

APRIL 13 TO APRIL 15, 2016

# CCRE

## Annual Energy Leaders Roundtable

Hockley Valley Resort,  
Orangeville, Ontario



### WELCOME

On behalf of the Council for Clean and Reliable Electricity and our partners, welcome to the 2016 CCRE Annual Energy Leaders Roundtable.

The intent of the conference is to bring together leaders in the energy industry for discussion on issues that are important for today and the future. There will be presentations at the beginning of each session but it is expected that the days' events will provide opportunities for open discussion and networking amongst the participants.

We are pleased to have brought together high caliber speakers and participants and look forward to the keynote addresses and discussions from the sessions including:

- Government, Regulators and Energy Policy
- Public Opinion and the Energy Sector
- Micro Grid Technologies and their Impacts
- Energy Issues: What Keeps you Awake at Night?
- Carbon Pricing and Climate Policy
- First Nations and Energy
- Energy Storage
- The Politics of Energy

I would like to thank our event partners: The Ivey Energy Policy and Management Centre, Richard Ivey Business School, University of Western Ontario and the Waterloo Institute for Sustainable Energy, University of Waterloo. As well, I would like to thank our sponsors for their support: Ivey Energy Policy and Management Centre, Gowling WLG, Power Workers' Union, Hatch and Innovative Research Group.

The Council is a group of volunteers who have an interest in promoting open debate about energy issues. We do not represent a particular interest group and attempt to bring together a broad range of stakeholders who share an interest in good public policy. In particular, I would like to thank Jan Carr, Sean Conway, Guy Holburn, David McFadden, Ian Mondrow, Ron Stewart, Robert Warren and George Todd for their leadership in making this roundtable possible.

Glen Wright, Chairman  
Council for Clean & Reliable Electricity

thank you to our sponsors



HATCH



# AGENDA

## WEDNESDAY APRIL 13

5:00 pm **Reception** *Montclair Foyer*

6:30 pm **Welcome Remarks**  
**Jan Carr**, Conference Chair, Council for Clean & Reliable Electricity

### Keynote Dinner Speaker

**Gaétan Caron**, Executive Fellow, School of Public Policy, University of Calgary, former Chair and CEO, National Energy Board

## Government, Regulators and Energy Policy

7:15 pm **Dinner** *Montclair Meeting Room C and D*

## THURSDAY APRIL 14

7:00 am **Breakfast Buffet** *Restaurant 85*

7:30 am **Registration** *Aida Foyer and Meeting Room (Lower Level)*

8:00–9:30 am **Opening Keynote and Discussion**  
**Greg Lyle**, President, Innovative Research Group

## Public Opinion and the Energy Sector

9:30 am **Break** *Aida Foyer*

10:00–11:30 am **Micro Grid Technologies and their Impacts**  
Moderator: **Robert Warren**, Partner, WeirFoulds LLP, Member, Council for Clean & Reliable Electricity

Panelists: **Paul Murphy**, Board Chair, Advanced Energy Centre  
**Paul Sommerville**, Executive Director, Mowat Energy Division, Mowat Centre  
**Dan McGillivray**, Executive Director, Centre for Urban Energy, Ryerson University

11:30 am–Noon **Break and Reconvene for Lunchtime Discussion** *Aida Foyer and Meeting Room*

Noon–1:30 pm **Lunchtime Discussion**  
**Energy Issues: What Keeps you Awake at Night?**  
Moderator: **David McFadden**, Member, Council for Clean & Reliable Electricity  
*A Freewheeling and Open Discussion from the Floor*

1:30 pm **Break** *Aida Foyer*

1:30 pm **Carbon Pricing & Climate Policy**  
Moderator: **Guy Holburn**, Associate Professor, Business, Economics and Public Policy, Director, Ivey Energy and Policy Centre, Suncor Chair in Energy Policy, Member, Council for Clean & Reliable Electricity

Panelists: **Alex Wood**, Executive Director, Ontario Climate Change Directorate  
**Ross McKittrick**, Professor of Economics and CBE Fellow in Sustainable Commerce, Department of Economics & Finance, University of Guelph  
**Steve Baker**, President, Union Gas Ltd., Spectra Energy Corporation  
**Duncan Rotherham**, Vice President, Energy and Carbon Markets and Policy, ICF Canada

3:15 pm **Break**

3:45–5:00 pm **First Nations and Energy**  
Moderator: **George Todd**, Member, Council for Clean & Reliable Electricity

Panelists: **Joseph Bastien**, Senior Manager, Programs, Canadian Council for Aboriginal Business  
**Margaret Kenequansh**, Chair, Wataynikaneyap Power  
**Scott Smith**, Associate, Environmental and Aboriginal Resource Law, Gowling WGA

5:00 pm **Break** *Aida Foyer*

5:45 pm **Reconvene** *Montclair Meeting Room C and D*

6:00 pm **Keynote Dinner Speaker**  
**Annette Verschuren**, Chair & CEO, NRStor Inc.

### **Energy Storage**

6:45 pm **Dinner**

## **FRIDAY APRIL 15**

7:00 am **Breakfast Buffet** *Restaurant 85*

8:15 am **Reconvene** *Aida Meeting Room (lower level)*

8:30 am **The Politics of Energy**  
Moderator: **Sean Conway**, Public Policy Adviser, Gowling WLG, former member of the Legislative Assembly of Ontario (1975 – 2003), Member, Council for Clean & Reliable Electricity

Panelists: **Bill Harris**, Managing Partner, The MITA Group, CEO, Republican National Convention 1992, 2004, 2012, 2016  
**Brian Smith**, Executive Chair, BC Hydro 1996 – 2001, British Columbia MLA and Minister 1979 – 1989  
**Amanda Klein**, Vice-President, Regulatory Affairs & General Counsel, Toronto Hydro  
**Michael Balagus**, Chief of Staff and Principal Secretary, Ontario New Democratic Party

10:00 am **Break** *Aida Foyer*

10:30 am **Roundtable Wrap-up Review – Reflecting on Our Discussions**  
Moderator & Presenter: **Ian Mondrow**, Gowling WLG, Member, Council for Clean & Reliable Electricity

11:15 am **Closing Remarks**

**Traveller's Lunch**

## EVENT PARTNERS

### THE COUNCIL FOR CLEAN & RELIABLE ELECTRICITY



[www.thinkingpower.ca](http://www.thinkingpower.ca)

The Council for Clean & Reliable Electricity (CCRE) is a federally incorporated non-profit organization that was formed by a group of volunteers to provide a platform for open public dialogue and a solutions-oriented approach to the challenges of the energy sector. Representatives from universities, public and private sector business leaders, and labour have collaborated to broaden the public debate on energy issues. The Council has organized conferences on distributed generation, biomass, coal and nuclear, as well as public sector governance in the electricity sector, and annually hosts the CCRE Energy Leaders Roundtable. The organization regularly publishes the CCRE Commentary that presents reasoned opinions and points of view about significant and timely issues relevant to the electricity sector.

#### Council Members

Glen Wright, Chairman	David Hay	David McFadden	Paul Newall	George Todd
Jan Carr	Les Horswill	Ian Mondrow	Laura Rees	Robert Warren
Sean Conway	Guy Holburn	Roy Mould	Ron Stewart	
Murray Elston	Allan Kupcis	Jatin Nathwani	Karen Taylor	

### THE WATERLOO INSTITUTE FOR SUSTAINABLE ENERGY



<http://wise.uwaterloo.ca>

The Waterloo Institute for Sustainable Energy (WISE) was established at the University of Waterloo in 2008. The Institute comprises more than 95 plus faculty members with graduate students and postdoctoral fellows working as multi disciplinary research teams across Engineering, Science and Environment. The Institute provides a focal point for energy research at Waterloo and creates the best possible research platforms for faculty to test their ideas, engage with their peers, and partner with external organizations to accelerate the pace of research, development and deployment of practical solutions.

Research initiatives developed at WISE are of an interdisciplinary nature – spanning theory and experiment – encompassing a broad range of expertise across several faculties and departments. In a short period of five years, WISE has grown to become Canada’s largest concentration of researchers in academia devoted to sustainable energy. The Institute has created positive relationships with senior energy leaders from all sectors and has generated significant opportunities for its members to advance energy research. WISE continues to intensify communication and outreach programs to share the knowledge created and to cultivate energy literacy. WISE – and the University of Waterloo – are becoming internationally recognized as leaders in addressing the global energy challenge.

### IVEY ENERGY AND POLICY MANAGEMENT CENTRE, UNIVERSITY OF WESTERN ONTARIO



[www.ivey.ca/energy](http://www.ivey.ca/energy)

The Ivey Energy Policy and Management Centre is the centre of expertise at the Ivey Business School focused on national energy business issues and public policies. It conducts and disseminates first class research on energy policy; and promotes informed debate on public policy in the sector through supporting conferences and workshops that bring together industry, government, academia and other stakeholders in a neutral forum. The Centre draws on leading edge research by Ivey faculty as well as by faculty within Western University.

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## Keynote Speakers



**Gaétan Caron**

Gaétan Caron joined the School of Public Policy at the University of Calgary as an Executive Fellow in July 2014. His current areas of work at the School are Indigenous consultation and engagement, best practices and public interest determination of energy infrastructure. He lectures on energy policy and regulation and contributes to international partnerships, notably with Mexico. He speaks publicly and responds to media queries on a range of policy matters on behalf of the School.

In addition to his work at the School, he provides independent consulting services on energy and regulatory matters. This follows his seven-year tenure (2007 to 2014) as Chair and CEO of the National Energy Board (NEB) of Canada. Prior to his role as Chair and CEO, he served as Vice-Chair (2005 to 2007), Board Member (2003 to 2005) and member of the executive in various staff functions throughout the NEB.

Gaétan has chaired major public hearings evaluating pipeline projects and offshore exploration for oil and gas, as well as tolls and tariffs of pipelines. He has spoken regularly at national and international conferences on the role of regulatory agencies in promoting safety, environmental protection and economic efficiency related to energy infrastructure. He has visited Aboriginal communities in the Canadian Arctic, seeking to understand Northern ways of life and incorporating Northern concerns about potential energy exploration and development in the NEB's regulatory actions. He has appeared before Parliamentary Committees to explain the NEB's activities and answered questions from elected officials on a broad range of energy and regulatory matters.

Gaétan has a Bachelor of Applied Sciences (Rural Engineering) from Laval University and an MBA from the University of Ottawa. He is a member of the Quebec Order of Engineers. He is an Honorary Lifetime Member of the Canadian Association of Members of Public Utility Tribunals (CAMPUT) and Commissioner Emeritus with the National Association of Regulatory Utility Commissioners (NARUC).



**Annette Verschuren**

Annette Verschuren is Chair and CEO of NRStor Inc., an energy storage technologies venture. Formerly she was president of The Home Depot Canada and Asia, overseeing the growth of the company's Canadian operations from 19 to 180 stores between 1996 and 2011. She also led The Home Depot's entry into China.

Ms. Verschuren began her career as a development officer with the Cape Breton Development Corporation, a coal mining operation, in Sydney, Nova Scotia. She then worked with Canada Development Investment Corporation as executive vice-president, privatizing crown corporations, before joining Imasco Ltd., one of Canada's largest holding companies in financial services, retail and food services, as vice-president, corporate development. Immediately prior to joining The Home Depot, Ms. Verschuren was president and co-owner of Michaels of Canada, a chain of arts and crafts stores, where she opened 17 stores in 26 months.

Ms. Verschuren is a board member of Liberty Mutual Insurance Group of Boston, Air Canada, Saputo and Canadian Natural Resources Limited. In addition, Ms. Verschuren is a board member of CAMH Foundation and the Conference Board of Canada. She previously served as vice chair of the Canadian Council of Chief Executives.

In 2014 the Public Policy Forum honoured Ms. Verschuren for her contribution to Public Policy. Ms. Verschuren was inducted into Canada's Marketing Hall of Legends and the Nova Scotia Business Hall of Fame in 2010. In 2005, the Retail Council of Canada named her distinguished Canadian Retailer of the Year.

Ms. Verschuren served as a member of the North American Competitiveness Council, part of the Security and Prosperity Partnership of North America. She was also a member of Finance Minister Flaherty's Economic Advisory Council, a group of 11 Canadian business leaders charged with advising the Government of Canada on the global economic crisis. She chairs the Ontario Clean Energy Task Force and the Federal Government's Expert Panel for the Venture Capital Action Plan.

In 2011, Ms. Verschuren was honoured as an Officer of The Order of Canada for her contribution to the retail industry and Corporate Social Responsibility. In 2010, she was appointed co-chair of the 2012 Governor General's Leadership Conference, Canada's premier leadership training event.

A champion of community investment and volunteerism, Ms. Verschuren serves as Chancellor of Cape Breton University and chairs fundraising efforts for the University's new Verschuren Centre for Sustainability in Energy & the Environment (VCSEE). She is a long-time supporter of numerous charities, including the Centre for Addiction and Mental Health, Habitat for Humanity and Volunteer Canada.

Ms. Verschuren holds honorary doctorate degrees from Dalhousie University, Carleton University, Mount Saint Vincent University, Ryerson University and St. Francis Xavier University, where she also earned a Bachelor of Business Administration degree.

Ms. Verschuren and her husband, Stan, live in Toronto, Ontario. She returns frequently to her familial roots and long-time home in Cape Breton, Nova Scotia.



# Roundtable Presenters

## Steve Baker

Steve Baker is president of Union Gas, Spectra Energy's Ontario-based natural gas storage, transmission and distribution company. Mr. Baker brings a wealth of experience and insight into issues of natural gas supply, capacity and regulation. Prior to his current role, which he assumed in January 2012, Mr. Baker served as vice president and treasurer of Spectra Energy Corporation. He has also held varied executive roles within Union Gas over the years including in finance, business development, marketing and customer service. Mr. Baker is a chartered professional accountant and a certified management accountant.

## Michael Balagus

Michael assumed the position of Chief of Staff and Principal Secretary for Ontario's New Democrats in 2014. Working directly with the Leader of the Party, Andrea Horwath, Michael is a senior strategist and experienced manager with a long history of advocacy and political coordination.

Prior to joining the Ontario NDP, Michael was the Chief Executive Officer/Chief Administrative Officer for the Ontario Nurses' Association (ONA). The union represents 60,000 registered nurses and allied health professionals and more than 14,000 nursing students providing care in hospitals, long-term care facilities, public health, the community, clinics and industry.

Michael was also former Chief of Staff to Manitoba's NDP Premier Greg Selinger and to former premier Gary Doer. He was responsible for coordinating political staff and was the senior political advisor to the Premier, Cabinet and Caucus.

In early 2000, Michael worked in Bosnia-Herzegovina with the National Democratic Institute developing training, programming for youth and mentoring local staff about effective electoral processes. He has a strong background in governmental communications and an extensive knowledge of unions, health care, and labour relations.

## Joseph Bastien

Joseph is the Senior Manager, Programs, Canadian Council for Aboriginal Business. He is Anishinaabe (Ojibway) from Wikwemikong Unceded Indian Reserve, a graduate of the University of Toronto (Political Science and Aboriginal Studies), and a Masters Candidate (Political Science) at the University of Victoria. Joseph's work explores the legal and political environment of First Nations consultations and agreement negotiations, trends in corporate social responsibility and risk management, and methods to encourage engagement and improve relations amongst First Nations communities, governments, and corporate stakeholders. Joseph has over 15 years of experience working with Aboriginal communities and organizations, and has previously served with the British Columbia Ministry of Energy and Mines, the Ontario Power Authority, and the Ontario Federation of Indigenous Friendship Centre.

## Jan Carr

Jan Carr was the Chief Executive Officer of the Ontario Power Authority from the time of its founding in January 2005 until September 2008. Prior to that, he was Vice Chair of the Ontario Energy Board during its transition from a government department to a self-funding independently operated tribunal.

Dr. Carr has 44 years of experience in the electricity sector as a professional engineer, holding senior positions in the design and planning of electricity transmission and distribution systems. He has worked on projects in many parts of the world and has been a consultant to utilities, governments and other stakeholders on the financial, business, strategic and policy aspects of the electric power industry.

He is a member of the board of the Alberta Electric System Operator (AESO) which is responsible for the long-range planning of the Alberta electricity system as well as its operation through a competitive wholesale electricity market. He is an advisor to Gowling WLG, providing business advice to the firm's international law practice. He is also a member of the Advisory Board for the Ivey Energy Policy and Management Centre at Western University.

Dr. Carr formerly served on the Board of Directors of Guelph Hydro, a municipally-owned utility; TransAlta Power, a publicly traded generation company; Legend Power Systems, a publicly traded manufacturer of energy conservation equipment; and Macquarie Canadian Infrastructure Management, a privately held infrastructure investment fund. He was a member of the Advisory Committee on Competition in Ontario's Electricity System (the Macdonald Committee) and Chairman of the Electricity Task Force of the Toronto Board of Trade. He was Commissioner and Chairman of the municipal electric utility in Niagara-on-the-Lake and a board member and regional Chair of the Municipal Electric Association (today's Electricity Distributors Association) in Ontario.

In 2007 he was awarded a medal for Management by the Ontario Professional Engineers. He received an honorary degree from the University of Waterloo in 2010 and was inducted as a Fellow into the Canadian Academy of Engineering in 2012. In 2013, the Association of Power Producers of Ontario awarded him its Hedley Palmer Award and in 2015 he was inducted into the University of Toronto's Engineering Alumni Hall of Distinction.

## Sean Conway

Sean Conway is currently a public policy advisor in the Toronto office of Gowling WLG where he works with the Energy Group Practice. Recently, he served on a Special Review Panel assessing the performance of Toronto Hydro during the Ice Storm of 2013. In addition to his work at Gowling WLG, he is a Visiting Fellow at the Ryerson University Centre for Urban Energy where he works with students and faculty who have an interest in energy policy. Sean is also a regular panelist on radio and television and is the former chair of the board of directors of the Ontario Centres of Excellence (OCE).

From 1975 to 2003, he was the Liberal MPP for the Ottawa Valley. From 1985 to 1990, he served as a senior cabinet minister in the government of Premier David Peterson. While a member of the Ontario legislature, he served on several Select Committees dealing with energy matters and upon his retirement from Queen's Park, he was awarded the Churchill Society citation for excellence in the cause of parliamentary democracy.

## William D. Harris

William D. Harris (Bill) serves as Managing Partner of The MITA Group offering consulting and advisory services in the areas of business growth, public affairs, federal sales acceleration, technology and national security practices to corporations in the United States. The company helps businesses in identifying and executing new market opportunities, such as new product developments, and acquisitions and alliances that result in business growth; identifying, assessing, and screening potential business partnership, alliance, and sales channels that accelerate business growth; and, building early stage businesses. It also helps its clients to advocate their issues before congress and the administration, as well as assists in the areas of federal government relations and lobbying, issue management and tracking, political branding, and international affairs; and, helps in identifying, qualifying, and targeting sales opportunities in the federal market.

Mr. Harris is one of the most accomplished political strategists and operatives in the United States of America. Mr. Harris was instrumental in making the Southeastern United States a growth area for the Republican Party in the 1970s and 1980s, went on to orchestrate the winning

Senatorial strategy in 1993-1994, and has been involved in every Republican presidential campaign since 1972. He recently served as the Chief Executive Officer of the 2004 Republican National Convention in New York City, arguably one of the most effective conventions in political history. Mr. Harris has also been the CEO of the 1992 and 2012 conventions, and is currently the senior advisor for the 2016 Republican National Convention in Cleveland Ohio. Mr. Harris has over 15 years of experience providing leading enterprises with political and policy advice and advocacy at the federal level.

## David Hay

Mr. Hay is the Managing Director of Delgatie Incorporated, a strategic advisory firm. Prior to this, from 2010 until his retirement in 2015, Mr. Hay was a Vice Chairman of CIBC World Markets Inc. In that role, Mr. Hay focused on senior relationships for CIBC with particular attention to power and utility and infrastructure clients. Among other assignments, Mr. Hay has led transactions for the sale by Borealis of its stake in Express Pipelines, for GDF Suez in the sell down of its Canadian Renewables business, and for Cameco in the sale of its interest in the Bruce B Nuclear Power Station to Borealis.

Mr. Hay was the CEO of New Brunswick Power Corporation for six years ending January 2010. Mr. Hay and his team executed a turnaround of the corporation. He was appointed by a Conservative government and renewed by a subsequent Liberal government. Focus was on operations, human resources and financial performance. A ten percent reduction in headcount, introduction of Balanced Scorecard methodology and other techniques turned four years of losses (\$156 million) into five profitable years (\$285 million). A failed fuel deal with Venezuela was rehabilitated through a \$338 million settlement with the Chavez government. An HR focus on "people at their best" resulted in a Top 100 Employer designation for three years and a zero lost time accident record over a 12 month period.

Prior to NB Power, Mr. Hay, through Delgatie, orchestrated the IPO financing for Star Choice Communications, and the TSX public takeover of Champion Road Machinery by Volvo. From 1984 to 1996 Mr. Hay worked for Merrill Lynch in Toronto and London England with the bulk of his career spent in European Mergers and Acquisitions ending up as Managing Director. On his return to Canada, Mr. Hay was a Senior Vice President and Director responsible for Mergers and Acquisitions.

A lawyer by training, Mr. Hay started his career at Osler, Hoskin & Harcourt in Toronto, was a Law Clerk at the Supreme Court of Ontario and taught part time at both the University of Toronto and University of New Brunswick.

## Guy Holburn

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. He is also the Director and founder of the Ivey Energy Policy and Management Centre. His area of expertise is in 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. Dr. Holburn is currently leading a multi-year research program on the regulation of the energy sector in Canada. He has published extensively 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 U.K. and South Africa. He received his MA and PhD from the University of California, Berkeley, and his BA Hons. (First Class) from Cambridge University. Dr. Holburn is

a Member of the Council for Clean & Reliable Electricity, and a Member of the Consumer Stakeholder Advisory Roundtable for the Chair of the Ontario Energy Board.

## Margaret Kenequanash

Margaret Kenequanash is the Chairperson for Wataynikaneyap Power (translation - Line that brings light) a First Nation led Transmission Company, whose 20 First Nations recently signed a partnership agreement with Fortis Ontario and RES Canada to bring grid connection to the remote First Nations currently powered by diesel generators.

Margaret has been the Executive Director of the Shibogama First Nations Council since 2005. Margaret received the "Executive of the Year" award at the Nishnawbe Aski Development Fund (NADF) Business Awards in 2008.

Prior to joining Shibogama, Margaret obtained her post-secondary education in business, notably achieving and receiving an Academic Honour Roll award. Margaret has a vast wealth of knowledge gleaned over the past 20 years in various high level positions, including being on the Sioux Lookout Municipal Council from 1990-94. Margaret carries the distinction of being the first female Chief in her northern home community at North Caribou Lake First Nation when she was elected in 1996.

## Amanda Klein

Ms. Klein is Vice-President, Regulatory Affairs and General Counsel at Toronto Hydro. Prior to this appointment, she was Director of Rates and Regulatory Affairs. She joined Toronto Hydro in 2011.

As a member of the Executive Management team, Ms. Klein is responsible for leading all aspects of the company's rates and regulatory affairs, legal services and provincial government relations activities.

Ms. Klein has extensive experience in regulatory and corporate/commercial law. Prior to joining Toronto Hydro, she was a lawyer in private practice in Toronto.

Ms. Klein holds a Bachelors of Laws from the University of British Columbia, and is a member in Good Standing with the Law Society of Upper Canada.

## Greg Lyle

Greg Lyle is the founder and managing director of Innovative Research Group Inc. (INNOVATIVE), a national public opinion research and strategy firm with offices in Toronto and Vancouver. INNOVATIVE provides critical information needed to assess and overcome public affairs and corporate communications challenges, identify and evaluate potential solutions, and monitor success.

As a former principal secretary to Manitoba premier Gary Filmon, Lyle has built a career at the intersection of public opinion, communications and public policy. With over 20 years of communications and opinion research experience, Lyle uses a full range of research tools to provide strategic counsel to public, private and not-for-profit clients across a variety of sectors including financial services, insurance, transportation, resource industries, energy, health care, and education.

Lyle's polls have been highlighted in media across the country. He is regularly featured in the Globe and Mail, the Hill Times and on CKNW as well as appearing in Maclean's Magazine, the National Post and various CanWest newspapers, and other print and broadcast media.

## David J. McFadden, Q.C.

David McFadden is a Counsel at Gowling WLG where his clients include corporations, municipalities and utilities involved in the generation, distribution, marketing, transmission and financing of energy and in the development, renewal and operation of infrastructure such as toll highways and tunnels, light rail systems and health care facilities.

He has a B.A. from the University of Toronto, an LL.B. degree from Osgoode Law School and was called to the Bar in Ontario in 1972. In 2011 he was awarded an honorary doctorate from York University.

David is the Chair of the Board of Directors of Collus PowerStream and a member of the Board of Toronto Hydro. He also serves as Chair of the Board of the Ontario Energy Association and as a Director of the Energy Council of Canada. He is also a Member of the Council for Clean & Reliable Electricity.

David serves as Chair of the Canadian and International Advisory Boards of Fengate Capital's group of infrastructure funds, which have invested in hospitals, court houses, detention facilities, transportation systems and power generation in Canada and abroad. He also chairs the Board of Directors of 407 International Inc. which operates and manages Highway 407.

David was the Chair of the Ontario Centres of Excellence from 2004-2010 as well as a member of the Ontario Research and Innovation Council. He is currently a member of the Board of Governors of York University.

David has played a key role in a number of initiatives in relation to the power industry both in Ontario and elsewhere. He was appointed by the Government of Canada to the Joint Canada-U.S. Task Force investigating the August 2003 power blackout that hit Ontario and the northeastern United States. David was also appointed to the Ontario Government's Electricity Conservation and Supply Task Force whose January 2004 report provided the strategy that was subsequently adopted to meet the future energy needs of the province. At the request of the Government of Jamaica, he co-led an investigation into a July 15, 2006 blackout of the entire island. David also served as Chair of the Toronto Hydro Independent Review Panel which reviewed a response from Toronto Hydro to the December 2013 ice storm.

David is a member of the IESO Smart Grid Forum whose February 2009 recommendations are embodied in the Green Energy Act. In April 2012, David was appointed by the Minister of Energy to serve on the Ontario Distribution Sector Review Panel, which has been mandated to review Ontario's Electricity Distribution Sector and to make recommendations on restructuring the sector to achieve key economic and environmental outcomes. The Panel submitted its report to the Minister of Energy in December 2012.

## Dan McGillivray

Dr. Dan McGillivray is currently an Associate Member of the Yates School of Graduate Studies at Ryerson University where he teaches energy innovation and entrepreneurship. He joined Ryerson's Centre for Urban Energy (CUE) in August 2011 as the Toronto Hydro Distinguished Fellow and on August 1, 2012, he was appointed Executive Director of that Centre. Having completed his term at CUE, Dan was appointed Distinguished Visiting Fellow in the Faculty of Engineering and Architectural Science in April 2016. He will serve on the Advisory Board of the new Centre for Engineering and Entrepreneurship and will be teaching in the Masters Program offered through that centre.

Prior to joining Ryerson, Dan held the position of Managing Director of two centres at the Ontario Centres of Excellence - the Centre for Energy and the Centre for Earth and Environmental Technologies. Dan's professional experience includes: environmental consultant, physical oceanographer, university professor, CEO of Environmental Software Consultants Inc. and innovation coach with Proxima Innovation. He received his Ph.D. in 1988 from the University of Toronto, specializing in earth and environmental sciences. In May 2012, Dan received his Masters Certificate in Energy Sector Leadership from the Schulich School of Business, York University.

## Ross McKittrick

Ross McKittrick is a Professor of Economics at the University of Guelph, and Research Chair in Energy, Ecology and Prosperity at the Frontier Centre for Public Policy. He specializes in environmental economics. He has published widely in both economics and physical science journals on pollution policy, climate change, environmental trends and statistical methods in climate analysis. His book

*Economic Analysis of Environmental Policy* was published by the University of Toronto Press in 2010. Professor McKittrick has made many invited academic presentations around the world, and has testified before the US Congress and committees of the Canadian House of Commons and Senate.

## Ian Mondrow

Ian is a Partner of Gowling WLG, based in the firm's Toronto office and practising in the area of energy regulation and policy.

Ian has represented electricity distributors, transmitters and generators, and energy retailers, services providers, contractors and consumers before the Ontario Energy Board, the Canadian National Energy Board and other Canadian regulatory forums. Ian advises clients on a variety of matters in the natural gas and electricity sectors, including: energy policy, regulatory policy and processes, rates and tariff matters, and compliance and licensing issues.

Representations include: electricity generators in National Energy Board gas transportation services and tolls proceedings; Ontario electricity distribution utilities in Ontario Energy Board licencing, compliance, and rate setting matters; Transmitters in licencing, investment, asset acquisition and associated regulatory approval matters; energy market participants in wholesale and retail energy market compliance matters; and, industrial gas consumers in Ontario gas distribution rate and related regulatory proceedings.

Prior to joining Gowling WLG, Ian served as special advisor to the Chair of the Ontario Energy Board, and as Vice President, government and regulatory affairs with a major integrated energy retail and solutions company.

Ian is a member of the Council for Clean & Reliable Electricity, a federally incorporated non-profit organization that was formed to provide a platform for open public dialogue and a solutions-oriented approach to the challenges of the energy sector.

## Paul Murphy

Paul has been involved with the planning and operation of the Ontario and North American electric system for over 35 years and is currently Chair of MaRS Advanced Energy Centre's Advisory Board. The Advanced Energy Centre is a ground breaking public-private partnership focused on driving economic growth and sustainable job creation by helping to deploy leading technologies at home and exporting our energy technology and expertise to international markets.

Prior to this, Paul was President and CEO of Ontario's Independent Electricity System Operator, responsible for directing the reliable operation of the Ontario power system and for administering the competitive electricity market.

While with the IESO, Paul was the founding Chair of the Ontario Smart Grid Forum. The Forum brings together members from the utility sector, industry associations, non-profit organizations, public agencies and universities to propose a vision for a smart grid in Ontario and examine the many components that comprise it.

Paul has a BSc in Applied Science from Queen's University and is a registered Professional Engineer in Ontario.

## Duncan Rotherham

Duncan Rotherham is a vice president and director of ICF's consulting operations in Canada. Since 1969, ICF's 5,000 employees have been serving government, major corporations, and multilateral institutions from more than 70 offices worldwide. Over the last 19 years Mr. Rotherham has provided a wide range of energy and environmental services to both government (provincial and federal), industry and financial institutions. Of relevance to this panel he has been involved in the design, implementation and analytics related to carbon policy and energy markets around the world.

## Brian R.D. Smith, Q.C.

Brian Smith is a public policy adviser in the Gowling WLG Toronto office, working in the area of energy and regulatory affairs. His combination of business and legal experience is virtually unmatched.

Brian has served as a federal chief treaty negotiator in British Columbia since 2001. From 1996 to 2001, Brian served as executive chair of BC Hydro where he helped guide the organization towards a strong customer focus in readiness for market competition. Brian secured U.S. FERC regulatory approval in Washington, D.C. in 1997 to permit direct power sales within the U.S.

In late 1994, Brian completed a five-year term as chairman of Canadian National Railways. While with CN, Brian helped prepare the railway for privatization, which occurred in 1995. He supported the construction of a new rail tunnel linking Ontario and Michigan and helped secure the necessary U.S. regulatory and presidential approvals in Washington. Brian also established a rail executive office in Vancouver to promote growing Asian container freight traffic through the Port of Vancouver.

Brian's corporate experience is complemented by more than 20 years in public service. He served as a member of the Legislature of British Columbia from 1979 to 1989. During that time, Brian served as Minister of Education and Minister of Energy and Mines, and was Attorney General. Through the 1980s, Brian was a representative of the Government of British Columbia in most of the First Ministers' meetings involving constitutional and Aboriginal issues. He has also served for 10 years as an elected official at the municipal level, both as Mayor (Oak Bay) and Councillor, and as a national executive member of the Federation of Canadian Municipalities.

Brian has worked in private law practice with firms located in Victoria and Vancouver, B.C. He has also been a sessional lecturer at the University of Victoria in Canadian Constitutional History (1964-78) and Advance Criminal Procedure (1976-86). Brian founded the first Canadian Commercial Arbitration Centre in Vancouver in 1986. In 1994, he became the founding chair of the Greater Vancouver Gateway Council, a transportation stakeholders group. In 1993, Brian pioneered new initiatives to promote direct dealings between Aboriginal and business leaders. He chaired the annual workshop of Aboriginal and business leaders known as Business at the Summit, which has since become an annual event.

Brian currently serves on the Victoria Police Board. Previously, Brian served on the board of Just Energy, a major retail energy aggregator, on the advisory board of Fengate Capital, which invests union pension funds in P-3 infrastructure projects, the board of Ballet BC, the advisory board of the Royal Winnipeg Ballet, and the board of Tennis Canada, which he chaired from 1998-2001. Brian has also served on a number of boards in the mining and alternate energy sectors.

## Scott A. Smith

Mr. Smith is an associate, Environmental and Aboriginal Resource Law, at Gowling WLG. He regularly advises Aboriginal peoples and companies across Canada on Aboriginal, environmental assessment, regulatory and constitutional issues for major energy and natural resource projects. He has extensive experience advising clients on the Crown's duty to consult and accommodate Aboriginal peoples. He also negotiates and drafts agreements between Aboriginal peoples and companies. He works closely with his Aboriginal clients to develop innovative legal strategies to help them leverage their rights and title to achieve their goals.

Scott's Aboriginal and environmental advocacy practice includes representing Aboriginal peoples in regulatory hearings, judicial reviews and appeals of administrative decisions, multi-party litigation in respect of contaminated sites, and complex tort litigation. He is currently

representing Aboriginal clients in environmental assessment and regulatory hearings for a number of proposed major oil and natural gas pipelines, including Enbridge's Line 9B Project, Kinder Morgan's Trans Mountain Expansion Project, TransCanada's Energy East Pipeline Project and natural gas pipelines in B.C.

Scott has appeared before the Ontario Court of Justice, Ontario Superior Court, Ontario Divisional Court, Federal Court of Appeal, National Energy Board, Ontario Energy Board and the Tax Court of Canada.

Prior to pursuing a law degree, Scott completed a master's degree and one-and-a-half years of study in a PhD program in Biology at McGill University. Scott is the recipient of numerous scientific and legal scholarships. His scientific work has been published in high-impact international journals, and has been reported on internationally in the popular press. Scott's scientific expertise provides him with a unique perspective through which he provides strategic litigation and regulatory advice to his clients.

## Paul Sommerville

Mr. Sommerville is a lawyer and Executive Director of Mowat Energy, the energy hub of the Mowat Centre, a think tank at the University of Toronto. The Mowat Centre provides evidence-based research on matters of public policy. Mr. Sommerville brings extensive knowledge, experience and leadership in regulatory, corporate and private law practice to the Mowat Centre's energy research hub after a career in Ontario's energy sector.

Paul was Executive Vice-President, Chief Regulatory Officer and General Counsel for Toronto Hydro. Prior to joining Toronto Hydro he served as a member of the Ontario Energy Board (OEB), where from 2001 he decided numerous regulatory proceedings involving the electricity and natural gas sectors.

In 2012, he was recognized with the 2012 Medal of the Society of Ontario Adjudicators and Regulators (SOAR). Paul has held senior positions in the private sector, including General Motors Canada.

## George Todd

George Todd, P.Eng. is President of George Todd Consulting and provides advisory services in strategy development and performance management, organizational reviews, service delivery and asset management.

Mr. Todd was the founding President and CEO of Barrie Hydro, and prior, he was General Manager of the Barrie Public Utilities Commission, responsible for the supply and delivery of water and electricity to the residents and businesses of Barrie.

He previously served in the dual senior management positions as Commissioner of Works, City of Vaughan and as Assistant General Manager – Operations, Vaughan Hydro.

Mr. Todd is a licensed Professional Engineer. He received his Bachelor of Applied Science (Civil Engineering) from the University of Waterloo and his Master of Engineering (Environmental Engineering) from the University of Western Ontario. He has also participated in continuing education programs at the Queen's School of Business and the University of Toronto Rotman School of Management.

## Robert Warren

Robert Warren is senior counsel in the area of regulatory advocacy and has appeared as counsel in many proceedings in proceedings involving the two major natural gas utilities, the former Ontario Hydro, Hydro One Networks Inc., Ontario Power Generation Inc., and the larger electric distribution utilities. He has advised electricity distribution utilities and municipal governments on the governance issues unique to their circumstances.

Mr. Warren has made presentations to several conferences of the Canadian Association of Members

of Public Utility Tribunals, and the Council for Clean & Reliable Electricity, of which he is a member. He has made presentations to several conferences, and is the author of several papers, on the subjects of the regulation of the energy sector and the governance of local distribution electricity utilities.

He is recognized as a leading practitioner in Toronto in electricity, and transportation law in the Canadian Legal Lexpert Directory, recognized as a leading infrastructure lawyer in 2015 Lexpert Special Edition – Infrastructure, recognized as a leading practitioner in Energy Regulatory Law - Electricity, Transportation Law – Truck, and named the 2013 Lawyer of the Year in energy regulatory law by Best Lawyers in Canada.

## Alex Wood

Alex Wood is the Executive Director of Ontario's Climate Change Directorate at the Ministry of Environment and Climate Change. Alex has over 20 years of experience working at the intersection of economic and environmental policy. He started his career with the World Wildlife Fund in Washington, DC, before moving back to Canada to work at the National Round Table on the Environment and the Economy (NRTEE), where he eventually acted as President and CEO. He then helped TD Bank Group establish its environmental policy, before moving to work at Sustainable Prosperity as Senior Director, Policy and Markets.

In addition to his extensive work experience, Alex is a graduate of the University of Toronto and holds a Masters degree from The Johns Hopkins University School of Advanced International Studies with a double major in International Economics and Energy and Environmental Studies.

## Glen Wright

Glen Wright is the Chairman of LeanCor LLC and LeanCor Canada Inc. (2008). Founded in 2005, LeanCor offers a unique combination of training and education, hands-on consulting and outsourced logistics services.

Mr. Wright served as the Chair of Hydro One Inc. where he reorganized its governance structure and management teams. He also served as the Chair of Ontario's Workplace Safety and Insurance Board (formerly the Workers' Compensation Board), where he led a major restructuring.

He has extensive experience in public policy and government, having been a key political advisor to a number of National and Provincial leaders. He also served as a Member and Co-Chair of the International Democratic Union, an organization representing political parties from 32 countries.

Glen served as a Member of the Commission for Environmental Cooperation, created as part of the North American Free Trade Agreement, and served as the Chair of the Joint Public Advisory Committee (JPAC). JPAC is composed of five representatives from each NAFTA country. He also served on the Advisory Committee to the Minister of Labour - Federal Workers' Compensation mandated to provide independent strategic advice and recommendations to the Minister of Labour on the Federal Workers' Compensation Service.

Glen's private sector career has focused primarily on the insurance and actuary fields where he founded and operated one of the top ten pension and benefit companies in Canada. In addition, he has served on the Board of a wide range of corporations in the environmental, technology and manufacturing sectors. He is currently serving as the Chairman of Waterloo North Hydro, an electricity utility, and Chairman of the Council for Clean & Reliable Electricity.

He has participated in a variety of charitable and not-for-profit Boards including the Canadian Broadcasting Corporation and Wilfrid Laurier University.