

POSITIVE ENERGY

BUILDING A PATH TO SOCIAL ACCEPTANCE AND
SUPPORT OF ENERGY DEVELOPMENT IN CANADA

PROGRAM

March 4-5, 2015

University of Ottawa, Desmarais Building, Room 4101



WESTERN UNIVERSITY • CANADA



uOttawa



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WELCOME FROM CONFERENCE CO-CHAIRS

Welcome to the Positive Energy conference, *Building a Path to Social Acceptance and Support of Energy Development in Canada*, the inaugural event in the Positive Energy research and outreach initiative led jointly by the Ivey Business School, University of Western Ontario, and the Collaboratory on Energy Research and Policy, University of Ottawa. We are delighted that you are joining us here in Ottawa to advance conversation, dialogue and action on critical issues facing Canada's energy sector.

In recent years, opposition, rather than support, has become increasingly common for a range of energy and natural resource projects across the country, raising questions about the underlying causes, consequences, and potential solutions to this challenge.

The objective of Positive Energy is to better understand the contours of these complex social challenges and to identify concrete ways that industry, governments, regulators, and other stakeholders can act to strengthen the level of social acceptance and support for energy development.

This inaugural conference brings together leaders from the Aboriginal community, academia, government, industry, NGOs, and policy institutes to grapple collectively with these issues. Panelists and speakers will explore four key dimensions of social acceptance and support:

- Public Opinion and Energy Literacy
- Local Community and NGO Dimensions
- Aboriginal Participation in Energy Development
- Federalism, Inter-governmental and Inter-regional Relations in Energy Development

The program has been structured to put the focus on identifying areas where we might 'move the needle' on these important issues over the next three years. The fruits of the conference will inform solution-focused research going forward, as well as subsequent events in the Positive Energy initiative.

We are very grateful to all the speakers on the program as well as to the organizations generously supporting the Positive Energy project – the British Columbia Oil and Gas Commission, the Canadian Association of Petroleum Producers, the Canadian Energy Pipeline Association, Cenovus, Embassy of the United States (Ottawa, Canada), Encana, Ivey Business School, Natural Resources Canada, and the University of Ottawa's Collaboratory on Energy Research and Policy. The Ivey Energy Policy and Management Centre thanks its generous donors, ATCO Ltd., OMERS Worldwide, Power Workers' Union, Suncor Energy Foundation, TransCanada Corporation, and Union Gas Ltd.

We would also like to express our thanks to our national media partners, The Globe and Mail and La Presse.

Sincerely,



Monica Gattinger
Conference Co-chair
Chair, Collaboratory on Energy Research and Policy
Associate Professor, School of Political Studies,
University of Ottawa



Guy Holburn
Conference Co-chair
Suncor Chair in Energy Policy
Director, Ivey Energy Policy and Management Centre
Associate Professor, Ivey Business School,
University of Western Ontario

AGENDA

March 4-5, 2015

University of Ottawa, Desmarais Building, Room 4101

Wednesday, March 4, 2015

4:30 – 5:00 pm

Reception and registration

5:00 – 5:10 pm

Welcome

Christian Detellier, Vice -President Academic and Provost, University of Ottawa

Monica Gattinger, Associate Professor and Chair, Collaboratory on Energy Research and Policy, University of Ottawa

Guy Holburn, Suncor Chair in Energy Policy and Director, Ivey Energy Policy and Management Centre, Ivey Business School, University of Western Ontario

5:10 – 5:40 pm

Keynote: Canada's Energy Agenda: Getting it Right — Re-starting our Energy Conversation

The Honourable **Doug Black**, Senator – Alberta

5:40 – 7:00 pm

Armchair Discussion: Building Social Acceptance and Support for Canadian Energy Development

Achieving social support for Canadian energy development has never been so challenging. Energy policy and individual energy projects pursue multiple imperatives: market access, economic development, environmental responsibility, energy security, and the like. At the same time, the energy 'stage' now includes a multitude of players – industry, government, local communities, NGOs, Aboriginal groups and international actors – and they do not always agree on the best path forward. The energy picture in North America is also in the midst of a major transformation, with the rapid and wide-scale development of shale oil and gas, renewables, and fuel switching in the electricity and transportation sectors. In this context, developing Canada's energy resources is increasingly complex, and the need to build a path to social support more important. This armchair discussion brings together senior leaders from the public, private, aboriginal and environmental sectors to explore the main challenges before us and to identify concrete means to address them.

Moderator: Martha Hall Findlay, Executive Fellow, School of Public Policy, University of Calgary, and Chair of the Advisory Council, The Partnership for Resource Trade

Participants:

Blaine Favel, Chancellor, University of Saskatchewan
Craig Leonard, President, East Plat Consulting (former Minister of Energy, Province of New Brunswick)

Merran Smith, Executive Director, Clean Energy Canada
Nancy Southern, Chair, President and CEO, ATCO Ltd.
Doug Suttles, President and CEO, Encana

7:00 – 9:00 pm

Dinner

Thursday, March 5, 2015

8:00 – 8:30 am

Breakfast and registration

8:30 am

Welcome

Allan Rock, President, University of Ottawa
Monica Gattinger
Guy Holburn

8:35 – 9:15 am

Keynote:

Steve Williams, President and CEO, Suncor Energy

9:15 – 10:45am

Panel 1: Social Acceptance and Support: Community and NGO Dimensions

Energy regulation and project development are garnering ever-increasing attention – and opposition – from local communities and non-government organizations. High-profile conflicts between proponents and opponents of individual energy projects and energy development writ large appear more frequent. What are some of the key fault-lines of these conflicts? How might they be resolved? This panel focuses on these questions from a variety of stakeholder perspectives including lessons to be learned from other industry sectors that have succeeded in addressing these challenges.

Moderator: Paul Boothe, Professor, Ivey Business School, and former Deputy Minister, Environment Canada

Participants:

Michael Cleland, Executive in Residence,
Canada West Foundation
Stewart Elgie, Director, Sustainable Prosperity
Peter Watson, Chair and CEO, National Energy Board

10:45 – 11:15 am

Roundtable discussions and break

11:15 – 12:00 pm

Keynote: Trends in Public Opinion on Energy and the Environment

Barry Rabe, Harris Family Professor of Public Policy, Gerald R. Ford School of Public Policy, University of Michigan
Nik Nanos, Chairman, Nanos Research Corporation

12:00 – 1:00 pm

Lunch

1:00 – 2:30 pm

Panel 2: The Role of Public Opinion and Energy Literacy in Energy Sector Development and Public Policy

Public understanding of the energy sector and attitudes towards energy development can fundamentally shape corporate investment decisions and government policies. This panel will examine the current state of public opinion towards the energy sector and energy technologies, the factors that drive opinion, and the relationship with energy literacy. It will also address the roles of government, industry, and other stakeholders in contributing to informed public discourse and literacy on energy issues.

Moderator: Michal Moore, Professor, University of Calgary

Participants:

Jeff Gaulin, VP, Communications, Canadian Association of Petroleum Producers
Bob Oliver, CEO, Pollution Probe
André Turcotte, Professor, Carleton University
John Wilkinson, Former MPP and Minister, Government of Ontario

2:30 – 3:00 pm

Keynote:

Ellis Ross, Chief Councilor, Haisla Nation

3:00 – 3:15 pm

Break

3:15 – 4:45 pm

Panel 3: Fostering Aboriginal Participation in Energy

Historic and modern treaties, legal doctrine – notably the duty to consult and accommodate – and organizational capacity endow Aboriginal groups with the opportunity to influence and participate in the development of Canada's natural resources. Forging effective partnerships between corporations, Aboriginal groups, governments, and other actors has often proved challenging, leaving opportunities for shared prosperity untapped. This panel will address the underlying causes of these challenges, highlight lessons learned and approaches to addressing them, and explore their implications for public policy and industry practice.

Moderator: Errol Mendes, Professor of Law, University of Ottawa

Participants:

Phil Fontaine, President, Ishkonigan Consulting and Mediation
Michael Keenan, Associate Deputy Minister, Natural Resources Canada
Dwight Newman, Professor, University of Saskatchewan
Alain Parisé, Director, Land, Community and Aboriginal Relations – Energy East, TransCanada

4:45 – 5:30 pm

Rapporteurs and plenary discussion on key questions and challenges

Stephen Blank, Special Advisor, Collaboratory on Energy Research and Policy, University of Ottawa
Monica Gattinger
Guy Holburn
Michal Moore

5:30 pm

Conclusion



PANELISTS



**Honorable
Doug Black,
Senator – Alberta**

Doug Black is confident in the promise of Alberta and Canada.

He placed in first position in the 2012 Alberta Senate Nominee Election, and was appointed to the Senate of Canada on January 25, 2013. Senator Black serves on the Committee on Energy, the Environment and Natural Resources and the Committee on Banking, Trade and Commerce.

Senator Black is Senior Counsel at Dentons Canada LLP, a global law firm. He studied at the University of Alberta, and holds a Bachelor of Laws degree from Dalhousie University. Senator Black was appointed Queen's Counsel in 2002 and was named one of Canada's 25 most influential lawyers for 2012 by Canadian Lawyer magazine. Senator Black has been a long-time proponent for responsible energy development and an advocate for diversifying Canada's energy markets. He was founding president of the Energy Policy Institute of Canada, a not-for-profit, non-partisan organization dedicated to the development of a Canadian energy framework.

Senator Black lives in Alberta with his wife Linda, and they have two adult children. Together, Senator Black and his wife are active swimmers, cyclists and supporters of the arts.



**Stephen Blank,
Special Advisor,
Collaboratory on
Energy Research and
Policy, University of
Ottawa (BA, Dartmouth;
MA, Cambridge; MA,
PhD, Harvard)**

Stephen Blank's career has spanned the academic (University of Pittsburgh, Pace, many visiting professorships), business (founding partner of MultiNational Strategies Inc.) and not-for-profit (Ford Foundation, Conference Board) communities. He has been known for several decades for his work on North American integration — particularly on cross-border production-distribution systems and physical infrastructure. He currently serves as Special Advisor, Collaboratory on Energy Research and Policy at the University of Ottawa. Stephen Blank was a Council on Foreign Relations International Affairs Fellow and a scholar-in-residence at the Villa Serbelloni in Italy, Claude Bissell Professor of U.S.-Canada Relations at the University of Toronto, Fulbright Distinguished Professor at Université de Montréal, Ross Distinguished Visiting Professor at Western Washington University and Fulbright Chair of Governance and Public Administration at the University of Ottawa. He served as Managing Director of the PanAm Partnership for Business Education and Co-Chair of the North American Transportation Competitiveness Research Council. Blank is the author/co-author of many books and articles. A member of the Council on Foreign Relations, he was awarded the Ordre national du Québec by the Government of Quebec.

Paul Boothe was appointed Professor and Director of the Lawrence National Centre for Policy and Management at the Ivey Business School in September 2012. He was trained in economics at Western University (Honours BA) and the University of British Columbia (PhD). He has authored more than 70 publications in the areas of macroeconomics, international finance, debt management and public finance. Dr. Boothe's public sector career includes serving as the Deputy Minister of Finance and Secretary to Treasury Board for Saskatchewan (1999-2001), Associate Deputy Minister of Finance and G7 Deputy for Canada (2004-2005), Senior Associate Deputy Minister of Industry (2007-2010) and Deputy Minister of the Environment (2010-2012).



Paul Boothe,
Professor, Ivey Business
School, and former
Deputy Minister,
Environment Canada

Michael Cleland is a private consultant with extensive experience in energy and environment policy. He is currently Executive-in-Residence at the Canada West Foundation. He is formerly President and CEO of the Canadian Gas Association (CGA). Prior to joining CGA, he was Senior Vice-President Government Affairs for the Canadian Electricity Association (CEA). Before joining CEA, he was Assistant Deputy Minister (ADM), Energy Sector in the Department of Natural Resources Canada (NRCan), formerly Energy, Mines and Resources (EMR) and, before that, Director General of the Energy Policy Branch. From 1987 to January 1990, he was Assistant Director, Resource Policy Division in the Department of Finance. Before joining the federal government in 1987, Mr. Cleland worked in Nova Scotia where he was a principal in the firm of Cleland, Dunsmuir Consulting Ltd., lecturer in business/government relations at the School of Public Administration at Dalhousie University and academic editor of Plan Canada, the journal of the Canadian Institute of Planners. From 1982 to 1985, he was Associate Director of the Centre for Development Projects at Dalhousie University where he was responsible for various management training projects in Zimbabwe and the countries of the Commonwealth Caribbean. Prior to joining Dalhousie University, he occupied a number of positions at the Nova Scotia departments of Economic Development and Municipal Affairs.



Michael Cleland,
Executive-in-Residence,
Canada West Foundation

Mr. Cleland was born in Quesnel, B.C., and educated at the University of British Columbia (BA in Political Science, 1972) and Queen's University (MPL Urban and Regional Planning, 1974).

PANELISTS CONT.



Christian Detellier,
Vice-President Academic
and Provost, University
of Ottawa

Christian Detellier was appointed Vice-President Academic and Provost in 2012. He received his *licence en sciences chimiques* in 1972 and his *doctorat en sciences chimiques* (in the field of physical organic chemistry) in 1976, both from the University of Liège, Belgium. He spent one year as an *Institut français du pétrole* postdoctoral fellow at the University of Orsay, France, working on asymmetric catalytic synthesis. He accepted a one-year position as a Visiting Professor at the University of Ottawa in 1980. One year later, he joined the University's Department of Chemistry as an Assistant Professor. He was promoted to Associate Professor in 1984 and to Full Professor in 1991. He served as Assistant Dean from 1992 to 1994, Chair of the Department of Chemistry from 1994 to 1997, Dean of the Faculty of Science from 1997 to 2006, Acting Director of the Centre for Research and Innovation in Catalysis in 2007-2008, and Associate Vice-President, Research from 2008 to 2012.

The major theme of Christian Detellier's research is molecular organization, particularly the design of new types of organo-inorgano nanohybrid materials, based on naturally occurring layered minerals such as clay minerals. He is a fellow of the Chemical Institute of Canada and has served on numerous peer review committees, as well as on the organizing committee of several international conferences. He is author or co-author of approximately 150 research papers.



Stewart Elgie,
Director, Sustainable
Prosperity

Stewart Elgie is a professor of law and economics at the University of Ottawa, and Director of the University's interdisciplinary Environment Institute. He is also the founder and chair of Sustainable Prosperity, Canada's major green economy think tank and policy-research network. His research involves many aspects of environmental and economic sustainability, with a particular focus on market-based approaches.

Dr. Elgie started his career as a Bay Street lawyer. He went off to Harvard for an LL.M., then ended up in Alaska with a public interest environmental law firm, including litigating over the Exxon Valdez oil spill. He returned to Canada and founded Ecojustice, now Canada's largest non-profit environmental law organization, and was counsel on many precedent-setting cases and law reform initiatives from 1991-2001, before returning to school for a doctorate in law and economics at Yale. He has served on or chaired many government advisory bodies in the environment/sustainability area. In 2001, Dr. Elgie was awarded the Law Society of Upper Canada medal for exceptional lifetime contributions to law — the youngest man ever to receive the profession's highest honour. Since the birth of twin boys in 2012, he no longer has any hobbies.

Blaine Favel is the 14th chancellor of the University of Saskatchewan, having taken up his duties on July 1, 2013. Mr. Favel, currently the Executive Chairman of One Earth Oil and Gas, is an influential Plains Cree leader who has made significant contributions to scholarship, education, public service and the Canadian public good.

During his tenure as Chief of the Poundmaker Cree Nation in Cutknife, Sask., Chief Favel established the first community-based justice program for First Nations with the introduction of sentencing circles on reserves. A former Grand Chief of the Federation of Saskatchewan Indian Nations, Mr. Favel pioneered two national firsts: the establishment of the First Nations Bank of Canada, Canada's only Aboriginal controlled bank, and the Saskatchewan Indian Gaming Authority, Canada's first gaming organization. He implemented the 1996 Treaty Implementation Process under the supervision of the Office of the Treaty Commissioner with the governments of Canada and Saskatchewan. Chief Favel initiated the 1996 demographic study entitled "Saskatchewan and Aboriginal Peoples in the 21st Century: Social Economic and Political Changes and Challenges" — a study that has been accepted as a reference for the business community and government in designing education, employment and Aboriginal business strategies. Mr. Favel was appointed to an ambassadorial level posting by Prime Minister Jean Chrétien as Canadian Counsellor on International Indigenous Issues. This office advised Cabinet and the Foreign Affairs and International Trade Minister on human rights and trade issues affecting indigenous peoples globally. Mr. Favel has also worked as legal counsel with the law firm of Bennett Jones and as an investment banker with RBC Capital Markets Energy Group. He was a senior personal advisor to two Assembly of First Nations National Chiefs, Ovide Mercredi and Phil Fontaine. In the not-for-profit sector, Mr. Favel served as a board member of the Calgary United Way and was a member of the Calgary Committee to End Homelessness prior to serving on the board of the Canadian Alliance to End Homelessness, a national organization launched to introduce the Housing First program to Canadian cities. Mr. Favel has served on the boards for the Southern Alberta Institute of Technology and the Saskatchewan Human Rights Commission.

Mr. Favel received his Bachelor of Education from the Indian Teacher Education Program at the University of Saskatchewan, his law degree at Queen's University and a Master's of Business Administration from Harvard Business School. Mr. Favel resides in Calgary, Alta., and is a proud father to five children.



Blaine Favel,
Chancellor, University of
Saskatchewan

Phil Fontaine is a Special Advisor of the Royal Bank of Canada. He serves as a director for numerous private and public companies including Chieftain Metals and Avalon Rare Metals. Mr. Fontaine served as National Chief of the Assembly of First Nations for an unprecedented three terms. He is a Member of the Order of Manitoba and has received a National Aboriginal Achievement Award, the Equitas Human Rights Education Award, the Distinguished Leadership Award from the University of Ottawa, the Queen Elizabeth II Diamond Jubilee Medal, and most recently was appointed to the Order of Canada. Mr. Fontaine also holds 15 honorary doctorates from Canada and the United States.



Phil Fontaine,
Owner and President,
Ishkonigan Consulting
and Mediation Inc.

PANELISTS CONT.



Monica Gattinger,
Professor and Chair,
Collaboratory on Energy
Research and Policy,
University of Ottawa

Monica Gattinger is Chair of the University of Ottawa's Collaboratory on Energy Research and Policy, which seeks to strengthen research and policy capacity on salient energy issues in North America. She is Associate Professor at the University of Ottawa's School of Political Studies, and has written widely on Canadian energy policies and the country's energy relations with the United States. Professor Gattinger is co-author with G. Bruce Doern of *Power Switch: Energy Regulatory Governance in the Twenty-First Century* (University of Toronto Press, 2003), co-editor with Geoffrey Hale of *Borders and Bridges: Canada's Policy Relations in North America* (Oxford University Press, 2010) and co-editor with Diane Saint-Pierre of *Les politiques culturelles provinciales et territoriales du Canada: Origines, évolutions et mises en oeuvre* (PUL, 2011).

Monica was elected to the University of Ottawa's Board of Governors in 2012, and sits on the editorial boards of the University of Ottawa Press and the journal *Canadian Public Administration*. She is a member of the Advisory Council of the Partnership for Resource Trade, and was recently appointed to Pollution Probe's Learning Council, which provides strategic advice to the organization's Energy Exchange initiative on energy literacy.

Dr. Gattinger holds a PhD in public policy from Carleton University.



Jeff Gaulin,
VP Communications,
Canadian Association of
Petroleum Producers

Jeff Gaulin is the Vice President, Communications at the Canadian Association of Petroleum Producers (CAPP). He is responsible for enhancing public confidence in Canada's oil and gas industry to enable both production growth and exports.

Prior to CAPP, Mr. Gaulin was Vice President, Marketing, Communications & Government Relations at Tervita Corporation. During his tenure he successfully led an internal cultural reorganization and spearheaded partnerships with the Calgary Stampede and the Government of Alberta to provide emergency response services during the Alberta floods of 2013. Mr. Gaulin also worked at TransAlta, where he was the Vice President Communications, Government Relations and Aboriginal Affairs. With TransAlta, he helped secure \$778 million in federal and provincial funding for Project Pioneer, Canada's first commercial-scale carbon capture and storage project in the electricity sector. He also spent five years as the head of government and public affairs for Molson Breweries in Western Canada and worked as a director in the British Columbia Ministry of Health where he was responsible for issues management, media and strategic relations.

Mr. Gaulin has a Master of Business Administration from the University of Victoria, a Master of Arts (Journalism) from the University of Western Ontario and a Bachelor of Arts from McGill University.

Policy and Politics: Martha Hall Findlay is an Executive Fellow at the School of Public Policy, University of Calgary; Chair of the Advisory Council of the Partnership for Resource Trade (www.powerofcanada.ca); and a member of the Advisory Council of the New York Global Leaders Dialogue. She was elected twice as a Member of Parliament, and served in the Official Opposition Shadow Cabinet as Critic for International Trade; Finance; Transport, Infrastructure and Communities; and Public Works and Government Services. She was a member of the House of Commons Standing Committees for Finance, International Trade, Transport, and Government Operations. Ms. Hall Findlay was a candidate for the leadership of the Liberal Party of Canada in 2006 and 2013.

Law and Business: Ms. Hall Findlay is the Chief Legal Officer of EnStream, a Rogers/Bell/TELUS mobile payments joint venture. As a lawyer, senior executive and successful entrepreneur, she has over 25 years of domestic and international experience with major multinationals as well as start-ups, primarily in telecommunications and technology. Prior to entering politics, Ms. Hall Findlay was Counsel for Bell Mobility, General Counsel and then General Manager of Mobility Canada, and Chief Legal and Regulatory Advisor to Český Mobil a.s. (a major cellular company in the Czech Republic).

Community: Ms. Hall Findlay serves or has served as a board director and executive for several policy, environmental, community and cultural organizations, including Alpine Canada, the Couchiching Institute on Public Affairs, the Canadian Centre for Responsibility to Protect (CCR2P) at the University of Toronto's Munk School of Global Affairs, CKUA Radio, and the Georgian Bay Association.



Martha Hall Findlay,
Executive Fellow,
School of Public Policy,
University of Calgary,
and Chair of the Advisory
Council, The Partnership
for Resource Trade

Guy Holburn is the Suncor Chair in Energy Policy and an Associate Professor of Business, Economics and Public Policy at the Ivey Business School, University of Western Ontario. His area of expertise is at the intersection of business strategy and public policy. Much of his research is applied to strategy and policy issues in the energy and utilities sectors. He has been awarded major research grants by the Canada Foundation for Innovation, Olin Foundation, the University of California Energy Institute, California Public Utilities Commission, Ontario Centres of Excellence and the Social Sciences and Humanities Research Council of Canada. He is currently leading a multi-year research program on the regulation of the energy sector in Canada. He has published in leading economics and management journals, and has written for national media. Prior to his academic career, Dr. Holburn worked as a management consultant for Bain and Company in the United Kingdom and South Africa. He received his MA and PhD from the University of California, Berkeley, and his BA Honours (First Class) from Cambridge University. Dr. Holburn is a board member of the Council for Clean and Reliable Electricity, and a member of the Advisory Roundtable for the Chair of the Ontario Energy Board.



Guy Holburn,
Suncor Chair in Energy
Policy and Director,
Ivey Energy Policy and
Management Centre, Ivey
Business School, University
of Western Ontario

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Michael Keenan,
Associate Deputy Minister,
Natural Resources Canada

Michael Keenan was appointed Associate Deputy Minister of Natural Resources Canada on January 14, 2013. Mr. Keenan has extensive experience in economic analysis and policy development in the Government of Canada. He comes to Natural Resources Canada from Environment Canada, where he served as the Assistant Deputy Minister, Strategic Policy, since 2009, responsible for strategic policy planning, economic analysis of environmental policy issues, coordination of federal/provincial relations, regional issues and the Federal Sustainable Development Strategy. Prior to that position, he served as the Vice-President of Organizational Leadership at the Canada School of Public Service and as the Director General of Economic Analysis at Agriculture and Agri-Food Canada, where he also served as the chair of the OECD Committee of Agriculture. Earlier in his public service career, Mr. Keenan worked in central agencies, in the Priorities and Planning Secretariat at the Privy Council Office, in various positions at Finance Canada and at the British Columbia Ministry of Finance. Mr. Keenan holds a BA (Honours) from St. Francis Xavier University and an MA in Economics from Queen's University.



Craig Leonard,
President, East Plat
Consulting (former
Minister of Energy,
Province of New
Brunswick)

Craig Leonard has provided provincial and national leadership as a Member of the Legislative Assembly and Minister of both Energy and Mines and Government Services for the Province of New Brunswick, in addition to over 15 years of private sector executive management. He has experience at the most senior management levels, directing the operations of large enterprises including executive decision-making, policy development and implementation, strategic business planning, government relations, financial and personnel management and media relations.

Errol Mendes is a lawyer, author and professor who has been an advisor and consultant to corporations, governments (including the Privy Council Office, Government of Canada), civil society groups, the World Bank and the United Nations. His teaching, research and consulting interests include public and private sector governance, anti-corruption, corporate law, globalization, human rights, national security and dispute resolution and he has authored or edited 11 texts in these areas. He has helped leading Canadian and international companies develop cutting-edge ethics and compliance systems. He has lectured in his areas of expertise across Canada, the United States, Latin America, Europe and Asia.

Since 1979, Dr. Mendes has taught at law faculties across the country, including the University of Alberta, the University of Western Ontario, McGill University and the University of Ottawa from 1992 to present.



Errol Mendes,
Professor of Law,
University of Ottawa

Michal Moore is a Professor of Energy Economics and Senior Fellow at the School for Public Policy, University of Calgary. He is Visiting Professor of Energy and Systems Engineering at Cornell University in New York where he collaborates on research projects involving energy technologies and markets at the University of Calgary and at Cornell University. A native of California, Dr. Moore is a former regulator in the energy industry in California and is the former Chief Economist for the United States National Renewable Energy Laboratory in Golden, Colorado. He read for his PhD at the University of Cambridge in the United Kingdom and is a member of Darwin College.



Michal Moore,
Professor, University of
Calgary

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Nik Nanos,
Chairman, Nanos
Research Corporation

A trusted researcher and strategic advisor, **Nik Nanos** is regularly called upon by senior executives to provide counsel on a wide range of issues including corporate mergers, public advocacy campaigns, reputation management and regulatory issues.

Nik Nanos leads one of Canada's most distinguished research companies. He is the Chairman of Nanos Research, a Global Fellow at the Woodrow Wilson International Center for Scholars in Washington, DC, and a Research Associate Professor at the State University of New York at Buffalo. He has also been elected a Fellow of the MRIA (FMRIA), the highest professional designation in the marketing research industry in Canada. In addition to his weekly Nanos Power Index, which charts the strength of the federal political parties, Mr. Nanos leads the team behind the weekly Bloomberg Nanos Canadian Confidence Index, considered a must-have resource for senior executives.

He is also featured in a weekly segment on CTV's PoperPlay, Nanos on the Numbers, which focuses on the latest political, business and social trends. He currently serves on the editorial board for the *Canadian Journal of Professional Communication* at McMaster University. In addition to his experience in research and communications, he is a former president of a leading national government relations firm. The unique combination of advanced research skills, communication expertise, and his knowledge in advancing client interests make Mr. Nanos one of Canada's leading strategists. He is the pollster for CTV News, The Globe and Mail and Bloomberg News in Canada.



Dwight Newman,
Professor and Canada
Research Chair, University
of Saskatchewan

Dwight Newman is Professor of Law and Canada Research Chair in Indigenous Rights in Constitutional and International Law at the University of Saskatchewan. He is also a Senior Fellow of the Macdonald-Laurier Institute. He previously served a three-year term as the University of Saskatchewan's Associate Dean of Law from 2006 to 2009. Prior to entering a faculty role, he clerked for Chief Justice Lamer and Justice LeBel at the Supreme Court of Canada, worked for NGOs in South Africa and Hong Kong and for the Canadian Department of Justice. He completed his graduate studies at Oxford University, where he studied as a Rhodes Scholar and taught in the latter years of his doctoral studies. Dr. Newman has been an Honorary Senior Research Fellow at the University of the Witwatersrand School of Law in South Africa, a Visiting Scholar at the Wits Institute for Social and Economic Research (WISER) and a Visiting Scholar at the University of Alberta and McGill University.

He is a member of the Ontario and Saskatchewan bars and carries on limited practice work principally providing advice on constitutional dimensions of resource development. Dr. Newman has published numerous academic articles and half a dozen books, with the most recent books being *Revisiting the Duty to Consult Aboriginal Peoples* (Saskatoon: Purich Publishing, 2014) and *Natural Resource Jurisdiction in Canada* (Markham: LexisNexis Canada, 2013). His writing has been cited by all levels of Canadian courts, including the Supreme Court of Canada, and he has published for public audiences with the Macdonald-Laurier Institute as well as in such venues as *The Globe and Mail*, *National Post*, *Literary Review of Canada*, and a range of other newspapers.

Under **Bob Oliver's** leadership, Pollution Probe has undergone both an organizational and operational transformation, positioning it at the leading edge of transportation and energy policy. Mr. Oliver acts as an independent source of transportation policy advice for industry and federal, provincial and municipal governments, and has provided valuable input to the Government of Canada's regulations to limit greenhouse gas emissions from light- and heavy-duty vehicles. Before joining Pollution Probe as a project manager, he was an energy efficiency analyst at Marbek Resource Consultants and an engineer at Cintas Canada Limited, where he managed industrial-scale projects and developed and implemented energy efficiency strategies. Mr. Oliver is a professional engineer and has a Bachelor of Mechanical Engineering from Carleton University.



Bob Oliver,
CEO, Pollution Probe

Alain Parisé is currently accountable for all stakeholder and consultation activities for the project covering six provinces, from Alberta to New Brunswick. This includes discussions with over 6000 landowners, 500 municipalities and over 150 First Nations. Mr. Parisé has enjoyed a 18-year association with TransCanada. Starting in the field operations group, he spent 10 years working in the company's eastern region supporting the Pipeline Integrity Department. In 2006, his career took a new direction when he was hired to assume a role in stakeholder relations with the Land Department. This brought him to Calgary in 2008, and in 2010 he was promoted to Manager of Regional Land. In 2011, he assumed the position of Corporate Manager, Community and Aboriginal Relations. This was the perfect opportunity for him to bring his passion for stakeholder and Aboriginal relations to the next level and to further incorporate meaningful stakeholder and Aboriginal engagement into everything the company does.



Alain Parisé,
Director, Land, Community
and Aboriginal Relations –
Energy East, TransCanada

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Barry Rabe,
Harris Family Professor
of Public Policy,
Gerald R. Ford School of
Public Policy, University
of Michigan

Barry Rabe is the J. Ira and Nicki Harris Family Professor of Public Policy in the Gerald R. Ford School of Public Policy at the University of Michigan. At the Ford School, Dr. Rabe is the director of the Center for Local, State, and Urban Policy (CLOSUP), where he co-directs the National Surveys on Energy and Environment. He also is a non-resident senior fellow of governance studies at the Brookings Institution and a fellow of the National Academy of Public Administration. Dr. Rabe has published widely on a range of issues in American environmental and energy policy. He will be spending the 2015-16 academic year working on a book on the political feasibility of carbon pricing at the Woodrow Wilson International Center for Scholars and completing a project on the durability of the Clean Air Act with the American Academy of Arts and Sciences.



Allan Rock,
President, University
of Ottawa

Allan Rock has been President of the University of Ottawa since 2008.

A graduate of the University's Faculty of Law, he practised for over two decades as a trial lawyer with the Fasken firm in Toronto. He was inducted as a Fellow of the American College of Trial Lawyers in 1988 and was elected as head of the Law Society of Upper Canada in 1992.

In 1993, Allan Rock was elected to the Canadian Parliament. He spent ten years in Prime Minister Jean Chrétien's Cabinet as Minister of Justice and Attorney General (1993-1997), Minister of Health (1997-2002) and Minister of Industry (2002-2003). He left Parliament in 2003 upon his appointment as Canadian Ambassador to the United Nations in New York, where he was deeply involved in humanitarian, peace-building and development efforts, particularly in Africa, Haiti and Sri Lanka.

Allan Rock's mandate as President will end on June 30, 2016.

Ellis Ross was elected Chief Councillor of the Haisla Nation in 2011 and was re-elected in 2013 by acclamation to a four-year term. He has been a full-time Councillor since 2003 when he began to focus on Aboriginal rights and title and economic development issues. He was awarded the Order of British Columbia in 2014 in recognition of his community leadership. In 2012, Premier Christy Clark appointed him as the inaugural Chair of the Aboriginal Business and Investment Council. She also presented him with the Queen Elizabeth II Diamond Jubilee Medal for Community Service. *BC Business* magazine named him to “B.C.’s Power 50” in 2012, and in 2013 *Canadian Business* magazine named him one of the 50 Canadians who exert the most influence on the country’s business climate and community. He has worked for the private and public sectors, and operated his own business in partnership with his brothers through the lean 1990s.



Ellis Ross,
Chief Councillor,
Haisla Nation

As Executive Director of Clean Energy Canada, **Merran Smith** leads a team working to inform and inspire policy leadership on renewable energy and zero-carbon transportation. She is a 2014 recipient of the Clean16 Award, which recognizes leadership in sustainability and clean capitalism. She writes and speaks extensively on the opportunities for Canada in the global low carbon economy. She also received the Wilburforce Foundation Award for Outstanding Conservation Leadership, and a Transformative Leadership Award from the Seasons Fund for Social Transformation. Prior to her work with Clean Energy Canada, Ms. Smith helped create and implement the historic Great Bear Rainforest conservation agreement that today protects more than two million hectares of British Columbia while forging new economic models for coastal First Nations communities.



Merran Smith,
Executive Director,
Clean Energy Canada



PANELISTS CONT.



Nancy Southern,
Chair, President and CEO,
ATCO Ltd. and Canadian
Utilities Limited

Nancy Southern is Chair, President and Chief Executive Officer of ATCO Ltd. and Canadian Utilities Limited, an ATCO company. Reporting to the Boards of Directors, she has full responsibility for executing strategic direction and ongoing operations for both companies. After joining the ATCO Board of Directors in 1989, Ms. Southern served as Co-Chair of ATCO for 16 years prior to being elected Chair in December 2012. Ms. Southern has been President and CEO of both ATCO Ltd. and Canadian Utilities Limited since 2003. She serves on the boards of all ATCO Group subsidiary companies. Ms. Southern also serves as Executive Vice President of Spruce Meadows. She is a Director of AKITA Drilling Ltd., Sentgraf Enterprises Limited, and is an Honorary Director of the BMO Financial Group. Ms. Southern is an honorary Chief of the Kainai (Blood Tribe of Alberta) and was given the name Aksistoowa'paakii, or Brave Woman, in 2012. The University of Calgary awarded her its highest academic honour in 2014, an honorary Doctor of Laws degree bestowed in recognition of notable achievements and community service.



Doug Suttles,
President and CEO,
Encana

Doug Suttles joined Encana as President and CEO in June 2013. With 30 years of experience in the oil and gas industry in various engineering and leadership roles, he is responsible for the overall success of Encana and for creating, planning, implementing and integrating the strategic direction of the organization. Before joining Encana, Mr. Suttles held a number of senior leadership posts at BP, including Chief Operating Officer, BP Exploration & Production, and President, BP Alaska. Previously, he served as President of BP Sakhalin Inc., where he was responsible for BP's activities in Sakhalin, Russia, and its joint venture with Rosneft, a major Russian oil company. He held other senior leadership roles in BP, including Vice President for North Sea operations and President of BP's Trinidadian oil business.

Prior to joining BP, Mr. Suttles completed various production engineering assignments with Exxon from 1983 to 1988. Over the course of his career, he volunteered his time and talents to community organizations across North America. Mr. Suttles is a member of the National Petroleum Council and sits on the Board of Directors of the American Petroleum Institute, the American Exploration & Production Council and the Independent Petroleum Association of America. He has served on the University of Texas Engineering Advisory Board since 2007 and was honoured with the school's Mechanical Engineering Distinguished Alumni Award in 2008. He graduated from the University of Texas at Austin in 1983 with a bachelor's degree in mechanical engineering.

André Turcotte is an Associate Professor at Carleton University's School of Journalism and Communication. He is also the Graduate Supervisor for the Clayton H. Riddell Graduate Program in Political Management. He holds research fellowships at the School of Public Policy at the University of Calgary and with the Manning Foundation. He lectures in advanced quantitative research, political communication theory and persuasion. Over the years, Dr. Turcotte has provided public opinion research advice to many of Canada's leading private sector firms as well as several government organizations. Between 1992 and 1993, he was the co-editor of The Gallup Poll. He was part of the polling team for the Chrétien Liberals in the 1993 federal election. Between 1994 and 2000, Dr. Turcotte was the official pollster of the Reform Party of Canada and its leader, Preston Manning. During that period, he acted as a political commentator on all major Canadian TV networks both in English and in French, as well as providing commentary in print and on the radio. He has also published articles in academic journals and chapters in several books. More recently, he has co-authored *Dynasties and Interludes* which looks at the dynamics of electoral politics in Canada from 1867 to the present day.



André Turcotte,
Professor, Carleton
University

Peter Watson was designated as the Chair and CEO of the National Energy Board of Canada on June 13, 2014. His term is for a period of seven years, on a full-time basis. Mr. Watson has extensive senior executive leadership experience in energy, natural resources and environmental issues. In his most recent position as Deputy Minister of the Alberta Executive Council, he was responsible for the administration of the Executive Council Office, Cabinet and committees, and was also head of the Alberta Public Service. He served as Deputy Minister, Alberta Department of Energy (2008–2011), Deputy Minister, Alberta Department of Environment (2005–2008), and Assistant Deputy Minister, Environmental Assurance Division, Alberta Environment (2002–2005). Previous to these senior positions with the Alberta government, Mr. Watson served as Regional Director, Southern Region, Alberta, and held various engineering and management positions at Alberta Environment. He was named Alberta's Resource Person of the Year in 2011 by the Alberta Chamber of Resources. Mr. Watson holds a BSc in Civil Engineering from the University of Alberta.



Peter Watson,
Chair and CEO,
National Energy Board

PANELISTS CONT.



John Wilkinson,
Former MPP and Minister,
Government of Ontario

Former Ontario Cabinet Minister **John Wilkinson**, of Stratford, is the President and CEO of Wilkinson Insight Incorporated. He provides strategic insight to both private and public sector clients and is in demand as a university lecturer and public speaker. Some of his additional business interests include serving on the Board of Directors of both GreenField Specialty Alcohols Inc., Canada's largest ethanol producer, and Pele Mountain Resources, which is developing uranium and rare earth element resources in Elliot Lake, Ont. Mr. Wilkinson's continuing public service includes serving on the Advisory Board of the Waterloo Institute for Sustainable Energy and the Stratford Digital Media Campus of the University of Waterloo.

He was first elected to the Ontario Legislature in 2003 and served until 2011. Notably, he was called to Executive Council and served as Minister of Research and Innovation, Minister of Revenue and Minister of the Environment. Mr. Wilkinson was the first Certified Financial Planner elected to the Ontario Legislature and was recently named a Fellow of the Financial Planning Standards Council of Canada. He has remained active in his hometown of Stratford, where he serves as the Vice-Chair of the Stratford Perth County Community Foundation and is Chair of a fundraising campaign in support of the Stratford Performing Artists Lodge.

Mr. Wilkinson is a recipient of the Julia Award from the Canadian Cystic Fibrosis Foundation, the Queen Elizabeth II Golden Jubilee Medal and was honoured by Rotary International as a Paul Harris Fellow for his humanitarian service.



Steve Williams,
President and CEO,
Suncor Energy

Steve Williams is President and Chief Executive Officer of Suncor Energy. His career with Suncor began in May 2002 when he was appointed Executive Vice-President, Corporate Development and Chief Financial Officer. He has also served as Executive Vice-President, Oil Sands and Chief Operating Officer. Mr. Williams has more than 35 years of international energy industry experience. In his early career, he worked for Esso/Exxon for 18 years. He is a fellow of the Institution of Chemical Engineers and is a member of the Institute of Directors. He is one of 12 founding CEOs in Canada's Oil Sands Innovation Alliance (COSIA); a member of the Canadian Council of Chief Executives; and part of the Alberta School of Business Advisory Council at the University of Alberta. Mr. Williams holds a Bachelor of Science in Chemical Engineering from Exeter University and is a graduate of the advanced management program at Harvard Business School as well as the business economics program at Oxford University.

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