

# Innovation in Environmental Management: Improving Our Performance

Multi-State Working Group on Environmental Performance  
2006 Fall Regional Conference

October 16-17, 2006  
MaRS Centre, 101 College Street, Toronto



Photo courtesy of City of Toronto

**PROGRAM**

*Protecting our environment.*



# Innovation in Environmental Management: Improving our Performance

October 16, 2006 8 A.M. - 5 P.M.  
October 17, 2006 8 A.M. - 12:30 P.M.  
MaRS Collaboration Centre  
Toronto, Ontario

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### 2006 MSWG Fall Regional Conference Organizing Committee

**Jeffrey Smoller**

Wisconsin Department of  
Natural Resources

**Bob Minicucci**

New Hampshire Department  
of Environmental Services

**Robert Stephens**

Best Practices Network – UNEP

**Nancy Girard**

New Hampshire Conservation Law Foundation

**Marci Carter**

John Deere

**Karen Thomas**

Ontario Ministry of the Environment

**Ed Quevedo**

WSP Environmental

**Zoë Kroeker**

Ontario Ministry of the Environment

**Eric Uram**

Headwater Consulting

**Eva Musso**

Ontario Ministry of the Environment

**Deborah Kukan**

Ontario Ministry of the Environment

**Abdi Hussein**

Ontario Ministry of the Environment



## MESSAGE FROM THE MINISTRY OF THE ENVIRONMENT

On behalf of the Government of Ontario, it is my pleasure to welcome you to the *Innovation in Environmental Management: Improving Our Performance* Conference. This is the Multi-State Working Group on Environmental Performance's first international event and we are proud to act as hosts.

Exploring innovation in environmental performance is an interest shared by many stakeholders, from both the public and private sectors. The program we have developed seeks to provide opportunities for discussion on a wide range of subjects - How can we foster best practices in industry? How do we work collaboratively to implement innovative solutions? What are the challenges and barriers to innovation? - These are just some of the issues we hope to explore as a group.

Thank you to the moderators and panellists for being so generous with your time. Your expertise and insights will be invaluable to our exploration of key issues and questions.

With participants from across Canada and the United States, we hope that the coming days will provide you an opportunity to meet new colleagues, share ideas and learn from one another's successes.

By working together, we can find new ways to improve how we currently operate. I thank you for participating in this event.

Sincerely,

A handwritten signature in blue ink, appearing to read "Carl Griffith".

Carl Griffith  
Assistant Deputy Ministry  
Environmental Sciences & Standards Division



## MESSAGE FROM THE MULTI-STATE WORKING GROUP

Welcome to the fall, 2006 regional meeting of the Multi-State Working Group on Environmental Performance (MSWG). We thank our hosts, the Ontario Ministry of the Environment, under the leadership of the Honourable Laurel C. Broten. We also are pleased that other provinces share Ontario's interest in MSWG, whose base is in the states, provinces, cantons, lander and regions that constitute nations around the world and are places where ecological innovation begins.

This is MSWG's first international meeting, although we have had presenters and guests from nearly 20 countries at our past seasonal and national meetings. These persons often choose to join our network which is "a voice for ecological innovation and integration."

MSWG was formed in 1996 as a small, informal, affiliation of regulators, businesses, environmentalists and scholars to study environmental management systems. We have grown into a network of more than 800 persons who support each other as innovators to improve the quality of the environment, economy and communities. In the US we have a strategy referred to as "The Path to Washington." This is a process of education and dialogue to explore new policy frameworks for performance-based approaches and advanced ecological thinking in a market economy. In the end, we hope to identify potential improvements in legal and institutional frameworks that will produce a more ecologically sustainable America.

Worldwide, we believe that through education, dialogue and networking we can tap the imaginations and ideas of people everywhere for ecologically better policies and practices. Our Toronto meeting is testimony to our belief that no one country, culture or sector has all the answers. Only through dialogue can we achieve together what we cannot do alone.

Our Toronto meeting is a launch pad for our annual meeting June 17-21, 2007 in Madison, Wisconsin and "an international dialogue on environmental policy." We expect some of the presentations and issues from Toronto will find their way to Wisconsin. We suggest that you mark your calendar now for an informative and fun-filled event.

On behalf of our directors, officers, Coordinating Committee, Policy Academy Board of Regents, International Committee and the entire MSWG network, thanks again to Ontario and thanks to all of you for participating in this exciting meeting.

Sincerely,

A handwritten signature in black ink, appearing to read "Jeff Smoller", is written over a light blue horizontal line.

Jeff Smoller  
President, MSWG

# AGENDA

## DAY ONE

Monday, October 16, 2006

All presentations will be available electronically at [www.mswg.org](http://www.mswg.org)

8:00 - 8:45 am	Registration and Continental Breakfast
8:45 - 9:00	Introduction and Opening Remarks <b>Jeff Smoller</b> <i>President, Multi-State Working Group on Environmental Performance</i>  <b>Carl Griffith</b> <i>Assistant Deputy Minister, Environmental Sciences &amp; Standards Division</i>
9:00 - 9:25	Keynote Address <b>Honourable Laurel C. Broten</b> <i>Ontario Minister of the Environment</i>
9:25 - 9:35	Petition for MSWG Affiliation: Environment and Public Health Network for Chinese Students and Scholars
9:35- 9:50	Presentation of MSWG Awards
9:50 - 10:15	Break and Networking
10:15 - 12:00	SESSION 1: FROM PILOTS TO MAINSTREAM: ACHIEVING SUCCESS  <u>Moderator:</u> Robert Stephens, <i>United Nations Environment Program, Best Practices Network</i>  <u>Speakers:</u> Jay Benforado <i>Director, National Centre for Environmental Innovation, USEPA</i> "Environmental Results Program: Mainstreaming Innovative Pilots"  Gérald Girouard <i>Chief, Pollution Prevention and Innovation Unit, Environmental Protection Operation Directorate, Environment Canada</i> "Results and lessons learned from a Canadian program promoting pollution prevention in small businesses"  Tracey Moll <i>Team Lead, Environmental Assurance &amp; Sustainability, Environmental Management, City of Calgary</i> "The City of Calgary: Striving for sustainability through vision, commitment and action"
12:00 - 1:30	Lunch - "Enabling Environmental Innovation: From Mind to Market"  <u>Keynote Speaker:</u> Dr. Dan McGillivray <i>Managing Director</i> <i>Centre for Earth and Environmental Technologies</i>

1:30 - 3:00

**SESSION 2: ADVANCING ENVIRONMENTAL PERFORMANCE: BEST PRACTICES IN INDUSTRY**

Moderator:

**Bob Minicucci**, *Special Projects Manager, New Hampshire Department of Environmental Services*

Speakers:

**Rahumathulla Marikkar**

*Director, Technology and Environment, Interface Flor (Canada) Inc*  
"Design for sustainable manufacturing"

**Melissa Clarke**

*Emergency Preparedness & Environmental Management System Coordinator, Trillium Health Centre*  
"Environmental innovation and health care"

**Kevin Brady**

*Director, Five Winds International*

"Innovations in environmental management - Concept, tools and examples"

3:00 - 3:15

**Break and Networking**

3:15 - 4:45

**SESSION 3: WORKING COLLABORATIVELY: SHARING RISKS AND REWARDS**

Moderator:

**Allison Morrison**, *Manager, Innovation and Sustainability, Strategic Asset Management, BC Hydro*

Speakers:

**Peter Watson**

*Deputy Minister, Alberta Environment*

"Air management in Alberta - A model for working collaboratively?"

**Ken Ogilvie**

*Executive Director, Pollution Probe*

"Pollution Probe's research into and experiences in collaboration"

**Georges Portelance**

*Executive Director, Éco-Peinture*

"Sentenced to cooperate - The paint recycling program in Québec"

## DAY TWO

Tuesday, October 17, 2006

8:00 - 8:30 am	Continental Breakfast
8:30 - 10:15	<b>SESSION 4: CHALLENGES AND BARRIERS TO INNOVATION</b>  <u>Moderator:</u> Frances Westley, <i>Professor and Director of the Nelson Institute for Environmental Studies, University of Wisconsin-Madison</i>  <u>Speakers:</u> Paul Griss <i>Coordinator, New Directions Group</i> "New directions in environmental governance?"  Dianne Zimmerman <i>Senior Manager, Issues Management and Stakeholder Engagement, Suncor Energy Inc.</i> "Suncor and Canada's Oil Sands: Challenges and Barriers to Innovation"  George Ross <i>Assistant Deputy Minister, Research and Innovation Division, Ontario Ministry of Research and Innovation</i> "Addressing barriers to innovation - The Ontario context"
10:15 - 10:30	Break and Networking
10:30 - 12:15	<b>SESSION 5: INTEGRATING NEW APPROACHES TO ENVIRONMENTAL MANAGEMENT</b>  <u>Moderator:</u> David MacLeod, <i>Senior Environmental Specialist, Toronto Environment Office, City of Toronto</i>  <u>Speakers:</u> Steve Neville <i>Senior Program Coordinator, Ontario Ministry of the Environment</i> "Current trends in innovation and integration in Ontario"  Robert Benson <i>Director, Sector Strategies Program, NCEI, Office of Policy, Economics, &amp; Innovation, USEPA</i> "Addressing drivers & barriers with a sector bases approach"  Chris Wolnik <i>Executive Director, Canadian Centre for Pollution Prevention</i> "New approaches to environmental management- Perspective from the front lines"
12:15 - 12:30	<b>Closing Remarks</b> Jeff Smoller, <i>President, MSWG</i>

# INFORMATION ON SESSIONS

**The panel sessions have been designed to foster discussion between panellists on key issues related to their panel topic. The sessions will also allow audience participants to engage in a questions and answers period. Each panel has an overarching goal and panellists have developed a series of discussion questions which they will endeavour to answer during the sessions. The following provides an overview of all of the overarching themes.**

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## **Session 1      From Pilots to Mainstream: Achieving Success**

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Part of innovation is experimentation with new approaches, technologies, or programs. But how do we move from pilot programs/projects to mainstream adoption? This session will include concrete examples of successful pilot projects which have been incorporated as core/mainstream environmental management approaches, as well as a discussion of the institutional framework that is needed and the role of the private and public sectors in driving change. Discussion questions include:

- What are the triggers to move a project from the pilot stage to the mainstream?
  - At what point in the life cycle of a new initiative, should it be brought to the mainstream?
  - What are the roles of local, regional and federal authorities and other stakeholders in moving pilots to the mainstream?
  - What is the importance of regulatory or political issues in this process?
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## **Session 2      Advancing Environmental Performance: Best Practices in Industry**

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Much of what is considered “innovative” takes place in the private sector, with or without the support/intervention of government agencies. The intent of this session will be to highlight specific examples of successful best practices in industry that can be considered innovative in their field – from a technological or management perspective. This session will also address the role of government agencies in promoting innovation by industry. Discussion questions include:

- How do we distinguish a best practice from a new idea?
  - Is there a role for government in innovation?
  - Are there common “success factors” which help industry to advance innovation in environmental management approaches and/or environmental technologies?
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## **Session 3      Working Collaboratively: Sharing Risks and Rewards**

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As in most areas of environmental management, partnerships and collaboration are keys to success. This session will explore how to work across institutional boundaries to find solutions. It will

provide examples of successful collaboration between government, industry, and NGOs on programs where there are shared risks, rewards, responsibilities, and resources. Discussion topics will include:

- What are the key measures of successful collaborations?
- What type of expectations should parties have entering into collaborations?
- Is the amount of risk and reward different depending on the role of the partner?

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## Session 4 Challenges and Barriers to Innovation

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Fostering innovative regulation, management approaches or technology requires the synergy of various elements for success. The ability to innovate may also be dependent on the type of work environment (e.g., public or private sector). This session will look at the challenges and barriers to innovation from a number of perspectives. It will explore factors that encourage innovation, existing institutional barriers, the regulator's role as innovation seller, and how to measure innovation. It will also examine "smart failure" and ways in which we can learn from past mistakes. Discussion topics include:

- How are true innovators most effectively and meaningfully rewarded? By the market, public, government?
- What are some compelling examples of effective innovations having failed due to lack of support, reward and understanding?
- What do certain examples teach us about removing barriers?

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## Session 5 Integrating New Approaches to Environmental Management

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The increasing complexity of environmental issues requires decision-makers to adopt integrated solutions. This session will explore some of the current approaches being developed to replace standalone environmental management tools. There will be discussion on new economic and administrative incentives to improve environmental performance and the application of new compliance and regulatory strategies to enhance management activities such as sector-based programs. Throughout this session, panellist will also provide practical examples of successful new tools/approaches being implemented in Canada and the US.

- What are examples of proven next generation tools that could be integrated or combined to achieve better results or broader support?
- What tools are working the best? Can we realistically measure that any one tool is working better than another?
- How effective are voluntary mechanisms versus offering incentives? Are incentives an effective way to encourage industry recruitment into environmental management programs?

# SPEAKERS' BIOGRAPHIES

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## KEYNOTE SPEAKERS

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**Hon. Laurel Broten**, Minister of the Environment, Ontario

Laurel Broten was appointed Ontario's Minister of the Environment in June 2005. First elected to represent the community of Etobicoke-Lakeshore as a Member of Provincial Parliament in October 2003, Laurel also had the honour of serving as Parliamentary Assistant to the Premier prior to her appointment to Cabinet. As Minister of the Environment, Laurel has spearheaded a wide range of important initiatives to protect the province's air, water and land including introducing the *Clean Water Act* and co-chairing the Shared Air Summit on transboundary air pollution, smog and climate change. Prior to her election to the Ontario Legislature, Laurel maintained a successful practice as a trial lawyer in the areas of equity, commercial and human rights law. She has a B.A. and B.Sc. from McMaster University and a law degree from the University of Western Ontario.

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**Dan McGillivray**, Managing Director, Centre for Earth and Environmental Technologies, Ontario Centres of Excellence (OCE) Inc.

Dan brings a unique mix of skills and experience to his portfolio having worked as an environmental consultant, a university professor, a physical oceanographer and the president and CEO of Environmental Software Consultants Inc. He received his M.Sc. and Ph.D. from the University of Toronto, specializing in Earth and Environmental Sciences. Dan currently serves as a director on the boards of the Ontario Centre for Environmental Technology Advancement and the Ontario Environment Industry Association. Dan joined CRESTech in October 1997, initially as Director, Business Development & Technology Transfer - Earth Systems and was appointed Interim Managing Director in October 2004. He is now Managing Director of the Centre for Earth and Environmental Technologies (formerly CRESTech) and the lead for OCE's Research Program.

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## SPEAKERS AND MODERATORS (in alphabetical order)

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**Jay Benforado**, Director, National Center for Environmental Innovation, U.S. Environmental Protection Agency (EPA)

As the Director of the National Center for Environmental Innovation, Jay runs an office that serves as a focal point within EPA for strategic thinking on innovative approaches to environmental management. This includes piloting innovative cross-media environmental strategies, working in creative partnerships with businesses and communities, and engaging in environmental policy studies and dialogues aimed at strengthening our environmental protection system. Jay has served in a number of senior leadership positions since joining EPA in 1985. In his current position, Jay advocates for new approaches to environmental problem solving involving state, regional and

private-sector partnerships and for meaningful results-oriented performance measures to drive environmental improvements.

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**Robert Benson**, Director, Sector Strategies Division, Office of Policy, Economics and Innovation, U.S. Environmental Protection Agency (EPA)

Bob Benson has been with the U.S. Environmental Protection Agency since 1981, working for the past 13 years on sector-based environmental programs. As Director of the Sector Strategies Program, Bob oversees working partnerships with twelve participating sectors, including nine major manufacturing industries, plus ports, construction, and colleges. Prior to his involvement with sector-based environmental protection, Bob worked on regulatory policy issues in several EPA programs.

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**Kevin Brady**, Director, Five Winds International

As the Director of Five Winds International, Kevin Brady's work focuses on helping leading public and private sector organizations integrate environmental and social factors into their core decision-making process. He has worked with a variety of organizations in the private and public sectors, from Shell International, Alcan, and BC Hydro to Natural Resources Canada and the Commission for Environmental Cooperation. His areas of expertise include developing sustainable strategies, international environmental management and climate change standards, and examining the linkages between competitiveness, eco-efficiency and innovation. Current projects he is pursuing include assisting a consumer products company in the development of a best in class GHG strategy, and assisting a client understand business risks and opportunities associated with current and future market demands for sustainability performance data and information.

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**Melissa Clarke**, Emergency Preparedness & Environmental Management System Coordinator, Trillium Health Centre

In her role as the Emergency Preparedness & Environmental Management System Coordinator, Melissa Clarke led a team to implement an EMS at the Trillium Health Centre, making it the first hospital in the world to become registered to ISO 14001. Prior to joining Trillium in March of 2002, Melissa worked as an Environmental Consultant for Jacques Whitford where she assisted in implementing Environmental Management Systems and drafting Sustainable Development Strategies for various government agencies. She has also worked with ATCO Frontec of Ottawa as an Environmental Specialist where she implemented the Department of National Defence - North Warning System - Environment and Emergency Management System and assisted in having it registered to the ISO 14001 standard. Melissa is a graduate of Carleton University with a Bachelor of Environmental Science and Legal Studies.

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**Gérald Girouard**, Chief, Pollution Prevention and Innovation Unit, Environment Canada

Gérald Girouard is the Chief of the Pollution Prevention and Innovation Unit which manages the Enviroclub Program and environmental technology innovation program. Since joining Environment Canada in the early eighties, Gérald has been involved in various projects related to recycling, reuse and valorisation, waste and landfill site management, contaminated site rehabilitation, climate change and toxic substances. He works regularly with various programs including National Research Council of Canada's Industrial Research Assistance Program, Economic Development Canada's SME-IDEA, and Revenue Canada's Scientific Research and Experimental Development Program. Gérald holds a civil engineering degree from the University of Ottawa and is a member of the Ordre des Ingénieurs du Québec.

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**Paul Griss**, Coordinator, New Directions Group

Paul Griss has been the coordinator of the New Directions Group (NDG) since 1996. The NDG provides a neutral forum for the interaction of business and NGO leaders on topical sustainability issues and has a core membership including Pollution Probe, the Pembina Institute, Alcan, Suncor Energy, Falconbridge and Dow. Paul has facilitated a number of projects with NDG addressing issues such as environmental performance agreements and the application of Precaution in environmental decision-making, life cycle assessment and environmental policy, and plant-based biotechnology. In addition to his work with NDG, Paul continues to work on a number of sustainability projects related to water policy, carbon sequestration in forests and sustainability indicators. He is also a director of Alberta's Climate Change Central and makes his home in Canmore, Alberta.

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**David MacLeod**, Senior Environmental Specialist, Toronto Environment Office  
City of Toronto

David is a Senior Environmental Specialist working in the Environmental Services Section, where he assists City operational divisions in managing environmental risks. He holds a Masters in Environmental Studies from U of T, and B.Sc. from Carleton University. He is a Certified Environmental Auditor and Environmental Management System Lead Auditor. Prior to joining the City, David spent 17 years as an environmental consultant to many industry sectors in Canada, the US and Jordan. He is an Instructor at Ryerson University, where he teaches a Masters level course on Environmental Management Systems.

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**Rahumathulla Marikkar**, Director, Technology and Environment, Interface Flor (Canada) Inc.

Rahumathulla Marikkar is Director of Environment and Technology with Interface Flor (Canada) Inc, a subsidiary of Interface Inc., the world's largest manufacturer of commercial floor coverings.

He works closely with many government, NGOs, universities and industries to promote the adoption of sustainable development practices by speaking regularly at conferences and participating in various boards and committees. Rahumathulla is a member of the National Advisory Council on Energy Efficiency, a board member of The Natural Step Canada and a Steering committee member of the North American Green Procurement Initiative. For his work, he has received a national award for extraordinary individual leadership towards the voluntary reduction of greenhouse gases from Canada's Voluntary Challenge Registry Inc.

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**Bob Minicucci**, Special Projects Manager, New Hampshire Department of Environmental Services and Secretary, Multi-state Working Group

Bob has nearly 30 years of experience in civil engineering in the private and public sectors. He has a degree from the Worcester, Massachusetts, Polytechnic Institute, and wears many hats including that of father, an organic gardener, a licensed septic system designer and a registered professional engineer. Bob is currently a Special Projects Manager for the New Hampshire Department of Environmental Services, Office of the Commissioner. In previous professional lives, Bob has been a municipal traffic and water department engineer, worked on roadway and utility construction for a state highway agency, a construction company and a small consultancy, and managed the cleanup of contaminated properties. He got involved with "environmental management" in 1997 and has been involved with MSWG since 1998, currently acting as the group's Secretary.

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**Tracey Moll**, Team Lead, Environmental Assurance & Sustainability, Environmental Management, The City of Calgary

Tracey is Team Lead of the Corporate EnviroSystem group within the Environmental Management business unit at The City of Calgary. She provides direction on governance of The City's overall environmental management system and oversees and develops corporate environmental programs. In her role as Corporate EnviroSystem Coordinator she maintains the ISO 14001 registration for one of the City's twelve environmental management systems. As well, she oversees the environmental support provided to Civic Partners.

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**Allison Morrison**, Manager, Innovation and Sustainability, Strategic Asset Management, BC Hydro

Allison Morrison, Manager Innovation and Sustainability, Strategic Asset Management, at BC Hydro, is currently working on the Strategic Asset Management team (SAM) in the Distribution side of the business. Allison has worked in the environmental area for over 15 years, with particular focus on environmental and sustainability related technologies. She is a frequent presenter on the subject of integrating new sustainable technologies, and building an innovative work culture. Allison currently sits on the board of the New Ventures BC Society, and has served on several technology and environment related association boards.

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**Steve Neville**, Senior Program Coordinator, Environmental Innovations and Emerging Sciences Branch, Ontario Ministry of the Environment

Steve Neville is currently Senior Program Coordinator in the Environmental Innovations and Emerging Sciences Branch, and has been involved with the Ontario's Environmental Leaders (OEL) program since its inception, as well as working on compliance assistance and other innovative projects. Steve graduated from Cambridge University in the UK with a Natural Sciences degree, and has been with the Ontario Ministry of the Environment since 1986. He has also worked as a water pollution officer in England, an Environmental Officer with the MOE in Toronto, and as an advisor for the Ministry's sewer use and pollution prevention programs.

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**Ken Ogilvie**, Executive Director, Pollution Probe

Ken Ogilvie is the Executive Director of Pollution Probe, one of Canada's longest-standing and most respected environmental groups. Ken has 30 years of experience in policy development and public advocacy in government, institutional and not-for-profit organizations. He is actively involved in research and policy development on voluntary and non-regulatory approaches to environmental improvement, and he has extensive experience in environmental standards development. He is on the Management Committee for the Environmental Leaders Program of the Ontario Ministry of the Environment, and on the Environmental Performance Agreement Advisory Committee to Environment Canada. Pollution Probe maintains a Voluntary Initiatives Resource Centre that compiles literature and tracks best practices and performance agreements for voluntary initiatives (see [www.pollutionprobe.org](http://www.pollutionprobe.org)).

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**Georges Portelance**, Executive Director, Éco-Peinture

Upon completing a Masters degree in Political Sciences from the University of Montreal, Georges worked mainly in regulation and marketing for various companies. He spent many years with the Canadian Electricity Association where he was responsible for energy efficiency programs. In November 2000, he became the Executive Director of Éco-peinture, which he helped establish. Éco-peinture is an association of paint producers with a mandate to find sustainable solutions to paint production and recycling. Through the organization, 420 Québec municipalities participate in paint collection programs and approximately 70% of the collected paint is reprocessed and sold as recycled paint.

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**George Ross**, Assistant Deputy Minister, Research and Innovation Division, Ontario Ministry of Research and Innovation

George Ross is the Assistant Deputy Minister of the Research and Innovation Division at the Ontario Ministry of Research and Innovation where he is leading a number of projects that promote a culture of innovation and excellence within Ontario. George has over twenty years in the Ontario

Public Service (OPS). He has served as the Assistant Deputy Minister of Field Services at the Ministry of Natural Resources (MNR) where he led one of the largest operational divisions in the OPS and worked with diverse groups of stakeholders from industry, environmental organizations, municipalities and aboriginal leaders. He has worked with the Cabinet Office leading an energy policy project and has worked closely with the Ontario Secretariat of Aboriginal Affairs to develop and deliver the government's aboriginal affairs. George has a bachelor of environmental studies from the University of Waterloo and certificates in Business Administration and Resource Management from Ryerson and Queen's University.

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**Jeffrey Smoller**, Special Assistant to the Secretary, Wisconsin Department of Natural Resources and President, Multi-State Working Group (MSWG)

In his role with the Wisconsin Department of Natural Resources (DNR), Jeff Smoller works primarily on innovative policies such as Green Tier and developing innovative partnerships. He also assists state government's council of economic advisors, international trade group and the University of Wisconsin Baldwin on regulatory innovation projects. In 2002, he staffed the State of Wisconsin's Task Force on State and Local Government which reviewed topics such as shared revenue, annexation, and governance. In 1994, Jeff was executive director of the state commission on the structure and processes of government. He has a bachelor's in agricultural journalism and master's in environmental studies from UW-Madison. Jeff is currently serving as the president of the MSWG.

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**Robert Stephens**, Chair, International Committee, Multi-State Working Group Secretariat, United Nations Environment Program, Best Practices Network for Sustainable Development

Dr. Robert (Bob) Stephens is the founder and past president of the Multi-State Working Group on Environmental Performance (MSWG) and is currently the Chair of the MSWG's International Committee. He is also a consultant to the United Nations Environment Program (UNEP) and serves as the Secretariat to the Best Practice Network for Sustainable Development (BPN). In 2004, Bob retired after 30 years of service in the California Environmental Protection Agency where he held a number of titles including the Assistant Secretary for Environmental Management and Sustainability and the Deputy Director of the Department of Toxic Substances Control (DTSC) for Science, Pollution Prevention, and Technology. Bob has authored some 60 articles and book chapters ranging from basic environmental science and risk assessment to public policy related to the environment and sustainability. He has a Ph.D. in Chemistry from the University of California and has held prior positions in industry and academia.

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**C. Peter Watson**, Deputy Minister, Alberta Environment

Mr. Watson has a B.Sc. in Civil Engineering from the University of Alberta and commenced his career with Alberta Environment in 1983 as a Water Rights Engineer. He has worked with Alberta Environment for over 20 years holding various management positions including Assistant Deputy

Ministry of Environmental Assurance where he led the development of Water for Life: Alberta's Strategy for Sustainability as well as the development of Canada's first electronics recycling program, and as the Director of Regional Services in Southern Alberta. Mr. Watson is a member of the Association of Professional Engineers, Geologists and Geophysicists and the Canadian Water Resources Association. He is also actively involved in the Provincial Government Employees United Way Campaign, serving as Co-Chair, Chairman and Treasurer (1996-2000) in the Calgary and area campaign.

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**Frances Westley**, Professor and Director of the Nelson Institute for Environmental Studies, University of Wisconsin-Madison

Dr. Frances Westley became the director of the Nelson Institute for Environmental Studies at the University of Wisconsin-Madison in January 2005 where she conducts research on sources and sinks of innovation, resilience, and transformation in individuals, organizations, and social systems. Frances has been the James McGill Chair of Strategy, the Executive Director of the McGill-McConnell Program for Voluntary Sector Leaders and a Professor of strategy in the Faculty of Management at McGill University. She is the author of a number of publications focused on sustainable development leadership and studies on organizational collaboration and biodiversity. She has an MA and PhD in sociology from McGill University and has served on a number of science-based environmental organization boards in Canada and internationally, including the IUCN –The World Conservation Union. In 2006, Frances' most recent book, *Getting to Maybe: How to Change the World*, was released by McGraw-Hill.

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**Chris Wolnik**, Executive Director, Canadian Centre for Pollution Prevention (C2P2)

Chris Wolnik is the Executive Director of the Canadian Centre for Pollution Prevention where he is responsible for the overall leadership of the C2P2's pollution prevention (P2) programs including education and outreach, P2 program support, research & writing, training and event management leadership. Chris is an environmental professional with 16 years of progressive responsibility in environmental sustainability issues and has worked extensively in a diverse range of fields related to environmental sustainability including environmental management, policy, and regulatory compliance. Chris has supervised dozens of pollution prevention projects addressing all types of pollutants for clients in both the public and private sectors. He holds a B.Sc. (Chemistry) from Wilfrid Laurier and Masters in Environment and Management from Royal Roads University in Victoria.

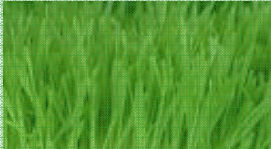
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**Dianne Zimmerman**, Senior Manager, Issue Management and Stakeholder Engagement, Suncor Energy Inc.

At Suncor, Dianne focuses on policy and issues management with respect to climate change, renewable energy, water, land-use and boreal habitat protection. She manages Suncor's internal greenhouse gas management system which aligns with ISO 14001, provides guidance for operational units on sustainability issues and works with the external social investment community.

Prior to joining Suncor she consulted with the Canadian Energy Efficiency Alliance and Pollution Probe, based in Toronto. Dianne is co-founder and chair of Young Environmental Professionals and co-chairs Alberta EcoTrust Foundation and Mount Royal College's Industrial Ecology Committee. She has a Masters from York University and a Bachelors of Arts in Commerce and Environmental Studies from the University of Toronto.

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## GREEN CONFERENCE CHOICES

The Ontario Ministry of the Environment is committed to minimizing our impacts on the environment. From our choice of venue which incorporates energy efficiency design, to caterers using local produce, as well as our use of post-consumer recycled paper whenever possible, we are committed to making this a green event. We hope that you too will help make this conference a green success.

### **Sustainable Transportation**

- If you have chosen to stay at the preferred conference hotels, we encourage you to walk or take public transit to the conference. You may also explore carpooling options with other participants to get around town.
- Consider off-setting your carbon emissions from your flights for attending the event. A number of organizations offer off-setting services including Terrapass ([www.terrapass.com](http://www.terrapass.com)), Carbon Fund (<http://carbonfund.org>) and Tree Canada ([www.treecanda.ca](http://www.treecanda.ca)).

### **Recycle and Reuse**

- Take advantage of our on-site recycling bins to discard any materials. The city of Toronto's internationally renowned recycling program is just one of the innovative ways Ontario is dealing with waste. We have also coordinated with the caterers to reduce the amount of waste generated from this event by using bulk products and reusable materials.
- See the MSWG website ([www.mswg.org](http://www.mswg.org)) for electronic copies of presentations from the conference. Presentations will be posted on this site to reduce paper waste.
- We are reusing our nametags so please return them to the registration desk at the end of the conference.

## LIST OF ATTENDEES

Organization	Participant
Alberta Environment	Peter Watson
BC Hydro	Allison Morrison
Canadian Centre for Pollution Prevention	Chris Wolnik
Carleton University	James Meadowcroft
City of Calgary	Tracey Moll
City of Toronto	Dolores Maher
City of Toronto	David MacLeod
Cuyahoga Co. District Board of Health	Erv Ball
Cuyahoga Co. District Board of Health	John McLeod
Dufferin Concrete	Connie Lum
E2 Management Corporation	Lynn Johannson
EcoLog Information Resources Group	Deborah Orchard
Éco-Peinture	Georges Portelance
Eco-Property Development and Energy Trust	John Berenyi
Environment Canada	Victor Li
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