

**LEAD Canada**  
Inspiring leadership for a sustainable world



**SPECIAL OPPORTUNITIES &  
INVESTMENT FUND GRANT 2007**

**Final Report to LEAD International**  
December 31st, 2007

# Leadership & Climate Change



Professional  
Development  
Program

Toronto, Ontario  
November 19-23, 2007

HSBC 

Votre banque, partout dans le monde  
The world's local bank

Cover of the workbook for the re-launch of the LEAD Canada Professional Development Program with the first national session for Cohort 12. The wind turbine, located in downtown Toronto very close to where the session was held at the Harbourfront Community Centre, was selected for its symbolism both in the City of Toronto and with the session theme, "Leadership & Climate Change."

## **ACKNOWLEDGEMENTS**

LEAD Canada would like to acknowledge the engagement and support of LEAD International in providing financial assistance, training and materials to assist in the re-launch of the Cohort 12 Professional Development Program.

LEAD Canada would also like to acknowledge the encouragement and financial contribution of HSBC Bank Canada without which it would not have been possible to offer the first national training session.

Last, but certainly not least, LEAD Canada would like to thank the LEAD Fellows who made valuable contributions in helping to develop and organize the program, and to deliver and present at the Toronto session in November 2007.

## **EXECUTIVE SUMMARY**

LEAD Canada received a grant from the Special Opportunities and Investment Fund of LEAD International to re-launch the LEAD training program in Canada after an absence of six years (since the close of Cohort 8 training in 2001). The project consisted of advanced planning for Canada's participation in Cohort 12, the procurement of training program sponsorship, recruitment of LEAD Associates (principally from Canada but also from the US) and delivery of C12 training to those Associates. The project was led by a team of LEAD Fellows.

### **The goal of the project was to:**

- Provide the foundation for an expanded, surplus-generating training program including short LEAD course offerings and the possibility of a Canada-US Fellows training program for Cohort 13 in 2008 and beyond.

### **The anticipated outcomes were to:**

- Graduate up to 20 LEAD Associates in 2007 as LEAD Fellows in Cohort 12, via participation in LEAD Canada's Fellows training program.
- Inaugurate a LEAD Canada training team that has the technical capacity to deliver a continued and expanding training program in 2008 and beyond.
- Secure sponsorship from one or more corporations/foundations to co-sponsor LEAD training in Canada in 2007, and one or more corporations/foundations in 2008.

### **Program**

The LEAD Canada Board of Directors initiated a planning session in August 2006 to re-launch the LEAD training in Canada. This resulted in consultations with and the engagement of over 25 Fellows in the development and delivery of the national session in November 2007. While the large part of the work was focused on developing the C12 program with the "Leadership & Climate Change" theme, these activities, as well as the dynamic participation of numerous Fellows in the National Session, have helped build the foundation for future professional development activities in Canada and the US.

### **Associates**

While the National Session did not meet its target of recruiting 20 Associates, principally due to the limited time period for recruitment, there were 11 participants for the Toronto session, and six of these were also able to attend the International Session in Indonesia. The Associates were mostly from the non-profit or institutional sectors, with two from the private sector.

### **National Session**

The National Session was held at the Harbourfront Community Centre in downtown Toronto from November 18-23, 2007. The program was adapted using the existing LEAD International training framework and materials and covered essential elements of leadership, multi-stakeholder engagement, and systems thinking. The leadership skills were connected to relevant content by using the City of Toronto's Climate Change Plan, with a particular focus on strategies for adaptation, and this was complemented by a variety of speakers addressing the climate change and adaptation themes. In addition, each day started with a "Perspectives" presentation from a different Fellow who reflected on their experiences with leadership and sustainable development since having completed the LEAD program.

## **Evaluation**

The Associates were asked to complete an evaluation form at the end of each day. The overall assessment by the participants was very good with almost all sessions scoring 80% or higher. Associates made particularly favourable remarks about the participatory nature of the training modules and the value of the Fellows perspectives regarding leadership.

## **Training Team**

The project enabled LEAD Canada to take some significant steps towards re-building its training team. Two Fellows were able to participate in LEAD International training-of-trainer sessions and, along with a third, participate in the delivery of training modules at the Lead Canada National Session, and the LEAD International programs for the Newmont project and the International Session in Indonesia.

## **Sponsorship**

Thanks to the sponsorship of LEAD International activities by HSBC Bank, LEAD Canada was able to receive a sponsorship from HSBC Bank Canada to support the delivery of the National Sessions for C12. Various other contacts were made with different companies and foundations with some potential for 2008.

## **Conclusion**

The re-launch of the LEAD Canada C12 training program has to be considered a success despite the limited number of Associates that were able to participate. The longer than anticipated effort to organize and carry-out the re-launch of the professional development program has, however, been a necessary investment in laying the foundation for a leaner and more focused program that is in tune with the current LEAD International training, in sync with a major national environmental issue (climate change) and well adapted to future short course offerings.

The new program has also revitalized the interest of Canadian LEAD Fellows who have made significant contributions to the training framework and content, and some of whom will become further engaged by becoming important members of the training team.

The challenge remains financing, more specifically the ability to secure additional commitments within a timeline that will allow LEAD Canada to support the variety of program and logistical activity required in a consistent manner from year-to-year. In addition, several of the prospective Associates have signalled their need to receive financial assistance for the costs of the program (fees & travel), which is a concern in ensuring that there is a reasonable balance in the participation of the different segments of the Canadian social fabric in future sessions.

In summary, LEAD Canada has been successful in re-launching the training program, which it now calls the "Professional Development Program", or PDP, a big step forward that is strategically important in establishing a track record that will be the stepping stone to securing future resources to complete the task of re-building and offering a more complete program in 2008.

## **Significant changes**

The initial plan, conceived at a LEAD Canada Board of Directors planning session in August 2006, was to activate the LEAD Canada C12 training program by late spring 2007, with the first national session (NTS1) to be held in the third week of May in Alberta and the second national session (NTS2) in late August 2007. The two NTS were to be followed by the international training session (ITS) to be held in Bandung, Indonesia in early December 2007. This soon proved to be too ambitious a schedule due to the fact that:

- considerably more work had to be undertaken to adapt the existing LEAD materials to the theme of climate change and the new, shorter timeframe for the course;
- it was difficult to sell a program to sponsors and potential participants when the concept and content of the program were undergoing changes.

Therefore the anticipated schedule was changed to reflect a more appropriate timeline starting in November 2007 (the itemized timeline and program details are included at the end of this document). As a consequence, the C12 Associates were unable to complete their full training cycle within 2007, and will participate in their second and final national session in the spring of 2008.

## **LEAD Fellows in/from Canada or the US engaging with LEAD Canada for the development of the C12 training program**

Alan Abelsohn  
Zeba Ali  
Elizabeth Atkinson  
Peter Baltais  
Mark Bekkering  
George Boire  
Bruce Gilbert  
Robert Hellier  
Mark Huttram  
Glen Hvenegaard  
Ali Khan  
Louise Laliberte

Marc Lalonde  
Alex Langshur  
Christine Lucy  
Linda Lusby  
Varghese Manaloor  
Hugh Maynard  
David McKeown  
Clarissa Morawski  
Giselle Morrisette  
Mehrdad Nazari  
Alexandre Noukhovitch  
David Omole

Rob Rainer  
Veena Ravichandran  
Laurie Stretch  
Susan Reed-Tanaka  
Carole Therrien  
Jill Watkins  
Adam White  
Doug Worts  
Robert Wright  
Gisele Yasmeen

## Summary of Activities

- December 2006 - The LEAD Canada Board of Directors issued a request for proposals to carry out the development work for the C12 training program (attached as appendix 1). Agreement with HSBC Bank Canada for \$30K CAD sponsorship (through assistance from LI).
- January 2007 - a contract was signed with Hugh Maynard, Fellow C6, through Qu'anglo Communications & Consulting, to undertake the development work for the C12 training program.
- February 2007 - the Qu'anglo contract was revised to reflect the need for additional preparation time for the development work (activities attached as appendix 2). Hugh Maynard participated as part of the LI training team in Phase 3 of the Newmont project (Elko, Nevada).
- April 2007 - Jill Carr-Harris, former NPD-India, was engaged by Qu'anglo on a sub-contract basis to assist with the training development work.
- May 2007 - Meetings with Fellows and other interested parties in the development of the C12 training program; these were held across the country in Halifax, Ottawa, Toronto, Calgary and Edmonton, as well as by conference call.
- June 2007 - LEAD Canada Board of Directors approved a set of recommendations from the Qu'anglo Team for the establishment and operation of the C12 training program which are summarized as follows (see details in appendix 3):
  - Theme Climate Change and Adaptation Strategies
  - NTS1 Toronto, Ontario from November 18-23, 2007
  - ITS Bandung, Indonesia from November 26 to December 1, 2007
  - NTS2 Edmonton, Alberta March 2008
  - Cost \$7,500 CAD per Associate
  - To select a head trainer to organize a ToT session prior to NTS1
- July 2007 - Further development and dissemination of marketing, application and program materials as per the decision of the LEAD Canada Board of Directors, solicitation of potential funders.
- August 2007 - Re-adjustment of program necessary given the poor uptake of the initial program offering (principally due to resistance to the \$7,500 fee by potential Associates) and the limited availability of sponsorship funding (appendix 4)
- September 2007 - Recruitment of Associates; adoption of a training team approach (utilizing Fellows) to fit available financial resources.
- October 2007 - Finalization of training materials and selection of Associates; securing commitments from sponsors.
- November 2007 - NTS1 in Toronto, November 18-23 (11 Associates), and ITS in Bandung, Indonesia (6 associates participating, with 2 staying on for the CoP).

## Finances

Financial contributions received for the re-launch of the C12 training program were:

Associates' fees	\$ 5,500 CAD
HSBC Bank Canada	\$30,000 CAD
LEAD International (Newmont)	\$ 6,000 USD
LEAD International (SOIF)	\$30,000 USD
LEAD International (ITS Associates)	\$ 7,800 USD

- After the minimal response to the program at the \$7,500CAD fee level, it was decided to offer the NTS1 at only \$500 with Associates assuming all costs for travel and accommodation. This allowed significant reductions in both budget and administrative requirements.
- An application for \$100,000 CAD was submitted to the J. W. McConnell Family Foundation, but this was not accepted.
- Verbal and written solicitations have been made to a variety of corporations and industry associations. A meeting was held with representatives from NewAlta, a Canadian energy waste management company; they expressed interest in supporting the program and requested a proposal be submitted for \$40K in 2008. Initial discussions with HSBC indicate that they are interested in continuing support for LC in 2008. A detailed budget for the NTS, including development costs, is presented in appendix 5.

## LEAD Canada Professional Development Program

Toronto, Ontario  
November 18th - 23rd, 2007

**Sunday, November 18th**  
Harbourfront Community Centre

Time	Event	Content
6:30-9:00	Reception Buffet Dinner	<ul style="list-style-type: none"><li>• Welcome</li><li>• Introduction to LEAD and LCI</li><li>• Introductory exercise</li><li>• Guest Speaker <b>Quentin Chiotti</b> – Program Director Climate Change &amp; Senior Scientist, Pollution Probe</li><li>• Informal dialogue with LEAD Fellows</li></ul>

**Monday, November 19**  
 Harbourfront Community Centre  
**Day 1 – Setting the stage**

Time	Event	Content
9:00 - 10:00	<u>Session 1:</u> Opening Session (Place)	<ul style="list-style-type: none"> <li>• Welcome</li> <li>• Outline Session Agenda &amp; Objectives</li> <li>• Participant expectations</li> <li>• “Perspectives” – short presentation from a LEAD Fellow, <b>George Boire</b></li> </ul>
10:00 - 10:45	<u>Session 2:</u> Introducing Climate Change – Adaptation & Mitigation	<p>These presentations will lay the foundation of common understanding of CC – M&amp;A, including identifying areas of contention.</p> <p><b>Bruce Orr</b> – Director, Government &amp; Stakeholder Relations, Canadian Petroleum Products Institute</p>
10:45-11:00	BREAK	
11:00-12:30	<u>Session 2</u> (cont’d)	<p><b>David McKeown</b> – Medical Officer of Health, City of Toronto</p> <p><b>Adam White</b> - President, Association of Major Power Consumers of Ontario</p>
12:30 - 1:30	LUNCH	
1:30 - 3:00	<u>Session 3:</u> Adaptation in the Toronto Environment Office’s CC Framework	<p><b>Speakers from City of Toronto</b>          Roundtable on CC Action Plan          (mitigation &amp; adaptation)</p> <p><b>Lawson Oates</b> – Director, Environment Office, City of Toronto</p> <p><b>Mark Bekkering</b> – Acting Manager, Environmental Planning &amp; Support, City of Toronto</p>

3:00 - 3:15	BREAK	
3:15 - 5:00	<u>Session 3</u> (cont'd)	<p>Participants move to smaller groups to cover 2-3 of the issues in depth accompanied by a resource person.</p> <ol style="list-style-type: none"> <li>1. <i>Neighbourhood Actions for a Green Toronto</i></li> <li>2. <i>Green Business Toronto</i></li> <li>3. <i>Renewable Energy</i></li> <li>4. <i>Sustainable Transportation</i></li> <li>5. <i>Expanding the Tree Cover</i></li> <li>6. <i>Building Partnership for Change</i></li> <li>7. <i>Public Awareness Campaigns</i></li> <li>8. <i>Adaptation</i></li> <li>9. <i>Monitoring Change</i></li> <li>10. <i>Greening City Operation Working</i></li> </ol>
5:00 - 5:30	<u>Session 4:</u> Wrap up	<ul style="list-style-type: none"> <li>• Summary of the day</li> <li>• Closing Circle</li> <li>• Take away activity</li> </ul>

Tuesday, November 20

Harbourfront Community Centre

## Day 2 - Using Systems Thinking for Transformational Change

Time	Event	Content
9:00-9:45	<u>Session 5:</u> Touching Base	<ul style="list-style-type: none"><li>• Reflections on previous day</li><li>• "Perspectives" – short presentation from a LEAD Fellow – <b>Clarissa Morawski</b></li></ul>
9:45-10:45	<u>Session 6:</u> Systems Thinking	<b>Hugh Maynard, Douglas Worts, Jill Carr-Harris</b> <ul style="list-style-type: none"><li>• 'Follow My Leader' – Concepts of Leadership and its importance to climate change</li></ul>
10:45-11:00	BREAK	
11:00 – 12:30	<u>Session 6</u> (cont'd)	<ul style="list-style-type: none"><li>• Introduction and basics of systems thinking</li><li>• Speed Catch Activity</li><li>• Brainstorming Goals</li></ul>
12:30-1:30	LUNCH	
1:30-3:15	<u>Session 7:</u> Systems Thinking	<ul style="list-style-type: none"><li>• Why systems thinking is helpful for those working towards transformation change</li><li>• Exploring Behaviour over time</li></ul>
3:15-3:30	BREAK	
3:30-5:00	<u>Session 7</u> (cont'd)	<ul style="list-style-type: none"><li>• Anticipating Resistance</li><li>• Applying Principles</li></ul>
5:00-5:30	<u>Session 8:</u> Wrap up	<ul style="list-style-type: none"><li>• Summary of the day</li><li>• Closing Circle</li><li>• Take away activity</li></ul>

**Wednesday, November 21**  
 Harbourfront Community Centre  
**Day 3 – Stakeholder engagement**

Time	Event	Content
9:00 – 09:45	<u>Session 9:</u> Touching Base	<ul style="list-style-type: none"> <li>• Reflections on previous day</li> <li>• “Perspectives” – short presentation from a LEAD Fellow – <b>Alan Abelson</b></li> </ul>
09:45 – 10:45	<u>Session 10:</u> Stakeholder engagement	<b>Bruce Gilbert, Hugh Maynard, Douglas Worts, Jill Carr-Harris</b> <ul style="list-style-type: none"> <li>• Concepts of ‘stakeholder’</li> </ul>
10:45-11:00	BREAK	
11:00-12:30	<u>Session 10</u> (cont’d)	<ul style="list-style-type: none"> <li>• Concepts of ‘engagement’</li> </ul>
12:30-1:30	LUNCH	
1:30-3:15	<u>Session 11:</u> Stakeholder engagement	<ul style="list-style-type: none"> <li>• The practice of multi-stakeholder engagement</li> </ul>
3:15-3:30	BREAK	
3:30-5:00	<u>Session 11</u> (cont’d)	<ul style="list-style-type: none"> <li>• Skills/aptitudes/knowledge required for effective facilitation of multi-engagement process</li> </ul>
5:00-5:30	<u>Session 12:</u> Wrap up	<ul style="list-style-type: none"> <li>• Summary of the day</li> <li>• Closing Circle</li> <li>• Take away activity</li> </ul>

Thursday, November 22

Harbourfront Community Centre

## Day 4 – Vision of Sustainability and Integrating the Action Plan

Time	Event	Content
9:00 – 09:45	<u>Session 13:</u> Touching Base	<ul style="list-style-type: none"><li>• Reflections on previous day</li><li>• “Perspectives” – short presentation from a LEAD Fellow – <b>Robert Hellier</b></li></ul>
09:45-10:45	<u>Session 14:</u> Envisioning a Sustainable Toronto	Roundtable discussion with: <b>Kate Holloway</b> – Managing Partner, CarbonZero <b>Lori Stahlbrand</b> , President, LocalFlavourPlus
10:45-11:00	BREAK	
11:00 – 12:30	<u>Session 14</u> (cont’d)	Roundtable discussion continued: <b>Adam Giambrone</b> , City of Toronto councillor and Chairman, Toronto Transit Commission
12:30-1:30	LUNCH	
1:30-3:15	<u>Session 15:</u> Preparations for CC AP presentation – with special focus on adaptation agenda	Groups meet together to discuss observations and formulate content for a presentation to the Plenary on Friday afternoon (Associates, Fellows, City of Toronto), as well as form the basis of the LEAD Canada country presentation at the ITS in Indonesia
3:15-3:30	BREAK	
3:30-5:00	<u>Session 15</u> (cont’d)	Groups meet together to discuss observations and formulate content for a presentation to the Plenary on Friday afternoon (Associates, Fellows, City of Toronto), as well as form the basis of the LEAD Canada country presentation at the ITS in Indonesia
5:00-5:30	<u>Session 16:</u> Wrap up	<ul style="list-style-type: none"><li>• Summary of the day</li><li>• Closing Circle</li><li>• Take away activity</li></ul>

Friday, November 23

Harbourfront Community Centre

Day 5 – Climate Change Framework for the City of Toronto

Time	Event	Content
9:00-09:45	<u>Session 17:</u> Touching Base	<ul style="list-style-type: none"><li>• Reflections on previous day</li><li>• “Perspectives” – short presentation from a LEAD Fellow – <b>Robert Wright</b></li></ul>
9:45-10:45	<u>Session 18:</u> Preparations for CC AP presentation – with special focus on adaptation agenda	Continued work on presentations on CC framework for City of Toronto
10:45-11:00	BREAK	
11:00-12:00	<u>Session 18</u> (cont'd)	Continued work on presentations on CC framework for City of Toronto
12:00-1:00	LUNCH	
1:00 – 4:00	<u>Session 19:</u> Plenary	Presentation to City of Toronto representatives, Fellows, Associates
4:00-5:00	<u>Session 20:</u> Wrap up	<ul style="list-style-type: none"><li>• Summary of the day</li><li>• Closing Circle</li><li>• Evaluation</li></ul>



**Cohort 12**

**Professional Development Program  
Facebook**

Harbourfront Community Centre, Toronto, Ontario

November 18<sup>th</sup> – 23<sup>rd</sup>, 2007

## COHORT 12 Associates

**Paawana ABALO**

*Course Director, F2L,*  
York University  
Toronto, ON



I got involved in these issues through my former work as journalist in Benin. I was specialized in environment and as a result I won an award for a program I produce in this domain. And as journalist, we are always dealing with sustainable developments issues (AIDS, poverty, human rights, girls schooling, environment safety etc.) Moreover many of the projects I participated in are focused on these fields, which is the case of other programs I have participated in such as Jeunesse Canada Monde and LEAD (Francophone Africa). A former Associate of Lead Francophone Africa, she is now completing her training with Lead Canada to match her ideal of making the world a field of opportunity for all.

MA, Linguistics, York University  
BA, Linguistics, University of Benin

**Meagan Kathleen CAMERON**

*Teaching Assistant*

York University

Toronto, ON



I come from a small town where the local economy was dependent upon the extraction of fossil fuel sources, such as coal mining, and was directly affected by ultimately unsustainable nature of this industry and the resulting consequences exerted on the local community. During my undergraduate degree I took several elective courses related to environmental studies and following this I made the decision to attain a master's degree in environmental studies so that I would later be able to pursue a career that would allow me to participate in activities supportive of sustainable livelihoods.

MA, Environmental Studies – Implementation of Sustainable Energy Strategies, York University  
BA, Sociology and Psychology, St. Thomas University

**David Thomas MacLeod**

*Senior Environmental Specialist*

Toronto Environment Office, City of Toronto  
Toronto, ON



David has worked for more than 20 years in the field of environmental risk management. David has been working for the City of Toronto in a corporate environmental risk management role since 2003. His current major assignment is co-ordinating the development of the City's Climate Adaptation Strategy. Previous projects for the City included environmental risk assessments and implementing components of environmental management systems.

He worked for 17 years in the field of environmental consulting, with a focus on environmental auditing and management systems for a wide variety of industrial sector clients across Canada and parts of the United States.

David has been extensively involved in the development of many environmentally related training programs for university and corporate students. Training topics include management systems, regulations, environmental auditing, due diligence, and climate adaptation. He is part time Adjunct Faculty with Ryerson University, where he teaches a Masters level course on Environmental Management Systems.

David is a Certified Environmental Auditor and EMS Lead Auditor. He holds an M.A., Geography-Environmental Studies, Institute for Environmental Studies, University of Toronto and a B.Sc., Geography-Environmental Science, Carleton University.

**Jeanette May MURRY**

*Learning Specialist, Staff Knowledge & Learning*  
World Bank  
Washington, DC



Jeanette Murry works with the Office of the Chief Learning Officer of the World Bank and prior to this role, with the World Bank Institute. She specializes in developing knowledge and learning programs and products for the Bank's operational staff. Jeanette has a long term interest in sustainability issues and is currently working to develop a program in leadership and sustainable development for Bank staff. She is also completing qualifications in Sustainability Sciences.

Prior to arriving in the United States, Jeanette was a lecturer at Macquarie University in Sydney, Australia and owned a consulting business dedicated to improving Internet access and usage. She consulted with both public and private sector organizations, and holds degrees and qualifications in Management, Higher Education Teaching & Learning, and in Political Science.

**Jennifer PENNEY**  
*Director of Research*  
Clean Air Partnership  
Toronto, ON



I first got involved during my Masters of Environmental Studies program many years ago. This continued during 2 ½ years as a CUSO co-operant in Nicaragua (1984-87). I have worked with a community economic development organization in the Parkdale area of Toronto, looking to strengthen economic opportunities for low-income residents and newcomers to Canada by developing sustainable projects including local food production and marketing and energy efficiency retrofits and skills development projects. I continue to work on a green affordable housing project in the community. Currently my paid work is focused on reducing vulnerability to climate change.

PhD, Work Environment Policy, University of Massachusetts-Lowell  
MA, Environmental Studies, York University  
BA, Interdisciplinary studies, Brock University

**Michael PEPPARD**

*Program Manager, EcoAction Teams*  
Earth Day Canada  
Toronto, ON



I have been working in the field of environmental restoration, education, and policy development for over ten years to-date. My work with both the Clean Air Partnership and Earth Day Canada have involved managing research and outreach programs on both climate change and the impacts of air quality on human health. At my current position, we are beginning the launch of a national program expansion in partnership with municipalities across Canada. The EcoAction Teams program will assist municipalities in addressing the need to reduce energy and water use as well as waste production at the household level and will involve the tracking of GHG reductions. My interest in climate change mitigation and adaptation strategies has been intensified by the wash-out of Finch Avenue in 2005 which destroyed much of the restoration work of the Black Creek Conservation Project of which I am current President. The opportunity to learn more about adaptation / mitigation planning would assist me in serving the needs of both our partner municipalities as well as the Black Creek Project planning efforts.

Cert., Ecology Restoration, Niagara College  
BSc. Hon. Zoology, University of Guelph

**Douglas PINTO**

*National Manager, Transportation Safety and Environmental Affairs*  
Purolator Courier Ltd.  
Toronto, ON



I have been making the links between social, environmental and economic issues for my entire life. From recycling as a kid, political activism in high school, my engineering thesis examining closed cycle pulp mills, into my professional working life managing the Canadian contribution to General Motor's sustainability program and now at Purolator promoting sustainability as business strategy, it is who I am and how I think.

MBA, University of Western Ontario, Ivey School of Business  
MSc. Chemical Engineering, University of Toronto, Pulp and Paper Centre

**Lyn PONNIAH**

*Policy Advisor*

Climate Change International, Environment Canada  
Ottawa, ON



Lyn was born, raised and educated in Montreal, Quebec, Canada. She pursued an undergraduate degree in Asian History and English Literature. Upon completing her BA, Lyn started working for a not-for-profit organization called Summerbridge in the USA - an organization that supports at-risk youth. Following this, she obtained a Masters of Public Policy and Administration from Carleton University (Ottawa), with a focus on international environment and sustainable development policy. This was followed by a one-year award to work at the International Development Research Centre and prepare for the World Summit on Sustainable Development (WSSD) in September 2002. From this experience, Lyn joined Environment Canada to work on multilateral cooperation within the UN. She now works on international climate change policy and bilateral engagement with countries in Africa, Asia and Oceania. Aside from work, Lyn loves to travel the world, volunteer, sing, practice yoga and try and master French cuisine.

**Erin SILSBE**  
*Policy Analyst, Climate Change*  
Toronto, ON



I have been interested in the environmental field for as long as I can remember. My master's thesis was the first in my faculty to explore the connection between urban development and climate change. This work led me to an internship with the International Institute for Sustainable Development where I was involved in a project that explored the potential of the CDM to promote sustainable transportation policies in Chile, after which she worked for the Center for Clean Air Policy exploring climate change policy from the local to international levels. In 2005, I was also brought on as a Consultant to the International Policy Division of Environment Canada to work with the negotiations team on the issue of carbon markets in the lead up to COP-11.

Master's of Environmental Design (Planning), University of Calgary  
BSc. (honors) Environmental Science, Queen's University

**Lawry TREVOR-DEUTSCH**

*President*

Strathmere Associates International Limited  
Ottawa, ON



I am originally a biologist by training and have used this background when undertaking many of the projects I work on. With an increasing emphasis on SD by clients such as the World Bank and the Nature Conservancy, I view this training as critical in being able to integrate SD concepts into projects in both developing and developed economies.

MBA, McGill University / University of Manchester  
MSc - Biology, Carleton University

## Professional Development Team

### **Hugh MAYNARD**

*President*

Quanglo Communications & Consulting

Ormstown, QC

**Cohort 6**



Hugh MAYNARD is a consulting specialist and owner of *Qu'anglo Communications & Consulting*, an enterprise with a focus on communications, strategic planning and development initiatives for the agricultural and agri-environmental sectors, and for rural communities. A graduate in farm management from Macdonald College, McGill University, he previously worked as Executive Director of the Quebec Farmers' Association and is an award-winning agricultural communicator with over 20 years experience including presenting weekly on the "Farm Panel" for CBC-Montreal's *Radio Noon* program. Hugh is also Secretary-Treasurer of the Canadian Farm Writer's Federation (CFWF) and International Director for the Association for Communication Excellence (ACE) in agricultural, natural resource and human and life sciences.

In a community context, Hugh is a director of the Quebec Association for Adult Learning, and has served as a representative of numerous community organizations including school boards and a career education centre. In April 1999 he became a Fellow of LEAD Canada (Leadership in Environment and Development), following completion of a two-year professional development program. He also represented Canada as part of a 5-country delegation from LEAD International at the United Nations Commission on Sustainable Development session on Sustainable Agriculture and Rural Development in April 2000.

## **Douglas WORTS**

*Freelance consultant - Culture and Sustainability*

WorldViews Consulting

Toronto, ON

**Cohort 6**



Douglas WORTS is specialist in the relationship between culture and sustainability. Until September of 2007, he worked as an interpretive planner for the Art Gallery of Ontario, where he was involved with the public dimension of the museum's activities. Specifically, his work included exhibition development, preparing interpretive policies and strategies, facilitating community consultation and carrying out audience research projects. From 1992 to 1997, he taught a graduate course in museum education at the University of Toronto.

In 1998, Douglas was the recipient of a Senior Research Fellowship from the Canadian Museums Association to explore the relationship between culture, the educational potential of museums and sustainability. One of the public outcomes of his research is a chapter for a book called 'Researching Visual Arts Education in Museums and Galleries: An International Reader', published in 2003 by Kluwer Academic Publishers. The title of the chapter is 'On the Brink of Irrelevance?: Art Museums and Contemporary Society', which looks at art museums and the more general notion of culture, through the lens of sustainability. In 2004, a published version of Doug's keynote address to the Museums Alberta annual conference was published under the title of 'Museums in Search of a Sustainable Future' in a special issue of 'Alberta Museum Review'. Doug has a new book chapter, co-written with Glenn Sutter, called 'Defining a Sustainable Path: Museums and Societal Therapy' which was released in a book called 'Looking Reality in the Eye: Museums and Social Responsibility', March, 2005.

A key focus for Douglas now is the development of indicators that can help museums and policy makers improve the role and impact of cultural operations in urban centres. This work is being undertaken by the Working Group on Museums and Sustainable Communities - a national group committed to the pursuit of sustainability.