



HATCH™

# RETHINK

Leadership, Entrepreneurship, and Partnership  
for Global Development



## WHAT HAPPENS NEXT IS UP TO YOU

January 10 -12 2014 | Toronto, ON

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# WELCOME TO ENGINEERS WITHOUT BORDERS CANADA



## George Roter

*Co-Founder and CEO*

Once a year, Engineers Without Borders (EWB) Canada gathers its members and partners for three days around social change and international development.

On our own, we are a movement of 37 chapters, 4000 active advocates, entrepreneurs and convenors, and 16 systemic innovation ventures. We exist to create systemic change toward greater social justice wherever it's needed to unlock Africa's potential -- that's our vision, and every year our community continues to grow in ambition and potential impact around it in ways that cannot be measured.

Yet, there is no vision we could reach on our own. Each of our portfolios: Accelerating Small Businesses Toward Delivering Social Value, Galvanizing Canadian Mining to Embrace a Triple Bottom Line, Making Engineering a 21st Century Discipline, Enabling Public Services to be Responsive to Citizens, and Making Food Systems Inclusive, all represent global challenges that will only be addressed together.

This conference is aiming to do just that: bring together a community of systems change leaders who will commit their heads and heart to engage with deep rooted social issues. Together, we will define what it takes to be a social incubator, and reflect upon how to better inspire and serve ventures with big ideas to disrupt systems of poverty and inequality. We will create new and celebrate multi-year partnerships that bring rich perspectives, uncovering deep systemic biases.

There is so much potential in embracing a collective approach to change. The space that starts here and now has been created to celebrate the beauty of leadership, entrepreneurship, and partnership -- and within it, your actions and conversations will be distributed, innovative, and messy. The spirit of this moment calls for real experimentation, hard work, and continuous self-authorship. This place will be disruptive.

We are excited to invite you into this spirit over the next three days. We ask that you give it your all, that you see in everyone around you a potential ally. Bring your ambitions, ideas, reflections, challenges, dreams, and questions with you. Rethink 2014 is a space for all of us to truly come together.

Our community has always enabled us to dream big, to be audacious, and to strike a balance between passion and pragmatism that makes our work effective at changing systems. We welcome you to this community.

Let's get started!

George Roter  
CEO and Co-Founder, Engineers Without Borders Canada

# WELCOME TO RETHINK 2014



## Rob Andrews and Anna Smith

*Co-Chairs*

We are thrilled to welcome you to Toronto, Ontario, to join us in three experimental days of rethinking the ways in which we approach our work for global development.

As Rethink 2014 rapidly approaches, and the finalization of room bookings, menus, and presenters reminds us just how close we are, we have a moment to think back to the past eight months and remember why we were determined to do this in the first place. As is common, we have found it easy to focus on the here-and-now of immediate priorities, letting our core motivations slip behind us.

Tonight, we're reminded that that motivation is simple: we believe in opportunity.

We believe in the opportunity of two people sitting next to each other with a powerful question to explore. In the opportunity of investing in the individual's unique ability to drive the work of a community. We believe in the opportunity unlocked by simply challenging ourselves to rethink a broken system; a legacy approach; the status quo.

Unlocking opportunity is at the foundation of EWB Canada's work at home and overseas -- and it is at the root of the work done by almost all of our delegates. In our own ways, each of us at this convening unlocks great opportunity by developing great leadership, investing in social entrepreneurship, or by fostering creative and strategic partnerships.

At the root of all of these approaches is also, of course, people. People determining the knowledge and skill objectives of a leadership program; people with great visions of a venture that will change a system; people working to better understand how to work with other people. Rethink 2014 is a convergence of all of these people, and more. This opportunity calls you to take full advantage of this. We've rethought the way we've organized this event, and we need you to rethink how you'll participate in it. Whether delegate or presenter, private sector or non-profit, young or old: listen to each other, share your perspective with another, question what you hear, try, commit, and dream.

Most importantly, strive to truly enjoy your time here. We've got exceptional people, good food, a beautiful space, and all for a short time. We're looking forward to grabbing conversations in the hallway, laughing together over lunch, and joining you on the dance floor!

With all of our very best,

Anna Smith and Rob Andrews,  
Rethink 2014 Co-Chairs

# A WELCOME FROM OUR LEAD PARTNER: HATCH



**John Bianchini**  
CEO

**Welcome to Rethink 2014!**

This is truly a space where innovation can begin.

To make a difference for a better world, it takes the energy and passion of the individuals and organizations in this delegation. The leadership qualities in each one of you is essential in making our visions a reality.

EWB Canada and the team behind Rethink 2014 have been working diligently to ensure that you leave this space inspired, energized, and better-equipped to do great work. We at Hatch are happy to be partners of Rethink, long time partners of EWB Canada, and within that, to be partners with you in creating a vibrant space for developing leaders, entrepreneurs, and unique partnerships.

HATCH is a global engineering firm that values social responsibility, innovation, and the role of young leadership. We frequently encounter complex problems in our work, which intersects economic production, economic and social sustainability, resource development, foreign aid, health and wellness, and quality of life. We believe it is essential that we play a role in addressing global challenges, through investing in spaces that can attract the brightest thinkers and most driven stakeholders to use their skills for good. We have seen few spaces as successful in creating this space as EWB Canada.

HATCH has been in Africa for over 30 years now, and over that time period it has shown its commitment in bettering the communities there.

Just this past year Hatch joined forces with Goba, the pre-eminent infrastructure engineers in southern Africa. The merger placed Hatch in the forefront of providing leadership in the development of major infrastructure programs across Africa. Two of our colleagues from Hatch Africa are in fact attending the conference as recognized leaders for the Kumvana program.

To ensure that we are able to truly join in the delegation of this conference - to share, learn, challenge, and dream right alongside you - we have committed a team of nine delegates. Each comes from a very different background and level of experience, and we are proud to add them to the diversity of the conference.

Welcome to Toronto and together let's Rethink!

*John Bianchini*

John Bianchini  
CEO, Hatch



## From Canada – To the world

Hatch is one of the world's leading professional services companies, delivering innovative solutions to the Mining & Metals, Energy and Infrastructure sectors.

We are an employee-owned company with more than 11,000 people in 65 offices around the world. We deliver projects from conception to completion — including operational services, maintenance and, ultimately, closure. All with an eye to profitability for our clients and sustainability for our planet and its people.

Our experience spans more than 150 countries and we currently manage more than \$35 billion in projects.

We're engineers. We're consultants. We're project and construction managers. And together, we're writing the next chapter in Hatch's legacy of excellence.

Learn more at [www.hatch.ca](http://www.hatch.ca)



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# YOUR SCHEDULE

## OPENING

8:45 AM Main Hall

What brings you here? How can you disrupt the status quo? What's the power in this room?

## FOUNDATIONS

12:15 PM Main Hall

### Engineers Canada Lunch

## ROOMS

## 1:45 PM

- Pathways of Change: Invest in Individuals, or the Community? Munro 4
- Continuous Self-Authorship: Looking Inward [Part 1] Munro 8
- Take Them Off the Wall: Really Living From Our Values Munro 6
- Leadership Across Cultures and Continents McKennitt 6
- The Crucial Role of Empathy in Entrepreneurship Munro 9
- Incubators & Accelerators Beyond Jargon: Truly Investing in Entrepreneurs Munro 3
- Funders, Entrepreneurs, and Power Dynamics McKennitt 9
- Learning Empathic Design McKennitt 5
- Cross-Continent Partnerships Munro 2
- New Opportunities for Private Sector Local Partnership McKennitt 10
- Mutually Beneficial & Influential Relationships Munro 10
- The Networking Playground [Part 1] Munro 7
- Partnerships that Break the Cycle of Oppression McKennitt 4

## 3:30 PM

- Building Youth Capacity for Social Good
- Continuous Self-Authorship: Failing Forward [Part 2]
- Building Trust in Partnerships
- Working with Big Business to Drive Change in Supply Chains
- The First Step: From Pitch to Proof of Concept
- Walking the Talk & Mission Drift
- Rethinking Women's Leadership
- From Exceptions to the Rule: (Social) Enterprise and (Impact) Investing
- Honeymoon's Over: The Realities of Entrepreneurship
- The Power of Non-Financial Support in Creating Change Leaders
- Accelerating the Impact Economy: Coalitions
- Transformative Justice Circles for Diversity and Equity in Our Movement
- The Power of Non-Financial Support in Creating Change Leaders
- Accelerating the Impact Economy: Coalitions
- Transformative Justice Circles for Diversity and Equity in Our Movement

## 5:15 PM

## DIALOGUE SPACE

6:30 PM Main Hall

Dinner + Launch of EWB Canada's 2014 Failure Report

Whoever comes are the right people; whenever it starts is the right time; whatever happens is the only thing that could have.

EWB Annual General Meeting of Members + Q&A

7:30 PM Main Hall

VOTO Mobile Presentation  
McKennitt 7

Networking + Conversation, Dinner, and Connection in Downtown Toronto

SATURDAY

11

8:45 AM Main Hall Welcome Back

KEYNOTE : Todd Johnson (See p.11)

9:00 AM Main Hall

## ROOMS

## 9:45 AM

- | ROOMS        | Is Anyone Listening?<br>Polling for Development Policy Design and Feedback | Monitoring and Evaluation: Deep Dive | From Divergence to Innovation: Key Initiator Networks | Shining Sunlight on the Resource Curse: The Role of Transparency in Building a More Responsible Extractive Sector | Antiquated Aid and Systemic Shifts: "If the Paint's Peeling, Do We Take the Building Down?" | Engineering Leaders for the 21st Century | Naming & Understanding Privilege and Positionality | Innovative Models of Social Impact | Searching for System Change Leaders: Building a Career in the Impact Space | With 'Not "For": Disrupting Power Dynamics with Photography, Theatre, and Transformative Justice' | Collective Impact for Inclusive Food Systems | Gender Equity in Development |
|--------------|--|--------------------------------------|---|---|---|--|--|------------------------------------|--|---|--|------------------------------|
| Munro 6      |  |                                      |   |   |   |  |  |                                    |  |   |  |                              |
| McKennitt 6  |  |                                      |   |   |   |  |  |                                    |  |   |  |                              |
| Munro 9      |  |                                      |   |   |   |  |  |                                    |  |   |  |                              |
| Munro 3      |  |                                      |   |   |   |  |  |                                    |  |   |  |                              |
| Munro 7      |  |                                      |   |   |   |  |  |                                    |  |   |  |                              |
| Munro 10     |  |                                      |   |   |   |  |  |                                    |  |   |  |                              |
| McKennitt 10 |  |                                      |   |   |   |  |  |                                    |  |   |  |                              |
| McKennitt 7  |  |                                      |   |   |   |  |  |                                    |  |   |  |                              |
| McKennitt 4  |  |                                      |   |   |   |  |  |                                    |  |   |  |                              |
| McKennitt 11 |  |                                      |   |   |   |  |  |                                    |  |   |  |                              |

## 11:15 AM

12:30 PM Main Hall

## CASE STUDIES 2:45 PM

- Make Our Failures Count
- Harnessing the Potential of Conflict Using Personal Transformation
- Top-Down Meets Bottom-Up: Working at All Levels for Systemic Change
- Leading Systemic Change from Within: The Engineering Profession
- The Role of Open Data, Transparency, & Metrics in Changing Systems
- Crowdsourced Wisdom in Organizational Structure
- Pattern Recognition in Operational Systems
- Bringing Innovations to Scale in Uganda & Kenya [Part 1]
- The Narratives in Relationships
- Simulations as a Tool to Explore Mental Models

KEYNOTE : Steve Wright (See p.12)

5:15 PM Main Hall

See insert for a list of all event opportunities.

# YOUR SCHEDULE

• Leadership • Entrepreneurship • Partnership • All

9:15 AM  
Main Hall *Welcome Back*

**KEYNOTE : Ilana Landsberg-Lewis** (See p.11)

9:30 AM Main Hall

ROOMS

Sustainable Food Systems	Munro 8
Relationships Between Development Partners and Government	Munro 6
The Way We Convene, Educate, and Empower	McKennitt 6
Business, Social Innovation, and Development	Munro 9
The Future of Foreign Aid	Munro 3
Funding Structures and Platforms	McKennitt 5
Youth in Development	McKennitt 8
Telling the Story of Social Good	Munro 2
Responsible Energy Practices	McKennitt 10
21st Century Engineering	Munro 10
The Networking Playground [Part 2]	Munro 7
Bringing Innovations to Scale in Uganda & Kenya [Part 2]	McKennitt 7

WHAT'S NEXT?  
10:15 AM

11:45 PM Main Hall

*TransCanada Lunch*

12:45 PM

## INNOVATION FORUM



Individuals and teams with innovative ideas to disrupt the status quo share their passion. It's two hours to share key questions, challenges, and connect with the new ideas, resources, and partners that can take ideas to the next level.

**CLOSING : James Longwe** (See p.12)

4:00 PM Main Hall

*All special events are listed on p.18-19*

## Hatch Gala Dinner + Dance

7:30 PM Main Hall

The whole weekend is a party, but this is where we officially lay down the dance floor. We'll hear from our lead sponsor and appreciate those who have given their all to the success of our work over the last three days, and over the past year.

SUNDAY

12



## Todd Johnson

*Renewable Energy and Clean Technology Lawyer, Jones Day  
@rtjohnson | BusinessForGood.co*

Todd works with renewable energy, sustainable growth and energy efficiency companies, as well as companies using the internet and "for-benefit" models to ensure global, long-term, social, environmental and economic well-being.

For 25 years, Todd has practiced at Jones Day, a global law firm with more than 2,400 lawyers, including more than 400 in Europe and 200 in Asia, located in centers of business and finance throughout the world. Todd founded Jones Day's Northern California presence in 2000 by opening its Silicon Valley office, and today heads the Firm's Energy Practice, where he leads its renewable energy and sustainability focus. Todd serves or has served as regular outside counsel for public companies and start-ups alike, as well as counsel for venture capital funds, private equity funds, and investment bankers, including companies such as Embrace Technologies, Network for Good, and SunPower Corporation. Todd's social entrepreneurship and impact investing leadership dates back to 2003, long before mainstream use of the terms, and over the past decade, he has counseled, advised and represented dozens of organizations seeking to alleviate some of the world's most challenging problems, in some of the world's hardest places.



## Ilana Landsberg-Lewis

*Executive Director and Co-Founder of the Stephen Lewis Foundation*

No matter what the issue, or how overwhelming the odds, Ilana Landsberg-Lewis passionately believes that individuals can—and do—make a real difference.

Ilana is a labour and human rights lawyer, and a deeply committed advocate for the rights of women and children. She spent eight years at the United Nations, with the UN Development Fund for Women (UNIFEM), where she worked as the CEDAW (Convention to Eliminate All Forms of Discrimination Against Women) Advisor. Ilana was also instrumental in bringing into existence and managing UNIFEM's Trust Fund on Violence against Women, which funds grassroots women's groups in developing countries.

In 2003—at her kitchen table alongside her father, Stephen Lewis—Ilana founded the Stephen Lewis Foundation to work directly with grassroots projects in sub-Saharan Africa in their struggle to turn the tide of AIDS on the continent. In just 10 years, the Foundation has disbursed over \$72,000,000 in programme spending to over 700 initiatives, partnering with 300 community-based organizations in the 15 African countries hardest hit by the pandemic—including the over \$17,000,000 for grandmothers in Africa and the orphaned children in their care; money raised by thousands of grandmothers across Canada who are part of the Foundation's "Grandmothers to Grandmothers Campaign".

In 2009, Ilana was the recipient of the YWCA Women of Distinction award for International Development, and in 2012 was named one of the Top 25 Women of Influence in Canada. Ilana has two sons, Zev and Yoav for grandmothers in Africa and the orphaned children in their care, and is married to Lorraine Segato, a musician and activist.

# YOUR KEYNOTE SPEAKERS

# YOUR KEYNOTE SPEAKERS



## Steve Wright

VP Poverty Tools and Insights at Grameen Foundation

Steve Wright has worked over 20 years at the intersection of technology and education.

At Grameen Foundation, Steve is the VP of Poverty Tools and Insights which includes two teams. The first is the Social Performance Management Center, which provides tools and resources on social performance – specifically the Progress Out of Poverty Index® (PPI®). The second is Inclusive Business Tools which develops and provides TaroWorks: a mobile-enabled, cloud-based information management system designed to improve efficacy and efficiency of those who serve the poor. Before joining Grameen Foundation in August 2010, Steve was a high school teacher and administrator for ten years, followed by ten years as the Director of Innovation and Technology at Salesforce.com Foundation. His foundation work with social investors and social enterprises established him as a thought leader in the social metrics space. Steve is a contributing author of the practical handbook "Nonprofit Management 101," and is a frequent speaker and blogger on social enterprise, social investment, and social sector.



## James Longwe

Executive Director at Participatory Development Initiatives

James Alexander Longwe works as an Executive Director for Participatory Development Initiatives (PDI): a local non-governmental organization working in Water and Sanitation sector in Malawi. He is the current Board of Trustees Chairman for the Water and Sanitation venture in Malawi. James qualified as a Public Health Assistant in 1989, and joined the Ministry of Health and Population where he worked for six years. In 1995, he joined Concern Universal where he worked as a Community Mobilization Officer before being promoted to work as a Project Manager after undergoing a post-graduate Diploma Course in Water Supply and Sanitation Development in Harare with The Institute of Water Supply and Sanitation Development in conjunction with the Engineering Department of the University of Zimbabwe. In 2002, James joined WaterAid in Malawi, where he worked as a Programme Officer responsible for Partner Capacity Building and Support.

As a leader, his aspiration is to facilitate the transformation of the underprivileged communities to fully realize their development potential with the minimum support from government and non-governmental organizations. This can only be realized by forming coalitions between different stakeholders: donors, local and international non-state actors, governments, and beneficiaries themselves.

# THE KUMVANA PROGRAM

In the Chichewa dialect of Malawi, "Kumvana" means "Unite so we may discuss and understand". EWB's Kumvana Program aims to build the capacities of its dynamic African change agents to develop a strong network of partners and our EWB community in Africa. It also leverages the expertise of these leaders to add value to change efforts in Canada. Each year, the program selects vibrant leaders who are system change entrepreneurs, intrapreneurs and business leaders in their communities. Over the course of the 7-month program, Kumvana leaders participate in an African portion, which includes a curriculum focused on systemic change, a 360 feedback process, mentorship and coaching support, and networking with past Kumvana delegates. Some of the leaders then travel to Canada in January for an intensive four-week experience that combines participation in the EWB National Conference, leadership programming, and two work placements with pertinent Canadian organizations. Participants then return home with new skills, ideas, contacts, motivation, and the required means to create change within their own organizations and communities in Africa. Be sure to check out the profiles of the African Leaders on the Kumvana website: [kumvana.ewb.ca](http://kumvana.ewb.ca)



### New this year

**Larger Impact** - We are now providing an online training forum for all African Leaders (even the ones who are unable to join us in Canada!)

**New Partnerships** - We will be welcoming African Leaders nominated by Hatch, one of EWB's partners. This new partnership provides the chance for partner organizations to benefit from the Kumvana Program's leadership development and cultural exchange expertise while simultaneously sharing new experiences and knowledge with other Kumvana participants and EWB African partners.

**Expanding Outreach** - We are making changes to attract more women African Leaders to the program! (see EWB's 2013 Failure Report).



### African Leaders at the conference

The National Conference is an integral part of the Kumvana Program. African Leaders not only benefit from the skills and knowledge development, which occurs over four dynamic days, but also from networking with the Canadian delegates to build long-lasting learning partnerships. You might see leaders in facilitation roles, participating in panels, or attending sessions. If you get a chance, talk to them! Introduce yourself and ask them about what they do, or about their experience with EWB. They are full of experiences—both personal and professional—over which you may find common ground. Who knows, maybe a conversation over lunch could lead to a lifelong friendship.



# OUR PARTNERS

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# YOUR EXPERIENCE

## The Theme

*Rethink: Leadership, Entrepreneurship, and Partnership for Global Development.*

This is a space curated by EWB Canada, but created in real time by a diverse, cross-sector, and international delegation of individuals with great experiences and expertise. They're some of the smartest — and newest — leaders in leadership development strategy, supporting social entrepreneurs, and fostering innovative partnerships for global development. Over three days, we will dive in, explore, and truly rethink the ways in which we work with a common, ambitious goal.

## The Vision

EWB Canada strives to create systemic change in Canada and Africa with three approaches:

- By developing systemic change leaders;
- Investing in the disruptive ideas of entrepreneurs; and
- Fostering unique partnerships.

Rethink 2014 is about sharing what we've learned in leveraging these three approaches, but recognizing that we have a lot more to learn. It's also about recognizing the force of a movement built on collaboration, and opening our doors to the possibilities of advancing work in global development in ways greater than any single organization can achieve. It's about sharing, challenging, dreaming, and seeking points of collaboration. We believe that we will achieve this by investing in all of Rethink 2014's delegates. The event will increase delegates' ability to create systemic change all over the world.

The space has been built as an experiment to rethink a conference, in itself. Three ideas drive this test:

- If the right people are in the right atmosphere and they can find common ground, the right conversation will always emerge. We provide the starting point: you bring what really matters.
- If we can generate the right atmosphere, each and every delegate will see why they are the right people to be there -- and can do their own potential justice with their contributions.
- We are part of a system that is connected well beyond the focus areas we articulate in our theme, in order to convene conversations. Recognizing this, and threading conversations which allow us to recognize the interconnectedness of sectors, the earth, human beings, and movements for good will spark deeper, more challenging, but truly transformational conversations and progress.

## Additional Spaces

### The Kinross Collaboration Hub

Throughout the entirety of the event, the main front foyer space of the Toronto Congress Centre will be a space to connect and network with fellow delegates and presenters. Grab a coffee, and don't be afraid to approach anyone in this space and ask them your questions, share ideas and make connections! We encourage delegates to make the best use of their time -- if a session isn't speaking to you, why not check out who you can connect with here?

### Quiet Space

A quiet space will be provided at the end of the breakout room hallway on the right - Munro 1. Throughout the event, the space will be divided by curtain to provide space to read, relax, meditate, or reflect. In addition, we encourage any delegates who wish to pray throughout the day to feel that they have a safe space here.

### Wireless Internet

Wifi will be available to all delegates in the Kinross Collaboration Hub and at the Travelodge Hotel. Note that wifi access in the Kinross Collaboration Hub will refresh every 10 minutes -- just reload your page!

# ACKNOWLEDGING OUR SOCIAL RESPONSIBILITY

Social justice includes an active attempt at making the world a more equitable place, and means examining our own privileges and how we are involved in systems of oppression and injustice. As individuals and organizations that strive for social good and global development, we believe we must be critical of the systems that perpetuate oppression, discrimination, and scarcity. The world is currently divided between those who over-consume, and those whom are left with not enough to survive. It is our responsibility to embody change that will lead to more equitable world.

To this end, themes related to social responsibility are threaded throughout the conversations of Rethink 2014. Some sessions explicitly dive into what it means to acknowledge social responsibility in our work; others strive to live the awareness of this interconnectedness and inequality in development and delivery.

Internally, the Rethink 2014 team articulated six position papers to guide our decision making at this event, which we've summarized below. If you are interested in learning more, or helping us understand these issues more fully, feel free to visit our information booth at the registration table!

## Consumption

**Goal:** To bring attention to consumer practices that perpetuate inequality, including over-consumption and unfair trade patterns. **How we recognize this:**

- Promoting fair trade products as our first choice -- including all swag and consumables.
- Consciousness of food choices -- working with the venue to provide local & meat-free food where possible.
- Explicit content to explore this question, in addition to supporting the Canadian Fair Trade Network and Fair Trade Canada's Special Events, running concurrent to Rethink content.

## Gender and Sexuality Equity

**Goal:** To bring attention to ways that gender and sexuality are used as a form of oppression, and the ways in which gender and sexuality inequality impede the development of just, equitable, and resilient communities. **How we recognize this:**

- Strive to be conscious of the diversity of our speakers, and any inherent biases in our recruitment practices.
- Ensuring we verbally and visually welcome all genders and sexual orientations into our space.
- Provide a gender neutral washroom.
- Recognize gender identities through the registration process.
- Allow delegates to self-select the gender they would prefer to room with, and make extra cots available at the hotel.
- Provide the option for childcare, to allow all parents to participate fully -- including a separate room for infants and parents to rest, breastfeed, and play.
- Host explicit sessions to explore the interconnections of this issue to development, and optional womens' and LGBTQ caucuses outside of Rethink content.

## Colonialism and Imperialism

**Goal:** To acknowledge colonialism's effect in creating and perpetuating poverty. **How we recognize this:**

- Acknowledge the land -- and ownership of that land -- which hosts our event.
- Ensure presenters remain inclusive to all identities and types of knowledge throughout the space.
- Host explicit sessions to explore the interconnections of this issue to development..

## Diversity and Inclusivity

**Goal:** To recognize the need to explicitly invite groups not usually in our conversations or networks, in order to bring in and leverage a diversity of concepts and experiences that will strengthen our ability to work in global development. **How we recognize this:**

- Emphasize different approaches to community building and civic engagement, for example, by promoting the role of artistic expression in communication.
- Strive to be conscious of the diversity of identity and perspective of our speakers, and any inherent biases in our recruitment practices.
- Host explicit sessions to explore the interconnections of this issue to development, and optional mental health, people of color, women's, and LGBTQ caucuses outside of Rethink content.
- Ensure we verbally and visually welcome all of our delegates to the space.

## Environmentalism

**Goal:** To work actively through research and decision making to reduce the event's environmental impact wherever possible. **How we recognize this:**

- Commission a carbon report in partnership with ICF International.
- Promote environmentally-friendly modes of transportation to the conference where possible for delegates. Record in post-conference survey the modes used, for future teams.
- At the event, reduce material, implement energy-saving practices, provide recycling and composting infrastructure, and choose food in line with this goal.
- After the event, provide a report of results and recommendations to the host organization.

## Caucuses

The purpose of the caucuses is to explore how our identities contribute to our work within the development sector, and if the delegates wish, even more specifically within EWB Canada.

### Womens' Caucus

Friday January 10  
7:30 PM - 8:30 PM  
McKennitt 4

### People of Colour Caucus

Saturday January 11  
7:30 AM - 8:30 AM  
McKennitt 7

### Mental Health Caucus

Saturday January 11  
1:30 PM - 2:30 PM  
McKennitt 7

### LGBTQ Caucus

Sunday January 12  
7:30 AM - 8:30 AM  
McKennitt 7

# SPECIAL EVENTS

## Concurrent Events

### The Policy Forum on Global Development

*Towards Systemic Change: Shifting Aid Models to Manage for Complexity*

Thursday, Jan 9 | 8 AM - 6 PM | Munro 6

The 2014 EWB Canada Policy Forum on Global Development will bring together a select group of policy makers, development practitioners and thought leaders from around the world to explore how donor organizations can move beyond the dominant restrictive, planning-oriented business model of aid towards one that pursues complex, adaptive, flexible program design in a 'value-for-money' environment.

Above all else, the Policy Forum aims to be a solution space, where leading thinkers, donor representatives and development practitioners can share, discuss and collaborate on innovative solutions. Principally, we will analyze the challenges in managing for complexity in development aid and begin delving into approaches towards institutional change. In convening this forum, EWB Canada means to highlight the dual importance of and interplay between both policies and operational practices.

Our goal is to harness the diversity of perspectives and practical experiences by bringing together:

- Representatives from the Government of Canada;
- Representatives from the U.S. Agency for International Development;
- Development practitioners, including multi-sectoral EWB teams from across Africa, MercyCorps and Tetratech;
- International development experts.

This is a closed door, invite-only event. In the spirit of convening a safe and free-thinking solution space, we will observe Chatham House rules.

### The Global Engineering Symposium

*Partnership and Intrapreneurship: Creating Systemic Change from Within our Institutions*

Saturday & Sunday, Jan 10-11 | 9 AM | Munro 4

The Global Engineering Symposium is a meeting place of academics, practicing engineers, and professional associations that aims to strengthen the engineering profession in its approach to societal issues. This year's theme highlights the continued need for collaboration between all stakeholders as we think about the answer to the question: "How do we create global engineers through a systems lens?"

While most of the symposium sessions are invite-only, two sessions are open to the larger public:

- Partnership and Intrapreneurship Panel (Saturday at 2:45 pm)
- Social Intrapreneurship and Young Professionals Panel (Sunday at 10:45 am)

### Canadian Fair Trade Network National Conference

*Leadership in Fair Trade*

Thursday to Saturday, Jan 9-11 | 8:30 AM - 6:30 PM McKennitt 4 (Thurs) & McKennitt 8 (Fri & Sat)

The Canadian Fair Trade Network is hosting its second National Conference to bring together leaders, innovators and entrepreneurs from across the fair trade movement in Canada. Attendees include businesses, certifiers, non-profit partners, institutions, Fairtrade Town and Campus delegates, and advocacy campaigners.

The CFTN is a non-profit organization that works to advance awareness and support for fair trade. It facilitates collaboration within the fair trade movement to encourage support for fair trade products and practices and envisions a Canada that is a global leader in social and environmental responsibility.

While Thursday's event is a closed door session, Rethink delegates are encouraged to drop into sessions on Friday -- building a shared vision; fair trade show; Annual General Meeting -- or Saturday -- skill building for effective campaigns and advocacy. Note that priority will be given to registered CFTN delegates.

## Evening Events

### Annual General Meeting of Members

Friday, Jan 10 | 7:30 PM | Main Hall

The Annual General Meeting of Members is open to all delegates who wish to observe, or participate in the Q&A following the AGM.

At this year's Annual General Meeting, we will be discussing some of the questions that have been underlying in the organisation over the past few years. We will be launching the pilot of a new governance structure to engage our members in addressing some of these perennial questions and debates. This year's AGM will be structured to provide more open space for discussion and member engagement. Our goal is to make this the most engaging EWB AGM yet... you are not going to want to miss it!

At this year's AGM, we will also be voting on an update to EWB's by-laws. Canada has created a new Not-for-Profit Act, and in order to remain a registered charity, we are obligated to update our by-laws to comply with this act. Another highlight of the 2014 AGM will be the election of a new member to the Board of Directors for a term of 3 years. This is an exceptional opportunity for a highly engaged and committed EWB members to help tackle pressing issues facing the organisation.

After the conclusion of the AGM, the floor will be opened up to a Question & Answer session. This event is legendary in EWB for asking really tough questions that often challenge the roots of our programs. This year we will be asking members from the organisation to contribute to answering some of these tough questions, as we know that knowledge and experience lies not only within the staff and board members, but among the dedicated membership from across the country.

### Gala Dinner and Dance

Sunday, Jan 12 | 7:30 PM - 12:30 PM | Main Hall

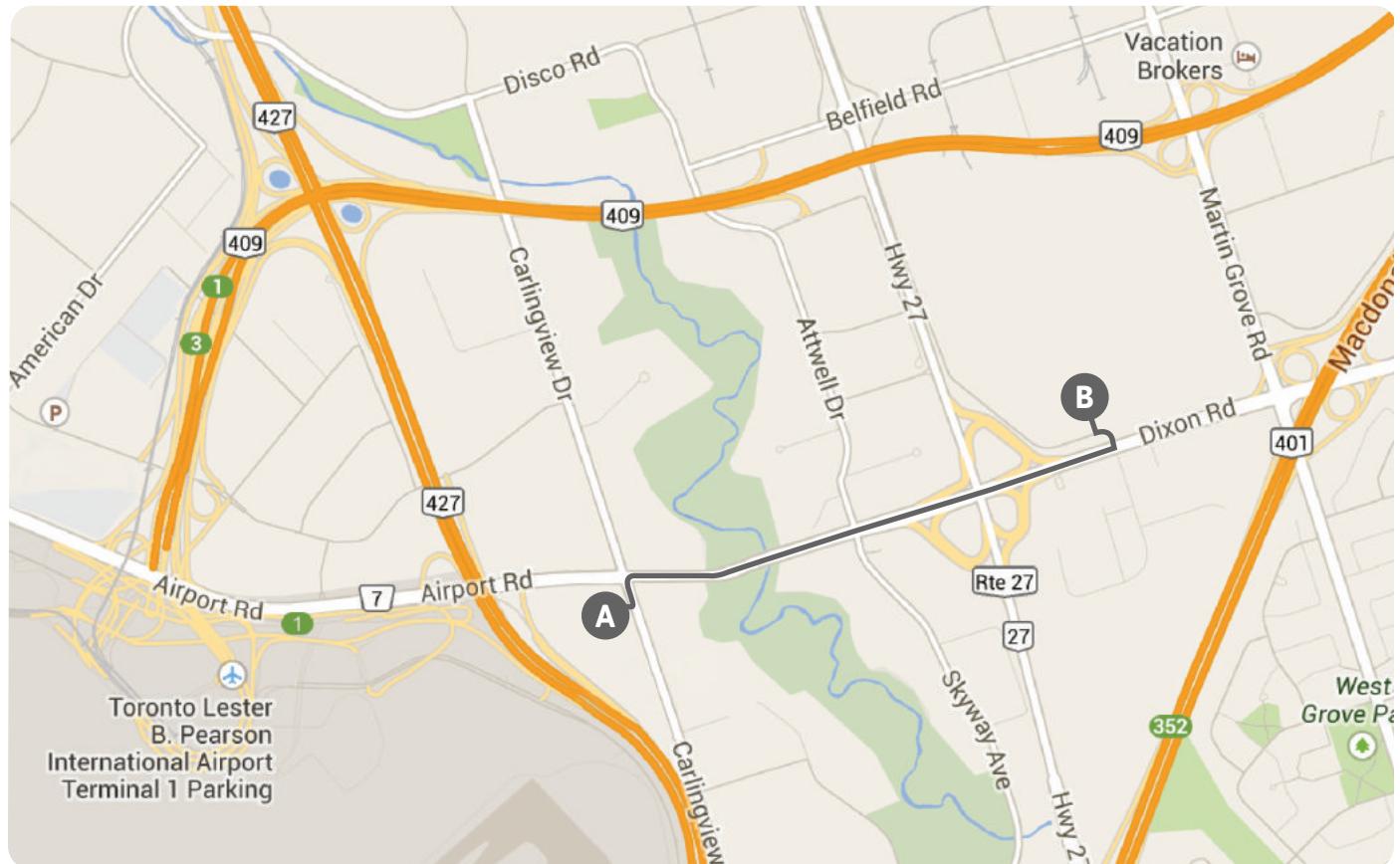
Join Engineers Without Borders Canada for a wonderful night of food and music as we celebrate our leaders, entrepreneurs and partners. The evening will include a buffet dinner, an award ceremony, and addresses by our lead sponsor HATCH and EWB Canada Co-Founder and CEO, George Rotter. With all that we have achieved, we think we deserve a celebration. Dance the night away to a mix of African and popular music with DJ James Meier, or take a break from the dance floor, and visit our Art Gallery space.

Our dress code is semi-formal, but we encourage all cultural clothing! Coat check is available.

# HOTEL & VISITOR INFORMATION

## Hotel & Venue

Rethink 2014 will be held at the Toronto Congress Centre, **North Building**. Delegates will have the option to book discounted accommodations through the registration process for the Travelodge Hotel Toronto Airport.



**Travelodge**  
925 Dixon Rd  
Toronto, ON M9W 1J8  
(416) 674-2222

**Toronto Congress Centre**  
650 Dixon Rd (North Building)  
Toronto, ON M9W 1J1  
(416) 245-5000

## Transportation

### Staying at the Travelodge

Shuttle service will run in the morning and evening to and from the venue, as well as for three hours around lunch each day for delegates to return to the hotel if needed. Schedules will be made available to all delegates upon registration.

### Staying Outside the Travelodge

**Shuttle buses** will run each morning to the TCC and each evening back downtown. If you have signed up for the city shuttle, please check your email for a confirmation of schedule and pick up location.

This option costs a small, cost-recovery fee which must be paid during the registration process.

#### Transit

There are multiple ways to get to the Toronto Congress Centre by the Toronto Transit Commission.

The most effective option for delegates travelling by public transit is to use maps.google.ca to plan the best route for the time you wish to leave and arrive.

#### Standard Public Transit Directions

##### **Toronto Transit Commission (TTC)**

Subway/streetcars/buses  
\$3, ~1 hour

Take the Northbound Subway from Union (towards Downsview). Exit at Lawrence West Station (after about 20 minutes.) Take bus #58 (you do not need to pay again) and exit at Dixon Road at City View Drive to travel to the Toronto Congress Centre (3 minute walk).

Exit at Dixon Road at Carlingview Drive to travel to the Travelodge (1 minute walk).

**GO Transit**  
\$5, ~20-30 minutes

Busses and trains run from Union Station to Etobicoke North and Malton Stations - both are a 5 minute cab ride to the venue. Take route 30, 31, 39, or 33 Kitchener (formerly Georgetown). Information is also available at the TTC website and the GO transit website

To get to the Travelodge Hotel from Malton GO station, walk to Airport Road and Derry Road, take the TTC bus 58 eastbound. Get off at Carlingview Road. To go to the Toronto Congress Centre directly from Malton GO station, get off at Kelfield Street.

To get to the Travelodge Hotel from Etobicoke North Go station, walk to Martin Grove Road, take the TTC bus 45 southbound (take a transfer ticket from the driver) and get off at Dixon Road stop. From there, walk to the north east side of the Dixon road and get on the TTC bus 58 westbound and get off at Carlingview Road. To get to the Toronto Congress Centre, get off at Kelfield Street once on the 58.

#### Parking

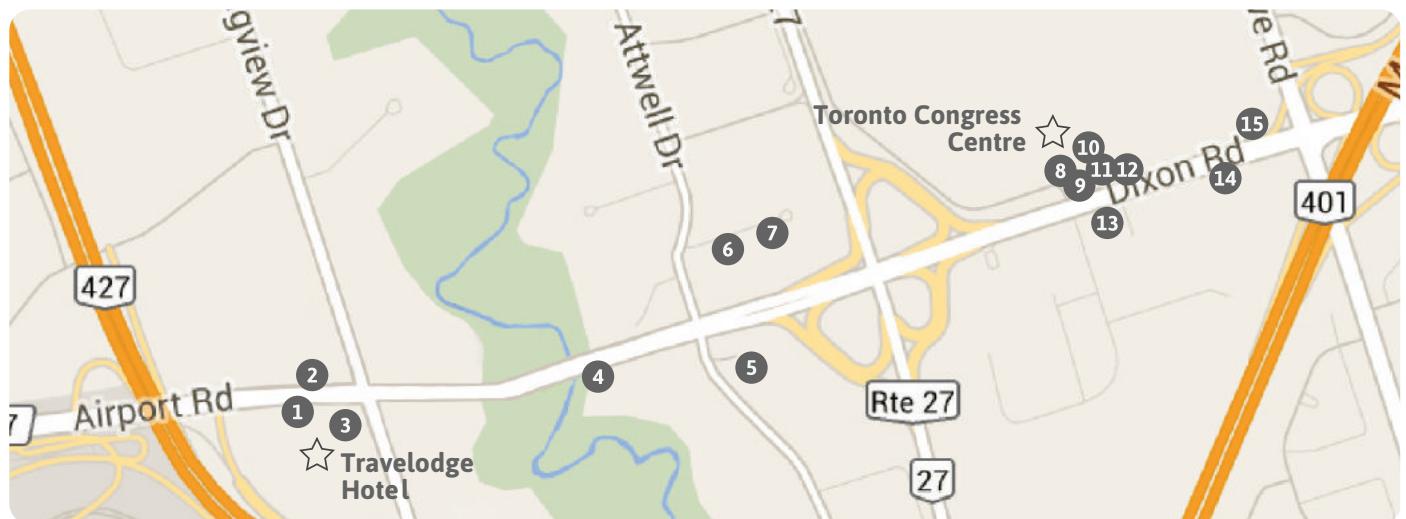
At the Toronto Congress Centre, parking is free for all delegates. Follow the arrows for the "EWB Conference" parking area.

Parking at Travelodge Hotel is free for all guests of the hotel. Please inquire at the Reception Desk when you check in.

**City Taxi** 416 744 4444

# Off-Site Food Options

The following restaurants are all within walking distance from Toronto Congress Centre and the Travelodge Hotel, all located on either side of Dixon Road.



\$\$\$\$ Price Range (by dinner menu) V Vegetarian options available G Gluten-free options available  
► Fast service VN Vegan options available B Breakfast available

V & VN classifications were given in relation to main courses and don't count starter salads. Many vegetarian options consist solely of a vegetarian burger on offer. We encourage those with dietary preferences to view the menus, available online!

1 Keg Steakhouse & Bar \$\$\$ G  
[kegsteakhouse.com/en/](http://kegsteakhouse.com/en/)

2 Airport Gate Café & Grill \$\$ V B  
[airportgatecafe.com/](http://airportgatecafe.com/)

3 Casey's \$\$ V  
Located within the Travelodge Hotel

4 Chop Steakhouse & Bar \$\$\$ V  
[chop.ca/menu/dinner](http://chop.ca/menu/dinner)

5 Montana's \$\$ V  
[montanas.ca/menu\\_dinner.php](http://montanas.ca/menu_dinner.php)

6 Boston Pizza \$\$ V VN G  
[bostonpizza.com/en](http://bostonpizza.com/en)

7 Jack Astor's \$\$\$ V  
[jackastors.com](http://jackastors.com)

8 Milestone Bar & Grill \$\$\$ V G  
[milestonesrestaurants.com](http://milestonesrestaurants.com)

9 Harvey's Burgers \$ V B  
[harveys.ca](http://harveys.ca)

10 Quesada Mexican Grill \$ V VN ►  
[quesada.ca/home](http://quesada.ca/home)

11 Swiss Chalet \$ V  
[swisschalet.com](http://swisschalet.com)

12 Subway Sandwiches \$ V B ►  
[subway.ca](http://subway.ca)

13 Sushi-Ya Japan \$\$ V VN  
[sushiyajapan.com](http://sushiyajapan.com)

14 St. Louis Bar & Grill \$\$ V  
[stlouiswings.com](http://stlouiswings.com)

15 Perkin's Family Restaurant \$\$ G B  
[perkinsrestaurants.com](http://perkinsrestaurants.com)

# ACKNOWLEDGEMENTS

We'd like to take the time to acknowledge the extraordinary work of a diverse and distributed team that made Rethink 2014 happen. Cheers!

Team Leads

## Co-Chairs

- Rob Andrews
- Anna Smith

## Vision

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- Rehanna Devraj-Kijuk

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## Delegate Experience

- Meaghan Langille
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- Janine Reid
- Matt McLean
- Gaelan Martin-Timms
- Catherine Cyr Wright

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- Manjot Bining
- Jocelyn Light

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## Gala

- Eunice Fung
- Rebecca Chu

## Special Events

- Ashley Hammell
- Michael Kennedy
- Sohaib Mirza
- Julia Wai
- Annelies Tjebbes
- Mica McCurdy
- Molly Grove

## Logistics

- Akid Azfar
- Wendy Xiang
- Lauren Quan

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- Tristan Allan
- Jeffrey Ku
- Francis Kung



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 rethink2014.sched.org

*rethink.ewb.ca*