

APRIL 5 TO APRIL 7, 2017

CCRE Annual Energy Leaders Roundtable

Keynote Speakers



Anthony Haines

Anthony Haines is the President and Chief Executive Officer of Toronto Hydro Corporation and its subsidiaries, one of the largest urban electricity distribution companies in Canada. He is a seasoned leader with over 25 years of experience in the Canadian energy industry, including 15 years in various senior roles in the natural gas industry.

Mr. Haines currently sits on the Ontario Energy Association (OEA) Board of Directors and is the incoming Chair for 2017. In addition, he served as Chair of the Canadian Electricity Association from 2013-2015.

Anthony is actively involved in fundraising efforts for the Ross Tilley Burn Centre at Sunnybrook Hospital. This is the largest and most advanced burn treatment centre in Canada and a leading researcher on electrical injury rehabilitation.

Mr. Haines is the recipient of the Electricity Distributors Association's Chair's Citation Award, OEA's Leader of the Year and the Energy Council of Canada's 2014 Canadian Energy Person of the Year.



Elizabeth May

Elizabeth May is Leader of the Green Party of Canada and its first elected Member of Parliament, representing Saanich-Gulf Islands in southern Vancouver Island. In 2005, Elizabeth May was made an Officer of the Order of Canada in recognition of her decades of leadership in the Canadian environmental movement.

She graduated from Dalhousie Law School and was admitted to the Bar in both Nova Scotia and Ontario. She practiced law in Ottawa with the Public Interest Advocacy Centre prior to becoming Senior Policy Advisor to the federal minister of the Environment (1986-1988).

For seventeen years Elizabeth served as Executive Director of the Sierra Club of Canada. A proud mother and grandmother, she lives in Sidney, British Columbia. Elizabeth is the author of eight books, including her most recent book *Who We Are: Reflections on My Life and Canada*.

Roundtable Presenters

Steve Baker

Steve Baker is president of Union Gas Limited.

Steve brings a wealth of financial, business development, marketing and customer service experience to the role, which he assumed in January 2012.

Mr. Baker joined Union Gas in 1989 and has held a number of senior management positions in regulatory, finance and marketing over the course of his career. Prior to his current role, he served as vice president and treasurer of Spectra Energy Corp. He also previously served as vice president of business development – storage and transmission for Union Gas, managing the business development activities for storage and transmission as well as gas supply acquisition and planning, product and service development, customer support, system planning and capacity management.

Prior to joining Union Gas, Steve was an accountant with Clarkson Gordon (Ernst & Young). During his four years with Clarkson Gordon, he worked in audit and tax and served a variety of corporate clients.

Steve is a chartered professional accountant and a certified management accountant. He obtained his Bachelor of Arts in honours chartered accountancy studies from the University of Waterloo in 1986 and his Master of Accounting from the University of Waterloo in 1987. He is a member of the Institute of Chartered Accountants of Ontario, the Canadian Institute of Chartered Accountants and The Society of Management Accountants of Ontario.

Michael Balagus

Michael assumed the position of Chief of Staff and Principal Secretary for Ontario's New Democrats in October 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.

From 2003 to 2012 Michael was the 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. Michael was the Manitoba NDP's Provincial Campaign Director in the Party's 2007 and 2011 victories.

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.

Prior to joining the Ontario NDP, Michael was the Chief Executive Officer and Chief Administrative Officer for the Ontario Nurses' Association (ONA).

Marc Brouillette

As principal consultant at Strategic Policy Economics (Strapolec), Marc has been advising provincial and federal government ministries, agencies and Crown corporations for more than 20 years on issues in the aerospace, energy and gaming sectors. He specializes in matters that involve technology-based, public-private initiatives in policy-driven regulated environments. Marc acted as both a nuclear and financial advisor to Natural Resources Canada on the restructuring of Atomic Energy of Canada Limited's nuclear science and technology laboratory. Recently, he has been a regular commentator on policy matters related to Ontario's energy sector. His in-depth and detailed assessments include: "Ontario Emissions and the LTER," a submission during the 2016 Long-Term Energy Plan consultation process; "Extending Pickering Nuclear Generating Station Operations: An Emissions and Economic Assessment for 2021 to 2024" in November 2015; and "Ontario's Proposed Cap and Trade Design Option Consultation Feedback EBR 0122-5666" in December 2015.

Gaétan Caron

Gaétan Caron joined the School of Public Policy of the University of Calgary as an Executive Fellow in July 2014. His current areas of work at the School are: Indigenous consultation, 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.

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 45 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 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 an advisor to the executive and business unit leaders of consulting engineer Hatch Ltd, 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.

Cynthia Chaplin

Cynthia Chaplin has 30 years of experience as an energy economist and regulator in Canada and Great Britain. She is currently a Director on the Board of Ontario's Independent Electricity System Operator. Cynthia also consults on economic regulation, regulatory policy, adjudicative processes and corporate governance to utilities, regulators, governments, and stakeholders.

Cynthia previously served as board member, Vice Chair and Chair/CEO (interim) of the Ontario Energy Board, where she presided on more than 100 public hearings and policy consultations. Her involvement in regulation extended across Canada through her leadership of CAMPUT, Canada's Association of Energy and Utility Regulators. Cynthia

has also held senior positions with British Petroleum, Amoco, and Britain's natural gas regulator (Ofgas).

She holds an M.A. in economics from the University of Toronto and the ICD.D designation from the Institute of Corporate Directors.

Simon Ede

Simon Ede is an economist with over 15 years of experience working within and as an advisor to companies in global energy markets. He has a broad range of project experience that comprises transaction support, market analysis and forecasting, strategy development, and electricity auctions. On this basis he has worked as an economic expert for parties involved in various regulatory matters and commercial disputes. He previously ran a market analysis team for a Dutch utility with responsibility for modelling of long-term market fundamentals and regulatory due diligence on thermal and renewable generation transactions in North West Europe. He has subsequently worked for various parties analysing the effect of climate change policy on electricity markets in Europe.

Murray Elston

Murray Elston was appointed to the IESO Board of Directors in March, 2014. Born in Wingham Ontario, Mr. Elston attended the University of Western Ontario where he received Law and BA Degrees. He practiced law in Wingham before being elected to the Ontario Legislature in 1981 (Huron Bruce) and was re-elected in 1985, 1987 (Bruce) and 1990 (Bruce). In the Legislature, Mr. Elston served as Health Minister, Minister of Financial Institutions and Chair of management Board.

Following his tenure in the Legislature, he served as President of the Canadian Nuclear Association and Canada's Research-Based Pharmaceutical Companies before joining Bruce Power in 2009. After retiring from Bruce Power, Mr. Elston served as Chair of the Electricity Distribution Panel (2012 – 2013). Murray is a member of the Council for Clean and Reliable Energy.

Erin Flanagan

Erin Flanagan is the director of the Pembina Institute's federal policy program. In this role, she spearheads national advocacy campaigns on climate and energy issues and supports the Institute's regional staff to advance their policy priorities in Ottawa. Erin is the co-author of more than 10 publications and frequently represents the Institute at regulatory and multi-stakeholder processes.

Day-to-day, Erin researches and promotes public policy solutions that reduce the environmental impact of fossil fuel development and that support Canada's transition to clean energy. As a technical analyst at the Institute, she contributed to public and private sector projects on a range of issues in the oil sands, including greenhouse gas and water management, tailings treatment, and land reclamation. Her technical and opinion work has been published in *The Globe and Mail*, *Toronto Star*, and *PostMedia* newspapers across Canada. As a frequent spokesperson for the Institute, she appears regularly on national current affairs television programs, including *CBC's Power and Politics*.

Erin holds a bachelor of science in chemical engineering with a minor in public policy from the University of New Brunswick. Her contributions to technical and humanitarian issues have been highlighted by organizations including the Canadian Engineering Memorial Foundation, the Association of Professional Engineers and Geoscientists of New Brunswick and the Canadian Society for Chemical Engineering. In 2016 she was named one of Canada's top 30 under 30 in sustainability by *Corporate Knights* magazine, and has twice been named one of Ottawa's "Top 100 lobbyists" by *The Hill Times*.

Martha Hall Findlay

Martha Hall Findlay joined the Canada West Foundation as President and CEO on September 1, 2016.

Martha is a thought leader whose insight on issues such as pipelines, international trade, foreign investment and foreign affairs, energy and the environment, and supply management

Roundtable Presenters

have framed the debate for decision-makers and everyday Canadians. Her career has been diverse, spanning law, technology, politics and public policy.

Previously, Martha was the Chief Legal Officer of EnStream, a Rogers/Bell/TELUS mobile payments joint venture. As a lawyer, senior business executive and successful entrepreneur, Martha has more than 25 years of domestic and international experience with major multinationals as well as startups, primarily in telecommunications and technology.

As an Executive Fellow at the University of Calgary's School of Public Policy, Martha focused on Canadian economic, social and environmental prosperity in a global context.

She was a Member of Parliament from 2008 to 2011, and served as a member of the House of Commons Standing Committees for Finance; Transport; Government Operations and International Trade.

Martha has served as a board director and executive for several policy, environmental, community and cultural organizations, including the Couchiching Institute on Public Affairs; the Canadian Centre for Responsibility to Protect (CCR2P) at University of Toronto's Munk School of Global Affairs; the Georgian Bay Association and Alberta's CKUA not-for-profit radio network. She is currently Vice-Chair of the Board of Alpine Canada; a member of the Advisory Council for the University of Ottawa's Positive Energy project; and is a member of the Advisory Council for the New York Global Leaders Dialogue.

William (Bill) 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. He was instrumental in making the Southeastern United States a growth area for the Republican Party in the 1970's and 1980's, went on to orchestrate the winning Senatorial strategy in 1993 to 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 was 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. He and his team executed a turnaround of the corporation. Mr. Hay was

appointed by a Conservative government and renewed by a subsequent Liberal government. Focus was on operations, HR 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. HR focus on "people at their best" resulted in a Top 100 Employer designation for the past 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.

Mr. Hay currently serves as a Director of the Toronto Hydro-Electric System, is Chair of SHAD, Chair of Beaverbrook Art Gallery Acquisition Committee, and a member of the Council for Clean and Reliable Energy.

Guy Holburn

Guy Holburn holds the Suncor Chair in Energy Policy and is an Associate Professor of Business, Economics and Public Policy at the Ivey Business School, University of Western Ontario. He is also the founder and Director of the Ivey Energy Policy and Management Centre.

Dr. Holburn joined Ivey in 2001 and teaches both degree and executive development programs. He holds a Ph.D. and M.A. from the University of California, Berkeley, and a B.A.

Hons. (First Class) from Cambridge University. Previously, Dr. Holburn worked for several years as a management consultant with Bain and Company in England and in South Africa.

Dr. Holburn's area of expertise is in the intersection of business strategy and public policy, with a focus on strategy and policy issues in the energy and utilities sectors. He has published widely in academic journals and is a regular contributor to national and local media. He has been awarded research grants by the California Public Utilities Commission, Canada Foundation for Innovation, Hydro One, Natural Resources Canada, Olin Foundation, Ontario Centres of Excellence, Social Sciences and Humanities Research Council of Canada, and University of California Energy Institute. He has won the Haynes Prize for the Most Promising Scholar awarded by the Academy of International Business, and he was a finalist for the Page Prize for Business Sustainability Teaching.

Dr. Holburn has worked as a consultant in the private and public sectors on economic impact assessments, corporate performance improvement strategy, merger/acquisition strategy, and regional economic development strategy. He is on the Executive Committee of the Alliance for Research on Corporate Sustainability, the Advisory Committee for the Canadian Network for Energy Policy Research and Analysis, and he is a member of the Council for Clean and Reliable Energy.

Don Lowry

A chairman, director and board advisor, focused on strategy, high performance governance and the advancement of board diversity. Don is the former President and CEO of EPCOR and past President and C.O.O of TELUS.

After 16 years, Mr. Lowry recently stepped down from the position of President & CEO of EPCOR Utilities to focus on corporate board work and to serve on local community boards and associations. As a professional Director, Don earned his ICD.D designation from the Rotman School of business, Toronto.

During Don's time with EPCOR he led the growth of the Edmonton based utility into a

North American power and water company. In 2009 Don initiated the spin-off of EPCOR's power generation business into one of Canada's largest investor-owned generation companies, Capital Power Corporation.

Don is currently non-executive Chair of Capital Power and past non-executive Chair of Canadian Oil Sands. As well he serves as a director of Stantec, Melcor REIT, Hydrogenics Corporation and Alectra. He is Chair of the Edmonton Organizing Committee for the ITU World Triathlon and past Chairman of Edmonton Metro Region Mayor's Advisory Panel. In 2010 Don was recognized as Alberta Venture's Business Person of the Year and in 2013 as Alberta's Energy Resource Person of the Year.

Don is frequently sourced as a speaker, moderator or panel member on industry related business and governance topics. His articles and opinions are regularly published in leading business and governance journals.

Prior to joining EPCOR, Don spent more than 20 years in the telecommunications industry. He was President and Chief Operating Officer of Telus Communications Inc. and Chairman of Alta Telecom.

Don holds a B.Comm. (Honours) and an MBA from the University of Manitoba. He is also a graduate of the Harvard Advanced Management Program and the Banff School of Management.

In 2013 Don and his wife Norine established the Women of Excellence Awards which provides financial assistance to women pursuing additional skills to advance their careers.

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, Greg has built a career at the intersection of public opinion, communications and public policy. With over 20 years of communications and opinion research experience, Mr. 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.

Mr. 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 McFadden

David McFadden is a Counsel at Gowling WLG and formerly served as a member of both the firm's Board of Trustees and Executive Committee. David has extensive experience, whether it be for clients investing or operating in Canada, Canadian clients investing or operating internationally or international clients investing abroad, particularly in the energy, infrastructure, financial services and technology industries.

David has acted for corporations, municipalities and utilities involved in the Generation, distribution, marketing, transmission and financing of energy. He also has acted for clients involved in infrastructure development, management and renewal. He has acted as counsel in a variety of infrastructure projects including toll highways and tunnels, light rail systems and health care facilities.

David serves in leadership roles in the Canadian energy industry. He is currently on the board of directors of the Ontario Energy Association having recently served as Board Chair. He is a member of the Smart Grid Forum of the Independent Electricity System Operator and serves on the Advisory Board of the MaRS Advanced Energy Centre and on the Council for Clean and Reliable Energy.

Roundtable Presenters

David is active in the business corporation sector. He currently serves as Chair of the Board of Directors of Toronto Hydro Corporation and is Chair of the Canadian and international infrastructure advisory boards of Fengate Capital Management Ltd. David is Chair of the Board of Directors of 407 International Inc. and PCI Geomatics Inc. He also serves on the Board of Directors of Cricket Energy Holdings Inc.

Over the years, David has advised government on energy matters both in Canada and internationally. He served as co-chair of the Electricity Transition Committee of the Ontario Government (1998-2002), a member of the Electric System Working Group of the Joint Canada-U.S. Task Force established to investigate the power blackout that hit Ontario and much of the northeastern United States (2003-2004), a member of the Ontario Government's Electricity Conservation and Supply Task Force (2003-2004), co-leader of an investigation established by the Government of Jamaica to review the reliability of the island's transmission system (2006), a member of the Ontario Government's Electricity Distribution Sector review panel (2012), and Chair of the Independent Review Committee appointed by Toronto Hydro to review its response to a major ice storm event in December 2013 (2014).

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 was named the Energy Leader of the Year by the Ontario Energy Association in 2013.

Ian Mondrow

Ian Mondrow leads Gowling WLG's energy regulation and policy practice in the firm's Toronto office. He advises on a variety of matters in the natural gas and electricity sectors, including: Energy policy; Regulatory policy and processes; Rates and tariff matters; Facilities applications; and, Compliance and licensing issues.

Ian has represented electricity generators, transmitters and distributors, competitive energy retailers and energy consumers before the Ontario Energy Board, the National Energy Board, and in other Canadian regulatory forums.

Ian is a member of the Council for Clean and Reliable Energy, 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.

Prior to joining Gowling WLG, Ian practiced at a prominent national firm, served as special advisor to the chair of the Ontario Energy Board, and was Vice-President; Government and Regulatory Affairs with a major integrated energy retail and solutions company.

Jatin Nathwani

Professor Nathwani is the founding Executive Director, Waterloo Institute for Sustainable Energy (WISE) and holds the prestigious Ontario Research Chair in Public Policy for Sustainable Energy at the University of Waterloo (UW).

Professor Nathwani is also the Co-Director, with Prof Joachim Knebel (Karlsruhe Institute of Technology, Germany), of the consortium 'Affordable Energy for Humanity (AE+H): A Global Change Initiative' comprising 110+ leading energy access researchers and practitioners from 30 institutions and 12 countries to drive the scientific, technological and social innovations required for a cleaner, low carbon energy system that also meets the challenge of universal energy access.

WISE brings together the expertise of UW faculty members to develop and implement large-scale multi-disciplinary research projects in collaboration with business, industry, governments and civil society groups. The vision of the Institute is simple: clean energy, accessible and affordable for all.

Prior to his appointment at the University in 2007, Professor Nathwani worked in a leadership capacity in the Canadian energy

sector over a 30-year period. He brings a unique combination of academic perspectives with extensive experience in the business sector that includes corporate planning and strategy, energy sector policy developments, power system planning, environmental and regulatory affairs and research program management.

Professor Nathwani serves on several Boards at the provincial and national levels and has appeared frequently in the media (print, TV, radio) and has over 100 publications related to energy and risk management, including seven books.

Professor Nathwani holds a PhD in Engineering from the University of Toronto and is a Registered Professional Engineer in the Province of Ontario.

Leslie Noble

Leslie is a founding partner of StrategyCorp a public affairs and management consultancy advising clients who operate at the intersection of the public and private sectors, in highly scrutinized and highly regulated industries.

Leslie applies her experience to assist organizations seeking to maximize the benefits of their involvement in the public policy process or position themselves for success with key stakeholders. She believes strongly that critical public affairs factors should be key considerations in any business strategy. Helping clients identify the non-operational barriers to and accelerators of corporate success is a main focus of her work.

She has significant experience in developing strategies to manage and protect corporate reputations and understands that developing enduring, productive relationships with key corporate stakeholders can build significant shareholder value. Her background in political and issue management makes her uniquely equipped to advise clients on managing complex public policy matters.

Throughout her career she has assisted clients with high-stakes mandates throughout Canada, the United States, the Middle East,

Latin America, Africa, and the Caribbean. She leads StrategyCorp's micro-political due diligence efforts which augment financial and legal diligence with an understanding of how the evolving political landscape, regulatory systems, or cultural norms can impact an investment thesis.

Her professional work has included significant involvement in the energy sector, including clients within generation, transmission, distribution and retailing across varied fuels, including nuclear, natural gas and renewables.

Well known in Conservative circles, Leslie has served as a strategic advisor on numerous political campaigns in Canada at both the federal and provincial levels and is a frequent media commentator.

Leslie has served on the Board of Directors of Mount Sinai Hospital and currently is a member of the Board of Ducks Unlimited Canada and the Toronto International Film Festival.

Byrne Purchase

Byrne Purchase is a former Deputy Minister of the Ontario Ministries of Finance and Revenue and Energy, Science and Technology. He is also a former Chief Economist of Ontario and a former Chair of the board of the Ontario Financing Authority and the Ontario Electricity Financial Corporation as well as a former director of OPG Ventures Inc., Ontario Genomics Institute, Ontario Super-Build Corporation and the Ontario Innovation Trust.

Byrne is currently an Adjunct Professor at the School of Policy Studies, Queen's University and a Fellow (and founding director) of the Queen's University Institute for Energy and Environmental Policy. He teaches graduate courses in Energy Policy and Canadian Economic Policy and is a regular contributor to QP Briefing, a Torstar on-line publication covering Ontario politics and economics.

Byrne has a PhD in economics from the University of Toronto and is the author of several publications relating to economics,

governance and competitiveness. His latest book is *Navigating on the Titanic: Economic Growth, Energy and the Failure of Governance*, McGill-Queen's University Press (2013).

Marie Rounding

Marie Rounding is counsel at Gowling WLG's Toronto office.

Having served in both public and private sectors for more than 30 years, Marie is well-respected in Canada's energy industry and has a recognized background in regulatory and administrative law. In November 2007, she was appointed by Prime Minister Harper to serve on the Advisory Council on National Security, and she is currently a member of the International Advisory Committee, Public Utility Research Center at the University of Florida.

Prior to joining the firm, Marie held a number of senior positions, including chair and member of the Ontario Energy Board for a combined term of 10 years, president and CEO of the Canadian Gas Association, and director of the Crown Law Office, Civil Law at the Ontario Ministry of the Attorney General. She was also legal director and counsel for the Ministry of Energy and director of the legal services branch of the Ontario Ministry of Financial Institutions.

Marie currently serves as a director of Nova Scotia Power Inc., as a senior Advisor of Elenchus Research Associates Inc., and served, up until April 2014, as a director of Ontario Power Generation for 10 years. She also sits on the Independent Review Committees of two investment fund managers.

While chair of the Ontario Energy Board, Marie was chair of the Canadian Association of Members of Public Utility Tribunals. At that time, she was also chair of the Society of Ontario Adjudicators and Regulators (SOAR) and has been a director of the Council of Canadian Administrative Tribunals. Marie has provided strategic regulatory and policy advice and opinions not only to Ontario electricity distributors and the Ontario Energy Board, but also to the governments and energy regulatory agencies of Vietnam and Jamaica.

In 2006, Marie graduated from Directors Education Program and Financial Literacy Program sponsored by the Institute of Corporate Directors and the Rotman School of Management Corporate Governance College. She is also designated an Institute-certified director, ICD.D.

Marie is well-known in the health services sector, having served as chair of the Doctors Hospital and on several board committees of Sunnybrook & Women's College Health Sciences Centre and on the board of the Orthopaedic and Arthritic Corporation. She currently serves on the boards of the Kensington Foundation for the Kensington Health Centre and Wellspring Cancer Support Foundation.

Marie has also been actively involved with several other community-based organizations. She was chair and a member of the board of directors of the National Ballet School and is the former president of the National Ballet School Foundation. She was also a governor of the Canadian Unity Council.

Grant Sprague

With over 25 years of experience, Grant Sprague provides advice on natural resource and environmental law. His experience with the various regulatory systems enables him to give strategic and practical advice to clients while ensuring they achieve their outcomes. By bringing multiple perspectives, such as the view of governments, senior business leaders and stakeholders, Grant has assisted his clients navigating complex natural resource issues.

Throughout his career, Grant has been called upon to advise and to build trusted relationships with senior leaders and decision-makers across Canada. Grant has provided legal advice on a wide variety of issues in the natural resources field and environment. His experience includes: Natural and resource regulatory system and policy development; Environmental assessment; Regulatory approvals and enforcement; and, Regulatory advocacy.

Grant served as the Deputy Minister of Energy for Alberta from July 2013 to May 2016. He had responsibility for energy development, market access and electricity policy. Grant also co-lead the Deputy Ministers' Working Group on the Canadian Energy Strategy and had oversight of the 2015 Royalty Review. Prior to his appointment as Deputy Minister, Grant served as head of the Policy Coordination Office of Executive Council and as the Assistant Deputy Minister of Alberta Justice.

During his years with Alberta Justice, Grant provided legal advice to Alberta government departments on a full range of environmental matters under provincial legislation including the *Environmental Protection and Enhancement Act*, the *Water Act*, the *Forests Act* and the *Public Lands Act*.

Grant is a Senior Fellow with the C.D. Howe Institute and is a sessional lecturer at the University of Alberta School of Business.

Nancy Tower

Nancy Tower is Chief Corporate Development Officer for Emera Inc. Emera Inc. is a geographically diverse energy and services company headquartered in Halifax, Nova Scotia. Following the acquisition of TECO Energy in July 2016, Emera has approximately \$27.5 billion CAD in assets and 2015 pro-forma revenues of \$ 6.3 billion. Emera's investments are in electricity generation, transmission and distribution; gas transmission and distribution; utility energy services and their strategic focus is on transforming their sector from high-carbon to low-carbon energy sources.

In her current role, Ms. Tower has a focus on mergers and acquisitions, and the advancement of strategic growth projects in the areas of electric and gas transmission and generation. From May 2011 to April 2014, she was also CEO of Emera Newfoundland and Labrador. In April 2014, Nova Scotia Power Maritime Link (NSPML) received approval for the Maritime Link, a legacy accomplishment. Ms. Tower remains an active member of the Emera Newfoundland and Labrador Board of Directors.

Ms. Tower was Emera's chief financial officer from 2005 to 2011 and was responsible for overseeing all the financial activities of Emera, including external reporting, business development, financial operations, risk management and relationships with equity and debt markets.

Since joining Emera in 1997, Ms. Tower has held senior positions in corporate finance and in operations, including controller and vice president of customer operations with NSPI. In this role, she led a team of over 1,000 employees who operate and maintain Nova Scotia's electricity delivery system.

Ms. Tower is a Fellow Chartered Accountant and a 2011 recipient of Canada's Most Powerful Women: Top 100 Award.

A leader in her community, Nancy serves on the Board of United Way Halifax and is Chair of their Strategic Fundraising Cabinet. Nancy also recently joined the Dalhousie University Faculty's Advisory Board and also serves on the Advisory Council of the Dalhousie University Corporate Residency MBA Program. She has previously served as the 2014/2015 Campaign Co-Chair, United Way Halifax Region and is a past member of the Board of Directors of the Atlantic Institute for Market Studies (AIMS), the Board of Directors of Nova Scotia Business Inc., the Board of Trustees of the QEII Foundation, and the Board of Directors of CAA Atlantic. Nancy is also the former Chair of the Nova Scotia Institute of Chartered Accountants.

Ms. Tower is a graduate of Dalhousie University.

Robert Warren

Robert Warren is senior counsel in the area of regulatory advocacy and has represented clients in many 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.

Robert has made presentations to several conferences, including the Canadian Association of Members of Public Utility Tribunals, 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 has been recognized in the 2016 edition of Benchmark Canada, the Guide to Canada's Leading Litigation Firms and Attorneys. He is also continuously recognized as by Best Lawyers® in Canada and Lexpert as a leading lawyer in his field. Robert holds degrees from the Universities of Montreal, Oxford, and Toronto.

Glen Wright

Glen Wright is the Chairman of the Council for Clean and Reliable Energy, a federally incorporated non-profit volunteer organization that provides a platform for open dialogue and solutions-oriented approach to the challenges of the energy sector. He is the former Chairman of Hydro One Inc. and Waterloo North Hydro.

Mr. Wright is currently the Chairman of LeanCor LLC and LeanCor Canada Inc., a global supply chain company that offers a unique combination of training and education, hands-on consulting and outsourced logistics services.

Mr. Wright has served as the Chair of the Ontario's Workplace Safety and Insurance Board, and was a Member of the Commission for Environmental Cooperation, part of the North American Free Trade Agreement, where he served as the Chair of the of the Joint Public Advisory Committee.

Glen's private sector career has focused primarily on the insurance and actuary fields. He has served on the Board of a wide range of corporations in the insurance, environmental, technology and manufacturing sectors and participated in a variety of charitable and not-for-profit Boards including the Canadian Broadcasting Corporation and Wilfrid Laurier University. Early on in his career he served as a Member of Waterloo City Council and Waterloo Regional Council, and has acted as a senior advisor to a number of federal and provincial leaders.