

## DOUGLAS R. BRADLEY

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### PROFESSIONAL SUMMARY

- M.B.A. from the Richard Ivey School of Business, and B.Sc. (Honours) Mathematics from Queens University
- A visionary with business sense solutions in bioenergy and climate change for business and governments
- Over 25 years experience in senior positions in the forest products industry, the finance industry on Bay Street, and the oil & gas industry in Alberta, beginning with industry policy in the federal government
- 15 years in the bioenergy and climate change arena and operating own consulting business since 2002
- Global perspective- 50% of business is offshore
- Focus on business development
  - Assessed business opportunities in BioOil, cogeneration, wood pellets, afforestation, and carbon sinks
  - Developing export markets for bio-products

### PROFESSIONAL EXPERIENCE

**CLIMATE CHANGE SOLUTIONS – Ottawa, Ontario**  
**President**

2002 - Present

#### Selected Achievements

- Became President of the Canadian Bioenergy Association in June 2007; restructuring the organization on regional lines to maximize resource utilization and focus on regional issues
- Delivered CanBio's largest ever bioenergy conference, with participants from 10 countries
- Nominated to the Board of Directors of the World Bioenergy Association in Sweden, May 2008
- Led a 42-strong Canadian mission to Sweden to promote technology transfer for bioenergy advancement
- Investigating bioenergy investment opportunities in Canada for domestic and foreign clients
- Developed definitive study of European BioOil markets for offshore client
- Assessed cogeneration in Canadian pulp and paper industry; recommended actions to reduce barriers
- Developed sawmill/pulp mill residue inventory for Canada (in collaboration with BW McCloy and Assoc.)
- Prepared European pellet market study, including customer list, for prospective investor
- Developed carbon plan for one of Canada's largest forest products companies
- Developed supply chain study to assess competitiveness of Canadian wood pellets and BioOil
- For US client, explored profit potential for afforestation in Ontario
- For a Netherlands power company, assessed availability and cost of local biomass supply for co-firing
- Developed recommendations for industry consortium on national GHG offset system
- Published IEA Bioenergy papers on GHG impacts of; a Canadian BioOil plant, harvesting Mountain Pine Beetle fibre for pellets

**DOMTAR INC. – Ottawa, Ontario**  
**Director, Business Planning and Development** (after takeover of E.B. Eddy)

1998 - 2002

#### Selected Achievements

- Chair, Forest Carbon Committee (Forest Products Association of Canada). Coordinated responses to Federal and Provincial governments on climate change issues, organized industry climate change work program
- First in Canada to develop Protocols on carbon sequestration of forest management projects; guided Domtar forestry projects through Pilot for Emission Reduction Trading (PERT) review process
- Sought customers and negotiated potential sale of forest carbon credits
- National Team Leader for International Energy Agency-Bioenergy Task 38. Delivered presentations in Finland, Croatia, Australia, New Zealand and US on forestry options to reduce global warming
- Participated, by invitation, in the 2002 *Domestic Emissions Trading* consultations

- Solid contributor to development and resolution of key issues on the *Enhanced Voluntary Action, Sinks and Forest Sector Tables* in Federal Kyoto consultations
- Developed a carbon strategy

***E.B. EDDY FOREST PRODUCTS LTD. – Ottawa, Ontario***  
***Director, Corporate Planning***

1990-1998

*Selected Achievements*

- Built corporate planning function from nothing; developed company strategic planning system, implemented value-based planning for shareholder value, prepared company business plans
- Key developer of the prospectus for the E.B. Eddy IPO
- Sought and evaluated 15-20 acquisition opportunities up to \$1.5 Billion. Four were acquired, including a \$165 Million paper mill and three sawmills. Evaluated opportunities, communicated with investment firms, prepared recommendations, participated in negotiations, reviewed contracts, managed due diligence
- Initiated Eddy's first lumber exports to Japan
- Instigated and participated in joint venture discussions to develop a \$100 Million de-inking facility. Developed economics for a second facility (built)
- Chaired forest industry committee to develop responses to international climate change proposals. Prepared industry position for Canadian negotiators at the Kyoto summit. Invited to join industry association Climate Change Task Force
- Collaborated with business, government and Ngo experts to address environmental issues using economic instruments. Work published
- Developed company carbon offset projects and promoted a carbon credit market to help Canada achieve its climate change targets

***CANADIAN IMPERIAL BANK OF COMMERCE – Toronto, Ontario***  
***Senior Manager, Evaluations***

1986-1989

- Advised senior management on New York City Trading Centre investment
- Developed investment economics for a successful instant teller strategy for Canada
- Developed and implemented a new capital investment evaluation system

***GULF CANADA LIMITED – Toronto, Ontario***

1981 - 1986

*(including Gulf Canada Resources Inc, Calgary, Alberta)*

***Co-ordinator, Financial Strategies/Co-ordinator, Financial Analysis/Senior Analyst, Planning***

- Advised senior management on over \$300 Million in acquisitions and investments
- Initiated senior management review of financial planning issues; conceived and recommended alternative financial strategies
- Demonstrated to President improved company value from alternative business strategies, which led to divestment of poorly performing business unit
- Prepared popular capital performance reviews for the Board of Directors
- Initiated and managed redevelopment of financial planning system. Developed 5-year financial plan
- Changed JV agreements to enhance potential success of a \$50 Million joint venture (approved)
- Developed and implemented investment evaluation system

**DATA RESOURCES OF CANADA – Calgary, Alberta**  
**Senior Consultant for Western Canada**

1980 - 1981

- Increased revenues in client base across Western Canada, including oil & gas and mining companies, utilities and governments
- Developed new business opportunities by expanding horizons in client companies

**BUREAU OF MANAGEMENT CONSULTING – Ottawa, Ontario**  
**Consultant, Analyst**

1979

- In studies for the federal government, researched and developed recommendations on; viable investment options for renewable solar power, and incentive systems to increase revenues for the Canadian postal system

**DEPARTMENT OF INDUSTRY, TRADE AND COMMERCE – Ottawa, Ontario**  
**Research Analyst, Systems Analyst/Programmer**

1973 - 1978

### EDUCATION AND PROFESSIONAL DEVELOPMENT

**RICHARD IVEY SCHOOL OF BUSINESS (University of Western Ontario)- London, Ontario**  
**Master of Business Administration**  
 (Faculty of Graduate Studies Scholarship; graduated in the top quartile)

1980

**QUEEN'S UNIVERSITY – Kingston, Ontario**  
**Bachelor of Science (Honours Mathematics)**  
 (Queen's 125th Anniversary Scholarship)

1973

### MANAGEMENT DEVELOPMENT COURSES

- Growth Strategies
- Value Creation Measures
- Managing for Shareholder Value
- Strategic Planning Review
- Business Valuations
- Situational Leadership
- Executive Communications
- Real Estate Valuation
- Negotiation Skills

### PERSONAL

- Play active role raising three children
- Enjoy skiing, inline skating, biking, and taking regular fitness classes
- Started and managed hockey teams in Ottawa, London, Calgary and Toronto
- Coached youth baseball and soccer teams