"The Green Product Revolution: Is Canada Ready?".

Good evening it is a pleasure and an honour to have the opportunity to speak to you tonight. When Glen Toner asked me to participate he warned me that you were a sophisticated audience and that I should bring my best game so it is with some trepidation that I present my thoughts to you tonight. What I would like to talk about is my perspective on something that many of you are already familiar with, namely the increasing amount of market and government activities underway to promote more environmentally and socially responsible products – the green or preferably sustainable product revolution.

First I would like to thank Glen, Lillian and Laura for this opportunity to synthesize my thoughts about this revolution, how I came to be involved in it, why it is important, what its fundamental characteristics are, and whether Canada is participating effectively in it. As a management consultant I get caught up in day to day projects, and rarely do I get a chance to step back and reflect on what I have learned. To begin, I would like to acknowledge that there is a body of work and thought leadership that has already taken us a long way toward defining what this revolution looks like. Paul Hawken, Karl-Henrik Robert, Amory and Hunter Lovins, Bill McDonough, Stuart Hart, Bryan Smith, Ray Anderson, Thomas Lundquist, Thomas Friedman, Janine Benysus, the late Dana Meadows and many others have provided us with a vision of what a sustainable production and consumption system could look like.

From these thought leaders I have learned it is a cyclical system, a fair system, an engaging system, one that supports better design, which optimizes function and uses energy and materials wisely, it mimics nature where possible. It has supply chains that share benefits and minimize impacts, and it produces affordable products that have the utility and functionality we want. It is a system that understands that products are needed for all of humanity – people like us as well as the 2 billion people who are off grid and living a much more challenging life. It

is a system we trust and we feel good about - a system we all want to be part of and one that will support future generations.

What I find challenging, and what we work on at Five Winds every day, is defining how to get from here to there – what is the pathway, what are the steps, how do we know we are making the right choices, how to we align our organizations, how do we direct our innovation and creativity. In my view it is not the revolutionary idea that is the challenge it is the transition – changing the incentives, the systems of governance, the behaviours and mindset of individuals, the business processes, the regulatory framework, this is where the heavy lifting is.

Helping organizations create more sustainable products has been the primary focus of my work for the last twenty years. As I looked back over the arc of my career to prepare this talk, there were some moments I was able to identify where I gained insights into how this transition might occur. The first insight came at the end of a long and difficult canoe trip I took on the Nitinat Triangle on the west coast of Vancouver Island right after I completed my undergraduate degree in Biology at the University of Victoria in the mid 80's. At that time there was a war on between environmentalist and the forestry industry over unsustainable logging practices. I spent some time attending protests and mounting campaigns against industry, I chaired our University chapter of the Public Interest Research Group and I spent a lot of time with committed individuals who were increasingly despondent over the state of BC's forests. Most of them were my fellow biology students, many of whom spent their summers and research projects documenting the impacts of the forestry industry on the flora and fauna of BC.

I must say they were a very depressed lot and for some reason I thought a seven day canoe trip with a few of the most despondent among them was a good idea. It rained the whole trip and that gave us a lot of time to share our collective concerns in excruciating detail. We had all been steeped in discussions and media information from forest industry representatives and logging communities, many of us knew individuals whose livelihood depended on forestry and we were very

familiar with the views of environmentalists and aboriginal communities who had some serious environmental concerns and lands claims issues. Taking all this in, it was difficult to see a common ground, but the more we talked the more I realized that the answer for me was not going out and counting stuff that was disappearing, or chaining myself to a bulldozer. Rather some hope lied in a deeper change in how we harvest and used resources, and in how we make and consume products. I was not sure where I was headed but I wanted to take a different path, one focused on working with industry to change practices and reduce impacts. I wanted to discuss solutions not problems and I believe this was the start of my participation in the green product revolution - it was 1986.

I sought out and found others who were interested in a similar approach and found many people who had been already working on new models of production for years. My first professional encounter with like minded individuals was as a masters student when I worked for the secretariat of the Ontario Round Table on Environment and Economy which included people like, Jon Grant, Maurice Strong, David Runnals, Murray Elston, Chair of Management Board at the time, Richard Thompson of the TD bank. As many of you know round tables were set-up post Rio to bring together different stakeholders to create a more sustainable future. The Ontario Round Table discussions and process showed me there was a possibility that industry, NGOs, and labour leaders could work together and find solutions. At the round table I learned that cooperation was part of the revolution and that leadership - from all parts of society - was critical.

From there I moved onto Environment Canada and eventually worked my way up to the position of Senior Advisor Sustainable Consumption and Production. For awhile that was a great experience, we developed a guide for businesses to take a life cycle approach to creating their products, I participated directly in the development of the ISO standards on life cycle assessment and we also initiated the development of the Canadian raw material database which provided product engineers and designers with basic information on the footprint of the materials going into their products. In 1996 we held the first conference in Canada on sustainable consumption and production – a wild and weird affair that brought

together some very divergent groups who in the end had strikingly similar visions of where Canada should be headed.

During that period I went on a study mission to Sweden and the Netherlands to meet with industrialists, academics, journalists and designers who were in retrospect starting to define other aspects of the revolution. I read Ecology of Commerce and met Paul Hawken and saw firsthand the effect his views had on people, and I learned that charismatic visionary's were a necessary part of the revolution – to change mindsets. In the ISO process I learned that standards were part of the revolution – necessary to hardwire changes into organizations and I also learned some compromises were necessary to find solutions that would work internationally.

Working with industry I learned that clearly defined business strategies, management systems, performance metrics, tools were necessary to guide choices and improve decision making. I learned from Herman Daly that we needed to reinvent our economic system so that it measured welfare in a meaningful way and that bad behavior - pollution - needed to be economically punished and good behavior– innovation and the creation of jobs – needed to be rewarded. And most importantly I learned that that systems thinking – moving as Ray Anderson of Interface so eloquently communicated, from a take, make, waste system of production to cyclical systems was critical - for conserving resources, for designing better products, for creating new business models.

It was cutting edge stuff and I felt that I was starting to achieve the career objective I envisioned on rainy shores of Nitinat Lake and that I was a foot soldier in a revolution that was going to change the world. Unfortunately in Canada at the time these ideas did not have a place in a federal government that was downsizing and saw environmental issues in rather simplistic terms - emissions from facilities and chemicals management. There was a lesson here as well, which is if you are facing fiscal challenges that require adjustments you still need to invest in the future. Something to keep in mind in the coming months as are about to embark on another wave of downsizing, which if we are not careful

could result in another missed opportunity for Canada to be a leader in the sustainable product revolution.

With some regrets I left government and I created, with partners I met in the ISO process, Five Winds International. We worked mostly in the US and Europe focusing on helping companies see sustainability as business improvement opportunity – our initial pitch was pretty simple - if you make products with less material, energy and pollution - you will make more money – if you act in a socially responsible way you will secure and grow your license to operate. Later we told our clients if you integrate environmental, social and broader cost considerations into your business processes you will uncover risks and capitalize on opportunities more effectively and more often. These seem like rather simplistic ideas today but at the time they were somewhat revolutionary, and they were a hard sell. I learned that industry had a different reality than government but it was no less challenging to get attention for sustainability and I also learned that money talked, and vision without profits didn't sell in Texas. I frustratingly learned that even in companies that wanted to move change comes slowly – as Scott Noesen Dow Chemical' sustainability lead at the time once advised me - one conversation at a time. My partners and I we were utterly convinced that sustainable products were the future but we had to do a lot of cajoling and quantifying to get clients to let us try pilot projects, develop new tools, test out ideas that proved the case and demonstrated business value.

In 1999 we wrote a book called Mapping the Journey – my co-authors Lorinda Rowledge and Russell Barton were PhD's in organizational change and organizational psychology. The book used a series of case studies to illustrate how leading organizations were integrating sustainability in to their corporate strategies, business practices and products – From these organizations on the bleeding edge of the revolution I learned that implementing sustainability was a change management challenge that requires vision, leadership, management systems, performance measures and accountability. And from my co-authors I learned that deeply studying the experiences of the practices of path finder's can help you identify the leverage points that will accelerate change.

All of what I have said up until now is history, and I would now like to focus on where the revolution is today and why it is important. I think most of you would agree that there are many signs that a sustainable product revolution is underway. So why now –and not in 1996 or 1970 – what has changed? I believe it is being driven by a number underlying factors - ecosystem stress, climate change and population growth, globalization – and three market changes – GE, Wal-Mart and Green Buildings. The underlying factors – population, climate change are a bit depressing so I am going to focus on the more hopeful market aspects.

GE's contribution to the revolution was innovation and board room credibility. Prior to launching eco-imagination GE was considered a pretty poor corporate actor. My brother in law was an executive in GE's lightening business in Cleveland and for years at family gatherings he would look at me like I was from mars when I described what I did and why I did it. But when Jeff Immelt made the announcement that with GE was going to invest heavily in green and sustainable products and technologies my Brother in law and many other corporate executives took serious notice – and what they saw was that at GEs R&D investments in water, health care and alternative energy were a calculated innovation play that was directly tied to the company's growth strategy.

Wal-Mart's entry into sustainability brought the C-suites of 66000 suppliers along for the ride. I think the jury is still out on how Wal-Mart's lowest cost business strategy will mesh with sustainability, but there is no doubt that their supplier programs have dramatically influenced more companies than any government activity. They are now developing a sustainability index for products with the Sustainability Consortium and if successful they will transform millions of products. At Five Winds we call this private regulation. Another aspect of the Retail activity – which includes Tesco, Loblaws, Marks and Spencers, Home Depot and many others, is that they are marketers that touch millions of customers – they are bringing the green product revolution to the masses.

Before GE and before Wal-Mart we had the green building movement – this was a more grass roots part of the revolution that began with about 150 Hippies, environmentalist and architects trying to build better buildings and to influence all the products and materials that went into them. We are members of the US Green Building Council and have seen the annual conference grow from a couple of hundred people to almost 30 000 last year – Sheryl Crow was introduced by Al Gore as the entertainment. The green building councils, and there are many now around the world, are transforming the building industry - again without much government involvement, and they have provided a sector blueprint which others sectors are now following.

I would now like to turn our attention to the components of the revolution – what is it about. Well to borrow from a famous revolutionary – *it is not a dinner party or an essay* – in my view it is a inevitable direction, a movement, and I have been able to identify 12 core organizing principles or characteristics – things like conscious choice, transparency, traceability, life cycle thinking, stewardship, collaboration, verification and I would like to take some time now to look at these 12 aspects using some activities from Five Winds clients and some observations from my own experience.

Consciousness of the need for change is the foundation of any revolution, and I think when it comes to the need for more environmentally and socially responsible products our collective consciousness is at an all time high. Three years ago I was doing a project for GM on the potential implications climate change regulations and taxes on the cost of materials. I flew to Detroit to present the results on January the 9th and it was about 12 degrees Celsius outside. At the airport I got on the Budget rental car shuttle to take me to pick a car. I was the only one on the bus and was greeted by a very friendly women driver with a "How you all doing" We started talking about the weather and she said - "I have no idea what's going on with this weather, I was watching the discovery channel and the glaciers are melting, I don't know what's under those glaciers, bacteria and

other things. I am worried for my grandchildren and this climate change stuff its real". I said funny you should mention climate change because I am on way to GM to talk about that and she looked at me and without blinking said "*General Motors, General Motors you better tell those boys to start building boats*". It still makes me laugh today as in one sentence she identified both GM's product problem and provided a design solution (I probably should have hired her!).

This is a level of consciousness I now find in different stakeholder groups, in many different countries and across different generations, and I think it means bigger changes are coming.

Consciousness is an enabler but what about the actual characteristics of the systems. A key characteristic is ***transparency*** - one of our major clients SCjohnson recently published their entire ingredients list on their website – that is a radical step for a company whose competitive advantage is tied up in its formulations and I think we will see a lot more of this.

Once you know you have shared what is in your product then you need to know where it comes from so the revolution is also about ***traceability***. For example one of our clients Rio Tinto has partnered with Wal-Mart and others to create the Love Earth brand of jewelry – a completely traceable line of fine jewelry. You enter the batch number for your jewelry and you can trace it from mine to market. Concerns over environmentally sound and socially responsible sourcing are growing and I believe traceability will become commonplace sooner than we think.

The revolution is about ***footprints –*** providing business customers or consumers with data and information on materials and product performance. A few years ago we supported Timberland on the development of an experimental eco-metrics label for one of their outdoor shoes – the Mion shoe. Although this shoe was somewhat obscure, and worn by a few hundred people much fitter than myself the act of counting the cradle to customer impacts of that shoe, and then communicating those impacts on the shoebox, created more marketing buzz for Timberland than anything they had done previously – today they have evolved

that initial work into a Green Index focused on climate, chemicals and resources. We now get calls almost every day from companies wanting help calculating the footprint of their products.

To reduce footprints the revolution also needs to be about full integration of sustainability into ***design*****.** As Russell Barton said to me in 1996 after we completed the study mission to Sweden and the Netherlands – "sustainability will be the design field of the future". To make this so requires leadership, tools, information and investments. For example, to kick start a focus on eco-innovation and Dow Corning we worked with the Chief Technology Officer and his team to design a two day session to identify greener product and technology opportunities – this involved, 40 staff, a technical advisory board, outside experts in things life molecular modeling and LCA as well as ourselves. This level of investment ensured the identification of feasible options and organizational momentum to carry them forward.

To do good design the Revolution will eventually also be about a ***balanced analysis of options*** – everything I have learned tells me there are no universally applicable criteria when it comes to creating green products – rather you have to look at each product system in context - what is its function, where do the materials come from, who was involved in making it, how is it used, what collection system if any does it go in to, what value does it have at end of life – and only then can you properly assess its footprint and how to improve. At Five Winds we have started to outline the information set for assessing comprehensive sustainability performance and it is complicated even for us.

Once you have your analysis of what is best it is likely that the revolution will require ***verification*** of that analysis – we do a lot of projects with clients who want to document life cycle or other benefits of their products and often we will interview customers and other stakeholders to ask them what kind of information they are looking for, in what formats, how often etc.. We are consistently hearing that at least for more sophisticated users of product information they want this data to be verified by an independent third party. This reflects a lack of trust but

also a need for more certainty of information, particularly in a world where businesses and consumers are being inundated with claims and labels on performance.

The revolution is not just about one company or one stage of production so another aspect of the revolution will be **stewardship across the life cycle** – working with companies and other stakeholders across the value chain to ensure everyone takes responsibility for their impacts, and works to find better ways of producing and consuming the product. Gone are the days when a commodity supplier is detached from the application of their product. We do a lot of work in the metals and mining sector and they used to sell their products to the London Metals Exchange and that was it. Today many mining companies are working with fabricators and end users of their materials to not only reduce impacts but to also identify more sustainable applications of their materials. This work is embodied in the concept of materials stewardship that we developed for the International Council of Mining and Metals.

The revolution is about ***collaboration,*** sometimes with organizations who used to be critics. There are many programs where industry is working together with NGOs and others to demonstrate leadership. We recently supported Johnson Diversey's on their efforts to become members of WWF's climate savers program – the cooperation with WWF gives them some credibility in the marketplace, provides new inspiration for innovation and it differentiates Johnson Diversey's from other companies. This effort has now led to a commitment by Curt Johnson announced at the Copenhagen Conference to develop a carbon footprint of Johnson Diversey's global product portfolio.

While cooperation is essential it will also be about ***competition***. In the retail world where we are increasingly active you can already get iphone apps that help you discern good products from bad and soon bar codes and RFID tags will carry detailed environmental and social information on a product that can be evaluated at point of purchase – one product in comparison to another. Another source of competition will be between nations – to be the producers of more sustainable

products and it also seems to have access to the resources necessary to create them. At this level the competition is about jobs and economic development.

The most challenging aspect of this revolution is the fact that at some point it involves less ***consumption*** - the simple fact is the world cannot support more people if we keep consuming at current rates. Depending on the fertility rate you choose we are shifting from about 6.7 billion people today to somewhere between 9 and 11 billion by 2050. This will require a hard look at consumption and because consumption means revenue for government and industry it will be a challenging conversation.

Because of the population and consumption challenges we face at some point the revolution will also be about ***fairness*** – fairness in terms of equitable sharing of benefits – jobs, revenues and profits - associated with the producing products. This is moving beyond the fair trade type labels we are familiar with and it is migrating into the sustainable product development work in a range of sectors. I was recently on a panel with a gentleman from the chemical company Croda and they had a very interesting natural oils business using raw material sources from the Amazon rainforest. They identified the small townships and villages that they could work in a responsible manner to cultivate and harvest the nuts that are the source of the oils. By necessity this is a low footprint activity as the forest is the source of the raw material and it needs to be protected. After working there for awhile they took the step of establishing a processing plant right at the source which locals own and run – selling the oils to Croda. This provides for local economic development and security of supply. This is a small example of trying to reach the so-called base of the pyramid – the 2-4 billion people who live much more challenging lives than our own.

A thirteenth aspect of the revolution is the **limitations of markets** to drive the some of the changes needed. We recently did a paper on a NA vision for sustainable production and consumption and one the people we interviewed for the paper noted that “The market is a poor place to protect whales”. So my

friends who pursued wildlife biology and resource conservation careers have a major role to play in the revolution – defining limits and protecting ecosystems the economy depends on. And those who pursued economics have to start thinking about a market system that will support whales – not an easy task.

So Is Canada Ready? Are we prepared to supply the materials and create products and services with the attributes that are now being demanded? This begs the question what does being ready look like. In our work we have studied hundreds of companies to better understand what the characteristics of leaders are and to understand how they implement their leadership strategies. There are five main elements we see in the implementation plans of organizations that are successful in taking on sustainability and hardwiring into their corporate and product level business processes. These are:

Engagingly developed and well formulated visions, strategies and accompanying policies that incorporate triple bottom line thinking and are clearly linked to the value proposition of the organization.

Secondly, management systems that that integrate financial, social and environmental information and that include clear accountabilities, comprehensive objectives as well as performance measures and targets

Third they have specific programs, practices and standards that ensure that priority risks are managed and opportunities are realized.

Fourth they have a suite of decision support tools that enable responsible managers and staff to make choices that will help the organization move toward its objectives

And finally they have a comprehensive environmental social and financial datasets and indicators to enable measurement of performance and the tracking of progress toward targets and most significantly communication to customer and other key stakeholders.

I would like to now apply these levels to Canada and see what falls out. Let's take vision strategy and policy – I think here we have a major gap – I am not the most informed person when it comes to what is going on in government but I do not see very much evidence at the federal government level that there is a deep understanding of the importance of creating more sustainable products and how this links to policy objectives such as jobs, innovation, export market development, let alone achieving environmental objectives. What I have seen is individual sectors taking some leadership – such as forestry and some provincial governments moving in some key areas (Ontario's recent energy bill) but in the federal government I think we had a lack of vision and leadership in this area for quite some time.

One thing I am certain of is that successful change requires leadership and without it Canada will fall further behind. I believe that common sense is not partisan and that leadership on this file will emerge from all parties eventually – but we need to address the leadership issue quickly.

The next level of implementation is management structures and systems – to be fair without leadership you are not likely to find governance structures that support the integrated management of environmental, social and financial objectives – so it is unlikely they exist today. But perhaps we can expect - where the drivers are clear - stronger cooperation among government departments to support industry in creating more sustainable material, products and services. This cooperation is essential because a multi-disciplinary approach is often needed to support industry in identifying sustainable solutions and alignment of government activities is more efficient. While I have no doubt that many multi-department committees exist I am not aware of any agency, forum or committee with a sufficient focus on sustainable products that has the resources, funding and mandate to make significant progress. We need to create these forums and tie them into policy development and budget processes. Areas of immediate opportunity include finding ways to better support companies affected by, or participating in the green building markets, the retail sector and companies producing products to support low carbon energy solutions. While there is some

activity particularly in the green building area it is not, to my admittedly weak understanding, aligned to an overarching strategy and management plan. On the provincial level I am not well enough informed to comment on if they are moving in the right direction or not but I see some interesting activity in many provinces.

Looking now at programs I thinks this is an area where we do have some good things happening both in and out of government. Examples include:

CIRAG at Ecole Poly Technique in Montreal – has created an academic center of expertise on LCA. Through the hard work of Glen and others Carleton was ranked the number one public policy and public administration program in the country when it comes to the integration of sustainability. One of our associates Brian Kelly is Director of the Sustainable Enterprise Academy at Schulich School of Business at York University and it was ranked the top business school in the world when it come s to sustainability. This bodes well for the future.

The Athena Institute – world class evaluators of materials and products

Another program is Forest Products Innovations and its Transformative Technologies Program, which brings together governments, industry and academia to conduct research along the forest "value chain" and it has an objective is to come up with innovative products and to increase investment in a higher-value-added forest sector.

Canadian Institute of Mining, Metallurgy and Petroleum which now has a CSR centre of excellence which is an interesting development although I am not yet sure if it will link to the product side.

Work of OCETA, FCPC and Guelph Food technology Centre on sustainable agriculture is a step in the right direction.

Green Infrastructure investments are good

SDTC funding does support the development of more sustainable products and technologies

Various underfunded SME programs exist that punch well above their weight such as the Enviroclub in Quebec

Canadian Business for Social Responsibility is a going concern and many industry associations are supporting their members in improving sustainability of their materials, products and services. The Canadian forestry industry has changed dramatically since my time in BC and now has a world class program to demonstrate sustainability performance.

Terrachoice continues its ecolabeling work and in some cities there are sustainable purchasing networks and many companies participate in the Sustainable Packaging Coalition and other collaborative networks. The provinces have a variety of extended producer responsibility or stewardship programs for a growing number of products.

We also have a lot of great companies and crown corporations doing good work and implementing internal programs aimed at areas such as stimulating green or sustainable procurement, improving material section, designing better products and managing their supply chains in a more responsible way.

And I am sure there are many many activities that I have not mentioned at all levels of government and within industry.

My observation on all of this program (in quotes) activity is that there are a lot of smart people out there doing good things to develop and support the market for sustainable materials and products but when you consider the bigger picture view which the Government of Canada should have, it is for the most part comprised of ad hoc efforts that are uncoordinated across markets, jurisdictions, and departments and it is not aligned to an overarching strategy or plan. I think we can definitely do better and by this I mean moving from reacting to market drivers and chasing other jurisdictions policy to thinking through where our strategic advantages and gaps are and how we can leverage the former and fill the latter.

An example of an advantage would be social performance – I am pretty sure that we can outperform jurisdictions such as Russia, South Africa and China when it

comes to telling our story on social performance of the materials and goods we produce. A gap would be green procurement where at the federal level we have a twenty year legacy of wasted efforts to implement a functioning program – we can do better on this and if we do it will help companies selling greener products.

Decision support tools are perhaps a strength in the sense that the tool-box is pretty full. We did a project with Pollution Probe a few years ago in which we catalogued and categorized various concepts and tools available to industry and government to advance more sustainable production and consumption. There were plenty – strategy tools, management tools, product development tools, communications tools etc... In the interim more tools have been developed and they are even more sophisticated. The challenge is to build awareness of the tools, provide incentives or sticks to encourage their adoption and most importantly get government to support a set of tools long enough to realize the benefits. This of course links to the program discussion – for example we have never had a substantive and sustained program to support SME's in the innovation of green products, yet the tools to do this have been available for years.

Data is another area where I believe we are weak. Every major material supplier and anyone in the green building or Wal-Mart supply chain will have to provide life cycle data on their materials and products. This will likely expand to other sectors as well but those two groups already cover off a lot of our GDP. I just do not think Canadian Governments are either seeing this need, understanding the implications, or working with industry and others to respond effectively – We do have some good skills that can be brought to bear such to create these datasets such as the Athena Institute, CIRAG and some consultants like ourselves. CIRAG is I believe embarking on a new LC database initiative currently and this is much needed.

This analysis may seem a bit disappointing but it not unlike the state of many large companies we work with who have not yet turned their attention to sustainability. Once they do focus their attention, it does not take long to develop

the strategies, adjust the systems and fill the program gaps. The specific of what needs to be done in government is different but I am confident that the Government of Canada can do this as well.

So if my Analysis is correct how to we get Canadian public policy on to the sustainable product revolution. I believe it starts with understanding - We need to develop a common and agreed understanding of what businesses, consumers and institutions will be looking for when it comes to sustainability performance – We do this for clients regularly, it is what GE did before they initiated their eco-imagination program - we have a discussions on what will be the characteristics of materials, products and services needed in the 21st century and we look carefully at the potential market for these products and the companies capability to produce them.

I think we should commission this type of analysis but in a way that avoids partisanship and results in an objective as possible understanding of where we are today, and what the opportunities and the risks are. I know other jurisdictions are doing this type of analysis already – the Dutch did it in the 1980s and the EU and Japan are well along. From this understanding we can start to prioritize product categories, develop sector strategies and identify needed tools, data and programs. Most importantly we can hopefully come to some agreement on strategy. It is my belief that it is only with this common knowledge base and understanding that we will be able to develop a strategy that will hold across time and across party lines.

It is important to note we have choices on strategy – we can work cooperatively to be the best at meeting the market demand for sustainability performance information, or we could identify where we have particular competitive advantages and exploit those markets better, or we could take a leadership – or what at Five Winds we call a shape the future - strategy in which governments and industry and other stakeholders work together to develop the material products and services that we know will be needed to create a sustainable world.

To me this last option is the revolutionary path and it is the one we should start running on if we want to create more sustainable products and take full advantage of what Canada has to offer the world. But we need to take a lesson from other governments and the private sector and start developing the strategies, the framework for action, the programs and the performance measures needed to move forward. Thomas Jefferson said every new generation needs a revolution, my hope is a critical mass of individuals will see these revolution as a critical part of creating a sustainable future and join up.

Thank you for listening and I would be happy to take any questions or comments.

Kevin Brady
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