

MANON BOMBARDIER

NATIONAL DIRECTOR HEADQUARTER ENVIRONMENTAL ENFORCEMENT

PROFESSIONAL EXPERIENCE

ENVIRONMENT CANADA (EC), Ottawa, Ontario

National Director, Environmental Enforcement, May 2010 - today

Reporting to the Chief Enforcement Officer (ADM level), I lead the EC's Environmental Enforcement Program, staffed by over 215 enforcement officers, scientists and professionals in 5 regions and over 20 district offices across the country. I provide strategic vision and oversee all operations and functions of the Directorate. I am also the authoritative voice in EC for any issues relating to the enforcement of environmental protection (pollution) legislations administered by the department. Responsible for establishing and maintaining partnerships with a wide variety of federal departments/agencies involved in enforcement activities, including the PMRA of HC, CBSA, DFO and TC, as well as international partner organizations such as the USEPA, PROFEPA (Mexico), and INTERPOL. Act as a standing member for Canada on the INTERPOL Environmental Crime Working Group which brings together over 25 countries and manages a variety of projects relating to enforcement of environmental legislations.

Accomplishments:

- Having taken over management of the Environmental Enforcement Program only recently, and during a reorganization in its headquarter office, I am transforming the organization into a high performing one and realigning it with larger Branch priorities. Apart from restoring high morale, strong management and clear accountabilities to the Environmental Enforcement Program, I am in process of achieving the followings:
- Shifting our strategic direction toward pursuing "high impact" cases – those with the greatest potential for maximizing deterrence and offering the greatest possibility for protecting human health and the environment, and away from "stats-building cases";
- Greatly improving partnerships with other EC programs, particularly those responsible for compliance promotion and the development of regulatory instruments.
- Also made significant steps to strengthen accountability and improve management capacity to lead to a more effective and accountable workforce and a better managed organization. This was done by developing an Accountability Framework for the organization, providing a customized management training to all 29 or so managers across the country, developing a leadership vision for the organization, and conducting a diagnostic to assess the organizational climate within my Directorate.

*CANADIAN ENVIRONMENTAL ASSESSMENT AGENCY, ENVIRONMENT CANADA (EC),
Ottawa, Ontario*

Director, National Support Program, Oct 2009 – May 2010

Reporting to the Vice-President, Operations, responsible for the delivery of programs and functions in support of the Operations Sector activities, including the Participant Funding Program, development of tools and systems to support the conduct and oversight of Environmental Assessments by the Agency and partners, and reporting for the sector.

Accomplishments:

- Successfully administered and managed the Participant Funding Program for the Agency to facilitate public participation and aboriginal consultation in environmental assessments (EAs) under the Canadian Environmental assessment Act.
- Led the review of over 100 EAs conducted or coordinated by the Agency to assess the implications of litigation in relation to the application of the Act, which raised issues and challenges for the efficient, consistent and timely delivery of federal EAs. The litigation included two cases before the Supreme Court of Canada related to the federal environmental assessment of mining projects and a challenge in Federal Court to regulations made under the Act. Decisions rendered by the Courts had significant implications for federal environmental assessments. All ongoing EAs had to be reviewed and there was extreme pressure

on the Agency to clarify the process and timelines for partners involved in the EA and the project proponents, given the economic implications. This exercise was deemed to be very well managed by all involved.

ENVIRONMENT CANADA (EC), Gatineau, Quebec

Director HQ Operations, Enforcement Branch, 2006 – Oct 2009

Under the leadership of the National Director, responsible for overseeing and coordinating environmental enforcement operations, including providing functional direction to five regional offices and 200 officers, of the national enforcement program, and management of the headquarter office. Led the development and implementation of the strategic and operational planning and reporting exercises for the Directorate and served as the executive focal point for the national environmental enforcement plan in the Department. Managed the development and implementation of operational policies, directives, and procedures. Served as Branch representative with authority in dealing with organizations such as INTERPOL, the U.S. EPA, INECE (International Network for Environmental Compliance and Enforcement), and the Commission for Environmental Cooperation (CEC). Manage all financial and human resources of the HQ office, with six direct and 13 indirect reports, and a \$1.3M budget. Served as National Director during his absence and managed all aspects of the national program.

Accomplishments:

- Turned around the HQ office, which was underperforming by implementing organizational and process changes. This effort resulted in streamlining and improving efficiency of operations, enhancing morale, reducing operating expenses, and securing additional budget in a time of extreme competitive funding for hiring new staff.
- Established a risk management framework, which allowed the Branch to objectively assess the trade-offs involved and to make informed choices on strategic enforcement priorities. This effort has allowed the program to focus and coordinate its enforcement efforts in the regions and with other law enforcement agencies, and has facilitated the implementation of proactive intelligence-based strategies and outcome-based performance objectives for the program. Overall effort ultimately led to the design and development of the first National Enforcement Plan for the department in 2008-2009.
- Developed a comprehensive national planning and reporting model for the Directorate, which allowed for integrated business planning and reporting at the corporate level.
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- Upon arrival at the Branch, realized that its operational policy manual was severely out-of-date and incomplete. Established a work plan to address those gaps, which led to a comprehensive revision of a number of policies and procedures that are now available to all enforcement officers across the country via the Intranet.
- Engaged, negotiated and maintained strategic partnerships with Interpol, the USEPA, the CEC, and other federal and provincial law enforcement organizations and was instrumental in renewing the Administrative Agreement between the Government of Quebec and the Government of Canada regarding the implementation in Quebec of the Federal Pulp and Paper Regulations. Currently leading a CEC international project relating to import/export of non-compliant products.

Head, Risk Evaluation Section, New Substances Division, 2003 – 2006

Selected amongst other higher-ranking officials to design and lead a multi-stakeholder consultation process for the renewal of the New Substances Notifications Regulations for biotechnology products under the Canadian Environmental Protection Act. Managed the work, human resources, and financial budget of the risk evaluation section. Held oversight responsibility of a \$1.3M budget allocated by the Treasury Board annually to fund R&D projects to support the federal biotechnology regulatory framework. Led three direct reports and a budget of \$500K. Developed and implemented regulatory policies, programs, and risk evaluation processes.

Accomplishments

- Led development and implementation of a research priority setting framework to guide in the allocation of departmental resources to address key risk assessment and research needs for biotechnology products in

support of the environmental statute and regulations. The framework also facilitated departmental annual reporting to the Treasury Board on the use of funds.

- Selected, amongst numerous other higher ranking officials, to design and lead the regulatory review process for the department. Led intensive negotiations and consensus building meetings, and the development of a discussion paper. Work involved engaging, negotiating and maintaining effective partnerships within the organization, central agencies, other departments, non governmental organizations, and industry groups. As a result, consensus was obtained from stakeholders on the need to amend the regulations and support was secured for the proposed changes. Received commendation for effort.
- Turned around absence of standards in the risk assessment process of regulated products in the department. Worked with other federal government partners in leading the development of a guideline for risk evaluators to guide their work and ensure consistency, high quality, and scientifically sound evaluations. This initiative has improved the quality of evaluation reports.
- Provided expert advice and prepared briefing material for senior management, the Deputy Minister and the Minister on policies regarding the regulation of biotechnology products in Canada.

ENVIRONMENTAL SCIENCE AND TECHNOLOGY CENTRE (ESTC), ENVIRONMENT CANADA, Ottawa

Method Development Specialist, 2000 – 2003

Built two laboratories to fill departmental capacity gaps in the area of soil toxicology and biotechnology in order to reduce dependency on outside contractors and consultants. Conceived, developed, and secured funding for a research program to advance knowledge and develop new methodologies. Manage Grants and Contribution funds that supported the research program under my responsibility. Formulated through collaborative work with university experts, an internationally recognized methodology to assess the fate and effects of genetically modified or natural micro-organisms in a soil environment. Served as trained auditor for external laboratories to verify compliance with the ISO 17025 standard.

Accomplishments:

- Developed and led a research program for the Centre on the fate and effects of micro-organisms in soils.
- Provided recommendations to senior management on needs and priorities as they pertained to the development of new soil toxicology methods and standardization.

Ecotoxicologist, Saint-Lawrence Centre, Montreal, 1996 – 2000

Developed and applied an environmental assessment mathematical model that was used by risk managers in the prioritization of management activities amongst a diverse group of contaminated sites. Standardized test methods related to the environmental assessment of the toxicological impacts of contaminants in aquatic systems. Coordinated the provision of toxicology analysis services to other groups within the Department and Quebec region. Wrote over 40 scientific and technical reports that presented results of toxicity testing on a wide range of contaminated samples (effluents, sediments, soils, etc.). Represented the Centre and Department at various conferences.

PRIOR EXPERIENCE: *Circle Technologies*, Montreal, QC, R&D Director, 1994 – 1996; *Hydro-Quebec*, Montreal, QC, Research Assistant, 1994 – 1994; *On/Q Corporation*, Montreal, QC, Production Assistant, 1993 – 1993; *Canadian Wildlife Service*, Montreal, QC, Biologist, Environnement Canada, 1992 – 1993; *McGill University*, Montreal, QC, Teaching Assistant, 1991 – 1992; Technician in Entomology, Lyman Museum- McGill University, 1990 – 1992

EDUCATION

PhD, Environmental Toxicology, U. de Metz
M.B.A., Hautes Études Commerciales
Graduate Diploma Ecotoxicology, Carleton University
M.Sc. Agriculture (Parasitology), McGill University

PROFESSIONAL AFFILIATIONS

Auditor, since 2001, for the Canadian Association of Environmental and Analytical Laboratories (CAEAL) and the Standards Council of Canada (SCC) against the ISO 17025 standard.

LANGUAGES

French, English proficiency (EEE/EEE), Spanish (Intermediate)

SPECIAL INVITATIONS, GRANTS, ADDITIONAL TRAINING, AND PUBLICATIONS

See Addendum

ADDENDUM

SPECIAL INVITATIONS

- Ad hoc reviewer for the following scientific journals: Chemosphere, Marine Pollution Bulletin, and Environmental Toxicology.
- Invited to write a chapter in the book entitled "Small-scale freshwater environment toxicity Test Methods", published in 2005.
- Invited to attend an expert workshop on the development of toxicity test methods for the evaluation of contaminated soils, Vancouver, B.C., 2003.
- Invited as a speaker at the International Symposium on Toxicity Assessment, Québec, QC, 2001.
- Invited as an expert to the 1999 sediment workshop organized by the Great Lakes Institute for Environmental Research, Windsor, ON.

GRANTS

- McGill University, 1991 (\$ 1 000).
- Formation des Chercheurs et l'aide à la Recherche du Québec, 1989-1991 (\$ 10 000 per annum).
- Quebec society for the Protection of Birds, 1989 (\$ 3 000).
- McGill University, 1989 (\$ 500).

ADDITIONAL TRAINING

- Occupational Health and Safety – Management Skills Program, 2005
- Treasury Board - Modern Risk Management in the Public Sector: Introduction, Tools and Techniques, 2005
- Risk Management in the Decision-making Process, 2005
- Media Training, 2005
- Regulatory drafting instructions, 2004
- Coaching and Team Building, Nov. 2004
- Quality management system auditing (ISO 9000:2000), 2000
- Leadership face aux nouveaux défis, 1999
- Project management in an organizational context, 1999
- Occupational Health and Safety in laboratories, 1997
- Ecological Risk Analysis, 1995

SCIENTIFIC PUBLICATIONS

A list will be provided upon request.