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## KEYNOTE ADDRESS

### Jim McCarter, Auditor General of Ontario



Jim McCarter was appointed Auditor General of Ontario by Ontario's Legislative Assembly in December 2004.

Prior to assuming these responsibilities, Mr. McCarter spent almost four years as Ontario's Assistant Provincial Auditor. Before that, he was Ontario's first Assistant Deputy Minister and Chief Internal Auditor.

Mr. McCarter also served as the Executive Director in the Office of the Provincial Auditor of Ontario. In 1989-1990, he served as Auditor General of St. Kitts and Nevis in the Caribbean on behalf of the Canadian International Development Agency.

Mr. McCarter is a chartered accountant and holds an MBA degree from York University and a Certified Information Systems Auditor designation. He was elected Fellow of the Institute of Chartered Accountants of Ontario (ICAO) in 2009.

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## CONFERENCE PRESENTERS

### Jan Carr

Jan Carr is a Corporate Director and former CEO of the Ontario Power Authority. He was the Vice Chair of the Ontario Energy Board during its transition from a government department to a self-funding independently operated tribunal.

Dr. Carr has over 38 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 been a consultant to utilities, government and others on the financial, business, strategic and policy aspects of the electric power industry.

Dr. Carr is a member of the Board and Audit Committee of the Alberta Electric System Operator, an independent member of Gowlings International Strategic Advisory Group and a member of the Board and the Audit Committee of Legend Power Systems. He has served on the Board of TransAlta Power and Macquarie Canadian Infrastructure Management. As well, he was a member of the Advisory Committee on Competition in Ontario's Electricity System (the MacDonald Committee), Chair of the Electricity Task Force of the Toronto Board of Trade, Commissioner and Chair of the electric utility serving the Town of Niagara-on-the-Lake and Regional Chair of the Municipal Electric Association.

### David Hay

Mr. Hay joined CIBC in 2010 as Managing Director and Vice Chairman CIBC World Markets Inc. In his role, Mr. Hay focuses on senior relationships for CIBC with particular attention to power and utility clients.

As the former CEO of New Brunswick Power Corp, Mr. Hay executed a turnaround of the corporation that resulted in a 10% reduction in staff, introduction of Balanced Scorecard methodology and the reversal of 4 years of losses (\$156 million) into 5 profitable years (\$285 million). As well, his Human Resources focus resulted in a Top 100 Employer designation.

Prior to his current position, Mr. Hay ran his own consulting firm, Delgatie Incorporated and worked for Merrill Lynch with the bulk of his career spent in European mergers and acquisitions. Mr. Hay has taught at the University of Toronto and the University of New Brunswick.

### Guy Holburn

Guy Holburn is a Professor of Business, Economics and Public Policy at the Richard Ivey School of Business, University of Western Ontario. At Ivey he is also the Director of Energy@Ivey, the center for research and outreach on national energy issues.

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, the California Public Utilities Commission, and the Social Sciences and Humanities Research Council of Canada. He is currently leading a multi-year research program on the renewable energy sector in Canada. He has published in leading economics and management journals, and has written for national media. Prior to his academic career Dr. Holburn worked as a management consultant for Bain and Company in the U.K. and South Africa. Dr. Holburn received his M.A. and Ph.D. from the University of California, Berkeley, and his B.A. Hons. (First Class) from Cambridge University.

### David MacNaughton

As Chairman, David MacNaughton brings to StrategyCorp Inc. a wealth of political, business and government experience from his comprehensive career in both the public and private sectors. As an entrepreneur he transformed the Government Relations consulting industry by building an organization which comprised government relations, public opinion research and public relations, operating in Canada, the U.S. and the U.K.

David led one of the world's largest government and public relations firms specializing in private public partnerships. His public sector experience includes work at both the federal and provincial levels of government. At the federal level he was Executive Assistant to the Minister, at the Ministries of Transport, Industry and Foreign Affairs. A long-time Liberal Party activist, David has been involved both federally and provincially in numerous election and political campaigns.

Prior to joining StrategyCorp, Mr. MacNaughton served as Principal Secretary to the Premier of Ontario. In that role he focused on bringing private sector principles of sound business management to the Ontario government with an emphasis on energy, budget and asset management, and private financing initiatives.

### Velma McColl

Velma McColl is the Principal at Earncliffe Strategy Group and a Steering Committee Member, Sustainable Prosperity, focusing on strategically enhancing Canada's global competitiveness in clean technology, energy and sustainable development.

Velma has worked in academia, think tanks, not-for-profit organizations and the public sector. She was the climate change policy advisor to Canada's Environment Minister and the strategic coordinator at Fisheries and Oceans. McColl is also a frequent writer and commentator on international and national energy and climate change issues

As a Principal at Earncliffe Strategy Group in Ottawa, she specializes in energy, environment and green technologies. She is co-founder of the Canadian Clean Technology Coalition and Women in Government Relations, and plays a leadership role with several organizations.

### Jatin Nathwani

Jatin Nathwani is the Ontario Research Chair in Public Policy and Sustainable Energy at the University of Waterloo, Faculty of Engineering and Faculty of the Environment. He is the Executive Director of the Waterloo Institute for Sustainable Energy (WISE).

Professor Nathwani serves on several Boards at the provincial and national levels. He is the lead Scientific Advisor to the Waterloo Global Science Initiative (WGSi) established by the Perimeter Institute and University of Waterloo and the lead author of the 'Equinox Summit-Energy 2030' Blueprint.

He is also the Chair of the Board of the Canadian University Network of Excellence in Nuclear Engineering (UNENE), Member of the Ontario Smart Grid Forum, Board Member, Ontario Centre of Excellence (OCE), Member, Clean Tech Advisory Board (DFAIT), Council for Clean and Reliable Electricity (CCRE), Member, Advisory Panel for the Science Media Centre of Canada (SMCC), and Advisory Board Member, Sustainable Waterloo.

Dr. Nathwani's primary role is to lead a multi-disciplinary effort to develop cleaner energy technologies and promote policies to improve the environmental and economic performance of the energy system over the long-term. As a member of the Ontario Smart Grid Forum, he has contributed to the shaping of the vision for the future of Ontario's grid. Dr. Nathwani was deeply involved in the development of the Ontario Power Authority's Integrated Power System Plan. He has over 80 publications related to energy and risk management.

### Will Stewart

Will Stewart is a regular speaker and strategist on the energy sector, and is Principal of both Navigator Ltd and Ensign Canada. He has provided strategic planning, research and communication advice to many of the leading firms in the energy sector, government, trade association and not-for-profit clients.

Mr. Stewart is a skilled advocator at both the federal and provincial government level, winning significant victories for clients in financial services, health care, education and the arts. He has demonstrated expertise in qualitative research, media relations, campaign planning and reputation management and recovery.

Will served as Chief of Staff in several portfolios to Ontario ministers responsible for energy, social services, and children, as well as the Government Whip and House Leader. Will is a respected media commentator on politics, public policy and social media, appearing regularly on CTV's PowerPlay, CP24's LeDrew Live, and Focus Ontario. Will was honoured to be chosen by the Hill Times as a member of its Top 100 Lobbyists.

### Robert Warren

Robert Warren, a partner of Weir Foulds LLP is senior counsel in the area of regulatory advocacy with a particular focus on the regulation of the energy sector. Over the past 15 years, he has appeared as counsel in all major proceedings before the Ontario Energy Board. He is recognized as one of Canada's leading public law and regulatory lawyers.

Mr. Warren has been counsel in proceedings involving the two natural gas utilities, the former Ontario Hydro, Hydro One Networks, Ontario Power Generation and the larger electric distribution utilities. He has prepared briefs to the Minister of Energy and the Ontario legislature on various aspects of the restructuring of the electricity sector and on the Green Energy Act.

Mr. Warren has dealt with numerous issues in the energy sector including the setting of rates, the development of regulatory structures, the approval of energy infrastructure projects, the setting of formulae for the allowed rates of return for natural gas and electric utilities, and the evolution of demand management and energy conservation programs for the electricity and natural gas sectors.

### Glen Wright

Glen Wright is the Chair of the Council for Clean and Reliable Electricity. He has extensive experience in public policy and government, providing advice to key people.

Mr. Wright led major restructuring initiatives as Chair of Hydro One Inc. and Chair of the Workplace Safety and Insurance Board providing significant improvements to both organizations. His private sector career has focused on the insurance and actuarial industries where he founded and operated one of the top ten pension and benefit companies.

Mr. Wright has served on the board of a wide range of corporations including the Canadian Broadcasting Corporation as well as charitable and not-for-profit organizations. He is currently serving as Chair of PrinterOn Corp., Chair of LeanCor LLC and Director of TurboSonic Corporation. Mr. Wright is a member and 2010 Chair of Advisory Panel, Commission for Environmental Cooperation (NAFTA).

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## ABOUT THE PARTNERS

### ABOUT THE WATERLOO INSTITUTE FOR SUSTAINABLE ENERGY

The Waterloo Institute for Sustainable Energy (WISE) was established at the University of Waterloo in 2008 and is the focal point for research in sustainable energy studies. In collaboration with utilities, private sector partners, government agencies and civil society groups, the Institute's goal is to foster the development of innovative technologies and alternatives to existing energy production and delivery systems, and to promote energy efficiency and environmental sustainability.

The vision of WISE is to be recognized internationally as a centre of excellence in energy research and to contribute to the development of energy policies and strategies that enhance the social, economic, and environmental performance of energy systems. WISE emphasizes innovation as the key driver in the transformation of the global energy system. Our focus is on research initiatives that provide both timely solutions for the near term and shape the evolution of energy use over the longer term.

### ABOUT THE RICHARD IVEY SCHOOL OF BUSINESS, UNIVERSITY OF WESTERN ONTARIO

Energy@Ivey is the centre of expertise at the Richard Ivey School of Business focused on national energy business issues and public policies. Its goals are to conduct and disseminate first class research on energy policy; and to promote 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. Energy@Ivey draws on leading edge research by Ivey faculty as well as by faculty within the broader Western University community.

### ABOUT THE COUNCIL FOR CLEAN & RELIABLE ELECTRICITY

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 five previous conferences on distributed generation, biomass, coal, nuclear, and public sector governance in the electricity sector. The Council also publishes the CCRE Commentary, an electronic publication that offers reasoned opinions and points of view about significant and timely issues relevant to the electricity sector.

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## THANK YOU TO OUR SUPPORTERS



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## CCRE MEMBERS

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*transforming the way we think about power*

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## Smart Governance for Smart Electricity: MOVING FORWARD FROM THE AUDITOR GENERAL'S REPORT

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### AGENDA

**April 12, 2012**  
**Toronto, Ontario**

- 10:00 - 10:10 am** Welcome and Opening Remarks
- Glen Wright, Chair, Council for Clean & Reliable Electricity  
Jatin Nathwani, Professor, Faculty of Engineering and Faculty of Environment, University of Waterloo, Executive Director, Waterloo Institute for Sustainable Energy
- 10:10 - 11:00 am** An External Perspective on the Performance of Ontario's Electricity Sector
- Keynote Speaker:** Jim McCarter, Auditor General of Ontario
- 11:00 - 12:00 noon** Moving Forward: Policy Options
- Guy Holburn, Professor, Business, Economics and Public Policy, Director, Energy@Ivey, Richard Ivey School of Business, University of Western Ontario  
Robert Warren, Partner, Weir Foulds  
David Hay, Vice Chair, Investment Banking, CIBC World Markets
- 12:00 - 12:45 pm** Networking Lunch
- 12:45 - 1:50 pm** Moving Forward: Political Considerations
- Will Stewart, Managing Principal, Navigator Limited  
David MacNaughton, Chairman, StrategyCorp Inc.  
Velma McColl, Principal, Earncliffe Strategy Group
- 1:50 - 2:00 pm** Closing Remarks  
Guy Holburn and Jatin Nathwani

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