

Curriculum Vitae: Patrice LeBlanc

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PROFESSIONAL EXPERIENCE

Director, Habitat Management Policy and Practices Branch Fisheries and Oceans Canada (2009-to date)

- Directing the development of legislation, regulations, policies, programs, strategies, plans and management tools and products related to regulating impacts to freshwater and marine fish and fish habitat and contributing to their conservation and protection consistent with the goal and principles of sustainable development.
- Leading negotiations with other government departments, national industry associations, non-government organizations/volunteer sector and Aboriginal groups on formal partnering agreements and arrangements to collaborate in areas of common interest related to the conservation and protection of freshwater and marine fish and fish habitat.
- Leading consultations with other government departments, provinces and territories, national industry associations, non-government organizations/volunteer sector and Aboriginal groups on legislation, regulations, policies, programs and management tools and products related to the conservation and protection of freshwater and marine fish and fish habitat.
- Leading the development and implementation of key elements of a continuous improvement plan aimed at more effective conservation and protection of fish and fish habitat, more efficient, transparent, predictable and consistent delivery of services to Canadians, including the risk management framework, streamlining regulatory reviews, partnering and habitat compliance monitoring.
- Providing on-going and strategic advice in the form of oral briefings, briefing notes, reports and other documents to Minister, senior departmental officials and those from other government departments, including central agencies, provinces and territories, non-government organizations, Aboriginal groups and industry on a wide range of complex and sensitive regulatory, policy, management and technical issues on the administration of the habitat protection provisions of the *Fisheries Act* and the application of the requirements of the *Canadian Environmental Assessment Act*, the *Species at Risk Act* and for consultations and accommodation of Aboriginal groups prior to regulatory decisions.
- Directing the development of the Habitat Management Programs Policy and Science Agenda.
- Chairing and participating in national committees, task groups and working groups on a range of issues and topics related to the conservation and protection of freshwater and marine fish and fish habitat
- Managing human and fiscal resources.

Director, Habitat Protection and Sustainable Development Branch Fisheries and Oceans Canada (2004- 2009)

- Directing the development of legislation, regulations, policies, programs, strategies, plans and management tools and products related to regulating impacts to freshwater and marine fish and fish habitat and contributing to their conservation and protection consistent with the goal and principles of sustainable development.
- Leading negotiations with other government departments, national industry associations, non-government organizations/volunteer sector and Aboriginal groups on formal partnering agreements and arrangements to collaborate in areas of common interest related to the conservation and protection of freshwater and marine fish and fish habitat.
- Leading consultations with other government departments, provinces and territories, national industry associations, non-government organizations/volunteer sector and Aboriginal groups on legislation, regulations, policies, programs and management tools and products related to the conservation and protection of freshwater and marine fish and fish habitat.
- Leading the development and implementation of key elements of a continuous improvement plan aimed at more effective conservation and protection of fish and fish habitat, more efficient, transparent, predictable and consistent delivery of services to Canadians, including the risk management framework, streamlining regulatory

- reviews, partnering and habitat compliance monitoring.
- Providing on-going and strategic advice in the form of oral briefings, briefing notes, reports and other documents to Minister, senior departmental officials and those from other government departments, including central agencies, provinces and territories, non-government organisations, Aboriginal groups and industry on a wide range of complex and sensitive regulatory, policy, management and technical issues on the administration of the habitat protection provisions of the *Fisheries Act* and the application of the requirements of the *Canadian Environmental Assessment Act*, the *Species at Risk Act* and for consultations and accommodation of Aboriginal groups prior to regulatory decisions.
- Directing the development of the Habitat Management Programs Policy and Science Agenda.
- Chairing and participating in national committees, task groups and working groups on a range of issues and topics related to the conservation and protection of freshwater and marine fish and fish habitat
- Managing human and fiscal resources.

Director, Habitat Program Services Branch, Fisheries and Oceans Canada (2002-2004)

- Directing the development and implementation of national policies, programs, strategies, plans and management tools and products related to a range of activities supporting the conservation and protection of freshwater and marine fish and fish habitat and the application of the *Canadian Environmental Assessment Act* and *Species at Risk Act* including: a national governance structure, community outreach and stewardship, partnerships, training, performance management and reporting, habitat data and information management, including the Canadian Environmental Assessment Registry (CEAR).
- Leading negotiations with other government departments, national industry associations, non-government organizations/volunteer sector and Aboriginal groups on formal partnering agreements and arrangements on areas of common interest related to the conservation and protection of freshwater and marine fish and fish habitat.
- Leading consultations with other government departments, provinces and territories, national industry associations, non-government organizations/volunteer sector and Aboriginal groups on policies, programs, strategies, plans and management tools and products that support the to the conservation and protection of freshwater and marine fish and fish habitat.
- Leading the development and implementation of key elements of a continuous improvement plan aimed at more effective conservation and protection of fish and fish habitat and more efficient, transparent, predictable, integrated and consistent delivery of services to Canadians, including training, performance measurement, governance and partnering.
- Providing on-going and strategic advice to Minister, senior departmental officials and those from other government departments, including central agencies, provinces and territories, non-government organizations, Aboriginal groups and industry on a wide range of complex and sensitive regulatory, policy, management and technical issues on matters related to the support functions for the administration of the habitat protection provisions of the *Fisheries Act* and the application of the requirements of the *Canadian Environmental Assessment Act*, the *Species at Risk Act* and for consultations and accommodation of Aboriginal groups prior to regulatory decisions.
- Chairing and participating in national committees, task groups and working groups on a range of issues and topics related to regulating impacts to freshwater and marine fish and fish habitat
- Managing human and fiscal resources.

Senior Advisor, Bahamas Environment, Science and Technology (BEST) Commission (October 2003-May 2004)

- Directing the technical and scientific review team for the environmental impact assessment (EIA) for the El Paso Liquefied Natural Gas (LNG) Project on Grand Bahama Island (Transportation of LNG to The Bahamas, Harbour Infrastructure, Re-gazification Plant, Power Plant, Highway re-alignment and marine pipeline to the United States), including developing positions of The Government of the Bahamas and leading negotiations with the proponent and its consultants related to the environmental impact statement (EIS).
- Providing strategic advice and briefings to Ministers, senior officials of BEST and the Ministry of Health and Environment on the design, regulatory, policy and technical requirements, environmental impact studies, risk analysis and public consultation process and mitigation and compensation related to the EIA for the El Paso LNG Project.
- Designing and implementing the National Capacity Self-Assessment Project with respect to commitments to implement international environmental conventions (Biodiversity, Climate Change, etc.) that contributes to sustainable development and development of a national environmental management action plan and national environmental policy for The Bahamas.

- Providing ongoing and strategic advice on national legislation, regulations, policies, strategies and guidelines related to environmental assessment, site remediation, fish habitat protection, pollution, risk assessment and monitoring.

Director, Habitat Policy and Program Development Branch, Department of Fisheries and Oceans (1999-2002)

- Directing development and implementation of legislation, regulations, policies, programs and management tools and products related to regulating impacts to freshwater and marine fish and fish habitat and the application of the *Canadian Environmental Assessment Act* prior to regulatory decisions and contributing to their conservation and protection consistent with the goal and principles of sustainable development.
- Leading negotiations with other government departments, national industry associations, non-government organizations/volunteer sector and Aboriginal organizations on formal partnering agreements and arrangements on areas of common interest related to the conservation and protection of freshwater and marine fish and fish habitat.
- Leading consultations with other government departments, provinces and territories, national industry associations, non-government organizations/volunteer sector and Aboriginal organizations development and implementation of legislation, regulations, policies, programs and management tools and products related to regulating impacts to freshwater and marine fish and fish habitat.
- Providing on-going and strategic advice to Minister, senior departmental officials and those from other government departments, including central agencies, provinces and territories, non-government organizations, Aboriginal groups and industry on a wide range of complex and sensitive regulatory, policy, management and technical issues on the administration of the habitat protection provisions of the *Fisheries Act* and the application of the requirements of the *Canadian Environmental Assessment Act*, the *Species at Risk Act* and for consultations and accommodation of Aboriginal groups prior to regulatory decisions.
- Leading the development of a Memorandum to Cabinet and Treasury Board Submission for strengthening the capacity of the Department (\$28M and 250 new staff) to deliver on its responsibilities to regulate impacts to fish and fish habitat in the inland provinces (Ontario and Prairie Provinces).
- Leading the Departmental input to the Five-Year review of the *Canadian Environmental Assessment Act*.
- Participating in national committees, task groups and working groups on a range of issues and topics related to the conservation and protection of freshwater and marine fish and fish habitat
- Managing human and fiscal resources.

Director, Habitat Operations Branch, Department of Fisheries and Oceans (1998-1999)

- Leading the provision of advice to the Minister, senior departmental officials and regional program staff on the regulatory reviews, assessments, approvals and monitoring of major economic development proposals and projects across Canada under the habitat protection provisions of the *Fisheries Act* and environmental assessments pursuant to the *Canadian Environmental Assessment Act* (CEAA) in a manner that contributes to sustainable development.
- Directing an independent national evaluation of the Habitat Management Program and designing a national 18 month action plan (the National Habitat Blueprint Initiative) to implement the results of the evaluation.
- Providing advice on issues related to the on-going administration of the habitat protection provisions of the *Fisheries Act* and the application of the requirements of the *Canadian Environmental Assessment Act*.
- Leading consultations on complex and controversial issues related to regulatory reviews and environmental assessment of major economic development projects across Canada with other government departments, including central agencies, provinces and territories and industry.
- Chairing and participating in national committees, task groups and working groups on a range of issues and topics related to the conservation and protection of freshwater and marine fish and fish habitat
- Managing human and fiscal resources.

Vice-President, Corporate Environmental Strategies, TerraChoice Environmental Services Inc. (1997-1998)

- Leading development and implementation of national and international frameworks, strategies, approaches, programs, products and services related to marketing environmental performance through use of voluntary environmental recognition (reward, rating and reporting) programs and environmental verification and audit programs for the private sector.
- Providing strategic advice and briefings to executives and senior managers from the private sector and governments.
- Leading consultations and negotiations on strategic alliances and partnerships with other private firms,

- governments, and international organisations.
- Managing human and fiscal resources.

Chief Executive Officer/Managing Director, Republic of Trinidad and Tobago's Environmental Management Authority (EMA) (1995 -1997)

- Directing development and implementation of regulations, policies, programs, strategies, plans and management tools and products for the administration and enforcement of the *Environmental Management Act* and for the application of international environmental Protocols, Conventions, Treaties and Agreements in the Republic of Trinidad and Tobago consistent with the goals and principles of sustainable development.
- Providing strategic advice and briefings to Cabinet, the Minister of Planning and Development and other Ministers, the Chairman and Directors of the Board, Permanent Secretaries and CEOs of other government agencies, senior officials of the private sector and NGOs and the World Bank and United Nations Development Program (UNDP) on a number of regulatory, policy, technical and management issues related to the establishment of the EMA and the development and implementation of regulations, policies, programs, strategies, plans and management tools and products related to the administration and enforcement *Environmental Management Act*.
- Leading the development of an environmental assessment process and procedures for application to major energy, transportation and tourism related development projects; the review of environmental impact assessment reports for major development projects; and the development and implementation of consultation processes and follow-up programs, including environmental mitigation, monitoring and reporting plans.
- Managing consultations and negotiations on establishing strategic alliances and partnership agreements with other government agencies, private sector organisations, multi-lateral organisations, environmental non-government organisations, universities, other countries and international organisations.
- Representing the Republic of Trinidad and Tobago at meetings of the United Nations Environment Programme (UNEP), the United Nations Development Programme (UNDP), the Organization of American States (OAS), etc on matters related to international environmental Protocols, Conventions, Treaties and Agreements.
- Managing human and fiscal resources.

Director General, Policy and Process Development Directorate, Canadian Environmental Assessment Agency (1992 - 1995)

- Directing the development and implementation of policies, strategies, programs and management tools and products to support the application of the *Environmental Assessment Review Process Guidelines Order*, the development and application of the *Canadian Environmental Assessment Act* (CEAA), the *Cabinet Directive for the Environmental Assessment (EA) of Policy and Program Proposals* and the *UNECE Convention on Environmental Impact Assessment in a Transboundary Context*.
- Providing strategic advice and briefings to the President and Senior Managers and to senior officials of other federal government departments, including central agencies, other countries, native and non-government organisations, private sector and universities on environmental assessment legislation, regulations, policies, programs, processes and management tools and products.
- Leading negotiations on strategic alliances and partnerships with private sector, non-government organisations, universities, natives and other federal departments, provincial agencies international organisations and other countries on environmental assessment policy and research initiatives.
- Leading consultations with other government departments, provinces and territories, national industry associations, non-government organizations/volunteer sector and Aboriginal organizations development and implementation of regulations, policies, programs and management tools and products related to the application of the *Environmental Assessment Review Process Guidelines Order*, the *Canadian Environmental Assessment Act* (CEAA), the *Cabinet Directive for the Environmental Assessment (EA) of Policy and Program Proposals* and the *UNECE Convention on Environmental Impact Assessment in a Transboundary Context*.
- Representing Canada at the Meetings of the Parties to the *UNECE Convention on Environmental Impact Assessment in a Transboundary Context*.
- Leading the design, development and implementation of the 3-Year International Study of the Effectiveness of Environmental Assessment.
- Managing human and fiscal resources.

Director, Research, Federal Environmental Assessment Review Office (FEARO) and Executive Secretary, Canadian Environmental Assessment Research Council (CEARC) (1988-1992)

- Managing the Secretariat of the Canadian Environmental Assessment Research Council.
- Leading the development and implementation of national research frameworks, programs and projects related to advancing the scientific, technical and procedural aspects of environmental assessment in Canada and the Environmental Assessment Review Process Guidelines Order (EARPGO).
- Providing strategic advice and briefings to the Chairman and senior management of FEARO, the Chairman and members of CEARC, and senior officials of other federal departments, central agencies, other countries, native groups, non-government organisations, private sector and universities. This focused on environmental assessment legislation, policies, process and procedures; the review of environmental assessments of major development projects; and mitigation and compensation measures and follow-up monitoring.
- Leading consultations with other government departments, provinces and territories, national industry associations, non-government organizations/volunteer sector and Aboriginal organizations development and implementation of environmental assessment research priorities, plans and programs.
- Leading negotiations on strategic alliances and partnerships with other government agencies the private sector, non-governmental organisations, universities, natives and other federal departments and levels of governments on joint research programs and projects.
- Managing human and fiscal resources.

Chief, Habitat and Resource Development Research Division, Department of Fisheries and Oceans (1982-1988)

- Leading the development implementation of regional research programs and projects related to habitat ecology, fish culture and salmon enhancement and impacts of human activities on fish and fish habitat.
- Directing the review, assessment and approval of impacts to fish and fish habitat from a range of economic development projects
- Leading the provision of operational advice to the Minister, senior departmental officials and regional program staff on the regulatory reviews, assessments and approvals of major development projects in Atlantic Canada and the implementation of fisheries and fish habitat mitigation and compensation measures and follow-up monitoring plans.
- Providing strategic advice and briefings to the Regional Director General, Regional Director of Science and other senior managers on key issues related to the administration and enforcement of the *Fisheries Act* and the review of environmental assessments of development proposals and projects under the *Environmental Assessment and Review Process Guidelines Order* (EARPGO).
- Leading consultations and negotiations on strategic alliances and partnerships with non-governmental organisations, universities and other federal departments and levels of governments on joint research, monitoring related to the conservation and protection of fish and fish habitat.
- Managing human and fiscal resources.

Adjunct Professor, Universite de Moncton (1986-1988)

- Teaching undergraduate water management and wastewater engineering course.
- Participating on the university's advisory committee on environmental studies and development of a curriculum for a new undergraduate environmental science program.

Senior Advisor, Environment, Nova Scotia Power Corporation (1980-1982)

- Leading development and implementation of corporate policies, strategies, programs and projects related to air and water pollution prevention and control, hazardous waste management, natural resource management, environmental assessment and occupational health.
- Providing strategic advice and briefings to the President, Vice-President and Senior Managers of the Corporation and to senior officials of federal departments, provincial agencies, non-government organisations and universities related to compliance with environmental laws, environmental assessment of new generation, transmission and distribution projects and environmental monitoring.
- Leading consultations and negotiations on strategic alliances and partnerships with provincial agencies and federal departments, non-government organisations and universities on environmental compliance, assessment and monitoring requirements and research and development studies and projects.
- Managing human and fiscal resources.

Senior Environmental Engineer, Nova Scotia Power Corporation (1977-1980)

- Leading development and implementation of policies, programs and projects related air and water pollution prevention and control and hazardous waste management at thermal power plants.
- Providing strategic advice and briefings to the Vice-President and senior managers and to senior officials of other federal departments, provincial agencies, non-government organisations, other industries and universities related to compliance with environmental laws, environmental assessment of new generation projects and environmental monitoring.
- Leading consultations and negotiations on strategic alliances and partnerships with other industries, non-governmental organisations, universities, federal departments and provincial agencies on environmental compliance, assessment and monitoring requirements and research and development studies and projects.
- Managing human and fiscal resources.

Instructor, University College of Cape Breton (1976-1977)

- Contributing to the development of the curriculum for the newly created Environmental Technology Program.
- Leading the development and delivery of courses related to Environmental Science and Technology, Ecology, Environmental Impact Assessment, Air and Water Pollution and Waste Management.

Environmental Studies Specialist, Ontario Hydro (1974-1976)

- Leading the development and review of environmental assessment and monitoring projects related to thermal and nuclear generating stations and heavy water plants and related land based facilities.
- Providing advice to senior management and officials of provincial agencies on environmental assessments.
- Leading consultations and negotiations on environmental approvals and permits with provincial agencies and municipal governments.
- Designing and managing baseline environmental studies for new thermal generating stations, the toxicity of hydrogen sulphide on fish and the impacts of acid rain on aquatic and terrestrial ecosystems.
- Managing human and fiscal resources.

Manager, Water Research and Pollution Services, Eco-Research Limited (1974-1975)

- Leading development and implementation of projects and providing advice to senior officials of industry and provincial agencies related to testing of environmental contaminants; research and monitoring of the environmental effects and aquatic toxicology of industrial wastes; and research and development of wastewater treatment; water quality assessment; and monitoring programs for governments and industry.
- Leading negotiations with clients and provincial and federal departments on assessment, research and development and monitoring studies.
- Managing human and fiscal resources.

Manager, Environmental Laboratory, Beak Consultants Limited (1969-1974)

- Leading development and implementation of programs and projects related to testing of environmental contaminants; research and monitoring of the environmental effects and aquatic toxicology of industrial wastes; and research and development of wastewater treatment; water quality assessment; and monitoring programs for governments and industry.
- Providing advice to senior officials of industry and provincial agencies.
- Leading negotiations with clients and provincial and federal departments on assessment, research and monitoring studies.
- Managing human and fiscal resources.

Acting Chief, Water Quality Laboratory, Department of Energy, Mines and Resources (1968-1969)

- Leading implementation of programs and projects related to water quality monitoring and laboratory testing in the Atlantic Provinces.
- Providing advice to senior officials of the Department, other government department and provincial agencies.

- Managing human and fiscal resources assigned.

EDUCATION

Dalhousie University: Graduate Studies (Master of Environmental Studies and Resource Management)

University of Toronto: Master of Engineering (Chemical/Environmental)

Humber College: Studies in Management and Business Administration

Université de Moncton: Bachelor of Science

Ecole Secondaire Vanier: Senior Matriculation (Science)

Completed numerous leadership, management, technical, scientific and policy related professional development training courses.

OTHER

- Written and/or co-authored some 90 reports and articles published in journals and presented at conferences and symposia on a wide range of environmental management topics and issues (List available on request).
- Served on numerous local, provincial, regional, national and international scientific, technical and policy committees, working groups, task forces and boards (List available on request).
- Chair of the Environment Committee and Vice-Chair of the Planning Council of Ottawa 2000, a not-for-profit organisation established to promote and catalyse the citizens of the Ottawa-Carleton Region to celebrate the New Millennium.
- President, GREENPRINT: Ottawa's Round Table on Environment and Economy and member of Ottawa Eco-Fair Organizing Committee.

AWARDS

- Navy League of Canada University Scholarship
- Department of Fisheries and Oceans Merit Award (Policy for the Management of Fish Habitat)
- Department of Fisheries and Oceans Deputy Minister's Commendation (Dioxin in Fish)
- Council of Federal Libraries, Special Agatha Bystrom Tribute (Core Participant of the Envirosource Initiative)
- Distinguished Finalist in the Federal Awards Program for Outstanding Achievement in the Management of Information and Technology in the Federal Government (Leadership)
- Department of Fisheries and Oceans ADM's Distinction Award (Partnering)