

ASSOCIATE, NATURAL GAS & ELECTRIC

A unique blend of senior management experience in: industrial sales, business development, energy risk management, strategic planning, acquisitions and operations.

- Leading and developing teams of customer focused people
 - Developing and executing Distributed Generation strategy
 - Developing new concepts and approaches to new energy services and energy risk management
 - Developing and executing policy and procedures for energy services, contracts and operations
 - Negotiating major contracts and regulatory settlements
 - Developing and executing new supply logistics strategies
 - Presenting to government agencies, trade associations, national and provincial tribunals
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PROFESSIONAL OVERVIEW

e3xA & Elenchus

2004 – >

President and Associate

- Created e3xA which provides consulting services and strategy development to Canadian energy companies. Clients include: large generators, distributors, producers, transmission companies and government agencies.
- Representations on Incentive Regulation, Feed in Tariff, Integrated Power System Plan
- Participation on IESO SAC and MPWG
- Provided training program for the Ontario Power Authority (OPA).
- Provided client support for the OPA's Integrated Power System Plan, Day Ahead Market and Load Serving Entities.
- Developed and sold the concept of representing a major LDC in the OEB's Natural Gas Forum. Completed sale, developed submissions and presentations to the OEB.
- Developed, promoted and executed a Power and Gas day jointly with APPRO.
- Provided OEB planning, facilitation, research and advice for NGEIR.

Ontario Power Generation

2001 – 2004

Director - New Market Development

2002 – 2004

- Identified, designed and developed new markets.
- Provided advice and analysis on the gas infrastructure costs related to coal replacement.
- Led the potential acquisition of a gas merchant company.
- Led the design and implementation of OPG's distributed generation strategy.

- Gas Strategist** 2001 – 2002
- Led the design and development of OPG's gas strategy.
- Union Gas Limited** 1998 – 2001
- Centra Gas Ontario Inc. / Union Gas Limited** 1995 – 1998
- Union Gas Limited** 1979 – 1995
- Director - Strategic Asset Opportunities** 1999 – 2001
- Led the design and implementation of Union's asset based Storage and Transportation growth strategies.
 - Managed Union's new storage and transportation strategic planning process and energy policy development.
 - Led Union's northeast transportation and storage strategy development and shared with WEI.
 - Initiated and lead the development of Union's North American demand, supply and pricing model.
- Director - Strategic Planning** 1998 – 1999
- Led the design, development, and execution of Union's new strategic planning process.
 - Led Union's Storage and Transportation Task Force.
 - Completed work on electricity restructuring and developed opportunities for Union's electricity driven initiatives. Worked with WEI's affiliated companies to develop WEI's integrated electricity strategies.
- Director - Delivery Services Transition** 1997 – 1998
- Led the design, development, customer acceptance and settlement discussions for Centra/Union's new Delivery Company services.
- Director - Gas Supply (Centra/Union)** 1995 – 1997
- Director - Gas Supply (Union)** 1994 – 1995
- Developed and executed gas supply strategies.
 - Directed Gas Purchasing, Gas Supply Planning, Gas Control and Control Systems Engineering.
 - Centralized Union and Centra Gas Supply call centers and control rooms.
 - Awarded highest North American customer satisfaction rating amongst gas transmission and storage companies.
- Manager - Gas Supply Logistics** 1987 – 1994
- Satisfied customers' rapidly changing storage, balancing and delivery requirements.
 - Developed new approaches to gas purchasing and introduced new financial price risk management strategies.
 - Substantially reduced gas costs, operating costs and improved reliability while system throughput doubled.
 - Led development of new and innovative technologies and computer systems such as: CARE (Gas Control accounting and customer access system), Expert Systems for system optimization and leak detection, Gas Supply Optimization and Planning System.
- Manager - Direct Sales** 1986 – 1987
- Developed and deployed Direct Sales strategy for Union's largest customers. This select customer group consumed in excess of 60% of total sales. Helped obtain new regulatory

treatment at the NEB and OEB. Educated customers and negotiated new contracts.

Various Positions

1979 – 1986

Manager Northern Division, Manager Chatham Division Sales, Industrial Sales Representative, Standards Engineer-Windsor.

Abitibi Price - Sales Representative and Purchasing Agent

1973 – 1976

ACADEMIC ACHIEVEMENTS

Strategic Leadership	Queen's University	2000
Western Executive Program (W.E.P.)	Ivey (University of Western Ontario)	1989
Master of Business Administration (MBA)	University of Windsor	1984
Marketing Management Course (M.M.C.)	Ivey (University of Western Ontario)	1983
Bachelor of Applied Science (BASc, P.Eng.)	University of Windsor	1979
Bachelor of Arts (BA)	University of Windsor	1975

SELECTED ACHIEVEMENTS

- Led the development of Ontario Power Generation's (OPG) Industrial Gas Sales and Marketing strategy
- Led the development of OPG's distributed generation strategy
 - Helped create the Ontario Distributed Generation Task Force
- Provided expert client support for Gas Distribution Incentive Regulation intervention
- Provided expert clients advice and strategy for Day Ahead Market evolution, Load Serving Entities and Integrated Power System Plans
- Provided Ontario Energy Board (OEB) planning, facilitation, research and advice for Natural Gas Electricity Interface Review (NGEIR)
- Developed and promoted sale of consulting services to large Ontario Distributor. Completed submissions and presentations to OEB
- Provided gas contract analysis and advice to large transmission company, power companies and gas producers
- Led the potential acquisition of a gas merchant company
- Completed the first direct purchase arrangement for OPG's Nanticoke plant - saving over \$1.5 million per year
- Led development of Union's storage and transportation northeast strategy.
- Initiated and led development of Union's North American supply, demand and pricing model.
- Member of the Ontario government's Market Design Committee, which designed the new deregulated Ontario electricity market.
- Member of the Independent Market Operator's (IMO) Stakeholder Technical Advisory Team
- Member of the OEB Market Design Task Force.
- Developed Centra and Union's position for legislative change.
- Led Centra and Union's participation in the OEB Ten Year Market Review recommending a new market structure for natural gas in Ontario.
- Negotiated the first TransCanada Pipelines Performance Based Settlement Agreement.
- A North American leader and innovator on energy risk management, planning and acquisition. Managed supply planning, acquisition and risk management with a portfolio in excess of \$1 Bil/year.
- Developed and negotiated new direct purchase vehicles.
- Helped create the Direct Purchase Industry Committee (DPIC).
- Directed the development of a new customer information system.
- Initiated and led the development of expert systems, improving productivity, reducing customer costs and improving system reliability.