



The latest crop of Fellows from Cohort 14 at the International Session in Beijing: (l to r) Marc Foggin, Pawana Abalo, Jaela Shockey (graduating with C15), Jo-Anne Ross, Robyn Auld and Dan Gieruszak. See stories and pictures on pages 2 & 4.

Happy Holidays

By Carole Therrien—President

For many people, the nostalgia of the holidays represents a time to celebrate and reflect the year's fortunes and successes. In my capacity as President of LEAD Canada, I can't help but think back to how our organization has performed over the past twelve months, and how it hopes to grow in the years to come.

As members of the international LEAD family, LEAD Canada has confirmed its commitment to three organizational pillars to which all member programs adhere, as LEAD International is aligning all Member Programs for greater consistency: enhanced cohort training, greater capacity building, and facilitate Fellows engagement. In 2009, LEAD Canada has easily met the first two pillars: a continued cohort training program which has churned out new Cohort 14 Fellows as Cohort 15 Associates motor and "placeholders" for potential applicants for Cohort 16 are counted; and our capacity-building grows with soon-to-be-developed short courses for the Canadian market, continued GRI certification training in Canada and the US, and more Canadian Fellows being trained to deliver LEAD modules in both Canada and abroad. The Fellows engagement is our next major step, al-

though the increased involvement of Fellows in the domestic cohort training has been inspiring and instrumental in keeping Associates engaged in those sessions - the domestic training session evaluation forms scream for more stories from Canadian Fellows!

There are two initiatives that, I hope, will incite even more Fellows engagement from our Canadian network:

1. LEAD International has been busy mobilizing the vast strength of the Fellows network through on-line activity, and focuses on two principal vehicles: the LEAD thematic groups, and the issue-centric discussion and action groups on the LEAD Online Community.

a. The LEAD thematic groups are led by member programs, and aims to mobilize and raise awareness of Fellows who are leading in cutting-edge theory and practice in four areas: climate change, poverty and environment, business and technology and adaptation/mitigation. LEAD Brazil is hosting and leading the "poverty alleviation" group and has identified and mobilized an international expert group within the net-

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Understanding the jargon

By Christina Franc

For those who aren't environmental experts, ecological infrastructure is a scary word. They see it, stop dead in their tracks, turn and run in the other direction.

John Lewis, president of Intelligent Futures (intelligentfutures.ca), recognizes this and says effective communication is one of the crucial tools to the success of environmental planning. Whether it's effectively sharing evolving ideas or providing information to spur interest in the community, the biggest hurdle is communication.

"That was one of the challenges and shortcomings of the Cochrane Sustainability Plan, which is why we narrowed it down to three key phrases that were understandable and in their context, people got it and it's memorable. They're approachable words," Lewis said.

Think long term. Look at the whole. See the connections.

Citizens of Cochrane use these words as the basis of their sustainability plan. Lewis said he hears citizens use these words themselves to explain the plan to others.

By making a sustainability plan understandable, the community will be more willing to participate in the development and in ensuring it's success.

Lewis also focused on communicating the sustainability plan to be "as Cochrane as possible." The project uses different elements of their rich western culture, "branding" it, making it specific to

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Montreal Mayhem

By Christina Franc

From doctors to urban planners to managers and artists, Cohort 15 is one of the most diverse groups LEAD Canada has ever seen.

Luckily, the diversity led to colourful discussions and plenty of new perspectives.

Among the guest speakers were Geoff Garver, who spoke about creating a whole-earth economy, based on his latest book. Denise Proulx (C7) spoke about her experience as a journalist trying to write about sustainability. And Bob Willard spoke about being a sustainability champion; once you make the decision to lead a sustainable lifestyle, where to start.

The site visits were designed to show cases in the past, present and future.

Fellows were keen to offer tips and ideas to Jason Prince, a research coordinator who is studying the Turcot Interchange. The interchange has been a topic of great controversy over the last few years as it is a crumbling infrastructure that needs to be rebuilt. However, the community cannot agree with the government on the best plan. Time is running out and the Associates heard both arguments, only to realize there is no black or white answer.



Caught in squall during a wagon ride around the Quinn Farm in Notre-Dame-de-L'Île-Perrot, the spirits of C15 Associates were not dampened enough to prevent smiling faces for the proverbial group photo. The tour looked at the successes and challenges of local food production on the periphery of urban sprawl in the Montreal area.

After driving over the interchange to see first-hand the problems with this aging infrastructure, Associates were led to Quinn Farm, where they were treated to a tractor ride cut short by a quick but fierce downpour. While waiting for the rain to subside, Fellows asked Philip Quinn about his plans to develop a sustainable farm and what initiatives were already in place. The day ended with a locally-produced supper hosted by Quinn Farm.

The next day, Fellows caught a glimpse into the future of an environmentally friendly community when they vis-

ited La TOHU. The area has been completely converted from a landfill to a research facility, recycling plant and the Headquarters of Cirque du Soleil. There are plans to create parkland over the landfill, while using the methane gas for energy. People are hired from the surrounding community to encourage a sustainable community. Every single detail, down to the railings along the stairs in the central TOHU building, have been implemented with the focus of being environmentally friendly.

All in all, everyone left with new ideas, new questions, and a keen anticipation of the next training session in Winnipeg.



Associates from C15 put their hands and minds together for the speed catch exercise during the module on systems thinking in Montreal last August. The session was hosted by the School of Extended Learning at Concordia University.



LEAD Trainer Hugh Maynard gets a chance to have some fun with the technology of the future at La TOHU before Associates started their tour of this multi-purpose facility.

C15 Associates gathered for a dialogue session over lunch with community stakeholders affected by the redevelopment of the Turcot Interchange, an elevated highway leading to downtown Montreal that is amongst the busiest intersections in Quebec and which will be torn down and re-routed due to premature concrete deterioration. The session was lead by Jason Prince (foreground), a project researcher at McGill University.



...understanding the jargon

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the community and subsequently solidifying their support.

“Even the logo is six horseshoes in the shape of a flower, we’re using their western culture, and not just words,” Lewis said.

Instead of reading about the vision, the Cochrane Advisory Group made a video of different community members reciting the message, which personalizes it and elicits stronger reactions from the viewer.

The implementation project has been named Cochrane’s Sustainability Partners Uniting Resources, or “SPUR,” another example of weaving the western culture into an otherwise standard sustainability plan.

SPUR is one of the many ideas that came from a three day sustainability boot camp Lewis ran at the end of February.

“Different members from the community who we spoke to all said ‘we don’t want the plan to sit on a shelf,’” said Lewis. The boot camp was used to make an implementation program to ensure the sustainability plan will materialize.

There were 45 participants from all over Alberta, and a few from Saskatchewan and British Columbia. Participants varied from municipal planners, students, consultants and elected officials.

“There’s one layer of complexity on top of the next and you need to find ways to make it understandable”

“The variety was intentional. In the invitation, we weren’t specific to engineers or planners or elected officials,” Lewis said.

The benefit of a wide-ranging group is a more diverse input, but the challenge is to communicate well with all participants.

“By nature, you want a group with as much diversity as possible. So, what they view as important is going to vary. You need to communicate in a way that resonates to those diversities,” Lewis said.

He said the most important thing is to create healthy relationships with diverse groups when planning for the future.

“For Cochrane, the basic underlying focus was to build trust and relationships so the community is ready to act,” Lewis said.

There was one participant who had spent six months on a municipal plan, and after attending the boot camp, decided he was going to completely retool his process.

“He saw the value of a community as opposed to an organization,” Lewis said.

The Cochrane Sustainability Boot Camp brought the community together and was able to get them to actively participate in the process of planning their city’s future.

On the first day of the boot camp, participants had the oppor-



John Lewis, C13, developed the Cochrane Sustainability Plan by involving the entire community.

implementation of the Cochrane sustainability plan?

“Members of the community who also participated were a good resource for information, especially when it came to the workshop – they provided recommendations on important aspects of Cochrane,” Lewis said.

Working with somewhat complicated ideas, Lewis said it was a good idea to break it down into three broad and coherent questions.

“There’s one layer of complexity on top of the next and you need to find ways to make it understandable,” Lewis said.

On the third day, each group presented their conclusions to the Cochrane Advisory Group, town staff and action group members.

“I’d say 1/3 to half of the implementation plan came from that boot camp,” Lewis said.

By making the sustainability plan and Cochrane’s SPUR clear and concise, there was a phenomenal response from the community.

“Citizens who were a part of it were excited and ready to roll and implement the framework,” Lewis said.

Lewis has proven through the success of the sustainability boot camp that simple, coherent concepts are much more inviting than environmental jargon some don’t even realize victimize their vocabulary.



COCHRANE SUSTAINABILITY
plan

tunity to dissect the Cochrane sustainability plan as an active case study and learn about the methodology.

The second day divided the participants into three groups to answer one of three questions:

1) How do we encourage widespread implementation of the Cochrane sustainability plan? 2) How do we monitor action and progress on the Cochrane sustainability plan? 3) What structures do we need in place to encourage widespread action and

Leadership – having a *vision*, being able to *communicate* it, *build trust*, and *mobilize others* for collaborative action

2009 Training at a glance

The First Session



C15 Associates spend some extra "after-hours" time discussing what they learnt before heading off to dinner. From left: France Groulx, Jo-Anne Ross, K.J. McCorry, Darren Mark, Hugo Haley and Marie-Anick Elie.

The Second Session



Douglas Worts (C6), one of the trainers at the UBC session for C14 last May, takes in the sunset on Wreck Beach along with Associates Dan Gieruszak, Marc Foggin and Sam Shogren.

The International Session



The infamous networking fair at the LEAD International Session is a chance to fly the flag: Simon Lyster, Executive Director, and Mehjabeen Abidi-Habib, Chair of the Board of Directors and C6 Fellow, at LEAD International, join Jo-Anne Ross from the Haisla Nation (C15), and trainers John Lewis (C13) and Hugh Maynard (C6).

...Happy Holidays

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work who will contribute to research for UNEP and IUCN and propose potential action plans within the two organizations; LEAD Pakistan is hosting "climate change" and will be introducing a strategy shortly. The remaining two themes have not yet identified a host member program but LEAD International is actively trying to find supporting partnerships.

b. The LEAD Online Community is a fantastic and dynamic spot to indulge any need for substantive policy talk and to take a look at what others in the international network are doing. Discussion groups pop up weekly, and a recent browse through the site has shown that some Fellows are using that vehicle to highlight some of the work they're doing- well done!

2.The LEAD International board has confirmed, on the recommendation of the Committee of Directors, that LEAD Canada will host the 2011 International Session, and the LEAD Canada board is very excited about the opportunity. Not only is the IS an opportunity to show that LEAD Canada has

managed to thrive over the years, the IS provides a vehicle to mark the "sustainability map" here in Canada and position LEAD Canada as a real player. The Board has struck a small working committee to pull together a small vision instrument that will guide the planning and delivery of the session. One of the key principles that allowed LEAD Canada to "sell" the hosting of an IS in Canada was a commitment to showcase the outstanding successes of our Fellows, and how LEAD training helped you/us in shaping leadership and decision-making skills. The International Session will be held in the Ottawa-Montreal area in late October 2011, with the general theme of "power" in its literal, figurative and metaphoric forms. We hope to engage as many Fellows as possible, and hope that you can make it.

Thank you for your continued support of LEAD Canada, and its principles – without your dedication and encouragement, the board would not have been able to succeed as well as it has over the

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last few years. Here's to wishing you and your loved ones a very happy and safe Holiday Season, and much success and fortune in 2010.