

TransCanada Pipelines Ltd., Calgary, Alberta *Senior Risk Analyst* **1999 to 2000**
Commercial Risk Assessment

- Reduced the company's potential for losses by assessing the creditworthiness of counter-parties and negotiating prudent assurances. Ensured contracts contained provisions to minimize risk and provide for damages in the event of default by counter-party.
- Assessed the risks of several hundred million dollar power deals and made improvements to power purchase agreements and bid documents which protected the company's interests.

TransCanada Pipelines Ltd., Calgary, Alberta *Senior Financial Analyst* **1997 to 1999**
TransCanada Power Ltd.

- Completed analyses used to justify purchasing several power plants including the controlling interest in a \$500 million power plant in Rhode Island.
- Developed procedures to evaluate complex power purchase agreements which were used as the basis for purchasing several projects by the Power Limited Partnership.
- Analysed the costs, revenues and risks, and recommended bid prices on \$2 billion worth of greenfield and acquisition power deals and power purchase agreements.

TransAlta Enterprises, Calgary, Alberta *Energy Analyst* **1995 to 1997**
Energy Services Agency

- Created ways to use technology and modify processes to reduce the electricity bills for clients such as Inter-Provincial and Alliance pipelines.
- Analysed and negotiated rate options, recommended opportunities to manage consumption, and evaluated and proposed power generation projects.

Weston Bakeries, Calgary, Alberta *Financial Analyst* **1994**

- Advised marketing management on how to increase margins by presenting the results of variance analyses and 'make versus buy' proposals.
- Completed product contribution rankings, feature pricing impacts, cost deviation from standards, and segment break-even models to provide knowledge used by marketing staff to increase sales.

Ontario Hydro, Toronto, Ontario **1990 to 1993**
Energy Management Marketing

Senior Business Analyst **1992 to 1993**

- Saved Hydro \$400,000 by creating and implementing a consistent and rigorous evaluation process, which ensured that \$40 million worth of cash incentive proposals were spent prudently.
- Negotiated reasonable cash incentive agreements on large and highly political projects with marketing staff and customers.

Industrial Program Supervisor **1990 to 1992**

- Managed the activities of two analysts ensuring that project result estimates were reasonable and accurately recorded by monthly reporting deadlines.
- Reduced financial errors and decreased the time spent revising results by training marketing personnel to consistently and accurately calculate kW savings.

NOVA Chemicals Corporation, Sarnia, Ontario *Environmental Engineer* **Summer 1989**

- Managers acted on my proposals to comply with all plant Air Certificates of Approval.
- Wrote 50 spreadsheets to estimate the quantity of hydrocarbon emissions discharged from the plant. This data was used to negotiate permits with the Ministry of the Environment.

Polysar Limited, Sarnia, Ontario *Process Engineer* **1987 to 1988**

- Determined how to maximize the value of cracking heater products by monitoring their performance, conducting tests and completing computer simulations.
- Increased profits by creating several proposals, which were employed by operating managers.
- Studied over 100 chemicals to determine the market potential for a new catalytic distillation technique. This data was used as a basis for acquiring Chemical Licensing & Research Ltd.
- Increased the value of the technology by identifying many chemicals that could be produced with this technology and conceived several new patentable applications for its use.

EDUCATION

The University of Western Ontario, London, Ontario *Master of Business Administration* **1990**

- First Quartile Standing in both years

The University of Western Ontario, London, Ontario *Bachelor of Engineering Science, Chemical* **1985**

- Dean's Honour List, 1981 to 1985

ACTIVITIES AND INTERESTS

- Served on the Board of Foundations for the Future Charter Academy for six years as the Chair, Vice-Chair and as Chair of the policy, finance and measurement committees. As Chair of the policy committee I was responsible for drafting policies, Bylaws and Charter amendments and guiding them through the approval process. The Board has a \$20 million budget and is responsible for the success of 2,400 students in seven campuses and the vision to serve the 5,000 students on its wait list.
- Campaign manager for Calgary Board of Education School Board Trustee and sat on a Calgary School Board Parents Rights and Responsibility Committee.
- Chaired two non-profit organizations active with Boards of Education. Responsible for building the organization, chairing public meetings, chairing steering committee meetings, executing projects, writing educational material, managing volunteers, conducting research, and networking with politicians and parents.
- Volunteered as a Big Brother for three years.
- Enjoy photography, camping, hiking, canoeing, skiing and biking.
- Read widely in the areas of business, economics, ethics, education, personal development, politics, psychology and philosophy. Summarized 310 books and hundreds of articles on various subjects.