

**ENVIRONMENTAL EDUCATION PUBLISHING PROJECT:
USER SURVEY**

PREPARED BY THE
CANADIAN INSTITUTE FOR ENVIRONMENTAL LAW AND POLICY

SUBMITTED TO THE
ONTARIO TRILLIUM FOUNDATION

October 2000

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EXECUTIVE SUMMARY

First published in 1974, Environment on Trial has been a leading text on environmental law and policy in Ontario. The third edition of the text was published in 1993. Over the past seven years, there have been considerable changes to environmental laws in Ontario and in 1999 CIELAP applied to the Trillium Foundation for funds to “develop a renewal plan for CIELAP’s educational materials, most notably Environment on Trial.”

The project plan was that CIELAP would survey selected users of Environment on Trial (EOT) and other experts in publishing and information technology to address the two issues of

- a) assessing ‘lessons learned’ that would apply to all CIELAP publications and
- b) evaluating the role, content and form of the next version.

As proposed, CIELAP surveyed members of the environmental community including educators and lawyers, publishers and other experts. (See following document for full review of those surveyed the questions they were asked and their responses.)

Reviewing these responses and other information such as sales figures for EOT since 1996 and a survey of other products on the market (particularly for legal practitioners) increases our understanding that, while EOT is still a valuable reference text, its content has become out of date, and its market has considerably diminished over the years.

EOT 1974 -- The authors of the original text envisioned it as a ‘hands on’ grassroots self-help manual for environmental activists seeking legal recourse for environmental wrongs. The spirit of the book was consistent with the times and reflected the energy and commitment of the authors. The first edition was a success and quickly sold out its first print run of 5,000 copies.

EOT 2000 -- Times have changed. EOT is now used primarily as a teaching text for environmental law and environmental studies students. Lawyers and law libraries use EOT as a standard reference. It not commonly the case now that people even casually consider going to court to protect the environment. While it is still an option (and organizations such as the Sierra Legal Defense Fund will represent citizens), the cost and the complexity of “taking a polluter to court” are huge disincentives to citizen action.

Sales of EOT have dropped sharply over the past three years.

Diminishing sales show two things:

- a) the utility of the text is decreasing as its content becomes more out of date and
- b) the market for the text has decreased since 1975.

When we began this research, our starting assumptions were that we needed to

- a) help other non-profit organizations to learn from our experience publishing EOT, and
- b) learn how to take a “proven” product with a significant market and address such problems as updating its content and improving its format to incorporate new electronic means of publishing

Our research has shown us that there is another issue. EOT needs to focus on the new tools available to citizen activists.

The Market for EOT

Those surveyed praised EOT highly and felt it was the best, most comprehensive resource on the market. However, these results are coloured considerably by the fact that the survey focused on individuals who use the text.

These responses show that there exists a small market for a high quality, broad based, accessibly written reference text on environmental law and policy.

Our research also shows that those looking for a discussion of environmental law, particularly case and statute law, are well served by numerous sources on the market published by Canada Law Book, Carswell and other legal publishers.

Our research shows that, as a teaching text, EOT is not designed to meet the needs of educators. It has many strengths, but those surveyed also noted that there were considerable ‘gaps’ between their teaching objectives and EOT’s content.

These findings suggest that, in seeking to appeal to several audiences, EOT presently serves none particularly well. Legal practitioners and law students require more specialized information and updateable formats (binders, for example) that are very costly to print, purchase and maintain. Environmental studies students use the text the most these days, but that amounts to such a small market as to make the cost of a revised edition prohibitively high. So far as may be determined by the sales figures, while the ‘ordinary citizen’ may be using copies of EOT in public libraries, very few, or none, have purchased the text within the past three years. While the current purchase price of \$48 is not high by textbook standards, it may make the book too expensive for some potential users.

Finally, recall that EOT’s original purpose was to help ordinary citizens take action in courts of law to protect the environment. That purpose was conceived a generation ago. Times have changed. The tools have changed. It is reasonable to conclude that EOT must change as well.

In other words, we need to do more than just update the content of EOT. Its *concept* needs to be updated, too.

Reconceptualizing EOT

The primary tasks in reconceptualizing EOT are to consider the book's fundamental purposes. We received some helpful observations from our survey group. These are reviewed below.

The Audience

1. One respondent suggested that EOT sets itself a tough goal in seeking to be useful to a variety of audiences: lawyers, students and the general reader. Educational texts, for example, have become increasingly specialized so that they are not necessarily attractive or accessible to the general reader. Law students and legal professionals also have specialized needs. Any text meeting those needs would not appeal to the general reader. The conclusion we draw from this is, if EOT is to continue its life as a teaching text, it must go through a considerable transformation, and must be structured around the needs of educators and students. In the alternative, if EOT were to refocus on the general reader, its format would also change considerably. It would need to be shorter, clearer, less legally technical and more practical.

Advocacy Tools

2. Another observation from the survey group noted that the tools for environmental advocacy have changed. Once they were litigation and private prosecutions. These tools still exist, but new ones have emerged that are more accessible, less risky, and are within the ability of people to do on their own without professional legal help. Now citizens can make a difference through consultation, public right to know, and public participation and activism. The conclusion we draw from this is if EOT is to continue its life as a source of information for "ordinary people" then it needs to focus on these tools, teaching why they are important and how they may be used.

EOT's Main Strength

3. Everyone agreed that EOT's greatest value rests in its definitive discussions of environmental issues and the policy considerations arising from them. These are the text's greatest strengths, are useful to all audiences, and remain relevant even when laws change. Our conclusion is that EOT, no matter what form it takes -- teaching text, general reference text for legal practitioners, or manual for public activism -- should have these discussions as its key component.

Attached is a full discussion of the research and analysis that led to the above conclusions, including 'lessons learned' as per our original project proposal.

Lessons Learned – Publishing EOT

EOT has always been a ‘labour of love.’ The brainchild of its chief co-authors David Estrin and John Swaigen, the book has gone through three editions, fueled by the enthusiasm and commitment of a broad community of environmental law and policy professionals.

The third edition took three years to produce, however, and required more effort than the authors or publishers would prefer to commit a second time.

Were a fourth edition to be produced, the following recommendations arising from our review of the experience of the third edition would be applied:

1. The project must have an editor-in chief to work with the editorial committee and the authors. The editor-in-chief should be in charge of quality control (see recommendation 2), project management and cost control.
2. Authors will be recruited according to the objects and purposes of the text, as opposed to having them contribute according to their own interests.
3. All authors will write according to a “style manual” (selected or developed by the editor in chief) to ensure consistency of spelling, idiomatic usages and citation of authorities.
4. Authors would be paid some kind of honorarium sufficient to keep them committed to their deadlines and to ensure high quality work.
5. Text reviewers will be recruited at the same time as the authors on the basis of their expertise, and will also receive a small honorarium for their efforts.

EOT ambitiously intended its third edition “to be as much a teaching tool and a useful reference book for environmental practitioners as a handbook and a call to arms for ordinary citizens.” EOT’s future success and relevance requires that it sort out its audience.

The proposed plan to determine EOT’s future success follows.

The New Wave of Environmental Advocacy – Developing the Tool Chest

When Estrin and Swaigen wrote the first edition of *Environment on Trial*, there was no Ministry of the Environment in Ontario, no Environmental Protection Act, no Environmental Assessment Act, and no Environmental Bill of Rights. No one knew what a “multistakeholder consultation” was. In the early seventies, the leading form of public advocacy was protest, and, given the absolute lack of any other kind of mechanism, resort to the courts was a necessary step to bring about effective, lasting change in environmental protection.

Twenty-five years later, the success of the early environmental movement is evident: there exists a Ministry of the Environment, and all the statute law listed above (plus a great deal more).

The success of the movement is also evident in the fact that there now are other avenues besides litigation for citizen advocacy. This is not to say that resort to the courts is no longer an effective tool, but it is very expensive, risky, and does not always provide an adequate remedy.

Finally, although the movement has been successful in achieving some public response to protecting the environment, the need to improve environmental protection is still great. Grassroots activism is still required; people need to know about the new tools and how to use them effectively.

A new edition of *Environment on Trail* needs to take into consideration the new circumstances wrought in part by its early successes.

Step One – Brainstorm the basics

The first step in reconceptualizing EOT would be to bring the authors and publishers together to establish the focus of the text, which could be one of the following:

- a) a “standard reference” text for legal practitioners and university students
- b) a teaching text for university students
- c) a how-to handbook and reference for citizens seeking guidance for effective environmental advocacy.
- d) Some other option.

This ‘brainstorming’ session needs to be backed up by a survey of the market: what texts are already in use, what needs are apparent in the marketplace.

Step Two – Draft a Proposal

From this stage, CIELAP could draft a proposal to circulate to funders.

Step Three – Recruit Editor, Authors and Reviewers

Step Four – Set Writing and Production Schedule

Step Five – Write, edit, proof and print the text.

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SECTION 1: INTRODUCTION

1.1 Introduction

CIELAP, in conjunction with Emond Montgomery, has been publishing a comprehensive environmental law and policy book entitled *Environment on Trial: A Guide to Ontario Environmental Law and Policy*. The first edition was published in 1974 followed by a second and third edition in 1978 and 1993. Currently, we are planning a fourth edition of Environment on Trial (EOT) because since the publication of third edition in 1993, a great deal of change has occurred both in the environmental law and policy framework in Ontario as well as publishing formats, technology and the form of educational materials. CIELAP needs to carefully evaluate the role, content and form of the next version of this document and other similar education materials. Most notably, CIELAP needs to consider new design, new methods and formats, which will be flexible enough to permit easy revisions in the future as well as provide lasting value to the user.

In order to examine the need for books on environmental law and policy, a survey is conducted for a population sample of academicians, lawyers, environmentalists, publishers and IT professionals. Analysis from these responses has resulted in a *Lessons Learned Document* to help us, and others interested in environmental education, develop products of most use to the readers. Based on these lessons learned we will be in a better position to improve the quality of the publications which meet the readers needs in content and format.

The lessons learned from this exercise will then be made available to any interested member of the public through a short summary document that will include educational and publishing insights. Other not-for-profit organizations have also expressed an interest in CIELAP's publishing capability and educational materials. This document will be shared with other not-for-profit and education organizations and an effort will be made to ensure that all organizations are aware of its availability.

1.2 Objectives

To develop a renewal plan for CIELAP's educational materials, most notably, Environment on Trial/ a Guide to Ontario Environmental Law and Policy (EOT) by consulting with:

Educators and lawyers about content and format;

Media, information and publishing professionals about appropriate format; and

A continuing outcome will be the application of the knowledge gained to all future educational projects at the Institute.

1.3 Previous Editions of EOT

CIELAP has, over its thirty years history, published a wide array of public policy and educational materials on current and emerging environmental issues. The hallmark of this effort has been, *Environment on Trial/ A Guide to Environmental law and Policy in Ontario*.

The EOT was first published in 1974, followed by the second edition in 1978 and the third edition in 1993. EOT was originally intended to help ordinary people and environmental activists, with little understanding of our legal system. This book was intended to provide information to citizens on how the system works and to enable them to use the existing laws and administrative structures to protect the environment. It also explained how and why our laws and administrative arrangements were failing to protect the environment and also to suggest what changes were needed to make them more effective.

In a short course of time, EOT's niche broadened to encompass university and community college students on environmental law and policy and other areas of environmental studies. In fact, the students and educators now constitute the main readership of this book. It also became an important reference book for lawyers, planners, consultants and government officials.

There have been continuing requests for a new edition to reflect the extensive changes in environmental law and policy since the 1978 edition of EOT. In the third edition, authors have tried to address those changes by making the book more current. There is more of a balance between "global" and "local" environmental issues. For example, there is much more emphasis on international law, an aspect of the legal framework for environmental protection that was largely ignored in the first two editions. There is also more emphasis on the government policies than in previous editions. EOT is now a book about environmental law and policy, not just law. The third edition of EOT has tried to make the book accurate to at least October 1992. New chapters in this edition also include biotechnology, wildlife and wetlands. The scope of chapters that were in previous editions has been expanded to cover many additional topics. For example, the chapter on noise has been expanded to include vibration; the chapter on air pollution now includes a discussion of indoor air quality; and the evidence chapter now also discusses hearing procedures.

1.4 Rationale behind the Fourth Edition

As mentioned earlier, EOT, although originally intended to help ordinary people, has expanded its niche over the years. It has become not only the standard textbook for students but also an excellent reference for lawyers, environmental activists and policy analysts. But the third edition of EOT has become quickly outdated due to the changing environmental law and policy since the time of its printing in 1993.

There has been major changes in environmental law and policy during 1993-95 including enactment of EBR, completion of MISA program, adoption of CFC elimination regulations, adoption of 3Rs regulations, adoption of major changes to the land-use planning process. Also, since 1995, there were major amendments to all of the environmental and natural resources statutes except the EBR. There have been structural shifts towards self-regulation, shifting of roles and responsibilities amongst province and local agencies, and also the loss of capacity among provincial and local agencies. These changes have a direct impact on the environment, which have to be addressed in the fourth edition.

There have been changes in the way members of the public involve themselves in decision-making processes about the environment in Ontario. As discussed earlier, EOT originally contemplated ordinary citizens taking legal action to protect the environment on their own. But thirty years of experience tells us that this is not the case. People do not undertake things like lawsuits and private prosecutions without legal counsel and this is hard to come by because there are only two legal clinics that provide such services pro bono (CELA and SLDF) and no intervenor funding.

However, they do involve themselves in decision-making processes in other ways. Through EBR Comments and other EBR tools, appearances at city Council meetings and even OMB hearings, interactions with individual facilities using NPRI and other community right-to-know tools. New edition needs to reflect this experience in terms of how people actually interact with governments around environmental issues.

Key point here is that the system that was described in third edition has undergone fundamental change, and there is no text that provides a clear, concise and comprehensive overview of the new system, which is accessible to both specialized and more general audiences. EOT IV also needs to take into account other changes in the political and policy context within which it will exist. Increased importance of international commitments and other issues not covered in EOT such as forestry and climate change should also be addressed.

1.5 Methodology

1.5.1 Questionnaire: Structured random sampling is attempted of a sample population derived from various sources. A questionnaire is developed to analyze the perception of the respondents to understand the environmental education publishing in Ontario (Appendix I).

Twenty questions are developed to analyze the perceptions of environmental community on environmental education publishing. All the questions are open-ended rather than category-based, so that the respondents could come up with their own thoughts and ideas about each question. The questionnaire was structured around four categories:

Questions on environmental law and policy in Ontario: Five questions are developed to study the responses of the sample population regarding the general perception and

suggestions about text on environmental law and policy in Ontario. The responses will be useful in developing not only a research agenda for CIELAP and other not-for-profit organizations but will also help in broadening the niche for texts on environmental law and policy.

Questions specifically on EOT: There are five specific questions regarding EOT which will provide us with useful information regarding the topicality, use, comprehensiveness, niche and likes and dislikes about EOT.

Questions about the publishing format: There has been a tremendous change in publishing format since the last edition of EOT in 1993. More and more readers are keeping up with times by using other formats like electronic, CD-ROM, internet, etc., as their preferred means for reading and research. We have developed five questions to gain insight into the changing trends and patterns of preferred reading format by the respondents. Based on the responses, not only CIELAP but also other not-for-profit sectors can develop a better publication strategy for the future.

Questions about CIELAP and its publications: A series of five questions are developed to help CIELAP examine its role as a research and policy institute and also to develop a future publication strategy based on the responses.

1.5.2 Background Data: After the questionnaire was developed, a list of 40 potential respondents was derived from the sales tally, previous authors list from EOT 3rd edition, and references from people who responded (Appendix II). The survey was carried through email, telephone and personal contact.

Number of potential respondents was 40, out of which 20 respondents (50 per cent) completed the survey. Number of refusal was 20. Out of the 40 potential respondents, 30 were identified to be educators, lawyers, environmentalists and policy analysts or category I. Numbers of potential respondents for category II (bookstores, publishers and library supervisors) were 10. The response rate for category I was 53.3 per cent whereas for category II it was 40 per cent.

Table 1: Background data on Respondents

Category	Potential Respondents	Population Size	Number of Responses	Percentage of Responses
I	Educators/Environmental Lawyers/Librarians	30	16	53.3
II	Bookstores/Publishers/	10	4	40

1.5.3 Analysis of Data: Each questionnaire is coded and each question is tabulated corresponding to the responses. Most of the question is about the respondent's

perception therefore qualitative analysis is attempted for most of the question detailing their responses. Response rate is calculated for some of the analysis, which is depicted with the help of pie charts and bar diagrams.

The analysis is attempted on the basis of each question separately. Analysis about the perception of educators, lawyers and environmentalists, includes 53.3 percent of the total responses. Analysis about the publication format and general information about CIELAP includes additional 40 per cent of the respondents.

1.5.4 Limitations of Analysis: As with any survey and analysis, this project too has its limitations.

Although the response rate is good (50 per cent), the population size is small (40 people). Adding a larger population size would have taken us beyond the scope of the proposal.

The responses of current students were not included because of unavailability of any contact information. However, responses by students who have used EOT in the past are included.

There are some unavoidable biases in the responses, depending on the respondent's field of work.

SECTION 2: STRUCTURAL ANALYSIS

The structural analysis of the responses are divided into four sections:

1. Content analysis for books on environmental law and policy.
2. Perception analysis regarding EOT.
3. Publishing format.
4. General information about CIELAP.

2.1 Content Analysis for Books on Environmental Law and Policy

2.1.1 Is there a need for a text on environmental law and policy in Ontario?

All the respondents were certain there is definitely a need for a text on environmental law and policy. There was an emphatic yes from all the respondents regarding the need for a revised edition of EOT. This is because the environmental law and policy has changed considerably in Ontario in the past 5 years, which has made EOT outdated. Some of the respondents have been using it as a text- book for a long time but switched to using it as a reference book in 1995-96. Some of them stopped using it altogether in 1998. This reflects the changing usage of EOT in the academic and legal circles, which is EOT's main niche. This also shows that there is an urgent need to produce an updated edition of EOT to maintain its topicality and consequently encourage more readerships.

Another response was that although there is a need for such a text but there is no real market for a text, which would be used as the basis for a course. Most of the courses (other than those limited to environmental law) deal with environmental politics not law and policy. This means they spend considerable time on the societal actors of business and environmental movement. There might be a larger market for a resource management text, covering forestry, etc. A respondent suggested that we should take a look at the introductory ecology texts, e.g., Mitchell and Dearnden, 1998 or 1999 edition, for examples of introductory texts, which the publishers (Oxford), feel can find an easy market. The basic issue to be decided here is to what extent does the “policy” include governmental administration of law? To what extent does it include politics? A suggestion was made to find out the niche for EOT.

2.1.2 What do you consider to be the basic necessities in a text on Ontario environmental law and policy?

This question generated a lot of useful information by the respondents, which can be used to improve and modify the next edition.

Almost 95 percent of the respondents felt that the basic necessity in a text on Ontario environmental law and policy should be its topicality. Because the environmental law and policy is constantly undergoing changes, more so in the past 5 years, therefore, it should reflect those changes in order for the readers to understand the issues in a holistic manner.

There were also some helpful suggestions about the topics that the respondents would like to see in a text on environmental law and policy. The text needs to describe institutions, laws and policies and explain evolution of the system. It needs to deal with “substantive environmental problems like, air, water and talk about the environmental law reforms.” Part I should have some general concepts to introduce the readers to the sources of environmental law and policy like, statutes and regulations, administrative law, the courts, the role of litigation and the role of private law (e.g., contracts, tort, etc.). It should also talk about the constitutional law, evolution of environmental law in Canada and Ontario.

Part II must include issues in environmental law and policy in the new millennium, like, approvals, air, water, land development issues (Urban Planning, Parks, etc.), endangered species, waste management, solid and hazardous waste, food safety and pesticides, including biotechnology, Toxic Substance Controls (CEPA, etc.), including WHMIS, workplace environment, public participation (e.g., EBR), Registries, FOI, Specific Control Legislation: Transportation of Dangerous Goods, radiation, etc., and new tools: applications for investigation, reviews, EBR lawsuits, private prosecutions, environmental class actions, etc.

One respondent felt that the text should “describe the agencies who are charged with authority to enforce the law, detail in laymen’s terms the intent of the law and give precedent cases about how successful defenses and crown convictions.”

Few respondents suggested including more about federal and international environmental laws as well. Some respondents felt that the new edition should contain all the basic information and should be clear, comprehensive and current. The general consensus was that EOT already provides what is required in a basic text on environmental law and policy except that it is very outdated and needs to keep up with the changing times.

2.1.3 What would appeal to you as an assigned text on environmental law and policy?

Almost 80 percent of the respondents answered felt that they would topics that would appeal to them are covered in EOT but it should be updated more regularly. Some respondents are using EOT as an assigned text for undergraduate environmental studies on politics and policy law. They felt that nothing is comparable to EOT because it is comprehensive and appeals to a wide category of readers.

One respondent uses the chapter on environmental assessment for EA courses and has also used the introductory chapter on ‘how the law and policy system works’ for environmental politics courses. Few respondents, who teach politics and economics, would not recommend EOT as a textbook but only as a reference book because the current format of EOT does not work for the courses in Political Science or Economics.

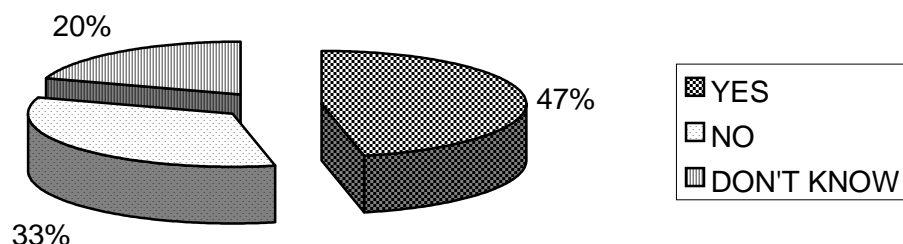
For some respondents, the topics that would appeal to them are regarding “frameworks, cases, laws, and up-to-date description of how policies are determined.” Also, a text that meets the criteria of a “good, non-technical, accurate overview of common law, federal and Ontario environmental laws.”

Another respondent would like to see some general pollution data for example, MOE data on air emissions or water pollution by type of source, trends over time, etc. This respondent also feels that the new edition should refer to the burgeoning Internet resources for data and information. It should provide links to useful websites of governments, polluters, activists, etc. EOT could also be more specific for instance, about what is in a typical Certificate of Approval and maybe reproduce a form for the readers.

2.1.4 Can the same publication satisfy the needs of someone who wants a legal text and those who want a more general policy text?

The question whether EOT satisfies the needs of someone who wants a legal text and those who want a more general policy text examines the extent of EOT’s readership. Figure 1 shows that 46.6 per cent of the respondents think that EOT does satisfy the needs of both legal as well as general readers. However, some suggestions were offered to focus more on non-legal audience because that is the main readership of EOT.

Figure 1: Does EOT Satisfies Both Legal and General Readers



33.3 per cent of the respondents felt that EOT cannot meet the requirements of both the legal and general readers because according to this response group, one book cannot serve both as the primary text for law school students and a guide to the informed layman. However, some of the respondents in this response group felt that EOT does try to satisfy the needs of both legal and general policy text readers. This is a valuable function not performed by any other book. So the next edition should continue to aim at the same audience as in the 3rd edition rather than changing it to a more formal text. 20 per cent of the respondents did not know whether EOT satisfies the needs of both legal and general policy text readers.

2.1.5 What is lacking in terms of environmental law and policy education materials?

In response to what is lacking in terms of Environmental law and policy education materials, many views were put forth. The rationale behind this question is to find what the people in environmental sector think should be included and what is the perceived information gaps in environmental law and policy education materials. This will help CIELAP to come up with a publication strategy for the future. Following are the comments/suggestions by the respondents:

- The books on environmental law and policy gets outdated so easily therefore, the focus should be on regular update to maintain its topicality.
- One area in which environmental law and policy education material is lacking is in its international content, especially Canada's role and impact on international environmental law and policy.

- There is a need for a comprehensive environmental text although individual chapters in the available books are likely to be used in any given course.
- Some of the respondents would like to see more detail on the concept of what is required to comply with the law.
- There are some areas that are not covered in sufficient depth. The suggestion was made about comparing EOT with its possible competitors like the books by Benedickson or Hughes, Lucas and Tilleman.
- The environmental law and policy field is changing at a rapid speed therefore, new things has to be addressed now including trade issues, strategic assessment, non-regulatory measures, etc.
- There should be more focus on administration, i.e., what governments actually do and why and how they do it, rather than current emphasis on law, written by lawyers.
- The books on environmental law and policy should include well-constructed advocacy documents like sample applications, etc. surrounding that, instructions regarding why these documents are important.
- A good “how to” manual would be helpful (i.e., description of precisely how to prepare/present a case).

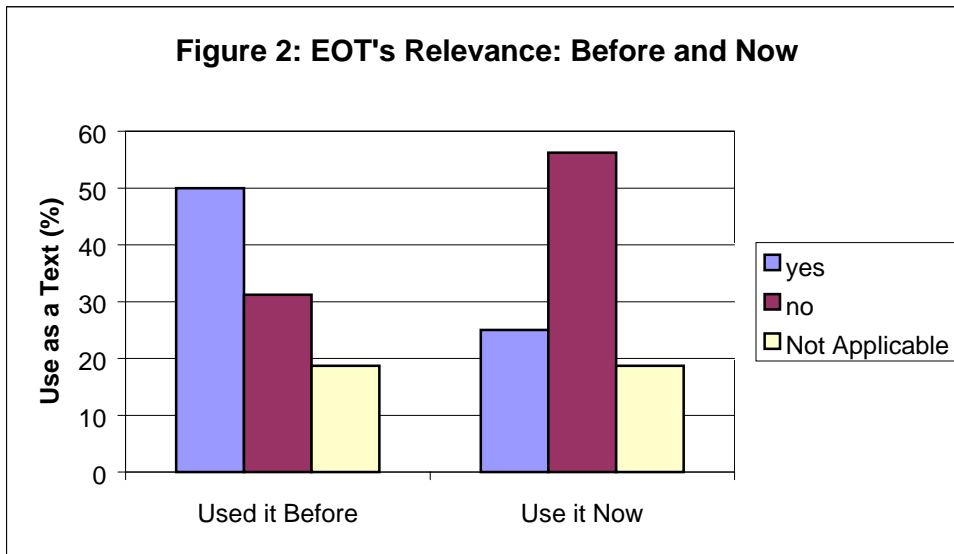
Depending on the respondent’s profession, the responses regarding what is lacking in terms of environmental law and policy education material, is very revealing. It is felt that there is an overall lack of Canadian material on environmental law and policy. Some respondents also suggested that books like EOT focus mostly on Ontario and lacks in international or federal content. The respondents with legal background felt that the focus should be on how to prepare or present a case, regulatory and non-regulatory compliance, precautionary principals, etc. The responses by educators focuses more on the fact that there are not enough good textbooks available and that the books are quickly outdated.

This is a good indicator for CIELAP’s future publication strategy to focus on bridging the information gap as perceived by the respondents. It has to keep up with the changing political and legal climate of the country and make every effort to keep its publications up-to-date and explore Canada’s and Ontario’s role in changing landscape of environmental law and policy.

2.2 Perception Analysis Regarding EOT

2.2.1 Have you used EOT as a course text? Are you still using it? If not, why not?

In response to question numbers 5 and 8, whether the respondents have used EOT as a course text and whether they still use it now, reveals an interesting picture. 50 per cent of the respondents have used it as a course text before as opposed to 56.2 percent who said they do not use the book now (Figure 2). The reason behind this decline is that this book is losing its relevance because it is outdated. Some of the comments suggested that there would be a steadier decline in the usage of EOT as a textbook in the coming years if it were not updated soon.



Based on the responses received, the current relevance of EOT has been minimized. EOT has been used as a text in the past by 50% of respondents but only 25% of respondents currently use it in the same manner, a decrease of approximately half. Comments on why this decrease has been seen include the sentiment that the present edition of EOT is out of date and information is not as current or applicable as necessary.

2.2.2 What do you see as EOT's niche?

On the basis of responses on this question, we have tried to find out what, according to the respondents, is the niche for EOT. We did not have any category for this question and let the respondent come up with what they perceived as the right niche for EOT. On the basis of their responses, there emerged at least five categories of EOT's niche ranging from students, lawyers, layperson, environmentalists and environmental specialists. All respondents have chosen multiple readerships for EOT. This question reinforces the earlier response about satisfying the needs of both legal and non-legal person. It is evident that EOT caters to a wide range of environmental people (Table 2). At least 12

respondents perceive both legal and non-legal students to be the target audience for this book. Environmental activists are considered the second largest users of EOT followed by lawyers, layperson, and environmental specialists. This shows the importance of EOT not only as a textbook, but also as a guide for a range of environmental sector.

Table 2: EOTs Niche

Category	Number of Responses
Students	12
Environmental Activists/NGOs	6
Layperson/general public	4
Lawyers	4
Environmental Specialists/planners/researchers	4

2.2.3 What do you like and dislike about EOT's current format?

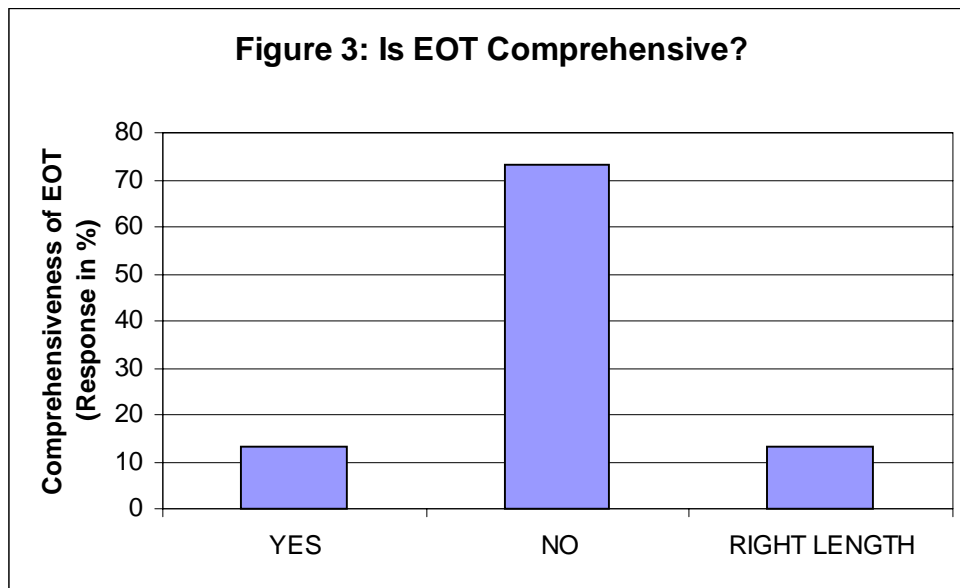
Likes: The responses regarding likes and dislikes about the current EOT will help us in improving the next edition. Most of the respondents like the wide extent of topics covered by EOT and the fact that it deals with substantive environmental problems by offering both technical and practical advice. Besides the wide range of content of the book, the writing is considered to be of high quality. Some of the respondents like the case details and its comprehensiveness. It is considered to be a good text for students, lawyers and laypeople. The overall impression of EOT is that it has an excellent content and style and is a valuable mechanism for legal and regulatory reforms.

Dislikes: Most of the respondents felt that they do not dislike anything about this book except that it is outdated and might lose its relevance altogether within few more years, if not revised soon. The general feeling is that EOT has not kept up with the mass of changes to environmental law since 1994, which makes it virtually irrelevant.

However, there were some other dislikes as well, besides the book being dated. The layout of the book makes it difficult to relate cases to legal theories and/or concepts. One respondent felt that the text is weak on Alternative Dispute Resolution. Some respondents commented on the comprehensiveness of the book. They feel that it can sometimes get too long and also lacks overviews and synthesis. Its size intimidates many students so there is a need to impose more discipline on authors. Another comment was regarding the binding, which is considered to be a problem for the readers because last few pages come out of the book.

2.2.4 Is the publication too comprehensive? Would you prefer it to be briefer?

The third edition of EOT has 909 pages. 73.3 per cent of the respondents felt that the book is not comprehensive (Figure 3). Although most of them said that this is the optimum length for the book and it should not get any longer. The reason that many of them did not find it comprehensive is because it covers a wide range of topics and also has a wider niche. This requires more information so as to cover all the relevant topics for the entire target readership. It was felt that comprehensiveness is EOT's one of its greatest virtues. However, 13.3 per cent of the respondent felt the book is too long especially some chapters like planning and parks. The waste chapter is almost useless because it does not cover 3Rs. Another 13.3 per cent of the respondent felt that the book is about the right length now but needs to include topics like forestry, 3Rs, etc.



2.3 Publishing Format

CIELAP has been publishing since a long time in the format of reports, briefs, books, newsletters and annual reports. Its publishing content covers the following areas:

CIELAP has also kept up with the times by developing its homepage through which anyone can get information on its new releases. However, the printing media has changed considerably and there are various other options available to the readers now including CD-ROM, disks, online access, etc.

In order to find out what kind of format did the readers of environmental law and policy preferred, we asked them a series to questions regarding the publishing format.

2.3.1 Preference in terms of electronic formats, paper-based formats, on disk or loose leaf format.

Most of the respondents, 43.7 per cent, preferred the paper-based or book format (Table 3). The reason for preference for the book format is that it is handy and convenient to use. The age group of the sample population is also a factor in eliciting this response. Since the respondents are comprised of educators, lawyers, environmentalists, they are more comfortable with using books rather than electronic media.

Table 3: Preference for Publishing Format

Category	Percentage of Responses
Paper-based	43.7
Loose-leaf	31.2
Disk	12.5
Electronic	12.5

At least 31.2 per cent of the respondents preferred loose-leaf format to keep up with the changing environmental laws because it is felt that loose-leaf format can be updated regularly. But there is a note of caution if we decide to take this route, because it is altogether a different publishing venture. We will have to consider the potential cost because the expectations will be towards regular updating. Therefore, it is viable only if we manage to secure regular funding commitment. Loose-leaf format also gets unwieldy and might scare off some general readers.

Disk and electronic format (12.5 per cent) does not seem to be the popular choice of the respondents. But it is acknowledged that this is a popular format for students who now do almost all their research in electronic format.

2.3.2 Advice about publishing a large comprehensive policy guide so that it is flexible enough to allow easy regular updating.

Some of the respondents felt that although it is a good idea it might not work for EOT because of its wider readership. Since EOT is legal as well as policy book so the present format is fine. Idea of large policy guide updated annually is a good idea, as suggested by some respondents, but the subscription price might be too much for activists, students, etc., thereby restricting the readership.

Most respondents found it to be a good idea only if it is in a loose-leaf format because additions can be made easily rather than rewriting the whole text. It is felt that lots of large legal texts have addendums, maybe every two years, but the problem is that students find it cumbersome because they have to leap from page to page. Besides, we will have to consider the cost implication as well. This format also depends on the

audience because for professionals, loose-leaf probably works but it is not preferred by the students.

Some of them are openly skeptical about this idea and have commented that they have not seen it actually works. If we do decide to take this route, we need to find the niche for this kind of format, since law services already provide information in this format, we might find that our competition sphere has increased considerably. Besides, we have to secure regular funding if we want to update it frequently.

2.3.3 What is a viable route for format? CD-ROM, electronic book, online database format or any combinations.

The book format is preferred by most of the respondents. Although most of them acknowledge the need to change with times and explore other formats as well like electronic, online, etc. However, electronic format should not be the primary source and should be combined with book format. Some of them prefer CD-ROM because one can do subject search more easily. A combination of CD-ROM and book would work well for some respondents. It also depends on the target audience, most of the respondents did not want it online because it gets cumbersome to use and it will also not generate any revenue unless we charge user fee for its access. Although it is acknowledged that putting it online would work well for the students.

Notably, the responses by the bookstores, librarians and publishers preferred book format with probably a CD-ROM for reference.

2.3.4 Paper-based guide with CD/Diskette for detailed reference.

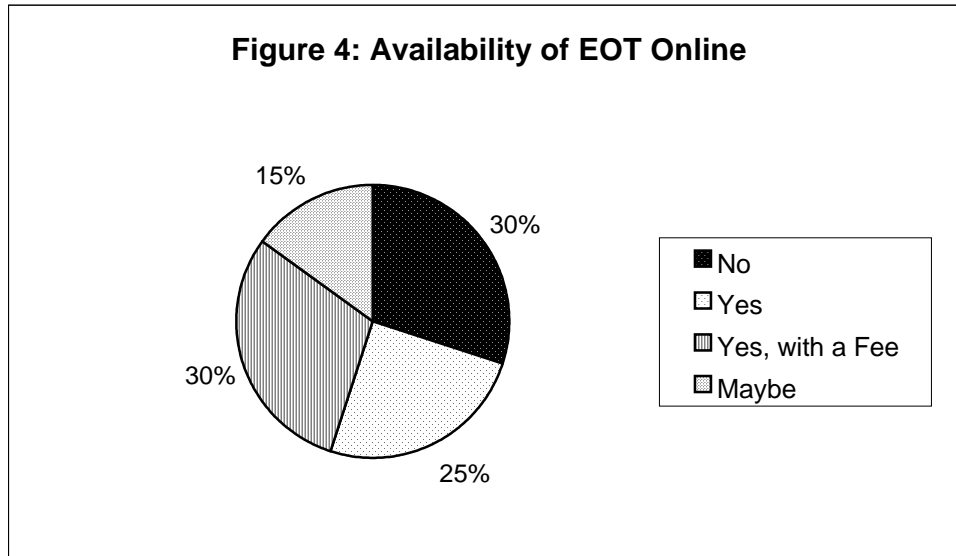
An overwhelming 81 per cent of the respondents felt that this is not a viable route because it will make the text redundant and the scaled down version is not particularly advantageous because if the book does not have details, it will lose its audience. Besides, it is also felt that with CIELAP's resources, it does not make sense because we will have to pay for the book publication as well as the CD. This combination would also require a yearly supplement.

19 per cent of the respondents thought that a CD-ROM for reference would be a good option but won't be that popular with students who would want a more portable format that they could read without access to a computer. Some thought it to be an interesting option, since the CD-ROM could include the actual text of the laws discussed in EOT.

2.3.5 Should it be made available on the Internet site?

30 per cent of the respondent said an emphatic no to putting EOT online while 25 per cent said yes (Figure 4). The reasons given for not putting the publication online was that it will cut into CIELAP's profit, it is too big a text to be made available online and there

might be potential for the students to plagiarize the text. The respondents who said an emphatic yes to putting the text online thought it would be a good idea to have the text online so that more people can use it, it is easily accessible, especially to the students. Another 30 per cent thought it would be a good idea, if we can find a way for CIELAP to still generate profit and provide regular updates. 15 per cent of the respondents felt it maybe a good idea but were not sure how such a large text be viable online.



2.4 General Information About CIELAP

Questions on general information about CIELAP included people’s perception about our publications, about general impression of CIELAP and suggestions about improving the content and format of publications. The responses to these questions will not only help us in providing the readers with better products but also improve our understanding of CIELAP’s research direction and its role as a research and policy institute.

2.4.1 How do you know about CIELAP?

85 per cent of the respondents know about CIELAP, only 15 per cent of the respondents do not know about CIELAP they include bookstore managers and Librarians. Since most of the respondents are in academics, they know CIELAP through their Universities including University of Toronto, York University and Queens University. Also, some of the respondents work with other not for profit organizations like CELA, and have collaborated extensively with CIELAP. Some of the respondents are in the board of directors. Some of the respondents know us through our publications and media releases.

2.4.2 What CIELAP publications are you aware of?

Over the years, CIELAP has published various reports, briefs and books. It has provided research and analysis on emerging environmental issues affecting different spheres of the

environment. 85 per cent of the respondents are aware of CIELAP's publication. 60 per cent are aware of all the publications. 20 per cent are aware of most of the publication. 20 per cent are aware of some of the publication.

The most referred publications are as follows:

- Ontario's Environment and Common Sense Revolution (all the four editions);
- Publications on Pollution Prevention and NPRI map (1996);
- Biotechnology;
- Waste Management Study and Hazardous Waste;
- Annual reports, briefs and Newsletter.

Besides, many respondents felt that CIELAP's web site is an excellent way to familiarize and communicate its publications to the readers.

2.4.3 What is your general impression of CIELAP?

General impression of people about CIELAP as a research institute is very good. Almost all of the respondents felt that CIELAP does quality research work. It commands the respect of media, government and public. Most of the respondents also recognized that CIELAP does high quality professional work on very little resources. Some helpful suggestions were also offered for instance, it calls itself a Canadian Institute but focuses mostly on Ontario. Also, it likes law-based solutions too much.

Regarding the question on getting the environmental issues on policy agenda, many felt that CIELAP, through their solid research work and public releases, contributes greatly in getting the environmental issues on the policy agenda. It does very well on limited resources and amidst increasing deregulations in Ontario. Some of the words used by the respondents to describe CIELAP include, "excellent," "brilliant" and "credible."

2.4.4 What changes should CIELAP make to its research and publications? Any other advice you would give CIELAP in trying to develop better and more useable products?

Most of the respondents considered CIELAP to be one of the pioneers and forerunners in environmental law and policy research and publications. However, according to some of the respondents, CIELAP should consider making minor changes in order to continue with the good work it does. These are as follows:

1. It tends to publish weighty tomes, it should publish more documents like EOT, glossy and brief.
2. Make sure you provide good executive summaries whenever possible.
3. More public outreach on the spicy bits, maybe a music video.
4. More research on Great Lakes issues and a gender approach to structural power relationships and health. Work more in collaboration with the women's health and environmental network.
5. It has to be more accessible on how they are printed and produced.

6. Some of the publication sometimes needs to be reader-friendly in terms of language and presentation.
7. Publishing alliance with other complementary research institutes in Canada.
8. CIELAP seems to be moving away from its role as a research organization and focusing more on advocacy. There is a need for more information based on solid research that is accessible to the public.

SECTION 3: CONCLUSIONS AND RECOMMENDATIONS

From the analysis of the responses received, following conclusions can be drawn:

About Books On Environmental Law And Policy

The need for a text on Ontario's environmental law and policy is evident by the responses received. The basic necessities in a text on environmental law and policy should be as follows:

- It should be current and keep up with the changing environmental law and policy field.
- It should talk about the history and development process of the law and policy.
- Clarify the general concepts like laws, statutes, etc.
- Focus on issues in environmental law and policy in the new millennium, like, approvals, air, water, land development issues.
- Should describe the agencies who are charged with authority to enforce the law, detail in laymen's terms the intent of the law and give precedent cases about how successful defenses and crown convictions.
- Provide more information about federal and international environmental laws.

About EOT

A lot has changed in Ontario's environmental law and policy since the publication EOT 3 as a result it has lost its relevance. Since EOT is one of the few texts, which covers a wide readership by reaching out to both the legal and non-legal readers, it was felt that a fourth edition is long overdue.

Legal and non-legal students constitute the main readership of this book. Environmental activists are considered the second largest users of EOT followed by lawyers, layperson, and environmental specialists. Instead of expanding its niche, EOT should try to strengthen its core readership by advertising, looking into alternative publication format and expanding its marketing to other provinces.

Strengths:

- The wide extent of topics covered by EOT and the fact that it deals with substantive environmental problems by offering both technical and practical advice.
- The writing is of high quality.
- The case details and its comprehensiveness.

- The overall impression of EOT is that it has an excellent content and style and is a valuable mechanism for legal and regulatory reforms as well as an excellent textbook for students and layperson.

Weaknesses:

- It is outdated and might lose its relevance altogether within few more years, if not revised soon.
- The layout of the book makes it difficult to relate cases to legal theories and/or concepts.
- EOT can sometimes get too long and also lacks overviews and synthesis.
- Its size intimidates many students so there is a need to impose more discipline on authors.
- Binding of the book is loose so care should be given to better binding work.

Comprehensiveness: The third edition is not comprehensive and should be considered the optimum length for the next edition.

3.3 Publishing Format

Format preference:

The preferred format for EOT is paper-based, preferably book. Although some respondents also prefer loose-leaf format to keep up with the changing environmental laws because it is felt that loose-leaf format can be updated regularly.

Disk and electronic format is not the popular choice of the respondents. But it is acknowledged that this is a popular format for students who now do almost all their research in electronic format therefore has to be taken into consideration when coming up with a publication strategy.

Regarding combination of paper-based format with CD-ROM for detailed reference, although it is a good idea it might not work for EOT because of its wider readership. Since EOT is legal as well as policy book, so the present format is fine.

Loose-leaf format will work for lawyers and policy makers but not for educators and students.

Regarding online access, most of the respondents feel that EOT can be put online but there should be a user fee in order to access the text. This might be valuable for students who do majority of their research online. It might also facilitate easy and regular updating.

Future Publication Strategy: The publishing industry is changing at a rapid rate, and to keep up with the latest publication format, not-for-profit sectors especially those interested in publishing environmental law and policy books, have to come up with new

publication strategies. Paper-based format, although popular have to be either give way to CD-ROM or diskette or have to be supplemented with online access.

3.4 About CIELAP

CIELAP is a well-known organization especially amongst the respondents. It has a high profile and visibility in universities and other not-for-profit organizations. CIELAP is also known through our publications and media releases.

The most referred publications are as follows:

Ontario's Environment and Common Sense Revolution (all the four editions);

Publications on Pollution Prevention and NPRI map (1996);

Biotechnology;

Waste Management Study and Hazardous Waste;

Annual reports, briefs and Newsletter.

General impression of people about CIELAP as a research institute is very good. CIELAP provides quality research work and commands the respect of media, government and public. It also does high quality professional work on very little resources. CIELAP is considered as the pioneers and forerunners in environmental law and policy research and publications.

Useful suggestions:

- Focus on expanding publishing format
- Some of the publication needs to be reader-friendly in terms of its content, presentation and language.
- CIELAP needs to publish more books like EOT.
- Provide good executive summaries whenever possible.
- More public outreach is required on media releases.
- More research on Great Lakes issues and a gender approach to structural power relationships and health.
- Forge a publishing alliance with other complementary research institutes in Canada.
- CIELAP seems to be moving away from its role as a research organization and focusing more on advocacy. There is a need for more information based on solid research that is accessible to the public. Also, it should clarify its role to the public whether it is a research organization or an advocacy group.

APPENDIX I

SAMPLE RESPONSE: J. MANZIG

ENVIRONMENTAL EDUCATION PUBLISHING PROJECT QUESTIONS

Name: John G.W. Manzig

Name of the Organization: Professor of Law
(retd.),
University of Windsor

1. Is there a need for a text on environmental law and policy in Ontario?
yes

2. What would you consider to be the basic necessities in a text on Ontario
environmental law and policy?

EOT meets all criteria- only updates are too costly.

3. What would appeal to you as an assigned text on environmental law and policy?

A test that sets Ontario's policies succinctly AND provides also a workable
overview of legislation and case law.

4. Can the same publication satisfy the needs of someone who wants a legal text and
those who want a more general policy text?
YES- through legal footnotes etc.

5. Have you used Environment on Trial (EOT) as a course text? Are you still using
it? If not, why not?
Yes, no (retired)

6. What do you see as EOT's niche?

It appears to be the only comprehensive text on Ontario environmental law. It has
to serve a number of purposes.

7. What do you like and dislike about EOT's current format?

a) Like
Approach fills a substantial need

b) Dislike
Probably too expensive to
keep current. Also, perhaps
too comprehensive

8. Is EOT still useable in your courses/curricula? If not, what changes need to be made?

N/a

9. Is the publication too comprehensive? Would you prefer it to be briefer?

Somewhat, but remaining chapters could be beefed up, made more valuable for lawyers.

10. What is lacking in terms of environmental law and policy education materials?

N.A.

11. Do you have any preference in terms of electronic formats, or paper-based formats? What about on disk; loose-leaf format?

The paperback format is still the most practical to work with, particularly for a practicing lawyer, but also for a law teacher. Maybe updating by disk or internet might be considered. But it must be then periodically updated by supplementary paperback volumes.

12. What is your advice about publishing a large comprehensive policy guide so that it is flexible enough to allow easy regular updating (i.e., every 2-3 years as opposed to every 8-10 years?)

There has been such a wild cycle of up and down turns in environmental policy generation and implementation, it would be a daunting task.

13. Is a CD_ROM, electronic book or on-line database format a viable route? Are there combinations or hybrids that would work well?

Yes, see ans. # 11.

14. Should it be a small paper-based guide with CD/diskette for detailed reference?

15. Should it be made available on the internet site?

In general, abridged format only- or we would lose revenue to continue updating.

General

16. How do you know about CIELAP?

Was a director for over 8 years.

17. What CIELAP publications are you aware of? Have used?

Probably most.

18. What is your general impression of CIELAP?

- a) As a research institute? b) In getting environmental issues on the policy agenda?

Both; but stay away from aggressive advocacy or we can loose charitable status.

19. What changes should CIELAP make to its research and publications?

20. Any other advice you would give CIELAP in trying to develop better and more usable products?

Many attempts to profile target audiences and research areas have been made in the past. Do not give up that effort, we will eventually get it right!

APPENDIX II

LIST OF EXPECTED RESPONDENTS

- 1. Full Name:** Beth Savan
Job Title: Professor, Environmental Studies
Company Name: University of Toronto
Phone Number: 416-978-7458
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- 2. Full Name:** Bob Gibson
Job Title: Editor, Alternatives and professor of Environmental Studies
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Phone Number: 519-885-1211 X 340
E-mail: rbgibson@watserv1.uwaterloo.ca
- 3. Full Name:** Bob Paelke
Job Title: Professor, Environmental Studies
Company Name: Trent University
E-mail: rpaelke@utrent.ca
- 4. Full Name:** John Swaigen
Job Title: Lawyer
Company Name:
Phone Number:
Fax Number:
E-mail:
- 5. Full Name:** Darlene Clover
Job Title:
Company Name: Ontario Institute for Studies in Education
E-mail: dclover@oise.utoronto.ca
- 6. Full Name:** David McRobert
Job Title: Policy Analyst
Company Name: Environmental Commissioner of Ontario
Phone Number: 416-325-3376
- 7. Full Name:** David Powell
Job Title: Professor, Environmental Studies
Company Name: Innis College, University of Toronto
Phone Number: 416-971-5141
E-mail: david.powell@utoronto.ca
- 8. Full Name:** Don Lacey
Job Title:

Company Name: Pepsi Cola Canada
Phone Number: 905-579-4737
Fax Number: 905-579-8810

9. Full Name: Doug Macdonald
Job Title: Professor, Environmental Studies
Company Name: University of Toronto
E-mail: Douglas.macdonald@utoronto.ca

10. Full Name: Eleanor Dudar
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Fax Number: 416-397-3813
E-mail: eleanor.dudar@tdsb.on.ca

11. Full Name: Marcia Valiente
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12. Full Name: Mark Winfield
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Fax Number: 416- 923-5949
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13. Full Name: Paul Emond
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14. Full Name: Paul Muldoon
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Phone Number: 416-960-2284
E-mail: muldoon@olap.org

15. Full Name: Ron Shimizu
Job Title:
Company Name: Environment Canada
Phone Number: 416-739-5851

16. Full Name: Murray Klippenstein
Job Title: Lawyer
Company Name:
Phone Number: 416-598-0103

17. Full Name: Dianne Saxe
Job Title: Lawyer
Company Name:
Phone Number: 416-962-5882
Fax Number: 416-962-8817

18. Full Name: Stewart Elgie
Job Title:
Company Name: Sierra Legal Defense Fund
Phone Number: 368-7533 X 24
E-mail: selgie@sierralegal.org

19. Full Name: Rodney Northy
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Company Name: Birchall and Northy
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E-mail: bnrn@learned.com

20. Full Name: Joseph Castrilli
Job Title: Professor, Environmental Law
Company Name: Queens University
Phone Number: 416-922-7300

21. Full Name: Theresa McClenaghan
Job Title: Counsel
Company Name: CELA
Phone Number: 416-960-2284

22. Full Name: Rick Lindgren
Job Title: Lawyer
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Phone Number: 416-960-2284

23. Full Name: Stewart Elgie
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24. Full Name: Ted Manzig
Job Title: Professor, University of Windsor
Company Name: University of Windsor

Phone Number: 519-979-8823
Fax Number: 519-979-4570
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25. Full Name: Lisa McShane
Job Title: Librarian
Company Name: CELA
Phone Number: 416-960-2284

26. Full Name: Paul Bubelis
Company Name: Sustainability Network
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E-mail: bubelis@switchtech.net

27. Full Name: Stephen Garrod
Job Title: Professor
Company Name: University of Windsor
Phone Number: 519-837-0500

28. Full Name: Peter Victor
Job Title: Professor, Environmental Law and Policy
Company Name: York University
E-mail: pvictor@yorku.ca

29. Full Name: Madelyn Webb
Company Name: Webb and Associates

30. Full Name: Peter Pickfield
Job Title: Lawyer
Company Name:
Phone Number:
E-Mail:

LIBRARIES, BOOKSTORES AND PUBLISHERS

31. Full Name: Barbara Fingerote
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32. Full Name: Jane Spratt
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E-mail: sprattj@gowlings.ca

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34. Full Name: Judy Weldon
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E-mail: judy.Weldon@dal.ca

35. Full Name: Sylvia McEwen
Job Title: Bookstore Manager
Company Name: Queen's University Campus Bookstore
Phone Number: 613-533-2955
E-mail: frontdesk@campusbookstore.com

36. Full Name: Don Huff
Job Title:
Company Name: EEI
Phone Number: 972-7400

37. Full Name: Dianna Bickford
Job Title:
Company Name:
Phone Number: 416-533-4673, 416-537-6100

38. Full Name: Brad Cundiff
Job Title: Partner
Company Name: Green Living
Phone Number: 416-298-5016

39. Full Name: William English
Job Title: Bookstore Manager
Company Name: University of Windsor Bookstore
Phone Number: 519-253-4232

40. Full Name: William English
Job Title: Bookstore Manager
Company Name: University of Windsor Bookstore
Phone Number: 519-253-4232

APPENDIX III

LIST OF RESPONDENTS

Educators, Lawyers, Environmentalists and Policy Analysts.

1. Theresa McClenaghan, Counsel, Canadian Environmental Law Association (CELA)
2. Dr. Joseph Castrilli, Professor, Environmental Law and Policy, Queens University
3. Dr. Mark Winfield, University of Toronto
4. Lisa McShane, Librarian, CELA
5. Don Lacey, Pepsi Cola Canada
6. Donald Dewees, Department of Economics, University of Toronto
7. Paul Muldoon, Executive Director, CELA
8. David McRobert, Senior policy Analyst/In-House Counsel, Environmental Commissioner of Ontario
9. Dr. Bob Gibson, University of Waterloo
10. Dr. Doug MacDonald, University of Toronto
11. Dr. Peter Victor, York University
12. Rod Northy, Birchall Northy
13. Madelyn Webb, Webb and Associates Inc.
14. Rick Lindgren, CELA
15. Don Huff, Environmental Economics International
16. Dr. Dorothy Goldin Rosenberg, Women's Health and Environment Network

Bookstores, Library Supervisors.

17. Brad Cundiff, Partner, Green Living
18. Sylvia McEwen, Bookstore Manager, Queen's University Campus Bookstore
19. Megan Easto, Bookstore Manager, Books for Business
20. Joan-Rataic-Lang, Library Supervisor, Gowling, Strathy and Henderson