

CONFERENCE ORGANIZERS

Council for Clean & Reliable Electricity

www.thinkingpower.ca

The Council is 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. Representatives from universities, public and private sector business leaders, and strategic planning professionals 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 on public sector governance in the electricity sector. The Council continues to enjoy providing these forums in partnership with the **Waterloo Institute for Sustainable Energy (WISE)**, **University of Waterloo** and the **Ivey Energy Policy and Management Centre, University of Western Ontario**.

Ivey Energy Policy and Management Centre, University of Western Ontario

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.



Council for Clean & Reliable Electricity Members

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

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We appreciate the sponsorship from:



				<p>February 27, 2014</p> <p>Hilton Suites Conference Centre Markham, Ontario</p>
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CONFERENCE PROGRAM

- 8:15 am** Registration & Continental Breakfast
Networking
Markham Ballroom Lobby
- 9:00 am** Markham Ballroom
- Welcome
Glen Wright, Chair, Council for Clean & Reliable Electricity
- Policy Context and Issues
David McFadden, Chair, International and Partner, Gowlings
- 9:30 am** Panel One: Governance of Municipal Electric Utilities
- Robert Warren, Partner, WeirFoulds LLP
Dan Ferguson, Partner, WeirFoulds LLP
Guy Holburn, Professor, Ivey Business School
Glen Wright, Chair, Council for Clean & Reliable Electricity
- Legal, fiduciary, and regulatory obligations of the officers and directors of LDCs to the municipality, LDC and ratepayers
 - Best practices in utility governance

- 10:30 am** Break
- 10:45 am** Panel Two: Deciding Whether to Own, Merge or Sell
- Moderator: Jan Carr, Board Member, Council for Clean & Reliable Electricity
- Vinay Sharma, CEO, London Hydro Inc.
Pankaj Sardana, CFO, Guelph Hydro Electric Systems Inc.
John McNeil, BDR, NorthAmerica Inc.
- Commercial, financial and stakeholder considerations of alternative LDC municipal ownership options
- 12:00 pm** Lunch
- 12:45 pm** Panel Three: Practical Perspectives on Governance and Ownership Issues
- Mayor Rob Burton, Town of Oakville
Glen King, CFO, FortisOntario Inc.
Dennis Nolan, EVP Corporate Services and Secretary, PowerStream Inc.
- Balancing commercial, political and regulatory pressures in municipal LDC ownership, strategy and operations
- 2:00 pm** Closing Remarks

Rob Burton

Rob Burton has served as the Mayor of the Town of Oakville since 2006. During his time as Mayor, several groundbreaking initiatives that protect Halton and Oakville's ability to control the built and natural environment and the health and safety of the community have been implemented. These include the Oakville and Halton Natural Heritage System, the Private Tree Protection By-law, the Town Energy Management Plan, the Health Protection Air Quality By-law, and the new official plans Livable Oakville and Sustainable Halton.

Mayor Burton co-founded and co-chairs the Municipal Leaders for the Greenbelt. Environmental Defense Canada calls him the greenest mayor in Canada. His 1971 Masters Degree thesis at Columbia University statistically linked air pollution to illness and death.

Mayor Burton also serves on the boards of Halton Children's Aid Society, Halton Community Housing Corporation, Halton Healthcare Services, Halton Regional Police Services (as the Chair), Oakville Hydro Corporation, and Tree Canada. He avidly supports sports, arts and culture groups and charities.

Prior to running for public office, Mayor Burton was a businessman, director and producer in journalism, film and television. He is best known for starting YTV.

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.

Dr. Carr has 42 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, including Middle East, Asia, Africa, Central America and the Caribbean. He 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 boards of the Alberta Electric System Operator (AESO) and Guelph Hydro. He is also an advisor to Gowlings, providing business advice to the firm's international law practice as well as to the executive and business unit leaders of consulting engineer Hatch Ltd. He formerly served on the Board of Directors of 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 a publicly elected Commissioner and Chairman of Niagara-on-the-Lake Hydro and a board member and regional Chair of the Municipal Electric Association (today's Electricity Distributors Association).

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.

Dan Ferguson

Dan Ferguson, a Partner at WeirFoulds LLP, brings a wide range and depth of experience to a commercial/ infrastructure projects practice that involves financing, M&A, corporate reorganization and governance advice for numerous clients of all types, as well as noted expertise in meeting the needs of both the public and private sectors in public infrastructure projects and public/private collaborations. Dan often provides advice and issues opinions to board members and senior officers of municipally owned business corporations on governance issues and director and officer rights and obligations related to complex projects and transactions

Dan is co-chair of the firm's infrastructure and public projects practice and has written and presented extensively in the area of public infrastructure and public/private collaborations.

Dan has worked on the structuring and financing of many public/private partnerships. He has in depth expertise on appropriate risk allocation and project structuring and documentation in the design, build, operation and financing of such projects, and has advised both the private and public sectors in many successful and high profile projects of this type.

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 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. in Economics from the University of California, Berkeley, and a B.A. Hons. in Economics from Cambridge University. Prior to his academic career, he worked as a management consultant with Bain and Company in London, England, and was a founding member of the Bain South Africa office.

Dr. Holburn's area of expertise is in the intersection of business strategy and public policy. Most of his research is applied to strategy and policy issues in the energy and utilities sector. He is currently leading a multi-year research program on energy regulation in Canada. He has been awarded a number of research grants, including those from the Canada Foundation for Innovation, Hydro One, the 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 a Board Member of the Council for Clean & Reliable Electricity, and a member of the Advisory Roundtable for the Chair of the Ontario Energy Board.

Glen King

Glen King is Vice President, Finance and Chief Financial Officer of FortisOntario Inc. (a wholly-owned subsidiary of Fortis Inc., the largest investor-owned utility in Canada). Mr. King oversees the financial, customer service and regulatory staff/departments of an electric utility holding company and its wholly-owned subsidiaries: Canadian Niagara Power, Cornwall Electric and Algoma Power. These utilities, located in the Niagara, Eastern and Northern Ontario regions, serve approximately 65,000 customers and meet a combined peak load of 271 MW.

FortisOntario also holds a 10% interest in Westario Power Inc., Rideau St. Lawrence Holdings Inc. and Grimsby Power Inc., three regional electric distribution companies serving a combined customer base of over 38,000. In addition, he manages the financial and regulatory functions of the regulated transmission assets in the Niagara and Cornwall areas, including an international interconnection between New York State and Fort Erie, Ontario, and a 5 MW natural gas cogeneration plant.

Mr. King is a Chartered Professional Accountant (CPA, CA) and holds a Bachelor of Commerce (Co-operative) degree from Memorial University of Newfoundland. Prior to being appointed to his present position in 2005, Glen was Director of Finance and Treasurer, Director of Finance of Newfoundland Power, and Vice President, Finance of Fortis Trust Corporation. Prior to joining the Fortis group of companies, he spent seven years with Deloitte & Touche Chartered Accountants, serving in various management positions.

Mr. King serves on the Board of Directors of Canadian Niagara Power, Cornwall Electric, Algoma Power and Westario Power. He also is a Director of a non-profit organization, The United Way of Niagara Falls and Greater Fort Erie.

David McFadden

David McFadden is a Partner at Gowlings and Chair of the firm's International Practice. 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.

He is currently Co-Chair of Collus PowerStream Corporation, a board member of the Energy Council of Canada and a member of the Council for Clean &

Reliable Electricity. He chairs the Board of Directors of 407 International Inc. which operates and manages Highway 407. Previously, he served for six years as Board Chair of the Detroit-Canada Tunnel Corporation.

David serves as Chair of the Advisory Boards of LPF Infrastructure Fund, OE Infrastructure Fund, TCPP Infrastructure Fund and Fengate Greenfield Infrastructure Fund, which have invested in hospitals, court houses, detention facilities and power generation.

He has been a member of the board of directors of the Canadian Council for Public- Private Partnerships since 2001 and was the Chair of the Ontario Centres of Excellence from 2004-2010 as well as a member of the Ontario Research and Innovation Council from 2006 to 2008.

David McFadden has played a key role in a number of initiatives relating to the power industry. He served as Chair of the Stakeholders Alliance for Electricity Competition and Customer Choice, a broad coalition of business and energy-related organizations including the Association of Major Power Consumers, Association of Exporters and Manufacturers, the Canadian Federation of Independent Business, the Electricity Distributors Association of Ontario, the Ontario Energy Association and the Association of Power Producers of Ontario.

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 also co-led an investigation into a July 15th, 2006 blackout of the entire island.

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

John McNeil

John McNeil, President of BDR, is a lawyer by training and an independent investment banker by profession. He has over 30 years experience in the areas of business and enterprise valuations, financing and capital markets activities, and mergers and acquisitions (M&A). In his consulting practice, John has advised Ontario municipalities and utility clients considering mergers, acquisitions and divestitures, joint ventures, and the formation of service affiliates. In addition to his expertise in the business and operational issues associated with combining operations, John has expertise concerning the regulatory issues that arise from mergers and business combinations.

Dennis Nolan

Dennis Nolan has been the Executive Vice-President & Secretary of PowerStream Holdings Inc. since PowerStream's formation in 2004. He is a member of the Executive Management Team at PowerStream and is responsible for the company's Legal, Human Resources & Organizational Effectiveness, Health, Safety & Environment, Supply Chain Services, Information Technology, Corporate Communications and Internal Audit Departments and acts as the Corporation's Secretary.

Dennis is a member of the Southlake Regional Healthcare Foundation's Governance Committee.

Dennis was called to the Ontario Bar in 1982. Prior to June 2004, he was a member of the Executive Management Team at Hydro Vaughan Distribution Inc.

Dennis has over 30 years of experience as in-house counsel, and in senior management roles in the manufacturing, waste management and the electricity sector.

Pankaj Sardana

Pankaj Sardana has over 30 years of experience in the energy sector with the past 16 years at the executive level. Mr. Sardana gained his energy sector experience with The Ontario Ministry of Energy, The Consumers' Gas Company, Ontario Hydro, the IESO, Toronto Hydro Corporation, Ontario Power Generation, and Guelph Hydro. Mr. Sardana has in-depth knowledge of finance, regulatory affairs, treasury operations, wholesale and distribution rate structures and rate design, load forecasting, and conservation and demand management. Mr. Sardana has a Master's degree in Economics from the University of Waterloo, and is a Chartered Financial Analyst.

Vinay Sharma

Vinay Sharma has been the CEO of London Hydro since August 1, 2009. Previously, he was Vice President of Strategic Planning & Customer Services at London Hydro, which he joined on August 24, 1998. London Hydro is an electrical utility with a turnover of \$300M annually, serving approximately 150,000 electricity customers and about 101,000 water customers.

Prior to joining London Hydro, Vinay worked with Saskatchewan Power Corporation for seven years in various capacities including Distribution Planning, Power Procurement, and Marketing. Previously, Vinay has worked as a consulting engineer with Cambrian (now AMEC) and as an Assistant Professor in Electrical Engineering at the University of Saskatchewan.

Vinay Sharma has a Bachelor of Science in Electrical Engineering and is a Professional Engineer in the provinces of Ontario, Alberta and Saskatchewan. He has also obtained a M.Sc. and Ph.D. from the University of Saskatchewan and an MBA from the University of Regina.

He has been a Chartered Director since 2008. Currently he is Vice Chair of the Municipal Electric Association Reciprocal Insurance Exchange (MEARIE) Board. He is a member of the Board of Directors for MEARIE Management Inc., for Electricity Distributors Association and for the King's University College.

Robert Warren

Robert Warren, a partner of WeirFoulds LLP, holds degrees from the University of Montreal, the University of Oxford, which he attended on a Rhodes Scholarship, and the University of Toronto.

He is senior counsel in the area of regulatory advocacy, most recently with a focus on the regulation of the energy sector. He has appeared as counsel in many proceedings before the Ontario Energy Board. He has been counsel 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.

Mr. Warren's practice includes advising clients on governance issues in the energy sector.

Mr. Warren has written papers on various aspects of the regulation of the energy sector, and has made presentations to several annual conferences of the Canadian Association of Members of Public Utility Tribunals.

Mr. Warren is recognized as a leading practitioner in electricity, oil and gas in the Canadian Legal Lexpert Directory, and was named 2013 Lawyer of the Year in energy regulatory law by Best Lawyers in Canada.

Glen Wright

Glen Wright is the Chair 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.

Glen was appointed to the Commission for Environmental Cooperation, created as part of NAFTA and served as the Chair of the Joint Public Advisory Committee (JPAC) in 2010. JPAC is composed of 15 citizens, five from each country including Canada, the United States and Mexico.

He was appointed the Chair of Hydro One Inc. by Premier Ernie Eves in June 2002, with a mandate to reorganize its governance structure and management teams. From 1996 until his appointment at Hydro One Inc., Mr. Wright served as the Chair of Ontario's Workplace Safety and Insurance Board (formerly the Workers' Compensation Board), where he led a major restructuring that resulted in significant improvements in the WSIB's financial position and customer service.

Mr. Wright 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'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, charitable and not-for-profit organizations, among these, the Canadian Broadcasting Corporation, the Council for Canadian Unity and the Waterloo North Hydro Holding Corporation.