

APPENDICES
CCELD 2015 FINAL REPORT



Appendix 1 - Summary of CCELD 2015 Participant Evaluation Responses

Of the 59 participants, all 59 completed the evaluation questionnaire at the Closing event in Jamaica on October 3, 2015, representing a response rate of 100%. Note that some participants did not respond to all questions.

| Demographic Information | | ✓ |
|---|---------------|----|
| 1. Please indicate your gender. | Male | 25 |
| | Female | 34 |
| 2. What region did you represent at the CCELD? | Canada | 20 |
| | Caribbean | 39 |
| 3. Please indicate the sector you represented at the CCELD. | Business | 17 |
| | Government | 12 |
| | Labour | 17 |
| | Civil Society | 10 |
| | Other | 3 |

| Study Tour Group | | ✓ |
|---|-------------------------------------|----|
| 4. Please indicate the study tour group of which you were a part. | Toronto and Grenada | 12 |
| | Montreal and the Dominican Republic | 12 |
| | Halifax and Trinidad & Tobago | 12 |
| | Sudbury and Bahamas | 12 |
| | Ottawa and Barbados | 11 |

| Scale | |
|-------|-------------------|
| 1 | Strongly Disagree |
| 2 | Disagree |
| 3 | Neutral |
| 4 | Agree |
| 5 | Strongly Agree |

| Overall CCELD Experience | Response Percentage | | | | | |
|---|---------------------|---|---|----|----|----|
| | Scale | 1 | 2 | 3 | 4 | 5 |
| 5. Overall I am satisfied with my CCELD experience. | | 0 | 0 | 5 | 25 | 69 |
| 6. My CCELD experience has helped to develop my leadership. | | 0 | 0 | 3 | 29 | 68 |
| 7. The CCELD has provided an opportunity for me to meet and engage with others from different walks of life at a level that I would not otherwise have had. | | 0 | 0 | 0 | 14 | 86 |
| 8. The CCELD has improved my understanding of key sectors and organizations within Canada. | | 0 | 0 | 15 | 27 | 58 |
| 9. The CCELD improved my understanding of key sectors and organizations within the Caribbean. | | 0 | 2 | 7 | 32 | 59 |
| 10. The CCELD has provided an opportunity for me to develop a strong peer network across national and regional boundaries. | | 0 | 2 | 0 | 29 | 69 |
| 11. I would recommend the CCELD to others. | | 0 | 0 | 0 | 17 | 83 |

| Opening Session in Ottawa – Gatineau, Canada | Response Percentage | | | | | |
|---|---------------------|---|---|----|----|----|
| | Scale | 1 | 2 | 3 | 4 | 5 |
| 12. The Opening speakers and co-chairs were effective. | | 2 | 3 | 9 | 36 | 50 |
| 13. The Opening speakers and experiences were relevant to the CCELD objectives. | | 0 | 0 | 5 | 43 | 52 |
| 14. The Opening provided a strong and relevant foundation for the study tours. | | 0 | 2 | 14 | 37 | 47 |
| 15. The Opening was well planned and organized. | | 0 | 3 | 7 | 34 | 55 |
| 16. The environment (facilities, services, etc.) was favourable to my learning. | | 0 | 2 | 7 | 34 | 57 |

17. Comments on the Opening Session:

- The opening session was well organized. It gave us the opportunity to be prepared for the various study tours. It also provided the context for embracing cultural exchanges amongst 59 diverse groups of leaders
- More female presenters
- OPENING SESSION WAS POWERFUL; THE FACILITATORS FROM SUCH DIFFERENT ORGANIZATIONS YET SHARE SIMILAR GOALS AND VISIONS. IT REALLY SET THE TONE FOR WHAT WE WERE GOING TO EXPERIENCE IN OUR GROUPS AND ON OUR SITE VISITS
- The speakers were relevant, especially those from the Caribbean/there was a lot of emphasis on ethnic diversity but it was squarely focused on first nations people - this was opposed to what we saw in Africaville in Halifax; basically, this diversity conversation should be more inclusive/ NS Business, etc.
- The open session opened me up to change and to respect others' views
- Transports could have been arranged for groups coming in early mornings.

- Perry Bellegarde was great.
- The Opening was great. A few more interactive exercises would be useful. It's hard to sit and listen to Speakers all day.
- The interactive sections of the opening were invaluable to trigger your mind to the experiences and lessons that were learned during our two weeks. It also gave us an opportunity to build relationships and network with other teams, which led to the excitement of wanting to see persons again and share your experience.
- N/A and don't know exactly because I was not present at the opening in Ottawa.
- The CCELD15 experience was richly rewarding and indeed exposed me to leaders and organizations that I may not have otherwise have access to; the experience have definitely caused me to view my work environment and it's effects on its surroundings and vice versa, through a different pair of lens.
- Some of the panels could have set a better context for the tour rather than sounding much like many of our visits.
- Great opening session; provided us with very understanding of the objectives of CCELD and the Canadian society.
- Very well run. Went smoothly, great speakers. Thanks for Aboriginal speakers.
- The involvement of the indigenous component was excellent and appreciated. Appreciated the opportunity to meet many people including our team members prior to departure.
- I have a greater appreciation for indigenous people and will thrive to keep our heritage alive. Secondly, to look positively at what is going right.
- More time spent outdoors would improve attention span. Outdoors for group breakout sessions?
- Excellent, informative
- Provided a good context for Study Tours.
- Excellent foundation for what was to come.
- The opening session prepared us well for the upcoming challenges we faced in our study tours.
- Chief Bellegarde was exceptional! James Clemens was an excellent speaker & facilitator - very worthwhile.
- The sessions prepared me for the tours and opened my perspective to dig under the surface of organizations we visited.
- Co-Chairs were disappointing; no leadership.
- I enjoyed the passport challenge, which forced me to go outside of my comfort zone and meet my fellow participants.
- The opening session was well-organized and insightful.
- Emerging leaders should be represented as speakers during the Opening. More interactive sessions should also be included.
- Not very diverse. Opening Panel of three white men and one aboriginal woman all over the ages of 50 for sure. Opening workshop not very effective and relatable to the Caribbean folks.
- The room was too cold. Not enough diversity on the panels (especially on innovation and technology - could have had younger panellists who are using technology innovatively). The leadership workshop video did not at all speak to minority groups. It was a white male example in a privileged profession. Given that the audience was half made up of people of color it did not speak to our experience.
- There was a lot of talent from the emerging leaders in the CCELD 2015. It would have been great to put out a call to participants for topics they may want covered or can maybe contribute. Would have loved to hear from young leaders. Wish we could have incorporated some more art/music.
- It really set the tone and prepared us for the tours. Very informative and encouraging.
- Would have loved to see a bit of Ottawa.
- Would have wished for more diversity with the presentations.
- I really like James Clemens' leadership insights.
- There was a bit too much content on ** facing First Nations and not enough on the overall Canadian situation (economy, social issues, etc.)
- I was given misinformation related to travel so it is important in future to be clear with participants and be flexible with travel needs of Caribbean participants.
- The study enriched my experience by creating the space for change and growth I learned from my group

| Scale | |
|-------|-------------------|
| 1 | Strongly Disagree |
| 2 | Disagree |
| 3 | Neutral |
| 4 | Agree |
| 5 | Strongly Agree |

| Canada/Caribbean Study Tours | Response Percentage | | | | | |
|--|---------------------|---|---|----|----|----|
| | Scale | 1 | 2 | 3 | 4 | 5 |
| 18. The people and organizations visited during my study tour were informative and insightful. | | 0 | 0 | 3 | 44 | 53 |
| 19. The people and organizations visited during my study tour were relevant to the CCELD objectives. | | 0 | 0 | 7 | 41 | 53 |
| 20. The study tours exposed me to new strategies and approaches demonstrated by other senior leaders when dealing with challenges. | | 0 | 0 | 5 | 39 | 56 |
| 21. The dialogue within my study tour group enriched my experience and learning. | | 0 | 2 | 14 | 29 | 56 |

22. Comments on your study tour:

- Study tours could not have been possible without liaison officers. Special thanks to Shannon, Cynthia, Sean. The tours gave insight to various perspectives, how organizations seek to thrive
- Visits to more women-lead organizations
- Quality over quantity: our tour was very busy. Perhaps we need to have balance so that we can retain the information and be in the right frame of mind to receive the information. I do not know which site visit I would eliminate. May I also suggest a site visit where we not only meet with PTO established leaders, but also meet with emerging leader within site visits
- Tour overall was relevant but there were a few such as the unions in Canada - I didn't think that they presented in a way that was relevant to our tour and did not enable good conversations/ T&T was well-planned and very insightful
- The study enriched my experience by creating the space for change and growth I learned from my group
- The scheduling required some space for scope change. More importantly learning has to be balanced and not started in the direction of recognizing the business environments but an inclusion of immersion into the culture to really get a true temperature of the country. This was not sufficiently incorporated.
- It would be favourable to enlist further engagement from governmental businesses.
- Tight schedule - motorcycle escorts were great but a looser schedule might have suited the roads better! Port Ferdinand was phenomenal!
- I wish that we had more time to process our experience and reflect on what we learned. Unfortunately by being in separate hotels in Toronto we were unable to connect as quickly as may have been needed to process our experience as a team in the beginning. We had to overcome this challenge to make the most out of it.
- Excellent choice of organizations/communities for the study tour.
- A more balanced schedule to include sight visit from union perspective would have been good. As well as more guidance for presenters would help. However, still a great program/tour nonetheless.
- The tour was an awesome experience but at times was a bit overwhelming. We learned that quantity truly does not mean quality. Some dialogues we just beginning as we were being pulled off to another direction.
- The study tour opened my mind to a whole new world of cultures and ways of life leading us through the heart of the social, life of each country visited.
- This was incredibly physically, mentally and emotionally challenging. I took it all in as a learning experience for myself, but it was incredibly intense. Please don't book with WestJet again.
- Very well organized. Thanks Shannon B (Ottawa) and Cynthia Blackman (Barbados)
- More opportunity to debrief between meetings would be beneficial.
- Nothing short of revelations, culture shock in a sense of the embracing of immigrants by Canada when they are marginalized in my country.

- Some very relevant/insightful, while others seemed guarded and just wanted to show us the 'good side (e.g. Scotiabank and Barrick and ENDA)
- Excellent, insightful

| Scale | |
|-------|-------------------|
| 1 | Strongly Disagree |
| 2 | Disagree |
| 3 | Neutral |
| 4 | Agree |
| 5 | Strongly Agree |

| Closing Session in Kingston, Jamaica | Response Percentage | | | | | |
|---|---------------------|---|---|---|----|----|
| | Scale | 1 | 2 | 3 | 4 | 5 |
| 23. The Closing enabled me to synthesize and present my new knowledge in a way that was meaningful to me. | | 0 | 3 | 8 | 24 | 64 |
| 24. The Closing provided an opportunity to learn from what others experienced on their study tours. | | 0 | 2 | 3 | 31 | 64 |
| 25. The Closing guest speakers and co-chairs were effective. | | 0 | 0 | 3 | 34 | 63 |
| 26. The Closing speakers and experiences were relevant to the CCELD objectives. | | 0 | 0 | 2 | 34 | 64 |
| 27. The Closing was well planned and organized. | | 0 | 0 | 0 | 29 | 71 |
| 28. The environment (facilities, services, etc.) was favourable to my learning. | | 0 | 7 | 7 | 26 | 60 |

29. Comments on the Closing Session:

- I am making it part of duty to mention the *****(illegible) that I have built for the past two weeks. This was a well-organized Dialogue
- Excellent: I would suggest that we also film the closing ceremonies final presentations
- The closing session did a great job of tying up the real meaning behind the conference/ the Jamaican team did a very good job.
- I like the uniqueness of the groups' presentations it served as a platform for --- my vision.
- Truly enjoyed the inclusion of the great culture of the country. It was truly refreshing.
- Jamaica Pegasus is a bit run down.
- Everyone presented excellently and uniquely.
- Well put together, however, the time allocated to each group was inadequate. Approximately 1 hour would have been adequate.
- It would be nice to have the presentations filmed.
- The closing was more focused on the pageantry and diplomats and the participants were lost in the mix. Some were displaced in seating by staff who were reserving for diplomats. The Pegasus hotel is a substandard facility. While the lobby and public areas were fine the study rooms and bedrooms were poor. No hot water, no running water, power outages, noisy construction, less than desirable looking rooms generally.
- Interesting closing ceremony.
- I would push for groups split up a bit at tables. We have bonded so much with our groups that it is impossible to learn from the others. Hard to focus of final speakers, very burned out.

- Absolutely well done to feel so welcome after being abroad for 1.5 weeks. Resources and support was incredible.
- Was a little weary in the afternoon but got through the presentations. Would have preferred filling this in line (?)
- Same as opening; outdoors (or at least rooms with windows) would reinvigorate us during full days. Some groups had 'show and tell' approach - could have been deeper in terms of analysis/next steps.
- Excellent
- Presentations should be videotaped.
- Excellent
- Well planned and executed.
- The key learnings were stressed and all the groups addressed the main foci of the CCELD programme.
- Too verbose, too many closings... Excellent final presentations.
- Outstanding.
- Suggest shorter, video-based presentations, followed by a facilitated set of group discussions that involve mixing participants from each of the study tours. This could be followed by a short report back to the plenary (e.g. One key takeaway from each conversation.
- The sessions could have been more stimulating and engage participants.
- Very well organized.
- The 3 in 23 isn't anything CCELD could have changed. It was largely 4-5 people that overtook conversations and didn't take suggestions or feedback well. So, although I did learn the valuable experience of having to swallow my pride and let others lead, I didn't feel I could present my knowledge, as certain members didn't want to listen.
- Amazing. A great mix of dynamic performances and engaging speakers.
- Pegasus is not a clean hotel - sorry. We struggled with the rooms and the smell.
- Very impressive. Appreciated the questions from the panel to fully digest our learning. Dignitaries present showed that as leaders we are respected and acknowledged.
- I thank the organizers heartedly. This was a very well organized and impossibly effective eve for learning about leadership.
- There should have been facilities for printing.
- Outstanding speakers and final panel! Thank you!
- The dinner entertainment was exceptional. I was so happy to see the presentations.
- The facility and its surroundings were not very nice.
- Panel members should have been provided with the Group reports to review in preparation for pointed questions after the presentations.

| Scale | |
|-------|-------------------|
| 1 | Strongly Disagree |
| 2 | Disagree |
| 3 | Neutral |
| 4 | Agree |
| 5 | Strongly Agree |

| Resources, Networking and General Comments | Response Percentage | | | | |
|---|---------------------|---|----|----|----|
| | Scale | 1 | 2 | 3 | 4 |
| 30. The printed resource materials provided to me were useful and relevant. | 2 | 2 | 5 | 40 | 50 |
| 31. I see value in consulting/working with CCELD colleagues in the future to help me address local and regional challenges. | 0 | 0 | 3 | 26 | 71 |
| 32. I plan to stay in contact with my CCELD colleagues. | 0 | 0 | 5 | 22 | 72 |
| Scale | Yes | | No | | |
| 33. I plan to add my contact information to an online directory for networking purposes. | 100 | | 0 | | |
| 34. I would use an online directory to stay connected with my CCELD colleagues. | 97 | | 3 | | |

35. As a CCELD alumnus, I can contribute in the following way(s) in order to stay engaged and sustain the CCELD into the future:

- Help to promote the programme, give my time and effort to the programme going forward
- To ensure the continuous role of the ELD is to embrace change and to create that opportunity for lending support through mentorship programmes. I am willing to set up a CCELD mentorship programme
- Establishing a local committee in Guyana/ networking with those working in similar fields outside of Guyana
- Mentor to regional emerging leaders and encourage emerging leaders to partake in the CELD 2019
- Join the steering committee to plan the next tour in my country/ have more participants join from more countries on the next CCELD
- Find participants/ participate on the original panel/ engaging in social medial integrate CCELD messages into my workplace and civil organization
- By email and text
- Identify future participants. Assist in the coordination within my country of future visiting team.
- Pay forward the experience by assisting future participants in experiencing a meaningful tour in my country. Participate in any way and form that continues to foster this type of interaction.
- GIVE ME A CALL!
- Find participants for 2019. Attend CCELD 2019, etc.
- Educate others about my experience. Build partnerships with other alumni to work on not only improving our companies but, countries and communities. Plan the tour for CCELD19 with the other participants from my country.
- I'm sure that yes, so I'm already yet to start after my return to work. My fellow influence positively compared to all the thing that I learned during those two weeks and also in the future.
- Promoting the program and sharing knowledge gained. By being a resource for CCELD moving forward including possibly assisting in future conferences.
- Organization and planning. Legal and labour contribution.
- Contributing in recruiting others from my country.
- Contribute to writing and research as necessary to **** (illegible)

- I'm thinking of organizing a sponsorship from my organization for a future participant. I'd also volunteer to help with a tour in my area.
- Networking, mentoring, organizing, facilitation
- Constantly seek out emerging leaders to mentor; cite best practices in our leadership training, write articles and share them
- Local contacts/organizing study tour schedules; suggesting qualified speakers/logistics.
- Implement what was learned during the tour
- I will contribute in any way that I can or that is expected of me. Cannot limit my service to CCELD.
- I would be more than happy to serve with my organization and development of future programmes.
- Be a part of the planning committee for the next CCELD.
- Stay connected to the CCELD family, help with organizing the next tour groups
- Planning, execution, hosting.
- I can assist in program development. I will maintain relationships with my CCELD colleagues. I will attend other CCELD conferences. I will integrate the CCELD philosophy in my work environment.
- Increase knowledge and awareness of CCELD in my organization and select the next generation of participants carefully.
- Fundraising. Organizing future events.
- Coming from the Caribbean, Trinidad, I can facilitate through my organization visits to Energy Companies and Trade Unions.
- Look for strong leaders to participate in future conferences, and support their participation. Share my experience with others. Contribute to future conference planning.
- I can promote the CCELD in my country to encourage more participants.
- Share experiences. Give input for future planning.
- Quarterly 'touch base' electronically and maybe an opportunity to meet annually.
- Have a desire to assist in the process for the 2019 Dialogues. The importance of mentoring.
- Assist in developing programme for the next CCELD cohort. Speak about the programme with others/commend the programme.
- Involvement and strengthening of the selection process for the program. Using network to help create and sustain relationships between local host countries and CCELD.
- Participate on the planning committee for future years.
- Planning future CCELD programmes.
- Good mixture of ages within the groups. Excellent balance of sectors.
- Will promote CCELD. WE push for succession planning but don't always think about how we can mentor others as everyone has something to contribute. I have connections for speakers as well as experience in event planning and can offer assistance in the future. Also work with online learning to allow for sustainable learning and preparation in the future.
- Serve as volunteer in future CCELD events. Serve as a local host. Help recruiting future participants.
- Recruit participants from my country. Assist with planning future dialogues.
- Participate in keeping the dialogue going and recruitment.
- The promotion of the program by sharing my experience. Organizing the next group for my country. Communicating the feedback to the participating entities. Maintain contact with the 2015 CCELD participants.
- Happy to help with future activities in Ottawa!
- A testimonial to the benefits of CCELD. Assisting to coordinate future CCELD. Promote CCELD to my networks.
- Assist with planning the opening ceremonies/closing ceremonies and Toronto tours.
- Helping organize the local program in Canada.
- Volunteer for future dialogues. Share experiences with leaders locally to promote the benefits of this program.
- Co-coordinating future CCELD events.

36. What are key strengths of the CCELD that should be maintained into the future?

- The exposure to the wide range of sectors for the participants
- Collaborating others from around the world

- A diverse group of participants representing various sectors. Program structure - opening/travel/closing. Excellent programme book - a keepsake. This was overall an amazing experience, there is not much I would change. A great opportunity I will never forget.
- Splitting the cohort into groups - forcing people to work with each other.
- Pick opening speakers taking into account the audience and topic.
- Empowering emerging leaders through connections, outside their usual environments and allowing us to meet other leaders that are usually out of reach. Co-Chairs did a great job. The coordinators did a great job!
- Good and timely communication. Effective and efficient logistical arrangements. Good selection of sites. Great leadership.
- Planning, preparing, sharing information to participants. Multi-cultural/global exposure.
- Strengths too many to list.
- The multidimensional approach to selecting the teams Co-Chairs from each region.
- Calibre of Speakers. Calibre of Participants. Tips on learning - structuring daily debriefs
- Diversity of speakers from a wide variety of industries. High calibre of site visits.
- Partners and sponsors.
- Networking.
- Multi-sectors site visits in Canada/one Caribbean nations. Participants coming from many sectors at different level.
- It's passion and vision for developing leaders across the world.
- Bringing together leaders from various sectors, levels and countries. Opportunity to learn in action through site visits and from each other. Exposure to economic, social and business issues.

37. What suggestions do you have to improve future CCELD conferences?

- I would suggest a re-evaluation of the balance between the need to maximise exposure of the participants with the human factor of diminishing returns when too much is included in one day
- Look at the time frame so that we can have more meaningful dialogue at the Study Tours
- Tours in Guyana!/a virtual portal for alumnus and participants to engage
- Globalize to outside regions (Asia, Europe, Africa)
- Prepare participants better for the two weeks they will be on the tour/communicate the clothing attire and schedule way ahead of the start of the CCELD/ also have the co-chairs do better in purchasing meals for the study tour members
- In T&T we enjoyed great food which added to the experience/Halifax was well balanced but the food would have better added to the experience/ I assumed that the speakers were briefed on the topic and the audience but it doesn't seem that all speakers tried to *** information fro the group OR even start a dialogue around a relevant topic for the group
- Keep inviting us regardless of educational, cultural and sexual orientation.
- Greater use of Social Media to inform of the programme, to build that interest from early. Larger representation of civil society especially those that are in transition and need the experience and knowledge to drive their organizations.
- Although the content of tours achieved a good balance, the structure of the visits could maybe focus more on particular subjects and scale down the number of visits to maybe three per day.
- Giving more time for a collective debriefing with all groups to share experiences.
- A communications/documentation workshop at the opening would be valuable both professionally and personally for participants. Emphasis on extrapolating person reflection and growth for presentations would also be useful.
- Too many unnecessary waste. Insert the members in the social lives maybe by having them stay with a family in each study tour. Less good. People are dying of hunger in the world!!!
- We had no female speakers on our Canadian tour. Bring in disability. Some way to further interact with the other groups in closing weekend. Ability to leave the hotel at some point and/or get exercise.
- Not sure how groups of previous CCELD
- It needs to be possible to schedule enough sleep to stay healthy/alert during eh tours. Healthy food is also key so we don't eat high sugars/well-rounded diets, especially if we won't have time to exercise. Clearly communicate report guidelines to all participants (not just co-chairs). More time between flight connections. Fewer duplications in formalities around HRH and other dignitaries - very time-consuming. Identify the goal of each speaker (though I understand we need to recognize sponsors, organizers, etc.). Lessen participant

expectations for accommodations - CCELD is a charity so 5 star isn't necessary (in my humble opinion).
More environmental practices; water bottles, paper, flights, etc.

- Presentations should be recorded.
- Additional time on the tours would help with greater understanding of information.
- Provide a forum for groups to discuss group dynamics on tours (positives and negatives) and solutions for dealing with specific situations.
- Keep this going!
- Nothing
- More personal time in order to maintain mental and physical health.
- Better attention to admission screening. The gap between leadership levels and abilities in my group was too large to bridge, and detracted substantially from my experience.
- Keep teams in 1 hotel - our group in Toronto were sent into two hotels - I feel that it prevented us from bonding. 1 vehicle would help us all.
- Instead of two weeks make it three weeks; one week in each study area.
- Shorter presentations, more time for dialogue during closing. Clearer expectations about targeted participants on terms of experience, capacity to lead and engage. I was struck by the variation in the levels at which participants engaged in the process and conversations.
- Wider exposures to Caribbean countries. The programme is not well known in many countries. Create alumni activities to foster continuing relationships.
- More time with key presenters.
- Keep groups in the same hotel, vehicle through out the tours. Several members of our team had food issues and their lack of food affected their performance and enjoyment. A reminder to participants early on of the effort and time that alumni and others put in and that tolerance and patience of program changes and delays is essential to their enjoyment of the program and others in their team.
- A little more flexibility in the study tour.
- Consistent consideration should be given to the dietary requirements of participants. Continue to promote the diversity of speakers and participants.
- Raise profile of programme, ahead of inviting applications. Still too based on 'knowing someone' rather than a broader application pool. Better define 'emerging leader' so as to maintain standards of excellence across participants.
- Ensure that all speakers are dynamic/engaging. Teams should meet and sit together from the first day of the opening.
- Schedule downtime. Give proper guidance in regards to wardrobe as it's hard to pack for two weeks without proper guidance.
- The opening session wasn't diverse enough; not one youth. More workshops where folks can choose one since people come with many skills and different levels of learning. Need more social time although I understand the need for learning - we also learn by socializing with group members by allowing some down time.
- Would have liked to have more info earlier to our individual tours to prepare for clothing and supplies, many of our group required to buy clothes because we did not have the necessary cultural context of Canada and the Caribbean are not the same e.g. Business, formal/casual/really casual. Received a lot of info regarding packing light but if you have a diverse tour it is not always possible. Would have liked to compare similar locations in Canada and Caribbean location e.g. if we see a hospital in Canada, should see one in Caribbean to properly compare. Schedule breaks for person (e.g. washroom). Social aspect as a group is important to allow for networking. Allow for a dinner @ each location that is not organized by a sponsorship so that the group can be open. If we have to use templates, would have liked to have it before we begin if possible.
- Though the pressure of time was part of the experience in a positive way, in some cases having a little less sites in a single e=day would make room for more reflection.
- Ensure the organizations in the different companies can be compared based on sectors/business types etc.
- Additional time to experience the locations.
- The inclusion of a community development project as an after dialogue effort to improve or correct a societal problem.
- A few breaks in the program would make us more attentive listeners. We bonded through fatigue, but it also hindered our ability to engage. I commend the organizers on their amazing work!
- More time to rest and absorb the information and concepts gained at the site visits. Debrief structure to assist with pulling out relevant points.

- Better planning of sessions and transportation. Lessen the number of visit - focus on content/value of sessions versus the number of visits to be done/covered.
- Electronic materials: upload to secure site for entire team. No room for ***finders and paper. Space visits: allow at least one day for down time for each study tour to allow participants to take in the culture of the study tour locations.
- There might be a bit too much importance being put on the final report/presentation. This was not the most enriching /interesting aspect of this program.
- Involvement of the alumni in the participants selections. Setting participant expectations clearly before they take part in the program and tools required to bring along such as laptops etc.
- Include social media component and use to seek sponsors. Communicate dress code and schedule to participants before they arrive. Allow time in the schedule for truly meaningful conversation/learning, personal reflection and time overages - more can be learned through less site visits.
- Comment sheets should be uploaded to a link; should also be an online resource for information
- No room in my suitcase for speakers' handouts. It would be great to have them online/jump drive in the future. But it was good to have programme book printed

Appendix 2 – CCELD 2015 Country and Regional Committees

CARIBBEAN PLANNING COMMITTEES

BAHAMAS

Tara Cooper Burnside
Janet Johnson
 Rowena Bethel
 Gershan Major
 Terry Miller
 Philip A. Simon
 Lindsay Thompson

BARBADOS

Cynthia Blackman
 David Bynoe
 Colin Francis
 Gayle Francis-Vaughan
 Julian Hunte
 Charles Leacock, QC
 Deighton Marshall
 Jacqueline Marshall-Clarke
 Peter Marshall
 Vicki Marshall
 Sandra Massiah
 Gail Niles
 David Noel
 Marilyn Sealy
 Sean Sealy
 Sir Roy Trotman
 Ricky Went
 Arni Walters

DOMINICAN REPUBLIC

Amada Mendez
 Sadie De La Cruz
 Sheila Feliz

GRENADA

Duane Noel
Hon. Nickolas Steele
 Michelle Emmanuel-Steele
 Shallene Gooding
 Kathy Ann Herrera
 Montbrun
 Trevor Noel
 Hon. Alexandra Otway-Noel

JAMAICA

Lisa Bell
 David Clarke, LVO
 Ambassador Elinor Felix
 Nadia Figueroa
 O'Neil Grant
 Joylene Griffiths-Irving
 Carole Guntley
 Vanessa Harper
 Minna Israel
 Carole Jones
 Jacqueline McGregor
 His Excellency Robert
 Ready

JAMAICA (cont.)

Prudence Simpson
 Omar Sweeney

TRINIDAD & TOBAGO

Dalia King
Monique Mata
 Joe Pires
 Mahadeo Sebarath
 Brig. A. Phillips-Spencer
 Joel Primus
 Cindy Mohammed
 Darlene McDonald
 Kelly Wahid
 Heidi Bason
 Major Dwayne Edwards
 David Jardim
 Professor W. Andy Knight

CANADIAN PLANNING COMMITTEES

HALIFAX

Sandra Macdonald-Clahane
 Josh Hagle
 Liesl Harewood
 John Kean
 Wendy Luther
 Christopher McCreary
 Fred Wien

MONTREAL

Anouk Collet
 Jacques Cote
 Hubert Sibre
 Kevin Strohmaier

OTTAWA

Stephanie Butt-Thibodeau
 Daniel Boulet
 Shannon Bradey
 Glenn Mason
 Walter Manning
 Kim Oliver

SUDBURY

Peter Xavier
 Ian Wood
 Brooke Yeates

TORONTO

Kapil Uppal
 Bob Chant
 Tim Maguire
 Ruby Patrickson
 Kevin Teslyk
 Cory Mitic

CAYMAN ISLANDS

Michele Loudon

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Edwin Soltys
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Andrea Robin
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Spencer Dane

Anne Davidson
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Terry Lineker
Scott Lunny
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Chris Metcalfe
Malcolm Metcalfe

**TURKS & CAICOS
ISLANDS**

Gordon Burton
Sharlene Cartwright
Robinson
Drexwell Seymore

BRITISH VIRGIN ISLANDS

Simon Martin
Natalio Wheatley
Chad Maduro

Appendix 3 – Attendees of the CCELD 2015 Plenary Sessions

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| Advisory Council ELD and CSC Alumni | Sheila Marie Cook Lisa Bell, 2011 Cynthia Blackman, 2011 Daniel Boulet, 1998 Anouk Collet, 2011 Tara Cooper Burnside, 2011 Nikkolai Cowan, 2011 Spencer Dane, 1998 DESIREE EDGHILL, 2011 Sheila Feliz, 2011 Michele Loudon, 2011 Sheryl MacDonald, 1980 Gershan Major, 2011 Walter Manning, 1992 Simone Martin, 2011 Glenn Mason, 2011 Sandra Massiah, 1998 Monique Mata, 2011 Amada Mendez, 2011 Donald Mitchell, 1980 Cory Mitic, 2008 Aloun Ndombet-Assamba, 1986 Duane Noel, 2011 Sidjae Robinson, 2011 Philip Simon, 2011 Doug Taylor, 2011 Stephanie Thibodeau, 2011 Lindsay Thompson-Knowles, 2011 Kapil Uppal, 2011 |
| Committee | Carrole Guntley Shelly-Ann Henry Minna Israel Janet Johnson Carole Jones Gis'elle Jones Audrey Morris |
| Guests from organisations affiliated with ELD Canada | Dr. Anita Brown-Johnson, 1st Vice-President, Duke of Edinburgh International Award (Quebec) David Clarke, Duke of Edinburgh Awards International Bernie Corrigan, RVO Christine Corrigan Christopher Hartley, Director, CSC Australia Inc Dr. Dexter Johnson, /Finance Committee Member, Duke of Edinburgh International Award (Montreal) Prof. Philip Oxhorn, Director McGill ISID Brian Pickett, Chief Executive, CSC Australia Inc Marni Taylor, Guest |
| Sponsors/Potential | Ana Abreu Manager, Sponsorships and Philanthropy, Scotiabank Dominican Republic Bruce Bowen, Conference Co-Chair, Scotiabank Scott Chamberlain, Director of Labour Relations, Association of Canadian Financial Officers Jim Shields, Partner, Shields & Hunt |

| | |
|-----------------------------|--|
| High Commission | <p>HE Héctor Virgilio Alcántara, Ambassador, Dominican Republic Embassy Mrs. Cyeth Denton-Watts Counsellor/Deputy High Commissioner, Jamaican High Commission ROSELYN DORSETT-HORTON, MINISTER COUNSELLOR/DEPUTY CHIEF OF MISSION, BAHAMAS HIGH COMMISSION CHRISTOPHER HORTON , BAHAMAS HIGH COMMISSION H.E. Janice Miller, High Commissioner, Jamaican High Commission Venessa Ramhit-Ramroop, Acting High Commissioner, High Commission for the Republic of Trinidad and Tobago Steve Ramroop, Spouse of Acting High Commissioner, High Commission for the Republic of Trinidad and Tobago Dulce Rosario, Minister Counsellor, Embassy of the Dominican Republic Liana Sukhbir, Second Secretary, High Commission for the Republic of Trinidad and Tobago H.E. YVONNE WALKES, HIGH COMMISSIONER, HIGH COMMISSION FOR BARBADOS</p> |
| Speakers and their staff | <p>Christine Basdeo, Manager, Labour Relations & Human Resources, ONA Perry Bellegarde, National Chief, AFN Peter M. Boehm, Senior Associate Deputy Minister of Foreign Affairs James Clemens, President, JWB Associates Claudette Commanda, Executive Director, FNCCEC Wayne Dunn, President & Founder, CSR Training Institute Max Fineday, Advisor/First Nations Liaison, AFN Dr. Pauline Greaves, Former Head of Education, Commonwealth Secretariat Jason Heistad, Executive Secretary Treasurer, AUPE PATRICK HOSEIN, PROFESSOR OF COMPUTER SCIENCE, UWI HE The Right Honourable David Johnston, Governor General of Canada Marie Kelly ,CEO/CAO, ONA Dale LeClair Chief of Staff Parris Lyew-Ayee, Director Paul Moist, National President, CUPE Shantal Munro Knight, Executive Director, CPDC Hon. Raymond Pryce, Member of Parliament Jamaica JACKIE SHARP, President & CEO, Scotiabank Jamaica Ltd. THERESE TURNER-JONES Country Representative, Inter-American Development Bank Jim Watson, Mayor of Ottawa Rob Wildeboer, Executive Chairman, Martinrea Wanda Wuttunee, Professor, University of Manitoba</p> |