

VIA EMAIL

April 14, 2021

Ms. Christine Long
Registrar
Ontario Energy Board
2300 Yonge St., Suite 2700
Toronto, ON M4P 1E4
Email: registrar@oeb.ca

Dear Ms. Long,

RE: EB-2021-0118 Framework for Energy Innovation (“FEI”) – Nomination to FEI Working Group

On March 23, 2020, the Ontario Energy Board (“OEB”) issued a letter advising that it was establishing its review a working group to undertake policy development in respect of the Framework for Energy Innovation policy file (EB-2021-0118). The letter requested those interested in participating in the working group to indicate so by April 14.

The OEB’s letter asked that nominations include a brief statement demonstrating the relevant experience and qualifications be provided.

Alectra Utilities (“Alectra”) provides electricity distribution services within the Greater Golden Horseshoe to the Cities of Mississauga, Hamilton, St. Catharines, Brampton, Alliston, Aurora, Barrie, Beeton, Bradford, Guelph, Markham, Penetanguishene, Richmond Hill, Thornton, Tottenham and Vaughan. Given such a large regional span of service, Alectra has a great interest in participating in the development of regional planning processes. Specifically, Alectra is interested in ensuring alignment between the OEB, the IESO, and utility planning outcomes.

Alectra would like to nominate its VP, Regulatory Affairs, Ms. Indy Butany-DeSouza for a position on the FEI WG. Ms. Butany-DeSouza has worked in the energy sector for 20 years and has extensive experience both in the policy development and advocacy, as well as the practical experience leading the organization’s application processes. She has in depth knowledge of the issues facing utilities in today’s complex and evolving energy environment. Further, Indy understands both the opportunities and challenges that need to be addressed in order to evolve Ontario’s electricity sector for innovation.

Ms. Butany-DeSouza is well known and respected across the industry and has worked extensively making contributions in the regulatory arena. She has also held positions in Strategy, Government Relations and Market Development throughout her career. Since 2009, Ms. Butany-

DeSouza has been an executive for both Alectra Utilities and its predecessor, Horizon Utilities. She has also participated on, or chaired a variety of industry associations' committees, including the Electricity Distributors Associations Regulatory Council, the Ontario Energy Association's Regulatory Committee, the Ontario Energy Board's Regulatory Affairs Standing Committee, and the Canadian Electricity Association's Electricity Regulatory Innovation Committee.

Ms. Butany-DeSouza holds a Master of Business Administration in Finance and an Honours Bachelor of Science.

Alectra trusts that the OEB will find that Ms. Butany-DeSouza's background fits well with the intended purpose for the FEI WG and looks forward to further assisting the OEB on this important policy file. Should you have any questions or concerns, please do not hesitate to contact the undersigned.

Yours truly,

Indy J. Butany-DeSouza, MBA
Vice-President, Regulatory Affairs
Alectra Utilities Corporation

Indy J. Butany-DeSouza, B.Sc. (Hons.), MBA

27 Caronport Crescent, Toronto, Ontario, Canada, M3A 1G9

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SUMMARY OF QUALIFICATIONS:

Operational Leadership

- Over 19 years of operational experience in varied positions of increased responsibility in strategy, rates, regulatory affairs, government relations, privacy, compliance, strategic business development, energy-related application projects, asset management, corporate planning, finance, and customer service.
- Leadership of Alectra Utilities' Regulatory Affairs strategy and execution of over 30 applications before the provincial regulator – the Ontario Energy Board (“OEB”). Successfully developed and led the project team for the first Custom Incentive Rate Plan regulatory model and application for electricity distributors in Ontario. Through the application company revenues, costs and rate base were set for five years of \$573MM, \$309MM and \$2.6B, respectively.
- Leadership of annual budgets for the load forecast, distribution revenue and cost of power of 4.9MM MWh, \$115MM and \$1.2B, respectively.

People Leadership

- Currently lead a department of twenty-one regulatory accounting and finance professionals.
- Managed sizeable teams greater than fifty including external consultants and stakeholders in highly complex and interdependent delivery of various regulatory filings and applications.
- Management style focuses on aligning teams to outcomes, facilitating a collaborative environment and ensuring compliance to project objectives and deadlines.
- Superior verbal and written communication skills demonstrated through successful delivery of projects, quarterbacking of Hearing Panels at the OEB, testifying as a key Company witness, chairmanship of committees, participation on external working groups, and reporting to Senior Executive, Board of Directors and Regulatory bodies.

Commercial and Business Strategy

- Experience in developing and implementing rates and regulatory strategies to ensure customer value; manage shareholder returns; mitigate shareholder risk; and reduce regulatory lag.
- Extensive management experience minimizing utility distribution revenue erosion through innovative approaches to load forecasts, cost allocation and rate design. Collaboration with key account and industrial customers to improve their competitive position while protecting the utility's interests.

EXPERIENCE:

Vice President, Regulatory Affairs and Privacy Officer – August 2010 to Present

Alectra Utilities Corporation, Mississauga, Ontario, Canada

Leads the Regulatory Affairs department for the newly formed Alectra Utilities. Develops and executes regulatory strategy including the realization of revenue requirement for the corporation. Leads the development of evidence for application filings and defense, including providing evidence as an expert witness during proceedings. Strategizes and develops policy positions for emerging issues from the Ontario Energy Board, Ministry of Energy and Independent Electricity System Operator.

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Vice President, Regulatory Affairs and Privacy Officer – August 2010 to Present

Vice President, Government & Regulatory Affairs – July 2009 – August 2010

Horizon Utilities Corporation, Hamilton, Ontario, Canada

Accountable for all regulatory process including filings, compliance, and related internal operational support. Accountable for day-to-day leadership of Regulatory Affairs, Rates, Distribution Revenue and Cost of Power Forecasting and Regulatory Reporting. Span of control includes nine staff delivering the strategy and execution of over 24 Regulatory Applications with the Ontario Energy Board, management of an annual distribution revenue budget of approximately \$115MM and a business unit budget of over \$2.5MM leading the regulatory reporting, distribution revenue and load forecasting functions, as well as leading the Company's privacy activities.

- Led the development of a Merger, Amalgamation, Acquisition and Divestiture (“MAADs”) Application. Responded to evolving regulatory framework and competing approaches of three organizations to deliver the application on time. The application included a Table of Concordance to ensure full alignment to newly set Filing Requirements of the OEB. The application provides a template that other utilities may adopt for future applications. Provided strategic guidance to senior executives across three merging organizations on evidentiary requirements. Contributed to the development of the underlying business case model as the sole Regulatory SME. Provided external consultants and internal team with interpretations of new OEB policies related to consolidations and rate making and incremental capital funding insights, inclusive of risk assumptions. Developed a solution to address inequity on allocation of merger benefits across shareholder communities.
- Led the defense of the MAADs Application, including tactical planning. Achievements include: the successful acceptance by the OEB of an Issues List on the public record prior to OEB receipt of interventions; preparation of initial OEB Presentation Day materials; witness training for three CFOs including mock cross examination; regulatory witness for Oral Hearing; quarterbacked a witness panel; led the development and finalization of the final argument.
- Working collaboratively with the heads of Regulatory Affairs across four organizations to: develop plans and execute Day 1 readiness for regulatory compliance and wholesale settlements; undertake project planning for the first two years post consolidation. Leading the development and presentation of materials for decision making to the CFO Team. Prepared materials for/presented to the Audit & Finance Committee.
- Responsible for the preparation and defense (including participation on and leading of witness panels) of a five year Custom Incentive Regulation (“CIR”) application for approval of \$573MM revenue requirement, \$309MM operating costs and \$2.6B rate base over the 2015-2019 period. This was the first complete application of its kind under the OEB's outcomes-based *Renewed Regulatory Framework for Electricity*. The new OEB policies necessitated a novel and unique approach to the traditional cost of service application narrative. Horizon Utilities' approach in that Application has become a model for other LDCs seeking approval of five-year CIR applications. The application included a precedent-setting request for a new customer class and a corresponding cost allocation policy change for the customer class.
- Successfully prepared and led the defense (including quarterbacking of and participation on witness panel) of contested Service Area Amendment (“SAA”) application to incorporate customers formerly within Hydro One service area. Developed an innovative multi-part application, making several new SAA requests to incorporate additional lands into the application. The OEB awarded all but the unpopulated land to Horizon Utilities stating that *“the test of economic efficiency and cost effectiveness favours Horizon”*.
- Led the drafting and defense of the only Cost of Service application to be accepted by the OEB outside of the normal rate-setting cycle. The approved application set base revenue requirement for 2011 equal to \$97MM; approved rate base of \$369MM (2011); operating expenses of \$42MM; and a load forecast equivalent to \$393MM in cost of power revenue. The application included a strategic approach to load forecast setting for Large Use customers to mitigate revenue erosion, which was accepted by the OEB.
- Effectively developed and defended over 24 applications before the OEB (including: Custom IR, Cost of Service, Annual Filing, IRM, Z-factor, PILs, Smart Meter Rebasing, Service Area Amendment, Licence, Section 80 Notice).
- Responsible for budgeting, forecasting and reporting for Horizon Utilities for: Consumption/Demand, # of customers/connections, Heating and Cooling Degree Days, Fixed and Variable Distribution Revenue, Other Rider/Adder Revenue, Settlements of Past Accumulated Variances, Electricity Revenue and Expenses (Cost of Power, Global Adjustment, Wholesale Market Services, Network, Connection, Low Voltage Charges, Smart Meter Entity Charge); Deferral and Variance Accounts, Earnings Sharing Mechanism, and Capital Investment Variance Account.

Indy J. Butany-DeSouza, B.Sc. (Hons.), MBA

- Provide strategic, senior level oversight and support to all aspects of the regulatory process.
- Build and support key relationships with government, regulators, industry peers, and stakeholders to strategically monitor, influence, and report potential impacts and opportunities related to the industry regulation and government energy policy.
- Privacy Officer for Horizon Utilities Corporation and Horizon Energy Solutions Inc. Responsible for compliance with related legislation (PIPEDA, MFIPPA). Receives and evaluates related privacy requests and disclosures from government agencies, police services and the public.
- Accountable for the development of and compliance with the Company's Privacy Policy for internal and external stakeholders, including providing annual reporting to the Office of the Information and Privacy Commissioner of Ontario.

Director, Origination & New Products – 2008-2009

Carbon Capital Management, a subsidiary of Front Street Capital, Toronto, Ontario, Canada

Reported directly to the President & CEO to develop a strategic business plan for the carbon markets “start up” company, specializing in the aggregation of quality carbon offset credits.

- Mitigated financial and regulatory risks in a pioneering market sector while building a robust pipeline of high quality carbon offset projects, in the absence of which the organization would not have been viable for further investor funding.
- Steered the business development cycle, from initial opportunity and risk analysis through to negotiation of letters of intent and contracts for multi-year agreements with values of \$100K to \$1MM.
- Liaised with partners in the engineering, consulting and legal sector to define the terms sheets, with core involvement in all due diligence procedures.
- Chaired the Industry Provinces Offsets Group landfill gas working group to establish the protocols for offsets in Canada, collaborating with the 70+ companies across Canada and the US and the provinces of Ontario, Quebec and Alberta. This work included submissions to Environment Canada and representation in Ontario government consultations.
- Provided strategic support to the President & CEO on provincial and federal regulatory affairs and government relations as the company sought to promote products and services.
- Developed a multi-million dollar Shari’a-compliant investment product for use in the Middle East.

Manager, Strategic Business Development - 2008-2009

Manager, Market Development - 2005-2007

Manager, Government and Regulatory Affairs - 2003-2005

Direct Energy (“DE”), Toronto, Ontario, Canada

- As Manager, Strategic Business Development, developed the business plan and marketing strategy for Direct Energy Consulting (“DEC”); facilitated partnerships with technology providers.
- Grew the client base and expanded into markets across Canada and the US, leveraging knowledge of global climate change policy, changing regulations and client needs to position DEC for profitable, self-sustaining operation within 18 months.
- Led multi-disciplinary, cross-departmental teams of subject matter experts to provide clients with strategic climate change impact assessments and detailed risk management strategies.
- Led a newly created group to formulate DE’s North American Environmental Strategy, to capitalize on lucrative sustainability-based business opportunities across all business units and P&Ls.
- As Manager, Market Development, successfully lobbied the federal government to redesign its EnerGuide for Houses program (renamed Eco-energy program), transforming a highly inefficient and administration-intensive program in which only 30% of funds were available for dispersal to end users to the new model, where 90% of funds were dispersed to end users.
- Led the development of an enterprise-wide Advanced Meter Implementation strategy for tiered rate billing, new business opportunities, and risk mitigation to the retailer business model, in response to Ontario Smart Meter program announcement.
- Negotiated a partnership with Hydro Ottawa on a retailer/utility CDM program for high efficiency furnaces and air conditioners.
- As Manager, Government and Regulatory Affairs, evaluated risks and opportunities associated with changes to government policies and programs impacting both electricity and natural gas.

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- Worked with company stakeholders to manage early operation in a deregulated Ontario market, leading ad hoc initiatives that increased customer retention by 50%.

Manager, Regulatory Compliance & Application Projects - 2002 - 2003

Union Energy, a subsidiary of EPCOR Utilities Inc., now operating as Reliance Inc., Toronto, Ontario, Canada

Senior Consultant -2000 – 2002

PwC Consulting, Toronto, Ontario, Canada and Brussels, Belgium

EDUCATION:

McMaster University, Master of Business Administration, Finance, 2000

McMaster University, Bachelor of Science (Honours), 1996

APPEARANCES BEFORE THE ONTARIO ENERGY BOARD:

2017, 2018, 2019 – Alectra Utilities, Electricity Distribution Rate Application (annual), Oral hearing; Quarterbacked panel

2016 – LDC Co MAADs Application, Technical Conference, Oral Hearing: led evidence and quarter-backed panel

2015 - Horizon Utilities' 2016 Annual Filing, Technical Conference: quarter-backed panel

2014 - Horizon Utilities' 2015-2019 Custom IR Application, Technical Conference, Oral Hearing: led evidence on all panels in the Oral Hearing

2012 -Horizon Utilities/Hydro One Networks Inc. Contested Service Area Amendment Application: quarter-backed panel

2011 - Horizon Utilities' 2011 Cost of Service Application: led evidence on all panels in the Oral Hearing

2010 - Horizon Utilities' 2010 Z-Factor Application: led evidence in the Oral Hearing

APPEARANCES BEFORE OTHER REGULATORS:

Federal Energy Regulatory Commission ("FERC")

Electric Reliability Council of Texas ("ERCOT")

AWARDS:

2020 Contributor of the Year Award – Ontario Energy Association

SPEAKING ENGAGEMENTS:

Speaker, The Power Conference to Advance Women in Energy, "You are the CEO of Your Career", January 2021

Speaker, DeGroot School of Business, McMaster University, "Women in Business", September 2020

Speaker, EUCI, Women's Leadership in Energy Conference, "Transforming Company Culture", July 2020

Moderator, CEA, Camput E-Workshop, Regulatory Perspectives on Electric Utility Pandemic Response & Digital Transformation, May 2020

Speaker, Munk Regulatory Law E- Class: Regulation and Innovation, April 2020

Speaker, Munk Law Class- Policy, December 2019

Indy J. Butany-DeSouza, B.Sc. (Hons.), MBA

Speaker, Panel discussion, Accelerating Women in the Workplace, DeGroot School of Business, September 2019
Speaker, Economic Regulation Innovation Committee (ERIC) initiatives, CEA Sustainable Electricity Steering Committee, May 2019

Moderator, Various Perspectives on EV Infrastructure Investment and identify opportunities/barriers with a focus on the role of electric utilities, Canadian Association of Municipal Public Utilities Tribunals ("CAMPUT") Conference, May 2019

Speaker, Women in Energy Luncheon, Canadian Association of Municipal Public Utilities Tribunals ("CAMPUT") Conference, May 2019

Speaker, Emerging Energy Trends: Challenges and Opportunities, Leadership Conference for Women in Energy Canada, EUCL, April 2019

Speaker, Career Conversation, Ryerson Career Conversation Panel, Ryerson University April 2019

Lecturer, Innovation and Disruption: Can Regulation Keep Up?- MIT Energy Initiative: The Utility of the Future (2016) , Munck School of Global Public Policy, April 2019

Speaker, CEA National Emerging Issues Spring Meeting, CEA, April 2019

Speaker, Panel discussion – Policy panel, Hydro One, March 2019

Speaker, Panel discussion – Current Energy Policy Direction of Ontario, Ontario Energy Policy Panel – Women in Energy Canada (WIECAN), March 2019

Lecturer, McMaster University MBA Foundations Week – McMaster University, September 2018

Guest Speaker, Lecture, Energy and Policy Discussion – McMaster University, June 2018

Moderator, Direct from the Source - Top Tips from Regulators; Canadian Association of Municipal Public Utilities Tribunals ("CAMPUT") Conference, May 2018

Moderator, Future Framework Features; Canadian Electricity Association ("CEA") Regulatory Innovation Task Group CAMPUT Workshop, May 2018

Closing Keynote Speaker, Emerging Technologies; McMaster Energy Week, March 2018

Speaker, Diversity in the Workplace; Ontario Energy Association ("OEA") Women in Energy, March 2018

Speaker, Regulatory Evolution Panel, OEA Energy Conference 17, The Age of Disruption and Transformation, Conference, September 2017

Speaker, Ratemaking and Distributed Energy Resources Panel, Emerging Energy Trends Conference hosted by Mowat Energy, MaRS, May 2017

INDUSTRY REPRESENTATIONS:

Chair, Electricity Distributor's Association ("EDA") Regulatory Council, from 2018-present

Vice-Chair, Electricity Distributor's Association ("EDA") Regulatory Council, from 2016-2018

Member, EDA Regulatory Core Council, 2009–present

Co-Chair, Regulatory Committee, Ontario Energy Association, 2016-present

Member, Ontario Energy Association Regulatory Committee, 2014-present

Chair, Electricity, Regulation, Innovation, Committee, 2017-2021

Member, Canadian Electricity Association Regulatory Innovation Task Group, 2009-2017

Horizon Utilities Representative, Coalition of Large Distributors Regulatory Committee, 2009-present

Member, IESO's Electricity Market Forum Market Development Committee, 2010

Chair, OEA, Distribution Council, 2009-2011

Indy J. Butany-DeSouza, B.Sc. (Hons.), MBA

VOLUNTEER AND BOARD EXPERIENCE:

Vice President and Board Member, Mainstage Theatre Company, Toronto (2016-present)

Board Member, Hamilton Health Sciences, Hamilton (June 2018-present)

Volunteer, 8th Don Mills Beavers, Toronto (September 2017-present)

Assistant Coach, Girls U9 Soccer, Richmond Hill Soccer Club (2016)

Brownie Leader, 1st Richvale Brownies, Girl Guides of Canada (2015-2016)

Secretary, Board - Sindhi Cultural Association of Toronto (2008-2010)

Vice President, Board - Sindhi Cultural Association of Toronto (2006-2008)

Alumni President & Member of the Board, St. Clement's School, Toronto (2005-2008)