

NOVEMBER 13 & 14, 2018

# CCRE Annual Energy Leaders Roundtable

Kananaskis



## Keynote Speakers



### Greg Lyle

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

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.



### Deborah Yedlin

Community leader and Calgary journalist Deborah Yedlin was elected the 14th Chancellor of the University of Calgary, effective July 1st, 2018.

Yedlin has been observing, commenting and writing about business and politics for more than two decades, as a journalist for the Financial Post, Globe and Mail and Calgary Herald newspapers. In addition to her writing, she has been a regular commentator for CBC Radio and Television, and CTV since 1996.

Her journey to becoming a business columnist was unconventional – but an undergraduate degree from the University of Alberta in Economics and English in 1984, coupled with her business experience that was augmented with an MBA from Queen's University in 1991, have all built towards a resume that includes working on Wall Street and Bay Street.

Born and raised in Edmonton, Yedlin witnessed firsthand the power of education to provide the opportunity to rebuild a life in a new country, as the daughter of immigrants. As both her parents went on to become educators – in the public primary system and at the post-secondary level – Yedlin grew up immersed in the academic world.

Since moving to Calgary in 1992, Yedlin has been very active in the Calgary community. She was co-chair of the 2016 United Way Campaign, which raised more than \$55 million during a difficult economic time for the city. She has served on the board of several arts and community organizations, including the Calgary Philharmonic Orchestra, Calgary Opera, YMCA Calgary, United Way Calgary, and Winsport. She was previously a member of the President's Advisory Council at the University of Alberta and served on the Deans' Advisory Council for the Faculty of Science at the University of Calgary.



Energy Policy and Management Centre



THE SCHOOL OF PUBLIC POLICY



# Roundtable Presenters

## Paul Boothe

Paul Boothe is the Managing Director for the Trillium Network for Advanced Manufacturing. In December 2016, he was appointed to the Order of Canada. Paul retired as Professor and Director of the Lawrence National Centre for Policy and Management at the Ivey Business School, Western University. His work experience has included university research and teaching, acting as an independent consultant to Canadian and international organizations, and serving as a senior public servant in provincial and federal governments. At the provincial level, he served as Saskatchewan's Deputy Minister of Finance and Secretary to Treasury Board. At the federal level, his appointments included Associate Deputy Minister of Finance and G7 Deputy, Senior Associate Deputy Minister of Industry and, most recently, Deputy Minister of the Environment. He retired from the federal public service in July 2012.

## 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 44 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 former 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.

## Shawn Denstedt

Shawn is the Vice Chair of Western Canada at Osler. His practice is comprised of energy, mining, environmental, regulatory and aboriginal law matters. Shawn advises companies in a variety of industries, primarily the Natural Resource industry. He has been engaged in several international assignments, including advising the Federal Republic of Nigeria on the development of its oil sands regulatory system and the Government of Vietnam and PetroVietnam on the development of their offshore regulatory regime. He has advised Canada's largest energy industry associations (CAPP, CEPA and EPIC) in respect of regulatory reform for energy project development.

Shawn has appeared in major regulatory proceedings before the: Alberta Energy Regulator (Energy Resources Conservation Board); Alberta Utilities Commission; National Energy Board; Federal Environmental Assessment Joint Review Panels; Ontario Energy Board; Alberta Environmental Appeal Board and various other appeal boards. He has successfully represented clients in the development of multi-billion-dollar projects including pipeline projects, oil sands projects, shale gas projects, LNG projects, hydro-electric projects, offshore developments, and mining projects. He has also advised clients on their obligations to aboriginal groups and negotiated resource development and impact benefit agreements with Aboriginal groups on behalf of resource developers.

## Aaron Engen

Aaron is a Vice Chair, Investment and Corporate Banking at BMO Capital Markets. Over his almost two decades of investment banking experience with BMO Capital Markets, his work focused on advising and financing energy infrastructure companies engaged in developing, constructing and operating major energy infrastructure assets including oil and gas pipelines, midstream assets, power generation and transmission facilities and regulated local distribution utility assets. Aaron's investment banking experience includes advising clients on merger and acquisition transactions and opportunities and working with clients in conjunction with debt, preferred share, hybrid and equity financings. Aaron has also prepared evidence and appeared as an expert witness on behalf of regulated utilities before several Canadian regulators in connection with cost of capital, capital structure and other regulatory matters. Prior to joining BMO Capital Markets, Aaron was a partner at a major Canadian law firm, McCarthy Tétrault, where he practiced corporate and securities law, principally in the power and utilities sector. Aaron has an MBA and an LLB from the University of Alberta and a BA from the University of Lethbridge.

## 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 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 start-ups, 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 Chair of the Board of Alpine Canada and a member of the Advisory Council for the University of Ottawa's Positive Energy project.

## Mike Harcourt

Mike Harcourt served as Premier of British Columbia 1991-96 and prior to that mayor of Vancouver. Mr. Harcourt helped the province earn its reputation as one of the most livable places in the world. After stepping down from politics, he was appointed by the Prime Minister to serve as a member of the National Round Table on the Environment and Economy. There, Mr. Harcourt served on the Executive Committee and Chaired the Urban Sustainability Program. He was also a federally appointed BC Treaty Commissioner and was Chair of the Prime Minister's Advisory Committee for Cities and Communities, mandated to examine the future of Canada's cities and communities. Mr. Harcourt is currently involved with numerous Boards, including the United Way's Public Policy Institute, and Canada's ECOFISCAL Commission.

His exemplary career as Lawyer, Community Activist, and Politician has been honoured with the Woodrow Wilson Award for Public Service, Canadian Urban Institute's Jane Jacobs Lifetime Achievement Award, and Order of Canada. Harcourt brings his experience and enthusiasm to the stage when speaking on the importance of creating vibrant, sustainable cities and communities.

## William D. Harris

William (Bill) D. Harris 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. Mr. Harris 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 1993-1994, 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.

## Guy Holburn

Guy Holburn is Professor of Business, Economics and Public Policy, and Suncor Chair in Energy Policy at the Ivey Business School, University of Western Ontario. His area of expertise is in the intersection of business strategy and public policy, with a focus on the energy and utilities sectors. He has published widely on regulation, governance and competitive strategy in academic and practitioner journals and is a regular contributor to national and local media.

Dr. Holburn is also the founder and Director of the Ivey Energy Policy and Management Centre, a leading think-tank on energy sector policy in Canada. He is an advisory board member of the Canadian Network for Energy Policy Research and Analysis, a member of the Council for Clean and Reliable Energy, and an executive committee member of the Alliance for Research on Corporate Sustainability. In 2017 he was appointed as a director of London Hydro.

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 Holburn worked for several years as a management consultant for Bain and Company in England and in South Africa.

Dr. Holburn has worked as an expert consultant in the private and public sectors for organizations including Altalink, Bell Canada, Government of Nunavut, Invenergy, NextEra, SouthWest Economic Alliance, and Toronto Hydro. He has provided advice on corporate governance, economic impact assessments, corporate performance improvement, merger/acquisition strategy, and regional economic development strategy.

## Miranda Keating Erickson

Miranda Keating Erickson was appointed Vice-President, Markets for the Alberta Electric System Operator (AESO) in November 2017. Since joining the AESO in February 2010, Mrs. Keating Erickson has held several roles of increasing responsibility including her most recent role, Vice-President, Regulatory and External Affairs. She is part of the AESO's leadership team, who are responsible for ensuring the reliable operation of the electricity grid and wholesale market in support of Alberta's \$300 billion economy.

Mrs. Keating Erickson was previously at TransAlta in the role of Director, Commercial Management/Commercial Operations with accountability for all commercial aspects of TransAlta's fleet of generating and transmission assets in Canada, the U.S. and Australia. Throughout her time at TransAlta she had a wide range of experiences and provided leadership in the areas of investor relations, trading, project management, and commercial operations.

Mrs. Keating Erickson holds a Bachelor of Commerce from McGill University in Montreal, Canada, a Project Management Professional designation and the ICD.D designation from the Institute of Corporate Directors.

In addition to having a breadth of knowledge of Alberta's electricity sector, Mrs. Keating Erickson has a strong history of contributing to the community. She has been active for more than 15 years with the McGill Alumni Association, including her current role as Vice-President of the Board of Directors and a member of the Desautels Global Experts program. She also serves as Advisory Board Chair for AIESEC Calgary and previously as a founding board member of Forte Musical Theatre Guild.

## Gord Lambert

Gordon Lambert has been engaged in business and sustainability in the energy sector for 38 years. For 17 years he led Suncor Energy's sustainability strategy, innovation and embedding efforts. He was central in the creation of Canada's Oil Sands Innovation Alliance (COSIA), involving a globally unique collaboration model, that has resulted in the sharing of \$1.3 billion of intellectual property to accelerate environmental performance improvement.

In 2015 he was appointed by the Premier to the 5-person Panel that designed the Alberta Climate Leadership Plan. In 2016 he Chaired the Alberta Climate Leadership Technology and Innovation Task Force, with \$1.4 billion being committed as an outcome. He retired from Suncor in 2015 and is currently a Board member of the Alberta Energy Regulator (AER) and Alberta Innovates. He also serves on the Export Development Canada CSR advisory council and as the Suncor Sustainability Executive in Residence at the Ivey Business School.

He previously served on the Joint Public Advisory Committee to the ministerial Commission for Environmental Cooperation under NAFTA.

He has an Honours Bachelor of Science degree from the University of Guelph and completed the Executive Program at the Ivey School of Business in 1997.

## Andrew Leach

Andrew Leach is an energy and environmental economist and is Associate Professor at the Alberta School of Business at the University of Alberta. He has a Ph.D. in Economics from Queen's University, and a B.Sc. (Environmental Sciences) and M.A. (Economics) from the University of Guelph.

Andrew's research spans energy and environmental economics with a particular interest in climate change policies. In 2015, Andrew was Chair of Alberta's Climate Change Leadership Panel, and in 2012-2013 he spent a year on leave from the University of Alberta as Visiting Scholar, Environment Canada, where he worked mostly on greenhouse gas policy for the oil and gas sector.

## Diana McQueen

Ms. McQueen has extensive energy and environmental public policy experience at regional, provincial and international levels, as well as entrepreneurial experience in operating an independent business. Diana has her own consulting business and is a Senior Policy advisor and Business Development Manager in the fields of Energy, Environment, Aboriginal and Municipal issues.

As Minister of Environment, Diana was instrumental in creating the Alberta Energy Regulator which streamlined three regulatory bodies into an effective one window regulatory process for Oil, Gas, Oilsands and Coal in Alberta, thus reducing duplication while increasing environmental outcomes.

Ms. McQueen joined the board of MEG Energy in October 2015, and is a member of the Compensation and governance committees. Diana is also a board member of WaterNext.

In public service, Ms. McQueen held various Alberta provincial cabinet roles, including Minister of Energy, Minister of Environment and Sustainable Resource Development and Climate Change, Minister of Municipal Affairs and Government House Leader, and member of Treasury Board, and Agenda & Priorities.

Prior to her roles with the Alberta government, Ms. McQueen served for ten years at the municipal level as Mayor and Councillor, she also served as Vice President Towns with the Alberta Urban Municipalities Association.

Diana also worked for Amoco Canada for several years in the accounting and special projects areas, and she is a member of ICD, Institute for Corporate Directors.

## Walter Parsons

As Vice-President of Transmission and Community Affairs, Walter Parsons has accountability for Nalcor Energy's transmission system, including the new HVDC link between Labrador and the Island of Newfoundland. He is also responsible for the company-owned town of Churchill Falls and its associated municipal infrastructure including roads, school, housing, and regional airport, as well as Nalcor's relationship with the provincial government and Indigenous communities. Prior to his current assignment, Mr. Parsons worked for the provincial Department of Natural Resources, serving as Executive Director (Iron Ore Industry) from 2012 to 2016 and as Assistant Deputy Minister (Energy) from 2016 to 2017.

Prior to his appointment to the provincial government executive, Mr. Parsons worked for a number of private sector and Crown corporations. He is a professional engineer, a graduate of the University of New Brunswick, and a volunteer with the Association for New Canadians.

# Roundtable Presenters

## Alex Pourbaix

As the President and Chief Executive Officer of Cenovus Energy, Alex is responsible for establishing the strategic direction for the company and delivering strong financial and operational performance. Alex took on the company's leadership role in November 2017 and is also a Director of Cenovus.

Prior to Cenovus, Alex spent 27 years with TransCanada Corporation and its affiliates in a broad range of leadership roles, including Chief Operating Officer, where he was responsible for the company's commercial activity and overseeing major energy infrastructure projects and operations. He also has experience in corporate strategy, business development, mergers, acquisitions and divestitures, as well as stakeholder relations.

Alex earned both a Bachelor of Law and Bachelor of Arts degree from the University of Alberta. He is active in the community, having sat on the boards of several local charities, including many years as a dedicated volunteer for the United Way. Alex served as Board Chair for the Canadian Energy Pipeline Association and currently serves on the Board of Trican Well Service Ltd.

## Marco Presutti

Over the past seventeen years, Marco has held various positions in the federal public service with both Natural Resources Canada and Environment Canada. In his current role as the Director General of Electricity Resources Branch, he manages Canada's interests and responsibilities related to electrical and nuclear energy, as well as uranium and radioactive waste. He is responsible for the formulation of national policies, strategies, legislation and regulation at the federal level, and represents Canada's interests in domestic and international fora. He also oversees a suite of federal programs that fund clean electricity projects across Canada. Marco holds an MA in Public Administration from Carleton University and a BA in Political Science from York University.

## Gerry Protti

Gerry Protti has more than 40 years of experience in the energy industry.

Gerry is currently on the international advisory council of Emerald Technology Ventures – a venture capital company with funds invested in technology companies primarily in Europe and North America. He is also Chairman of Blacksquare Inc. a leader in ecommerce in the global wine and spirits industry.

On April 1, 2018 he completed a five-year term as the Chair of the Alberta Energy Regulator (AER), the largest energy regulator in North America. He was responsible for the recruitment of the inaugural board of Directors, the Chief Executive Officer and the roster of full and part-time Hearing Commissioners. The AER Board oversaw the amalgamation of three separate regulators and then through the development of a comprehensive strategic plan with performance targets and measures directed several improvements in governance, operations and adjudicative processes.

Prior to his AER appointment, he served for 15 years as an executive officer of EnCana Corporation and one of its predecessor companies PanCanadian. Mr. Protti's corporate experience includes marketing, operations, new ventures and corporate relations. In the new ventures role in oversaw vertical integration initiatives for the oil and gas producer and developed a fund for investment in renewable energy technologies.

Gerry was also the founding president of the Canadian Association of Petroleum Producers (CAPP) and was executive director of the Independent Petroleum Association of Canada. He commenced his career with employment as economists at both Ontario Hydro and the Canadian Energy Research Institute. He also worked in the Finance and Energy Departments of the Government of Alberta in various roles culminating as assistant deputy minister. He has extensive governance experience including Chair of the Canadian Chamber of Commerce and the Public Policy Forum and appointments to the Boards of Alberta Innovates – Technology Futures, the Canadian Institute for Advanced Research, SAIT Polytechnic and the University of Alberta. Gerry has also served as Chair of the Alberta Shock Trauma Air Rescue Society Foundation. Currently, he is a director of the Multiple Sclerosis Scientific Research Foundation.

Gerry received a Bachelor of Arts, Honours (Economics) from the University of Alberta, and a Master of Arts (Economics) from the University of Western Ontario. He has completed the Wharton Business School's Advanced Management Program at the University of Pennsylvania and is an Institute of Corporate Directors certified Director, ICD.D.

## Scott A. Smith

Scott A. Smith is a partner at Gowling WLG with a national practice at the confluence of environmental, energy, and Indigenous law, and works out of the firm's Vancouver and Toronto offices. Scott advises Indigenous peoples and companies across Canada on Indigenous, environmental assessment, regulatory, and constitutional issues for major energy and natural resource projects.

Scott is regularly involved in high profile regulatory hearings and related litigation. He has represented Indigenous peoples and companies in regulatory hearings, environmental assessments, judicial reviews, and appeals of administrative decisions (such as the Crown's failure to consult Indigenous peoples), multi-party civil litigation in respect of contaminated sites, and complex tort litigation. Scott has appeared before the Ontario Court of Justice, Ontario Superior Court, Ontario Divisional Court, British Columbia Supreme Court, Federal Court, Federal Court of Appeal, National Energy Board, Ontario Energy Board, the British Columbia Utilities Commission, and the Tax Court of Canada.

Scott has also negotiated precedent setting agreements between Indigenous peoples, companies and other governments in Canada, and has extensive experience advising clients on the Crown's duty to consult and accommodate Indigenous peoples. Scott is known for his ground-breaking work on unlocking energy and resource development in ways that benefit Indigenous communities.

Prior to pursuing a law degree, Scott completed a master's degree in biology at McGill University. He is the recipient of numerous scientific and legal scholarships. His scientific work has been published in high-impact international journals and has been reported on internationally in the popular press. Scott's scientific expertise provides him with a unique perspective through which he provides strategic litigation and regulatory advice to his clients.

## Karen Taylor

Karen Taylor has over 25 years of related financial and energy experience. She was a top ranked equity analyst for 16 years covering the pipeline, energy utility, and power generation sectors in Canada and the United States. She also served as Executive Advisor to the Chair of the Ontario Energy Board and was a Member of the Ontario Energy Board, giving her a deep understanding of rate regulation. Karen has a Bachelor of Commerce with a major in finance with distinction from the University of Alberta, an MBA with honours from the Richard Ivey School of Business, is a CFA Charter Holder, and has the ICD.D designation from the Institute of Corporate Directors.

## Jennifer Winter

Jennifer Winter (PhD, Calgary) is an Assistant Professor and Scientific Director of the Energy and Environmental Policy research division at The School of Public Policy, University of Calgary. Her research evaluates climate policies and examines the effects of government regulation and policy on energy development and the associated consequences and trade-offs. Current research projects include social impacts of hydraulic fracturing, comparing provincial emission-reduction policies, and federalism and climate policy. She has testified to the Senate of Canada on emissions pricing policies based on her work in this area and has advised the Government of Alberta and Government of Canada in several capacities. Dr. Winter is actively engaged in increasing public understanding of energy and environmental policy issues; recognition of her efforts includes a 2014 Young Women in Energy Award, being named one of Alberta Oil Magazine's Top 35 Under 35 in 2016, and one of Avenue magazine's Calgary Top 40 Under 40 in 2017. Dr. Winter serves on the Future Leaders Board of Directors of the World Petroleum Council Canada and the advisory committee of the Alberta Narratives Project and is a member of Global Affairs Canada's Environmental Assessment Advisory Group.

## 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 several federal and provincial leaders.