

MAY 15 TO 17, 2023

CCRE Annual Energy Leaders Roundtable

The Rimrock Resort Hotel, Banff, Alberta

Keynote Speakers

Heather Exner-Pirot

Heather Exner-Pirot is a Senior Fellow and Director of the Natural Resources, Energy and Environment program at the Macdonald-Laurier Institute. She is a Global Fellow at the Wilson Center in Washington DC, the Research Advisor for the Indigenous Resource Network, and the Managing Editor of the Arctic Yearbook. She obtained a PhD in Political Science from the University of Calgary in 2011.



Dr. Exner-Pirot has twenty years of experience in Indigenous and Arctic economic development and governance. She has published extensively on energy security, Indigenous economic and resource development, regional Arctic governance and the Arctic Council, rural and remote innovation, urban reserves, Indigenous workforce development, First Nations taxation and own source revenues, distributed & distance education, and Indigenous health care. Her opinion pieces on resource politics and Indigenous development regularly appear in the Globe & Mail, National Post and Post Media, and she is a frequent media commentator on energy, resources, and the Arctic.

Dr. Exner-Pirot sits on the boards of the Saskatchewan Indigenous Economic Development Network, the Canadian Rural Revitalization Foundation and The Arctic Institute. She is a member of the GlobalArctic Mission Council and the Canadian Defence and Security Network, a Network Coordinator at the North American and Arctic Defense and Security Network, and the former Chair of the Canadian Northern Studies Trust.

Exner-Pirot has published over 45 peer-reviewed journal articles, book chapters, reports, and edited volumes, and presented at over 75 conferences and events nationally and internationally, as well as chaired or moderated dozens of provincial, national, and international panels, workshops and conferences.

She lives with her family in Redwood Meadows, outside Calgary.

Michael Rencheck

Michael Rencheck is President and Chief Executive Officer of Bruce Power. Over the last 36 years, Mike has served in several leadership roles in the energy sector. Before joining Bruce Power in 2016, he served as the Deputy Chief Operating Officer for AREVA Group, overseeing its extensive global capital portfolio of nuclear and renewable projects. Prior to this, he served as President and CEO of AREVA Inc. in North America, leading its diverse



nuclear manufacturing and services business in Canada and the United States with a workforce of about 5,000 people.

Mike previously served as Senior Vice President and Chief Nuclear Officer at American Electric Power (AEP), a major investor-owned electric utility in the United States. After joining AEP in 1998 as VP of Nuclear Engineering, Mike held various positions during his tenure, including Senior Vice President of Engineering, Projects and Field Services, where he led an extensive capital expansion program and strategic initiatives; Senior VP of Engineering, Technical and Environmental Services; and President of AEP ProServ, a wholly-owned engineering and field services subsidiary responsible for major power generation projects and outage management.

Before joining AEP, Mike worked for Florida Power Corporation serving as Director, Nuclear Engineering and Projects, for Crystal River Nuclear Station. Earlier in his career, Mike worked at Public Service Electric & Gas Company Salem Nuclear Generating Station as Director of System Engineering and Duquesne Light Company's Beaver Valley Power Station.

In 2020, Mike Rencheck was recognized for his leadership in guiding Bruce Power and supporting local communities through the COVID-19 pandemic with the Ontario Business Achievement Awards' CEO of the Year honour presented by the Ontario Chamber of Commerce. In 2014, Mike was recognized by the National Safety Council for his leadership demonstrating a personal commitment to worker safety and health as part of "CEO's who get it." He was designated by the U.S. Department of Energy as a STEM ambassador and served as a member of the Board of Directors of the Virginia Nuclear Energy Consortium Authority. He also has demonstrated a commitment to many organizations that make a difference in people's lives including Habitat for Humanity and the United Way.

He is a Professional Engineer and certified senior reactor operator and currently serves on the board of directors of the Nuclear Energy Institute, the Electric Power Research Institute (EPRI), the Nuclear Innovation Institute and on the Advisory Councils of several small modular reactor companies.



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Keynote Speakers



Dennis McConaghy

Dennis McConaghy, a native Albertan, enjoyed an extensive career as one of Canada's pre-eminent energy executives over the last thirty years, being directly involved in the development of some of the country's most iconic energy projects, including Keystone XL, Coastal GasLink, Mackenzie Valley Gas Pipeline, and Energy East. Since retirement, he has been a noted author and commentator about Canadian energy and climate policy. He is the author of *Dysfunction: Canada After Keystone XL*, *Breakdown: The Pipeline Debate and the Threat to Canada's Future*, winner of the 2019 – 2022 Donner Prize, and *Carbon Change: Canada on the Brink of Decarbonization*. Dennis has consistently advocated for a better balance in how Canada fully captures the economic value of its hydrocarbon endowment while achieving a climate policy that is both credible and commensurate to the reality of its position in the global economy.



Greg Lyle

Greg Lyle is the founder and President of Innovative Research Group Inc. (INNOVATIVE), a national public opinion research and consultation firm with offices in Toronto and Vancouver. INNOVATIVE is focused on connecting its clients with the audiences that are critical to achieving their goals.

As a former principal secretary to Manitoba premier Gary Filmon, Greg has built a career at the intersection of public opinion, communications, and public policy. With over 30 years of communications and opinion research experience, Greg and his team of 25 researchers use 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, transportation, resource industries, energy, and health care.

Greg has a strong background in energy. Since 2007, INNOVATIVE has run an annual national study on siting infrastructure that has tracked views on pipelines, shale gas,

electricity transmission and various forms of generations. INNOVATIVE's custom clients include pipelines, petroleum producers, electricity generators, transmission companies, distributors, and regulators.

INNOVATIVE's polls have been highlighted in media across the country. In 2016, Greg received the Public Affairs Association of Canada Award of Distinction. Greg splits his time between Vancouver and Toronto with regular stops in Calgary and lives in Gibsons, BC.

Roundtable Speakers

Pierre Alvarez

Pierre Alvarez is Vice Chair of Global Public Affairs, providing strategic counsel to clients in the areas of political and business risk and project approvals. He is a seasoned energy executive with over thirty-five years of senior management experience in the Canadian oil, natural gas, pipeline, and electricity sectors. He has been directly involved in many of the most significant policy and project developments in the North American resource field through his roles as a senior executive a Trans Mountain and Nexen Inc. He served nine years as President of the Canadian Association of Petroleum Producers (CAPP), and prior to that was Chairman and CEO of the NWT Power Corporation and Deputy Minister to the Premier of the Northwest Territories in Yellowknife. He started his career in Ottawa as part of the federal team which replaced the National Energy Program (NEP) and implemented the Atlantic Accord.

Pierre holds a Master of Arts degree from Queens University and a Bachelor of Arts from the University of British Columbia. He is an active volunteer with numerous not-for-profit organizations in the areas of land conservation, disabled Canadians, and education fields. He has been recognized for his efforts with the Queens Golden Jubilee Medal for Community Service.

Grant Arnold

BluEarth Renewables is a leading, independent, power producer that acquires, develops, builds, owns, and operates wind, hydro, solar and storage facilities across North America. Our portfolio includes 1 GW (gross) in operation, under construction and contracted pre-construction, and over 7 GW of high-quality development projects that are actively being advanced.

As President & CEO, Grant Arnold leads BluEarth's executive team and guides the company's strategic growth plan. Grant joined BluEarth in 2011 as Vice President, Business Development and, subsequently, he was promoted to the role of Chief Operating Officer. In 2015, Grant became BluEarth's President and Chief Executive Officer. Grant has over 20 years of commercial and technical experience in the energy sector including engineering design, environmental impact assessments, stakeholder relations, project management, regulatory approvals, construction, and operations in Canada and internationally.

Prior to joining BluEarth, Grant held several leadership roles in the renewable energy and natural gas business units at Suncor. Grant was responsible for overseeing Suncor's Canadian wind

power portfolio, including, at the time, joint venture interests for over 750 MW in development, under construction and in operation.

Grant received his Bachelor of Science in Civil Engineering and a Master of Engineering degree from the University of Alberta. He also has a Master of Business Administration from the University of Calgary. Grant is a member of the Association of Professional Engineers and Geoscientists of Alberta. In September 2021, Grant was named a 2022 Clean16 and Clean50 award honoree by Delta Management Group and the Clean50 organization in recognition of his work to advance the cause of sustainability and clean capitalism in Canada.

Michael Coates

Michael Coates is Co-founder and Executive Chairman of Rubicon Strategy Inc, a public affairs consulting firm. Prior to that, Mike was President and CEO of Hill & Knowlton Americas, a global public relations firm based in New York.

He has worked in politics and consulting his entire career, starting out on the Hill as a political aide and later in numerous volunteer assignments including Stephen Harper's election debate preparation, the board of the PC Canada Fund and most recently, Premier Doug Ford's 2018 transition committee. Mike has consulted on public affairs assignments around the world and is one of Canada's most experienced merger and acquisitions board advisors.

As a certified ICD.D director, he has served on a variety of corporate and not for profit fiduciary and advisory boards in North America including Candu Nuclear, the Cronos Group, George Washington University School of Political Management, Youth INC, and is currently a member of the board of trustees for the Royal Ontario Museum.

David Collyer

Mr. Collyer has been in the energy industry for four decades and has extensive experience in all aspects of the upstream and downstream segments of the business.

He currently serves on several corporate and public sector boards, including ARC Resources Ltd., AltaLink and Emissions Reduction Alberta. He also provides consulting services to the energy sector and has extensive experience related to the energy and climate file, including participation in several private sector and government-sponsored studies, task forces and advisory groups.

Over the course of his career, Mr. Collyer held a broad range of technical, business, marketing, and senior leadership roles at Shell Canada, culminating in his role as President and Country Chair. He also participated in a two-year Executive Exchange assignment as Director, Supply Branch at the National Energy

Board. Following his retirement from Shell, Mr. Collyer served as President of the Canadian Association of Petroleum Producers (CAPP) from 2008 – 2014. During his tenure at CAPP, he led a significant shift in the industry's focus on environmental performance and public engagement.

In 2016, Mr. Collyer was inducted into the Canadian Petroleum Hall of Fame. He holds Bachelor of Science in Mineral Engineering and Master of Business of Administration degrees, both from the University of Alberta.

Carolyn Dahl Rees

Carolyn Dahl Rees was most recently appointed to the Alberta Utilities Commission on March 25, 2020 and became chair on June 24, 2020. Ms. Dahl Rees had been a Commission member, an acting chair, and later vice-chair, between 2007 and 2012.

Along with her substantial regulatory history at the AUC and other tribunals, Ms. Dahl Rees, a lawyer, worked in multiple senior legal roles for TransAlta Corporation. She also has experience drafting legislation and regulations and played a role in the development of the regulatory framework and foundational legislation to restructure Alberta's electricity system in the 1990s. She has completed degrees in law, English and medieval studies.

Kendall Dilling

As President, Pathways Alliance, Kendall is responsible for the overall coordination of technology, project development and external relations on behalf of the Alliance members. Kendall took on the leadership role in June 2022.

Prior to his role at Pathways Alliance, Kendall was Cenovus Energy's Vice-President, Environment & Regulatory, where he was responsible for environmental strategy, managing the regulatory process for major approvals and leading environmental policy advocacy efforts with various levels of government. He also led the Cenovus military liaison team, which works closely with the Canadian military to coordinate oil and gas activities on the Cold Lake Air Weapons Range near Cenovus's operations.

With nearly 30 years in the oil and gas industry, Kendall has expertise in various areas, including environment, regulatory, health and safety, Indigenous and stakeholder relations, surface land and business development. Prior to his work at Cenovus, Kendall worked in environmental consulting and for various Canadian and multi-national pipeline and energy companies.

Kendall holds a Bachelor of Science, a Bachelor of Arts, and an MBA from the University of Calgary. He sits on several committees at the Canadian Association of Petroleum Producers (CAPP) and serves on the boards of the Canadian Energy Research Institute and the Alberta Orphan Well Association.

Aaron Engen

Aaron is a Vice Chair, Investment & Corporate Banking and Co-Head, Energy Transition at BMO Capital Markets. Over his two decades of investment banking experience with BMO Capital Markets, his work focused on the energy infrastructure sector with an emphasis on organizations engaged in developing, constructing, and operating major energy infrastructure facilities. As Co-Head of the Energy Transition Group, Aaron is focused on working with clients as they seek to decarbonize their businesses and as they pursue and look to finance energy transition opportunities. In that role he also supports the firm's other investment banking industry groups as they engage with clients in their energy transition endeavours.

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 financing. 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 with 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 LLB from the University of Alberta and a BA from the University of Lethbridge.

Dale Friesen

Dale Friesen is Senior Vice President, Corporate Affairs & Chief Government Affairs Officer for ATCO. Appointed to the role in 2020, he is responsible for overseeing the Government Relations and Indigenous Relations teams.

Mr. Friesen has more than 30 years' experience with ATCO. He has served in technical and senior leadership roles in both Canada and Australia. These included the building and operating of several power plants and cogeneration facilities, including the Bulwer Island Cogeneration plant at the BP Refinery in Australia as part of the Queensland Clean Fuels Project. He also served as Vice President of Water ATCO which included business development in Canada, Australia and the UAE.

From 2007 to 2020, he was responsible for ATCO's Sustainability group. His team created the first ever ATCO Sustainability Report in 2008 and introduced best practices from the Global Reporting Initiative (GRI), the Sustainability Accounting Standards Board (SASB) and the Task Force on Climate-related Financial Disclosures (TCFD). Mr. Friesen has attended the United Nations Climate Change Conference of the Parties (COP) meetings from 2015 to 2022. His areas of focus are carbon markets and global climate change legislation.

Mr. Friesen is the Chair for Electricity Canada's Generation Council and leads their Net Zero initiative. He is also an Executive Officer of the Alberta Chamber of Resources Board and an Executive Board Member of the Canadian Council of the Americas. He is a member of the ATCO Hydrogen Steering Committee and he has served as a member of Environment and Climate Change Canada's (ECCC) Technical Working Group for Clean Fuel Standards and the Technical Working Group for Natural Gas Greenhouse Gas Regulations.

A graduate of Mechanical Engineering from the University of Alberta, Mr. Friesen is a member of both the Association of Professional Engineers and Geoscientists of Alberta and of Engineers Australia.

William (Bill) D. Harris

William D. Harris (Bill) 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 1970s and 1980s, 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 at the Ivey Business School, University of Western Ontario. His areas of expertise are business strategy, regulation, and governance, with a focus on the energy and utilities sectors. He has published widely in top peer-reviewed academic journals, has authored more than a dozen reports on provincial and federal energy policies, and is a regular contributor to local and national media.

Dr. Holburn is the founder and former Director of the Ivey Energy Policy and Management Centre, a leading think-tank on energy sector policy in Canada. He is a Director of London Hydro, a board member of the Alliance for Research on Corporate Sustainability, and a member of the Council for Clean and Reliable Energy. Dr. Holburn has served as a consultant and advisor to corporations and governments in Canada and the U.S. He has provided advice on economic impact assessments, corporate governance, merger/acquisition strategy, regional economic development strategy, electricity pricing policy, pipeline regulation, and corporate performance improvement. He testified as an expert witness on utility regulation and Crown corporation governance issues at the Muskrat Falls Inquiry in 2018 and 2019. He has also testified in court as an expert witness on business strategy issues in commercial litigation.

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.

David Manning

David Manning is the Director of Stakeholder Relations at the Brookhaven National Laboratory. His responsibilities include developing, implementing, and assessing strategic internal and external communications plans and programs to advance the scientific mission and priority programs and initiatives of the Lab; developing and implementing government and stakeholder relations programs to help increase support for the Lab's programs and priority projects; and overseeing science education and workforce development programs to fulfill the Lab's and DOE's education and diversity goals.

David has worked in both the government and private sector, including serving as the Deputy Minister of Energy for Alberta, and head of public affairs for Keyspan/National Grid. Most recently he served as the US representative for the Premier of Alberta, deeply involved in energy issues.

David earned a BA and LLB in law from the University of Alberta, and did post-graduate work in international law at the Australian National University.

Melissa Mbarki

Melissa Mbarki grew up on the Muskowekwan First Nation reserve in Saskatchewan. She left the reserve at 17 for a higher education and later started her career in the natural resource sector. She has worked on pipeline projects that crossed 3 provinces, a large-scale acquisition/acquisition project that involved billions in oil and gas assets and land transfers for a Treaty Land Entitlement settlement.

The most rewarding part of her career was working with environmental groups and land reclamation. This allowed Melissa to bring the traditional knowledge that she learned from her mushroom (grandfather) and combine it with current day practices. She is currently working at the Macdonald-Laurier Institute combining the challenges she faced as a child with current-day policy solutions.

Melissa advocates for the natural resource sector because it provides a rewarding, diversified career and it has also kept her out of poverty. Melissa states that, "It has given women like me the opportunity to take care of our families and given the next generation a chance at opportunities that didn't exist when I was younger. My story is not what you'd hear from an ENGO or NGO and I want to start breaking those barriers of misinformation and poverty in our communities."

Melissa is a Policy Analyst and Outreach Coordinator, Indigenous Policy Program, at the Macdonald-Laurier Institute. Member of the Muskowekwan First Nation in the Saskatchewan Treaty 4 area.

Al Monaco

Appointed as President, Chief Executive Officer and a Director of Enbridge in 2012, Mr. Monaco led Enbridge through a period of great transformational growth combined with an intensified focus on safety, reliability and environmental protection that has positioned it as North America's leading diversified energy delivery company. Under his leadership, Enbridge focused on long-term sustainable growth and a balanced and deliberate energy transition—delivering total shareholder return of more than 130%, EBITDA growth of more than 270% and dividend growth of more than 190%.

Enbridge during this period invested more than \$100 billion in energy infrastructure projects, including the acquisition of Spectra Energy in 2017, which accelerated the company's natural gas strategy and expanded its U.S. footprint. Additionally, the company expanded its LNG pipeline connections and export capabilities, made its first investment in liquefaction (Woodfibre), invested nearly \$10 billion in renewables including major investments in solar and wind and accelerated its investment in other lower carbon technologies, renewable natural gas, hydrogen, and carbon capture and storage.

As President and CEO, Al became a leading advocate for a smart energy transition and for a North American energy strategy that assures the world of affordable, safe, reliable, and responsible energy. Enbridge strengthened its position as an industry leader in environmental, social and governance (ESG) performance. It was among the first in the energy midstream space to set a goal to achieve net zero greenhouse gas emissions by 2050 and the first to set public goals for diversity, equity, and inclusion.

Effective January 1, 2023 Mr. Monaco served as an advisor at Enbridge assisting with the transition to his successor at Enbridge until March 1, 2023.

Al is a director and member of the executive committee of the American Petroleum Institute; a director of Weyerhaeuser; and a member of the Business Council (US); the U.S. National Petroleum Council, the Business Council of Canada, the Business Council of Alberta, and the Catalyst Canada Advisory Board.

Al was the recipient of the Fraser Institute's Founders Award (2019) and has been recognized as "Canadian Energy Person of the Year" (2017), the "Alberta Business Person of the Year" (2016) by the Energy Council of Canada and by Alberta Venture (2016), respectively; and the Haskayne Alumni Award (2020). Most recently, Al was awarded the Honouring Integrity, Legacy and Leadership (HILL) Award from the University of Regina.

He earned his MBA from the Haskayne School of Business at the University of Calgary and is a CPA. He also completed the Advanced Management Program at Harvard Business School.

Rod Phillips

Rod Phillips is a business and public policy leader and lifelong community volunteer. In 2018, he was elected as the Member of Provincial Parliament representing the suburban community of Ajax. During his time in government, Rod served as the Minister of Finance, the Minister Long Term Care and the Minister of Environment, Conservation and Parks. Prior to his public service, Rod was the President and CEO of the Ontario Lottery and Gaming Corporation (OLG) and the health and productivity company Morneau-Shepell (Lifeworks). He served as the Chair of the Board of Postmedia Network Inc., Canadian Chair and Global Advisory Board member of AI unicorn Afniti and served on the corporate boards of Data Communications Management, Top Aces, and the Interprovincial Lottery Corporation. He is currently a member of the board of Canaccord Genuity. Rod began his career as a management consultant with KPMG. He also worked with Goodmans LLP and as Chief of Staff to the first Mayor of the amalgamated City of Toronto.

An active community volunteer Rod served as the Chair of Civic Action and the TELUS Community Fund. He was the founding Chair of the Centre for Addiction and Mental Health's Transforming Lives Gala and a member of the Boards of the Toronto International Film Festival, the Canadian Psychiatric Research Foundation, the Global Business and Economic Roundtable on Addiction and Mental Health, the Council of the College of Physicians and Surgeons of Ontario, Bridgepoint Health, and the Toronto Community Foundation. He is a past President of the Canadian Club of Toronto.

Rod was selected as one of Canada's Top 40 Under 40 and as one of the "Best of the Best" on the 10th Anniversary of that award. In 2009, with investment partner the Clairvest Group, he was awarded the Canadian Venture Capital Association Deal of the Year in the Private Equity category. In 2010 he was appointed Honorary Lieutenant Colonel, 32nd Combat Engineers Regiment headquartered at Downsview Base, Toronto.

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A graduate of the MBA program at Wilfrid Laurier University Rod also holds an Honours BA in Political Science and English from Western University. He is a graduate of the Rotman School of Management Directors Education Program with Institute of Corporate Directors designation, ICD.D.

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 company which develops ecommerce solutions for the global spirits industry. BlackSquare is headquartered in Calgary with offices in London, UK, Melbourne and Toronto.

His current not-for-profit work includes being on the board of the MacDonald-Laurier Institute and the national board of the Multiple Sclerosis Research Foundation. He is a senior fellow of the CD Howe Institute and serves on its energy policy advisory council and is a member of the Council for Clean and Reliable Energy.

Gerry's career includes Chair of the Alberta Energy Regulator, Executive Officer positions at EnCana and PanCanadian Energy, President of Canadian Association of Petroleum Producers, Executive Director of the Independent Petroleum Association of Canada, Assistant Deputy Minister Energy in the Government of Alberta and positions at the Canadian Energy Research Institute and Ontario Hydro.

Sonya Savage

Sonya Savage was elected to the Legislative Assembly of Alberta on April 16, 2019, as the MLA for Calgary-North West. She was appointed as Alberta's Energy Minister on April 30, 2019 and Environment and Protected Areas Minister on October 24, 2022.

Prior to being elected, Savage was a champion of pipelines and responsible energy development for over a decade. A lifelong Albertan, Savage started her career practicing law. After 13 years, she took a job at Enbridge in 2006, where she worked on some of the largest infrastructure projects in Canada and earned a Master of Laws in Environment and Energy. After working 9 years at Enbridge, she accepted a role as the Sr. Director of Policy and Regulatory Affairs with the Canadian Energy Pipeline Association (CEPA) in 2015 where she handled the pipeline industry's largest files, including regulatory reform and Bill C-69, Indigenous reconciliation, environment, climate change and legal.

As Minister of Energy, she led the Ministry during the global pandemic and price collapse, representing the province at OPEC meetings and across North America and Europe. She implemented a liability management framework, overhauled the AER, and led the development of energy transition policies including critical minerals, hydrogen, geothermal, SMRs, bitumen beyond combustion. More recently she established a framework to advance CCUS through allocating pore space and awarding 25 hubs for evaluation.

As Environment and Protected Areas Minister, she oversaw the ESG Secretariat, represented the province at COP27 in Egypt and developed and released Alberta's climate strategy - the Emissions Reduction and Energy Development Plan, in April 2023.

Relying on her extensive background in industry, law and government, she continues to be an advocate for balancing climate policies and energy security.

Arlene Strom

Arlene Strom has been with Suncor for 19 years. As Suncor's chief sustainability officer, Arlene plays a key role in stewarding Suncor's many external relationships and strategic collaborations in support of the company's ongoing economic, environmental and social performance leadership. Arlene represents Suncor as a member of the Pathways to Net Zero Alliance steering committee. Arlene is also the Chair of the Suncor Energy Foundation.

She serves as the Chair of the Lieutenant Governor of Alberta Arts Award Foundation and is on the board of the Calgary Zoo.

Arlene has a Bachelor of Arts in Business Administration from Trinity Western University, and a Master of Arts degree in public policy and an LLB from the University of British Columbia.

Janine Sullivan

Ms. Sullivan brings more than 20 years of leadership and utility industry experience to her role as President and Chief Executive Officer and corporate director of FortisAlberta. Prior to this, she held multiple Executive and Director positions with both FortisAlberta and at a Fortis utility Newfoundland Power, guiding those organizations through complex developments in utility regulation and implementing effective financial and operational strategies. Ms. Sullivan serves on the board of directors of FortisBC, Electricity Canada and Western Energy Institute. She holds a Bachelor of Commerce (Honours) degree from Memorial University and is a member of the Institutes of Chartered Professional Accountants of Alberta and Newfoundland and Labrador.

Brian Topp

Brian Topp is a partner at GT and Company, a public affairs and executive strategy consultancy. He has worked in politics and government across Canada, including a stint as chief of staff to Alberta Premier Rachel Notley; deputy chief of staff to Saskatchewan Premier Roy Romanow, and national campaign director to federal NDP leader Jack Layton. He is a member of the Government of Canada's NAFTA advisory panel; a fellow at the Public Policy Institute; teaches a course at the Max Bell School of Public Policy at McGill University; and is chair of the Board of the Broadbent Institute.

Saga (Allison) Williams

Saga Williams, LL.B. is the principal and owner of AS Williams Consulting. She is a band member and resident of Curve Lake First Nation. Through her maternal relations, she is also a member of the Namekosipiing Anishinabeg located in the Treaty #3 area.

After graduating with an Indigenous Studies (Hons.) degree from Trent University and a law degree from Osgoode Hall Law School, Saga was called to the Ontario Bar in 2000. With over 20 years' experience, Saga has been involved in the successful implementation of several high-profile initiatives, including energy, mining, economic and policy development projects and land claims settlements.

Saga was an elected Councillor for her community and served a three-year term, holding three portfolios and chairing several community-based committees. Over her years working with First Nations governments, and holding a leadership position, Saga has gained an expertise in governance structures, policies, and processes. Saga also teaches as an Osgoode Hall Law School Adjunct Professor, introducing first year law students to issues of Indigenous rights and reconciliation, coaching students who are participating in the national Indigenous law moot, was the Chair of a national non-profit youth services Board, and currently sits as a Director on several publicly traded mining boards.

Recently, Saga has joined the First Nations Major Project Coalition Team and is working towards membership support and outreach, as well as advising on First Nations involvement in the critical mineral and energy sectors.

Wayne Wouters

Wayne Wouters is a Strategic and Policy Advisor at McCarthy Tétrault. He brings his extensive experience and keen insight to the firm and its clients developed during his distinguished 37-year career in public service, including five years serving as the Clerk of the Privy Council of Canada. As Clerk, he held the roles of Deputy Minister to the Prime Minister, Secretary to the Cabinet and Head of the Public Service, providing direct advice and support to the Prime Minister on all matters affecting and implicating the federal government.

During his tenure as Clerk, Wayne played a pivotal role in major Government of Canada initiatives, including public sector strategies such as Canada's Economic Action Plan to address the 2008-09 financial crisis; led large and complex institutional transformations; and enhanced Canada's international trade relations through several free trade negotiations and stickhandling important changes to regulatory regimes like the Investment Canada Act. In 2013 and 2014, he led Blueprint 2020 an unprecedented, national, and web-enabled consultation process engaging nearly 110,000 Public Servants from coast to coast designed to capture their views and aspirations and articulate a vision for a world-class Public Service equipped to serve Canada and Canadians now and into the future.

Known for his ability to combine visionary, strategic, financial, and tactical expertise in complex environments, Wayne

has industry expertise in the oil and gas and natural resources, technology, telecommunications, security and projects sectors and provides advisory services to the firm's clients. Wayne also has experience in creating partnerships between Canada's indigenous groups and businesses operating in Canada. He has significant expertise in Canadian trade relations, having played a significant role in establishing the European Union-Canada trade agreement and Canada's free trade agreement with the Republic of Korea, as well as advancing the Trans-Pacific Partnership Agreement.

From 2004 to 2009, Wayne was the Secretary of the Treasury Board where he was responsible for all government management and oversight which included more than 100 departments and agencies, 450,000 employees and an annual budget exceeding \$250 billion.

As Deputy Minister, Human Resources and Skills Development from 2002 to 2004, Wayne was responsible for the government department that delivers significant social programs including employment insurance, childcare and seniors pension benefits. He refocused the department's culture to emphasize integrated social and labour market strategies and outcomes. He also oversaw the creation and implementation of Service Canada, a multi-billion-dollar network for government services and benefits.

Wayne was Deputy Minister, Fisheries and Oceans from 1997 to 2002 and Deputy Secretary, Plans and Consultations from 1994 to 1997. He began his public sector career in 1977 with the Government of Saskatchewan.

Wayne is a long-time volunteer and recently served as a Board Member of United Way Worldwide. He also serves on several corporate boards, including BlackBerry Limited, Champion Iron Limited, and Canada Utilities Limited.

Wayne completed his MA Economics at Queen's University and his BComm, Honours (with Distinction) from the University of Saskatchewan. Wayne has received numerous honorariums and awards, including: Several Honorary Doctorate of Law degrees; Community Builder of the Year Award, United Way Ottawa's recognition for lifelong commitment and longstanding volunteer efforts, 2012; André Mailhot Award for lifetime achievement, United Way Canada's highest distinction, 2013; Inducted by the Prime Minister as a Member of the Privy Council, 2014; and, Officer of the Order of Canada Recipient, 2017.

Glen Wright

Glen Wright is the Chair of the Council for Clean and Reliable Energy, a federally incorporated non-profit volunteer organization that provides a platform for open dialogue and a 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 the former Chairman of LeanCor LLC and LeanCor Canada Inc., a global supply chain company recently acquired by Transplace.

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 pension 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.

Deborah Yedlin

Deborah Yedlin joined the Calgary Chamber of Commerce in July, 2021 with a background that includes experience on Wall Street and Bay Street, and more than two decades as a business columnist for various media outlets, commenting on the nexus of business and politics since 1996.

Since moving to Calgary in 1992, Yedlin has been very active in the Calgary community - as a board member on several not-for-profit organizations including serving as the co-chair of the 2016 United Way Campaign. Yedlin served as the 14th Chancellor of the University of Calgary and is currently one of three co-chairs of the \$250 million Calgary Cancer Centre fundraising campaign.

A first-generation Canadian, born and raised in Edmonton, Deborah is a graduate of the University of Alberta and Queen's University. She also completed her ICD.D designation through the Haskayne School of Business at the University of Calgary.