

ASSOCIATE

- An expert adjudicator with experience on over 200 public hearings and consultations, including over 30 complex multi-party oral hearings
 - A senior executive with significant business experience in energy regulation, corporate governance and change management, including international experience
 - A people-oriented leader with excellent communication skills
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PROFESSIONAL OVERVIEW

Elenchus Research Associates Inc.

2014 – Present

Associate

- Provide research, analysis and advice on economic regulation, regulatory policy, adjudicative processes, and corporate governance to utilities, consumer representatives and other stakeholders, regulatory tribunals and government bodies

Ontario Power Authority, Ontario Independent Electricity System Operator (merged January 1, 2015)

2014 – Present

Director

- Governance/Leadership: set strategic direction for operation of Ontario's electricity system, independent planning of the system, acquisition of electricity supply, and promotion of conservation

Ontario Energy Board

2010 – 2014

Vice Chair

- Governance/Leadership: set strategic direction and provided corporate governance
- Adjudication: led public hearings to set electricity and natural gas rates, review electricity and natural gas infrastructure proposals, review energy conservation programs, etc.
- Policy Development: led public consultations to develop regulatory policies and rules and codes (e.g. competitive transmission, incentive ratemaking, consumer protection)

2010– 2011

Chair and CEO (Interim)

- Leadership: led organization through significant change (early departure of Chair/CEO); staff engagement enhanced and organizational continuity maintained
- Governance: sole responsibility for corporate governance
- Business Results: achieved more than 95%, including implementation of consumer protection legislation (Energy Consumer Protection Act) and conservation framework

2004 – 2010

Board Member

- Made decisions in the public interest using open, evidence-based processes
- Major public hearings included Ontario Power Generation, Hydro One, Enbridge, Union Gas, storage competition, Bruce to Milton Transmission Line, Gas/Electricity Interface

Consultant – Toronto, Canada

2001 – 2004

- Provided research, economic and policy analysis, and strategic advice on Canadian and international energy issues

British Petroleum (BP plc) – London, England

2000 – 2001

Senior Environmental Analyst, Environmental Policy and Planning

- Advised on business impact of European environmental and energy policies including emissions trading, renewable energy, and green certificates
- Supported new business development, including gas from landfill, and created new internal communication tools using web-based media

1999 – 2000

Regulatory Affairs Manager, UK Gas & Power

- Advised on all regulatory issues impacting BP's European gas and power business
- Managed transition due to merger with Amoco
- Developed proposals for European energy market liberalization and gas regulation
- Represented BP in external industry and stakeholder groups

1997 – 1999

Regulatory Economist, Amoco Gas Marketing

- Advised on all regulatory issues affecting Amoco in the UK
- Negotiated multi-party regulatory agreements

**Office of Gas Supply – London, England
Economic Advisor**

2000 – 2001

- Led annual review of British Gas’ transportation, storage and connection pricing
- Chaired stakeholder committee reviewing key transportation market reform issues

Ontario Energy Board	
Senior Project Manager	1991 – 1995
Project Manager	1989 – 1991
Deputy Energy Returns Officer	1987 – 1989
Alberta Department of Energy	1985– 1987
Energy Economist, Natural Gas Branch	

EDUCATION AND PROFESSIONAL DEVELOPMENT

- **ICD.D** Institute of Corporate Directors and Rotman School of Management, University of Toronto
- **M.A. Economics** University of Toronto (Resource Economics, Public Policy)
- **Honours B.A. Economics Specialist** University of Toronto

COMPLEMENTARY ACTIVITIES

Selected Speaking Engagements:

- Canadian Institute – Advanced Administrative Law and Practice
- University of Toronto Law School – speaker at Energy Law and Policy course
- APPrO (Annual Conference) – Executive Roundtable
- Women in Energy – Role of the Ontario Energy Board (as a Jane Austen novel)

Industry Memberships:

- Institute of Corporate Directors (ICD): Member
- International Association for Energy Economics (IAEE): Member
- Canadian Association of Members of Public Utility Tribunals (CAMPUT): former Vice Chair and Chair
- International Confederation of Energy Regulators: former Steering Committee Member

Community Involvement and Interests:

- Northern Secondary School Foundation – Director
- Leaside Daycare Centres - Former Chair and Director (not-for-profit, \$1.0m budget and 20 staff)