program in August 2000 as a member of Cohort 7.

Mary-Jane Dawson  
Principal  
Office of the Auditor General of Alberta

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Mary-Jane Dawson is responsible for the completion of a variety of provincial government program audits. These include audits for financial statements and to examine the efficiency, economy, and accountability reporting of the Alberta government.

Her special interest is in environmental performance reporting and recognizing environmental liabilities in government financial statements. She is also interested in the mechanisms and influences that result in changes in social policy. She received her bachelor's degree in commerce in 1980 and became a chartered accountant in 1983.

Mary-Jane completed the Associate phase of LEAD in Cohort 5, and chairs the Fundraising Committee of LEAD Canada Incorporated.

Ali Khan  
Manager, Business Planning  
Ontario Power Generation Inc.

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Ali Khan holds a Bachelor of Science in Engineering and an MBA in Finance. He has over 10 years of international experience in the energy business from oil & gas exploration to generation and distribution of electricity. He joined Ontario Hydro, Ontario Power Generation's predecessor company in 1991. Since joining, Ali has held positions with increasing responsibility in Corporate Planning, Controllership, Treasury and Environment and Sustainable Development divisions of the company. Prior to this, he worked for Exxon Chemical in South East Asia and Schlumberger in the Far East and Australia.

In his current role as Manager of Business Planning, Ali is responsible for leading corporate business planning activities which include; assessment of business risks and opportunities, economic, environment and market conditions; development of operating plans and strategies, development of earnings outlook and presentations to rating agencies, investment banks and shareholders.

Ali has combined his business knowledge with environmental stewardship by researching and implementing new concepts such as, full-cost accounting, life-cycle assessment, eco-efficiency reviews and monetization of environmental externalities. He has also been involved in developing innovative financing methods for renewable energy options such as wind, solar and micro-hydro.

Ali Khan has completed Research Fellowships with the World Business Council for Sustainable Development (WBCSD) and the United Nations Development Program (UNDP). Ali is a Fellow from Cohort 4.

Marc Lalonde  
Land, Program Manager  
National Capital Commission

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Mr. Lalonde is responsible for environmental and asset management for the Urban Lands & Transportation Portfolio at the National Capital Commission (NCC). The National Capital Commission (NCC) is a crown corporation of the government of Canada that is responsible for preparing plans for and assisting in the development, conservation and improvement of National Capital Region (NCR). It is also responsible for organizing, sponsoring and promoting public activities and events in the Region. Mr. Lalonde's responsibilities include establishing policies, guidelines and standards for the overall management and life cycle management of assets including the planning of major capital construction projects. He holds a bachelors degree in Landscape Architecture from the Université de Montréal and has also pursued other specialized training in environment related topics.

Marc is an active member in his community, which has recently secured a 20-acre parcel of land for a future community centre, sports field area and a wetland interpretation park. He graduated from the LEAD program in September 2001 as part of Cohort 8.

Catherine Lappe  
Manager, Communications & Consultation  
Department of Indian Affairs and Northern Development

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Catherine Lappe has a Master's Degree in Political Science at the University of Ottawa. She worked for Lloyd Axworthy from 1991-1997, first as a Special Assistant in his MP's office, then from 1993-1996 as the assistant responsible for the Department of Western Diversification, and finally as Director of Communications at Foreign Affairs from 1996 to 1997.

In the fall of 1997, Catherine joined the Privy Council Office and became the Deputy Director of Communications for Intergovernmental Affairs, subsequently moving on to assist in establishing the secretariat to support the newly-formed Cabinet Committee on Communications.

From 1999 until just recently, Ms. Lappe worked for the Minister of Health as Senior Advisor (Communications). Ms. Lappe joined the Department of Indian and Northern Affairs in November 2001.

David McKeown  
Medical Officer of Health  
Region of Peel

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David McKeown is a physician specializing in Community Medicine in the Region of Peel, a mixed urban-rural area of one million people west of Toronto. He formerly held the same position in the City of Toronto. He has a particular interest in AIDS/HIV, environmental health issues, the organization and governance of health services, and urban health issues. He is also an Assistant Professor at the University of Toronto.

David McKeown holds a medical degree from McGill University, a Masters Degree in Community Health and Epidemiology, and medical specialist certification in both Canada and the United States. He was a member of Cohort 3 and is now a LEAD Fellow.

Wynet Smith  
Senior Associate, Forest Program  
World Resources Institute

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Ms. Smith manages the Canada Global Forest Watch (GFW) program as well as researching international compliance monitoring and illegal logging issues. She was one of the lead authors of GFW's *Canada's Forests at a Crossroads: An Assessment in the Year 2000*.

Prior to the World Resources Institute, Ms. Smith worked extensively in the field of conservation planning and resource management. She spent four and a half years in northern Canada working with the Inuit and the Gwich'in First Nation. In these positions, she worked closely with local communities to develop resource plans and management frameworks, undertook environmental policy research, participated in environmental assessments of industrial activities, and managed access to Inuit owned lands in a portion of the Nunavut Territory. She has also worked extensively internationally, including soil conservation work in Kenya, forestry conservation work in Tanzania, and remote sensing and NGO research in Thailand.

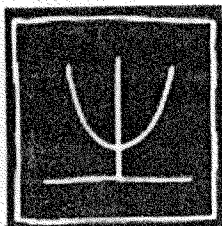
She has participated as an Associate in the international Leadership for Environment and Development (LEAD) training program and is now a LEAD Fellow. She has written a number of articles based on her research and work experience.

Karen West  
Legal Counsel  
Amoco Petroleum Company Ltd.

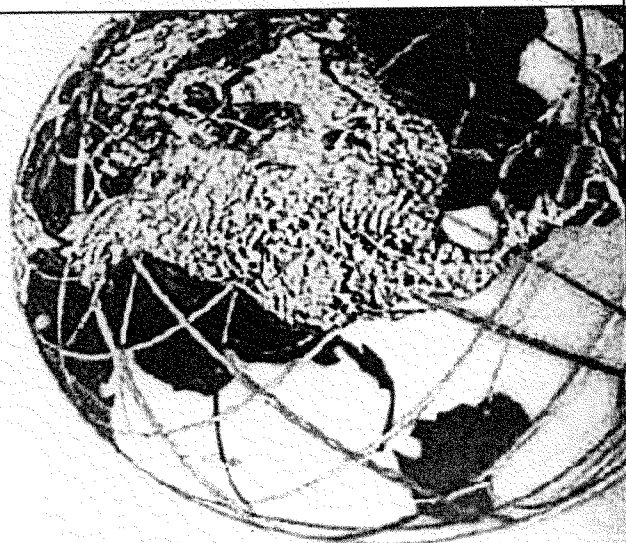
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Karen West specializes in environment, health and safety law for Amoco Canada, which is involved in the exploration, production and marketing of natural gas, conventional and heavy oil, refined products and chemicals. She is actively involved in the reorganization of the environment, health and safety department as well as the design, analysis and review of Amoco Canada's environment, health and safety management system.

Karen completed the LEAD Associate training program as part of Cohort 6 and is a LEAD Fellow.



*Leadership for  
Environment  
And  
Development*

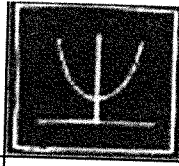


CORPORATE  
PARTNERSHIP  
OPPORTUNITIES  
**LEAD**  
CANADA



[www.leadcanada.org](http://www.leadcanada.org)





LEAD Canada Corporate Partnership Opportunities

*"Sustainable development companies are those that seek to minimize the 'environmental footprint' of their operations, while simultaneously contributing to the economic and social development of communities in which they operate internationally"*

The Conference Board of Canada

*Sustainable development is widely defined as "development that meets the needs of the present without compromising the ability of future generations to meet their own needs."*

Our Common Future, 1987 UN Report

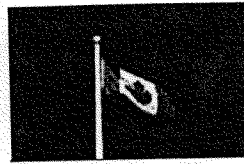
**LEAD Canada** or Leadership for Environment and Development is a not-for-profit organization that is dependent on corporate sponsorship. We offer opportunities to partner with a committed group of professionals in dealing with business and sustainable development issues.

LEAD is an international network of professionals committed to making sustainable development work. Founded in 1990 through the initiative of The Rockefeller Foundation, LEAD's aim is to sow the seeds for a new generation of leaders prepared to champion sustainable development.

As businesses around the world grapple with complex issues relating to environment and development, the need for informed and committed leadership for sustainable development is clear and essential. Leadership development and a good understanding of cross-functional, cross-border and cross-cultural issues is paramount in all sectors of the global economy whether it be business, government, communities, non-profit organizations, education, law, medicine and the media.

The LEAD program exists to fill this leadership need.

*Amelia Shaw, President LEAD Canada*



## LEAD'S MISSION AND PURPOSE

LEAD Canada's mission is to build awareness and understanding of sustainable development principles and priorities and to promote change through the development of national and international networks of individuals committed to improvements in their communities and places of work that balance economic, environmental and social needs.

LEAD Canada pursues this mission by selecting (every other year), through an open and competitive Canada wide process, early to mid-career professionals, between the ages of 28-40 years, who are identified as potential 'agents of change' in their chosen professions. These promising young individuals, called 'LEADers', are provided with a unique 18-month training and networking experience during their Associate phase and upon successful completion become Fellows. These LEADers will one day, if they are not already, be strategically placed in government, business, law and other fields where their perspectives on, commitment to and actions for sustainability will prove valuable in shaping the future of Canada.

## AFFILIATIONS AND MEMBERSHIPS

LEAD Canada is affiliated with LEAD International Inc. and 13 other member programs, which individually select 10-15 Associates every other year. LEAD International Inc. is a not-for-profit and charitable organization based at the Imperial College of Science, Technology and Medicine, University of London, U.K. and is governed by a 16-member Board of Directors consisting of well known leaders from all over the world including; Jose Maria Figueres (ex-President of Costa Rica), Maurice F. Strong (Undersecretary General to the United Nations), Sir Richard Sykes (Chairman of GlaxoSmithKline, U.K.) and Saburo Kawai (Chairperson of the International Development Center of Japan).

The Member programs presently consist of ten countries and four regional groups:

Canada	Japan
China	India
Indonesia	Nigeria
Mexico	Europe
Pakistan	Southern Africa
U.S.A.	Francophone Africa
Brazil	Commonwealth of Independent States

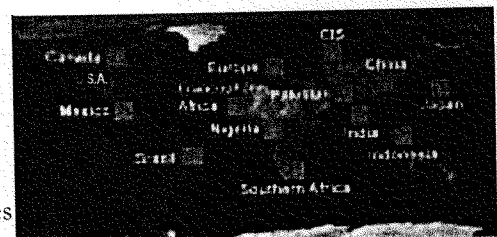
*"The presentation skills, leadership skills and training we've received that enables us to work on an international level has been extremely valuable to my career. I am stronger, more confident, better informed and better equipped to serve my community and country."*

**PATRICIA ROSS**

Fellow, Cohort 5

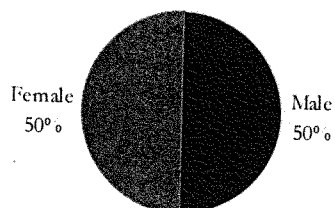
Councilor, City of Abbotsford, BC

*Today, over 1000 men and women the world over are LEAD Fellows or Associates, making a difference in their communities, companies, countries and the global commons.*

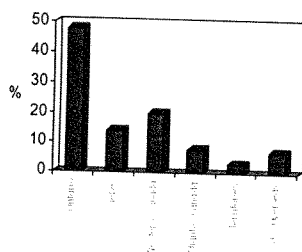




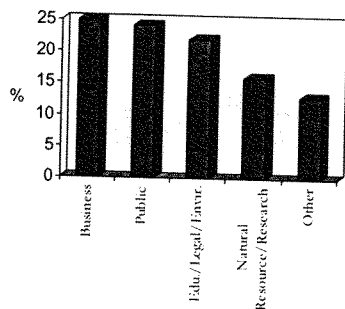
GENDER COMPARISON



REPRESENTATION



DIVERSITY



## ASSOCIATES AND FELLOWS

To be selected into LEAD is to be presented with a powerful opportunity for personal growth, professional development and, ultimately, heightened intervention in sustainable development. During the Associate phase LEADers are exposed to different concepts, perspectives and ideas about sustainability and to opportunities to develop and enhance particular skills necessary to advance sustainable development. These are learned through a highly practical, participatory formal training program and interaction with subject matter experts and dialogue with others selected into the program from around the world. Following the Associate training, when LEADers become Fellows of the program, further support and opportunities are available for them for a range of activities such as participation in international conferences, internships with major international organizations, and collaborative projects with other LEADers around the world.

### Associate Selection and Training

Canada's first cohort of Associates (C3) was recruited in 1994 and completed their training program in 1996. Subsequently, five other Cohorts have been recruited and trained -- for a total of 84 Canadian LEADers who have successfully completed the program to date. These LEADers represent considerable diversity in background, knowledge, perspectives, training, occupations and geographic representation.

Associates are selected by LEAD Canada based on selection criteria, which includes diversified, multi-disciplinary, multi-sectoral, multi-cultural backgrounds. Training during the Associate phase involves domestic, regional and international elements, including a self directed research project, and requires in total 50 days of hands-on training (see page 5 for details). Topics covered during these sessions typically include:

- Leadership building
- Interest based negotiations
- Dispute resolution
- Consensus Building
- Governance and policy
- Forestry, pulp and paper
- Energy, mining and resource management
- Technology development and application
- Cross-cultural understanding and communication

LEAD has had a distinguished roster of trainers and guest speakers such as Pierre Marc Johnson (ex-Premier of Quebec), Maurice Strong (Undersecretary General to the UN), Stuart Smith (Chair, NRTEE), and David Kerr (President & CEO, Noranda).



### Fellowship Program

LEAD connections have already borne substantial fruit through engagement in the LEAD Fellowship Program, which provides financial support to LEAD Fellows to undertake research programs in relevant business/sustainable development topics. Many of these Fellowship initiatives have been collaborative efforts involving LEAD Fellows from two or more national programs, and several of these projects have involved LEAD Canada Fellows. Annual inter-cohort meetings are used to discuss business and environmental issues of regional and national importance. These two day weekend retreats are planned and organized by LEAD Canada Associates and Fellows.

### PARTNERSHIP OPPORTUNITIES

Large Canadian corporations such as Ontario Power Generation, Bombardier, TransAlta and CIBC recognize the importance of leadership development, training and awareness of its employees in sustainable development. LEAD has been involved in worldwide capacity-building programs for the last 10 years. As outlined in the following sections, there are many benefits of partnering with LEAD Canada by sponsoring one or more LEAD Associates.

**1) Corporate Sponsorship-\$50,000:** Canadian-owned or Canadian-based companies wishing to partner with LEAD may provide contribution towards selection and training of two LEAD Associates at a cost of \$25,000 per associate. If more than one associate is funded one of the Associates will be chosen/nominated by the sponsoring company to participate in the program while the other Associate will be selected from a Canada wide search based on LEAD Canada's selection criteria. This level of sponsorship also provides the sponsoring company with access to LEAD Associates and Fellows for projects, consulting and advice.

**2) Corporate Sponsorship-\$25,000:** Canadian-owned or Canadian-based companies wishing to partner with LEAD may provide a contribution towards the selection and training of one LEAD Associate (nominated by the company) at a cost of \$25,000. This level of sponsorship also provides the sponsoring company with access to LEAD Associates and Fellows for projects, consulting and advice.

**3) Contribution to LEAD Fund-\$5,000-10,000:** This contribution to the LEAD fund will enable companies to draw on the intellectual capital base of LEAD Canada Associates and Fellows for best practice research and case studies such as; recycling, waste management, environmental management systems, renewable energy, sustainable resource management, environmental performance indicators/measurement, eco-efficiency, environmental policy and positioning, full cost accounting and risk management. Foundations and corporations can also make contributions to an endowment fund as a more permanent investment in LEAD.

*"The LEAD network of Associates has been a frequent source of advice and assistance on issues related to environmental management systems, international environmental affairs and standards."*

**HENRY MARCUS**

Fellow, Cohort 5

Director, EHS&S

MDS Inc., Toronto ON

*"LEAD has given me the ability to put myself in the shoes of others, to see other perspectives. Professionally, LEAD has given me some increased skills...that I am now bringing to my job every day."*

**CATHY LEVIS**

Fellow, Cohort 6

Manager, Environment

Abitibi Consolidated Inc.

Montreal, QC



*"I have been impressed by the calibre of people in the program...and by the quality of discussion and deliberation I have witnessed. My own thinking has been challenged and shaped by my LEAD friends and Fellows. I am confident the program is paying now and will pay in the future very large dividends in the public interest."*

**ROB RAINER**

Fellow, Cohort 6

Former Executive  
Director, Atlantic  
Canada Conservation  
Data Centre, Sackville,  
NB

## BENEFITS OF PARTNERSHIP

### Leadership Development and Training:

LEAD offers hands-on training in team building, interest based negotiation and consensus based dispute resolution using real-life cases in local and international settings. These skills prove invaluable in grooming participants and developing their leadership skills.

### Use of LEAD Associates for Specific Projects:

During the LEAD associate phase, LEADers are required to undertake specific self-study projects of interest to them and their sponsoring organizations. These projects generally involve reviewing and developing best industry practices, innovative win-win solutions to sustainability problems and may require up to 50 hours of an Associate's time. These projects can be customized for the sponsoring companies to provide cost effective advice and act as real-life case studies for participating Associates. The projects typically require research of best practices, out-of-box thinking and utilization of a network of experts. A list of projects undertaken by Associates and Fellows is provided in Appendix A.

### Use of LEAD Fellows as Resource Persons, Advisors and Sounding Boards:

Partnering corporations can choose from an array of accomplished multi-disciplinary LEADers as advisors or resource persons to test ideas, policies and practices leading to sustainable development. This area can have significant payback to the sponsoring companies.

### Corporate-Government-Community Collaboration and Capacity Building:

Opportunities are available for corporations to establish cross-functional collaborative projects. LEAD also offers a network of strategically placed experts to corporations, government and non-government agencies for capacity building initiatives in developing countries.





## ASSOCIATE TRAINING

### Multi-Disciplinary Participation

LEAD Canada plays a critical role in the development of a growing network which examines key issues for Canada – focusing in particular on its diverse economy, rich heritage and generous ecological endowment. Furthermore, by putting rising decision-makers in each sector in touch with counterparts from other sectors the program lends to the development of a critical mass of thoughtful, committed decision-makers across Canada's public sector and business community.

LEAD Canada Fellows and Associates currently include senior advisors to federal and provincial Cabinet Ministers and Deputy Ministers, councilors and mayors, environmental advisors to major Canadian corporations, regulatory and public affairs officials for major energy companies, business executives from major Canadian corporations and executive directors of Canadian and international NGOs.

The strength of this network is best illustrated by the current LEAD Canada roster of participants as shown in Appendix B.

### Interactive Workshops

Another element of the LEAD program that bears emphasis is the inclusion of skills-based training within the core curriculum to assist participants in influencing future decisions within their organizations and communities. In addition to a strong focus on academic learning and practical hands-on education through site visits and case studies, the LEAD program provides training on skills-building through interactive workshops. Both the domestic and international training sessions have included a strong focus on:

- consensus based dispute resolution
- interest based negotiating skills
- principle-based decision making
- team building
- presentation skills
- leadership development

*"The LEAD program presents a powerful forum for LEADers across the world to think and act collectively, to share views and exchange ideas, and to turn environmental problems into future opportunities"*

**ALI KHAN**

Fellow, Cohort 4

Manager, Business Planning, Ontario Power Generation Inc, Toronto, ON





*"My experiences with the Fellows program...helped me to see the potential for LEAD Fellows to work together to facilitate change. As a LEAD Fellow people know that I have an international network with which to interact and that is significant in today's world."*

LINDA LUSBY

Fellow, Cohort 5

Associate Professor,  
Acadia University;

Chair, Standards  
Council of Canada

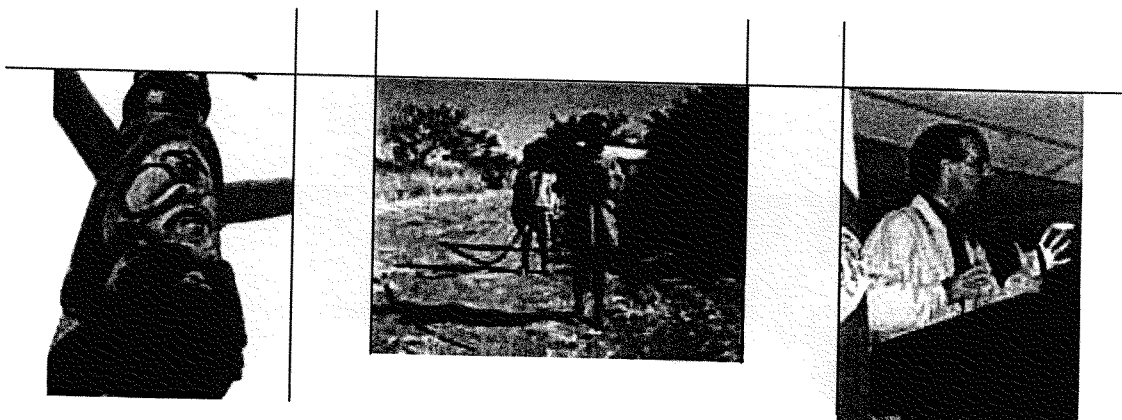
Wolfville, NS

## International Exposure

While approximately one-half of the learning curriculum for LEAD is provided in a domestic setting, the other half is delivered in international venues, through full International Training Sessions, which bring together LEAD Associates from each of the 14 member programs. At this stage, Canadian LEADers work and live intensively alongside LEADers from other member programs.

A critical benefit of the international training is the added perspective that Associates receive by working alongside, and therefore experiencing and learning to understand the points of view and priorities of other international LEAD participants and local citizens at the site of the training session. The ability to experience first-hand the complexities involved in understanding and attempting to resolve a sustainable development issue at the local level is a humbling and incredibly informative experience, as LEADers learn that each issue often looks and feels very different from a local perspective than it might when viewed from home. This education in the complexity of sustainable development issues and the importance of considering local circumstances, perspectives and priorities is perhaps one of the most valuable gifts the LEAD program bestows on its participants.

As business and commerce becomes increasingly globalized, and we begin to understand that our actions affecting the natural and social environments can have global impacts as well, it is only reasonable to expect that education and training processes be more global as well. The international component of the LEAD curriculum provides an opportunity for LEADers to deal first-hand with real life sustainability issues in other countries and expand their thinking on linkages between global and local issues and their impacts on sustainability.





## GOVERNANCE

LEAD Canada Inc. is an incorporated not-for-profit organization with an existing set of by-laws covering a range of internal governance issues. Charitable status is being sought for LEAD Canada. For the past six years, the President and CEO of the NRTEE, David McGuinty, has served part-time as LEAD Canada's National Program Director (NPD), while Dr. Stuart Smith, Chair of the NRTEE, has served as Chair of the program. LEAD Canada is currently governed by a team of Fellows and Associates appointed by LEAD members.

Annual work plans of LEAD Canada have typically covered the following elements and been delivered by as many as eight personnel, all but one of whom have been dedicated to LEAD on a part-time basis:

- Associate recruitment
- Associate training sessions and self study projects
- Supporting LEAD network systems
- Fellows activities

Of these work plan elements, the focus has been on recruiting Canadian Associates, on delivering their national- and regional-level training (the latter typically with LEAD Mexico and LEAD Brazil), and on participating in the international training sessions and LEAD International governance or curriculum sessions.

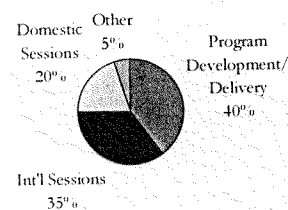
LEAD's Canada's annual projected operating budget is about \$500,000 with planned expenditure of up to 40% on program development and delivery, 35% on international sessions for Associates, 20% on domestic sessions for Associates and 5% on Associate selection process and inter-cohort meetings.

*"The LEAD program has taught me optimism for the future, and a different perspective; these assets are now an invaluable part of my skill set as a leader."*

**SUSAN REED TANAKA**

Fellow, Cohort 4

Deputy Chief - Engineering Design, TTC, Toronto, ON







## OTHER FUNDING OPTIONS

From 1993 to 2001 the National Roundtable on the Environment and Economy (NRTEE) of Canada and the International Development Research Council (IDRC) co-sponsored and invested in LEAD Canada as a distinct program of the NRTEE. Now LEAD Canada LEADers are managing and growing the program, in close initial partnership with the International Institute for Sustainable Development (IISD), based in Winnipeg, with continuing financial support from the IDRC, and with the ongoing involvement of the NRTEE.

In addition to corporate sponsorships, LEAD Canada is pursuing three other funding options to carry out its mission.

**1) Government and Foundation grants:** LEAD Canada is seeking funding from Canadian government and foundations to promote leadership development towards sustainable development.

**2) Individual donors:** One can support the initiatives of LEAD Canada through individual donations. LEAD Fellows will also pay an annual membership fee to help offset expenses. LEAD Canada is applying for charitable status.

**3) Endowment fund:** In the long term, establishing an endowment fund may be the single best means for stabilizing the revenue stream for LEAD Canada. Foundations and corporations can also make contributions to an endowment fund as a more permanent investment in LEAD.

## CONTACTS

For more information please contact:

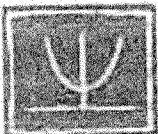
Jill Watkins, Ph.D.  
Coordinator, LEAD Canada Inc.  
Tel: 819 459-1306  
Fax: 819 459-3190  
Email: [jillwatk@web.net](mailto:jillwatk@web.net)

*"Intellectual capital is hard to identify and harder still to deploy effectively.  
But once you find it and exploit it you win."*

THOMAS A. STEWART

Intellectual Capital-  
The New Wealth of Organizations

## Appendices



## **Appendix A: LEAD Canada Fellows and Associates Projects**

### **Business/Financial Sector**

- "Best Practices for Fostering and Developing Corporate Vision in Employees"
- "Risk Management, Sustainable Development and the Financial Services Sector"
- "The Integration of Environmental Considerations in Business"
- "Trading - Financial and Risk Management Considerations"
- "Perspective: Barriers and Opportunities for Incorporation of Environmentally Sound Technology and Practice"
- "The Environment and the Insurance Industry"
- "Achieving Zero Waste at General Mills"
- "Eco-Log - Environmental Risk Information System"
- "Supermarkets Waste Management Training Video"
- "Embedding the Concepts of Sustainability in Dupont Canada Inc."
- "Making Voluntary Measures Successful: Lessons Learned from Responsible Care and The Canadian Chemical Producers Association"
- "Sustainable Development-Towards a Definition and Positioning for the Canadian Chemical Industry"
- "Use of Aerobic Technology to Reduce Methane Emissions from Landfills"
- "Strategic Environmental Management"
- "Leveling the Playing Field. Employer Provided Transit Passes: A Tax Exempt Benefit"

### **Natural Resource Industries**

- "Greenhouse Gas Emissions: The Voluntary Challenge and Registry as it Relates to Small Petroleum Producers"
- "Measuring Environmental Performance in a Resource Manufacturing Industry"
- "Environmental and Sustainability Performance Indicators - Enbridge Pipelines, Inc."
- "International Cooperation Project Concerning Petroleum Equipment Security"
- "Aboriginal Participation in Saskatchewan's Water Management"
- "Negotiation Simulation: Himalayan Water Resources"
- "Information Systems, Sustainable Development and Water Resource Management"
- "A Land Management Strategy and Tools for Promoting Sustainable Development on Inuit Owned Lands"

### **Public Sector**

- Private-Public Partnerships & Sustainable Development: 'A Missed Opportunity?'
- "Shades of Green Accounting: Environmental Accounting in Development and Application"
- "Climate Change: Past, Present and Future - Public Awareness of the Science of Climate Change"
- "Environmental Indicators in the Department of National Defence"
- "Quality of Life and Sustainable Development in New Brunswick: An Assessment Using Qualitative and Quantitative Indicators"
- "A Renewed Canadian Environmental Protection Act"
- "Agri-Environmental Leadership in Québec"
- "Organic Agriculture Regulations and Policies in Canada: Review and Recommendations"
- "Enforceability - The Key to Effectiveness of Canada's Implementation of International Environmental Treaty Obligations"

### **Medicine, Media, Community and Other**

- "Environmental Health in Family Medicine"
- "Getting Doctors Interested in and Knowledgeable about Sustainable Development"
- "Stories of Sustainability"
- "Public Hearings on the Development of Water Resources in Québec"
- "Grassroots Community Involvement in Sustainable Renewable Resource Management in a Co-management System"
- "Sustainable Communities Initiative: An Interim Evaluation"
- "Development and Sustainability in South Etobicoke"
- "Reducing Urban Air Pollution in APEC Economies"
- "People, Politics and Sustainability"
- "Waste Not Want Not"
- "Green Measures"

## Appendix B: List of Canadian LEAD Fellows and Associates

LEADER	Employer	Position
Adam White	TransAlta Energy Corp.	Commercial Manager
Adriana Lafleur	Delcan International Corp.	Development Director, Latin America
Alan Abelsohn	Self-employed	Family physician
Alexander Langshur	Alantris Corporation	Vice President
Ali Khan	Ontario Power Generation	Manager, Business Planning
Alice Born	Statistics Canada	Chief, Environmental Surveys
Amelia Shaw	Canadian Urban Transit Assoc.	Manager, Public Affairs
Barbara Neve	Parks Canada	Senior Editor
Brian Pagan	Treasury Board Secretariat	Director, International Programs
Brian Smith	Halifax Regional Municipality	Director, Solid Waste Resources
Brigitte Lépine	Bombardier Aerospace	Economist
Bruce Gilbert	Conservation Corps of NF & LB	Executive Director
Carole Therrien	Canada Information Office	Sr. Advisor, Community Relations
Catherine Lappe	Indian and Northern Affairs Canada - BC Region	Communications & Consultation Manager
Catherine Levis	Abitibi-Consolidated Inc.	Manager, Environment
Catherine MacKenzie	CAP Environmental Consulting Ltd	President
Christian DaSilva	Nunavut school board	Assistant Director for Education
Christine Lucyk	LBJ-FRB Communications	Account Director
Christopher Tollefson	University of Victoria; Env. Law Centre	Professor; Executive Director
Cindy Thomas	Noranda Inc.	Mgr., Recycling Market Research
Clarissa Morawski	CM Consulting	Principal
David McKeown	Region of Peel	Medical Officer for Health
Denise Proulx	Self-employed	Freelance journalist
Douglas Kube	Self-employed	Environmental consultant
Douglas Worts	Art Gallery of Ontario	Educator
Elin Kelsey	Self-employed	Facilitator in public participation
Elizabeth Atkinson	Climate Change Secretariat, Government of Canada	Senior Policy Advisor
Gail Whiteman	North-South Institute	Researcher
Gary Sandberg	AB Assc. Municipal Districts/Councils	Communications Director
George Boire	AMEC Earth & Environmental	Vice President, Strategic Client Services
Gillian Watkins	Enviroscope	Director
Gisèle Yasmeen	UBC; Agora Associates	Associate Professor; Principal
Giselle Marcotte	SK Intergovt. Aboriginal Affairs	Senior Policy Analyst
Glen Hvenegaard	Augustana University College	Associate Professor, Geography & Environmental Science
Greg Milne	Interprovincial Pipe Line Inc.	Manager, Safety & Environment
Halina Zbigniewicz	Manitoba Hydro	Mgr, Hydraulic Eng. & Operations
Henry Marcus	MDS Inc.	Dir, Environment, Health, Safety
Hugh Maynard	Quebec Farmers Association	Executive Director
Jacinthe Séguin	Treasury Board Secretariat	Analyst, Environment/Transport Div.
Jan Rabantek	UN Mission to Kosovo	Civil Affairs Officer
Jane Dougan	Nova University	Adjunct Professor
Jennifer Hooper	DuPont Canada Inc.	Mgr, Safety, Health, & Environment

Note: LEAD Fellows/Associates employers and positions may change over time

## Appendix B: List of Canadian LEAD Fellows and Associates (continued)

LEADER	Employer	Position
Jim Houston	International Joint Commission	Environmental Advisor
Joanne Thompson	W.B. Beatty & Associates Ltd.	V.P., Senior Hydrogeologist
Karen West	BP Amoco Canada Petroleum Canada	Legal Counsel
Keith Stoodley	Lotek Marine Technologies Inc.	Vice President
Kenneth Mulhall	Loblaw Companies	V.P., Environmental Affairs
Konia Trouton	Health Canada	Epidemiologist
Laurel Pedersen	Self-employed	Rancher and Advocate of Local Food Production
Laurie Stretch	Petro-Canada	Manager, Corporate Communications
Linda Lusby	Acadia University	Associate Professor
Linda Nowlan	West Coast Env'al Law Assoc.	Environmental Lawyer
Louis Morneau	Quebec Ministry of Natural Resources	Chief, Petroleum Equipment Quality
Louise Laliberté	CDN Int. Development Agency	Senior Special Advisor
Marc Lalonde	National Capital Commission	Senior Portfolio Officer
Marc Paquin	Biotika Inc.	President
Mark Bekkering	City of Toronto	Senior Policy and Research Planner
Mark Haslam	Self-employed	Freelance journalist
Mark Huttram	Andersen LLP	Senior Manager, TMC Industry Practice
Mary-Jane Dawson	Auditor General of Alberta	Principal
Michele Taylor	Agriculture and AgriFood Canada	Director General, National Farm Financial Programs
Natasha Hassan	National Post	Deputy Editorial Page Director
Patricia Ross	City of Abbotsford	Councilwoman
Paul-André Dastous	Ecosfera	Senior Env. Engineer; lawyer
Peter Baltais	Imperial Oil	Environmental Regulatory Advisor
Peter Clarkson	Gwich'in Ren. Res. Board; Town Inuvik	Executive Director; Mayor
Randy Miller	New Brunswick Museum	Head, Natural Sciences Department
Richard Lavoie	Eugene Lavoie Inc.	Vice President and Partner
Richard Paisley	University of British Columbia	Adjunct Professor; consultant
Rob Rainer	Alt. Canada Conservation Data Ctr.	Executive Director
Robert Prairie	Noranda Technology Inc.	Principal Scientist - Environment Team Leader
Robert Wright	Private practice	Lawyer
Sheldon Levitt	Quadrangle Architects	Architect
Stephen Forgeron	Nortel Networks	Network Business Planner
Steven Wilson	Na na kila Institute	Executive Director
Susan Farquharson	Eastern Charlotte Waterways	Executive Director
Susan Lett	Kelly's Business Centre	General Manager
Susan Reed Tanaka	Toronto Transit Commission	Deputy Chief - Engineering Design
Suzie Lemyre	Public Works & Gov. Services Canada	National Storage Tank Coordinator
Veronica Farmer	Tundra Semiconductor Corp.	Manager, Corporate Marketing
Viive Wark	Ontario Centre for Environmental Technology Advancement	Marketing Manager
William Denning	World Bank	Transport Economist
Wynet Smith	World Resources Institute	North America Regional Project Mgr.
Yuen Pau Woo	Asia Pacific Foundation	V.P. (Research) and Chief Economist

Note: LEAD Fellows/Associates employers and positions may change over time





Leadership for Environment And Development

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**Welcome to the  
LEAD Canada Inc. Internet Site**

*LEAD Canada's mission is to foster a new generation of decision makers with the knowledge, values and skills to develop national and international policies that emphasize the sustainable use of the earth's resources.*

LEAD CANADA [Corporate Partnership Opportunities](#) brochure is available for download in PDF.

It is 3MB in size and it can be viewed and printed using the Adobe Acrobat Reader freely available at Adobe's web site: <http://www.adobe.com>.

LEAD Canada is presently evolving to become an autonomous not-for-profit non-governmental organization. During this transition period, the International Institute for Sustainable Development (IISD) is actively supporting LEAD Canada as its host institution.

After six cohorts, and with the graduation of Cohort 8, the National Round Table for the Environment and the Economy (NRTEE) has now completed its mandate as host institution for the LEAD Canada program. We are extremely grateful to the NRTEE for contributing so much to LEAD. The NRTEE and the International Development Research Centre (IDRC) together were instrumental in establishing the Canadian program and they also played a vital role over the years in the evolution and development of LEAD International.

IISD, IDRC and the NRTEE continue to provide valuable support while LEAD Canada works towards securing a strong future.

LEAD Canada expects to make a decision in summer 2002 whether it will be recruiting the next cohort of LEAD Associates (cohort 10). Please visit this web page from time to time for updates. For further information, please contact Jill Watkins, Coordinator, at [jillwatk@web.net](mailto:jillwatk@web.net).

[LEAD Canada- Future Program, Administrative and Funding Options](#)

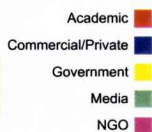
LEAD Uniqueness.

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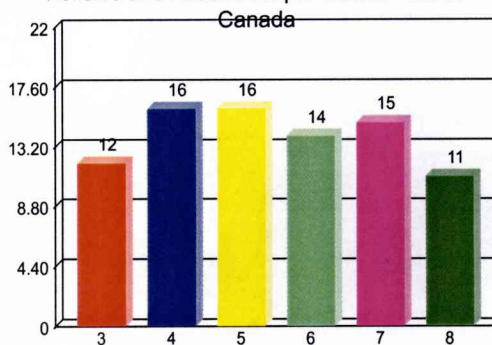
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Member Program **All Member Programs**Cohort **All Cohorts****Submit****Group Details****ca****Total: 84**[Brian Thomas Smith](#) (CA - 3)[Brigitte Lépine](#) (CA - 3)[David James McKeown](#) (CA - 3)[Jacinthe Cécile Séguin](#) (CA - 3)[Jane Dougan](#) (CA - 3)[Jim Houston](#) (CA - 3)[Louise Laliberté](#) (CA - 3)[Mark Bekkering](#) (CA - 3)[Natasha Hassan](#) (CA - 3)[Robert Valentine Wright](#) (CA - 3)[Susan Catherine Lett](#) (CA - 3)[Suzie Lemyre](#) (CA - 3)[Adam Stephen White](#) (CA - 4)[Ali Adil Khan](#) (CA - 4)[Barbara Alice Neve](#) (CA - 4)[Brian Gregory Pagan](#) (CA - 4)[Christine Susan Lucyk](#) (CA - 4)[Cindy Leah Thomas](#) (CA - 4)[Clarissa Charlotte Morawski](#) (CA - 4)[Elizabeth Atkinson](#) (CA - 4)[Gary John Sandberg](#) (CA - 4)[Laurie Joan Stretch](#) (CA - 4)[Mark Neville Haslam](#) (CA - 4)[Michele Taylor](#) (CA - 4)

Sector - Canada - All Cohorts



Fellows and Associates per Cohort - LEAD































Gender - Canada - All Cohorts



Degrees - Canada - All Cohorts





	<a href="#">Susan Elizabeth Reed Tanaka</a> (CA - 4)
	<a href="#">Veronica Anne Farmer</a> (CA - 4)
	<a href="#">Viive Marie Wark</a> (CA - 4)
	<a href="#">William (Bill) Denning</a> (CA - 4)
	<a href="#">Alexander Langshur</a> (CA - 5)
	<a href="#">Amelia Shaw</a> (CA - 5)
	<a href="#">Douglas John Kube</a> (CA - 5)
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	<a href="#">Alan Abelsohn</a> (CA - 6)
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	<a href="#">Catherine MacKenzie</a> (CA - 6)
	<a href="#">Douglas Worts</a> (CA - 6)
	<a href="#">Hugh Maynard</a> (CA - 6)
	<a href="#">Jennifer Hooper</a> (CA - 6)

[Marc Lalonde](#) (CA - 8)

[Robert Prairie](#) (CA - 8)

[Steven Christopher Wilson](#)  
(CA - 8)

[Susan Farquharson](#) (CA - 8)

	<a href="#">Karen J. West</a> (CA - 6)
	<a href="#">Peter A. Baltais</a> (CA - 6)
	<a href="#">Peter Clarkson</a> (CA - 6)
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	<a href="#">Randall Francis Miller</a> (CA - 7)
	<a href="#">Wynet Vera Smith</a> (CA - 7)
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	<a href="#">Christian Michael DaSilva</a> (CA - 8)
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