

S. GLENN SIGURDSON

Glenn Sigurdson has evolved a prominent consultancy from a significant legal career. He has a proven track record dealing with multiple parties and diverse interests – interactions within, between, and among organizations and groups - managing relationships, building consensus, developing partnerships, and resolving conflict.

Within organizations he has given leadership in responding to complex organizational challenges, strategic planning exercises, and the design of dispute management systems among groups and organizations, has worked in a very wide range of settings - from fisheries issues to environmental assessments; contaminated sites to forest management; and the development of regulatory frameworks and conflict management systems. He has an international reputation in dealing with complex multi-party challenges relating to resources and the environment, often involving First Nations.

He also brings extensive experience as a mediator, facilitator, and negotiator in both civil litigation and the workplace. His adjudicative background includes an arbitration practice that has involved him in work place, commercial, environmental, and healthcare disputes; a dispute resolution consultant to the British Columbia Labour Relations Board (1995-96); a Senior Vice-Chair of

the Manitoba Labour Relations Board (1980-89 part-time).

Part of a professional affiliation of independent practitioners known as The CSE Group, he is also associated with Simon Fraser University as a Fellow of the Morris J. Wosk Center for Dialogue, a Research Associate, and an adjunct professor in the Schools of Environment and Resource Management, and Communication.

He has written and spoken extensively in the field, and is the former President (1996) of the Society of Professionals in Dispute Resolution (SPIDR), now known as the Association for Conflict Resolution, the pre-eminent international organization in the field, headquartered in Washington, DC.

He received his B.A. (Hons.) Economics from the University of Manitoba (1968); and later attended Osgoode Hall Law School of York University in Toronto (1972). He is a barrister and solicitor called to the Bars of Manitoba (1973), and British Columbia (1989). In 1985 he was appointed Queen's Counsel.

The nature and scope of his work speak through his experience, representative examples of which follow:

Sustainability

- Developed and led a dialogue amongst communities that are currently the interim hosts of nuclear waste management facilities to help inform the development of a major initiative to determine the long term approach to the future management of Canada's used nuclear fuel.
- Participated in the design and development of an initiative to engage all key communities of interest in critical safety issues associated with vehicular transportation in the forest sector, and facilitated the Summit Meetings tasked with informing the creation of an Action Plan.
- Worked with a leadership team in the conceptualization of a major international conference tasked with the challenge of defining a course of action for the future sustainability of the oceans, and facilitated a highly focused dialogue among invited representatives who represented international ocean experts, government managers and policy makers, First Nations, NGOs and coastal communities.
- Member of the National Round Table of Canada Task Force that gave leadership to the consensus building exercise of the Round Table of Canada which resulted in *Building Consensus For A Sustainable Future – Guiding Principles* (1993), of which over 25,000 copies are now in distribution worldwide, and co-authorship of the book *Building Consensus for a Sustainable Future: Putting The Principles Into Practice*.
- Facilitated dialogue based initiatives relating to complex resource and environmental challenges including: selective fishing as a strategy for change; a Forest Summit involving planning and managing the forest and its

uses and users; difficult and acrimonious forest allocation and management questions involving multiple parties; wildlife management and meeting the challenges of change in Treaty negotiations.

- Facilitative leadership to an Advisory Panel established by a global energy company, consisting of its CEO and Senior Executive Team and senior representatives of prominent environmental organizations and institutions, to provide advice and direction on the development of a world class energy project.
- Managed a multi-party forum bringing together the public and private sectors through the participation of government ministries, industry, local government, labour, environmental groups, and several other groups and interests with a stake in addressing the challenge of climate change.

Multi-Party

- Facilitated and coordinated dialogues across Canada (1998-1999) involving representative voices of diverse perspectives (indigenous, government and churches) to explore the development of alternatives to litigation in dealing with the complex and sensitive issues relating to abuse within residential schools.
- Built a consensus amongst all of the diverse and competing interests within one of the most significant watersheds on the Pacific Coast to address fisheries related issues, and managed the process for 3 ½ years.
- Achieved, within the forest sector, consensus on a framework for the development of vegetation management plans involving agencies and several First Nations communities.
- Mediated the process of reaching resolution of difficult environmental and intra-agency issues surrounding the siting of a marina in an ecologically sensitive area adjacent to a national park.
- Mediated complex issues involving First Nations, and other governmental interests relating to the separation of a First Nations community and related land claims issues, and other similar assignments relating to leasehold interests, right-of-ways, fisheries and fish habitat.
- Mediation among major corporate players and regulatory interests to bring into development a major urban development site with significant contamination problems.
- Worked with 30 organizations in developing consensus around recommendations to broaden potential for diversity of wildlife uses and related economic opportunities.
- Chair, Minister's Advisory Panel on Pacific Salmon (MAP)(1994).

Organizational

- Facilitation and training in the development of a framework for dispute resolution and prevention within a municipal government.
- Competency and capacity building within a multi national company in giving effect to its Sustainability Policy through the delivery of programs involving worldwide management.
- Facilitative leadership in strategic planning exercises in many diverse contexts – within corporations and organizations, and the not-for-profit sector.
- Leading a change process within a major School Board involving 15 constituent organizations in establishing new ways to build more effective working relationships.
- Assisted in the development within a national policing organization new approaches to the resolution of internal grievances and change in the organizational culture.

Regulatory and Governmental

- Facilitated and led discussions amongst local governments to enhance working relationships and effective decision making within a collaborative governance structure in a major metropolitan area.
- Facilitated an intergovernmental dialogue among senior public managers on the challenges associated with charting collaboration in building competitive cities and healthy communities.
- Working with governance bodies to build principles and structures on which to establish meaningful and effective working relationships at the local level in anticipation of the conclusion of a Treaty in an urban context, and its subsequent implementation.
- Worked within the oil and gas sector to build a basis through which agencies, industry, First Nations, local government, stakeholder organizations, and tenure holders to build consensus around the regulatory architecture and planning processes to enable more effective interactions with respect to project development, approvals, and the resolution of disputes.
- Negotiated legislation to implement the 1986 Mercury Pollution Settlement requiring passage in both the House of Commons and the Legislative Assembly of Ontario.

- Extensive involvement throughout his career with senior and middle level public managers within the many assignments involving governmental interests, and as participants in the Executive and Management Development Programs offered by the CSE professionals.

First Nations

- Design and facilitation of a workshop involving senior representatives from the federal and provincial government and First Nations with respect to significant province-wide self-government negotiations.
- Mediation of "overlap issues" involving two First Nations communities involved in the finalization of land claims treaty implementation and self-government.
- Facilitated leadership of a capacity-building training program in the management of internal and external relationships of managers within a First Nations community.
- Working in relationship building and dispute resolution contexts involving First Nation in diverse settings: a major financial institution, multinational resource companies and several government agencies.
- Mediating complex issues involving First Nation communities, and other governmental interests, with respect to the separation of the communities and related land issues.
- Building consensus amongst the diverse and competing interests, both public and private, including extensive First Nations participation, within a major watershed to address fisheries related issues.
- Mediation of conflicts involving First Nations and provincial ministries over the use of and compensation for road rights-of-way.
- Mediation of "overlap issues" involving First Nation communities arising out of Treaty making initiatives.
- Facilitating a workshop involving the development of a process for the negotiation and transfer of programs and services involving Territorial, Federal, and First Nations interests.
- Developing and facilitating a First Nation Community Program in Consensus Building and Dispute Resolution, and related training program.
- Mediation / facilitation with respect to Treaty negotiation related issues from wildlife management to local government relationships.
- Involvement over many years in complex negotiation based processes involving First Nations interests, including as counsel to the Whitedog First Nation in the Mercury Pollution Settlement (and the development of associated provincial and federal legislation) in North-Western Ontario (1980's), and in the 1978 Agreement reached with respect to hydroelectric development impacts as counsel to 12,000 Cree people in Northern Manitoba.

International

- Design and facilitation of a workshop for an international financing agency involving participants from within the organization and the stakeholder community in the review and development of a major policy initiative with a global reach.
- Facilitation within, between and among the many communities of interest with a stake in the international mining and minerals sector, including global mining companies, non-government organizations, and indigenous and local communities broadly in respect of their relationships, on specific issues, and in the context of a global project being given leadership by an international institute headquartered in London.
- Workshop leader in Berlin, Germany to assist in informing emerging European approaches to the use of negotiation based processes in complex environmental and multi-party disputes (1995).
- Co-facilitated a multi-stakeholder initiative involving the Mining Sector within Latin America (1998).
- Delivered a Sustainability Workshop for the worldwide management team of a major international mining company including representatives of several major NGO organizations in Papua New Guinea (1999).
- A panelist on The Roster of the US Institute for Environmental Dispute Resolution.
- Recognition and extensive relationships within the field of consensus building and dispute resolution – through involvement with SPIDR, extensive speaking engagements, and work assignments.

ADR in Complex Multi-Party Litigation

- Mediated longstanding and deeply acrimonious dispute involving complex commercial arrangements and intellectual property issues between two public companies and individual parties.
- Mediated complex business issues involving a failed joint venture relationship with multiple parties.

- Mediated complex issues with respect to waterfront redevelopment including habitat protection and restoration, and contamination.
- Mediation, and facilitation, of issues arising out of contaminated sites, with multiple parties, within and outside of a litigation setting.
- Mediated the resolution of issues arising out of a major receivership with multiple parties.
- Reached resolution with major corporate players and regulatory interests to bring into development a major urban development site.
- Negotiated resolution of numerous major personal injury cases, and multi-party civil litigation including the comprehensive settlement in 1986 of the mercury pollution issues in the nationally profiled case involving the English-Wabigoon River in Northwestern Ontario and the communities of Whitedog and Grassy Narrows.

Human Resources and the Workplace

- Extensive experience as a labour relations arbitrator and mediator since 1980.
- Experience in facilitating workplace change initiatives; Senior Vice-Chair Manitoba Labour Board (1980-89; part time); and as dispute resolution consultant to the BC Labour Relations Board (1997).
- Initiated and gave leadership as President of SPIDR, now known as the Association for Conflict Resolution (ACR), to the development of a widely recognized and applied set of principles and protocols – *ADR in the Workplace* – in use by U.S. federal agencies and published by Cornell University.
- Assignments in a wide range of organizational settings – including as representative on behalf of professional medical association in the first arbitrations under the Canadian Medical System to determine the physicians schedule of fees.

Educational Courses and Programs

- Course Instructor, School of Business, Simon Fraser University, Graduate Business Programs – “Business, Government, and Society.”
- Course Instructor, Undergraduate Semester in Dialogue, Simon Fraser University.
- Faculty member, Osgoode Hall Law School of York University. Professional Development Program and Course Instructor in the LL.M. Graduate Program in Dispute Resolution.
- Designing and delivering programs for organizational leaders in Building Consensus and Resolving Conflict - the Banff Centre for Management (1985-95); BC Forests Continuing Studies Network (1993-96); Royal Roads University in Victoria, BC (1996-99); Cascade Centre, University of Washington (1999); and on a customized basis to business, government agencies and departments, First Nations, and non-government organizations.
- Skilled in utilizing training and orientation as a way to create “safe places” – an entry point for diverse interests to explore.

ORGANIZATIONAL LEADER

- A founding principal of The CSE Group in Vancouver (1990) - a group of independent practitioners dedicated to achieving sustainable outcomes and organizations by building sustainable relationships.
- Key player in creating, building, and managing a major Winnipeg law firm (1973-91).
- President (1996) of the 3500 member International Society of Professionals in Dispute Resolution (SPIDR), the preeminent organization in the field, headquartered in Washington, DC.
- Senior Vice-Chair of the Manitoba Labour Relations Board (1980-89, part-time).
- President, Icelandic Festival of Manitoba (1985-86) with a 110 year history, one of Manitoba’s oldest and most prominent and popular annual events.

EDUCATION

Glenn received his B.A. (Hons.) Economics from the University of Manitoba (1968); and his L.L.B. from Osgoode Hall Law School of York University in Toronto (1972). He is a barrister and solicitor called to the Bars of Manitoba (1973), Saskatchewan (1979), and British Columbia (1989). He completed his elementary and high school education (Isbister Scholarship 1963) in Riverton, a village along the shores of Lake Winnipeg, 80 miles north of Winnipeg, Manitoba where he grew up and worked in the family’s fishing and construction businesses.

PROFESSIONAL BACKGROUND

Glenn's professional career began in 1969 (part-time to 1973) as a research associate at the Centre for Settlement Studies, University of Manitoba, an inter-disciplinary research institute, whose focus was understanding the challenges associated with human settlements in communities across Canada's resource frontier and the implications of those challenges for the social and economic development of western and northern Canada.

His legal career began in 1972 at the Winnipeg law firm of Richardson and Company, a predecessor firm to Taylor McCaffrey of which he was a founding partner. In 1985 he was appointed Queen's Counsel. He practiced in Winnipeg until 1989, when he moved to Vancouver. He remains on the letterhead as Counsel to Taylor McCaffrey. However, his professional life is now focused on his work in the dispute resolution field, and he is no longer actively engaged in the practice of law.

He continues to bring into the consultancy that has evolved as the focus of his professional life the insights and experience based perspectives of a senior counsel with a solid and broad background. Over the course of his career he has been involved in matters as diverse as complex civil litigation, the workplace, environment, and First Nations. In the 1970s he also developed for his firm an active solicitor's practice in the area in which he grew up dealing with small businesses, real estate, local banks, schools, and municipalities.

SPEAKER AND WRITER

In the many roles and situations in which Glenn has worked, he has remained active as a speaker and writer and is, in many of these fields, recognized as a leader.

REPRESENTATIVE PUBLICATIONS

- "Inside CSR : Consensus, Sustainability, and Relationships, or 'The fly on the wall tells all with perfect recall.'" The Journal of Corporate Citizenship, Corporate Citizenship Unit, Warwick Business School, University of Warwick, Coventry, U.K.(Volume 2, Summer 2001).
- Building Consensus for a Sustainable Future: Putting Principles into Practice, co-authored with Gerald Cormick, Norman Dale, Paul Emond and Barry D. Stuart for the National Round Table on the Environment and the Economy (October, 1996).
- "Resolving Resource and Environmental Disputes: The Canadian Response", prepared for the Science Centre Berlin for Social Research, Berlin, Germany (November, 1995) and published in Alternative Dispute Resolution in Environmental Conflicts - Experiences in 12 Countries, Berlin: edition sigma (spring 1997).
- "The Sandspit Harbour Mediation Process", prepared for the Science Centre Berlin for Social Research, Berlin, Germany (September, 1994) and published in Alternative Dispute Resolution in Environmental Conflicts - Experiences in 12 Countries, Berlin: edition sigma (spring 1997).
- "The Mediation Lesson: New Realities for Legal Service", Canadian Corporate Counsel, Vol. 1, No. 2, October 1991.
- Economic Status of the Canadian Indian: A Re-Examination, University of Manitoba, December, 1969. P. Deprez and G. Sigurdson.

REPRESENTATIVE SPEAKING ENGAGEMENTS

- Speaker, Indian Residential Schools Legacy, "Is Reconciliation Possible?" University of Calgary
- Speech, *"Reconciliation and Healing: Alternative resolution Strategies for Dealing with Residential School Claims - an overview of the history and outcomes of the Exploratory Dialogues (1998-2000)"* given at Assembly of First Nations National Conference on Residential Schools, "a fair and just resolution of the Residential Schools Legacy," Vancouver, July, 2005.
- Speaker, *"Exploring the Practice - Training Interface in Diverse Contexts"* at a workshop to inform a Hewlett-sponsored research initiative: " What's the Use of Theory? How Trainer Practitioners Understand and Use Theory" under the leadership of Dr. Julie MacFarlane and Dr. Bernie Mayer, January 2005, Colorado Springs, Colorado.
- Law Reform Commission and Privy Council Office.

- Speaker, “Busting out of the ADR Box: Building Process for the Problem”, Policy Dialogue – New Paths to Justice Conference, Law Commission of Canada and Policy Research Initiative of the Privy Council Office, November 21, 2002.
- Plenary Speaker, “Practical Approaches to Appropriate Dispute Resolution”, a Conference organized by the ADR Institute of Canada, Inc. and the Canadian Bar Association, March 8, 2002.
- Speaker, “The Inner Circle of Advocates 30th Anniversary”, American Trial Lawyers Association, July 2001.
- Plenary Speaker, “Inside CSR: Consensus, Sustainability, and Relationships”, a conference on Corporate Social Responsibility (CSR) sponsored by the Corporate Citizenship Unit of the Warwick Business School, U.K. (July, 2000).
- Moderator, Interactive Dialogue “Mining and Society: Change – Communication – Creative Solutions”, Canadian Institute of Mining, Metallurgy and Petroleum, Vancouver, BC, November 4, 1999.
- “Exploring Opportunities: First Nations, The Environment and Natural Resource Management”, Pacific Business and Law Institute, Environmental Law and Canada’s First Nations, Vancouver, BC, November 18-19, 1999.
- “Mediating in the Face of Intensely-Held Values”, Master Mediation Seminar, SPIDR New England Chapter, Rockport, Massachusetts, September, 1996.
- Society of Professionals in Dispute Resolution (SPIDR), President’s Remarks: Washington, DC (September, 1995); Chicago, Illinois (October, 1995); Seattle, Washington (March, 1996); Anaheim, California (January, 1996; March, 1996); Honolulu, Hawaii (April, 1996); Edmonton, Alberta (May, 1996).
- “People and Fish: Who’s ‘Eating’ Who?”, American Fisheries Society, North Pacific International Chapter, Annual General Meeting, Vancouver, B.C., April, 1995.
- “Maintaining a Sustainable Fishery”, "Making Peace and Sharing Power - A National Gathering on Aboriginal Peoples & Dispute Resolution", Victoria, B.C., April 30 - May 3, 1996.
- “Tailoring The Process For The Problem”, Canadian Bar Association, Canadian Corporate Counsel Section, “How To Make Alternative Dispute Resolution Work For You And Your Company”, Vancouver, B.C., November 29, 1995.
- “Managing Risk Through Managing Relationships”, “Real Estate Markets In The Long Run: The Next Decade In Real Estate”, Vancouver, B.C., November 29, 1995.
- Science Centre Berlin for Social Research (Hannover Germany, 1993 and 1995) to bring a perspective reflecting Canadian experience and approaches in the resolution of complex environmental and resource disputes.
- Moderator, “Managing Relationships Across Borders: Perspectives and Possibilities”; a Luncheon Dialogue with Allan Gottlieb and Lloyd Cutler, Society of Professionals in Dispute Resolution (SPIDR), 21 Annual Conference, “Seeking Common Ground”, Toronto, Ontario, October, 1993.
- “Human Resources & Alternative Dispute Resolution: Leader of the Pack or Back of the Bus” to the B.C. Human Resources Management Association Fall Conference, Vancouver, B.C., October, 1993.
- Moderator and Speaker, “Managing Conflict: Is The Way To Consensus Becoming Clearer?”, Annual Conference of the Canadian Institute of Planners, “The Future - Let's Face It”, Victoria, B.C., July, 1993.
- “Regulatory Negotiation - From Consultation to Consensus”, The National Round Table on the Environment and the Economy, Prince Edward Island, August, 1991.
- “Accepting Realities: Achieving Results”, at the 84th Annual Meeting of the Air and Waste Management Association – “Bridging to the 21st Century”, Vancouver, British Columbia, June, 1991.
- Discussant, “Institutionalizing Mediation” at an Invitational Workshop organized by the Federal Environmental Assessment Review Office (“FEARO”) to consider the role, procedures and practices in respect to the use of mediation as contemplated in Bill C-78, the prospective Canadian Environmental Assessment Act, November, 1990.
- “Dispute Resolution under the Free Trade Agreement: A Counter Intuitive Proposition” at the Annual Conference of the Society of Professionals in Dispute Resolution, Washington, D.C. October, 1989.