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and

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CURRICULUM VITAE

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¹ Consultancy reports are included in the “Consulting” section.

SUMMARY

François Lagarde, M.A., has held the position of Vice-President, Communications at the Lucie and André Chagnon Foundation since 2012. The [Lucie and André Chagnon Foundation](#) is the largest private foundation in Canada. The Foundation is dedicated to the prevention of poverty with a focus on the educational success of young Quebecers by helping them to develop their full potential. François Lagarde is responsible for orienting, managing and ensuring the synergy of all communication strategies used by the Foundation in connection with its philanthropic investments. He also advises the President and other members of the Executive on public affairs and other strategic issues.

François Lagarde brings to the Foundation his exceptional experience and achievements in the area of communications. Since serving as Vice-President of ParticipACTION in the 1980s, he has acted as a specialized consultant in social marketing and communications for more than 170 community, public and philanthropic organizations at every level. Through his work, he has contributed to the design, implementation and evaluation of many social and behavioural change initiatives. The Foundation has called on his expertise on several occasions since 2005.

François Lagarde is also an adjunct professor in the School of Public Health at the University of Montreal, where he teaches social marketing in the health administration and public health graduate programs. He received the University of Montreal Award for Excellence in Teaching. He has built up a solid reputation both nationally and internationally. As a sought-after speaker and trainer, he has taught in all the Canadian provinces as well as in 12 other countries. He has written dozens of publications on social marketing and health promotion. Mr. Lagarde is a member of the Editorial Board of *Social Marketing Quarterly* and a member of the Board of Directors of the YMCAs of Québec.

EDUCATION

D.E.C., Commerce, *Collège Bois-de-Boulogne*, 1977

B.Sc., Physical Education, *Université du Québec à Montréal*, 1980

M.A., Social Psychology of Sport, McGill University, 1984

PROFESSIONAL EXPERIENCE

Social Marketing and Communications Consulting (1991 - 2012)

Academy for Educational Development – Linkages Project (Washington, DC)

- Report on US and international media coverage of international development and AIDS stories (1997)
- Information dissemination and communication strategy for the Linkages project (1997-1998)
- Framework for achieving improved rates of exclusive breastfeeding in Linkages focus countries by the year 2002 (1998)
- Framework and recommendations on behaviour change components to increase exclusive breastfeeding rates in Bolivia and Ghana (1998)
- Mission and training workshop in Bolivia (1998)
- Communication/media strategy on HIV and breastfeeding for the Linkages project (1998-1999)

Active Living Alliance for Canadians with a Disability

- Public awareness and communications work plan (1992)
- Marketing and promotion plan for *Active Living through Physical Education: Maximizing Opportunities for Students with a Disability* (1993)
- Lagarde, F. (2000). *Strategic orientation of the Viabilité social marketing campaign*. Prepared for the Active Living Alliance for Canadians with a Disability.

Active Living Canada

- Creative development of the *Go for Green* brand and initial communications strategy (1992)
- Recommendations on the promotion and monitoring of the use of the Active Living logo (1992)
- Lagarde, F. (1994). *Advocacy/lobbying efforts for the maintenance of the federal role in the active living sector*. Presented to Active Living Canada.
- Proceedings of the 1995 Active Living Conference (1995)
- Active Living Communications Plan (1995-1996)
- Active Living Canada Three-Year Plan (1996)
- Consultant and author of *Toward an Active Canada – A call to action for the advancement of active living* (1995-1996).
- Facilitation of some 17 meetings between 1995 and 2001
- Writing of *Taking Action Together* (1997)
- Coalition-Building Committee consultations (1998)

Active Living Coalition for Older Adults

- Stewart, G.W. & Lagarde, F. (1995). A resource management plan for ALCOA.
- Proposed social marketing orientation and operational implications (2001)

Agence d'évaluation des technologies et des modes d'intervention en santé

- Concept development, consultations and facilitation of a forum to discuss a common vision for the delivery of health technology evaluations, Montreal, October 28, 2005.

Agence de la santé et des services sociaux de l'Abitibi-Témiscamingue

- Strategic orientation of communications for the Public Health department 2004-2006 (2004)

Agence de la santé et des services sociaux de l'Outaouais

- Advice on the promotion of water fluoridation (2007)

Agence de la santé et des services sociaux de la Capitale-Nationale

- Planning and facilitation of focus groups on the role of public health actors regarding gambling opportunities in Quebec (2011-2012)

Agence de la santé et des services sociaux de la Côte-Nord

- Coaching on healthy living initiatives (2011)

Agence de la santé et des services sociaux de la Montérégie

- Discussion guide and facilitation of focus groups with general practitioners regarding preventive clinical practices (1996)
- Facilitation of social marketing planning sessions (March 19, 20 and 26, 1997)
- Facilitation of an advocacy planning session to influence municipal decision-makers regarding non-smoking by-laws in municipal facilities (1998)
- External communications plan for the Public Health Department (1998-1999)
- Communications and social marketing staff selection (2000, 2006-2007)
- Facilitation of a session on public health partnerships at the *Journées montréalaises de santé publique*, (June 9, 2000)
- Analysis of print material of the Public Health Department (2001)
- Review of the implementation of the communications plan of the Public Health department (2001-2002)
- Advice on consultation strategy for the further development of the Agency's 2003-2006 plan (2002)
- Staff consultation on partner relations and internal reorganization (2002)
- Communication policy and plans (2002; 2005-2006)
- Consultation on partners' expectations and satisfaction levels (2002-2003)
- Strategic advice on the medical officer's tour (2003)
- Participation in a seminar on the accountability changes to the Agency (November 28, 2003)
- Advice on the tour of local health and social services centres (2003)
- Strategic orientation of communications regarding seniors' centres (2004)
- Advice and training of facilitators at the *2^e colloque montréalais sur les réseaux locaux de services* (2004)
- Public health: social marketing and communications advisor (2006-2007, 2010)

Agence de la santé et des services sociaux de Montréal

- Senior advisor in communication and public consultation (1993-2003)
- Advisor for the consultation process on regional priorities 1994-1997 (1993-1994)
- Lagarde, F. (1994). *Recommandations relatives aux activités de communication de la Direction de la santé publique*. Régie régionale de la santé et des services sociaux de Montréal-Centre.
- Advisor for the consultation process on the organization of health and social services on the island of Montreal – Achieving a new balance (1994-1996).
- Communications policy (1995)
- Consultations and facilitation of the Health and Social Services Minister (1997)
- Advisor for the strategic planning process for the Public Health department (1997-1998)
- Advisor for the consultation process on the plan to improve health services and social services – *Accent on Access* (1997-1998).
- Social marketing advisor for the *Physicians Taking Action Against Smoking* initiative (1998-1999)
- Advisor for the development of an awareness campaign on mental health (1999-2001)
- Paper on possible activities of the Chagnon Foundation in the area of health communications (with Dr. Robert Perreault) – (2000).
- Facilitation of an event to analyze the boomerang effects of a tobacco prevention initiative in primary schools (April 17 and 18, 2000)
- Facilitation of a forum on the organization of primary care services (September 22, 2000)
- Advisor for the planning process for the Physical Health Unit of the Public Health Department (2001)
- Facilitation of an event on anxiety disorders (August 20, 2001)
- Facilitation of an event on mental health service delivery (May 2, 2001)
- Communications plan on management staff turnover and recruitment (2001)
- Facilitation of an event on developmental disorders (April 30, 2002)
- Advisor for the consultation process on the plan to improve health and well-being 2003-2006 (2003)
- Advisor on tobacco cessation campaigns (2003-2004)
- Facilitation of public hearings on the health care reorganization plan (2004)
- Advisor on priority-setting and the communications plan for the tobacco cessation team (2004-2005)
- Recommendations on a communications plan for the health-promoting hospitals project (2006)
- Framework and communication expertise for the development and adoption of health promotion policies by member organizations of the Montreal Network of Health Promoting Hospitals and Health Services – writing of a guide, training and expertise to member organizations (2007-2009)
- Advisor on a youth and parents advocacy forums on tobacco and healthy lifestyles (2009-2010)
- Facilitation of a forum on interdisciplinarity (May 6, 2010)
- Advisor on a workplace health silica communication strategy (2011)
- Facilitation of a session on how to develop and communicate a health promotion policy, Montreal Network of Health Promoting Hospitals and CSSSs (April 7, 2011)

Agence de la santé et des services sociaux des Laurentides

- Strategic communications orientation for the Public Health Department (2002-2003)
- 2004-2006 communication plan for the Public Health Department (2003-2004)

Alliance des radios communautaires du Canada Inc.

- Positioning and corporate fund-raising recommendations (1997)

AROVAL (Switzerland)

- Social marketing plan (2002)

Association des dépressifs et des maniaco-dépressifs

- Marketing and communication advisor (1998)

Association of Workers' Compensation Boards of Canada

- Recommendations on a logic model and potential strategies for the “Inspiring Leaders to Embrace Safety Culture” project
- Facilitation of a joint planning session of the Communications and Prevention committees, Toronto, May 20, 2009

Association pour la santé publique du Québec

- Strategic planning framework (2006)
- Facilitation of a session on positioning at the Annual General Assembly (February 22, 2007)
- Facilitation of strategic planning sessions of the Board (2008-2009)
- Recommendations and facilitation of a session on maternity health initiatives (April 23, 2009)
- Master of ceremonies of the Birthing the World Conference, Quebec City, November 25-26, 2010
- Facilitation of a synthesis session at the ASPQ Annual Conference – *A look at weight discrimination and prejudices*, November 30, 2011
- Facilitation of the *Energy Drinks Education and Awareness* workshop , January 31, 2012

Association québécoise d'établissements de santé et de services sociaux (AQESSS)

- Positioning and promotion strategy for the recruitment of medical directors in Quebec (2007-2008)

Association québécoise des organismes de coopération internationale (AQOCI)

- Recommendations and facilitation of sessions on an advocacy strategy regarding the partnership with CIDA (2011)

Baseball Canada

- Facilitation of the 2003 baseball Summit (Quebec City, November 7 and 8, 2003)

Breastfeeding Committee for Canada

- Facilitation of a social marketing orientation planning session, Toronto, October 27 and 28, 2000.
- Recommendations on potential strategies and evaluation approaches for the BCC social marketing strategic orientation (2000)

British Columbia Recreation & Parks Association

- *Community-Based Awareness Initiative* planning sessions, Vancouver, July 18 and 19, 2007 and July 9 and 10, 2008 and follow-up advice on creative briefs, agency selection and production (2007-2009)

Brome-Missisquoi-Perkins Hospital Foundation

- Strategic orientation and writing of “New equipment – It’s critical to care” fundraising campaign materials (1999-2000)

Caisse d’économie solidaire Desjardins

- Focus groups and recommendations on positioning and recruitment strategy (2003-2004)

Canada Mortgage and Housing Corporation

- Consultant to the Vice-president, Communications and Marketing (1998-2000): Overall framework and planning, sponsorship policy, corporate image and messaging project, media habits analysis
- Framework and facilitation for the priority-setting and evaluation of information transfer activities (1999-2002)
- Manifest Communications, Pomeroy, S. & Lagarde, F. (1999). *Philanthropic support for affordable housing*. Report submitted to Canada Mortgage and Housing Corporation.
- Facilitation of a social marketing and advocacy session for the Research and Information Transfer Working Group (St. John’s, May 29-30, 2001)
- Lagarde, F. (2007). *Equilibrium 2007 & 2008 integrated strategic orientation – Draft approach and work plan*. Presented to the Canada Mortgage and Housing Corporation.
- Recommendations and facilitations of meetings on the Affordable Housing Centre’s social marketing plan (2008)
- Consulting, training and update on the social marketing approach for the Equilibrium initiative (2009-2010)

Canadian Agency for International Development

- A CIDA Communication Plan for Africa (1992) – (as a supplier to Manifest Communications)

Canadian Air Transport Security Authority

- Lagarde, F. (2009). *Review of selected communications initiatives to promote appropriate travel preparation and pre-board screening passenger behaviours*. Prepared for the Canadian Air Transport Security Authority.
- Advisor on the further development of CATSA social marketing 5-year strategy (2009)

Canadian Association of Gift Planners

- Facilitation of the National Committee retreat, Montreal (October 14 and 15, 2001)

Canadian Centre for Drug-Free Sport

- French adaptation of *Rage Against Roids* Materials (1995)

Canadian Centre for Philanthropy

- Lagarde, F. (1996). *Business and volunteer organizations working together*. Paper submitted to the Canadian Centre for Philanthropy

Canadian Council for Donation and Transplantation

- Lagarde, F. (2003). *Applying best practices in social marketing to promote organ and tissue donation*. Discussion paper submitted to the Canadian Council for Donation and Transplantation (CCDT).
- Expertise, writing of various discussion papers and facilitation leading to the development of a model and options for unilateral and joint donation awareness and education initiatives (2004-2005)
- Lagarde, F. (2005). *Model and options for unilateral and joint donation awareness and education initiatives – Integrated report and recommendations*. Canadian Council for Donation and Transplantation (CCDT)

Canadian Council for Health and Active Living at Work

- Facilitation of a strategic planning session (Ottawa, August 17 and 18, 1999)

Canadian Council for International Development

- Recommendations for supplements in major national magazines (1994)
- Lagarde, F. (1995). *Evaluation of the Canadian Council for International Co-operation (CCIC) One World campaign public awareness/education component*.
- Recommendations and evaluation of the CCIC *in common* campaign public awareness/education campaign (1999-2000)
- Facilitation of a special session on *Images and insights in fundraising advertising* (Montreal, February 16, 2006)
- Facilitation of workshops on creating a model of effect for the evaluation of public engagement work (Winnipeg, November 16 and Ottawa, November 24, 2006)

Canadian Healthy Workplace Council

- Expertise and facilitation in the development of the Council's vision and marketing orientation (2005)
- Expertise and facilitation of meetings on the Council's strategic priorities and plans (2005, 2006, 2007)

Canadian Heritage

- Lagarde, F. (2004). *Feasibility study for a copyright awareness campaign*. Prepared for Canadian Heritage

Canadian Mental Health Association / Montreal Division

- Facilitation of an event: *Hébergement et logement en santé mentale* (November 4, 2004)

Canadian Olympic Association

- Facilitated the 1996 Olympic Academy of Canada, Montreal, June 22-28, 1996

Canadian Paralympic Committee

- *Moving to Inclusion* program's creative development, covers, flyer, video and other promotional materials (1993)

Canadian Parks and Recreation Association

- Facilitation of the development of a social marketing strategy and "visioning" for the *Benefits Network* (1999-2000)
- Facilitation of the Senior Directors Forum 2003 (Montreal, October 1, 2003)
- Branding framework for the association (2004)

Canadian Patient Safety Institute

- Social marketing consultant for the development of a potential hand hygiene campaign and its logic model (2006-2007)

Canadian Public Health Association

- Writer for the Quebec Regional Workshop on Public Health Issues in AIDS and HIV (1992)
- Lagarde, F. (2005). *Evaluation of the 2004 "HIV Does Not Discriminate – Do You?" campaign*. Prepared for the Canadian HIV/AIDS Information Centre, Canadian Public Health Association.
- Facilitation of a session at the 2011 annual conference: *Mobilizing knowledge resources from all sectors* (2011)

Canadian Red Cross – Division du Québec

- Public affairs strategy (1999)
- Marketing and communication framework (1999)
- Emergency preparedness project (1999-2000)
- Direct marketing strategy (2000)
- Strategic planning for Red Cross international programs (2001)

Centraide du Grand Montréal

- Senior Strategic and Communications Advisor (1997-2012)
- Participation in regular senior management committee meetings
- Facilitation of and participation in numerous strategic planning meetings and consultations
- Member of major strategic committees (social development, philanthropic development, child development promotion)
- Writing of position papers

Centraide du Québec

- Writing of sections of a brochure aimed at Government of Quebec staff (2002)
- Facilitation of a session on branding (Quebec City, April 11, 2007)

Centraide Estrie

- Promotional strategies (2006)

Centre 1, 2, 3, Go!

- Facilitation of a session on communication strategies (September 25, 2002)
- Communications plan (2005)

Centre de Santé et de Services sociaux Cavendish

- Lagarde, F. (2007). *Stratégie d'image de marque du Centre de santé et de services sociaux Cavendish.*

Centre de Santé et de Services sociaux du Suroît

- Advisor at a hand-washing committee meeting (Valleyfield, May 11, 2005)

Centre de Santé et de Services sociaux Sud Ouest – Verdun

- Facilitation of a partners' meeting (May 16, 2007)

Centre hospitalier de l'Université de Montréal

- Audit of external communications (2001)

Centre hospitalier Sainte-Justine

- Advisor to the Health Promotion department (2007-2008)

Centre jurassien de réadaptation cardio-vasculaire (Switzerland)

- Social marketing plan (2002)

Champlain Cardiovascular Disease Prevention Network

- Facilitation of the expert panel on communications and marketing planning sessions – sodium reduction and parental campaigns (June 27, 2008 and January 14, 2009)
- Strategic Advisor on the sodium reduction campaign (2008-2009)

City of Pointe-Claire

- Documents and facilitation of the *Information and Exchange Day on Volunteer Screening* (Pointe-Claire, Quebec, February 17, 2001)

Coaching Association of Canada

- Recommendations on the Association's awareness campaign to encourage more women to become coaches (1995)
- Recommendations on the French adaptation of "Coaching Canada" (1995)

Coalition for Active Living

- Writing assignments (communications and advocacy)
- Facilitation of six Coalition meetings between 1999 and 2001
- Re-engagement approach and activities (2000-2001)

Coalition québécoise pour le contrôle du tabac

- Facilitation of an event on Tobacco and Women (2004)
- Facilitation of a session on cooperation in the field (May 23, 2006)
- Advisor on consultation activities (2009)
- Facilitation of a session on integrated approaches to healthy living promotion (April 5, 2011)

Comité permanent de la lutte à la toxicomanie (CPLT)

- Priority-setting and strategic communications (2002-2003)
- Consultation on public partners' satisfaction levels (2004)

Community Foundations of Canada

- Consultant to *Our Millennium*, a national initiative to stimulate community gift-giving and action across Canada in celebration of the year 2000 (1997-2000)

Conference Board of Canada

- Facilitation of the national roundtable, "Towards a more integrated approach to workplace health" (Toronto, April 6, 2000)

Conférence des régions régionales de la santé et des services sociaux du Québec

- Facilitation of a strategy session on the communication of changes in health care delivery (March 3, 1995)
- Lagarde, F. (1997). *Analyse organisationnelle des communications de la Conférence des régions et du Conseil des directeurs de santé publique*. Présentée à la Conférence des régions de la santé et des services sociaux du Québec.

Conférence régionale des élus de Montréal

- Facilitation of an event on integrated approaches to urban social development: *Les approches intégrées en développement social urbain : enjeux et défis* (Montreal, March 15 and 16, 2005)

Conseil québécois sur le poids et la santé

- Facilitation of a regional forum on supportive environments to promote healthy behaviours (Rouyn, September 25, 2008)

Conseil québécois sur le tabac et la santé

- Advisor on the *Quebec Tobacco-Free Week* (2000)
- Facilitation of a strategic planning session (May 10, 2004)
- Facilitation of a planning session on the *La gang allumée* initiative (June 15, 2004)
- Facilitation of a consultation on youth access to tobacco products through social sources (Montreal, February 7 and 8, 2006)
- Facilitation of a strategic and operational planning session for the *Service d'information sur le tabac et la santé (SITS)* – (March 14, 2006)

Consortium national de formation en santé

- Advisor on the CNFS promotion plan (2011)

Corporation de développement économique communautaire (CDÉC) Centre-Nord

- Facilitation of a forum on the socio-economic status of the Villeray-St-Michel-Parc-Extension borough (November 23, 2004)

Correctional Service Canada

- Recommendations on corporate and theme-based messages (2002)
- Testing of a proposed corporate sponsorship strategy (2002)
- Facilitation of two meetings of the National Associations Active in Criminal Justice on community mobilization, public awareness, advocacy and social marketing (October 13, 2004 and February 10, 2005)

Curateur public du Québec

- Lagarde, F. (1993). *Propositions d'activités de communication externe*. Presented to the Curateur public du Québec.

Department of National Defence

- *EXPRES (EXercise PREScriptio)n* – (1985-1997): Overall strategic direction and coordination (content and design) of numerous resources: prescription chart; EXPRES guides; Training record; Staff training; Physical Education and Recreation Instructor's (PERI) Handbook; CF Expres Workshops – PERI's Guide; Expres communications materials; *Managing your weight* and *Maximizing performance* booklets; Program updates; Civilian versions of the guides published in English and French in Canada, as well as in Australia; Pre-enrollment information and guide to self-preparation for basic training.
- *Strengthening the Forces* health promotion campaign (1993-1999):
 - o Lagarde, F. (1993). *A social marketing plan for the promotion of health in the Canadian Forces*. Presented to the Directorate of Health Protection and Promotion, Department of National Defence
 - o Strategic, branding and creative development of various materials and training initiatives for the *Strengthening the Forces* health promotion campaign (1993-1997)
 - o Initial *Strengthening the Forces* health communications kit (1994)
 - o Recommended follow-up for the implementation and evaluation of the *Strengthening the Forces* program (1995)
 - o Design and development of a training and communications package for the promotion of health in the Defence Team (1995)
 - o *Strengthening the Forces – A Guide for Health Influencers* (1995)
 - o *Sponsorship and partnership opportunities for the Canadian Sports and Family Support Programs* (1996)
 - o *Strengthening the Forces* newspaper articles (1998-1999)

Dialogue New Brunswick

- Promotion campaign orientation, corporate package and fundraising strategy (1992)

Dynamo - Ressource en mobilisation des collectivités

- Facilitation of a panel during an event to explore the issue of complexity in community mobilization processes, November 28, 2011

École de technologie supérieure

- Advice on the healthy living programme (2011)

Elections Canada

- Senior advisor on outreach strategies (2007-2012)

Environment Canada

- Comments on the Framework for *Action 21* (1994)
- A new strategic direction for *Action 21* (1995)
- Consultations on the further development of a strategic direction and research plan for *Action 21*, in conjunction with E.Y.E. (1997-1998)

ÉquiLibre

- Strategic advisor on the vision and name of the organization (2004)
- Lagarde, F. (2007). *Bien dans sa tête, bien dans sa peau – Services de soutien au programme – Entrevues auprès d'intervenants ayant commandé la trousse – Rapport et recommandations*. Présentés à ÉquiLibre (www.equilibre.ca).
- Lagarde, F. (2007). *Pour des décisions éclairées sur la formation Choisir de maigrir ? Entrevues auprès d'informateurs clés – Rapport et recommandations*. Présentés à ÉquiLibre.
- Advisor on a men's component of the *Choisir de maigrir* program (2007-2008)
- Advisor on a youth strategy (2010)
- Strategic plan 2011-2014 (2011)
- Pan-Canadian dissemination strategy of *EquiLibre* programs and materials (2011-2012)

Erie St. Clair Infection Control Network

- Strategic advisor on the 2009 vaccination campaign to increase flu vaccine rates among hospital staff (2009)

Fédération des éducateurs et éducatrices physiques kinésiologues du Québec

- Recommendations and facilitation of sessions on the organization's mission statement and vision (1996)

Fitness Canada

- Fitness Canada representative at the World Communication Summit (Crans-Montana, Switzerland, October 1991)
- Lagarde, F. (1992). *Active living integration strategy for Canadians with a disability – Public awareness and communications strategic work plan*. Prepared for Fitness Canada.
- Writing of strategic planning documents and facilitation of meetings for the directorate (1994-1995)

Fondation Charles-Bruneau

- Consulting services and facilitation of marketing and communications strategy sessions (1997)

Fondation de l'hôpital Sainte-Anne

- Advisor on the mission statement (1997)

Fondation des centres jeunesse de Montréal

- Consulting services and facilitation of marketing strategy sessions (1998)

Fondation des usagers du Virage

- Consulting services and facilitation of strategic orientation sessions (2006)

Fondation Docteur Philippe-Pinel

- Marketing strategy (1998)

Fondation Jules et Paul-Émile Léger

- Profile of donors (1997)
- Media relations strategy (1999)

Fondation Lucie et André Chagnon

- Audit and mandate definition of the Health Promotion Department (2005-2006)
- Concept development and start-up activities of a health promotion organization (*Objectif Mouvement Santé*, 2005-2007)
- Senior advisor to the Vice-president, Societal Mobilization (2006-2009)
- Member of the design, implementation, evaluation and management team of the *Bien grandir / Help them grow* campaign -- see *Award* (2008-2012)
- Advisor to the *Avenir d'enfants'* early childhood promotion strategy (2010-2011)
- Facilitation of a workshop on the Baby Friendly Initiative (Quebec City, November 24, 2010)

Fondation OLO

- Marketing and communication strategy (1999)
- Strategic plan 2000-2003 (2000)

Football Canada

- Lagarde, F. (1995). *Proposed strategic orientation for a drug-free campaign*. Presented to Football Canada.

Foundation of Greater Montreal

- Project coordinator and advisor during the formative steps of the Foundation (1997-2002)

Golf Québec

- Advisor, writer and meetings facilitator for the 2008-2011 strategic plan (2007-2008)

Government of the Northwest Territories

- Lagarde, F. (2004). *Best practices in communications and mass media initiatives to promote active living and healthy eating*. Prepared for Tait Communications & Consulting and the Government of the Northwest Territories.
- Consultant in the development of the NWT active living / healthy eating communications campaign – to Tait Communications and Consulting (2006)

Health Canada

- Advisor to the Healthy Environment Program (1992)
- Advisor to the *Growing together* program (1992)
- Edwards, P. & Lagarde, F. (1992). *Seniors Independence Research Program – Strategic Communications Plan*.
- Recommendations on best social marketing opportunities to the Tobacco Program Unit and facilitation of a Tobacco Steering Committee workshop (September 10, 1992)
- Lagarde, F. (1993). *Positive family communication – Public awareness joint initiatives*. Report prepared for Health Canada.

- Advisor on a public education strategy on health care (1993) – with Manifest Communications
- Member and facilitator of the Evaluation of Partnerships working group, October 18, 1994
- Vitality – Feasibility analysis of French television activities (1994) and partnership agreement with TVA for a series of TV segments on the *Salut, Bonjour !* morning show with Sylvie Bernier (1994-1995)
- Input in a public education strategy on population health (1995)
- Facilitation of a meeting of the working group on the social marketing campaign to support the Tobacco Demand Reduction Strategy. Hull, February 2, 1995
- Concept development and mobilization of partners for an “Alcohol and other drugs social marketing/partnership project – French television and print Fall 1995” – with Manifest Communications (1995)
- Facilitation of a meeting of the National Strategy to Reduce Tobacco Use Steering Committee on an Evaluation Report. Quebec City, April 25, 1995
- Healthy Heart Kit – Strategic Plan (1995); Marketing Plan (1995); Marketing Plan (1999)
- Facilitation of workshops for Francophone communities on community intervention strategies to reduce tobacco use. Bathurst, New Brunswick and St-Boniface, Manitoba, November 28 and 30, 1995
- Lagarde, F. (1996). *Evaluation of the “Is Your Child Safe?” brochure*. Submitted to the Product Safety Bureau, Health Canada.
- Lagarde, F. (1996). *Framework for a renewed strategic approach to the Vitality program*. Presented to Health Canada.
- Facilitation of the Federal/Provincial-Territorial Working Group on Collaborative Preventive Strategies (Advisory Committee on HIV/AIDS) meetings and development of statement of work for a formative research project (1996)
- Advisor on a situational analysis on social marketing and public education initiatives for preventing the transmission of HIV among youth and young adults, between the ages of 12 and 30 (1996)
- Interviews with senior officials of major corporations regarding a business case for HIV/AIDS (1996)
- Partnership strategy for an event on sponsorship. “*La commandite réinventée : des partenariats en faveur des jeunes.*” Montreal, January 28, 1997
- Lagarde, F. (1997). *A proposed renewed approach to product safety public information initiatives*. Presented to the Product Safety Bureau, Health Canada.
- Lagarde, F. (1997). *Business plan for information and education programs 1997-2000*. Presented to the Product Safety Bureau, Health Canada.
- Exploring the links between mental health and active living – discussion paper (1997)
- Facilitation of joint Health Canada and National Quality Institute strategy meetings on the Healthy Workplace Award (1997-1999)
- Business Case for Worksite Active Living consultations, Calgary, Toronto, 1998 and 1999.
- Writing of a discussion paper and facilitation of meetings on a proposed *National Workplace Health Consortium*. September 17, 1998 and April 22, 1999
- Lagarde, F. (1999). *Refocus of the Workplace Health System (WHS) – Report on consultations with key informants and recommendations*. Presented to Health Canada.
- Health Canada’s Adult Health Division planning session, Ottawa, Ontario, November 18-19, 1999

- Assistance in the further development of the Health, Work and Wellness Institute of Canada (2000)
- Facilitation of meetings on the further development of a Federal-Provincial/Territorial mechanism, consistent messages and orientation for public awareness materials on fetal alcohol syndrome. Ottawa, June 26-27 and September 5-6, 2000
- Facilitation of the SummerActive three-year strategy meeting, Ottawa, September 11-12, 2000
- Facilitation of a working session on Integrated Healthy Eating and Active Living Policies and Programs. Ottawa, June 20, 2001
- Strategic orientation for the positioning/branding of the Healthy Environments and Consumer Safety Branch (2001-2002)
- Facilitation of a working session on Canada's Healthy Workplace Week, February 6, 2002.
- Social marketing, public awareness and education on Fetal Alcohol Syndrome and Effects -- Strategic orientation (2002)
- Lagarde, F. (2002). *Strategic orientation for initiatives aimed at reducing youth access to tobacco (RYAT)*. Submitted to the Office of Regulations and Compliance, Tobacco Control Programme, Health Canada.
- Facilitation of a workshop on Communications/Public education regarding the National Immunization Strategy, September 30 and October 1, 2002.
- Lagarde, F. (2003). *Review of Canadian HIV/AIDS campaigns carried out between 2000 and 2002*. Prepared for Health Canada.
- Lagarde, F. (2003). *Review of foreign communications campaigns to prevent drug and cannabis abuse*. Prepared for Health Canada.
- Lagarde, F. (2003). Needs analysis and recommendations on organizational communications materials. Submitted to the Tobacco Control Programme Regulations and Compliance Division, Health Canada, January 15, 2003.
- Lagarde, F. (2004). *Communicating effectively to increase physical activity in Canada*. Prepared for the Federal-Provincial/Territorial Committee on Recreation and Fitness.
- Lagarde, F. (2004). *Review of mass media campaigns to promote healthy eating and physical activity*. Presented to Health Canada.
- Facilitation of the social marketing roundtable of the Integrated Pan-Canadian Healthy Living Strategy, Ottawa, September 23-24, 2003; Ottawa, May 25, 2004
- Facilitation of meetings to identify Health Canada priorities to contribute to a 10% increase in physical activity by the Year 2010 (2004)
- Facilitation of the Expert Advisory Meeting for Physical Activity, Ottawa, January 17, 2005
- Discussion paper on the Federal 2005-2010 Physical Activity Agenda (2004-2005)
- Drafted plans for the *Integrated social marketing and public information strategy on healthy living and chronic disease* (2005)
- Worked as an Alder Group team member on a social marketing strategy for the Canada's Health Network (2005-2006)
- Lagarde, François (2007). *Youth access to tobacco products through social (non-retail) sources -- Recommendations from the Social Access Roundtable held on November 29-30, 2006*. Report prepared for the Health Canada Tobacco Control Programme, Ottawa, Ontario.
- Lagarde, F. (2007). *Review of foreign national drug-prevention communication campaigns* (2nd Edition). Prepared for Health Canada.
- Lagarde, F. (2008). *Review of selected communications campaigns to promote environmental health*. Prepared for Health Canada, November 25, 2008. (Also available in French)

- Lagarde, F. (2011). *Review of communications initiatives to prevent the non-medical use of prescription drugs*. Prepared for Health Canada.
- Lagarde, F. (2011). *Review of selected drug-prevention communications campaigns* (3rd Edition). Prepared for Health Canada.
- Writing and expertise for consultations with parents on the National Anti-Drug Strategy (2012)

Health, Work & Wellness Conference Inc.

- Conference moderator of the Health, Work and Wellness (Annual) Conferences (2003-2009)
- Marketing Plan (2004-2005)

Heart & Stroke Foundation of B.C. & Yukon

- Facilitator of a communications planning session and follow-up recommendations (1999)

Heart & Stroke Foundation of Quebec

- Donors analysis and segmentation; direct marketing strategy (1997-1999)
- Advisor for the *Health on the job* resource material and facilitator of conference luncheons on healthy eating and physical activity in the workplace (Montreal, May 21, Saguenay, May 22 and Gatineau, May 28, 2003)

Hôpital Brome-Missisquoi-Perkins

- Communications plan (drafting of the plan and advisor during the implementation phase) (1997-1999)

Hôpital Charles-Lemoyne

- Concept development and production of a hand-washing campaign (2003)

Hôpital de réadaptation Villa Medica

- Strategic plan and positioning (2001-2002)

Industry Canada

- Strategic planning for the science and technology public awareness campaign 1992-1995 (1992).
- Concept development, production, pre-testing, implementation and evaluation of the ZOUG project – A project of the National Science and Technology Week to help students recognize the link between science and technology and their everyday lives (1993-1995)
- Lagarde, F. (1995). *Foundation for a sponsorship strategy for the Industry Canada science promotion program*. Presented to Industry Canada.
- *CanConnect* Initiative's strategic marketing and communication orientation (1998-1999)
- Consultations, vision and plan for the Information Technology Week (2000-2001)
- Marketing/communications plans for the *Smart Communities* program (2002-2003)
- Facilitation of a planning session on the *LibraryNet* initiative, February 18, 2003
- Lagarde, F. (2006). *Recommended approach for public education activities to improve e-consumer confidence*. Submitted to the Office of Consumer Affairs, Industry Canada.

Institut national de santé publique du Québec

- Partnership opportunities between the INSPQ and the Chagnon Foundation (1998-1999)
- Staff selection in the communication unit (2001)
- Facilitation of a theme-based day hosted by the *Institut de la statistique du Québec* on tobacco, alcohol and drug use among youth, as well as gambling as part of the annual public health days (Montreal, December, 2003)
- Facilitation of a theme-based day on weight and health (changing environments to make healthy choices easier) as part of the annual public health days (Montreal, November 29, 2004)
- Advisor on the organizational positioning strategy (2009-2010)
- Facilitation of a theme-based day on the marketing of risky products as part of the annual public health days (Quebec City, November 23, 2010)

Kidney Foundation of Canada

- National mass media communications campaign 2005-2009 framework and agency briefing (2004)
- Facilitation of a session of the Board on the clarification of communications concepts and their complementary roles at the KFOC (Toronto, October 1, 2004)
- Facilitation of the Public Policy Council on Chronic Kidney Disease Messaging (Toronto, October 2, 2004)
- Facilitation of a priority-setting exercise: *Towards a kidney health agenda for Canadians* (June 10, 2006)
- Facilitator and advisor for the development of the 2007-2009 advocacy agenda (2006-2007)
- Facilitation of the *National Organ Donation Committee* meeting regarding a Proposal for a National Living Donor Expense Reimbursement Program (Toronto, May 5, 2007)

Kino-Québec

- Co-author of the *Des idées simples et peu coûteuses pour que ça bouge chez vous !* guide (1997)
- Co-author of the *Des idées simples et peu coûteuses pour donner aux ados le goût de bouger* guide (1999)
- Member of the committee in charge of developing a strategic orientation to promote physical activity among adults aged 55 to 64 (2002)
- Facilitation of a special session on positioning and mobilization (June 4, 2003)
- Facilitation of a communication planning session (May 28, 2010)

L'appui, Société de gestion du Fonds Aidants des aînés

- Senior advisor, strategic planning and communications (overall, regional, Web) (since 2009)
- Member and facilitation of the committee on the promotion of caregivers (2014-2015)

La Leche League of Canada

- Facilitation of the marketing orientation workshop (Toronto, October 17-18, 2003) and drafting of the orientation document (2003)

Les petits frères des pauvres

- Facilitation of a communications planning session (1998)

Maison Jean Lapointe

- Branding, marketing and communications recommendations (2000)

Manifest Communications

- Adaptation and facilitation of seminars for the Canadian Dental Association – New and improved: The Canadian dental consumer in the 90s (1993)
- Recommendations for the introduction/adaptation of a private sector physical activity program in the Quebec market (1997)

McGill University Health Centre

- Expertise on formative research and implications for the *Community for Excellence in Health Governance* project (2007-2008)

Micronutrient Initiative

- Strategic orientation for advocacy and communications activities of the Micronutrient Initiative (2001)
- *Huile de palme rouge pour la vitamine A* advocacy component. (Ouagadougou, Burkina Faso, December 2004)

Ministère de la Culture, des Communications et de la Condition féminine du Québec

- St-James, Y. et Lagarde, F. (2010). *Charte québécoise pour une image corporelle saine et diversifiée : Avenues de mise en œuvre, de promotion et de développement*. Rapport présenté au Secrétariat à la condition féminine, Ministère de la Culture, des Communications et de la Condition féminine du Québec, le 19 mars 2010.
- Advisor on the Action Plan for the Quebec Charter for a healthy and diverse body image (2010)

Ministère de la Famille et de l'Enfance du Québec

- Strategic plan and feasibility study of an awareness campaign on parenting (2000)

Ministère de la Santé et des Services sociaux du Québec

- Facilitation of the chronic disease and healthy living partners' meetings (May 1-2, 2003, November 12-13, 2003 and June 16, 2004)
- Facilitation of a special session on the marketing of prevention (June 17, 2004)
- Facilitation of tobacco reduction partners' meetings (March 15-16, 2004; June 13-14, 2006; May 14-15, 2007; November 7, 2007; September 15-16, 2009)
- Advisor on the 2007-2010 HIV/AIDS and sexually-transmitted infection strategy (2006)
- Author of a discussion paper on cooperation among tobacco control partners in Quebec (2007)
- Facilitation of a partners' meeting on community development (Montreal, April 26, 2007)
- Advisor and trainer on formative research and strategic communications of the electronic health record (2007-2009)
- Review of literature, trainer and co-author of a tool to promote communication practices among surveillance professionals (2007-2010)
- Advisor on the communication strategy to promote water fluoridation (2009)
- Advisor on the communication strategy regarding ragweed (2009)

- Facilitation of Summits and meetings of key organizations involved in the healthy living strategy, February 13, April 17, June 12 and September 10, 2009
- Advisor on public health reports regarding HIV (human immunodeficiency virus), HCV (hepatitis C virus) and other STI (sexually transmitted infections) (2009)
- Advisor and facilitator of a priority-setting process leading to the 2011-2011 healthy living promotion action plan for the Quebec's public health network (2010)
- Advisor and coordination of a process leading to a status report regarding priority actions of partners involved in healthy living promotion and weight issues (2011)

Ministère des Relations avec les citoyens et de l'Immigration

- Lagarde, F. (1997). *Cadre de mise en œuvre des communications relatives aux programmes et aux mesures de francisation*. Presented to the *Ministère des Relations avec les citoyens et de l'Immigration du Québec*.

Ministère du Loisir, de la Chasse et de la Pêche du Québec

- Lagarde, F. (1993). *Étude des tendances en matière de loisir au Québec*. Presented to the *Secrétariat administratif du loisir, des sports et des parcs du ministère du Loisir, de la Chasse et de la Pêche du Québec*.

Ministry of Citizenship, Culture and Recreation of Ontario

- Facilitation of a meeting of Arts Service Organizations (Vanier, Ontario, April 14, 1997)

Motor Dealer Council of British Columbia

- Facilitation of planning sessions on consumer awareness – applying social marketing to achieve the Council's objectives (Vancouver, British Columbia, September 15-16, 2005)

Mouvement pour l'intégration et la rétention en emploi (MIRE)

- Advisor on the 2003-2005 strategic plan, branding and recruitment strategy (2002-2003)

Multiculturalism and Citizenship Canada

- Social marketing approach for race relations (1992)

National Institute of Nutrition

- Recommendations on strategic communications for the Institute (1994)

Niagara Health System

- Facilitation of a Board retreat on the positioning of the Niagara Health System (White Oaks Conference Resort, April 22-23, 2005)

Nova Scotia Office of Health Promotion

- Social marketing and facilitation expertise on various projects (parents, road safety), writing of campaign briefs, the department's identity, social marketing training of various partner organizations and recruitment of a social marketing manager (2004-2006)

Ontario Focus Communities (Ontario Ministry of health)

- Content development, creative development and production of a promotional publication on the Focus Community Project – Prevention of alcohol and other drug misuse (1995)

Ontario Ministry of Tourism and Recreation – Sport and Recreation Branch

- Lagarde, F. (2004). Summary of lessons learned from health and physical activity/sport mass media campaigns. Presented to the Ontario Ministry of Tourism and Recreation.
- Lagarde, F. (2004). Strategic framework for the communications component of Active 2010. Presented to the Ontario Ministry of Tourism and Recreation.
- Lagarde, F. (2004). Terms of reference to the further development of the communications component of Active 2010. Presented to the Ontario Ministry of Tourism and Recreation.
- Lagarde, F. (2004). Promotional component of Active 2010 – August 2004 – March 2006 work plan. Presented to the Ontario Ministry of Tourism and Recreation.

Ordre professionnel de la physiothérapie du Québec

- Advisor on the positioning of the organization (2011)
- Advisor on research and strategies regarding membership satisfaction and promotional initiatives (2011-2012)

Oxfam-Québec

- Facilitation of a session to develop a social marketing and communications plan (1998)

Parks and Recreation Ontario

- Working session and recommendations on the branding and communications strategy for the *High Five* program (2004-2005)

ParticipACTION

- Evaluation of ParticipACTION's PSA campaign and positioning recommendations (1994)
- Creative development of Sustainability's communications platform and messages (1994-1995)
- 1996-1998 Business Plan (1996) – with Manifest Communications
- Member of a feasibility study working group on a national communications strategy for physical activity and sport participation (2004-2005)
- Concept development of an Active Transportation Initiative (2007)

Passport Canada

- Strategic recommendations on the promotion of the ePassport and the simplified passport renewal program (2010)

Physical and Health Education Canada

- Facilitation of a planning meeting for the Active Healthy Kids campaign, Canadian Association for Health, Physical Education, Recreation and Dance (Gloucester, Ontario, June 12, 1997)
- Expertise and facilitation in the development of a process leading to a name change for the association (2007-2008)
- Expertise and facilitation of a process for the Quality Daily Physical Education revitalization initiative (2010-2011)
- Expertise and facilitation of a meeting on the further development of the Physical Literacy Achievement Award Program (2011)
- Expertise on an advocacy strategy (2011)

Portage

- Trainer and advisor on recruitment, marketing and communications strategies (2001-2002)

Premier Choix: TVEC Inc. (Astral)

- Advisor on marketing and philanthropy (1992-1995)

Prince Edward Island Choice & Opportunity

- Lagarde, F. & Centre for Social Marketing, Carleton University (1996). *PEI Choice & Opportunity social marketing plan.*

Prince Edward Island Tobacco Reduction Alliance

- Facilitation of a social marketing orientation session for the PEI Smoke-Free Homes Project (May 6-7, 2002)

Public Health Agency of Canada

- Lagarde, F. (2004). *Summary of Canadian healthy living market research and implications for public education activities aimed at families and children.* Report prepared for Health Canada. (http://www.phac-aspc.gc.ca/hl-vs-strat/ppt/francois_lagarde/summary_report.html)
- 2005-2006 work plan for the communication and social marketing area of action of the *Federal Initiative to Address HIV/AIDS in Canada* (2005)
- Summary of public opinion on immunization in Canada (2005)
- Advice on the Healthy living and chronic diseases 2005-2010 marketing and communications activities – 2005-2006 Work plan (2005)
- Facilitation of a session on an integrated social marketing and public information strategy on healthy living and chronic disease (Ottawa, Ontario, May 10, 2005)
- Facilitation of the Expert Panel on National HIV/AIDS Social Marketing (Ottawa, September 19, 2005)
- Facilitation of the Expert Advisory Meeting on Physical Activity (Ottawa, January 17, 2005)
- Consultant to the Alder Group regarding the development of a social marketing program for the Canadian Health Network (2005-2006)
- Lagarde, F. (2006). *Review of selected campaigns for the secondary and tertiary prevention of Type 2 diabetes.* Presented to the Public Health Agency of Canada.
- Content development of healthy living policy documents (2006-2007)

Québec College of Family Physicians

- Membership recruitment and retention strategy (2011)

Québec en forme

- Advisor and facilitator of the *Québec en forme* Forum, March 2009 (2008-2009)
- Advisor to various provincial-wide projects and to the development of a framework for provincial-wide initiatives (2010-2012)
- Facilitator of the 2nd Annual Rendez-vous Québec en Forme (2011)
- Senior advisor on the design, implementation and evaluation of a physical activity campaign - WIXX (2011-2012)

Québec-Transplant

- Author of a training tool and facilitator at seminars on the roles of designated nurses in organ and tissue donation (2002-2003)

Radio-Québec

- Marketing and communications advisor (1991-1993)
- Recommendations on the management of public service announcement requests (1992)

Régie de la sécurité dans les sports

- Concept development, consultations and facilitation of the *Sommet 1993 sur la sécurité dans les sports* (1992-1993)

Régie régionale de la santé Beauséjour

- Lagarde, F. (2006). *Attitudes à l'endroit des stratégies de communication de lutte contre le cancer au Nouveau-Brunswick*. Projet : Lutte contre le cancer au Nouveau-Brunswick, Régie régionale de la santé Beauséjour.

Régie régionale de la santé et des services sociaux Chaudière-Appalaches

- Communications advisor (1995)

Régie régionale de la santé et des services sociaux de Laval

- Internal consultations on communications needs (1995)
- External communications strategy for the Public Health department (2000)

Régie régionale de la santé et des services sociaux du Bas Saint-Laurent

- Advisor and facilitator of communication planning sessions (1995-1996)

Regional Health Authority Four (New Brunswick)

- Facilitation of a strategic communications planning session (Edmunston, Jan 16-18, 2007)

Regional Municipality of Hamilton-Wentworth

- Tandemar Research Inc. & Lagarde, F. (1992). *Market research for the nutrition and physical activity promotion model program for Ontario children*. Prepared for the Regional Municipality of Hamilton-Wentworth Department of Public Health Services.

Réseau santé albertain

- Facilitation of a strategic planning session on public awareness and advocacy (Edmonton, April 10 and 11, 2006)

Résidences Yvon-Brunet / Réal-Morel / Louis-Riel

- Branding strategy (2002)

Saskatchewan in motion

- Senior social marketing advisor (2003-2012)

Sezione Sanitaria (Ticino, Switzerland)

- Advisor on the health administration post-university training initiative in Romania (Bucharest, October 5, 2006)

Société de gestion du Fonds pour la promotion des saines habitudes de vie

- Member of the health promotion projects selection committee (2007-2010) and Interim President (2010)
- President of the working group on media strategies (2008-2009)
- Senior advisor, strategic planning (2008-2010)
- Advisor on major communication initiatives (2009-2010)

Sports-Québec

- Facilitation of workshops at the 1996 annual general assembly

Status of Women Canada

- Facilitation of social marketing planning sessions for the Quebec region (October 30-31, November 1, 2000)

Suicide Action Montréal

- Advisor on fund-raising strategies (2008)

Symposium FAO 1995

- Facilitation of a planning sessions (September 8, 1994 and March 9-10, 1995)

The Health Communication Unit, University of Toronto

- Advisor to the *Supporting comprehensive workplace health promotion in Ontario* project (2001-2002)

Théâtre du Nouveau Monde

- Analysis of donor profiles (2004-2006)

Transport Canada

- Writing of a social marketing guide, in collaboration with Jay Kassirer, Cullbridge Marketing and Communications (2009-2010)

Transportation Association of Canada

- "Effective Strategies to Influence Travel Behaviour" project under the leadership of Noxon Associates Limited, in partnership with Cullbridge Marketing and Communications and F. Lagarde : Development of a technical guide and a practical guide (2010-2011)

Treasury Board Secretariat of Canada

- Strategic orientation for a campaign on the promotion of official languages in the Government of Canada's public service (2002)

Un héritage à partager – Quebec

- Facilitation of a strategic planning session (January 17, 2002)

UNESCO, *Comité intergouvernemental pour l'éducation physique et le sport*

- Concept development for the international physical activity and sport for all week / *Semaine internationale de l'activité physique et du sport pour tous* (1991-1992)
- Operating plan for the Physical Education and Sport Promotion Program (1993)

University of Montreal

- Facilitation of discussion groups on physical activity with men's groups from ethnocultural communities (2002-2003)
- Strategic advisor on the planning, positioning, campaign strategies and evaluation for the *Ma santé au sommet* program (2010-2012)

Université de Sherbrooke

- Promotional strategies for addiction programs (2002)

Valorisation-Recherche Québec

- External communications plan (2001)

Vélo-Québec

- Strategic orientation for an active transportation promotion event (2002)
- Facilitation of a strategic planning session (January 2003)
- Philanthropic development vision (2007)

Ville de Montréal (borough of Saint-Laurent)

- Advisor and facilitator of the consultation process for the borough's 2004-2007 social development plan (2003-2004)

Waterloo Wellington Regional Infection Control Network

- Facilitator and advisor on hand hygiene campaigns in two Waterloo Wellington hospitals (2009)

World Forum on Physical Activity and Sport – Quebec City 1995

- Coordinator of the program committee; pre-event consultations in Mexico City, Paris, Roma, Quebec City; editor of the proceedings (1994-1995)

YMCA Canada

- Advisor on YMCA Continental positioning and French version of tagline (1999-2000)
- Promotional plan for the Quebec City YMCA (2000)
- Consultant and writer of a document on YMCA Canada's Health Initiative (2003)
- Writer of an abridged version of the 2004-2006 Strategic Plan (2003)
- Facilitation of a workshop on Positioning for the British Columbia & Prairies Management Resource Centre (September 26-27, 2003) and the Ontario Management Resource Centre, (November 5-6, 2004 and January 31, 2005)
- Facilitation of staff and board meetings on Communications and Relationship-Building (March 19, July 4-5, 2003 and December 4, 2004)
- YMCA Ontario Collective Positioning (2005)
- Facilitator and Senior Advisor for the development of YMCA Canada's 2007-2011 Strategic Plan (2005-2007)

- Input in the concept behind the the 20th Anniversary *Voices for Peace* project (2007)
- Facilitation and consultation on the further development of the YMCA Canada Web site (2008)
- Advisor on various communication activities for the in-coming CEO (2010)

YMCA-YWCA National Capital Region

- Recommended positioning and branding approach (2001-2002)

YMCA of Greater Montreal

- Overall coordination of branding, advertising campaigns, annual reports and strategic communications (1996-2003)
- Consultation and facilitation of a process leading to the development of a mission statement for the youth sector (1995)
- Coordination of the production of a supplement in *L'Actualité – Les jeunes à la recherche d'un espace vital* (15 November 1995)
- Drafting of the YMCA of Greater Montreal position paper on “Development of Leisure, Sport and Physical Activity: Toward a Renewed Partnership”] submitted to the *Ministère des Affaires municipales du Québec* (1995)
- Concept development of *Opération Espoir* (intercultural relations project linked to the Jasmine TV series) – (1995-1996)
- Drafting of documents on the community development sector (1996)
- Development of a standardized framework for communications and print materials (1997)
- Coordination of the drafting of the Vision 2005 strategic plan (2002)
- Orientation of the Association’s 2003-2005 communications activities (2003)
- Drafting of the *Position Paper of the YMCA of Greater Montreal Submitted to the Consultation Commission on Accommodation Practices Related to Cultural Differences* (2007)

YMCA of Greater Toronto

- Expertise on the branding and communications plan for the *Making the Connections / 2005-2010 Strategic Plan* (2005)

YWCA de Montréal

- Consultations and drafting of the case for the fundraising campaign (2001)

Conferences

- Lagarde, F. (1992). *La planification stratégique en marketing social*. 4th Annual Social Marketing Conference, American Marketing Association, Ottawa, Ontario, May 1, 1992.
- Lagarde, F. (1992). *Applying social marketing principles*. Halton Health Department's Life Before Pregnancy Workshop, Oakville, September 18, 1992.
- Lagarde, F. (1992). *Réflexions sur l'avenir de l'éducation physique au Québec. Troisième congrès de la Confédération des éducateurs et éducatrices physiques du Québec*, Laval, Quebec, November 21, 1992.
- Lagarde, F. (1993). *Le langage de la création*. Office des communications sociales, October 29, 1993.
- Lagarde, F. (1994). *Social marketing*. Health Unit Association of Alberta, Edmonton, March 17-18, 1994.
- Lagarde, F. (1994). *Le marketing social et de services*. Agriculture Canada, Montreal, May 11, 1994.
- Lagarde, F. (1994). *A new application for social marketing: Public consultation*. American Marketing Association (National Capital Chapter) Conference, Ottawa, Ontario, May 12-13, 1994.
- Lagarde, F. (1994). *Social marketing*. Greater Vancouver Regional District, May 25-26, 1994.
- Lagarde, F. (1994). *Influencing workplace attitudes: Developing strategies*. Work-Family Network Workshop, Ottawa, November 4, 1994.
- Lagarde, F. (1995). *Social marketing strategies for family service agencies*. Military Family Support Program Workshop, Gananoque, June 7, 1995.
- Lagarde, F. (1995). *Le marketing social*. 4th Annual Conference on National Emergency Arrangements for Public Information, Public Safety and Emergency Preparedness Canada, Ottawa, November 16, 1995.
- Lagarde, F. (1996). *Nouvelles tendances adaptées aux fêtes et festivals*. 21^e congrès annuel de la Société des fêtes et festivals du Québec, St-Hyacinthe, Quebec, March 1, 1996.
- Lagarde, F. (1996). *Address given as part of the Forum on promoting greater public understanding of international development issues*, House of Commons Standing Committee on Foreign Affairs and International Trade, Ottawa, April 18, 1996 (address delivered in writing only).
- Lagarde, F. (1996). *Comment dynamiser son centre-ville par une animation de qualité ?* Colloque 1996 du Regroupement des centres-villes et des artères commerciales, Quebec City, Quebec, May 2, 1996.
- Lagarde, F. (1996). *Le marketing social*. Colloque sur la marche, Direction de la Santé publique de la Montérégie, Brossard, May 23, 1996.
- Lagarde, F. (1997). *Comment bâtir des partenariats fructueux avec des entreprises*. Presentation at a one-day conference on sponsorship, *La commandite réinventée – des partenariats en faveur des jeunes*, organized by the YMCA of Greater Montreal, Health Canada, *Ministère de la Santé et des Services sociaux du Québec* and The J.W. McConnell Family Foundation, January 28, 1997.
- Lagarde, F. (1997). *Le marketing en philanthropie : un enjeu incontournable*. Philanthropy conference organized by the *Association des professionnels en gestion philanthropique*, Sainte-Adèle, Quebec, May 26, 1997.

- Lagarde, F. (1997). *Social marketing for the 21st century*. Canadian centre for Public Sector Marketing, Aylmer, Quebec, May 29, 1997.
- Lagarde, F. (1997). *Les indicateurs: source de statistiques ou source de changements ?* Journées annuelles de santé publique 1997, Montréal (Québec), November 19, 1997.
- Lagarde, F. (1998). *Basic marketing principles / Les principes de base du marketing*. 1998 United Way Canada Annual Conference. Toronto, March 28, 1998.
- Lagarde, F. (1998). *Repositioning your United Way – Centraide / Coup d’oeil sur le repositionnement*. 1998 United Way Canada Annual Conference. Toronto, March 28, 1998.
- Lagarde, F. (1998). *Best practices and prospects for social marketing in public health*. 89th Annual Conference of the Canadian Public Health Association, Montreal, Quebec, June 8, 1998.
- Lagarde, F. (1998). *La consultation*. Annual conference of *Villes et Villages en santé*, Trois-Rivières, Quebec, September 25, 1998.
- Lagarde, F. (1998). *Le marketing social en santé publique*. Annual conference of *Villes et Villages en santé*, Trois-Rivières, Quebec, September 25, 1998.
- Lagarde, F. (1998). *Applications of various social change strategies to reduce the level of physical inactivity by 10% in New Brunswick*. Department of Municipalities, Culture and Housing, Fredericton, New Brunswick, December 14, 1998.
- Lagarde, F. (1999). *Understanding social marketing*. National Workshop for Breast Screening Educators, Quebec City, Quebec, March 13, 1999.
- Lagarde, F. (1999). *Social marketing: Making change happen*. Greater Vancouver Regional District, Vancouver, September 1, 1999.
- Doiron, J. & Lagarde, F. (2000). *A Federal-Provincial/Territorial partnership that delivered results*. Presented to Health Canada, Ottawa, March 8, 2000.
- Lagarde, F. (2000). *Introduction au marketing social*. Colloque Santé mentale : ajuster l’image, Canadian Mental Health Association, Montreal, May 4, 2000.
- Lagarde, F. (2000). *Communiquer pour changer*. Colloque Santé mentale : ajuster l’image, Canadian Mental Health Association, Montreal, May 4, 2000.
- Lagarde, F. (2000). *Le partenariat, une stratégie efficace ou le problème ?* Journées montréalaises de santé publique, Longueuil, Quebec, June 9, 2000.
- Lagarde, F. (2000). *Introduction to social marketing*. Canadian Parks & Recreation Association / Alberta Recreation and Parks Association, Lake Louise, Alberta, October 22, 2000.
- Lagarde, F. (2000). *How to influence decision-makers*. Canadian Parks & Recreation Association / Alberta Recreation and Parks Association, Lake Louise, Alberta, October 23, 2000.
- Lagarde, F. (2000). *Social marketing and partnerships to promote physical activity and sport*. Sport Marketing Conference, Buenos Aires, Argentina, November 28, 2000.
- Lagarde, F. (2001). *How to influence decision-makers*. Recreation Connections Manitoba – Conference 2001, Winnipeg, Manitoba, February 21, 2001.
- Lagarde, F. (2001). *Introduction to social marketing*. Alberta Centre for Injury Control & Research, April 11, 2001.
- Lagarde, F. (2001). *Marketing breastfeeding*. Breastfeeding Now – Canada’s National Breastfeeding Conference, Moncton, New Brunswick, May 25, 2001.
- Lagarde, F. (2001). *Social marketing*. Presentation at the Correctional Service Canada Commissioner’s Forum on Social Marketing, Ottawa, Ontario, June 1, 2001.

- Lagarde, F. (2001). *How to influence decision-makers*. Ontario Municipal Social Services Association Conference, London, Ontario, June 11, 2001.
- Lagarde, F. (2001). *The Montreal YMCA: Leading with a coherent image*. Presentation at the 2001 National Conference of the Canadian YMCAs, Vancouver, British Columbia, June 15, 2001.
- Lagarde, F. (2001). *Le marketing social pour améliorer la santé dentaire publique*. 6^e colloque de santé dentaire publique du Québec, St-Hyacinthe, Quebec, June 19, 2001.
- Lagarde, F. (2001). *Le marketing social*. Congrès annuel de la Société canadienne de physiologie de l'exercice. Montreal, Quebec, November 2, 2001.
- Lagarde, F. (2002). *Strategic orientation for initiatives aimed at reducing youth access to tobacco*. National Tobacco Enforcement Conference, Regina, Saskatchewan, April 15, 2002.
- Lagarde, F. (2002). *Introduction au marketing social et au plaidoyer : des moyens d'influencer les comportements et les politiques*. Kino-Québec, Montreal, Quebec, May 9, 2002.
- Lagarde, F. (2003). *Introduction au marketing social et au plaidoyer*. Conférence de la pastorale scolaire, St-Hyacinthe, February 15, 2003.
- Lagarde, F. (2003). *Les sondages... et alors ? Un héritage à partager*. Montreal, Quebec, March 26, 2003.
- Lagarde, F. (2003). *Branding and public information on healthy living – Canadian landscape and lessons learned*. Integrated Pan-Canadian Healthy Living Strategy – Social Marketing Roundtable. Ottawa, Ontario, September 23, 2003.
- Lagarde, F. (2003). *Achieving sustainable change in today's society – How can social marketing help?* Address at the Fourth Annual National Forum of the Public Policy and Third Sector Initiative - The New Financial Environment of Nonprofit and Voluntary Organizations, School of Policy Studies, Queen's University, Kingston, Ontario, October 24, 2003.
- Lagarde, F. (2003 and 2004). *Best practices in positioning*. Presentations to the YMCAs and YM/YWCAs of British Columbia and Prairies Management Resource Centres, September 26, 2003 and to the Ontario Management Resource Centre, November 5, 2004.
- Lagarde, F. (2004). *Making the most of health communications and social marketing to promote physical activity*. Ontario in Motion Conference, Toronto, Ontario, February 2, 2004.
- Lagarde, F. (2004). *Une campagne sociétale, ça ne change pas le monde, sauf que...* Journée InfoPresse, April 30, 2004.
- Lagarde, F. (2004). *How to occupy a valued place in people's minds*. CLASS Conference, Victoria, British Columbia, May 29, 2004.
- Lagarde, F. (2004). *Clarification of communications concepts and their complementary roles at the Kidney Foundation of Canada*. Kidney Foundation of Canada Public Policy Council, Toronto, Ontario, October 1-2, 2004.
- Lagarde, F. (2004). *Positioning recreation: How to occupy a valued place in people's minds*. Canadian Parks and Recreation Conference, Halifax, Nova Scotia, October 21, 2004.
- Lagarde, F. (2004). *Clarification of marketing and communications concepts*. YMCA Canada – National Meeting, Toronto, Ontario, December 3, 2004.
- Lagarde, F. (2005). *Ethics in social marketing and health communications*. FOCUS/ODAP 2005 Symposium. Scarborough, Ontario, January 18, 2005.
- Lagarde, F. (2005). *Applying social marketing to change behaviour, norms and decisions*. FOCUS/ODAP 2005 Symposium. Scarborough, Ontario, January 18, 2005.

- Lagarde, F. (2005). *Leading successful social and behavioural change initiatives*. 6th Annual Alberta Harm Reduction Conference, Grande Prairie, Alberta, March 23, 2005.
- Lagarde, F. (2005). *Questions de marketing social*. Entretiens Nelson Paillou (Colloque international sur le sport et ses enjeux), Bordeaux, France, April 8, 2005.
- Lagarde, F. (2005). *Social marketing and advocacy lenses on the Kidney Foundation of Canada's health messaging*. Toronto, Ontario, June 11, 2005.
- Lagarde, F. (2005). *Un nouveau sondage sur le don planifié... et alors ? Un héritage à partager – Canadian Association of Gift Planners*, Montreal, eQuebec, September 21, 2005.
- Lagarde, F. (2005). *Positioning recreation: How to occupy a valued place in people's minds*. Northeastern Ontario Recreation Association Conference, Timmins, Ontario, September 22, 2005.
- Lagarde, F. (2005). *Trends in social marketing*. Canadian Parks and Recreation Association Conference, Edmonton, Alberta, October 13, 2005.
- Lagarde, F. (2005). *Social marketing: What's next?* International Association of Business Communicators Conference, Halifax, Nova Scotia, October 17, 2005.
- Lagarde, F. (2005). *Une campagne sociétale, ça ne change pas le monde, sauf que...* Journée des communications gouvernementales, November 1, 2005.
- Lagarde, F. (2005). *Dis-moi qui tu fréquentes et je te dirai qui tu es - L'emprunt des stratégies normatives en prévention de la toxicomanie est-il pertinent en prévention de l'obésité ?* 9^{èmes} journées annuelles de santé publique, Quebec City, Quebec, November 16, 2005.
- Lagarde, F. (2006). *Construire son image*. Présentation à la Commission de la construction du Québec, Montreal, Quebec, April 19, 2006.
- Lagarde, F. (2006). *Applying social marketing to promote clean hands for all Albertans*. Alberta Health and Wellness – Alberta Hand Hygiene Workshop, Edmonton, Alberta, September 12, 2006.
- Lagarde, F. (2007). *L'engagement du public : Pourquoi ? Qui ? Quoi ? Comment ?* Allocution lors de l'assemblée générale de la direction des programmes internationaux de la Fondation Jules et Paul-Émile Léger, Montreal, Quebec, April 30, 2007.
- Lagarde, F. (2007). *Strengthening the Forces through social marketing*. Department of National Defence, Ottawa, Ontario, June 5, 2007.
- Lagarde, F. (2007). *Change – What is your theory? Making Public Engagement more effective*. Manitoba Council for International Cooperation, Winnipeg, Manitoba, June 27, 2007.
- Lagarde, F. (2007). *The social marketing of affordable housing solutions*. Presentation to the Canada Mortgage and Housing Corporation's Affordable Housing Centre. Ottawa, Ontario, October 17, 2007.
- Lessard, R., Lagarde, F. & Moisan, J.-L. (2008). *Occuper un nouvel espace régional*. Executive Training for Research Application (EXTRA/FORCES), Canadian Health Services Research Foundation, Saint-Adèle, Quebec, February 11, 2008.
- Lagarde, F. (2008). *Leveraging Health Canada's communication skills and track record*. Presentation to Health Canada communications staff, Ottawa, Ontario, February 21, 2008.
- Lagarde, F. (2008). *Using social marketing to promote safer healthcare. Safer Healthcare Now! Learning Series*. Winnipeg, Manitoba, April 2, 2008.
- Lagarde, F. (2008). *Thinking and working like a social marketer*. Manitoba in motion, Winnipeg, Manitoba, June 2, 2008.

- Lagarde, F. (2008). *Thinking and working like a social marketer*. Injury Free Manitoba Conference, Winnipeg, Manitoba, June 2, 2008.
- Lagarde, F. (2008). *Facing the challenges of integrating social marketing into professional practices and organizational culture*. MARCOM Conference, Ottawa, Ontario, June 11, 2008.
- Lagarde, F. (2008). *Using social marketing to promote safer healthcare*. Waterloo Wellington Infection Control Network, Waterloo, Ontario, June 26, 2008.
- Lagarde, F. (2008). *Integrating social marketing into organizational culture*. World Social Marketing Conference, Brighton, England, September 30, 2008. <http://www.tcp-events.co.uk/wsmc/downloads/keynotes/LAGARDE%20FRANCOIS.pdf>.
- Lagarde, F. (2008). *Introducing social marketing to promote safer healthcare*. Keynote presentation at the Surgical Safety Collaborative Learning Session #4 – Fraser Health, Surrey, British Columbia, October 14, 2008.
- Lagarde, F. (2008). *A social marketing perspective on community foundations' challenges*. Montreal, Quebec, November 5, 2008.
- Lagarde, F. (2009). *Introduction au marketing social*. Conférence prononcée dans le cadre du Programme de soutien au développement du leadership rassembleur, Centre 1, 2, 3 Go !, Montreal, January 29, 2009.
- Lagarde, F. (2009). *Thinking and working like a social marketer*. Transport Canada's ecoMOBILITY and Moving on Sustainable Transportation (MOST) Programs, Montreal, February 19, 2009.
- Lagarde, F. (2009). *De la production des connaissances à leur diffusion*. Conférence prononcée au Centre Léa-Roback, Montreal, February 23, 2009.
- Lagarde, F. (2009). *Comment mobiliser tous les parents alors que chacun est unique ?* Conférence prononcée à la journée de formation « Rejoindre tous les parents : mission impossible ? », Réseau régional des Tables d'actions préventives jeunesse de la Capitale-Nationale, Quebec City, Quebec, April 24, 2009.
- Lagarde, F. (2009). *Introduction au marketing social*. Conférence prononcée à la Direction de la Santé publique de l'ASSS de la Mauricie et du Centre-du-Québec, Trois-Rivières, Quebec, May 28, 2009.
- Lagarde, F. (2009). *Using social marketing to promote safer healthcare*. Presentation at the Infection Prevention & Control Conference Organized by the Community and Hospital Infection Control Association – Canada (CHICA Southwestern Ontario) and the Regional Infection Control Network, London, Ontario, June 5, 2009.
- Lagarde, F. (2009). *Using social marketing to promote safer healthcare*. Presentation at the Infection Control Annual Education Day Organized by the Community and Hospital Infection Control Association – Canada (CHICA – Hamilton and Neighbouring Districts Infection Control) and the Regional Infection Control Network, Hamilton, Ontario, June 18, 2009.
- Lagarde, F. (2009). *Social marketing and travel behavior change*. Presentation at the Transportation Association of Canada 2009 Annual Conference, Vancouver, British Columbia, October 21, 2009.
- Lagarde, F. (2009). *Le plaidoyer : au-delà de l'argumentaire*. Atelier sur le développement d'un outil de plaidoyer sur le diabète en Afrique, Département de nutrition, Université de Montréal, October 23, 2009.

- Lagarde, F., Boivin, M., Saulnier, J.M. & Chouinard, J.M. (2009). *Undertaking a strategic reflection: A case study of the Fondation Lucie et André Chagnon*. Philanthropic Foundations Canada Conference, Calgary, October 29, 2009.
- Lagarde, F. (2009). *Cibler, persuader et outiller : les trois clés d'un projet de développement sportif réussi*. Séminaire des présidents de ligues sportives d'Aquitaine, organisé par le Comité Régional Olympique et Sportif d'Aquitaine, Bordeaux (France), le 6 novembre 2009.
- Lagarde, F. (2010). *Les clés d'une communication-santé réussie*. 13^e journées annuelles de santé publique, Montreal, Quebec, March 10, 2010.
- Lagarde, F. et Gendron M. (2010). *Des stratégies sociétales pour favoriser le développement des enfants*. 13^e journées annuelles de santé publique, Montreal, Quebec, March 12, 2010.
- Lagarde, F. (2010). *How to make walking fun, easy and popular*. Transportation Summit 2010, Hamilton, Ontario, April 30, 2010.
- Lagarde, F. (2010). *Promouvoir l'activité physique à 10 000 personnes à la fois*. 22^e congrès annuel de la Fédération des kinésologues du Québec, Sherbrooke, Quebec, 29 mai 2010.
- Lagarde, F. (2010). *What graduate students must do to prepare for their careers after graduate school*. Canadian Association for the Study of Educational Administration Graduate Student Seminar, Montreal, Quebec, May 30, 2010.
- Papadakis, S., Cote, D., Pipe, A., Goldsmith, J., Medine, E., Dojeiji, L. & Lagarde, F. (2010). *The Champlain 'Give Your Head a Shake' Sodium Reduction Campaign*. Annual Meeting of the Canadian Public Health Association, Toronto, June 15, 2010.
- Lagarde, F. *Agir efficacement*. 1^{er} Rendez-vous du Fonds pour la promotion des saines habitudes de vie, Quebec City, Quebec, June 17, 2010.
- Lagarde, F. *Thinking and working like a social marketer*. Canadian Institute of Public Health Inspectors (Ontario Branch) Annual Educational Conference, Guelph (Ontario), June 22, 2010.
- Richard, C., Lussier, M-T., Jamouille, O., Galarneau, S., Ayoub, J., Dubois, J., Lagarde, F., Lefebvre, M., Dupuis, M-J., Boucher, A. *Competence in professional communication: a developmental approach*. International Conference on Communication in Healthcare, Verona, Italy, September 7, 2010.
- Lagarde, F. *Using social marketing to promote workplace health and safety*. Association of Workers' Compensation Boards of Canada Learning Symposium, Quebec City, Quebec, October 6, 2010.
- Lagarde, F. *L'éthique en communication philanthropique*. Allocution dans le cadre du cours PHE 1001: Introduction à la philanthropie, Université de Montréal, November 16, 2010.
- Lagarde, F. *La santé publique et la sécurité alimentaire*. 14^e journées annuelles de santé publique, Quebec City, Quebec, November 22, 2010.
- Lagarde, F. *Parler de pauvreté et parler aux personnes en situation de pauvreté*. Conférence aux résidents en santé communautaire du Québec, Montreal, Quebec, December 17, 2010.
- Lagarde, F. *Les partenariats stratégiques : au-delà des affinités*. Réseau des partenaires de la Stratégie d'action jeunesse, Gouvernement du Québec, Quebec City, Quebec, February 23, 2011.
- Lagarde, F. *L'approche du marketing social appliquée au domaine de la santé en français dans les communautés francophones en situation minoritaires*. Réseau d'expertises de la Société Santé en français, Ottawa, Ontario, March 9, 2011.
- Lagarde, F. *L'éthique en communication philanthropique*. Allocution dans le cadre du cours PHE 1001: Introduction à la philanthropie, Université de Montréal, March 29, 2011.

- St-James, Y. & Lagarde, F. *Strategies to prevent the negative effects of the cult of thinness*. 2nd National Obesity Summit, Montreal, Quebec, May 1, 2011.
- Lagarde, F. *Propager des idées autrement par le marketing social*. TEDx HEC Montréal Conference, Montreal, Quebec, May 14, 2011.
- Lagarde, F. *Marketing social et hygiène des mains*. 33^{ièmes} journées scientifiques de l'Association des infirmières en prévention des infections, Beaupré, Quebec, May 16, 2011.
- Lagarde, F. *Making influenza vaccination popular with your staff*. Presentation at the Community and Hospital Infection Control Association (CHICA) Southwestern Ontario Meeting. London, Ontario, September 16, 2011.
- Vogler, T. & Lagarde, F. *Miroir, miroir : compétent pour qui... et pourquoi ?* Physiothérapie 360, Ordre professionnel de la physiothérapie du Québec, November 5, 2011.
- Lagarde, F. *Insightful social marketing leadership*. UK Social Marketing Conference, Brighton, England, November 8, 2011.
- Lagarde, F. *L'éthique en communication philanthropique*. Allocution dans le cadre du cours PHE 1001: Introduction à la philanthropie, Université de Montréal, November 22, 2011.
- Lagarde, F. *How can I change social norms?* ASPQ Annual Convention - A look at weight discrimination and prejudices. Montreal, Quebec, November 30, 2011.
- Lagarde, F. & Gendron, M. *Social marketing in support of early childhood development*. Nurturing Matters Conference. Brampton, Ontario, February 23, 2012.
- Lagarde, F. *Drug-Prevention Communications Initiatives*. Symposium on Substance Abuse Prevention and Treatment for Vulnerable Youth. Toronto, Ontario, March 8, 2012.
- Lagarde, F. *Accroître notre effet proximal sur les décideurs et les intervenants*. Journée de rencontre sous le thème *Gouvernance scientifique et programmation* organisée par l'Institut national de santé publique du Québec (INSPQ), l'Institut national de veille sanitaire (InVS, France), et l'Institut national de prévention et d'éducation à la santé (Inpes, France), Montréal, May 16, 2012.
- Lagarde, F. *Les partenariats stratégiques : au-delà des affinités*. Réseau québécois du crédit communautaire, Lac Beauport, Quebec, June 7, 2012.
- Lagarde, F. *The transformational potential of short-term social marketing training events*. 22nd Annual Social Marketing Conference, Clearwater Beach, Florida, June 15, 2012.
- Lagarde, F. *La norme sociale : définition et stratégies*. Québec en Forme Staff Meeting, Shawinigan, Quebec, September 13, 2012
- Lagarde, F. *L'éthique en communication philanthropique*. Allocution dans le cadre du cours PHE 1001: Introduction à la philanthropie, Université de Montréal, November 19, 2012.
- Lagarde, F. *Le marketing social et le marketing commercial simplifiés ou notre relation amour-haine avec le marketing*. ASPQ Annual Convention – Critical look at the practices and consequences of commercial marketing. Montreal, Quebec, November 26, 2012.
- Gauvin, L., Lagarde, F., Laferté, M., Lemay, J.-F. et Bélanger-Gravel., A. *Wixx : Premier regard sur les données repères*. 16^e journées annuelles de santé publique, Montreal, Quebec), November 28, 2012.
- Gauvin, L., Lagarde, F., Laferté, M., & Lemay, J.-F. *Public Opinion about the role of schools, municipalities, and governments in promoting a physically active lifestyle among tweens in Québec: Population profile prior to implementation of the WIXX campaign*. Active Living Research Annual Conference, San Diego, CA, February 26-28, 2013.
- Laferté, M., Lagarde, F., Gauvin, L. & Lemay, J.-F. *Designing and evaluating an evidence-based communication campaign to promote a physically active lifestyle among tweens in*

- Québec: The WIXX campaign.* Active Living Research Annual Conference, San Diego, CA, February 26-28, 2013.
- Lagarde, F. *Les campagnes de promotion : autant d'occasions de saisir la balle au bond.* Grand rassemblement Québec en Forme, Quebec City, Quebec, March 19, 2013.
 - Lagarde, F. *Le marketing social.* Association étudiante en développement international et action humanitaire, Université Laval, Quebec City, Quebec, March 20, 2013.
 - Lagarde, F. *Valoriser la contribution stratégique des communications.* Colloque "Malades de com", Association québécoise d'établissements de santé et de services sociaux, April 9, 2013.
 - Laferté, M., Lagarde, F., Therrien, F., Myles, E. & Gauvin, L. *Branding physical activity to tweens in Quebec.* 3rd World Social Marketing Conference, Toronto, Canada, April 22, 2013.
 - Lagarde, F. *The Canadian social marketing experience: From early adoption to sustained use.* 3rd World Social Marketing Conference, Toronto, Canada, April 23, 2013.
 - Kryzanowski, C. & Lagarde, F. *Saskatchewan in motion: Lessons learned from a province-wide social marketing initiative to promote physical activity (2002-2012).* 3rd World Social Marketing Conference, Toronto, Canada, April 23, 2013.
 - Lagarde, F. *Leveraging the full potential of promotion: The case of early childhood and parenting initiatives.* 3rd World Social Marketing Conference, Toronto, Canada, April 23, 2013.
 - Bélanger-Gravel, A., Gauvin, L., Lagarde, F., Laferté, M. & Lemay, J.-F. *Understanding perceptions of determinants and outcomes of children's physical activity among obese and non-obese adults.* 3rd Canadian Obesity Summit, Vancouver, British Columbia, May 2, 2013. (Poster presentation)
 - Laferté, M., Lagarde, F., Gauvin, L. & Lemay, J.-F. *Branding physical activity to tweens in Quebec: Evaluation and knowledge transfer.* Canadian Evaluation Society Conference, Toronto, Ontario, June 10, 2013.
 - Bourque, C. & Lagarde, F. *Communicating on early childhood development: When market research becomes an agent of change.* 66th ESOMAR Congress, Istanbul, Turkey, September 24, 2013.
 - Lagarde, F. *Poursuivons le mouvement pour la persévérance et la réussite scolaires au Québec.* Grandes rencontres sur la persévérance scolaire, Montreal, Quebec, November 4, 2013.
 - Lagarde, F. *Parents-réalité : ce qu'ils ont à nous dire -- Naître et grandir à l'écoute.* Grandes rencontres sur la persévérance scolaire, Montreal, Quebec, November 5, 2013.
 - Lagarde, F. *Les meilleures pratiques pour propager les meilleures pratiques.* Colloque international sur le décrochage scolaire, 26^{es} Entretiens Jacques-Cartier, Rouen, France, November 28, 2013.
 - Lagarde, F. *Le marketing social.* Association étudiante en développement international et action humanitaire, Université Laval, Quebec City, Quebec, March 20, 2014.
 - Bélanger-Gravel, A., Gauvin, L., Lagarde, F., Laferté, M. & Lemay, JF. *A social marketing campaign to promote physical activity among tweens: Initial awareness and understanding of the WIXX campaign.* 5th International Congress on Physical Activity and Public Health, Rio de Janeiro, April 2014. (Poster presentation)
 - Bélanger-Gravel, A., Gauvin, L., Lagarde, F., Laferté, M. & Lemay, JF. *Socioeconomic and familial correlates of frequency of physical activity among parent-tween dyads: Unique and shared influences.* 5th International Congress on Physical Activity and Public Health, Rio de Janeiro, April 2014. (Poster presentation)

- Cutumisu, N., Bélanger-Gravel, A., Gauvin, L., Lagarde, F., Laferté, M. & Lemay, JF., Robitaille, É. *Opération WIXX: The influence of neighbourhood walkability on active transportation to school among urban preadolescents living in Quebec, Canada.* 5th International Congress on Physical Activity and Public Health, Rio de Janeiro, April 2014. (Oral presentation)
- Bélanger-Gravel, A., Gauvin, L., Lagarde, F., Laferté, M. & Lemay, JF. *Correlates of awareness of a multimedia social marketing campaign to promote physical activity among tweens: The WIXX campaign.* Global Summit on the Physical Activity of Children, Toronto, May 2014. (Poster presentation)
- Bélanger-Gravel, A., Cutumisu, N., Gauvin, L., Laferté, M., Lagarde, F., Lemay, JF., Robitaille, É. *Socio-ecological correlates of sedentary behaviors among parent-tween dyads: a multilevel perspective.* Global Summit on the Physical Activity of Children, Toronto, May 2014. (Oral presentation)
- Cutumisu, N., Bélanger-Gravel, A., Gauvin, L., Laferté, M., Lagarde, F., Lemay, JF., *Influence of neighbourhood deprivation and perceived safety on active transport to school among preadolescents aged 9 to 13 years living in urban Quebec* Global Summit on the Physical Activity of Children, Toronto, May 2014. (Oral presentation)
- Lagarde, F. *Que dire et surtout que faire pour persuader ?* Association des professionnels et gestion philanthropique, Drummondville, Quebec, May 5, 2014.
- Lagarde, F. *Le livre : le meilleur jouet.* Assemblée générale des membres de l'Association des distributeurs exclusifs de livres en langue française (ADELF), Montreal, Quebec, May 9, 2014.
- Lagarde, F. *Parents-réalité : ce qu'ils ont à nous dire -- Naitre et grandir à l'écoute.* Forum de la Chaire de partenariat en prévention de la maltraitance, Laval University, Quebec City, Quebec, May 29, 2014.
- Lagarde, F. *Preventing poverty through educational success: The Chagnon Foundation's approach to fostering equity.* 23rd Social Marketing Conference, Clearwater Beach, Florida, June 21, 2014.
- Pluye, P., Doray, G., El Sherif, R., Lagarde, F., Granikov, V., Bush, P., Bujold, M., Bartlett, G., Tang, D.L. et Grad, R. *L'évaluation des informations de Naitre et grandir par les parents.* [ComSanté, UQAM](#), Montreal, Quebec, April 9, 2015.
- Lagarde, F. *Le livre : le meilleur jouet.* COOPSCO, Lévis, Quebec, May 1, 2015.
- Bélanger-Gravel, A., Cutumisu, N., Gauvin, L., Lagarde, F. & Laferté M. *Short-term impact of the WIXX multimedia communication campaign on children's physical activity beliefs and behaviours.* International Society for Behavioural Nutrition and Physical Activity, Edinburgh, June 4, 2015. (Oral presentation)
- Bélanger-Gravel, A., Cutumisu, N., Gauvin, L., Lagarde, F. & Laferté M. *Analysis of the moderating effect of area deprivation on the impact of the WIXX multimedia communication campaign on children's physical activity.* International Society of Behavioural Nutrition and Physical Activity, Edinburgh, Scotland, June 3-6, 2015.
- Bélanger-Gravel, A., Cutumisu, N., Gauvin, L., Lagarde, F. & Laferté M. *The moderating effect of socioeconomic status on the short-term impact of the WIXX multimedia communication campaign on children's physical activity.* 5th ICCR Congress on Chronic Societal Cardiometabolic Diseases, Quebec City, July 2015. (Poster presentation)
- Lagarde, F. *Trouver le sens du rythme – écouter avant d'agir.* 16^e conférence annuelle de l'Association québécoise du loisir municipal, Gatineau, Quebec, October 8, 2015.

- Elshrif, E., Bush, P., Roy, P., Doray, G., Tang, D., Pluye, P. & Lagarde, F. *Toward an information management system for handling parenting information users' comments*. 2015 Annual Meeting of the Association for Information Science & Technology, St. Louis, Missouri, November 9, 2015. (Poster presentation)
- Pluye, P., Elshrif, E., Bartlett, G., Granikov, V., Grad, R., Doray, G., Lagarde, F., Loignon, C. & Bouthillier, F. *Outcomes of online parenting information: An observational study comparing the perception of parents with low vs. higher level of education and income*. 2015 Annual Meeting of the Association for Information Science & Technology, St. Louis, Missouri, November 9, 2015. (Poster presentation)
- Pluye, P., Elshrif, E., Bartlett, G., Grad, R., Doray, G., Lagarde, F., Loignon, C. & Bouthillier, F. *Perceptions de 4007 participants volontaires sur les effets des informations Web concernant le développement des enfants*. Journées annuelles de santé publique, Montreal, Quebec, November 2015. (Poster presentation)
- Lagarde, F. *Faire bouger les gens et les choses*. XI^e édition du colloque de l'Association étudiante de l'École de santé publique de l'Université de Montréal, February 9, 2016.
- Lagarde, F. *Comment la Fondation Chagnon contribue au développement durable*. Unité Conformité environnementale et développement durable d'Hydro-Québec, March 9, 2016.
- Lagarde, F. *Les saines habitudes de vie, tout le monde en parle sauf que...* Table régionale de concertation sur les saines habitudes de vie en Chaudière-Appalaches, Scott, Quebec, May 12, 2016.
- Lagarde, F. *How to approach communication and dialogue to foster individual and social change – Lucie and André Chagnon Foundation Case Study*. MARCOM Professional Development Annual Forum, Ottawa, Ontario, June 14, 2016.
- Lagarde, F. *Framing issues for upstream social marketing: The essential roles of collective responsibility, storytelling, citizens and midstream partners*. 24th Social Marketing Conference, Clearwater Beach, Florida, June 18, 2016.
- Lagarde, F. *Que faire et que dire pour persuader ?* Montmagny, Quebec, October 19, 2016.
- Lagarde, F. *Rapport sur la valorisation du rôle des proches aidants – Quand des partenaires d'ici s'intéressent à la question*. Journée de l'Appui (4th Edition), Quebec City (Quebec), November 28, 2016.
- Bélanger-Gravel, A., Gauvin, L., Lagarde F., Laferté M. *The WIXX campaign: analyzing the moderating effect of socioeconomic status on children's physical activity*. World Social Marketing Conference, Washington DC, May 2017. (Poster presentation)

Teaching and Training

University Teaching

Courses

University of Montreal, Department of Health Management, Evaluation and Policy, School of Public Health

- ASA 6132 – *Marketing social* (Graduate 3-credit course): Winter 1999, Winter 2000, Summer 2000, Fall 2000, Winter 2001, Summer 2001, Winter 2002, Winter 2003, Winter 2004, Winter 2005, Winter 2006, Winter 2007, Fall 2007, Fall 2008, Winter 2010, Fall 2010, Winter 2011, Fall 2011, Winter 2012, Fall 2012, Winter 2013, Fall 2013, Winter 2014, Fall 2014, Winter 2015, Fall 2015, Winter 2016, Fall 2016, Winter 2017
- ASA 6135: *Stratégie d'influence sur les décisions* (Summer 2001)
- **Adjunct Professor since 2002**

Swiss School of Public Health+, Summer School in Public Health Policy, Economics and management (Switzerland)

- *Marketing social* (one-week courses in French): 1999, 2000, 2001, 2002, 2003, 2004, 2005, 2008, 2010
- *Social Marketing Seminar* (one-week advanced-level course): 2006
- *Social Marketing* (one-week courses in English): 2007 and 2009
- *Leadership and communication* (one-week course in English): 2014
- *Leadership via communication* (3-day course in English): 2015 and 2016

Harvard School of Public Health

- Social Marketing content and delivery as part of a course titled 'Strategies for environmental management: The path to sustainable development' (April 2003)

Université catholique de Louvain, École de santé publique.

- *La communication stratégique* (Brussels, November 13-14, 2001)

Université d'état d'Haïti, Faculté de médecine et de pharmacie, Ministère de la Santé publique et de la Population d'Haïti, University of Montreal (Health Administration Department and International Health Unit) and Canadian International Development Agency (Haitian Health System Development Support project).

- *Marketing social* (Port-au-Prince, November 26-30, 2007)

Université de Sherbrooke, Postgraduate Diploma in Addiction Studies

- TXM 710 – *Action politique et communication publique* (Graduate 3-credit course on political action and public communications): Fall 1999, Summer 2002, Fall 2003)

University of Bologna, Master in Management dei Servizi Sanitari per le funzioni di Direzione

- Social marketing in public health (November 2011)

University of Bucharest, Institute of Public Health and Management

- *Le marketing social et les communications*. (Bucharest, April 23-27, 2001 and April 23-26, 2002; Vâlcea, October 2-3, 2006)

University of Geneva, Diploma in Public Health

- *Marketing social* (September 2003)

Guest Lectures on Social Marketing and Health Communications

University of Montreal

- ASA 6402, *Gestion de la qualité des soins*: June 5, 2001; February 22, 2002; May 30, 2007; June 5, 2008; June 11, 2009; June 3, 2010; June 7, 2011; June 11, 2012; June 12, 2013; June 12, 2014; June 4, 2015; June 1, 2016
- KIN 3023, *Promotion de l'activité physique*: September 19, 2000; February 5, 2002; November 1, 2002; February 3, 2004; January 30, 2007; January 29, 2008; January 27, 2009; February 2, 2010; February 1, 2011; January 24, 2012; January 29, 2013; January 21, 2014; February 10, 2015; February 9, 2016
- KIN 3043, *Promotion de l'activité physique en milieu scolaire*: September 8, 2008
- MSO, *Politiques publiques et promotion-prévention*: March 30, 2016, March 22, 2017
- NUT 3060, *Nutrition publique et consommation*: April 4, 2000; April 12, 2001; April 9, 2002; April 6, 2004; March 24, 2005; March 29, 2007; March 27, 2008; March 19, 2009; March 30, 2010; April 28, 2011; April 30, 2012
- NUT 6670, *Nutrition internationale*: March 3, 2000; May 29, 2002; May 27, 2003; September 2, 2004; September 2, 2005; August 28, 2006; September 2, 2008; September 1, 2009; August 30, 2010; August 30, 2011; September 6, 2012

Concordia University, Adaptation of social and non-profit marketing campaigns. Department of French Studies (October 5, 2005)

Université de Sherbrooke, Le marketing social, Course : Pratiques avancées en relations publiques (March 13, 2013; March 17, 2015; April 19, 2016)

Training Workshops

- *Social marketing*. Regional Municipality of Hamilton-Wentworth. Hamilton, Ontario, January 23, 1992.
- *Applying social marketing principles*. Life Before Pregnancy workshop, Central West Reproductive Health Network, Oakville, Ontario, September 18, 1992.
- *Social marketing*. Ottawa-Carleton Health Department, Ottawa, Ontario, November 23, 1992.
- *Social marketing planning*. Recreation Association of Nova Scotia, Halifax, Nova Scotia, December 16, 1992.
- *The Canadian media: Trends and implications for ParticipACTION's public service advertising campaigns*. ParticipACTION, Toronto, Ontario, August 25, 1993.
- *Marketing social*. Société Radio-Canada (Employee Assistance Program), Montreal, Quebec, November 25, 1993).
- *Applying social marketing principles*. East York Parks and Recreation Department and East York Health Unit, Toronto, Ontario, February 8, 1994.
- *Social marketing*. Red Deer Regional Health Unit, Red Deer, Alberta, March 16, 1994.
- *Message development*. Centre for Health Promotion, University of Toronto, Toronto, Ontario, March 29, 1994.
- *Social marketing*. Carleton University School of Business, Ottawa, Ontario, April 12, 1994.
- *Le marketing social*. CLSC Longueuil-est, Longueuil, Quebec, June 7, 1994.
- *Social marketing*. Carleton University School of Business, Ottawa, Ontario, June 8, 1994.
- *Building partnerships*. Addiction Research Foundation, Toronto, Ontario, September 21, 1994.
- *La planification stratégique des communications. Table permanente de concertation, communication et relations avec la population, Conférence des régies régionales de la santé et des services sociaux du Québec*, Montreal, Quebec, November 10-11, 1994.
- *Strategic marketing of dental health* (on behalf of Manifest Communications). Canadian Dental Association, Quebec City, Quebec, April 15 and Montreal, Quebec, March 11 and September 30, 1994.
- *Social marketing*. Carleton University School of Business, Ottawa, November 22, 1994.
- *Managing creative development and public service announcements*. Carleton University Centre for Social Marketing, Ottawa, Ontario, January 16, 1995.
- *Marketing social*. Ryerson University, Toronto, June 7, 1995.
- *Le marketing social*. Ontario Prevention Clearinghouse, Toronto, Ontario, June 8, 1995.
- *Social marketing*. Carleton University School of Business, Ottawa, Ontario, December 7, 1995.
- *Social marketing*. Heart Health Resource Centre, Ontario Public Health Association, Toronto, Ontario, December 11-12, 1995.
- *Le marketing social*. Human Resources Development Canada, Hull, Quebec, January 30, 1996.
- *Aperçu des communications sur la santé*. (Jointly with Francine Deroche and Hélène Gagné). The Health Communication Unit, University of Toronto, Toronto, Ontario, December 10-11, 1996.
- *Le marketing social*. Public Service Commission of Canada, Ottawa, Ontario, March 14, 1997.

- *Promoting Health: A Focus on Social Marketing* (Jointly with Maurice Borts, Canadian Centre for Public Sector Marketing). Prince Edward Island Health Promotion Summer Institute, Charlottetown, PEI, August 17-21, 1997.
- *Social marketing* (Jointly with Maurice Borts, Canadian Centre for Public Sector Marketing). Canadian Coast Guard, October 8, 1997.
- *Financement et commandites*. Projet Place aux jeunes, Quebec City, Quebec, November 6, 1997.
- *Social marketing for the 21st century*. Canadian centre for Public Sector Marketing (with Maurice Borts). Hull, Quebec, November 13, 1997.
- *Marketing Research Planning and Partnership* (Jointly with Maurice Borts, Canadian Centre for Public Sector Marketing). Canadian Coast Guard, November 20, 1997.
- *Le marketing social et les communications*. Centraide Canada. Quebec City, Quebec, March 3-4, 1998.
- *Le marketing social et les communications*. Université du Québec à Montréal, Seagram Chair in Philanthropy and Association des professionnels en gestion philanthropique. Montreal, March 13, 20 and 27, 1998.
- *Action for marketing healthy living* (Jointly with Maurice Borts and Jim Mintz, Canadian Centre for Public Sector Marketing). Health Canada and Alberta Health, Banff, Alberta, March 22-25, 1998.
- *Les communications en santé, j'en fais mon affaire !* (Jointly with Anne Simard). The Health Communication Unit, University of Toronto, Cornwall, Ontario, April 30 and May 1, 1998.
- *Action for marketing healthy living – Overview of the social marketing process and market segmentation* (Jointly with Maurice Borts, Canadian Centre for Public Sector Marketing). Health Canada, Edmonton, Alberta, November 4-5, 1998.
- *Motivaction* (Jointly with Maurice Borts, Canadian Centre for Public Sector Marketing). Marketing workshop for National Voluntary Health Organizations delivered by the Canadian Centre for Public Sector Marketing and presented by the Osteoporosis Society of Canada, Orangeville, Ontario, November 20-22, 1998.
- *Le marketing social*. Direction de la santé publique de Montréal-Centre, February 9 and March 9, 1999.
- *Social marketing*. City of Calgary (Human Resources Department), Calgary, Alberta, February 23-24, 1999.
- *Making the case* (Jointly with Larry Hershfield and Brian Hyndman). The Health Communication Unit, University of Toronto, Toronto, Ontario, March 11-12, 1999.
- *Tying it together: A national workshop for breast screening educators – Untie the knot: Understanding social marketing*, Canadian Cancer Society, Quebec City, Quebec, March 13, 1999.
- *Social marketing*. City of Calgary (Human Resources Department), Calgary, Alberta, May 26-27, 1999.
- *Social Marketing*. Canadian Celiac Association, Calgary, Alberta, May 28, 1999.
- *Social marketing* (Jointly with Maurice Borts, Canadian Centre for Public Sector Marketing). Ottawa, Ontario, June 1, 1999.
- *Making a difference – Social change and marketing workshop*. Canada Mortgage and Housing Corporation. Ottawa, Ontario, June 16, 1999.
- *Social Marketing*. Greater Vancouver Regional District Staff Workshop, Vancouver, British Columbia, September 2, 1999.

- *Developing partnerships*. 5th Worldwide Conference of the International Osteoporosis Foundation, Toronto, Ontario, October 5, 1999
- *Social Marketing / Marketing social*. Société Radio-Canada (Employee Assistance Program), Montreal, Quebec, November 4, 1999).
- *Community Education Campaigns to Reduce Smoking*. New Liskeard, Ontario, November 15, 1999.
- *Making optimal use of the media to promote active living*. Federal-Provincial/Territorial Advisory Committee on Fitness and Recreation, Health Canada, Canadian Fitness and Lifestyle Research Institute, ParticipACTION. Facilitators: Angèle Beaulieu, Joe Doiron, François Lagarde, Art Salmon – Workshops delivered in nine provinces and in the Northwest Territories (1999-2001).
- *Le marketing social*. Direction de la santé publique de Montréal-Centre, March 2 and March 29, 2000.
- *Le marketing social*. Status of Women Canada, Montreal, Quebec, May 24, May 30, October 31 and November 1, 2000.
- *More Motivaction*. Marketing workshop for National Voluntary Health Organizations, Scarborough, Ontario, May 12-14, 2000.
- *Le marketing social et les communications*. Table de concertation des infirmières scolaires de Montréal-Centre, Montreal, Quebec, December 15, 2000.
- *Social marketing*. City of Surrey, British Columbia, June 14, 2001.
- *Social Marketing*. Chinook Health Region – Population Health, Lethbridge, Alberta, October 4-5, 2001.
- *Marketing social et communications efficaces*. Direction de la santé publique, de la planification et de l'évaluation de la Montérégie, December 12, 2001.
- *Ethics in Social marketing and health communications*. The Health Communication Unit, University of Toronto, Toronto, Ontario, January 28, 2002.
- *Aperçu des communications sur la santé*. The Health Communication Unit (Centre for Health Promotion, University of Toronto), Sudbury, Ontario, May 14, 2002.
- *Introduction au marketing social et au plaidoyer : des moyens d'influencer les comportements et les politiques*. Direction de la promotion de la sécurité, Secrétariat au loisir et au sport, Gouvernement du Québec, Trois-Rivières, Quebec, September 4-5, 2002.
- *Social marketing and advocacy to influence policies and behaviours*. Canada Mortgage and Housing Corporation, Ottawa, Ontario, September 18, 2002.
- *Convaincre - Formation sur les fonctions éducatives et administratives des infirmières ressources en don d'organes et de tissus*. Quebec-Transplant, Montreal, Quebec, March 11, 2003.
- *Introduction au marketing social et au plaidoyer*. Ontario Health Promotion Summer School / École d'été en promotion de la santé de l'Ontario, Toronto, Ontario, June 25, 2003.
- *Organismes en toxicomanie : Communiquez ! Association des intervenants en toxicomanie du Québec et Université de Sherbrooke*, Longueuil, Quebec, May 7, 2004.
- *Le marketing social*. Régie des rentes du Québec, Quebec City, Quebec, September 10, 2004.
- *Thinking and working like a social marketer*. City of Richmond, British Columbia, May 28, 2004 and October 27, 2004.
- *Positioning the YMCA as a community leader*. YMCA Canada Senior Leadership Development Program, Banff, Alberta, November 14-18, 2004.
- *Social marketing*. Eastern Ontario Health Unit, Casselman, Ontario, February 14-15, 2005.

- *Marketing social du projet de redimensionnement du travail social. Association broyarde pour la promotion de la santé et le maintien à domicile.* Lucens, Switzerland, April 4-6, 2005.
- *Marketing, branding et communication 101.* Centraide du Québec, Quebec City, Quebec, April 13, 2005.
- *Thinking and working like a social marketer.* Peace Country Health, Grande Prairie, Alberta, May 17-18, 2004 and May 2-6, 2005 (including a one-day advanced workshop).
- *Researching, analyzing and segmenting your audience and Creating effective messages and promotional strategies.* Social Marketing: Taking it to the next level – Symposium organized by the University of Lethbridge Centre for Socially Responsible Marketing and the Alberta Centre for Injury Control & Research, June 6-7, 2005.
- *Thinking and working like a social marketer.* Sudbury & District Health Unit, Sudbury, Ontario, November 5-6, 2005.
- *Introduction to Social Marketing and Health Communications.* AIDS Vancouver / Social Marketing National Advisory Meeting, Montreal, April 26-27, 2006.
- *Introduction to Social Marketing and Health Communications.* Ministry of Health and Social Protection of the Republic of Moldova and the Swiss Agency for Development and Cooperation, Chisinau, Republic of Moldova, May 30-June 2, 2005 and May 10-12, 2006.
- *Where do you want to go? Change strategy development and evaluation.* Calgary Health Region, Calgary, Alberta, June 6, 2006.
- *Thinking and working like a social marketer.* City of Red Deer, Red Deer, Alberta, June 7-8, 2006.
- *Thinking and working like a social marketer.* Infection Prevention and Control Practitioners in Southern Alberta, Calgary, Alberta, June 9, 2006.
- *Effective action to promote organ donation.* Kidney Foundation of Canada Leadership Development Workshop, Vancouver, British Columbia, June 10, 2006.
- *Social marketing applied to the Net Zero Energy Health Housing initiative.* Canada Mortgage and Housing Corporation, Ottawa, Ontario, September 21, 2006.
- *What is your theory of Change? / Quelle est votre théorie du changement ?* Canadian Council for International Co-operation: Winnipeg, Manitoba, November 16, 2006; Ottawa, Ontario, November 24, 2006.
- *Thinking and working like a social marketer.* Sudbury District Health Unit, Sudbury, Ontario, November 28, 2006.
- *Orientation stratégique en communication.* Regional Health Authority 4, Edmundston, New Brunswick, January 16-18, 2007.
- *L'engagement du public...Quelle est votre théorie du changement ?* Association québécoise des organismes de coopération internationale in cooperation with OXFAM-Québec, Montreal, Quebec, February 20, 2007.
- *Public Engagement... What is your theory of change?* Global Citizens for Change, Gatineau, Quebec, March 15, 2007.
- *Comment élaborer et communiquer une politique de promotion de la santé ? Réseau montréalais des CSSS et des hôpitaux promoteurs de santé* (a World Health Organization network), March 26, 2007 and April 27, 2007.
- *Introduction au marketing social et à l'image de marque.* Centre de santé et de services sociaux du Cœur-de-l'île, Montreal, Quebec, May 7, 2007.
- *Change – What is your theory? Making public engagement more effective.* Manitoba Council for International Cooperation, Winnipeg, Manitoba, June 27, 2007.

- *L'influence stratégique pour renforcer l'atteinte des objectifs de santé publique. Formation des directeurs de santé publique du Québec*, August 23-24, 2007.
- *Marketing social et santé publique. Institut national de la santé publique du Québec*, October 2-3, 2007.
- *Marketing social et engagement du public. Nature-Action Québec*, December 11, 2007 and January 14, 2008.
- *Marketing social et santé publique. Institut national de la santé publique du Québec*, March 11-12, 2008.
- *Marketing social et santé publique. CSSS Richelieu-Yamaska*, March 17-18, 2008.
- *Introducing social marketing practices to promote safer healthcare. Safer Healthcare Now! Learning Series. Winnipeg, Manitoba*, April 1, 2008.
- *Marketing social et santé publique. Agence de Santé et des Services sociaux de l'Abitibi-Témiscamingue. Rouyn-Noranda, Quebec*, April 8, 2008.
- *Le marketing social. S'outiller pour sa communauté -- Série Professionnels. Association canadienne-française de l'Alberta, Edmonton, Alberta*, September 18, 2008.
- *Thinking and working like a social marketer. Workshop at the Surgical Safety Collaborative Learning Session #4 – Fraser Health, Surrey, British Columbia*, October 14, 2008.
- *Thinking and working like a social marketer. Association for Commuter Transportation of Canada – Transportation Demand Management Summit, Halifax, Nova Scotia*, October 21, 2008.
- *Marketing social et santé publique. Institut national de la santé publique du Québec*, October 29-30, 2008.
- *Integrating Social Marketing Principles into Infection Control Campaigns. Waterloo Wellington Infection Control Network, Guelph, Ontario*, November 3, 2008.
- *Advocating for and encouraging the voluntary compliance of a no-jewellery policy. Waterloo Wellington Infection Control Network, Guelph, Ontario*, November 4, 2008.
- *Introduction au marketing social. Journée de rassemblement des infirmières en santé au travail de la Montérégie, Longueuil, Quebec*, November 13, 2008.
- *Introduction au marketing social. Ministère de l'Agriculture, des Pêcheries et de l'Alimentation du Québec, Quebec City, Quebec*, November 18, 2008.
- *Taking social marketing to the next level. Association of Workers' Compensation Boards of Canada – Communications Committee, Montreal, Quebec*, November 20, 2008.
- *Thinking and working like a social marketer. Western Node Safer Healthcare Now! Learning Session #2 – Webinar, December 3, 2008 and Regina, Saskatchewan, February 2, 2009.*
- *Marketing social et santé publique. Association pour la santé publique du Québec, Montreal, Quebec, January 28 and February 18, 2009.*
- *Marketing social et santé publique. Institut national de la santé publique du Québec*, March 17-18, 2009.
- *Marketing social et santé publique. Institut national de la santé publique du Québec, Chibougamau, Quebec*, April 29-30, 2009.
- *Introduction au marketing social. Commission scolaire de Rouyn-Noranda. Rouyn-Noranda, Quebec*, May 11, 2009.
- *Marketing social et santé publique. Agence de Santé et des Services sociaux de l'Abitibi-Témiscamingue. Rouyn-Noranda, Quebec*, May 12 and 13, 2009.
- *Introduction au marketing social. Workshop organized by Mobiligo, Montreal*, May 19 and June 10, 2009.

- *Introduction au marketing social*. Workshop organized by Mobiligo, Montreal, October 16, 2009.
- *Thinking and working like a social marketer: How to affect change in Manitoba for Active Transportation*. Physical Activity Coalition of Manitoba Active Transportation (AT) Task Group, Winnipeg, Manitoba, October 17, 2009.
- *Marketing social et santé publique*. Direction de la Santé publique de Montréal, November and December 2009.
- *Marketing social et santé publique*. Institut national de la santé publique du Québec, December 8-9, 2009.
- *Marketing social et santé publique*. Direction de la Santé publique de la Montérégie, January 19-20, 2010.
- *Introduction au marketing*. Commission de la santé et de la sécurité au travail du Québec, January and February 2010.
- *Introduction au marketing social*. Direction de la Santé publique de Montréal, March 15 and 29, 2010.
- *Marketing social et santé publique*. Institut national de la santé publique du Québec, March 23-24, 2010.
- *Social marketing for physical activity*. Nova Scotia Health Promotion and Protection and Get Active Fundy, Truro, Nova Scotia, April 21-22, 2010.
- *Introduction au marketing social et au plaidoyer*. Consortium national de formation en santé (CNFS), Ottawa, Ontario, April 26, 2010.
- *Introduction au marketing social et au plaidoyer*. Direction de la Santé publique de la Montérégie, Saint-Hubert, Quebec, May 11 and June 3, 2010.
- *Marketing social et santé publique*. Direction de la Santé publique de la Montérégie, Saint-Hubert, Quebec, May 25 and June 8, 2010.
- *Introduction au marketing social*. Secrétariat à la condition féminine, Ministère de la Culture, des Communications et de la Condition féminine du Québec, Quebec City, Quebec, September 22 and 29, 2010.
- *Principes et meilleures pratiques en changement social et comportemental*. Hydro-Québec Distribution, Direction Crédit et recouvrement, Montreal, Quebec, September and October, 2010.
- *Introduction au marketing social*. Équipe de santé au travail, Direction de la Santé publique de la Montérégie, Longueuil (Québec), October, 5, 12, 19 and November 2, 2010.
- *Le marketing social au service de la santé et de la sécurité au travail*. Commission de la santé et de la sécurité du travail du Québec. Montreal, Quebec, October 13, 2010.
- *Marketing social et santé publique*. Institut national de la santé publique du Québec, December 7-8, 2010.
- *Marketing social et santé publique*. Direction de la Santé publique de la Montérégie, Longueuil (Québec), January 18 and 25, 2011.
- *Introduction au marketing social*. Consortium national de formation en santé, Ottawa, Ontario, February 8, 2011.
- *Le marketing social au service des ressources humaines de santé en français*, Réseau franco-santé du sud de l'Ontario, Toronto, Ontario, March 8, 2011.
- *Marketing social et santé publique*. Institut national de la santé publique du Québec, Chibougamau, Quebec, March 23-24, 2011.
- *Marketing social et santé publique*. Institut national de la santé publique du Québec, March 23-24, 2011.

- *Marketing social et sport pour tous*. Formation dans le cadre du Diplôme d'Etat de la Jeunesse, de l'Education Populaire et du Sport (DEJEPS), Académie Sport pour Tous et Aquitaine Sport pour Tous, Bordeaux (France), June 27 and 28, 2011.
- *Marketing social et santé publique*. Agence de la Santé et des Services sociaux de la Côte-Nord, Baie-Comeau (Québec), September 13 and 14, 2011.
- *Marketing social et santé publique*. Agence de la Santé et des Services sociaux de la Côte-Nord, Sept-îles (Québec), September 20 and 21, 2011.
- *Séminaire sur le marketing social*. Commission de la santé et de la sécurité au travail du Québec, October 4, 2011.
- *Social marketing in public health*. Public Health Departments of Emilia-Romagna, Bologna, Italy, November 14-16, 2011,
- *Marketing social et santé publique*. Institut national de la santé publique du Québec, Quebec City, December 6-7, 2011.
- *Introduction au marketing social*. Ministère des Ressources Naturelles et de la Faune du Québec, Service de la biodiversité et des maladies de la faune, Montreal, Quebec, March 13-14, 2012.
- *Marketing social et santé publique*. Institut national de la santé publique du Québec, Montreal, Quebec, March 20-21, 2012.
- *Le marketing social pour la promotion de services de santé en français*. Entité de planification des services de santé en français # 4 Centre Sud-Ouest, North York, Ontario, March 22, 2012.
- *L'ABC du marketing social à l'intention du personnel du secteur Partenariats, transfert de connaissances et innovation de Québec en Forme*. Trois-Rivières, Quebec, April 11, 2012.
- *L'ABC du marketing social à l'intention du secteur des communications de Québec en Forme*. Trois-Rivières, Quebec, April 16 and 25, 2012.
- *L'ABC du marketing social à l'intention du bureau de direction de Québec en Forme*. Trois-Rivières, Quebec, April 17, 2012.
- *Introduction to social marketing*. Saskatchewan in motion, Regina, Saskatchewan, June 19, 2012.
- *L'ABC du marketing social à l'intention du personnel du secteur de l'accompagnement de Québec en forme*. Trois-Rivières, Quebec, June 26, 2012.
- *Introduction au marketing social*. Journée d'étude de la Direction des communications et des affaires publiques de l'Institut universitaire en santé mentale Douglas. Montreal, Quebec, December 14, 2012.
- *Introduction au marketing social*. Health Canada. Montreal, Quebec, January 28, 2013.
- *Marketing social et sport pour tous*. Formation dans le cadre du Diplôme d'Etat de la Jeunesse, de l'Education Populaire et du Sport (DEJEPS), Académie Sport pour Tous et Aquitaine Sport pour Tous, November 18 and 28, 2014.
- *Le marketing social*. Workshop at the Bourse Rideau. Quebec City, Quebec, February 16, 2015.
- *Concevoir des messages qui sauront rejoindre les aidants : y a-t-il une recette magique ?* Journée de l'Appui, Montreal, Quebec, March 23, 2015.
- *Le marketing social : que faire et que dire pour persuader*. Gaspésie, Québec, May 7 and 21, 2015.
- *Que faire et que dire pour persuader ?* Webinar organized by PRÉCA (Partenaires pour la Réussite Éducative en Chaudière-Appalaches and *Avenir d'enfants*, September 13, 2016.

- *Pour que vos appels à l'action soient entendus.* Workshop organized by *PRÉCA* (Partenaires pour la Réussite Éducative en Chaudière-Appalaches and *Avenir d'enfants*, Sainte-Marie, Quebec, September 27, 2016.
- *Que faire et que dire pour persuader.* Montreal SPCA, Montreal, Quebec, December 12, 2016.

Other Work Experience

YMCA of Montreal (1980-1982)

- Manager, Workplace Physical Activity Programs
- Facilitator, Social Reintegration Program

Groupe d'animation urbaine de Montréal (1982)

- Assistant to the executive director

Kino-Québec, *Centre sportif du Collège Édouard-Montpetit (1982-1984)*

- Coordinator

ABC Sports – Marketing (1984)

- Assistant to the director of the host team to special guests – Los Angeles Olympic Games

ParticipACTION (1984-1991)

- **Vice-president, National Campaigns (1989-1991)**
- Executive Director, Montreal Office (1988-1989)
- Director of Special Projects (1984-1987)
- Major accomplishments:
 - o Coordinated the strategic, creative development and production processes of national campaigns in English and French
 - o Coordinated media relations to obtain media support for the public service advertising campaigns estimated at \$15 million annually between 1989 and 1991
 - o See Department of National Defence in the consulting section
 - o Series of major articles in *La Presse* newspaper
 - o Network (1984-1986)
 - o Coordinated the production of supplements in national magazines (*Maclean's/L'actualité*) supplements (1987-1990)
 - o Acted as the coordinator of the ParticipACTION inter-city Challenge (national coordinator in 1985, and coordinator of the Montreal-Toronto and Montreal-Boston Challenges -- 1986-1989)
 - o Sponsorship agreement with Merck Frosst and overall coordination of the development, production and distribution of the *Live it up! / A votre santé !* information kit for seniors.
 - o Coordinated the formative research, strategic and creative development, production processes and evaluation of the *Vitality/Vitalité* campaign – in partnership with Health Canada (1988-1992)

PUBLICATIONS

Articles

- Lagarde, F. et Neil, G.I. (1983). Les mesures de l'anxiété de la compétition sportive. *Revue de l'ACSEPR*, Janvier-Février 1983, 14-17.
- Garnier, C., Ferraris, J, Lagarde, F. et Martineau, J.-M. (1989). Évolution de la personnalité et des motivations des étudiants au cours de leur formation en éducation physique. *Revue québécoise de psychologie*, 10(2), 170-190.
- Lagarde, F. & Sarner, M. (1997). Psychographics: who eats what...and why? ONE Bulletin (Organization for Nutrition Education), 17(1), 3-4.
- Lagarde, F. (1998). Les indicateurs: source de statistiques ou source de changements? *Ruptures* (revue transdisciplinaire en santé), 5(2), 173-178.
- Lagarde, F. (1998). How can marketing help our charity? *Front & Centre* (Canadian Centre for Philanthropy), 5(5), 15.
- Lagarde, F. & Grundy, S. (2001). Active living: Making it easy and popular. *Wellspring*, 12(1), 6-7.
- Lagarde, François (2003). Social marketing: Improving the quality of life -- Kotler, P., Roberto, N., & Lee, N. (Book Review). *Social Marketing Quarterly*, 9(1), 22-24.
- Lagarde, F. (2004). Worksheets to introduce some basic concepts of social marketing practices. *Social Marketing Quarterly*, 10(2), 36-41.
- Lagarde, F. (2004). Keys to ParticipACTION's success. *Canadian Journal of Public Health*, 95(Suppl. 2), S22-S26.
- Lagarde, F. (2004). The challenge of bilingualism – ParticipACTION campaigns succeeded in two languages. *Canadian Journal of Public Health*, 95(Suppl. 2), S30-S32.
- Newton-Ward, M., Andreasen, A., Hastings, G., Lagarde, F., & Gould, R. (2004). Positioning social marketing. *Social Marketing Quarterly*, 10(3-4), 17-22.
- Lagarde, F., Doner, L., Donovan, R.J., Charney, S., & Grieser, M. (2005). Partnerships from the downstream perspective: The role strategic alliances play in implementing social marketing programs. *Social Marketing Quarterly*, 11(3-4), 38-45.
- Lagarde, F. (2006). How to sum up your social marketing strategy. *Social Marketing Quarterly*, 12(4), 65-69.
- Lagarde, F., Doner Lotenberg, L., Albion, M. & Hastings, G. (2007). It's all about the customer...and the context. *Social Marketing Quarterly*, 13 (3), 51-57.
- Deshpande, S. & Lagarde, F. (2008). International survey on advanced-level social marketing training events. *Social Marketing Quarterly*, 14(2), 50-66.
- Lagarde, F. (2009). What if your organization couldn't care less about social marketing? *Social Marketing Quarterly*, 15(2), 105-108.
- Lagarde, F. & LeBlanc, C.M.A. (2010). Policy options to support physical activity in schools. *Canadian Journal of Public Health*, 101 (Supplement 2), S9-S13.
- Lagarde, F. (2011). Marketing social et santé publique : deux exemples canadiens. *La Santé de l'homme* (Institut national de prévention et d'éducation pour la santé, France), mars-avril 2011, n° 412, 6-7.
- Lagarde, F. & Gendron, M. (2011). Reaching the hard-to-reach with hope and help. *Social Marketing Quarterly*, 17(2), 98-101.

- Gendron, M. et Lagarde, F. (2011). Bien communiquer pour *Bien grandir. Le périscope* (Bulletin d'information en périnatalité, Association pour la santé publique du Québec), 16(2), 3-4.
- Lagarde, F. (2012). Insightful social marketing leadership. *Social Marketing Quarterly*, 18(1), 77-81.
- Lagarde, F., Kassirer, J. & Doner Lotenberg, L. (2012). Budgeting for evaluation: Beyond the 10% rule of thumb. *Social Marketing Quarterly*, 18(3), 247-251.
- Lagarde, F. (2012). Notre relation amour-haine avec le marketing. *Investir pour l'avenir*, 4(4), 2. http://publications.msss.gouv.qc.ca/acrobat/f/documentation/bulletinPag/12-289-10_vol4_no4.pdf.
- Lagarde, F. (2013). Le marketing social au service du bien vieillir. *Vie et vieillissement -- Revue trimestrielle de l'Association québécoise de gérontologie*, 10(4), 49.
- Lagarde, F. (2013). Socratic questioning applied to social marketing. *Social Marketing Quarterly*, 19(3), 200-202.
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Guides

- Health Canada's social marketing online tutorial (initial version, 1995; revised in 1998): <http://www.hc-sc.gc.ca/ahc-asc/activit/marketsoc/tutorial-guide/index-eng.php>.
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- Noxon Associates Limited, Cullbridge Marketing and Communications & Lagarde, F. (2012). *Effective strategies to influence travel behaviour: Practical guide*. Ottawa (Canada): Transportation Association of Canada.
- Kassirer, J., Boddy, S. & Lagarde, F. (in press). *Reducing sexually transmitted and blood borne infections using social marketing: Planning guide*. Ottawa (Canada): Public Health Agency of Canada.

Other Publications

- Lagarde, F. et collaborateurs (1984). *Santé et activité physique*. Service d'édition du Collège Edouard-Montpetit.
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OTHER PROFESSIONAL INVOLVEMENT AND VOLUNTEER WORK

- Canadian Association for Physical Education and Recreation, Board Member, 1983-1985
- YMCA of Greater Montreal. Volunteer 1984-1996 and 2004-2008
- Health Canada. Member of the Communications/Implementation Committee of Canada's Guidelines for Healthy Eating (1989-1990)
- *Fédération de crosse du Québec*. Volunteer (1992-1995)
- www.toolsofchange.com (Tools of Change: Proven Methods for Promoting Health, Safety and Environmental Citizenship). Member of the advisory board (since 1999)
- Innovations in Social Marketing Conferences. Co-Chair in 1999 (Montreal, Quebec) and member of the organizing committee (2002-2007): Orange County, CA, Jan 12-14, 2003; Austin, Texas, April 18-20, 2004; Leesburg, Virginia, April 17-19, 2005; Baltimore, Maryland, April 15-17, 2007
- HEC Montréal. Concept development of a "Marketing & Environment" course (2002)
- Coalition for Active Living. Member of the Advisory Council (2004-2009)
- University of Montreal, Faculty of Medicine. Skills Development Council, Member of the Communications Committee (2006-2010)
- *Vivre Saint-Michel en santé*. Volunteer (2006-2008)
- *Social Marketing Quarterly*, Member of the Editorial Review Board (since 2008) and Associate Editor (2010-2015)
- Canadian Institutes of Health Research, Reviewer (2009)
- The YMCAs of Québec. Member of the Board (since 2009)
- Active Healthy Kids Canada. Member of the Board (2009-2011)
- Aquitaine Sport pour Tous, France. Member of the Board (since 2009)
- Journées annuelles de santé publique - "Communicate for Changing Healthy Lifestyles" Thematic Day, March 10, 2010. Member of the Scientific Committee (2009-2010)
- Journées annuelles de santé publique - "Marketing Risky Products" Thematic Day, November 23, 2010. Member of the Scientific Committee (2010)
- YMCA Canada - National Resource Creation and Capacity Building Advocacy Advisory Committee (2010)
- Coordinamento Nazionale Marketing Sociale (Italy). Member of the Marketing Network (since 2011)
- ASPQ Annual Convention and Journées annuelles de santé publique - "Critical look at the practices and consequences of commercial marketing" Thematic Day, November 26, 2012. Member of the Scientific Committee (2012)
- Journées annuelles de santé publique - "Social networks and social contagion: Vectors of health" Thematic Day, November 28, 2012. Member of the Scientific Committee (2012)
- The World Non-Profit & Social Marketing Conference, Toronto, April 21-23, 2013. Member of the Organizing Committee (2011-2013)
- Journées annuelles de santé publique - "Communication: A strategic function in public health" Thematic Day, November 25, 2014. Member of the Scientific Committee (2014)
- Journées annuelles de santé publique - "L'équité en santé à l'heure des réformes : agir localement en misant sur la participation citoyenne et l'action intersectorielle" Thematic Day, December 9, 2015. Member of the Scientific Committee (2015)
- 23rd Social Marketing Conference, Clearwater Beach, Florida, June 2016. Member of the Planning Committee (2014-2016)
- Social Marketing Association of North America (Member, since 2016)

AWARDS

Canadian Association for Health, Physical Education and Recreation, *Young Professional Award 1985-1986*.

Information Services Institute. *1991 ISI Award of Excellence – Category Audio – Public Service Announcement or Commercial for Radio*.

Carleton University, Centre for Social Marketing, Competition for the *Best Canadian Social Marketing Papers, Practitioner Category, Third Prize* for a paper titled: “Zoug: The Extra-terrestrial: A down-to-earth social marketing strategy for promoting science and technology” (1998).

University of Montreal *2008 Excellence Award in Teaching*.

Canadian Institutes of Health Research. *Recognition Prize (2009)*.

Association des professionnels de la communication et du marketing. *STRAT 2010 Impact Award* - for the *Bien grandir* campaign, *Fondation Lucie et André Chagnon* and *Cossette*.

AD European Events, International Festival of Social Advertising and Public Communication, "AD Spot Non-Profit 2013" Finalist Award. *Fondation Lucie et André Chagnon* and *Cossette*.

Association des professionnels de la communication et du marketing. *STRAT 2014 Impact Award* - for the *Naitre et grandir* campaign, *Fondation Lucie et André Chagnon* and *Cossette*.