

HARDY STEVENSON AND ASSOCIATES

DAVID R. HARDY,
B.A. (Hons.), M.E.S., M.C.I.P, R.P.P.

EDUCATION

Master of Environmental Studies, York University, 1978

B.A. (Hons), Sociology-Urban Studies, York University, 1975

PROFESSIONAL AFFILIATION

Canadian Institute of Planners
Ontario Professional Planners Institute
International Association of Public Participation International Association for Impact
Assessment (Past-Director and Secretary)
Ontario Association for Impact
Assessment (Past-Director)
Past-President, Conservation Council of Ontario
Past-President, Scarborough North Rotary
Member, International Association of Business Communicators
Past-Vice-Chair, Canadian Standards Association, Technical Committee on Environmental Assessment
Past-Vice-Chair, Scarborough Social Planning Council
Paul Harris Fellow, Rotary International

AREAS OF SPECIALIZATION

Land-Use and Environmental Planning
Economic Development Assessment
Facilitation and Public Consultation Environmental Impact Assessment
Project Management
Strategic Planning and Communications

EXPERIENCE

David Hardy is the President of Hardy Stevenson and Associates Limited, a firm specializing in sustainability assessment, land-use, planning and economic development, environmental impact assessment, facilitation, socio-economic impact assessment, public consultation, strategic planning and project management.

Dave has participated in over 75 Provincial and Federal level and Class environmental assessment studies and managed over 45 socio-economic projects having a value of over \$12 billion. He has written extensively on matters pertaining to the environment.

Dave has provided expert evidence at the:
Ontario Energy Board,
Ontario Court of Appeal (Discovery Hearing),
Ontario Municipal Board,
Ontario Environmental Assessment Board, Consolidated Joint Board and the
Federal CEAA and EARP Panels.

EMPLOYMENT

1990 - PRESENT

Principal, Hardy Stevenson and Associates Limited

2004 – PRESENT

Director, Economic Growth Solutions Limited

1989 - 1990

Senior Planner - Long Range, Town of Aurora.

1986 - 1989

Coordinator - President's/Chairman's Office, Ontario Hydro.

1984 - 1986

Senior Community Studies Planner, Ontario Hydro.

1978 - 1984

Community Studies Planner, Ontario Hydro.

1977 - 1978

Community Relations Officer, Ontario Hydro.

REPRESENTATIVE ASSIGNMENTS

LAND-USE AND ENVIRONMENTAL PLANNING

With REWERX Dave led the completion of a social impact assessment of hosting the **Vancouver 2010 Olympic Winter Games and the Paralympic Winter Games**, including a social profile of venues in lower mainland of BC; literature review and interviews with organizers of past Olympic Games; analysis of potential effects; recommendation of impact avoidance and mitigation measures; and recommendation of legacy projects.

Assumed primary responsibility for completing, and supervising consultants conducting Official Plan Review studies satisfying the requirements of the Planning Act. Wrote the terms of reference, supervised the awarding of contracts and managed studies of the land use, housing, culture and recreation, commercial and retail and transportation aspects of the Official Plan Review. Developed draft environmental policies. Chaired, Transportation Policy Committee; Member of Culture and Recreation Master Plan Committee. (Senior Planner, Town of Aurora).

Turtruba Rapids Hydroelectric Project, Pre-feasibility study and preliminary environmental assessment - Guyana

Peer Review, Little Jackfish Hydro-electric facility and transmission lines, for Town of Armstrong

Highway 410 extension, environmental assessment of detailed design and construction for Ministry of Transportation

Centennial Creek Watershed public consultation and planning - Scarborough. Assisted City of Toronto with public consultation for watershed remediation and prepared 'citizens tool kit' for ecosystem management.

Peel Region, **Caledon East Water Supply Study**, and **Pressure Zone 7** facilitation of Public Meetings and Workshops.

For **York Region**, via, North West Water -- prepared a draft approach for social marketing of water conservation programs. The Region chose a different approach.

Facilitated staff and consultant Workshop towards **South Peel Bio-Solids Strategy** Goals and Objectives.

Facilitated 8 meetings of **Toronto Beneficial Use of Bio-Solids** Multi-Stakeholder Advisory Committee and developed public consultation and communications strategy. Also prepared a social evaluation matrix for proposed pelletization technologies.

Land-use and environmental analysis, York Region Long **Term Water Supply Project' Durham West Corridor**, land-use and socio-economic study for proposed water pipeline and related facilities for York Region and North West Water Utilities.

Reviewed **application of 'environment-first' policies** within Town of Richmond Hill, Ontario Official Plan (OPA 129) for Oak Ridges Lake Wilcox Resident Association. Expert evidence at Ontario Municipal Board hearing.

Developed and led the public consultation program for the Town of Aurora's Official Plan review. Activities included working with local politicians, convening citizens' committees, developing information panels, and organizing community workshops.

Land-use analysis, **Dorval Drive Environmental Assessment**, Oakville, Ontario

Land-use and socio-economic analysis of **Morningside Heights** transportation route alignment in Scarborough/ Markham.

Peer review of Canadian Waste Services, **Warwick Landfill Expansion** for Warwick Watford Public Advisory Committee.

Peer review of Canadian Waste Services, **Richmond Landfill Expansion** for Richmond Public Advisory Committee and Environmental Advisory Committee.

Conducted Preliminary Environmental Assessment of the location of an **aluminium diecasting manufacturing** facility in Petang State, Malaysia

Monitor and review of planning applications pertaining to **Cellular Tower** locations of telecommunications company (Microcell)

Analysis and report on planning considerations involved with By-law variance, 853 Bathurst St. Toronto; **OMB Hearing**.

Review of **'Home Work'** By-law, City of Toronto for Deer Park Ratepayers' Group Inc., fall 1996

Review of new Housing **townhouse subdivision**, Caledon, Winter 1996

Review of DeBuono **property severance application** for Mr. & Mrs. Watt, King Township before Committee of Adjustment review, summer 1996.

Rotary Seniors Village, developed proposal for 3,000 unit community. Managed team of consultants.

"**Seaton**" new community eco-system land use planning proposal. **Managed team of consultants** to prepare a submission on planning a new town of 90,000 residents.

Planning analysis and socio-economic impact assessment associated with Pit expansion and Gravel Haul route in Oro Township. **Expert testimony at O.M.B. Hearing under Aggregate Resources Act and Planning Act.**

Assisted Markborough Properties with Oak Ridges Moraine environmental planning strategy associated with the development of a Regional Mall in York Region.

Completed water and sewer servicing, population, demographic and employment projections, prepared planning reports, commented on O.P.A.s and Secondary Plan Applications and maintained liaison with Regional and Provincial representatives (Senior Planner, Town of Aurora).

Prepared work plan and approach for funding, public consultation, preparing for zoning and Official Plan amendment for a non-profit housing development (Holy Trinity [Guildwood], Scarborough).

Completed a zoning analysis of the proposed North Toronto Community Centre and **expert testimony re: Ontario Court of Appeal.**

Assigned as Planner by Ontario Hydro to assist Town of Atikokan in addressing socio-economic and land-use impacts associated with generating station construction. Negotiated agreements.

City of Scarborough. As Planning Assistant, (student position) updated land use maps, drafted by-law changes, completed the industrial district transportation study, commercial land use studies, population density studies, zoning change assessments and parking studies.

Produced a response to the Province's **Blueprint for Waste Management** and, as a team member, **developed a position on energy policy** (Ontario Professional Planners Institute).

Completed data collection and analysis, and **authored a research report on the socio-economic impacts of urban growth** (as Vice-Chair, Scarborough Social Planning Council).

Completed a policy study on land use and sustainable development for submission to the **World Commission on Environment and Development**. (Conservation Council of Ontario).

ECONOMIC AND SOCIO-ECONOMIC IMPACT ASSESSMENTS

Micro-Economic Analysis of Site Generating Station Goreway Plant, Brampton, Ontario.

Supervised socio-economic impact study of timber harvesting policy options for **Ontario Ministry of Natural Resource**.

Socio-economic impact peer review **Rockfort Quarry** application Town of Caledon.

Social impact assessment, **Five W Farms** quarry aggregates expansion application, OMB appearance.

Hotel Dieu Hospital (Kingston), analysis of

social impacts to local community of Health Services Restructuring Commission recommendations pertaining to Hotel Dieu Hospital

1177284 Ontario Limited, examination of social and cultural impacts of siting a crematorium and columbarium in Vaughan, Ontario

Vector Pipeline, completion of socio-economic analysis and public consultation strategy for final link of the Chicago to New York 48" natural gas pipeline.

Micro-Economic Analysis, Analysis of the economic benefits of the \$160 million dollar **Millennium (Dawn, Ontario to Lake Erie)** pipeline.

Social Impact Assessment Dawn Compressor Station to Lake Erie 36" natural gas pipeline, with Ecological Services for Planning and Ecoplans for Union Gas and TransCanada Pipelines

Centreville Quarry, socio-economic impact assessment peer review, Camden East Township, for Lafarge Canada Limited, appeared and gave expert evidence before the Ontario Municipal Board

Balm Beach, Perkinsfield and Wyevale, Consumers Gas, (Tiny Township) XHP 4" natural gas pipeline socio-economic impact assessment with Ecological Services for Planning

Carp 4" Pipeline Socio-Economic Study with Ecological Services for Planning for Consumers Gas for proposed natural gas pipeline, with Ecological Services for Planning.

Dufferin County, Site U4 landfill analysis and Waste Generation and 3Rs review, for Harrington and Hoyle, East Luthur Grand Valley Township.

Socio-economic Impact Assessment of High Occupancy Vehicle (HOV) Lanes, supporting Proctor and Redfern and Metro Toronto Transportation Department.

ITER Research Facility, Socio-economic impact site assessments and scoping Federal Environmental Assessment requirements for Canadian Fusion Fuels Technology Centre

Research on Community Impact Agreements in relation to Taro Quarry Landfill, for Turkstra, Garrod, Hodgson

Socio-economic and cultural impact assessment study, Line Nine project for InterProvincial Pipelines Limited. With Ecological Services for Planning.

Socio-economic and cultural impact assessment study, Consumers Gas, Supply to Village of Chalk River and Chalk River Nuclear Labs of proposed 4" natural gas pipeline. With Ecological Services for Planning.

Socio-economic and cultural impact assessment study, Centra Gas, Supply to Tweed, Ontario and IKO to Marmora, Ontario of proposed 4" natural gas pipeline. For Centra Gas Limited.

Socio-economic and cultural impact assessment study, Consumers Gas Dufferin Simcoe Reinforcement study of proposed 12" natural gas pipeline (work in progress). For Consumers Gas Limited.

Peer Review Laidlaw Environmental Inc. hazardous waste landfill Compensation and Terms of Good Neighbour Policy -- Laidlaw Environmental and WOHICA.

Preparation of Evidence and Expert Testimony, North Simcoe Landfill, Terms, Conditions and Compensation, on behalf of Wye Citizens.

Peer review of social impact assessment and public consultation program for a proposed 12 inch **natural gas transmission pipeline** for the Town of Ancaster, Ontario. Expert evidence at Ontario Energy Board.

Peer Review of Taro Aggregates East Quarry Landfill proposal social impact assessment; preparation of proposed socio-economic Conditions of Approval.

Peer Review of Social Impact Assessment of Laidlaw Inc. Rotary (PCB) Kiln, Sarnia. Retained by Citizen's Environmental Action Group through Willms and Shier.

Social Impact Assessment and Public Consultation Review of Steetley Quarry Products Hamilton-Wentworth landfill site environmental assessment documents. Environmental Assessment Board expert witness on behalf of Greensville Citizens Against Serious Pollution and the Calvin Christian School.

Social Impact Assessment of 3R's Strategies in the Greater Toronto Area, work currently in progress for the Ministry of the Environment. Reviewing demographic factors related to efficacy of 3R's programs. Joint project with RIS Ltd., Future Urban Research and Dillon Consultants Ltd.

Socio-economic Analysis of Tenaska Energy (Omaha, Nebraska) and Campbell's Soup Co-generation project. Project management, social and economic impact analysis of 100 MW proposed co-generation facility in South Etobicoke. Joint project with Chait and Associates and Jonathan Kauffman and Associates.

World Bank, Senior staff presentation, Energy Division, re: socio-economic strategic considerations in reactor operation, decommissioning and spent fuel management in CIS countries and Eastern Europe, Washington, D.C. in cooperation with ESTI Ltd.

Prepared witnesses and conducted research to support Ontario Hydro social impact assessment team testifying at the Environmental Assessment Board Demand/Supply Plan Hearings.

Coordinated the socio-economic impact assessment for Ontario Hydro's 2800MW Wesleyville Candu A project environmental assessment. Assembled and managed the SIA consulting team, designed the assessment, defined the study area, and supervised sub-consultants.

Researched potential socio-economic impacts associated with the siting of a future North Channel Generating Station, and assisted in the completion of the North Channel Social Evaluation of Sites: Support Document.

Assumed lead responsibility for the study design, research, assessment of associated impacts and **preparation of the Social Environmental Assessment** for the Hamner to Mississauga Transmission line approved by the Ministry of the Environment.

Developed and completed many of Ontario Hydro's early socio-economic impact assessment studies. Work included scoping, researching and writing the Elliot Lake T.S. to Quirke Lake T.S. transmission line socio-economic impact assessment, one of the first Ontario Hydro projects to receive approval under the Environmental Assessment Act.

Researched and wrote the **Algoma TS to Elliott Lake TS Social Impact Assessment Study**.

Also responsible for the Scoping of the social impact assessment component of the **South-West Ontario** transmission expansion and the **Supply to Ottawa**. (Approved by the Consolidated Hearings Board).

Conducted (with research support) the community impact monitoring program for the Atikokan Generating Station community impact agreement. As a member of a project team, **researched and supervised the production of annual community impact monitoring reports**.

(In association with research conducted for the Nuclear Fuel Waste Management Centre and with support from computer scientists), **Assumed lead responsibility for developing the Population and Employment Influx Model, a pre-Lotus program for determining population and employment impacts**.

Response to The Interim Waste Authority's Step 5 Approach and Criteria, Joint Author, Social impact analysis, site examination, structured interviews regarding impact of M6 Town of Markham proposed landfill site.

IWA Short List Analysis, South York Quarry Lands. Project management of comparative evaluation process and social impact analysis of rank of South York Quarry lands against other York Region short list sites. Joint project with Dames and Moore, Canada, Hemson Consultants Ltd., and Robert Lehman Planning Consultants Ltd.

Social Impact Analysis of IWA Sites C34B and C48, Peel Region. Field survey research and social impact analysis. Public and Council presentations. Report prepared for the Town of Caledon regarding 2 proposed landfill sites. Joint project with Lawrence Environmental, Gore and Storrie, Ecologistics.

Development of Landfill Site Search Social Criteria and Evaluation Methodology and Local Economy and Tourism/Recreation Criteria and Methodology, Parry Sound Waste Management Master Plan. Criteria prepared for Cave Engineering.

Case Study Analysis of Hazardous Waste Transportation in Canada. Report prepared for Atomic Energy of Canada Ltd.

Analyzed Waste Facility Siting Social Criteria prepared by the Provincial Interim Waste Authority for Superior Crawford Sand & Gravel Ltd.

Reviewed Social Impact Assessment of L.B. Pearson Airside Development for the City of Etobicoke. **Expert testimony at FEARO Hearing.**

Conducted a social impact assessment study and the public involvement program of the proposed expansion of the Green Lane Landfill site in Southwold Township (As sub-consultant to Conestoga Rovers, for St. Thomas Sanitary Collection Services Limited).

Reviewed social impact support material submitted to FEARO by Transport Canada regarding the proposed expansion of the L.B. Pearson International Airport (As sub-consultant to Concord Environmental Consultants, for the City of Etobicoke).

Developed Social Impact Assessment Site Selection Criteria and SIA work plan for the Greater Toronto Area Solid Waste Interim Steering Committee (As sub-consultant to the LURA Group).

Conducted an analysis of project characteristics of critical importance to a socio-economic impact assessment for the Nuclear Fuel Waste Management Centre.

Served as a founding member and Board Member of the International Association for Impact Assessment and past-member of the Professional Development Committee Co-Chair, Barbados Conference.

CONSULTATION, MEDIATION

FACILITATION, PUBLIC

Facilitated 4 Workshops in Saint John NB toward developing a strategy for parking and snow removal for **Saint John Parking Commission**.

Facilitator and mediation of **Ontario Energy Board** rate application hearings for OH Servco and Transco application and managing facilitation of new electricity licences (20 sessions).

Retained to facilitate 2 Workshops leading to revision of Ontario Nuclear strategy for decommissioning Ontario's nuclear reactors.

Facilitated Community Workshop for the design of expansion of **9th Line** between Markham and Whitchurch Stouffville

Facilitated series of workshops for the **Pickering Working Group** for Ontario Hydro Nuclear.

Facilitated workshops for the Ministry of Natural Resources in Northern Ontario for the **Lands For Life** land-use planning initiative.

Facilitated series of workshops in York and Durham Region for North West Water - **Water Supply Pipeline** and Interregional Consultants Group.

Halton Region, facilitating series of meetings and workshops in relation to **Guelph Line Widening** in Burlington (retained).

Diocese of Toronto, Facilitated series of budget development process and organizational restructuring for a major faith group.

CANMET, Natural Resources Canada, AETE program, Facilitation of Final Integration Report Workshop.

Facilitated an action plan with Pickering residents and staff to address Ontario Hydro's emissions of copper, brass, lead and zinc into Lake Ontario.

Government of the Yukon, planning and lead facilitator in Workshop on socio-economic impact assessment.

Facilitation of Criteria and Factors Ranking Workshop, Supply to Bronte 230kV transmission line project, Town of Oakville, Ontario Hydro

Public Consultation Training and Facilitation for Model Forest Managers and staff. Two day Ottawa Workshop for Canadian Model Forest Network.

Facilitated Strategic Planning Retreat, Conservation Council of Ontario.

Mediation of outstanding issues of interest to Ontario Hydro, Municipal Electric Association and Association of Major Power Consumers (GM, INCO, Ford Motors, Stelco).

Facilitated **Public Involvement Activities** associated with proposed **High Occupancy Vehicle Lanes for Metro Transportation**. Provided media and communications advice. Strategic briefing of politicians and senior staff.

Strategic Planning and Facilitation for **Kortright Centre workshop on** education and tourism.

Reviewed and Reported on **Public Consultation Programs** associated with **High Level Nuclear Waste Disposal** for NUSYS, Paris, France.

Facilitated **Ontario Hydro Greenhouse Gas Multi-Stakeholder Strategy Workshop(s)**.

Facilitated **Ontario Ministry of Natural Resources workshop** on Intrinsic Value associated with Forest Revenue decisions.

Review and analysis of Public Consultation conducted by **Steeley Quarries**, South Quarry Landfill Site. Expert Witness at EAB Hearing.

Ontario Hydro Multi-Stakeholder Consultation workshops. Facilitated 5 Workshops on Rates and Non-Utility Generation before 1994 Ontario Energy Board Hearing.

Planned, organized and facilitated a two day workshop for Ontario Ministry of Natural Resources, **Forest Values Project**. To seek advice on forest revenue options from **75 stakeholders** (110 participants) from First Nations, environmental interests and the forest industry. Prepared report.

Designed, organized and facilitated a three day Workshop for Ministry of Natural Resources **Timber Production Policy**. Prepared report representing views of variety of sectors and stakeholders (90 participants).

Planned, facilitated and reported on a two day consensus building workshop on an Environmental Strategy for **Peel Region's** Official Plan. All Provincial, municipal and agency stakeholders were represented.

History of Public Consultation Efforts documented for Ontario Hydro-AECL for Federal Environmental Assessment Panel hearing.

Research and analysis of Public/Government Review and Input to Ontario Hydro's Demand/Supply Planning Process for Ontario Hydro.

Developed transmission line construction community relations program: scope of work involved developing newsletters, monitoring community attitudes, developing communications programs, organizing information centres, contacting press, civic officials and community leaders on matters associated with route and site selection, land acquisition, forestry, and construction activities on transmission line rights-of-way.

Served as primary public contact person for the construction of the Lennox to Oshawa 500 KV transmission line and the Supply to Picton and a support person for the 500 KV Parkway Belt corridor (Community Relations Officer, Ontario Hydro).

Developed the scope of work and implementation program, and assumed the lead role for **Ontario Hydro's Demand/Supply Planning Study consultation program** for Provincial leaders and utilities. Organized key stakeholder meetings in 19 Ontario communities. Documented the consultation findings in several reports including the **report entitled, Meeting Future Energy Needs: Regional Consultation Program** (as Senior Community Studies Planner, Ontario Hydro).

Coordinated industry-wide involvement in a **major Canadian public hearing** related to **nuclear energy**, (IPPANI) hearing.

Planned Information Centre and Chaired Neighbourhood Workshop, Holy Trinity Non-Profit Housing.
Trainer, Lecturer, Integrating Public Participation and Social Impact Assessment, Insight Seminar, Strategies for Effective Consultation.

Facilitated Pre-Consultation Workshop and Developed Public Consultation Strategy for **Ministry of Natural Resources, Sustainable Forest Initiative**.

Developed Public Consultation Outline for Region of Durham Waste Transfer Station Study.
Coordinated public consultation for the proposed Green Lane Landfill Expansion.

Initiated and managed a Province-wide **public involvement program** for Ontario's input to a major United Nations conference.

POLICY, MANAGEMENT AND STRATEGIC PLANNING

For Canadian Industry Program for Energy Conservation (CIPEC), wrote annual report associated with Canadian Industry position on energy efficiency as follow up to KYOTO, Japan, climate change conference.

For Ontario Hydro, developed policy on Public Disclosure of Information.

Town of Kincardine, Strategic Plan, with Randolph Group

Peer review of genetic engineering policy issues germane to the world wide operation of **Ciba-Geigy Limited (now Novartis)**, Basie, Switzerland

Provided strategic advice related to emergency communications planning related to ISO 14,000 requirements for **Dupont Canada**.

As Coordinator of Ontario Hydro's President's and Chairman's Office (policy advisor), **provided strategic planning and public affairs advice** regarding external pressures shaping public opinion.

For the **Town of Armstrong** prepared **Model Forestry and Community Forestry** program proposal.

As President of the 33 member organization Conservation Council of Ontario, 1988-90, supervised senior staff and led the Council through a major period of expansion.

Provided employee assessments associated with the re-organization of **Ontario Hydro's Design and Construction Branch**.

Co-authored an environmental strategy position paper for the Bank of Montreal.

Participant, Employment Equity Committee, for the Town of Aurora.

Completed several human resources projects, including **researching and producing a strategic plan for Ontario Hydro's corporate-wide revision of primary line management tools Manual of Personnel Policies and Procedures**. (1 year rotation to Ontario Hydro Human Resources Branch, Policy and Strategy Planning)

Planned and implemented a communications plan for the relocation of several thousand Ontario Hydro employees to new work locations and **developed strategies for changing corporate culture (Mission and Values)**.

Assessed corporate business activities for their public affairs implications, **monitored the production of a Corporate Annual Report** and **wrote or reviewed all correspondence between the Chairman and President of Ontario Hydro and Federal and Provincial Members of Parliament, heads of government, Deputy Ministers, members of the public** and assisted in the development of the corporate donation program.

Contributed to the development of Ontario Hydro's first **corporate environmental strategy**. (as Coordinator of the Chairman and President's Office of Ontario Hydro).

Conducted research into the social and ethical issues related to tritium exports as a member of the Tritium Issues Working Group. The study assisted Ontario Hydro, the Ministry of Energy, the Federal Department of Energy, Mines and Resources and Atomic Energy Control Board in developing tritium policy (Secondment to P.J. Spratt and Associates).

Edited conference proceedings, **wrote** articles, **lectured** at universities in the United States and Canada and **advised** numerous industries in the area of corporate ethics.

Initiated, developed and managed a Religious Organization **Communication program** supported by Ontario Hydro, and later **developed Ontario Hydro's Corporate Ethics Support Program**.

Founded, and served as founding editor of the Ethics and Energy Newsletter, ultimately published by the Journal of Business Ethics, Kluwer Academic Publishers, Dordrecht, The Netherlands.

RESEARCH REPORTS (partial list)

Planned and facilitated an executive staff **seminar on the moral and ethical aspects** of the Nuclear Fuel Waste Management Concept and contributed to the seminar report. (Atomic Energy of Canada Ltd.)

Completed numerous research reports on various aspects of **generating facilities and transmission lines**. As a member of a project team, Dave **completed the** development of Ontario Hydro's Level 1 **policy governing the export of CANDU reactors**, and the systems, material, equipment, technology and services associated with export agreements.

Completed technology assessments of the **social and community impacts** of interim and extended storage facilities for irradiated fuel.

Developed the research design, **supervised** consultant support and **reported** the effects of the irradiated fuel transportation component of the interim and extended storage facility.

Co-Author, "**Precious Values**" a report on existence and intrinsic values in forest policy decision making for Forest Values Project, Ministry of Natural Resources, Nov 1994.

Author, **Facilitators Report on Nuclear Fuel Waste Management Concept** government peer review workshop, for Atomic Energy of Canada Limited, Jan 1995.

Co-Author, **Region of Peel Official Plan Environmental Strategy Report: Final Report**. January 1994 with Gartner Lee Limited and Macaulay Shiomi Howson Ltd.

Author, **Forest Values Options Development Workshop Report** and Co-Author of Proceedings, Ministry of Natural Resources, December, 1993.

Author, **Timber Production Policy Project Workshop Report** and Co-Author of Proceedings, Ministry of Natural Resources, November, 1993.

Co-Author, **Greater Toronto Area 3Rs Analysis, Draft Social Environmental Technical Appendix**, Ministry of Environment and Energy, with Future Urban Research Ltd., Dillon Ltd., RIS Ltd., November, 1993, May 1994.

Peer Review, **Laidlaw Environmental Inc. Proposed Rotary Kiln Environmental Assessment Report**, July, 1993.

Co-Author, **IWA Short List Analysis, South York Quarry Lands**, Superior-Crawford Sand and Gravel, April, 1993.

Joint Author, **Response to the Interim Waste Authority's Step 5 Approach and Criteria**, Prepared by the Corporation of the Town of Markham, April, 1993.

Joint Author, **Submission to the Interim Waste Authority Limited, Steps 1 to 6 Site Search Process, Town of Caledon**, April, 1993.

Co-Author, **Tenaska - Campbell Soup Cogeneration Project: Preliminary Socio-Economic Analysis**, Draft, January, 1993.

Hardy, D. R., **Town of Caledon, Social Impact Analysis for Sites C34B and C48**, Hardy Stevenson and Associates, January, 1993.

Hardy, D. R., **Socio-Economic Impact Review of Little Jackfish River Hydro-electric Development**, D. R. Hardy and Associates, January, 1993.

Co-Author. **Canadian Case Study Analysis of the Transportation Component of Site Selection Processes: A Discussion Paper**, November, 1992.

Co-Author, **Nuclear Fuel Waste Management Concept, Literature Review and Analysis, Moral and Ethical Issues**, March 1993.

Hardy, D.R. **Cumulative Impact Planning Analysis, 7th line Pits, Township of Oro**, February, 1992.

Co-Author, **Overview of Aboriginal Issues Related to the Nuclear Fuel Waste Management Concept**, December, 1991.

Co-Author, **Final Report, Public/Government Review and Input to Ontario Hydro's Demand/Supply Planning Process**, Ontario Hydro, November, 1991.

Co-Author. **Alternative Energy Report**. Ontario Hydro, Monenco Engineering, Hardy Stevenson and Associates. Oct. 1991.

Hardy, D.R. **Social Impact Assessment Review, L.B. Pearson International Airport, Airside Development Proposal**. For the City of Etobicoke. Hardy Stevenson and Associates, Dec. 1991.

Hardy, D.R. **Socio-economic Overview of Wind Energy Conversion Systems**. Collaborative Paper by CRPR Department, Ontario Hydro and Hardy Stevenson and Associates for Canadian Wind Energy Seminar. Montreal, Quebec. Nov. 1991.

Hardy, D.R. **Environmentally Sustainable Planning: Bridging the Gap**. Paper presented at 1991 Canadian Institute of Planners Conference, Quebec City, Quebec, July, 1991.

Co-Author (with Concord Environmental Consultants) **Interim Report: Review of the Impact Statement for the Proposed Expansion of the L.B. Pearson International Airport**. Report CEC J2594, June, 1991.

Co-Author. **Moral and Ethical Issues Related to the Nuclear Fuel Waste Disposal Concept**. Report on AECL's Consultation Workshop. Prepared for AECL by Hardy Stevenson and Associates. April, 1991.

Co-Author. **Social Impact Criteria Report. Report to the Solid Waste Steering Committee.** Prepared for the LURA Group by Hardy Stevenson and Associates. May, 1991.

Hardy, D.R. **Zoning Analysis of Proposed North Toronto Community Centre.** Hardy Stevenson and Associates, March, 1991.

Hardy, D.R. **Strategic Review: Manual of Personnel Policies and Procedures,** Ontario Hydro, Human Resources Strategy and Policy Department. December, 1988.

Co-Author. **Towards a Conservation Strategy for Ontario.** Submission to the World Commission on Environment and Development for the Conservation Council of Ontario, 1986.

Hardy, D.R. **Meeting Future Energy Needs: Regional Consultation Program.** Ontario Hydro Report SCS 86003.

Co-Author. **Meeting Future Energy Needs: Public Utilities Consultation Program.** Ontario Hydro Report SCS 86002. Ontario Hydro Demand/Supply Option Study, 1986.

Co-Author. **Report of the Tritium Issues Working Group. Volumes 1 and 2.** Report published by P.J. Spratt and Associates for the Canadian Centre for Fusion Fuels Technology, 1985.

Co-Author. **Ontario Hydro Level 1 Policy: Ontario Hydro Involvement in the Export of Nuclear Power Reactors and the Systems, Material Equipment, Technology and Services Associated with Export Agreements.** 1984.

Hardy, D.R. and B.G. Rogers. **Irradiated Fuel Transportation: Component of a Long Term Disposal Facility.** Report submitted for Technical Record, Atomic Energy of Canada Limited, Whiteshell Nuclear Research Establishment, Pinawa, Manitoba, March, 1982.

Co-Author. **Extended Storage Options Study: Social and Community Impact Assessment.** Ontario Hydro Report 81094, Route and Site Selection Division, April, 1981.

Hardy, D.R. and R.L. Winger. **Nuclear Fuel Waste Management Centre: Project Characteristics.** Report submitted for Technical Record, Atomic Energy of Canada Limited, Whiteshell Nuclear Research Establishment, Pinawa, Manitoba, March, 1981.

Hardy, D.R. and S. Hancock. **Atikokan Annual Report 1980, 1981, 1982.** Published by the Township of Atikokan and Ontario Hydro: Atikokan Ontario.

Hardy, D.R. **A Planning Agenda for Scarborough: A Response to the Suburbs in Transition,** Scarborough Social Planning Council, 1980.

Boyer, J.C. and D.R. Hardy. **Social Impacts of Transmission Facilities: Analysis and Case Studies.** Route and Site Selection Division, Ontario Hydro. April, 1980.

Co-Author. **Elliot Lake TS to Quirke Lake TS: Social Impact Report.** Route and Site Selection Division, Ontario Hydro. Report No. 79007, 1979.

Co-Author. **Factors Influencing the Perception of Risk: Background Paper.** Ontario Hydro, May, 1979.

Hardy, D.R. **Community Impact Assessment: An Approach.** Unpublished Major Paper, Faculty of Environmental Studies, York University, 1978.

Stevenson, M., Hardy, D. and Gravelines, L. *Precious Values: Integrating Diverse Forest Values into Forest Management Policy and Action,* at International Conference of Sustainable Forests: Global Challenges and Local Solutions, Saskatoon, Saskatchewan, May, 1995

Hardy, D. R. and S. Rowe, *"Joint Board Decisions give the Industry Pause",* Ontario Planning Journal, Volume 10, Number 3, May/June, 1995

Hardy, D.R. *"Ontario Citizens Planning Institute Discussed?"*, Ontario Planning Journal, Vol. 9(1), April 1995.

Hardy, D.R. *Social Impacts of Solid Waste Landfill Facilities,* Paper presented at International Association of Impact Assessment, Quebec City, Quebec, June 1994.

Hardy, D. R. *Public Consultation: Prospects and Promise*. Paper presented at Insight Inc. and Globe and Mail Seminar, November 1993.

Hardy, D. R. *Twenty Years of Nuclear Program Support for Social Science Research*, Paper presented at INC'93, Toronto, October, 1993 and ANS, Washington D.C., November 1994.

Hardy, D. R. *Aboriginal Self-Government and Land-Use Planning: Parts 1 and 2*. Ontario Planning Journal, Vol. 8 (1), (2), January and March, 1993.

Hardy, D.R. *"Integrating Public Consultation and Social Impact Assessment"*. Paper presented at Insight Seminar, November 1992.

Hardy, D.R. *Wetland Policy Finally Approved*, Ontario Planning Journal, Vol. 7 (3), November, 1992.

Hardy, D.R. *Environmental Expectations of the Sewell Commission*, Ontario Planning Journal, Vol. 7 (2), 1992.

Hardy, D.R. *MacLaren Takes the Pulse of Sustainable Urban Development Initiatives*. Ontario Planning Journal, Vol.6 (5), 1991.

Hardy, D.R. *Sewell Commission: New Planning for Ontario*. Ontario Planning Journal, Vol. 6 (3), 1991.

Hardy, D.R. *Planners 3 Minute Guide to Sustainable Development*. Ontario Planning Journal, Vol. 6 (2), 1991.

Hardy, D.R. *Urban Density and Sustainable Development*. Ontario Planning Journal, Vol. 5 (5), 1990.

Hardy, D.R. *Closely Watched Drains*. Ontario Planning Journal. Vol. 5 (4), 1990.

Hardy, D.R. *Turn Around Decade Upon Us*. Ontario Planning Journal, Vol. 5 (2). 1990.

Hardy, D.R. *Heaven, Hell or Purgatory? The Churches and the Nuclear Energy Debate*. Published by the Canadian Nuclear Association in the Nuclear Canada Yearbook, June, 1984.

Co-Author. *Impact Monitoring and Mitigation: The Case of Ontario Hydro's Atikokan Generating Station*. Canadian Journal of Community Mental Health, Special Supplement, No. 1. University of Manitoba and Wilfred Laurier University, Winter, 1983.

Co-Author. *Assessment of Storage Siting Options*. Paper presented to the CNA/CNS Conference - Montreal, 1980.

Hardy, D.R. (ed.) *Moral and Ethical Issues Relating to Nuclear Energy Generation: Proceedings of a Seminar*. Published by the Canadian Nuclear Association, May, 1980.

Hardy, D.R. *Community Impact Assessment: A Perspective on Practice*. Presented to the Community Impact Assessment Workshop, Environmental Design Research Association: Conference 10 State University of New York, Buffalo, New York, June 1979. Also published in *Environmental Impact Assessment Review*, No.7, September 1981.

Charlotte Young
PhD

www.envision-synergy.net

-
- Creative problem solver who initiates and directs policy and organizational effectiveness strategies and interventions to improve environmental and natural resources decisions and compliance.
 - Exceptional skills in facilitation and linking interests of diverse participants.
 - Broad knowledge of environmental and natural resource issues.
 - Sophisticated capacity to conceptualize innovative alternatives and solutions, and analyze their effectiveness

Professional Experience

Facilitation and negotiation

Implement strategic planning, policy dialogues, advisory group sessions, workshops, and focus groups to advance organizational and policy effectiveness. Results include:

- Partnerships (e.g., w/ youth and environmental organizations; with Trade Unions and a municipality)
- Input on environmental policy decisions such as greenway options, pesticide reduction strategies, Canada's fifth National Forest Strategy, City of Toronto's master plan for bio-solids
- Restructured and merged organizations
- Additional staff; clarified roles
- Data on vision, barriers and strategies for strategic plans such as Ontario's first environmental education strategic plan

Public policy/strategies

Design, direct and evaluate innovative activities for governments and utilities to solicit stakeholder input for environmental protection, and clean-up. Results include:

- Outstanding recognition for a national program that now serves as a model for future efforts
- Description of socio-economic, land use and recreation impacts and mitigation strategies
- Guidelines for refining design of public meetings
- Comparison of four approaches to public consultation for nuclear waste management.
- Development of large group facilitation methods for the 2003-2008 Forest Strategy
- Development of a survey and focus group protocol for Six Nations residency policy

Evaluation

Conceptualize and implement complex evaluations and needs assessments. Results include:

- Improved environmental programs/ curricula
- Guidelines for sustainable organizations
- Identification of training requirements
- Recommendations for effective tree planting programs
- Survey tools for program managers to use to evaluate conflict resolution and public participation initiatives

Organizational effectiveness/ institution strengthening

Design, promote, and lead events to improve organizational success for governments and non-governmental organizations. Implement technical assistance, meetings, interviews, retreats, and training in Bolivia, Canada, China, the Netherlands and the US. Results include:

- First of its kind staff development initiative for 1500 staff in facility and landscape management
- Increased ability to implement environmental programs and increased visibility of environmental protection functions
- Description of an environmental NGO's organizational development status
- Reprioritized training foci; Clarified missions
- Streamlined communications channels

- Identification of work duplication
- More capacity to manage conflicts
- Design and delivery of training in team building, presentation skills, training techniques, program evaluation, public participation, audience analysis, organizational life cycle analysis, partnerships, conflict management, and strategic planning.

Professional Experience (cont).

Project leadership/management

Write reports/proposals, lead staff/project teams, manage budgets and schedules. Directed the Division of Professional Development at Chicago Park District.

Results include:

- Creation of and monitoring system for \$700K budget
- Revised policies for professional development, intern program
- Doubling of staff
- Preliminary research on corporate universities
- Assembly and leading of national project teams
- New programmatic areas and conceptual approaches tailored to meet clients' needs
- Project funding that exceeded all same-level colleagues at a research lab in a unit of 50 technical staff

Employment

Senior Organizational Development and Policy Specialist

ENVision...synergy - *symbiotic solutions, naturally*. Toronto, Ontario and Chicago, Illinois (1995-present)

Clients include:

Federal government such as:

- Canadian Forest Service
- Office of Emergency Management

Provincial government such as:

- Alberta Ministries of Environment, of Municipal Affairs
- Ontario Ministries of Agriculture, of Natural Resources, of Transportation

Municipalities, such as:

- Credit Valley Conservation Authority
- Municipalities of Chicago, Clarington, Port Hope, Toronto

Non-governmental organizations such as:

- Environmental Defence Canada
- Hamilton Community Foundation
- Sustainability Network

Assistant Environmental/Social Scientist

Argonne National Laboratory, Argonne, IL. USA (1988-1996). Clients included:

- US Department of Energy
- US Department of the Navy and Air Force

Instructor, researcher and planner

- University of Toronto, Faculty of Forestry
- Masters of Public Health, Illinois Benedictine College, Lisle IL
- College of Engineering and School of Natural Resources, University of Michigan (Organizational Communications, Public Participation, Evaluation), Ann Arbor MI
- Michigan State University, E. Lansing MI
- Community and Social Services, Tinley Park IL
- Kellogg Biological Research Station, Gull Lake MI

Education and Professional Training

Ph.D. (Environmental Psychology); University of Michigan, Ann Arbor

M.S. (Natural Resources Communications); Michigan State University, E. Lansing

B.S. (Biology/Ecology); Lock Haven St. College, Lock Haven, PA

Mediator, Center for Conflict Resolution, Chicago Bar Association, IL

Facilitator, Environmental Issues Forum/ Kettering Foundation, and Great Lakes Consensus

Willie Macrae
B.A., M.E.S., M.C.I.P., R.P.P.

EDUCATION

Master of Environmental Studies and Planning, York University, 2002

Bachelor of Arts, Geography and Environmental Studies, McGill University,
1998

Additional Training

Ontario Growth Plan Seminar, 2006
Planning Law Update Seminars, 2004, 2005

AREA OF SPECIALIZATION

Land Use Planning
Environmental Planning
Policy Analysis
Public Consultation
Social Impact Assessment

EMPLOYMENT

Present
Intermediate Planner, Hardy Stevenson and Associates Ltd. (HSAL), Toronto

2006
Intermediate Planner, Walker, Nott, Dragicevic Associates Limited, Toronto

2002 to 2005
Planner, Squamish-Lillooet Regional District, Pemberton, British Columbia

2001
Parks Planning Researcher, Town of Richmond Hill, Ontario

EXPERIENCE

Willie Macrae is a land use planner with extensive development and community planning experience, representing private and public sector clients in Toronto and across southern Ontario.

Willie has been involved in employment land policy analyses, Official Plan reviews, rezoning and site plan approval applications, and development opportunity assessments for residential, commercial, institutional, and industrial interests. He has assisted in client representation at the Ontario Municipal Board and before various municipal boards, committees and councils.

While practicing in the public sector in B.C., Willie was involved in all components of the land use planning process, including development review, project management, community consultation, facilitation, and crown land management. The ability to recognize and balance the interests of diverse stakeholders within areas of significant tourism demand and ecological value was an integral part of this job.

He is a full member of the Canadian Institute of Planners (CIP) and the Ontario Professional Planner's Institute (OPPI).

HSAL PROJECT EXPERIENCE

Parkway Belt West Plan Review

Conducted site visits, analyzed applicable policies, and provided recommendations on real estate transactions for provincial land holdings within the Parkway Belt West Plan in Halton and Peel Regions.

Parkway Belt West Plan Amendment Application

Prepared planning rationale report in support of Parkway Belt West Plan amendment application to permit trailer storage under hydro lines; report was based on site visit, aerial photograph analysis, policy review, and feasibility assessment.

Hydro Corridor Secondary Use Proposal

Submitted rezoning and Site Plan Approval applications, including drafting of planning rationale report, requesting permission for parking on provincially owned hydro corridor land for an adjacent institutional land use.

Employment Land Conversion Analysis, Kitchener, Ontario

Assessed applicable provincial, regional, and municipal policies pertaining to employment land conversion and site separation distances. Aided client in achieving Ontario Municipal Board settlement.

Economic Impact Report for Expropriation Hearing, Toronto

Conducted economic impact study and land use analysis for expropriation proceedings on a vacant parcel in downtown Toronto.

Retail and Service Commercial Application, Burlington, Ontario

Analyzed market assessment, economic impact, and employment generation studies for several vacant parcels. Wrote planning justification report for Official Plan amendment and rezoning application in support of Ontario Municipal Board appeal.

Development Feasibility Study, for Downtown Toronto Infill Site

Prepared background report assessing development potential on institutional property to be used for appraisal and economic assessment.

Heritage Listing and Designation Analysis, Toronto

Reviewed policy and economic implications of heritage designation for downtown Toronto building.

Residential Intensification Applications, Toronto

Prepared witness statements, document books and hearing memoranda in support of three major downtown Toronto residential intensification applications at Ontario Municipal Board hearings.

Planning Process Litigation, Fort Erie, Ontario

Analyzed policy environments and municipal procedures for litigation case on longstanding development application conflict. Wrote planning report for submission to Ontario Superior Court.

Development Opportunity Analyses- Waterloo, Brampton, Toronto

Conducted policy reviews, assessed previous development applications, and wrote planning reports analyzing development options.

Pavilion Lake and Seton Portage Official Community Plans, near Lillooet, British Columbia

Created Terms of Reference documents, facilitated community consultation, coordinated mapping and drafted the official plan documents and accompanying bylaws for these two rural communities through to adoption and implementation

Green River Estates, Whistler, B.C.

Conducted planning department review of 100 unit estate-lot strata subdivision application

Owl Ridge Residential Development, Pemberton, B.C.

Drafted public opinion survey delivered to area residents to assess opinions on increased density and community water supply issues; analyzed results and made recommendations to the Regional Board

Squamish-Lillooet Regional Growth Strategy, Sea to Sky Corridor, B.C.

Facilitated workshops for 'Regional Ideas Symposium' to help initiate public involvement into the Regional Growth Strategy for the entire Regional District area from just north of Lion's Bay to the rural areas around Lillooet

Callaghan Nordic Facility, Whistler, B.C.

Assisted with Regional District review of VANOC application for cross-country ski and ski jumping venues for the 2010 Olympics

Sea to Sky Trail Committee

Member of inter-disciplinary team with a mandate to create a Master Plan and construct a non-motorized off-road trail between Squamish and Pemberton, B.C.

Agricultural Advisory Committee, Pemberton, B.C.

Introduced development applications and provided staff liaison to public committee tasked with providing recommendations to Regional Board on impacts of various land use applications within the Agricultural Land Reserve (ALR) in the Pemberton Valley

Pemberton Valley Trails Committee, Pemberton, B.C.

Provided staff support to public committee working to create, maintain, and advocate for recreational trail construction around the Pemberton Valley

Squamish-Lillooet Regional District Independent Power Production Policy

Reviewed background documents and coordinated implementation of policy paper intended to guide Regional District decision-making on run-of-river hydro projects

Various Residential, Commercial, Institutional, Industrial, Recreational Land Use Applications

Reviewed development applications, provided recommendations to Regional Board, wrote bylaws, and liaised with applicants and agencies on a variety of rezoning and Official Community Plan amendment applications throughout the Squamish-Lillooet Regional District; reviews ensured conformity with provincial, regional and local planning policies and initiatives

Crown Land Management

Provided local government comments on applications for commercial recreation uses on provincial crown land throughout the Sea to Sky corridor

Subdivision Applications

Prepared local government comments to Ministry of Transportation Approving Officer on residential, commercial, and industrial subdivision applications

Development Variance Permits, Building Permits

Reviewed variance permits and building permits for new developments

**HARDY
STEVENSON
AND ASSOCIATES**

Sanjay J. Coelho
B.A. (Hons.), M.A.Pl.

EDUCATION

Master of Arts in Planning
University of British Columbia, 2005

Honours Bachelor of Arts
University of Toronto, 2002

Additional Training

Ontario Growth Plan Seminar, 2006
Effective Presentations Seminar, Vancouver

PROFESSIONAL AFFILIATIONS

Canadian Institute of Planners (Provisional Member)
Ontario Professional Planners Institute (Provisional Member)
Sustainable Urban Development Association (Director)

AREA OF SPECIALIZATION

Environmental Planning
Policy Analysis
Facilitation/Mediation
Public Consultation

EMPLOYMENT

Present
Environmental Planner, Hardy Stevenson and Associates Ltd.

February 2006 to July 2006
Project Coordinator, Canadian Urban Institute and Canadian International Development Agency, Jamaica

January 2006 to February 2006
Project Assistant, The Sheltair Group Inc., Vancouver

August 2005 to November 2005
Research Intern, United Nations Centre for Regional Development, Nagoya, Japan

May 2004 to August 2005
Disaster Planning Research Assistant, Centre for Human Settlements, University of British Columbia

January 2004 to July 2004
Research Analyst, EcoPlan International Inc., Vancouver

EXPERIENCE

Sanjay Coelho is an Environmental Planner at Hardy Stevenson and Associates Limited, where he works on a wide range of the firm's environmental, land use, and public consultation projects. Through a range of national and international work experiences, Sanjay has completed in-depth assignments in the areas of water conservation, transportation planning, housing, and waste management, among other areas. Through these projects, he has facilitated a wide variety of multi-stakeholder meetings to develop policy recommendations, and used quantitative and qualitative research methods effectively.

HSAL PROJECT EXPERIENCE

- **York Region Herridge Feedermain and Lorne Park Water Treatment Plant Expansion Social Impact Assessments**
Helped develop social impact assessments for a water treatment plant expansion (Lorne Park), and the development of the Herridge Feedermain in Mississauga, 2007.
- **York Region Water and Wastewater Master Plan Update Consultation**
Supported planning and implementation for three public information centres across York Region to provide input for the York Region Water and Wastewater Master Plan Update, 2006.
- **Federation of Canadian Municipalities, Capacity Building Consultation**
Provided logistical and notetaking support and co-facilitated FCM municipal consultation sessions on brownfield redevelopment and waste management, in support of FCM's Capacity Building Program, 2006.
- **Ontario Power Authority, Strategic Environmental Assessment**
Assisted in the development of a strategic environmental assessment for the siting of 13 new transmission line projects in Ontario, 2006.

PREVIOUS PROJECT EXPERIENCE

- Lead facilitator and project coordinator for the development of a draft local sustainable development plan in Manchester, Jamaica, 2006
- Developed a survey to examine a wide range of planning issues (e.g., traffic, water supply, housing availability) in the Town of Mandeville, Jamaica, 2006
- Researched and analyzed growth management and sustainable land use planning in British Columbia, through national and international comparisons, 2006
- Completed a manuscript for a refereed UN journal on sustainable transportation planning in developing Asian Countries, 2005
- Prepared a project proposal for a rainwater harvesting project in Africa through the United Nations Centre for Regional Development, 2005
- Completed a study of the social and community-based impacts of water and electric power outages following earthquakes in Los Angeles, California, 2004
- Co-researched and wrote an introductory manual on local economic development (LED) in developing countries, 2003
- Completed an economic development research study of the Niagara region in Ontario, 2002
- Completed a research paper and a critique on an Ontario government air emissions reporting regulation, 2001
- Participated in solid waste audits of several Toronto-area commercial high-rise buildings, and was responsible for quantitative data analysis, 2001

HARDY STEVENSON AND ASSOCIATES

Pam Foster
B.A. (Hons.), M.PL.

EDUCATION

Master of Urban and Regional Planning Queen's University, 2004

Honours Bachelor of Arts
University of Guelph, 2002

PROFESSIONAL AFFILIATIONS

Ontario Association for Impact Assessment (Treasurer)
Canadian Institute of Planners (Provisional Member)
Ontario Professional Planners Institute (Provisional Member)

AREA OF SPECIALIZATION

Environmental and Land Use Planning
Environmental Assessment
Project Coordination
Public Consultation

EMPLOYMENT

May 2004 to present
Environmental Planner, Hardy Stevenson and Associates Limited

May to August 2003
Public Works and Government Services Canada, Gatineau, Quebec

EXPERIENCE

Pam Foster is an Environmental Planner at Hardy Stevenson Associates Limited. As a Provisional Member of the Canadian Institute of Planners, Pam has been involved in a number of environmental, land use and community planning issues throughout Ontario.

Her experience in public consultation includes organizing, coordinating and hosting public meetings, managing on-going communications activities, as well as liaising with stakeholders and members of the public. Pam is also experienced in research and data analysis in program evaluation.

PROJECT EXPERIENCE

- Coordinated and managed Hamilton's Independent Community Panel, addressing local stormwater issues in Hamilton. Pam provided support in research and report writing, 2006
- Assisted with consultation activities related to Hamilton's Water Wastewater Master Plan, 2006
- Assisted with preparation of consultation activities, including newsletter and website design for the York Region Water Wastewater Master Plan, 2006
- Managed and coordinated Peer Review Team for the Port Hope Area Initiative. Undertook report writing and analysis, preparation of presentations and related materials, 2006 and ongoing
- Conducted land use and environmental planning activities for residents group in Kearney, Ontario. Activities included review and analysis of official plans, zoning by-laws and site development plans, 2006 and ongoing
- Conducted environmental assessment for the train shed rehabilitation at Union Station, Toronto, 2006
- Assisted with consultation activities for the Toronto Transit Commission and Toronto Waterfront Revitalization Corporation joint waterfront study, 2006
- Participated in the creation of a stakeholder engagement plan for the Department of Fisheries and Oceans, designed to coordinate communications between federal, provincial and territorial representatives in finalizing an Aquaculture Framework Agreement, 2006
- Analyzed and summarized results of a survey asking residents of Eastern Ontario to evaluate programs and services offered by the Eastern Ontario Model Forest, 2005-2006
- Participated in the updating of King Township's Zoning By-law in order to conform with the Oak Ridges Moraine Conformity Plan, 2004 to present
- Led the research and writing of a pre-feasibility study, and preliminary environmental assessment for a hydroelectric dam in Guyana, 2004-2005
- Coordinated a Public Information Meeting regarding a local sewer line for a developers group in York Region, 2005
- Organized and coordinated a stakeholder consultation process for the Nuclear Waste Management Organization, 2005
- Assisted in the design of social impact criteria to assist in the placement of emergency alerting sirens in the City of Pickering, 2004
- Assisted in the facilitation of the Hydro One Networks York Region expansion project, 2004
- Assisted in the facilitation of the TTC – St. Clair West Transit Improvement Study, 2004

Patricia Gibb
BA, Cert.Con.Res.

Patricia is valued by her clients for her pragmatic approach to a broad range of strategic issues including: organization climate, change management, performance development, team building, group problem solving, conflict management & mediation, group facilitation, communications coaching, organizational audits and surveys. Her consulting work has taken place in unionized and non-unionized environments and for businesses of all sizes in both the public and private sectors. Clients include organizations in professional services firms, health care, service and food industries, agriculture, educational institutions, municipalities and some of B.C.'s major crown corporations.

- ◆ An experienced, service-oriented senior human resources consultant with a positive track record of leading and managing human resources and business management functions in a broad range of organizations in Canada, Australia and England.
- ◆ Proven success in providing human resources leadership and expertise to multiple organizations across a variety of sectors, including post-secondary education, crown corporations, health care, and technology, focusing on implementing and managing organizational and cultural change initiatives to ensure a positive employee relations climate, and maximize organization performance and competitiveness.
- ◆ Experience working within unionized and non-unionized environments in a wide variety of sectors including educational institutions, professional services firms, health care, service industries, high tech, and some of B.C.'s major crown corporations.
- ◆ Adept at harnessing the contributions of an organization's human resources through collaborative approaches to creating a positive organization culture.

In addition to her degree (University of Edinburgh), Patricia holds a Management Diploma from Simon Fraser University, a Certificate in Conflict Resolution (Cert. Con. Res.) from the Justice Institute of BC, and is a Certified Human Resources Professional (CHRP).

She is a Past President of the B.C. Human Resources Management Association, where she held positions on the Board from 1990 - 1995. In addition, she is a Past Chair (1992) and Awards Judge for the B.C. Workplace Excellence Awards Program, an initiative of the Canadian Mental Health Association.

Infinitum Management Services Inc. was established in 1990, focusing on helping clients improve performance at all levels by linking human resources initiatives to corporate strategy, resulting in a positive and productive employee relations climate.



JON SPALDING

Associate

EDUCATION

- M.E.S. Organizational Development and Planning, York University
- B.Sc. (Honors) University of Victoria

AREAS OF SPECIALIZATION

- Business Turnarounds
- Strategic Planning and Management Programs
- Employee and Team Assessment
- Incentive Compensation Programs
- Marketing Research

EXPERIENCE

- Jon has consulted and worked directly with a variety of industries in both the public and private sector, including Municipal, Provincial and Federal Governments, Health Care, and Public Transportation, as well as Hospitality, Manufacturing, and Resource Industries, during the past fifteen years.
- Jon specializes in helping clients improve organizational performance through their process and employees. Typically he starts working with clients in developing strategic plans, often incorporating original market and forecasting, or employee issue research. His clients have achieved annualized improvements of up to 30% to key financial indicators through improved productivity, cost effectiveness, quality control and safety results.
- Jon works on an ongoing basis with a number of key clients as a coach and mentor to assist key decision makers and organizational leaders to implement change, as well as to improve their personal team and leader effectiveness.
- Jon has a background in all aspects of Human Resource management and organizational planning. Jon's work has involved the development of organizational design and change, performance compensation, corporate culture and community relations programs for client companies as well as coaching Managers in performance management, leadership, and communication skills.
- Jon has also been involved in human resource testing, as the COO of a psychological test publishing company. More recently he has formed a partnership to provide leading edge teamwork assessments, utilizing computer based assessment technology.
- Jon has also been directly involved in turning around and leading very high growth companies as the COO of three private technology and science based companies.

PUBLICATIONS

- Painter, B., Lockhart, A. and Spalding, J. "Joint Development of Community and Worklife", in Cunningham, B. and White, T. (eds.) 1984. *Quality of Working Life: Contemporary Cases*, Labour Canada.
- Fraser, C. and Spalding, J., 1979. *Corporate Manpower Planning Requirements*, B.C. Business Council.
- Spalding, J.R., 1978. *Public Passenger Transportation Requirements in Northwestern British Columbia*, Skeena Manpower Development Committee.

PROCESS DESIGN AND PROCESS RE-ENGINEERING PROJECTS

- **BCR Marine, CASCO Terminals**

Project and Change Management facilitator in implementation of business process change project, resulting in the design and implementation of new business processes, \$20 million of infrastructure changes, and the design and implementation of enterprise management software for a 80 acre marine container terminal operation.

- **Canadian Association of Radiologists**

Conducted an organizational audit of the Association's administrative office and processes and a survey of all Professional members, designed a re-structuring of the Administrative organization and refinement of key Association processes.

- **Underhill Geographic Systems Ltd.**

Conducted an organizational audit of a subsidiary Geographic Information Systems company to identify business process, productivity, and skill issues. Facilitated task team of employees and managers to re-engineer processes, to change compensation practices, to modify training, to identify and implement new skills training

- **Interfor**

Design and facilitation of start-up process improvement project at the Western Whitewood Sawmill, including process charting, problem solving and performance improvement projects.

- **Newnes Machine**

Conducted an organizational audit to identify the effectiveness of the team organization and how to design / define individual and team accountabilities, how to measure team and individual performance.

- **Canadian Forest Products**

Implementation of an organizational audit for one sawmill division, to identify process improvement opportunities. Facilitation of Process Re-engineering, involving all members of one operating division.

Facilitation of divisional change team fact finding tour, including the facilitation of cross functional team formation, establishment of learning objectives, identification of best practices organizations, and week long initial fact finding visits to seven organizations.



BRUCE GILLESPIE

Bruce Gillespie has more than twenty-five years of hands-on experience in managing organization growth and transition.

He has held senior management positions in professional service, manufacturing and distribution organizations. His expertise is in organization performance improvement, strategy formation, planning & implementation, process facilitation and managing complex organization change.

- After receiving his degree in Commerce and Business Administration (specialty: Organization Behaviour & Industrial Relations) at the University of British Columbia and completing selected graduate studies in Sociology, he joined Canada Post, a Canadian Crown Corporation. During 1976 and 1977, Bruce was charged with the responsibility for organization development within the western region of Canada Post. His initiatives involved the leadership of Canada's most comprehensive process of conflict resolution between labour and management – one that generated in excess of ten years of strike free operations.
- From 1978 to 1980, Bruce was a member of the internal consulting group at MacMillan Bloedel, responsible for organization change, productivity enhancement and employee engagement.
- From 1980 to 1985, Bruce held the senior human resource position in Sauder Industries, a British Columbia based multi-national manufacturer and distributor of specialty building materials.
- During 1986 and 1987, Bruce was the key architect in the start up and development of CVS, a Vancouver-based, North American high-growth organization. This group expanded from 6 employees to 280 in a 10-month period through six regions within North America, and became a leader in its industry. Bruce's responsibility during this growth included organization design, recruitment and corporate and regional start up.
- From 1987 to 1993 Bruce was Managing Partner and co-owner of Right Associates in British Columbia. Right Management Consultants (www.right.com) is one of the largest firms of its kind in the world, specializing in human resource consulting and organization planning. As the worldwide organization's youngest Managing Partner within this network of over 100 international offices, Bruce chaired the organization's Management Committee, and was a resource to other network offices in the developing and introducing specialized areas of strategic organization and human resource consulting.
- In late 1993, he divested of his interest in Right Associates (RMC) and created BC-based [ReWerx](#) (a Division of MRC Management Resources Corporation) in order to focus his efforts on assisting clients in the areas of strategy, organization transformation and managing complex change. He has pioneered the introduction of breakthrough processes and tools in strategic planning and its facilitation, as he assists organizations in building improved futures.

Bruce's clients include members of the Fortune 500 and the Canadian Financial Post 100 in such sectors as: advanced education, energy, healthcare, professional services, research & development, technology, forest products, mining, and. Specific clients include: Governments of British Columbia and Canada (and their agencies), AXA Insurance, Bayer, BCLDB, DHL, Insurance Corporation of B.C., Puget Energy, Telus, University of British Columbia, University of Saskatchewan, the UN, Vancouver 2010 and Weyerhaeuser. They rely on his professional process facilitation and design, strategic advice and consulting expertise as they face issues of strategy formation & implementation planning, organization design, organization transition and competitive positioning.

In addition to personally delivering consistent results on the ground, Bruce has lectured in Canada and the United States on issues of competitive position, organization change and restructuring, as well as organization design and job/person fit issues.

Extensive detail is available at www.rewerx.com