

NORMAN D. MACAULAY

PROFESSIONAL SUMMARY

Dedicated professional with 15 years' experience in senior management and in excess of 28 years' experience in the industry. Key player in the preparation for market opening and the smart meter program. Forward thinking, open minded and willing to embrace change.

EXPERIENCE

E.L.K. Energy Inc., Essex ON March 2001 to Present
Operations Manager

- Responsible for the short and long term planning for all operational functions of the Board;
- Cultivated strong relationships with customers/developers to increase business opportunities;
- Ensure the Operations Departments compliance with all regulatory requirements;
- Responsible for Health & Safety, purchasing, day to day operations and a member of the negotiating committee.

E.L.K. Energy Inc., Essex ON January 2000 to March 2001
Lead hand

- Provide assistance to the Operations Manager and Sub foreman in the day to day operation of the newly merged company;
- Provide leadership and direction for the crews on the job site;
- Periodically acted as Sub foreman in his absence.

Essex Hydro, Essex ON March 1999 to January 2000
Leader

- Directed the newly merged line staff in the day to day operations including costing and planning of both large and small jobs;
- Oversaw the closing of the Harrow Service Centre and the relocation of the Harrow staff to the Essex Service Centre.

Essex Public Utilities Commission, Essex ON August 1988 to March 1999
Power Line Maintainer

- Perform day to day utility duties in both the Hydro and Water departments;
- Periodically acted as Leader in the absence of the Superintendent.

EDUCATION

RCC School of Electronics Technology, Toronto ON

1986

Electronics Engineering Technology Program
Engineering Technician Diploma
RCC Entrance Scholarship recipient.

Essex District High School, Essex ON 1985
Secondary School Honours Graduation Diploma
EDHS Electricity Award recipient.

St. Clair College, Windsor ON 1999
Computer Basics

Municipal Electrical Association, Toronto, ON 2000
Introductory to Supervision

Additional Training Courses Attended

- AB Chance Anchoring Seminar;
- Line Design Training;
- Introduction to Distributed Generation Technologies and Impact Assessment;
- SPIDACalc Software Training.

Mark Danelon, CA, CPA

EDUCATION:

January 2006

Chartered Accountant
Chartered Accountant of Ontario

1999- 2003

University of Windsor, Windsor, Ontario
Bachelor of Commerce
Honours Business Administration Co-op

- Major - Accounting

PROFESSIONAL EXPERIENCE:

2009-Present

E.L.K. Energy Inc, Essex, Ontario
Manager, Finance & Regulatory Affairs (2009-2015)
Director, Finance & Regulatory Affairs (2016-Present)

- Preparation of annual budget for all departments including establishing labour and overhead cost drivers
- Managing the implementation of International Financial Reporting Standards
- Present all Financial Reports to Board of Directors
- Direct and actively participate in the development, implementation and maintenance of an effective management information and reporting system
- Preparation of financial statements, its contents and timing for audit and approval by the Board
- Review long-term financial projections, earnings forecasts and capital submissions. Determine the cost/benefit, return on investment, and other implications
- Collaborate with the Chief Executive Officer to develop short and long term plans for the Board
- Formulate and recommend accounting, credit and administrative policies for approval by the Chief Executive Officer and the Board
- Assist in co-ordination of marketing, communicating and reporting E.L.K Energy Inc's. Conservation programs and communication with the Ontario Power Authority
- Continuous reporting to maintain and meet deadlines to governmental agencies, specifically the Ontario Energy Board, IESO, Ministry of Energy and Statistics Canada
- Secure and negotiate loan and debt financing while developing positive working relationships.

Chrysler Canada, Windsor, Ontario
Sales & Marketing Accounting Specialist

2007-2008

- Accounting Supervisor in Sales & Marketing Accounting Area
- Direct Supervisor of Sales & Marketing Accounting Analyst
- In-Charge of Canadian Car Finished Goods Inventory
- Transfer Price Accounting
- Responsible for Major Damaged Vehicles
- Responsible for reviewing Sales & Marketing Accounting Analyst Month-end entries and procedures
- Co-ordinate Sarbanes Oxley Procedures for Sales & Marketing Accounting (design of control activities and performance of tests)
- Integral part of Canadian team in outsourcing initiative
- Able to adapt to a new and fast pace changing atmosphere
- Able to quickly learn new accounting software SAP
- Work in a team based environment to ensure accuracy of Canadian Accounting ledger

Deloitte, Windsor, Ontario
Senior Accountant

2002- 2007

- Lead Senior Auditor on small, medium and large size audit engagements
- Experience with 2 different public company audits- One as a Senior Lead
- Experience with companies where consolidation is required
- Supervised teams of up to 4 junior staff members
- Preparation of financial statement and note disclosure
- Responsible for the development and guidance of junior team members
- Strong understanding of Canadian GAAP and GAAS principles
- Received office US GAAP/GAAS Accreditation training for U.S Audit clients
- Experience in dealing with complex client technical issues
- Review and Compilation engagement experience
- Performed numerous inventory counts
- Personal and corporate tax experience
- Assisted in recruitment of staff

BORDEN LADNER GERVIAS
BRUCE BACON

PROFILE

- A Senior Consultant with over thirty five years of experience in the electricity and natural gas industries evaluating the short and long term financial and pricing impacts of business alternatives.
- Proven record of success in managing the development of cost of service and cost allocation models, delivering presentations to senior management, preparing submission to the Ontario Energy Board (OEB), National Energy Board (NEB) and the Régie de l'énergie (Régie) as well as testifying before the NEB, the OEB and the Régie.
- Highly skilled in training, motivating and influencing staff as well as setting priorities and coaching teams.
- A strong team player, an excellent analyst and an effective communicator with strong interpersonal skills.

Experience

**BORDEN LADNER GERVAIS: SENIOR UTILITY RATE CONSULTANT
November 2007 - Present**

- Assisted 45 electric local distribution companies ("LDCs") in the preparation of over 100 rebased/cost of service rate applications since 2008 which includes a number of applications under the new Renewed Regulatory Framework for Electricity ("RRFE").
- Provide ongoing strategic regulatory advice to numerous LDCs within Ontario.

**ELENCHUS RESEARCH ASSOCIATES: SENIOR CONSULTANT
May 2003 – November 2007**

- Assisted 25 LDCs in completing their cost allocation studies.
- Consultant to the OEB in preparing the OEB paper and cost allocation model used by LDCs in their recent cost allocation studies.
- Member of OEB Cost Allocation Working Group.
- Assisted in the preparation of numerous Distribution Rate Applications for over 15 LDCs
- Testified before the OEB supporting LDC Distribution Rate Applications.
- Member of four working groups for OEB 2006 Distribution Rate process.

**ECONALYSIS CONSULTING SERVICES: SENIOR CONSULTANT
1999 to 2003**

- Conducted power pricing studies for generation clients in Ontario.
- Supported the preparation of unbundled Distribution Rate Applications and Retail Transmission Rate Applications for over 30 electric local distribution companies within Ontario.
- Conducted distribution cost allocation studies for Hydro One, Oakville Hydro and St. Catharines Hydro.
- Conducted a cost efficiency study for Festival Hydro, St Thomas Energy and Woodstock Hydro Services.
- Participated on the OEB PBR Distribution Rate Task Force; the OEB Retail Settlement Code Task Force and the OEB Distribution System Code Task Force
- Testified at the OEB Generic Hearing on changes to the implementation of market-based rate of return.
- Prepared evidence and testified at the Régie on transmission rate design for Hydro Quebec.

**ONTARIO HYDRO: MANAGER, MARKETING SERVICES, CONSUMER & SMALL BUSINESS
MARKETS, OHSC
1996 to 1998**

- As a member of the Power Purchasing project, developed working knowledge of power trading and risk management techniques in order to risk manage the purchase of power from the power pool.
- Prepared various position papers for the Market Design Committee (MDC) to address retail market design issues and supported the OHSC representative at the MDC.
- Responsible for the calculation of Rural Rate Assistance.

**ONTARIO HYDRO: SENIOR ADVISOR - STRATEGIC MARKETING, ONTARIO HYDRO
RETAIL
1995 - 1996**

- Directed a province wide team to develop a service charge and energy rate structure for 960,000 Ontario Hydro Retail customers.
- Assisted in the review of cost efficiency gains by rationalizing the operations of over 48 individual local Rural Area office structures.
- Responsible for the calculation of Rural Rate Assistance

ONTARIO HYDRO: STRATEGIC ADVISOR - RETAIL RATES AND FORECASTS, RETAIL SYSTEM

1990 - 1995

- Responsible for setting and gaining approval of retail rates for 960,000 residential and small business customers.
- Provided analytical support to the 1994 Joint Study into Retail Electricity Service in Ontario.
- Responsible for the calculation of Rural Rate Assistance

TRANSCANADA PIPELINES LTD: SUPERVISOR, PIPELINE COST ANALYSIS

1988 - 1990

- Directed the preparation of long-term financial/rate impact studies submitted to the NEB for a \$1.2 billion and a \$2.5 billion pipeline expansion program.
- Testified before the NEB supporting the impact studies.
- Gained extensive knowledge of the supply and transmission business in the regulated natural gas industry.

TRANSCANADA PIPELINES LTD: ASSISTANT SUPERVISOR, PIPELINE COST ANALYSIS

1986 - 1988

- Supervised the system development of TransCanada's financial and rate forecasting model.

EDUCATION

Marketing Management Program

Ivey Business School, London, 1997

B.Sc. Mathematics

York University, Toronto, 1979