

NR2016 - [REDACTED]

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TITLE: Nalcor Energy Board Appointments

ISSUE:

Appointments to the Board of Directors of Nalcor Energy

RECOMMENDATION(S):

Approval to issue an Order in Council, under the authority of section 6 of the *Energy Corporation Act*, to appoint individuals to the Board of Directors of Nalcor Energy from the list of 20 candidates identified by the Independent Appointments Commission (IAC).

BACKGROUND:

Nalcor is a provincial Crown corporation established in 2007 under the *Energy Corporation Act*. The company's business includes the development, generation, transmission and sale of electricity; the exploration, development, production and sale of oil and gas; industrial fabrication site management; and energy marketing.

On April 22, 2016, Government appointed an interim Board of Directors for Nalcor Energy following the resignation of the previous board. The interim board consisted of five members: John Green, Q.C. (Interim Chair); Donna Brewer; Heather Jacobs, Q.C.; Chris Loomis; and Stan Marshall. It was also announced at that time that a permanent board would be named following the passing of *Independent Appointments Commission Act*. This Act was assented to on May 24, 2016.

In June of 2016, a profile for the Nalcor Board of Directors was approved and submitted to the IAC. The profile was posted on June 23. Following the posting, applications were received by

the IAC from members of the general public expressing interest in serving on the board of Nalcor Energy and other agencies, boards, and commissions.

On October 25, the IAC provided 20 names to the Minister for consideration, including the interim board chair John Green, whom the IAC had approached in an effort to ensure continuity in governance for the corporation (see Annex B).

The *Energy Corporation Act* requires that the Board of Directors be comprised of between five and 14 members. Work on Nalcor governance completed by consultants Knightsbridge Robertson Surette in March 2015 noted that comparable Boards can range in size from six to 15 and recommended that Nalcor's board would ideally consist of 10 to 12 members, which would provide an opportunity for diversity of experience while keeping the board at a manageable size and keeping costs down.

As the list of recommended candidates does not include an individual with Labrador or Aboriginal perspectives, the Minister of Natural Resources will seek additional candidates from the IAC. The Department will seek authorization from Cabinet to add an additional member to the Board of Directors in the near future once suitable candidates have been identified by the IAC.

ALTERNATIVES:

- 1. Authorize the issuance of an Order in Council, pursuant to Section 6 of the *Energy Corporation Act*, to appoint individuals to the Board of Directors of Nalcor Energy from the list of 20 candidates identified by the IAC (Recommended).**

Advantages:

- Meets Government's public commitments to appoint directors based on the recommendations of the Independent Appointments Commission.
- Provides for a skilled, diverse Board of Directors of optimal size to lead Nalcor's various regulated and unregulated activities.

Disadvantages:

- Adds minor additional costs in the operation of the Board of the Directors.

2. Do not authorize the issuance of an Order in Council, pursuant to Section 6 of the *Energy Corporation Act*, to appoint individuals to the Board of Directors of Nalcor Energy from the list of 20 candidates identified by the IAC.

Advantages:

- Some minimal cost savings over the recommended alternative.

Disadvantages:

- Fails to meet Government's public commitments to appoint a Board of Directors from persons recommended by the Independent Appointments Commission.
- Negatively impacts Nalcor's future governance by retaining the interim Board of Directors beyond its intended short-term tenure.

LEGAL / LEGISLATIVE CONSIDERATIONS:

The *Independent Appointments Commission Act* was passed during the spring 2016 sitting of the House of Assembly and assented to on May 24, 2016. This Act provides for appointments to boards such as Nalcor's to be made from recommended candidates identified by an independent commission through a merit-based process. All 20 candidates considered in this submission were identified through this process.

FINANCIAL CONSIDERATIONS:

Although members of the Nalcor Board of Directors are not currently paid a stipend, they do receive payment to offset reimbursable expenses of attending meetings. By increasing the number of directors, these minor costs are expected to increase proportionally.

INTERDEPARTMENTAL CONSIDERATIONS:

N/A

LABRADOR OR ABORIGINAL CONSIDERATIONS:

To increase the presence of Labrador and Aboriginal perspectives on the Board of Directors, the Minister of Natural Resources will seek additional candidates through the IAC process.

INTERGOVERNMENTAL CONSIDERATIONS:

N/A

OTHER JURISDICTIONS:

N/A

CONSULTATIONS:

The Independent Appointments Commission was consulted and the list of candidates provided by the Commission is attached in Annex B.

ENVIRONMENTAL CONSIDERATIONS:

N/A

COMMUNICATIONS AND CONSULTATION SYNOPSIS:

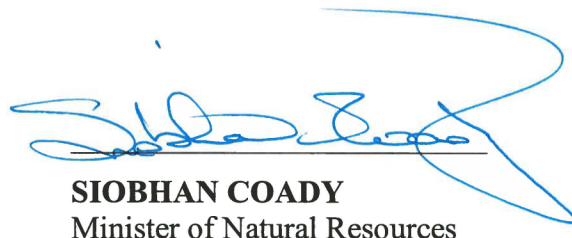
Attached as Annex A.

ANNEXES:

A – Communications and Consultation Synopsis.

B – Candidate List from the IAC

C – Candidate Resumes



SIOBHAN COADY
Minister of Natural Resources

NOV 02 2016

Annex A
COMMUNICATIONS PLAN
Department of Natural Resources

Title: Nalcor Energy Board Appointments

Issue: Appointment of members to Board of Directors of Nalcor Energy

Consulted with: Charles Bown, Deputy Minister	Date drafted: November 2, 2016	Announcement date: Upon Approval
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COMMUNICATIONS ANALYSIS

Public Environment

- On April 20, 2016, Ed Martin departed as CEO of Nalcor, and later that evening the Nalcor Board of Directors resigned. The following day a new CEO, Stan Marshall, was appointed and the next day, an interim board was appointed.
- Since that time, the Minister of Natural Resources has spoken publically about the need to improve the Board of Directors by appointing new members under the Independent Appointments Commission.
- Over the past year, there has been extensive coverage about the work that Government and Nalcor has been doing to get the Muskrat Falls Project on track in terms of budget and schedule.
- Most recently, media coverage has concentrated on protests at the Muskrat Falls sites, questions regarding methylmercury, and the agreement reached between the Provincial and Aboriginal Governments prior to raising water levels within the reservoir.
- There has also been coverage on NL Hydro and reports undertaken by Liberty and PUB reports. NL Hydro is implementing the recommendations of these reports to improve the reliability of power.

Strategic Considerations

- Given the public discourse regarding Nalcor, media, the people of the province and other stakeholders will be interested in learning about the new appointments and their qualifications.
- Minister Coady has spoken of the need to have qualified individuals within the Board that can provide the necessary leadership for Nalcor.

- Questions will be asked about the professional qualifications of each board member and collectively, what they will bring to the table. How will the board, and therefore Nalcor, change in light of the new board?
- Questions may also be asked about the composition of the board and how fairly it represents gender and region.
- This announcement will provide an opportunity for Government to explain its function with regards to the Nalcor board which is not clearly understood by the public; and for the tone to be set for responsible accountability and transparency within the board.

Audiences/Key Stakeholders

Internal

- Department of Natural Resources
- Premier's Office
- Communications Branch
- Cabinet Secretariat
- Ministers
- MHAs

External

- Nalcor
- Public Utilities Board (PUB)
- Government of Canada
- Official Opposition
- NDP
- Media
- General Public

Consultations

- N/A

Communications Objectives

- To inform of the establishing of the Nalcor Board of Directors.
- To reinforce the Provincial Government's commitment that appointments are made in an open, transparent and accountable manner and serve the best interests of our province.

- To demonstrate government's commitment to overseeing Nalcor by showing that government has undertaken a full review of the project, have a new CEO, and have expanded the new Board of Directors which was appointed by the Independent Appointments Commission.

COMMUNICATIONS STRATEGY

Overall Approach

- The overall communications approach will be high level and proactive. It will consist of a news conference as well as the issuing of a news release. Minister will provide interviews to interested media representatives.

Key Messages

- The Provincial Government has announced that candidates identified by the Independent Appointments Commission have been appointed to the Board of Directors of Nalcor Energy.
- As recommended by the Independent Appointments Commission, Mr. John Green will remain on the board as a director to provide continuity of governance.
- The members of the Board bring the strong leadership necessary to support the governance and development of Nalcor Energy and all its lines of business including the development, generation, transmission and sale of electricity; the exploration, development, production and sale of oil and gas; industrial fabrication site management; and energy marketing.
- They bring a wealth of knowledge in areas such as corporate governance, auditing, law and business management – all of which will be directed toward supporting the work of Nalcor Energy, including the efforts underway to get the Muskrat Falls Project on track.
- I would like to thank the interim board for the work they have done over the past several months.
- Government has been fulfilling the commitment made to oversee Nalcor by undertaking a full review of the Muskrat Falls Project, appointing a new CEO, and appointing the new Board of Directors, which was completed by the Independent Appointments Commission.
- Government has also taken several steps to ensure the reliability of our energy supply. We are ensuring that Hydro implements the recommendations of the Liberty and PUB reports; Hydro operations have been separated from those of Nalcor to ensure accountability and focus; and we have expedited a third transmission line from the generation facilities at Bay d'Espoir to the Avalon Peninsula.
- Nalcor's Board will oversee NL Hydro until a governance review has been completed.

The Announcement

Activities

- The Minister of Natural Resources will make a high level and proactive public announcement. A news conference will be held and a news release will be issued. Afterwards, the Minister will provide interviews to interested media representatives.
- The Minister will be provided with speaking notes and an event scenario, as well as key messages and a question and answer document in case of follow-up questions from the media.
- Tweets will be issued from the departmental twitter account; the general government twitter handle will be requested to retweet the message.

Minister's Involvement

- The Minister of Natural Resources will be the lead spokesperson. The Minister will respond to questions and provide interviews, as deemed necessary or requested.

Interdepartmental Coordination

- Ongoing work will take place between relevant departments and ministers of those departments will be provided messaging as necessary.

Internal Communications

- N/A

Follow-up Activities

- Media monitoring and follow up will be undertaken as necessary.

Evaluation Criteria

- N/A

Budget

- No communications budget required.

Prepared by: Lesley Clarke, Media Relations Manager/Diana Quinton, Director of Communications

Approved by: Charles Bown, Deputy Minister

Annex B - Candidate List from the IAC

**Independent Appointments Commission**

Request Number: IAC-2016-008

Date: October 25, 2016

To: Minister Siobhan Coady, MHA, Minister of Natural Resources

In response to your request of September 26, 2016, for the Commission to recommend persons to be considered for appointments for the Nalcor Board of Directors, the Commission has considered those persons who have expressed interest in being appointed to that Board. After applying the merit based process required by the *Independent Appointments Commission Act* in the manner provided for in the Commission's *Rules of Procedure*, the Commission advises that:

- While not all the persons listed below, have all the attributes described in the competency profile, they constitute the group of those persons indicating willingness to serve on the Nalcor Board of Directors who collectively possess most of those attributes, and at the same time enable consideration of diversity and regional representation. The Commission therefore recommends the following persons, listed in alphabetical order, be considered for possible appointment as Board members:
 - Brian Bietz
 - Glendon Mark Collett
 - Bassem Eid
 - Meghan Gardner
 - Ann Marie Hann
 - Christopher Hickman
 - Jack Hillyard
 - Kevin Keough
 - Bevin R. LeDrew
 - Mark MacLeod
 - Brian Maynard
 - Debbie Molloy
 - Greg F. Naterer
 - C. Robert Noseworthy
 - David Oake
 - Brendon John Paddick
 - Edna Turpin
 - David Vardy
 - Keith Wellon;

- None of the persons presently serving on the Board of Directors submitted their names to be considered for recommendation, as a result of which there were no names that would allow the Commission to consider continuity. Accordingly, the Commission sought from the existing Chairman an indication as to whether he would be willing to accept appointment as a director and received a positive response. The Commission therefore adds to the list of persons recommended for consideration:
 - John M. Green Q.C.
- The Commission is also of the view that not a sufficient number of the persons expressing an interest in being appointed had a desirable level of knowledge of international markets and business operations, international capital markets exposure, experience with multiple perspectives on risk and risk management, and an understanding of the unique investment characteristics of long term assets, infrastructure and real estate. Accordingly, the IAC has sought to identify persons having those characteristics who might be willing to serve on the Board, but has not thus far been successful. The IAC will, if requested, continue to pursue that search.



CLYDE K. WELLS, Q.C.
Chairperson

Annex C - Candidate Resumes

2016-07-30 09:49 PM
 Wellon, Keith (ID=34481) 1-403-701-[REDACTED] Canada

Interests

Nalcor Energy Board of Directors
 Newfoundland and Labrador Hydro-Electric Corporation Board of Directors
 Board of Regents of the Memorial University of Newfoundland and Labrador

Diversity

Gender: Male

Expertise

Construction
 Engineering
 Education
 Arts
 Entrepreneurial
 Governance

Address

[REDACTED] Calgary, AB
 [Not Applicable - Out of Province] [REDACTED]
 kwellon@[REDACTED]

Education

[1970] Booth Memorial, St. John's - High School
 [1976] MUN - Undergraduate (Electrical Engineering)
 [2009] Institute of Corporate Directors - Other (Corporate Directorship)
 [1979] MUN - Masters (Power Engineering)

Employment

[2011 - current] The Cahill Group, St. John's - VP Business Development, Western Canada

- Responsible to (1) develop and maintain productive relationships with potential and existing industrial customers in western Canada, with initial focus in the oil sands sector, (2) Identify and prioritize potential business opportunities, (3) Ensure successful pre-qualification and obtain invitations to bid on target projects, (4) Prepare annual and long term budgets, Accomplishments - Pre-qualified and invited to bid on all targeted Oilsands RFP's. Over 30 in the first year alone / Multi-year major contracts with ConocoPhillips.

[1979 - 1989] Imperial Oil - Various up to Provincial Manager, Newfoundland.

Tenure included increasingly more responsible roles, both regionally and nationally, including: project management, national budgeting, national pricing, provincial sales

management, national marketing, national strategic planning, exec asst to senior management team (President & the Sr VP's) and area (provincial) manager in St. John's, Halifax, and Toronto.

[1989 - 1997] ACAN Windows - Vice President & General Manager

- A Korean-Canadian private joint venture establishing a leading Canadian vertically integrated vinyl window extrusion and fabrication business.
- Oversaw entire operation from concept through plant construction and start-up, to become the third largest vinyl window producer in Canada, with 120 employees and sales of \$20,000,000. This was achieved in a highly competitive market and during a downturn in the North American construction industry.
- Responsibilities included: human resources, finance, sales & marketing (local, national & international), purchasing (local, national & international), general management, shareholder liaison, and all regulatory & government permit applications & processes.
- Conducted extensive negotiations and communications with government agencies, financial institutions, unions, suppliers, wholesale dealers, builders and end-use customers, as well as international business experience in the USA, Korea and Japan.

[1997 - 2004] Newfoundland Power - Mgr Operations & Mgr Customer Service

- Brought in under a new President as part of the Senior Management group, with a mandate to transform a "traditional utility culture" to a highly efficient, customer oriented, bottom-line driven corporation. One of the Fortis group of national and international companies, Newfoundland Power at that time distributed and retailed electric power to 220,000 customers, with over 2200 km of transmission, 8000 km of distribution, & 109 substations and operates 31 hydro and diesel generation plants. Manager, Eastern Operations 2001 - 2004 Reporting to the VP of Operations & Engineering, this position was considered the most senior below the five person executive group. Eastern Operations was the largest department, with a quarter of the company's 600 employees, operating expenses and capital budget. Responsible for the design, construction and maintenance of Distribution and Transmission infrastructure, as well as the operation of several hydro and diesel generating plants.
- Accomplishments:
- Consolidation of three regions into one.
 - The lowest ever cost structure.
 - The highest ever electrical system reliability.
 - The highest ever customer satisfaction ratings.
 - The best safety record ever, with zero Lost Time incidents in the last two years.
 - Excellent union relationship, with virtually no grievances during this period.
 - Most direct reports eventually earned promotions, including the first non-engineer Operations Manager, and the first female Engineering Superintendent.
 - On behalf of six Fortis electric utilities, coordinated the response to a devastating hurricane in the Cayman Islands, beginning restoration efforts onsite within five days, despite no power, water or communications infrastructure nor scheduled flights.
- Manager, Customer Service 1997 - 2001 Customer Service is the second largest department, with about 120 employees, which included Meter Reading, Billing, Credit, Collections, Cashier Centers, the provincial Call Center, and responsibility for Customer Service policies. Accomplishments:

- - Established quarterly customer satisfaction surveys.
- - Customer satisfaction results tied to bonus structure for all senior mgmt and employees.
- - Customer satisfaction ratings climbed from 70% to 90% and remained there.
- - Employee morale increased to its highest level.
- - Costs were reduced to their lowest level.
- - Implemented a new customer management system, new call center technology, a new customer interactive internet site, and new procedures, resulting in customer contact response rates dramatically improving to best practices levels.
- - Customer response rate during outages went from 2% to 99% with new technology and procedures.
- - Through policy changes and a different mindset, achieved a major improvement in Collections results to best ever level.
- - Achieved the best safety record ever (driving and walking to conduct two and a half million meter reads a year in all kinds of weather and geography).
- - Excellent union relationship with virtually no grievances during this period.

[2007-2009] Enmax Corp, Calgary - EVP Operations & President, Enmax Power

Responsible for (1) design, construction & operation of all regulated distribution, transmission and meter reading, including regulatory applications and stakeholder relations. (2) for unregulated subsidiaries providing infrastructure services - Envision (owns 670 km of fibre optic cable & provides high speed data services for Calgary customers) and ENMAX Power Services (design and construction of Light Rail Transit utility infrastructure, underground services, roadway lighting, wind farms, switching yards,...). (3) Managed 800 employees, 7400 km of distribution, 280 km of transmission, 35 substations, 670 km of fibre optic cable. Accomplishments - (1) Industry leading reliability, (2) Safety results were significantly improved, (3) Smart Grid innovation (first in Canada) passed milestone of 10,000,000 customer outage minutes prevented, (4) All regulatory applications (Needs applications & Facility applications - Permit to Build & License to Operate) approved as requested, (5) Preparations for successful application to regulator for major change to regulated tariff approach - Formula / Performance Based Regulation, (6) Excellent stakeholder relations processes for the many transmission, substation and distribution projects. An example was a major transmission rebuild through the environmentally sensitive Weaselhead Conservation area that could only be done during a short winter window. It was not only completed on time & budget, but with very fast regulatory approval and without opposition. Through comprehensive consultation with stakeholders, including concerned environmental & community groups, those same groups actually publically endorsed the project and our approach.

Community

[2010 - current] Hope Air - Board member, Audit Comm, Chair Fund Dev.

National charity providing free flights to health care for families in financial need, including thousands for NL families.

[1999 - 2005] Glenbrook Lodge Seniors Home, St. John's - Board member

[1984 - 1989] Kiwanis Club of West Toronto - VP & President-Elect at time of transfer away

[1990 - 1993] Bishop Field School - PTA President

[1993-1998] Lakecrest Independent School Board - Founding Director

[1990 - 2012] Newfoundland Symphony Orchestra Board - Board Chair for 7 years
 [2010 / 11] Memorial University of NL "Dare To" Campaign - Co-Chair for Alberta

Raised the largest amount of any regional campaign.

[2003 - 2005] Kiwanis Club of St. John's - VP & President-Elect when I moved away
 [1998 - current] Newfoundland Symphony Orchestra Foundation - Founding & Trustee
 [2006 - current] Calgary Affinity NL annual fundraiser - Founding Chair

Largest event fundraiser for MUN. held in Calgary. Has raised about \$700,000 over past 10 years.

Memberships

Canadian Manufacturers Association - NL division - Board member (Inactive)
 Assoc of Professional Engineers of Nova Scotia (Inactive)
 Assoc of Professional Engineers of Ontario (Inactive)
 Assoc of Professional Engineers & Geoscientists of NL - on elected Council (Inactive)
 Canadian Electrical Association - Customer Service Council (Inactive)
 Western Energy Institute (Western USA & Cdn Utilities) - Board member (Inactive)
 Institute of Corporate Directors (Active)
 Construction Owners Assoc of Alberta (Active)
 Assoc of Professional Engineers & Geoscientists, Alberta (Active)

Additional

In addition to the community Boards listed previously, I was on the Board of Agape Hospice in Calgary 2005-2014, the Streetlight Intelligence Inc. Board (a public BC technology firm. Audit committee & Chair HR committee) 2007-2012, and the Board of Fortis Properties 1992-1997.

I'm a Newfoundlander, an Electrical Engineer (with a Masters in Power Engineering, both from MUN), have 35 years of extensive and varied leadership experience, and have the ICD.D designation of the Institute of Corporate Directors.

With Nalcor overseeing both Hydro and offshore oil, I have worked in both sectors. I've had leadership roles with two electrical utilities, including as President of ENMAX Power, and spent 10 years with Imperial Oil, albeit mainly in the Downstream side. Currently, I'm in Alberta and in recent years have been in a role helping get major construction projects in the oilpatch for a large Newfoundland company, The Cahill Group (who also has had a large presence in the NL offshore since its beginning). The latter industrial project experience will be particularly helpful in the important Muskrat Falls oversight.

Over the past 30 years, I have been on more than 20 Boards, ranging from charities, Not-For-Profits, business & professional associations, sports, health care and education to public companies. On those boards, I have served on all the main committees, sometimes chairing them, and chairing the Board.

Nalcor is very important in the long term future of our province. I want to help shape that future, and believe my strengths and background will contribute to that. My main interest is with Nalcor, but alternatively, I'd be very interested in, and directly qualified for, the NL Hydro Board.

2016-06-29 06:25 PM
Vardy, David (ID=26240) 709753 [REDACTED] Avalon

Interests

Standing Fish Price-Setting Panel
Nalcor Energy Board of Directors
Board of Regents of the Memorial University of Newfoundland and Labrador
Fish Processing Licensing Board
** General interest in all opportunities **

Diversity

Gender: Male

Expertise

Fish and aquaculture
Other
Education

Address

[REDACTED]
St. John's, [REDACTED]
david.vardy01@[REDACTED]

Education

[1968] Princeton University - Masters (Economics)

Employment

[2002-04] Director Public Policy Research Centre, Memorial University - Director

Establishing research priorities and stimulating public policy research into Newfoundland and Labrador issues by faculty, students and staff at Memorial.

[1978-1985] Cabinet Secretariat - Clerk of the Executive Council

Senior advisor and public service executive with responsibility to ensure implementation of government directives to the public service.

[1985-1989] Fisheries and Marine Institute - President

Leadership of a provincial training and research institute with a mandate to foster strategically important industries relating to the fishery, ocean science and marine transportation.

[1989-1994] Department of Fisheries and Aquaculture - Deputy Minister

Policy advisor and executive in a department with a strong economic development and regulatory role.

[1994-2001] Public Utilities Board - Chair and CEO

Quasi-judicial regulation of electric power and other public utilities.

Community

[2011-2016] Canadian Mental Health Association (CMHA) - Director

[1985-2016] Rotary - Director

[1988-2012] Autism Society of NL - Director

Memberships

IPAC (Inactive)

Additional

- David Vardy has 30 years senior executive experience at the CEO and Deputy Minister level with the Government of Newfoundland and Labrador, with expertise and experience in economic planning, community and economic development, dispute resolution, regulatory economics, energy regulation, labour relations, fisheries management, educational management and central agency public sector management. He has strong qualifications in economic research and analysis, in management, facilitation, communication and negotiation. His skills include education, mentoring and negotiation. His experience spans the spectrum from academia to government. He is currently a Professional Associate with the Harris Centre of Memorial University and consultant dealing with public policy issues concerning economics, finance and governance.

He chaired a task force on collective bargaining in the fishing industry which led to the fish price-setting board and which has successfully settled fish prices from 1998 to the present.

He has a strong interest in Memorial University and its public policy research role, having headed up its Public Policy Research Centre.

He has had extensive involvement in public education surrounding the Muskrat Falls project including many newspaper articles, a public essay for Action Canada, along with extensive media interviews and public presentations.

His awards include the following:

- Gold Medal Award from the Professional Institute of the Public Service of Canada awarded July 5, 2000 for "contributions to labour relations, economic development, resource management and education". This award is made as a result of nominations by the provinces and the Federal Government. It is a national award given every second year on the basis of the decision of an independent panel of adjudicators. Its award to Vardy was the first award to a public servant in Newfoundland and Labrador since 1979.

- Lieutenant Governor's Award for Excellence in Public Administration awarded by the Institute of Public Administration of Canada (IPAC) awarded in June of 2001.
- Vardy Scholarship in Arts and Sciences, awarded February 2004, by the Professional Institute of the Public Service of Canada, in honour of Gold Medal Winners.
- Honorary Doctorate from Memorial University, October 2012.
- Paul Harris Fellow (Rotary)
- True Rotarian Award
- Pottle Award of Canadian Mental Health Association (CMHA)
- Queen's Diamond Jubilee Medal

Recent Projects:

- Report to Fisheries and Marine Institute of Memorial University, Innovation, Value and Viability in the Fishery: Scoping Report on the Proposed Chair in Fisheries Economics at the Marine Institute, March 31, 2015.
- Presentation to Frontier Centre for Public Policy, Regulatory Oversight of Energy Mega-Projects in Newfoundland and Labrador and in Manitoba: A Tale of Two Debacles, April 2014
- Report to Harris Centre, Enabling Public Policy Research: Funding Options for the Harris Centre, March 2013.
- Submission to Public Utilities Board, February 20, 2012, on the Muskrat Falls reference from the Lieutenant Governor in Council.
- Essay for Action Canada on Muskrat Falls Development, Making Best Use of the Lower Churchill: the Muskrat Falls Development, August 31, 2012
- Various projects relating to immigration, the Federal Presence, Marine Transportation and Private Public Sector Partnerships in Marine Technology for Public Policy Research Centre and for Leslie Harris Centre of Regional Policy and Development, 2003-08.
- Presentations on Short Sea Shipping and the Atlantic Gateway (Transportation Canada) and on the role of transportation in economic development (RED boards), 2008.
- Organized and chaired an Atlantic Provinces Transportation Forum on the Role of Newfoundland and Labrador in an Atlantic Gateway, on behalf of the Harris Centre, 2007.
- Organized University of Philippine Study Group to review the impact of the fisheries moratorium on the Province of Newfoundland and Labrador, 2007.
- Consultations with Labrador stakeholders with respect to North East Corridors Transportation Study for Labrador North Chamber of Commerce and Baffin Region Chamber of Commerce, as sub-contractor for SGE-Acres, 2007.
- Co-author of Study into Provisionally Licensed International Medical Graduates - Recruitment and Retention in Newfoundland and Labrador, 2007.
- Report on Governance for Goose Bay-Happy Valley Military Base Management Plan, as sub-contractor with SGE-Acres, 2006.
- Keynote Presentation on "The Multi-Modal Context for Labrador. Transportation Policy: Marine, Road and Air" at Atlantic Provinces Transportation Forum (APTF)/Combined Councils of Labrador (CCL) in Labrador City, 2005.
- Chaired Industrial Adjustment Committee for the Town of Harbour Breton, 2005.
- Led study into Medium and Long Term Options for Marine Transportation to Connect Isolated Communities in Labrador on behalf of Public Policy Research Centre (PPRC) of Memorial University, 2004.

- Led Strait of Belle Isle Fixed Link Pre-Feasibility Study for Province of Newfoundland and Labrador on behalf of the Public Policy Research Centre, 2004.
- Co-author of Study on the Role of International Medical Graduates in providing Physician Services in Atlantic Canada, presented at Atlantic Metropolis Centre conference, 2004.
- Co-author of Fisheries Management Study for Royal Commission on the Strengthening and Renewal of Our Place in Canada (Young Commission), 2003.
- Chaired Panel for Review of Public Policy Research Centre, 2003.
- Chaired Task Force on Cooked and Peeled Shrimp Industry appointed by Minister of Fisheries and Aquaculture, Government of NL, 2002.
- Prepared Report on Small Fishing Vessel Safety for Transport Canada, 2001.
- Co-author of Report and Member of Eminent Panel on Sealing Industry Management, appointed by Minister of DFO, 2001.
- Chaired Panel on Collective Bargaining in Fishing Industry, reporting to the Ministers of Fisheries and Aquaculture and Environment and Labour, 1998.
- Facilitator/ Arbitrator for various fisheries negotiations involving Fisheries Association of Newfoundland and Labrador (FANL), the Association of Seafood Processors (ASP) and the Fish, Food and Allied Workers Union (FFAW/CAW), 1998-2002.
- Taught public policy development for senior public servants at Memorial University Centre for Management Development (2002-05).

Lieutenant Governor's Award for Excellence in Public Administration awarded by the Institute of Public Administration of Canada (IPAC) awarded in June of 2001.

Vardy Scholarship in Arts and Sciences, awarded February 2004, by the Professional Institute of the Public Service of Canada, in honour of Gold Medal Winners.

Honorary Doctorate from Memorial University, October 2012.

2016-08-26 14:46 PM
Turpin , Edna (ID=37541) (709) 685- [REDACTED] Avalon

Interests

Newfoundland and Labrador Liquor Corporation
Board of Regents of the Memorial University of Newfoundland and Labrador
Nalcor Energy Board of Directors
Canada Newfoundland and Labrador Offshore Petroleum Board
Oil and Gas Industry Development Council
Human Rights Commission Panel of Adjudicators
** General interest in all opportunities **

Diversity

Gender: Female
Senior (55+)

Expertise

Arts
Health
Human Resources
Policy/Planning
Governance
Education

Address

[REDACTED]
St. John's, [REDACTED]
turpinedna@[REDACTED]

Education

[1981] University of Maine - PhD (Doctorate in Education)
[1987] Canadian Psychologists Association - Other (Certified Psychologist & Life Coach)
[2007] Renaud & Foster, Deloitte & Touche - Other (Corporate Governance Training)
[2009] Canada School of Public Service - Other (Crown Core Training, Financial Literacy/Governance)
[2009] Stittfeld Handy Group, University of Windsor Law School - Other (Alternative Dispute Resolution)
[1975] Memorial University of Newfoundland & McGill University - Undergraduate (Special Education Degree)
[1971] Memorial University of Newfoundland - Masters (Masters in Education, Educational Psychology)
[1970] Memorial University of Newfoundland - Undergraduate (Bachelor of Education)
[2011] Rotman School of Business, University of Toronto - Other (ICD.D, Corporate Director)

Employment

file:///C:/Users/traceybrinson/Desktop/gy3.html

9/26/2016

[1975-1993] Department of Education, Government of Newfoundland and Labrador - Assistant Deputy Minister, Education Programs and Operations; Assistant Deputy Minister, Education Programs; Director of Special Education Services; Director, Learning Centre, Newfoundland and Labrador

I held several senior management positions during my time working with the Department of Education. At the end of my employment, I was the Assistant Deputy Minister of Educational Programs and Operations. As Assistant Deputy Minister, I was responsible for all programs (primary, elementary and secondary, as well as special education services and bilingual programs) and operations (school boards). I was the second highest ranking official for the department. As Assistant Deputy Minister, I had a key role in leading the restructuring of the province's K-XII Education System.

[1993-1997] Cabot College of Applied Arts, Technology & Continuing Education - President and Chief Executive Officer

As President, I was responsible for the overall functioning of the entire college, and all of its 11 campuses. I led a team of four senior leaders in the organization. I was responsible for promoting the mandate of the college on a provincial, national and international level. During my time as President, the curriculum was nationally and internationally certified. I set up external advisory committees to assist in keeping the college programs up to date across the different schools (i.e. Engineering, Business, Medical, etc.) During this time, we set up a new simulator at the Seal Cove campus, to assist in education and training for the oil and gas industry. I set up a marketing division to market the College's educational programs. This enabled us to fund the college activities, as well as lead to us winning local, national and international contracts (for example, a \$10M contract in Qatar). Additionally, we upgraded our trades programs to include academics and technology. Finally, perhaps one of my biggest accomplishments in this role was leading the restructuring of Cabot College in all areas and formed the corporate/international division and the review of college programs leading to university credit.

[1997-2001] College of the North Atlantic - Director of Marketing and International Development

In this role, I was responsible for marketing the College locally, nationally and internationally. We received worldwide recognition for our programs and the institution. We were successful in accessing major contracts at home and around the world. The College was a large, diverse and complex organization. This position allowed me to fully demonstrate my excellent communications and networking skills. This was pivotal in leading the College to several major contracts, particularly when we were responsible for all of the training to allow Newfoundlanders and Labradorians to prepare for the oil and gas industry, prior to and during the Hibernia oil field development. Promoting and developing partnerships in both public and private sectors (domestically and internationally) was a large part of my responsibility within the organization. I was accountable for the operation and supervision of the Marketing and International services of the College, including the establishment of policies and procedures for the marketing and promotion plan. This included the export of educational and training programs and services, the recruitment of foreign students and increased access and participation in international projects.

[2001-2002] Northstar Networks Inc. - Director of Public Relations, Marketing & Business Development, Defense & Aerospace Industries

I originally helped to established the company, Northstar Networks Inc. in 2001. The company was established to help Newfoundland and Labrador companies, obtain contracts in the global aerospace and defense industry. In this role, I represented 15 Newfoundland and Labrador companies for two years. My work was focused primarily in the United States, where you attended international trade shows and promoted our province's expertise. This led to successful contracts for these companies as well as the local college and Memorial University of Newfoundland. My work directly led to helping to local companies expand their business on an international scale with leading industry players. I was requested by the Department of Industry, Trade & Technology to be seconded from College President to take on this innovative role.

[2005-2006] Canadian Mental Health Association - Executive Director

In this role, I provided strategic advice and direction in the area of mental health on a provincial scale. I was responsible for contributing to the strategic initiatives of the Association and help to create awareness of mental health issues across the country. I reported to a Board of Directors, and managed a small team of professionals in an office environment. This role involved much liaison with government departments and other organizations in the area of promoting mental health issues and awareness. Ensuring program effectiveness and financial viability were significant accountabilities in this role.

[2002-2009] Self-Employed - Executive Consultant and Life Coach

Executive Consulting with local, national and international clients. In this role, I developed/executed strategic marketing efforts for education, oil and gas, and the aerospace/defense industry on a global scale; successfully planned education, training and human resource development initiatives in response to industry requirements.

[1971-Present] Voluntarily Work in the Community - Psychologist (Registered)

Working privately with individuals regarding personal, social, emotional and career concerns.

[Present] Institute of Corporate Directors - Corporate Director

Assisted in bringing this pre-eminent organization for Canadian Directors and Board to Newfoundland and Labrador.

[Present] Canadian Mental Health - Newfoundland and Labrador Division - President & Chair of the Board

Community

[2015-Present] Canadian Mental Health Association - NL - President & Chair of the Board

[(past)] St. John's Civic Centre (now the St. John's Convention Centre) - Board of Directors

[(past)] Canadian Broadcasting Corporation/Radio-Canada - Board Member; Chair, Governance Committee; Chair, HR Committee; Member, Audit Committee

[(past)] Newfoundland and Labrador Hydro & Newfoundland and Labrador Energy Corporate (now Nalcor Energy) - Member, Board of Directors; Audit Committee; Governance Committee

[(past)] Bannerman Park Revitalization Project - Vice Chair, Marketing, Fund Development Committee

[2014-Present] Red Moon Potash Inc. - Corporate Director (Subsidiary, Vulcan Minerals)

[2001-Present] Institute of Corporate Directors (ICD.D), NL Chapter - Vice Chair
 [1996-Present] St. John's Rotary Club - Member, Board of Directors

Chair, Community Services, Vocational Committee (2000-Present) Director of International Committee (1998-2003) Captain, Rotary Pacer Group (1998-2000)

[2011-Present] Judicial Complaints Council of the Provincial Court of Newfoundland and Labrador - Member

[2015-Present] Canadian Mental Health Association - National - Board Member

Memberships

Institute of Corporate Directors (Active)
 Rhodes Scholar Selection Committee for Newfoundland and Labrador (Inactive)
 Canadian Mental Health Association (Provincial and National) (Active)
 Conference Board of Canada (Inactive)
 Atlantic Provinces Special Education Authority - APSEA (Inactive)
 Newfoundland and Labrador Offshore Industries Association (Inactive)
 St. John's Board of Trade (Active)
 St. John's Rotary Club (Active)

Additional

As a strategic educational, corporate, governmental, non-profit and community focused leader for over 25 years, coupled with experience in people and leadership, board governance, fiscal and risk management and stakeholder relationship management and development, I am putting forth my interest in these Board opportunities.

My experience has afforded me time to learn, grow and hone my leadership, strategic, team and governance skills and competencies to provide expert advice, analysis, oversight, mentorship and support to organizations and boards. In working on various Boards and within specific organizations, I have achieved experience and expertise in development strategic partnerships, communications and networking, coupled with fine-tuned international skills that build relationships, drive strategic questions and inquiry and facilitate successful high performing teams. Some specific career highlights include:

- Through direct results of marketing, cohesive leadership and clear vision, my College team received the Canada International Development Agency Award (CIDA International College-Project India), a ten million dollar contract in Qatar, and several other contracts. My leadership, along with a committed team, provided the oversight that created a working environment for collaboration, planning and results;
- Advanced strategic planning skills as developed through my experience on dozens of boards and with key government and corporate stakeholders;
- Driven by my sense of community and responsibility to help our Province thrive, I have committed my time and energy to the betterment of our communities through such recent involvement as the Vice Chair of the Fundraising Committee for the Bannerman Park Revitalization Project, and long standing leadership and award-winning commitment to the St. John's Rotary Club;
- Substantial corporate, director and business affiliates and memberships to such organizations as NOIA, Institute of Corporate Directors, and Red Moon Potash Inc. (subsidiary of Vulcan Minerals);
- Extensive community and volunteer experience engaging with diverse cultures,

personalities, organizations; developing and sustaining trusted relationships built on consistent delivery on strategic objectives, open and engaging dialogue and strong personal ethics and integrity.

Centred around my 'get things done' attitude and collaborative approach, I have achieved a solid, respected reputation within the local business, corporate, educational and governmental communities and I look forward to the opportunity to work with any number of boards under the Independent Appointments Commission to help shape our great Province. Looking forward to discussing this further and answering any questions you may have.

Paddick, 2016-08-04 10:59 PM
 Brendan John (ID:25741) 786-274- [REDACTED] World

Interests

Nalcor Energy Board of Directors
 ** General interest in all opportunities **

Diversity

Gender: Male
 Middle Age (35-54)

Expertise

Fish and aquaculture
 Financial Literacy
 Construction
 Engineering
 Governance
 Entrepreneurial

Address

[REDACTED] Freeport, Bahamas, 00000

[Not Applicable - Out of Province], 00000

brendan@[REDACTED]

Education

[1986] Memorial University - Undergraduate (B. Comm)
 [1994] Memorial University - Masters (MBA-Business)
 [2000] Harvard University - Other (Advanced Management Program)

Employment

[October 2004-May 2016] Columbus International Inc - chairman & chief executive officer

Mr. Paddick founded Columbus; a diversified telecommunications company based in Barbados. The Company provided digital cable television, broadband Internet and digital landline telephony in Trinidad, Jamaica, Barbados, Grenada, Antigua, St. Vincent & the Grenadines, St. Lucia and Curacao under the brand name FLOW. Columbus also provided next generation connectivity and IT solutions, managed networking and cloud-based services under the brand Columbus Business Solutions. Through its subsidiary, Columbus Networks, the Company provided capacity and IP services, corporate data solutions and data center hosting throughout 42 countries in the greater Caribbean, Central American and Andean region. Through its fully protected, ringed submarine fiber optic network spanning more than 42,300 km and its 38,000 km terrestrial fibre and coaxial network, Columbus' 3,200 plus professionals provided advanced telecom services to a diverse residential and corporate client base of well over 750,000 customers.

[1992-2004] Persona Communications Inc. - President & CEO

Persona was a TSX listed company that provided digital cable television, high speed Internet, commercial data and telecom services to a diverse base of residential and commercial customers in 1,200 communities in seven Canadian provinces. Persona, was the largest and controlling shareholder of Cable Bahamas Ltd., and as such, also provided similar services throughout the Commonwealth of The Bahamas. He served as CEO of Cable Bahamas Ltd. from 2001 to 2005 and as Chairman and CEO from 2005 to 2010.

Community

[2004-2016] Columbus International Inc. - Chairman

See above.

[2001] National Broadband Task Force - Task Force Member

Member of Industry Canada's National Broadband Task Force in 2001, a government initiative to shape the country's roll out of ubiquitous broadband access.

[1995-2001] Board of Regents - Regent

Served as a Member of the Board of Regents of Memorial University of Newfoundland for six years, where he was a member of the Finance Committee, Executive Compensation Committee and the Investments Committee.

[1996-2000] Victorian Order of Nurses - President

Provincial President and National board member of Victorian Order of Nurses.

[2014] Home From The Sea Campaign - Benefactor

Major contributor to Sealer Memorial in Elliston, NL.

[2014-2016] Rainbow Riders - Cabinet member

Member of the campaign cabinet of Raise It Up for Rainbow Riders; therapeutic riding facility serving disabled youth community.

[2013-2016] Where Once They Stood We Stand Cabinet - Cabinet member

Campaign to raise funds for the development of a permanent memorial of the battle of Beaumont Hamel at The Rooms.

Cable Bahamas Limited - Chairman of public company

[2005-2016] Clearwater Seafoods Inc. - Director of public company

[2014-2016] Cable & Wireless PLC - Director of public company

Additional

Mr. Paddick has extensive capital market experience having participated in transactions with a cumulative value well in excess of US\$12 Billion. These transactions have ranged from debt and equity financings including initial public offerings, private debenture placements, rights offerings, private equity placements, syndicated banking facilities, subordinated debt, public bond issues, preferred share offerings, mergers, joint ventures and acquisitions. Over

his career, he has managed complex capital projects valued in the billions (\$US) in close to 50 countries around the world.

Brendan Paddick was born and raised in Grand Falls, Newfoundland, Canada. He holds both a Bachelor of Commerce (1986) and a Master of Business Administration (1994) from Memorial University of Newfoundland. In 2000, he graduated from the prestigious Advanced Management Program (AMP) at Harvard University in Boston.

Mr. Paddick serves on the Board of Directors, the audit committee, the finance committee and the human resources committee of Clearwater Seafoods Inc., a publicly-traded Canadian company that is the world's largest harvester and processor of shell fish and Atlantic Lobster. He is also a founding director of both UXP Systems Inc., an IT software company specializing in multiscreen next generation video, voice and data services. He has been a member of the board of directors of the Caribbean Cable Television Cooperative since 2005 and is the Past-Chairman of the Caribbean Cable & Telecommunications Association. He was also a member of Industry Canada's National Broadband Task Force in 2001, a government initiative to shape the country's roll out of ubiquitous broadband access.

In 2000, Mr. Paddick was named one of Canada's Top 40 Under 40 by Caldwell Partners and the Globe and Mail's Report on Business Magazine. Canada's Top 40 Under 40™ is a national program founded to honor Canadians leaders who have reached a significant level of success but have not yet reached the age of 40. He has been named one of Atlantic Canada's Top 50 CEO's by Atlantic Canadian Business Magazine on five occasions and as such, has been inducted into the Top 50 CEO Hall of Fame. Brendan was Memorial University's Faculty of Business Alumnus of the Year for 2002. In 2006, he was appointed Honorary Consul for Canada to the Bahamas by the Canadian Department of Foreign Affairs and International Trade. He has been subsequently reappointed in 2009 and 2012. In 2009, he was named one of the top five all time Foreign Investors and Business Leaders in Jamaica. Brendan was named Ernst & Young's Atlantic Canadian Business-to-Business Entrepreneur of the Year in 2011. In 2013, he was honored as Memorial University of Newfoundland's Alumni of the Year.

Mr. Paddick is a Canadian citizen and a permanent resident of The Bahamas and he and his wife Renee Vedd-Paddick have three children, Gary, Cayla and Ian.

Memberships have been left blank.

Oake, David 2016-09-14 07:56 PM 709 699 [REDACTED] (C) 709 753
 John (H)=38503 [REDACTED] (Res) Avalon

Interests

Nalcor Energy Board of Directors

Diversity

Gender: Male
 Senior (55+)

Expertise

Policy/Planning

Address

[REDACTED]
 St. John's, [REDACTED]
 david.j.oake@[REDACTED]

Education

[1979] Queen's University - Masters (Finance & International Business)
 [1978] Memorial University - Undergraduate (Finance & Accounting)
 [1973] Bonavista Regional High School - High School

Employment

[2008 to Present] Invenio Consulting - President

A consultancy focused on strategic planning, financing, corporate strategy and mergers & acquisitions. Clients are all private sector businesses in the St. John's area and transactions have included successful real estate and other corporate financings, sale and purchase of businesses and developing strategies for successful business expansions.

[2000 - 2007] Stratos Global Corporation (SGB:TSX) - Executive Vice President (Corporate Development)

Responsible for development with the CEO of global corporate business strategy, conducting merger and acquisition activities and overseeing joint ventures and alliances for a public company. Was part of the senior leadership team that built Stratos from a \$50 million (US\$/yr. revenue company to an \$800 million (US\$/yr. company in eight years to the point of being the largest remote telecommunications company in the world through organic growth but largely through a series of major international acquisitions. At the same time the number of employees grew from about 50 to over 800 located in offices all over the world. Served as Chairman or director off nearly all of Stratos' subsidiaries including in Australia, Germany, the U.K., Russia and Greece. Strategy culminated with the sale of Stratos at the end of 2007 to Inmarsat plc, the third largest satellite operator in the world for an equity value of about \$800 million (US\$) plus assumed debt.

[1999 - 2000] Aliant Inc. (ALI:TSX) - Vice-President (Corporate Development)

Reporting to the CEO, the position was responsible for development of corporate strategy, merger and acquisition activities, shareholder relations. With the leadership team was involved in the successful integration of the four predecessor Atlantic Canada telephone companies that merged to form Aliant and was successful in completing a number of M & A transactions to significantly increase the size of Aliant's IT subsidiary (x-wave) and Aliant's emerging business portfolio particularly in the internet space. Served on the board of directors of a number of Aliant subsidiaries including x-wave, Prexar (a U.S. based internet service provider) and as one of Aliant's directors on the Board of Stratos Global Corporation (SGB:TSX) in which Aliant held a 55% interest.

[1996 - 1999] NewTel Enterprises (NEL:TSX) - Executive Vice-President (Corporate Development)

Was recruited to NewTel to develop a growth strategy for the Company which was struggling for growth in its core telephony business due to significant new competition and unfavourable demographic trends in the Province. Strategy focused on growth in two key areas; information technology by building on the success of x-wave (which had been acquired from the Government of Newfoundland and Labrador when it privatized its IT service provider NLCS) through a series of further acquisitions outside of Newfoundland and Labrador and remote telecommunications (telecommunications service to users not connectable to the terrestrial landline or cellular networks) through the acquisition of a majority interest in Stratos Global Corporation in late 1998. The strategy was very well received in financial markets with the result that NewTel's stock more than doubled in value. This positioned NewTel very well when momentum developed to effect a merger of the four Atlantic Canadian telcos to form Aliant. This position worked closely with the CEO and CFO to negotiate the merger terms and all three individuals went on to senior roles in Aliant including the NewTel CEO becoming the first CEO of Aliant. During tenure at NewTel I also served as Corporate Secretary to the Board and also served on the boards of NewTel subsidiaries, x-wave and NewTech Instruments as well as of NewTel's nominees on the Board of Stratos Global after the transaction.

[1994 - 1996] Department of Industry, Trade and Technology, Government of Newfoundland and Labrador - Deputy Minister

The senior public servant in the Department with responsibility to oversee the operations of the Department subject to the policy directives of the Minister and the Cabinet. Department had responsibility for industrial and investment attraction, trade promotion and industrial benefits issues particularly associated with offshore oil and gas development. During this period the Economic Development and Growth Enterprise (EDGE) legislation was enacted and became a significant tool in investment attraction and new business development and the first EDGE corporations were established. During this period an agreement was reached on the development of the Terra Nova field and I was involved in all aspects of the royalty, tax and industrial benefits elements of the agreement. During this period the Bull Arm Site Corporation was established to own and promote the industrial site at Bull Arm and I served as the first Chair of the Board. As well significant progress was made on trying to improve the operating performance of Marystown Shipyard Ltd. that would ultimately lead to its privatization. The privatization program that was started when I was at Treasury Board was continued and Newfoundland Hardwoods was privatized

[1992 - 1994] Treasury Board, Government of Newfoundland and Labrador - Secretary (Deputy Minister) of Treasury Board and Comptroller General

The senior public servant in the Secretariat with responsibility to oversee the operations of the Secretariat subject to the policy directives of the Treasury Board Committee of Cabinet, the President thereof and the Cabinet. Pursuant to the Financial Administration Act, Treasury Board was responsible for the overall management of the Provincial Public Service including budgeting, expenditure control and management, all aspects of HR management (except recruitment), insurance and organizational structure. This was a very difficult time in the Province's financial history and we enacted some very difficult budgetary measures that placed the Province on a relatively sound basis going forward. It was a very difficult period for collective bargaining as we were trying to negotiate significant concessions and a number of strikes occurred but through strong leadership we were able to successfully conclude a series of collective agreements that helped ease the budgetary situation. During this time the privatization program was begun and we successfully privatized Newfoundland and Labrador Computer Services and Newfoundland Farm Products. An effort to privatize certain elements of Newfoundland Hydro was initiated and I was one of the lead officials on that file but it ultimately did not proceed. While an agreement in principle to develop Hibernia had been reached in the late 1980's, it was not until this period that the detailed legal agreements were signed and later a replacement partner for Gulf Canada was identified. I was involved in the detailed royalty and corporate income tax discussions for a number of years and was heavily involved in the successful process to find a replacement for Gulf Canada.

[1985 - 1992] Cabinet Secretariat, Government of Newfoundland and Labrador - Assistant Secretary of the Cabinet (Resource Policy and Planning)

Reporting to the Clerk of the Executive Council, led the group responsible for providing resource policy advice to the Resource Policy Committee of the Cabinet and Cabinet itself. Also responsible for the Newfoundland Statistics Agency and the Economic Analysis Division which was responsible for providing macroeconomic advice to the Premier and Cabinet. During my tenure we developed the first econometric model of the Newfoundland and Labrador economy which proved to be a valuable tool in subsequent industrial and intergovernmental negotiations. Also was partially seconded to the Hibernia Negotiating Committee in 1996 and was deeply involved in the development of the Province's royalty and corporate income tax proposals and in all negotiations relative thereto up to the signing of the agreement in principle and thereafter leading to the final detailed agreements.

[1982 - 1985] Department of Transportation - Assistant Deputy Minister (Finance and Administration)

Reporting to the Deputy Minister, responsible for overseeing all financial, IT and HR matters for one of the largest departments of Government.

[1979 - 1982] Treasury Board Secretariat, Government of Newfoundland and Labrador - Budget Officer

Reporting to the Director of Budgeting, was a senior budget analyst responsible for review of departmental budgetary submissions, the development of recommendations thereon and the review of ongoing financial requests and programs from an expenditure management perspective.

Community

[2008 - Present] C-CORE - Chair of the Board of Directors
[2008 - Present] Dogs Rugby Football Club - President
[2015 - Present] School Council, Gonzaga High School - Public Representative
[2015 - Present] Newfoundland U18 Men's Rugby Team - Manager
[2014 - 2015] Newfoundland and Labrador Angel Network (St. John's Board of Trade) - Member of the Board of Directors

Additional**Previous and Current Boards:**

Chair of the Board of C-CORE 2008 to Present, Director 1996 - 1999, Chair 1999 - 2002
Newfoundland and Labrador Angel Network: Director 2014 - 2015
Stratos Global Corporation (SGB:TSX): Director 1998 - 2001
x-wave Corporation: Director 1996 - 2000
Stratos U.K., Stratos Australia: Chair of the Boards 2001 - 2007
Moskovsky Teleport (Russian joint venture with minority Russian shareholders): Chair of the Board 2004 - 2007
Marystown Shipyard: Director 1995 - 1997, Chair of the Board 1997-1999
Bull Arm Site Corporation: Chair of the Board 1995 - 1996
Newfoundland and Labrador Liquor Corporation: Director 1992 - 1994
Newfoundland and Labrador Pooled Pension Funds: Trustee 1992 - 1994
Newfoundland and Labrador Consolidated Sinking Funds: Trustee 1992 - 1994

Extensive experience in senior management in both the public and private sector, experience in complex corporate environments including internationally, extensive corporate governance experience both as a director and as a Board chair, clear understanding of the role of a board in the governance process and the process of ensuring management accountability, strong financial skills and a fundamental concern about the future of our Province and the impact that Nalcor will have.

Memberships have been left blank.

Noseworthy, 2016-07-21 01:42 AM Home: 709 834 [REDACTED] Cell:
 C. Robert (11)=31025) 709 699 [REDACTED] Avalon

Interests

Board of Commissioners of Public Utilities
 Nalcor Energy Board of Directors
 Regional Appeal Board - Eastern
 Workplace Health, Safety and Compensation Commission Review Division
 ** General interest in all opportunities **

Diversity

Gender: Male

Expertise

Policy/Planning
 Governance
 Engineering

Address

[REDACTED]
 Conception Bay South, [REDACTED]
 robert_noseworthy@[REDACTED]

Education

[1971] Dalhousie University - Other (Bachelor of Engineering)
 [1974] University of Western Ontario - Masters (Business Administration)

Employment

[2001 - 2008] Public Utilities Board - Chair/CEO

As Chair/CEO, I conducted numerous public hearings including the first comprehensive public hearing of NL Hydro as a full regulated utility. I also conducted detailed reviews incorporating public hearings resulting in comprehensive reports on Automobile Insurance as well as Homeowners/Commercial/Marine Insurances. On-going public hearings (usually ranging from 1-2 days up to 1-2 weeks depending on complexity) into electricity rate increases and Annual Capital Budget Applications of both utilities (NLH and NP) were held regularly with detailed Board Orders with rationale issued in all cases. During this time, the NL Board won a national award for innovation in utility et al regulation in competition with its counterparts across Canada.

[Various] Various - Various

I have not included my early Employment History but can do so if required. Also while chronologically out of sequence, since my retirement I've acted as a Consultant on various diverse projects for Government Departments/agencies including the Department

of Natural Resources, Executive Council and House of Assembly/Office of the Citizen Representative/Office of the Child and Youth Advocate.

[1989 - 2001] Newfoundland and Labrador Housing Corporation - Chair/CEO

In addition to its social housing obligations, during my tenure the Corporation also held responsibilities for residential/industrial/commercial land banking and development activities such as Mount Pearl, Cowan Heights, Southlands, Donovan's & O'Leary Industrial Parks as well as developments in Corner Brook, Gander and Clarenville to name a few. In addition, NLHC managed and maintained large scale market rental projects such as Pleasantville, Elizabeth Towers, Churchill Square and former US defense installations at Stephenville and Goose Bay. During this time, the Corporation was the first public agency in the Province to present a Strategic Plan to Cabinet in 1990. Also at this time, various so-called Global Funding Agreements were negotiated with the Federal housing agency, Canada Mortgage and Housing Corporation (CMHC), providing for sustainable and affordable social housing in the Province.

[1997 - 2001] Department of Municipal & Provincial Affairs - Deputy Minister

During my tenure as DM, in addition to municipal affairs these responsibilities included the Fire Commissioners Office and the Emergency Measures Organization, Chair/CEO of the Municipal Assessment Agency as well as continuing to serve in a separate capacity as Chair/CEO of the Newfoundland and Labrador Housing Corporation. Among other things during this period, the Department formulated its first Strategic Plan which remains largely intact today, revamped much of its major legislation including the Municipalities Act and the Urban and Rural Planning Act and, as Chair/CEO, I was tasked with the implementation of Government's decision to withdraw its \$2 million subsidy from the MAA and place it on an independent financial footing. I would have chaired the first ever Management Development Conference held for Provincial Government employees with in excess of 300 managers attending from throughout the Province.

Community

[1998 -] Canadian Paraplegic Association - Lifetime Member

[Various] I have served on numerous national/provincial committees and organizations, mostly work related. - Various

Memberships

None

Additional

My primary area of experience/expertise has resided in the management of both large and small organizations involving active Boards, Ministers and issues of governance. I have proven leadership qualities employing strategic management tools, seasoned policy and analytic capabilities, excellent writing and communication competencies as well as the ability to work jointly and cooperatively with people/parties representing divergent interests. I have broad experience in public policy development and administration, professional management, housing and municipal infrastructure and services, public utility regulation and negotiated settlement processes; all of which at one time or another have demanded extensive involvement across the full spectrum of governmental responsibilities including

file:///C:/Users/traceybrinson/Desktop/gy2.html

9/26/2016

federal, provincial and municipal. I can also provide an array of testimonials to my job performance in these positions and references as may be required.

Naterer, Greg 2016-06-25 11:05 PM
 F. (ID=25721) (709) 864- [REDACTED] Avalon

Interests

Nalcor Energy Board of Directors
 ** General interest in all opportunities **

Diversity

Gender: Male

Expertise

Governance
 Education
 Policy/Planning
 Engineering

Address

[REDACTED]
 St. John's, A1A 6C1
 gnaterer@ [REDACTED]

Education

[1989] University of Waterloo - Undergraduate (Mathematics / Engineering)
 [1995] University of Waterloo - PhD (Mechanical Engineering)
 [1991] University of Waterloo - Masters (Mechanical Engineering)

Employment

[2012 - Present] Memorial University - Dean of Engineering

Chief academic officer of the Faculty of Engineering and Applied Science, responsible for accredited undergraduate (BEng) and research graduate programs (MEng, PhD) in Electrical, Computer, Civil, Mechanical, Process, Ocean and Naval Architectural Engineering, as well as further course-based graduate programs (MAsc) in Oil and Gas, Environmental, Computer Engineering, and Engineering Management.

[2005 - 2012] Univ. of Ontario Inst. of Technology - Canada Research Chair Professor

Served as Professor of Mechanical Engineering (2005 - 2012), Director of Research and Graduate Programs (2005 - 2009), Canada Research Chair in Advanced Energy Systems - Tier 1 (2007 - 2012), and Associate Dean of Engineering (2009 - 2012), and Principal Investigator of an International Research Network (2006 - 2012).

[1999 - 2005] University of Manitoba - Professor of Mechanical Engineering

Teaching, research and service in mechanical engineering.

[1996 - 1999] Lakehead University - Assistant Professor

Teaching, research and service in mechanical engineering.

Community

[2014 - 2016] OceansAdvance - Board Member

Served as Treasurer (2015 - 2016), Acting Chair (2015) and Member (2014 - 2016).

[2012 - Present] PEGNL - Board Member

Served as an ex-officio Member of the Board (2012 - Present).

[2012 - Present] C-CORE - Board Member

Served on Human Resources Committee (2013 - 2016) and Member (2012 - Present).

Memberships

American Institute of Aeronautics and Astronautics (Active)

Canadian Academy of Engineering (Active)

American Society of Mechanical Engineers (Active)

Canadian Society for Mechanical Engineering (Active)

Engineering Institute of Canada (Active)

Professional Engineers and Geoscientists of Newfoundland and Labrador (Active)

Canadian Nuclear Society (Active)

Engineers Canada (Active)

Additional

Dr. Greg Naterer is the Dean of Engineering and a Professor of Mechanical Engineering at Memorial University. He previously held a Canada Research Chair in Advanced Energy Systems - Tier 1. Dr. Naterer is an innovative leader in engineering education and research. He has served in prominent national and international leadership roles, including as Chair of the National Council of Deans of Engineering and Applied Science of Canada (NCDEAS). He has made significant contributions to the fields of energy systems, fluid mechanics, and thermodynamics, including over 450 articles in journals / conferences, 3 books and 6 patents. He led an international hydrogen energy network, involving 8 institutions, 5 countries and 6 industrial partners, which developed the world's first large-scale Cu-Cl thermochemical cycle of hydrogen production. He is the Editor-in-Chief of two international energy related journals - AIAA Journal of Thermophysics and Heat Transfer; and Energy Technology and Policy. Among his awards and honors, he has received the CSME Robert W. Angus Medal, EIC Julian C. Smith Medal, and a Best Professor Teaching Award.

Molloy, Debbie 2016-07-26 07:37 PM (ID#32481) 709-726- [REDACTED] Avalon

Interests

Labour Relations Board
 Workplace NL (Workplace Health, Safety and Compensation Commission Board of Directors)
 Nalcor Energy Board of Directors
 Human Rights Commission
 ** General interest in all opportunities **

Diversity

Gender: Female

Expertise

Education
 Human Resources
 Policy/Planning
 Education
 Human Resources
 Policy/Planning

Address

[REDACTED]
 St. John's, [REDACTED]
 Dsmolloy@[REDACTED]

Education

[2006] Memorial university - Masters (Education (post secondary studies))
 [1992] Memorial university - Undergraduate (Commerce)
 [2006] Memorial university - Masters (Education (post secondary studies))
 [1992] Memorial university - Undergraduate (Commerce)

Employment

[January 2014-present] Eastern Health - Interim vice president
As a member of the executive team work to define the strategic direction of the organization with approximately 13,000 employees and a budget of 1.3 billion. Primary responsibility for the leadership of a group of talented professionals in the areas of human resources, labour relations, occupational health and rehabilitation services, infection prevention and control, quality, risk management and patient safety, and protection services.

[September 2011-January 2014] Eastern Health - Director human resources client services

Responsible for the direction and management of the recruitment, pensions and benefits, employee service centre, human resources technology and learning and development functions. Leading a team of 100 human resources professionals to ensure sustainable human resources within the health authority.

[November 2007-September 2011] Nalcor energy - Manager of labour relations

Responsible for the labour relations strategy, collective bargaining and collective agreement interpretation and administration for Newfoundland and Labrador hydro, CFL Co., and the Lower Churchill Project.

[January 2001-November 2007] Fairmont hotels and resorts (Fairmont jasper park lodge alberta and Fairmont Newfoundland) - Director of human resource

Responsible for all facets of the human resources function for the hotels. As a member of the executive team, participated in all strategic decisions to ensure success of the businesses.

[January 2014-present] Eastern Health - Interim vice president

As a member of the executive team work to define the strategic direction of the organization with approximately 13,000 employees and a budget of 1.3 billion. Primary responsibility for the leadership of a group of talented professionals in the areas of human resources, labour relations, occupational health and rehabilitation services, infection prevention and control, quality, risk management and patient safety, and protection services.

[September 2011-January 2014] Eastern Health - Director human resources client services

Responsible for the direction and management of the recruitment, pensions and benefits, employee service centre, human resources technology and learning and development functions. Leading a team of 100 human resources professionals to ensure sustainable human resources within the health authority.

[November 2007-September 2011] Nalcor energy - Manager of labour relations

Responsible for the labour relations strategy, collective bargaining and collective agreement interpretation and administration for Newfoundland and Labrador hydro, CFL Co., and the Lower Churchill Project.

[January 2001-November 2007] Fairmont hotels and resorts (Fairmont jasper park lodge alberta and Fairmont Newfoundland) - Director of human resource

Responsible for all facets of the human resources function for the hotels. As a member of the executive team, participated in all strategic decisions to ensure success of the businesses.

Community

[2010-present] Big brothers big sisters of eastern Newfoundland - Board member

Currently serving as vice chair, assist in the governance of the local organization.

[2010-present] Big brothers big sisters of eastern Newfoundland - Board member

Currently serving as vice chair, assist in the governance of the local organization.

Additional

Seasoned human resources professional with expertise in a variety of different sectors in public and private organizations. A keen interest in education and training, have worked to incorporate into progressive practical practises. Interested in giving back at a governance level to ensure our province is successful into the future.

Memberships have been left blank.

Maynard, Brian 2016-07-22 04:19 PM (ID=21685) 403208-403470-403233 Canada

Interests

Nalcor Energy Board of Directors
 Newfoundland and Labrador Hydro-Electric Corporation Board of Directors

Diversity

Gender: Male

Expertise

Policy/Planning
 Financial Literacy
 Environmental Issues
 Engineering
 Science/Technology
 Education

Address

██████████ Calgary, AB
 [Not Applicable - Out of Province], ██████████
 bmaynard@██████████

Education

[1983] Memorial University of Newfoundland - Undergraduate (Business Administration (Accounting))
 [1985] Chartered Accountants of Newfoundland - Other (Accounting and Auditing)

Employment

[January 2015 - present] Marathon Oil Canada Corporation - President
I head up the Canadian office of Marathon Oil. Lead a team of professional, technical and financial specialists engaged with the operator of the Athabasca Oil Sands Project in all aspects of oil sands mining, upgrading and marketing; represent Marathon on the AOSP Operating and Executive Committees; and represent Marathon generally on oil development and production matters in Canada.

[1983 - 1991] Government of Newfoundland and Labrador - Various positions as detailed below
Internal Audit Senior, Department of Finance Audit Senior, Auditor I, II and III, Office of the Auditor General

[February 1990 - June 1991] Department of Finance, Government of Newfoundland and Labrador - Manager of Internal Audit

Responsible for the organization and direction of the Internal Audit activities in the office of the Comptroller General of Finance. Assisted in the negotiation of project agreements between the Provincial and Federal Governments and Hibernia Development Project proponents that facilitated the development of the Hibernia Project.

[June 1991 - May 1996] Department of Executive Council Hibernia Project Monitoring Committee, Government of Newfoundland and Labrador - Director

Provided technical, financial and business management advice to the Hibernia Project Monitoring Committee. The Committee was responsible for developing and implementing a comprehensive response plan and management information system to provide for the effective monitoring of all aspects of the Hibernia Project. Led the development and implementation of the Offshore Generic Royalty Regime.

[May 1996 - July 1998] Petroleum Projects Monitoring, Department of Mines and Energy, Government of Newfoundland and Labrador - Director

Key responsibilities: The development, implementation and administration of fiscal policies related to the development of provincial petroleum resources. Lead negotiator, fiscal arrangements for the Terra Nova offshore oil project. Lead negotiator, White Rose offshore oil project. Member, Churchill River Power Project Negotiating Team.

[July 1998 - January 1999] Energy Branch Department of Mines and Energy, Government of Newfoundland and Labrador - Assistant Deputy Minister

Responsible for the effective and efficient operation of the Energy Branch of the Department of Mines and Energy which included both the electricity and onshore and offshore petroleum sectors.

[February 2001 - October 2003] Bull Arm Site Corporation - President and CEO (Acting)

The Bull Arm Site Corporation was a Government of Newfoundland and Labrador Crown Corporation established to manage the \$500 million fabrication facility built to construct the Hibernia production platform. Key responsibilities: Administration and management of the site and site assets Marketing and promotion of the site to potential clients Negotiation with resource project proponents and fabricators to obtain work for the site

[January 1999 - October 2003] Department of Mines and Energy, Government of Newfoundland and Labrador - Deputy Minister

The Department was responsible for the management of the Province of Newfoundland and Labrador's mineral and energy Resources and operated under three main program areas: Mineral Resource Management, Energy Resources Management, and Industrial Benefits. The Deputy Minister is the permanent head of the department. Key Responsibilities: Management and direction of the Department and 140 staff members Policy development Departmental planning Providing advice to Ministers and Cabinet Human resource planning Special Projects: Lead negotiator for government, Voisey's Bay Project, 2001 - 2002 Member, Churchill River Power Project Negotiating Team, 1998 - 2000 Member, Major Projects and Benefits Committee, 1998 - 2002 Lead, Newfoundland and Labrador/Nova Scotia Boundary Dispute, 2000 - 2001

[October 2003 - August 2008] Canadian Association of Petroleum Producers (CAPP) - Vice-President Stewardship, Public Affairs & Atlantic

Responsible for: all aspects of public affairs at the Association including media, government and stakeholder relations and communications; CAPP's stewardship initiative, which is the oil and gas industry's commitment to responsible development and continuous improvement in environmental, health, safety and social performance; Atlantic Canada operations and activities; and, Northern Canada operations and activities.

[August 2008 - December 2014] Marathon Oil Canada Corporation - Government Affairs Director

Responsible for establishing and maintaining effective government relations with key government, regulatory and related stakeholders in Canada. The Director reports directly to the President of MOCC and is a member of Marathon's global public policy and government affairs team. The Director is accountable for fostering and advancing Marathon's overall relationship with government communities in support of Marathon's current and future business interests in Canada; developing engagement strategies for key business and corporate issues and subsequent effective execution of the strategies to deliver desired outcomes; and working with partners, relevant industry associations, lobbyists and consultants to advance Marathon's business interests. ??

Community

[1999 - 2003] Newfoundland and Labrador Hydro - Director

Member of the Board of Directors

[2001 - 2003] Bull Arm Site Corporation - Director

Member of the Board of Directors

[2005 - 2008] Synergy Alberta - Director

Member of the Board of Directors, Synergy Alberta is a industry landowners organization intended to facilitate good working relationships between the oil and gas industry and local landowners

Memberships

Chartered Professional Accountants of Newfoundland and Labrador (Active)

Chartered Professional Accountants of Canada (Active)

Chartered Professional Accountants of Alberta (Active)

Additional Information have been left blank.

MacLeod, 2016-08-30 07:19 AM
Mark (ID=27702) 709-699- [REDACTED] Eastern

Interests

Oil and Gas Industry Development Council
Board of Regents of the Memorial University of Newfoundland and Labrador
Nalcor Energy Board of Directors

Diversity

Gender: Male
Senior (55+)

Expertise

Engineering
Governance
Other
Science/Technology

Address

[REDACTED]
St. John's, [REDACTED]
mark_k_macleod@[REDACTED]

Education

[1979] LaSalle University - Undergraduate (Earth Science)
[1980] Stanford University - Masters (Geophysics)

Employment

[Jan 2009-Aug 2016] Chevron Canada - VP, Atlantic Canada

Responsible for the overall performance of Chevron's assets in Atlantic Canada including Hebron, Hibernia, and Terra Nova. Responsible for all NL stakeholder relationships including governments, university and community partners. Led team of up to 45 professionals in all technical and business disciplines. Led Chevron's efforts to sanction Hebron and HSE projects. Chair of CAPP EPG. Serve on multiple boards including C-CORE, Stella's Circle, PRNL, MUN Engineering, NSO, etc.

[1980 - 2008] Chevron - Various

Worked for Chevron in various roles in the US (San Francisco, Los Angeles, Houston) and Aberdeen, Calgary, St. John's and Norway. Was Country Manager in Norway, Hebron Project Manager in Calgary, Exploration Manager in the UK.

Community

[2005-current] Chair, Stella's Circle Foundation Board - Chair

Fundraising, promoting organization

Memberships

- Society of Exploration Geophysicists (Active)

Additional

As part of my 36 years with Chevron, I have over 15 years of leadership experience in the NL offshore oil industry including exploration, development, production, regulatory matters, and local benefits negotiations. I have had strong positive interactions with NRCan, with all operators and owners in the region, and other key stakeholders such as the C-NLOPB, ACOA, MUN, and the City of St. John's. I consider myself an excellent communicator. I have worked closely with various departments and professors at MUN including engineering, earth science, research, business, and economics. I have been heavily engaged in advancing numerous R&D activities in the region. I have served on numerous boards including C-CORE (6 years, Vice Chair), PRNL (7 years), Stella's Circle Foundation Board (Chair, 10 years), and MUN Engineering Advisory Committee (5 years). I was appointed Chair of the CAPP EPG in 2015.

LeDrew, Bevin R 2016-07-25 08:34 PM (ID)=32097) 709 689 [REDACTED] 709 579 Eastern

Interests

Newfoundland and Labrador Hydro-Electric Corporation Board of Directors
 Nalcor Energy Board of Directors
 Multi-Materials Stewardship Board
 Canada Newfoundland and Labrador Offshore Petroleum Board
 ** General interest in all opportunities **

Diversity

Gender: Male

Expertise

Environmental Issues
 Education
 Science/Technology
 Governance
 Entrepreneurial
 Policy/Planning

Address

[REDACTED]
 St. John's, [REDACTED]
 bevinledrew@[REDACTED]

Education

[1998] Dupont - Diploma (Safety Management)
 [1968] Memorial - Undergraduate (Biology)
 [2009] Ignite Excellence - Other (Presentation Excellence)
 [1972] Memorial - Masters (Marine Sciences)

Employment

[2014 - present] Northern Approach Ltd. - President

Operates an environmental consultancy practice, providing strategic advice to selected clients.

[2002 - 2014] Sikumiut Environmental Management Ltd. - President

Established an Inuit Environmental Consulting Firm operating in Labrador, Northern Canada and Newfoundland. Received awards of excellence from the N L Environmental Industries Association, the N L Association of Professional Engineers and Geoscientists (PEG-NL) as well as the Arctic Shipping Association. In 2003 Bevin LeDrew received a Lifetime Achievement Award fro NEIA; in 2013 he was made an Honorary Member of PEG-NL.

[1998 -2002] Amec Earth and Environment Ltd. - Principal- Environmental Assessment

Led major environmental initiatives in Newfoundland, Calgary and internationally (Peru, Tunisia, Lybia); acted as a member of the corporate Technical Committee, representing the practice of environmental impact assessment; led the Alaska Producers Gas Pipeline Project Environmental Assessment.

[1996 -1998] Voisey's Bay Nickel Co. - Manager Environmental Health and Safety

Led the environmental assessment for the Voisey's Bay Mine Mill Project.

[1981 -1996] Jacques Whitford Environmental (and predecessor companies) - President - Newfoundland

Established a professional practice in 1982, merged with JWEL in 1986 and managed the NL operation for ten years.

[1984-85] Royal Commission on the Ocean Ranger Marine Disaster - Director of Studies

Responsible for the Part 2 of the Commission's mandate - identify opportunities to improve safety performance in the Eastern Canada offshore oil and gas exploration industry. Was responsible for a broad program of research studies and technical consultations, and acted as lead author for the Commission's Phase Two report.

[1978 - 1981] Newfoundland and Labrador Hydro - Manager Environmental Services

Established the environmental services department; led a series of project environmental impact assessments; on assignment, led the Environmental Assessment for the Lower Churchill Hydroelectric Power Generation and Transmission projects.

[1975-1978] Memorial University - Centre for Cold Ocean Resources Engineering (C-Core) - Senior Researcher

Developed and implemented a program of field studies to address physical environment challenges to resource development in ice-frequented waters. One key initiative was the Ship in the Ice program when an ice capable research vessel was inserted into the Labrador pack ice and drifted south with the pack to measure conditions within the pack.

[1969-1975] Federal Fisheries - Government of Canada - Habitat Biologist

Carried out field study programs throughout Newfoundland and Labrador; then on secondment to Ottawa provided support to a series of national issues including Arctic drilling, mercury contamination and habitat protection legislation.

Community

[2005-2008] NL Legacy Nature Trust - Director

Acted as a member of the strategic planning team.

[1992, 1995] Canadian Environmental Industry Association - Director

Represented NEIA at the federal coordinating body for the environmental industry.

[2015- present] Gathering Place - - Member - Sustainability Committee

Act as an advisor to GP executive on issues of financial sustainability for the organization.

[1990 - 1992] St. Johns Atlantic Canada Action Plan (ACAP) - Director

Provided technical advice, and developed literature related to lobbying efforts to implement waste treatment for untreated sewage entering St. John's Harbour.

[1995- 96] St. John's Board of Trade - Director

represented the environment sector on the Board.

[1990-1992] Newfoundland Ocean Industry Association - Director

Served two terms on the NOIA Board during the tumultuous years when the Hibernia project commenced.

[1992, 1995, 2001-2002] Newfoundland and Labrador Environmental Industries Association - President and Director

Acted as founding President and led the Board as it secured funding, solicited membership, and established its role in the development of industry standards as well as advocacy on public policy issues.

[1993-1995] Centre for Environmental Studies - West Viking College - Chair of the Board

Oversaw mandate development, stakeholder engagement and preparation of funding proposals for the Centre.

[2008 - 2012] Quidi Vidi - Rennie's River Development Foundation - Director

Served as a director, participated in the review and revision of the foundation constitution.

Memberships

NEIA (Active)

PEG-NL (Honorary Member) (Active)

Additional

One key ingredient of my professional experience relates to safety management, as a team lead, a business owner, and in particular over the two year period I served as staff to the Royal Commission on the Ocean Ranger Marine Disaster.

My experience is mainly in the private sector, where I have been successful in establishment and growth of a series of companies within a highly competitive environment, and often with weak support (often competition from) government.

I estimate that I have employed in the order of 150 professional and technical personnel through my career. In many cases, these individuals have found their first employment with one of my companies. A large portion of these individuals went on to highly successful and productive careers in NL and elsewhere.

I wish to contribute my experience and capabilities to the Province as a way of paying back for all the fun I have had throughout my career in this Province.

Keough, Kevin 2016-09-13 01:16 AM (ID=58261) 780-965- [REDACTED] 780-451- [REDACTED] Canada

Interests

Board of Regents of the Memorial University of Newfoundland and Labrador
 Nalcor Energy Board of Directors
 ** General interest in all opportunities **

Diversity

Gender: Male
 Senior (55+)

Expertise

Education
 Science/Technology
 Policy/Planning
 Governance
 Health
 Financial Literacy

Address

[REDACTED] Edmonton, AB
 [Not Applicable - Out of Province], [REDACTED]
 kevinkeough@[REDACTED]

Education

[2006] Canadian Academy of Health Sciences - Other (Health Sciences - Elected fellowship to national academy)
 [2013] Institute of Corporate Governance - Other (Board Governance , ICD.D - Certified Director)
 [1971] University of Toronto - PhD (Biochemistry)

Employment

[2008 - present] Alberta Prion Research Institute - Executive Director
The Institute, administered by Alberta Innovates Bio Solutions, provides funding to researchers in academia, business and government. Keough is responsible for strategy development and overall direction and management. Led the development of new strategic plan and introduced new funding programs; new outreach activities for stakeholders and the general public; new national and international partnerships; and, new enrichment programs for junior researchers in training (graduate students and postdoctoral fellows).

[1992 - present] Voluntary service on twenty-seven regional and national advisory bodies - Member, Advisory Councils, Panels and Committees

Voluntary appointed member on boards of directors of provincial, regional, national and international organizations. Have experience of serving on and chairing all forms of board committees. Chair of the board of two organizations - Genome Atlantic and the Science Media Centre of Canada. Organizational sizes ranged from small with annual budgets of a few tens of thousands of dollars to large with a budget of about \$750 million (Canadian Institutes of Health Research). Many organizations had mandates to support research, development and commercialization. Some were small community organizations, health charities and science promotion agencies. Some of the organizations: the Canadian Institutes of Health Research, Genome Canada, Genome Atlantic, Genome Alberta, the Canadian Centre for Fisheries Innovation, the Medical Research Council of Canada, the Canadian Centre for Marine Communications, the Alberta Centre for Advanced Micro-Nano Technology Product Development, Genesis Group Inc., the Genesis Centre, the Newfoundland and Labrador Science Centre, the Labrador Institute of Northern Studies, the J.R.Smallwood Centre for Newfoundland Studies, the Labrador Institute of Northern Studies, Operation ONLINE Inc.

[1968 - present] Thirty agencies, not-for-profit corporations, health charities, professional bodies, and community organizations - Member, Board of Directors

Voluntary appointed member on boards of directors of provincial, regional, national and international organizations. Over time, member, and often chair, of all board committees. Chair of the board of two organizations - Genome Atlantic and Science Media Centre of Canada. Organizational sizes ranged from small with annual budgets of a few tens of thousands of dollars to large with a budget of about \$750 million (Canadian Institutes of Health Research). Many organizations had mandates to support research, development and commercialization. A few were small community organizations, health charities and science promotion agencies. Some of the organizations: the Canadian Institutes of Health Research, Genome Canada, Genome Atlantic, Genome Alberta, the Canadian Centre for Fisheries Innovation, the Medical Research Council of Canada, the Canadian Centre for Marine Communications, the Alberta Centre for Advanced Micro-Nano Technology Product Development, Genesis Group Inc., the Genesis Centre, the Newfoundland and Labrador Science Centre, the Labrador Institute of Northern Studies, the J.R.Smallwood Centre for Newfoundland Studies, the Labrador Institute of Northern Studies, Operation ONLINE Inc..

[1972 - 2004] Memorial University of Newfoundland - Various Professorial Roles, Department Head and VP Research

Taught courses in faculties of Science and Medicine. Led research laboratory in biophysical chemistry for 32 years. Engaged in service and community outreach inside and outside university community.

[1992 - 2001] Memorial University of Newfoundland - Vice-President Research and International Relations

First appointee in newly created position. Member of University Senior Executive. Provided input to most high-level strategic and operational institutional decisions. Facilitated research and promoted research culture at MUN, created new programs and modified existing ones to achieve high quality research. Supported the successful application for national Research Chairs and leadership of Networks of Centres of Excellence. Developed approaches to obtain new research and development equipment and facilities at MUN, including the major aquaculture centre at the Oceans Sciences Centre. Developed a new publication highlighting MUN research. Created a senior

research advisory committee. Developed the first overarching institutional plan for research. Promoted connections between research and international development activities. Developed a new structure for support of international relations. Co-developer of the Genesis Centre for incubating new high-technology businesses. Initiated interactions between MUN research and various industries including the off-shore energy industry. Served on the boards of directors of a substantial number of not-for profit corporations with mandates to enable traditional and new industry development in the Province, and to enhance the interactions between MUN research and industry stakeholders.

[2001 - 2004] Health Canada - Chief Scientist

First appointee to this newly created position, on secondment from Memorial University. Acted as principal science advisor to the Minister and Deputy Minister of Health. Served as a member of the senior executive group of Health Canada. Acted as a champion for science and its use in policy and regulations in Health Canada and other departments. Advised the Deputy and Assistant Deputy Ministers on the quality of research and related scientific activities, and of means to strengthen these activities. Chaired committee overseeing all applications for promotion of research scientists in Department. Created Health Canada's first human subjects research ethics board. Acted as a liaison for Health Canada with other science based departments and agencies. Served on interdepartmental committees. Promoted interactions with academia, industry and other public sector agencies. Fostered the creation of the first forum for external presentation of government science and research at Health Canada.

[2004 - 2007] Alberta Heritage Foundation for Medical Research - President and CEO

AHFMR (and its successor, Alberta Innovates Health Solutions) is an agency that funds health research. Keough led the development of a new strategic plan. Introduced new programs and modified some existing activities to execute the plan. Initiated and worked with senior board members on a successful approach to the Alberta government to increase the Foundation endowment by \$500 million.

[2007 - present] Kevin Keough Consulting Incorporated - Principal

Founded and operate the company which provides management consulting advice to academia, government and the private sector. Act as principal consultant and president. Examples of clients: Memorial University, Atlantic Canada Opportunities Agency, Association of Atlantic Universities, Public Health Agency of Canada.

Community

[2005 - present] Rotary Club of Edmonton - Member

Participate in fundraising and community support activities.

[2000 - 2006] Newfoundland and Labrador Science Centre - Member, Board of Directors

The Centre promoted science awareness and science literacy through operation of a physical centre in St. John's and outreach programs, mostly targeted to children and teachers across the Province.

[2005 - present] Virual Researcher on Call Program and Partners in Research - Member, Advisory Board

Partners in Research promotes and celebrates scientific activities, and the Virtual Researcher on Call Program connects school children and their teachers to Canadian research experts to discuss topics and projects in the classroom in real time using high speed internet and high density broad band connectivity.

[2012 - 2014] Alberta Distance Learning Centre - Member, External Advisory Council

Members provided strategic advice to the chief executive and staff on issues related to all aspects of the Centre. My role related particularly to issues around science education and training.

[2011 - present] Loran Scholars Foundation - Member, Selection Committee, Northern Alberta and NWT

The Loran Scholars Foundation provides generous scholarships to exceptional senior high school student leaders who are destined for Canadian universities. I serve as a member of the selection committee for northern Alberta and the Northwest Territories, considering files, interviewing candidates, and making final selections of candidates to compete nationally.

[2010 - present] Science Media Centre of Canada - Chair of the Board of Directors

The Science Media Centre's mandate is the promotion of the place of science and the use of science in public discourse about important societal issues such as climate change, genetic modification, hydraulic fracturing, transportation safety including pipelines, and other topical issues. science policy, and other topical issues.

Memberships

Biophysical Society (Active)
 Candaina Society for Clinical Investigation (Active)
 Canadian Academy of Health Sciences (Active)
 Institute of Public Administration of Canada (Active)
 American Association for the Advancement of Science (Active)
 Institute of Corporate Directors (Active)
 Canadian Society for Molecular Biosciences (Active)
 Biochemical Society (Active)
 Canadian Association of University Research Administrators (Inactive)
 Innovation Management Association of Canada (Inactive)

Additional

Having served on 30 governing boards and as a senior executive in public institutions and agencies I have extensive experience in the governance and operations of public bodies. I am a certified director (ICD.D) of the Institute of Corporate Directors. I know the importance of vision and fiduciary duty. Membership on 27 expert groups that have provided advice to bodies such as the Federal Cabinet, the President of the Federal Treasury Board, the Government of Newfoundland and Labrador, the Government of Alberta, the Atlantic Association of Universities, and the Atlantic Canada Opportunities Agency together with a life-long exposure to issues of public policy will inform my thinking on issues for public agencies or company boards. Spending most of my life in Newfoundland and Labrador has given me a deep understanding of its opportunities and challenges. I have also lived and

worked in Toronto, Ottawa, Edmonton, Boston and Sheffield, England. In addition to local circumstances and considerations, I have extensive provincial, national and international experience, connections and perspectives that will inform my contributions to discussions in bodies to which I might be appointed. I maintain strong connections to Newfoundland and Labrador, stay abreast of important issues, and visit regularly. Throughout my life I have been pleased to contribute voluntary service to my community and professional colleagues. The Province and Memorial University have afforded me many opportunities and I would be honoured to continue to contribute to the Province through service on appropriate agencies or boards.

Hillyard, J. J. 2016-07-09 02:46 PM home 709 726 [REDACTED] cell 709
(Jack) (ID=27540) 727 [REDACTED] Avalon

Interests

Canada Newfoundland and Labrador Offshore Petroleum Board
Nalcor Energy Board of Directors
** General interest in all opportunities **

Diversity

Disability affecting employment
Gender: Male

Expertise

Governance
Financial Literacy
Entrepreneurial
Environmental Issues

Address

[REDACTED]
St. John's, [REDACTED]

jackhillyard11@[REDACTED]

Education

[1970] Memorial University - Undergraduate (Commerce B Comm)
[1989] Canadian Securities Institute - Other (Canadian Securities Course)
[1990] Canadian Securities Institute - Other (Canadian Investment Finance)
[2000] Bank Of Montreal Institute for Learning - Other (Leadership courses(various))
[2002] Dalhousie - Masters (Financial Management)

Employment

[1970 - 2007] BMO Bank of Montreal - Vice President Newfoundland/Labrador

Throughout 37 year career, has been consistently recognized for outstanding achievement and ability to produce results through corporate planning and strategic development, analysis of financial statements, financial management, budgeting and forecasting, operations management, application of team building and leadership skills and, personnel development. Accountabilities were delivered in a constantly changing regulatory, governance and audit environment. Recognized as an influential leader with the ability to conceptualize and communicate a corporate vision and mission to instill the desire to succeed in the achievement of a common set of goals. Accountabilities were delivered in a constantly changing regulatory, governance, and audit environment.

Community

[2005- 2010] Memorial University - Chairman of Advisory Board to Faculty of Business

Lead an external advisory Board through input on strategic Faculty initiatives in liaison with the Dean of Business

Government of Newfoundland/labrador - Member -Premier Wells Advisory Council on the Economy

Provide advice and input on Provincial economic initiatives to the Premier and Cabinet, eg EDGE legislation

[1989 -1996] Western Memorial Hospital Foundation - Vice Chairman

Founding member involved in development of initial strategic plan and continuing operation of highly successful Foundation.

City of Corner Brook Economic Development Council - Director

Provide advise , input and recommendations on City economic initiatives.

[2009 -2015] Canada Development Investment Corporation - Director

Director of Canada Development Investment Corporation (Government of Canada's CBCA incorporated company charged to manage Canada's investments in commercial enterprises) and its' wholly owned subsidiaries: Canada Hibernia Holding Corporation, Canada Eldor Inc. and Canada Gen Investment Corporation(GM Holdco). Served as Chairman of Nominating and Governance Committee and member of Human Resources and Compensation Committee. Also member of Audit Committee of Canada Eldor Inc. Directors accountabilities were primarily to manage Canada's corporate investments in a commercial manner while maintaining all investments in a readily saleable manner at the request of the Minister of Finance. During tenure Board finalized disposition of Canada' S4.9 billion investment in General Motors and a similarly significant investment in Chrysler Corporation. Management of Canada's 8.5% interest in Hibernia oilfield through Canada Hibernia Holding Corporation has resulted in substantial dividends to Government of Canada. Information is publically available through the corporation's website at CDICCEI.CA

Memberships

Newfoundland Ocean Industries Association (Inactive)
 St. John's Board of Trade - Member (Inactive)
 St. John's Rotary Club -member (Inactive)
 Newfoundland Symphony Orchestra--Past Board Member (Inactive)

Additional

Through Canada Development Investment Corporation interacted with various consultants, eg Goldman Sachs, Rothschilds and all major Canadian Banks in review of consultancy proposals , selection of consultants and management of consultancies in various areas, eg finance, governance, land sales, and corporate sales.
 Served as BMO Bank of Montreal Divisional Manager of Credit-South Western Ontario Division, London Ont. accountable for final credit decision on Commercial/Corporate Lending operations for South Western Ontario utilizing highly developed financial statement analysis and risk assessment/mitigation skills.

Hickman, Christopher 2016-06-24 (2:50 PM)
 (ID: 25281) 709 685-██████████ Avalon

Interests

Nalcor Energy Board of Directors
 Newfoundland and Labrador Liquor Corporation

Diversity

Gender: Male

Expertise

Entrepreneurial
 Construction

Address

██████████ St. John's, NL ██████████
 St. John's, ██████████
 Chickman@██████████

Education

[1993] MUN - Masters (Business)

Employment

[1993-present] Marco Group of Companies - Chairman & CEO

Community

[Current] Swilers RFC - Chairman
 Royal St. John's Regatta Committee - President

Memberships and Additional Information have been left blank.

Hann, Ann 2016-07-21 19:12 PM
Marie (ID:51412) 778-836- [REDACTED] Canada

Interests

Nalcor Energy Board of Directors

Diversity

Gender: Female

Expertise

Construction
Environmental Issues
Financial Literacy
Policy/Planning
Governance
Other

Address

[REDACTED] Calgary, Alberta, [REDACTED]
[Not Applicable - Out of Province] [REDACTED]
amhann@[REDACTED]

Education

[1983] Memorial University of Newfoundland - Masters (Business Administration)
[2013] Institute of Corporate Directors of Canada - Other (Board Governance; also completed extra courses in Board Financials and HR/Compensation Committee Effectiveness)
[1981] Memorial University of Newfoundland - Undergraduate (Business Administration/Commerce)

Employment

[December 2015 to present] Atrium Coal - Vice President External Relations

Reporting to the Executive Chairman, and as part of the leadership team of Atrium, have overarching responsibility for developing and executing external government, aboriginal, community, stakeholder and media engagement plans and strategies in support of the successful regulatory approval and commercial development of a number of the company's coal mining projects in Canada (Atrium is Australian based), commencing with the company's Groundhog Project in northwest British Columbia. Key duties include: formulating strategies to facilitate effective working relationships between the company and federal, provincial and municipal governments, aboriginal groups, community groups, and other stakeholders; fostering and maintaining effective media relationships at local, provincial, national and international levels; and developing business plans and budgets, along with monitoring and regular reporting on same.

[2011 - 2015] Coal Association of Canada - President

Reporting to a diverse industry Board, developed an Association "renewal" plan, including strategic, communications and government relations plans to enhance the reputation of coal nationally and internationally as an environmentally acceptable source of energy for power generation; Canada's representative on the International Energy Agency's Coal Industry Advisory Board (headquartered in Paris), advising on the role of coal versus other energy sources in the global energy mix in support of global economic development and poverty alleviation.

[2006 - 2011] Propane Gas Association of Canada - President

Reporting to a diverse industry Board, developed and oversaw the delivery of services to 300+ Association member companies (including all major Canadian oil and gas producers), such services including nationally delivered industry safety and technical training programs and emergency incident response; other responsibilities included issues management; communications; government advocacy; hosting annual international conferences; laying strong foundation to establish the PGAC as the national voice representing industry, including initiating successful merger between the PGAC with a major dissident provincial industry association; overhauled Board of Director governance and financial frameworks.

[2000 - 2005] Newfoundland and Labrador Workplace Health, Safety and Compensation Commission (now Workplace NL) - Chief Executive Officer

Reporting to a multi-stakeholder Board of Directors, oversaw the administration of the workers' compensation system in Newfoundland and Labrador (annual revenues \$180 million, investment portfolio \$600 million, benefit liabilities \$600 million, 350 staff); authored ground-breaking workers' compensation strategy supported by all key stakeholder groups; provided hands-on oversight in re-engineering all legislation and key client services and programs; launched new stakeholder relations program; financially re-positioned organization from projected bankruptcy to 20 year "best" performance in 2004 (including >\$100 million turnaround).

[1997- 2000] Government of Newfoundland and Labrador, Department of Environment and Labour - Deputy Minister; Assistant Deputy Minister (Environment); Assistant Deputy Minister (Labour)

Delivered Government's mandate in environmental protection, labour relations and standards, and occupational health and safety; managed 150 staff and an annual budget of \$12 million; consistently delivered successful and timely conclusion to major project files, for example: led re-design of legislation and public policy in the areas of occupational health and safety, environment, and labour relations and standards; reformed provincial environmental assessment legislation; chaired negotiations process involving the NL and Federal Governments, Innu and Inuit resulting in the eventual multi-party Environment Management Agreement for the Voisey's Bay Project; led team which developed inaugural labour relations legislation governing oil and gas offshore Newfoundland; designed and chaired multiple public consultation meetings and forums; consequentially, developed reputation as an effective team leader/player, problem solver, consensus builder and communicator.

[1990 - 1997] Government of Newfoundland and Labrador, Executive Council, Cabinet Secretariat - Senior Resource/Economic Policy Analyst

Provided senior level and time-critical policy and legislative advice to the Provincial Cabinet on economic and resource sector issues; developed expert knowledge of the inner workings of government decision-making processes; undertook many special projects, for example: member of provincial negotiating team for the Hibernia Project; represented the Newfoundland Government in Washington, USA concluding a groundbreaking Canada-United States Agreement for the >\$100 million environmental cleanup of former USA military sites in the province.

[1987 - 1990] Government of Newfoundland and Labrador, Executive Council, Cabinet Secretariat - Coordinator, Canada/Newfoundland Offshore Development Fund

As the first appointee to this position, evaluated funding proposals and monitored and reported on the subsequent implementation of projects approved under the \$300 million Canada-Newfoundland Offshore (Oil and Gas) Development Fund.

[1983 - 1987] Other Employment - Private Management Consultant; Management Analyst and Procedural Systems Officer (Nfld. and Lab. Housing Corporation); Assistant Registrar (Memorial University of Newfoundland)

Community

[2009 - present] Calgary Heart and Stroke Foundation - Fundraising Zone Leader/Canvasser

Supported and participated in annual fundraising campaigns.

[2007 - 2015] Calgary/MUN Affinity Dinner Organizing Committee - Inaugural Committee member

Organized an annual fundraising dinner in Calgary in support of MUN student scholarships (raised over \$500K since 2007).

Memberships

Institute of Corporate Directors of Canada (Active)

Additional

My diverse career augers well for me being a highly effective and contributing member of the Nalcor Board of Directors. Some summary highlights of my executive and board experience include:

Board Governance:

- o Board Director certified (hold ICD.D designation);
- o serve/d on 12 diverse boards since 2000 [e.g., Labrador Transmission Corporation; Energy Council of Canada; Association of Workers Compensation Boards of Canada (also Chair); MUN Board of Regents (also Chair of Pensions Committee); Nfld. and Lab. Construction Safety Association];

Subject Matter Knowledge:

- o strong working knowledge in key business areas of environment, occupational health and safety, workers' compensation and labour relations;
- o working knowledge of North American and global energy mix and policy;
- o management oversight of \$0.5+ billion dollar investment portfolio;
- o initiated and oversaw major legislative and policy reviews;

Leadership and Management:

- o led four organizations;
- o responsible for hundreds of staff and millions of dollars;
- o understand financial statements and corporate/Board reporting requirements:
- Stakeholder Relations:
 - o designed and/or led many consensus building forums involving diverse stakeholder groups;
 - o responsible for aboriginal relations for mining company operating in BC; chaired negotiations process between Nfld and Federal Governments, Innu and Inuit eventually leading to signing of an Environmental Management Framework for Voisey's Bay Project;
 - o designed and/or lead numerous advocacy programs and campaigns;
- Government Relations:
 - o former NL Government executive;
 - o expert knowledge of government decision-making processes and influences;
 - o led numerous provincial and national government relations/advocacy programs:
- Communications:
 - o developed/advised on internal and external communications plans for many organizations;
- Strategic Planning:
 - o authored and implemented numerous strategic and organizational renewal plans.

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Meghan

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Avalon

Interests

Workplace NL (Workplace Health, Safety and Compensation Commission Board of Directors)
Workplace Health, Safety and Compensation Commission Review Division
Nalcor Energy Board of Directors
Newfoundland and Labrador Liquor Corporation
** General interest in all opportunities **

Diversity

Gender: Female
Middle Age (35-54)

Expertise

Social Issues
Policy/Planning
Legal
Human Resources
Other

Address

██████████
St. John's, ██████████
mgardner@██████████

Education

[2016] Prosci - Diploma (Change Management)
[1999] Mount Allison - Undergraduate (Arts (French literature))
[2003] Dalhousie - Other (Law)

Employment

[October 2015 - present] RSA Canada (parent company of Johnson Insurance) - Vice President, Organizational Effectiveness

- In this role, I am responsible for four key aspects of RSA Canada's operational success: people reporting and analytics, people risk management and governance, enterprise change management and organizational design.
- Strategic workforce planning, and FTE reporting and tracking;
- People risk management - scoping and measuring operational risks arising from HR (including talent attraction, retention, compensation and discipline practices);
- Development of organizational design principles to promote operational efficiency including spans of control, layers, team structure and role definition to support business objectives; and

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- Change management strategy, assessment and disciplined application of PROSCI methodology in support of business programs.

[June 2015 - September 2016] Team Broken Earth - Executive Director

- As the charity's first Executive Director, and a founding member of the not for profit corporation, this role was created to support the exceptional growth of the charity and to provide structure and operational process in place to support that growth as the charity expanded its volunteer footprint across Canada and its mission expanded to new global locations
- Oversight of operations. financial reporting and planning.
- Leading volunteers
- Management of annual operating budget c.\$750k
- Risk Management

[September 2012 - June 2015] Johnson Inc./Unifund Assurance Company - Vice President, Human Resources

- As a member of the executive team, responsibilities include:
- Leading all aspects of the HR function for an employee population of 1,550 people across Canada;
- Responsible for an annual operating budget of \$5.8M (excluding salaries)
- Operational planning and setting HR strategy to support business objectives in the areas of talent attraction/development, change leadership, employee communications;
- Leading acquisitions and integration;
- Ensuring all people-related risks are properly identified and mitigated; and
- Leading employee engagement across the enterprise

[October 2008-September 2012] Johnson Inc./Unifund Assurance Company - Director, Legal & Regulatory

Leading regulatory compliance objectives, providing legal and strategic advice on general business and operational matters, human resources, and privacy. Regulatory Compliance Devising and driving the implementation of a regulatory compliance framework for the organization, incorporating global policies and meeting the global risk appetite. Ensuring compliance requirements are met in areas such as anti-bribery, corruption, terrorist financing, distribution of financial products, licensing, privacy, human rights and occupational health and safety. Identifying and mitigating regulatory risks. creating and delivering targeted training to the executive team and relevant business functions on multiple issues of regulatory compliance and providing effective, accurate legal/regulatory advice. Legal Counsel Providing corporate legal advice and business strategy on a wide range of operational matters, including contract negotiation, procurement, acquisitions, project and operational liabilities, and legal risk management. Human Resources Management Devising and driving implementation of formal human resources policies (human rights, occupational health and safety, harassment and investigations, and employee privacy). Assessing and quantifying risk, and driving strategy to mitigate human resource-related litigation/regulatory complaints (e.g. human rights complaints, wrongful dismissal suits, allegations of harassment and professional

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misconduct, recruitment and selection etc.) Note: originally hired as Legal & Regulatory counsel and was promoted to Director in 2010

[2002-2008] Blake, Cassels & Graydon LLP - Associate Lawyer

- As an associate with one of Canada's leading business law firms, I provided business law advice and strategy to large and small corporate clients. I developed strong client relationships and delivered outstanding service, regularly exceeding the firm's and clients' expectations. While working at Blakes, I was second counsel to a multinational aerospace and defence company in the (then) largest ever Canadian lawsuit (worth \$5B). Regulatory Litigation
- Advising international business clients on Canadian regulatory law (tendering/procurement, trade, mergers/acquisitions, regulated industries etc.)
- Providing legal advice and commercial strategy regarding regulatory proceedings, rights etc.
- Advising business clients on all aspects of government contracting/tendering processes
- Representing business clients before the Federal Court, Federal Court of Appeal, Superior Court and Divisional Court.
- Representing business clients before various Boards and Tribunals, and advising business clients on regulatory processes and liabilities. Business Law and Dispute Resolution
- Managing all forms of commercial dispute resolution, including banking, investment, shareholders' and contractual disputes, as well as insurance, professional liability and negligence.
- Contract drafting and review.
- Offering dispute resolution strategy to clients, advising clients on liability, dispute resolution strategy and probability of success throughout litigation process and negotiating favourable outcomes on behalf of clients. Employment Law
- Advising employers and executive employees on legal, monetary, and reputational risks and liabilities in human resource management.
- Advising companies on a wide array of employment issues arising from corporate mergers and acquisitions, as well as bankruptcies and restructuring procedures, including constructive dismissal and pension and benefits' entitlement.
- Representing employers in mediations, negotiations, and settlement conferences.
- Advising employers on employee relations' matters including investigations into a wide array of allegations of wrongdoing, workplace harassment, discrimination, health and safety etc. Note: was hired as summer student in 2002 while in law school and began practising in July 2004 after being called to the bar.

Community

[2012- present] Team Broken Earth - Director

Memberships

Canadian Bar Association (Active)
 Prosci (Active)
 Law Society of Newfoundland and Labrador (Active)
 Law Society of Upper Canada (Active)

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I have extensive experience the following areas:

- risk identification and management
- legal and regulatory compliance and regulated industries, specifically federally regulated industries (insurance, financial services)
- legal requirements in procurement, government purchasing and tendering (incl AIT)
- human resource practices in a consumer industry including but not limited to: change management, HR analytics, workforce planning, people risk management, talent attraction and retention, culture and employee engagement, compensation philosophy and frameworks, employer liability
- operational and strategic planning and sustainability

In addition to the foregoing, I have high ethical standards and integrity. I have acted as advocate for both employer and employee and understand the balancing involved in individual need and collective interest, employment sustainability, future of work and corporate social responsibility. I am open minded, flexible, responsive and willing to consider others' opinions

I have worked for a leading Canadian law firm as an advocate for a range of clients. I have worked for a charity and for both a parent and subsidiary company. Based on my varied experience, I am capable of taking a wide perspective on issues. I have strong research, data handling and reasoning skills. I am accustomed to managing multiple, diverse stakeholders, often with competing conflicting interests and I am experienced in handling conflict and building consensus through compromise and team effectiveness.

I have understanding of the importance of long-term financial sustainability.

I am interested in public service and making a positive contribution to the province.

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Avalon

Interests

Canada Newfoundland and Labrador Offshore Petroleum Board
Nalcor Energy Board of Directors
Oil and Gas Industry Development Council
Research and Development Corporation of Newfoundland and Labrador
Multi-Materials Stewardship Board
Human Rights Commission
Occupational Health and Safety Advisory Council
Board of Commissioners of Public Utilities
Business Investment Corporation Board of Directors
Board of Directors of the Engineers and Geoscientists Newfoundland and Labrador
** General interest in all opportunities **

Diversity

Gender: Male
Senior (55+)

Expertise

Environmental Issues
Engineering
Construction
Policy/Planning
Science/Technology
Marine Services

Address

████████████████████
St. John's ██████████
slfe.eid@██████████

Education

[1981] McMaster University, Hamilton, Ont. - PhD (CIVIL ENGINEERING
(Oceanography))
[1972] Cairo University, Giza, Egypt - Undergraduate (B.Sc - Civil Engineering (Water
Resources))
[1976] McMaster University, Hamilton, ON - Masters (Civil Engineering (Water
Resources))

Employment

[AUG 2014 - PRESENT] BEHI - B. EID HOLDINGS INC., St. John's, NL - PRESIDENT /
PRINCIPAL CONSULTANT

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Owner and president of B. Eid Holdings Inc., an NL Engineering and Environmental Consulting company specialized in providing high level technical and engineering expertise, project management, and environmental services to local and international clients. The company promotes sustainable development and environmental protection, with focus on ports, marine and coastal development, offshore oil & gas, coastal zone management and environmental management.

[2011 - 2014] SNC-Lavalin Fayeze Engineering, Al Khobar, Saudi Arabia - Vice-President Operations

VP Operations, responsible for day-to-day company operations, HSE, QA, Director of Engineering, Executive leadership, company's business planning, business development, growth, and application of high standards, quality and client satisfaction.

[1997 -2010] SNC-Lavalin Inc (BAE NEWPLAN GROUP), Mount Pearl, NL - Vice-President, Ports, Marine & Environment

Leading the SNCL corporate Ports & Marine centre of excellence, Project Lead Manager for various Ports and Marine related projects both in Canada and overseas, Managed large number of Environmental Impact Assessments for major projects including offshore oil and gas (e.g., Hibernia, Tera Nova, Sable offshore Project (SOEP), NLRC Crude Oil Refinery, Voisey's Bay Mine and Concentrator Project, St. Lawrence Fluorspar Reactivation Project, etc.)

[1990 - 1997] SNC-Lavalin, McLaren Plansearch, HALIFAX, NS - Vice-President, Ports, Marine & Environment

see attached resume

[1984 - 1990] Lavalin Inc., McLaren Plansearch Limited, Halifax, NS - Sr. Oceanographer / Studies Project Manager

See attached resume

[1980 - 1983] Lavalin Inc., Fenco Engineering, Toronto, Ont - Research Engineer

[1977-1978] Swiss Federal Institute of Technology, Luzern, Switzerland - Research Engineer, Water Resources and Pollution Control Research

[1974 - 1980] McMaster University, Hamilton, Ont - Research / Teaching Assistant

[1972-1974] Cairo University, Dept. of Irrigation and Hydraulics, Giza, Egypt - Teaching Assistant

Community

[2001 - present] St. John's Rotary Club - Member of the board of directors

Chair of the 2016 Christmas Hamper Project

[2003 - 2010] Multi-Materials Stewardship Board (MMSB) - Board Member

[2000 - 2004] NEIA -Newfoundland & Labrador Environmental Industry Association - Director (2000-2001), Vice-President (2001-2002), President (2002-2003), Past President (2004)

Memberships

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PEGNL - Professional Engineers & Geoscientists NL (Active)
NOIA (Active)
NEIA (Active)

Additional

Dr. Eid has Thirty-Four years of professional experience with SNC-Lavalin Inc. (1980-2014). He has lead and participated at executive leadership and senior project management levels in several Canadian and International Projects. He has experience in Oil & Gas, Ports & Marine, Mining & Metallurgy, Infrastructure, Hydropower and the Environment sectors. During his career as a Civil Engineer, Physical Oceanographer and Project Manager/Director. Dr. Eid has provided technical expertise and managed projects at all levels from project planning, feasibility studies and FEED to full EPCM and Construction for projects in the above-listed fields. Dr. Eid has also successfully managed and executed environmental and socio-economic assessments (EIA/SEIA) for large industrial projects. He has lead and provided technical expertise related to offshore structures and ports & marine terminals, MetOcean studies and field data acquisition programs, environmental baseline studies, air quality and hydrodynamic modelling studies, environmental protection planning, permitting and certifications for various industrial projects in Atlantic Canada and overseas.

In 1990, he was named Vice-President, Ports/Marine & Environment, and was instrumental in creating the SNC-Lavalin Corporate Centre of Excellence for Ports and Marine. In 2011-2014 he worked in Saudi Arabia as Project Director and Vice-President Operations for SNC-Lavalin Arabia/SNC-Lavalin Fayed Engineering. In this capacity he has taken leadership role in developing corporate strategic and operation plans, with emphasis on high standards of safety and quality, excellence in project execution & delivery and clients satisfaction; human resources development; asset management; marketing and business development and overall company operations.

Dr. Eid has several scientific publications and contributed to conferences, workshops and scientific and technical journals. He managed and participated in several international projects in Africa, Asia, the Middle East, Europe, South America and the Caribbean.

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Collett,
Glendon Mark

2016-08-15 12:08 PM
(ID-36960)

Mobile: 709-691-[REDACTED]
Home: 709-726-[REDACTED]
Work: 709-778-[REDACTED] Avalon

Interests

Nalcor Energy Board of Directors
Newfoundland and Labrador Hydro-Electric Corporation Board of Directors
Canada Newfoundland and Labrador Offshore Petroleum Board
** General interest in all opportunities **

Diversity

Gender: Male
Middle Age (35-54)

Expertise

Legal
Policy/Planning
Financial Literacy
Other
Entrepreneurial

Address

[REDACTED]
St. John's [REDACTED]
markcollett@[REDACTED]

Education

[2009] Petro-Skills Petroleum Business Training - Other (Cost Management)
[2008] Petro-Skills Petroleum Business Training - Other (Petroleum Finance & Accounting)
[1993] Acadia University - Undergraduate (Bachelor of Business Administration)
[1997] Durham University Business School - Masters (MBA (Distinction))
[2012] University of Calgary - Other (Advanced Project Management)
[2008] Petro-Skills Petroleum Business Training - Other (Economics of Worldwide Petroleum Production)
[2014] Inacuity - Other (Decision Quality for Oil & Gas Executives)
[2014] Inacuity - Other (Courageous, Decisive Safety Leadership)
[2007] Petroleum Institute for Continuing Education - Other (Fundamentals of Upstream Petroleum Agreements)
[2007] Petroleum Institute for Continuing Education - Other (Petroleum Engineering for non-Engineers)

Employment

[May, 2016 - Present] Crosbie Group of Companies - Chief Operating Officer

- Reporting directly to the CEO, I am responsible for operations excellence, organizational growth, strategy execution and improvement initiatives across all areas

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of Crosbie Group Limited & Member Companies. Key accountabilities include the following:

- Responsible for leadership of member company management teams, encouraging collaboration, innovation and effective decision making.
- Responsible for the refresh and execution of a growth-focused business strategy in order to bring a medium to long term view to decisions made across the business and to drive sustainable operational excellence.
- Oversight of operations metrics, critical business processes and continuous improvement of operations across all businesses.
- Champion and defender of core tenants of Crosbie Group's culture, including loyalty, collaboration, and trust, while partnering with all management teams to transition aspects of the culture that are identified as needing improvement.
- Advise on the identification, management and mitigation of strategic risks across the business, such as the possible entrance of new competitors, and risks related to the loss of key clients/business.
- Responsible for the identification and evaluation of merger and acquisition opportunities, and oversight of successful integration of acquisition targets.
- Responsible for building and maintaining key client relationships, and for growing the management teams' business development capability across all lines of business to support the proactive identification of opportunities in the market.
- Holding functional reports accountable for operational effectiveness, business development and the successful execution of clearly expressed business strategy.
- Governance of a succession planning strategy for key leadership roles, including the Chief Operating officer role, establishing a pool of succession candidates, required capabilities, gaps and development plans.
- Mentorship of future family members to support development and appropriate experiences to prepare family members for future leadership roles.
- Steward of executive development and growth of senior executive to enable organizational growth.
- Drive a shared accountability for innovation, to ensure Crosbie Group is leading in its markets and bringing clients solutions that build account renewal and opportunities for net-new revenue.
- Serve as a champion for the senior management teams to the Board for project approvals and other initiatives, in cooperation with the CEO.
- Support and advance the safety culture at Crosbie Group, through safety moments, safety metrics, regulations, etc., across all areas of the business.

[1993-1999] AGRA Inc. (now Amec) - Various corporate and business roles

[1999-2001] Consultant - Provided consulting services to Terra Nova project

[November, 2001 - May, 2003] ASCO Canada - Director, Corporate & Business Development

Working with the President, and managing the Corporate and Business Development team, I provided leadership in all areas of corporate/commercial and business development. Participated on senior management team of Canadian business unit for ASCO plc, an international oilfield logistics company based in Aberdeen, UK.

[May, 2003 - May, 2005] K&D Pratt Group - President & Managing Director

Led a management buy-out (MBO) of K&D Pratt, a leading industrial service, utility, communications and oilfield supply firm with 3 offices in Atlantic Canada (St. John's, NL; Halifax, NS; and Saint John, NB) and 100+ employees, from its previous owner, ASCO plc. Annual revenues exceeded \$45MM. MBO included recruitment of debt and

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equity financing, leading a comprehensive due diligence exercise comprising both legal and financial specialists, and negotiation of a detailed purchase & sale agreement. I became President & Managing Director of K&D Pratt Group Inc. and led the company for 2 years before selling interests to its majority shareholder.

[Oct, 2015 - May, 2016] Husky Energy - Innovation & Efficiency Task Force Manager

Led a 6 month dedicated multi-discipline innovation task force, branded as 'ReThink - Challenge Convention. Change the Game.' Task Force established to identify, evaluate, and develop implementation plans for value opportunities which will eliminate waste, increase efficiencies, and position Husky Energy Atlantic Region business unit to adjust to industry downturn. Task force representatives included high potential staff (managers and team lead levels), from across Atlantic Region business unit, including Drilling & Completions, Subsurface, Production Operations, Offshore Management, Supply Chain Management, Human Resources, and Finance. Value identified and captured exceeded \$60MM. Task Force maintained as a committee following completion of the dedicated period, to continuing fostering identification of efficiencies. This model was adopted in other Husky Energy business units, and recognized as a best in class innovation which has fostered cultural change in the company, in response to the oil industry downturn.

[May, 2005 - May, 2016] Husky Energy - Supply Chain Manager

Led the Atlantic Region SCM organization, supporting the company's upstream petroleum operating interests in eastern Canada. I was an active member of both the strategic and operations management committees for the Atlantic Region business unit, as well a member of the White Rose Commercial Sub-Committee with partner representatives from Suncor and Nalcor. I led and oversaw the stewardship of capital and operating spend, typically \$750-1,000MM per annum, and managed inventory and AFE materials valued in excess of \$250MM, in support of the White Rose producing fields and associated expansion and exploration activities. I was responsible for 20+ supply chain management professionals, in addition to outsourced supply chain services comprising 100+ additional personnel through 3rd party service providers. My role was a key general management position within the White Rose management organization, and I directly supported the Atlantic Region business unit Senior Vice-President. Over 80% of Husky Energy's value chain is outsourced and contracted by the SCM department. Key areas of focus included strategic and tactical procurement, including supplier relationship and performance management, in support of drilling, completions, production operations, subsea operations, offshore logistics and marine operations, including subsea expansion/development and the pending White Rose Extension Project.

Community

[2014 - Present] Memorial University Faculty of Business Administration - Member, Dean's Board of Advisors

Additional

Mark Collett is a seasoned, driven, results oriented senior executive and leader with a 23+ year track record of inspiring performance excellence, fostering cultures built on principles of personal accountability and integrity, and building and leading diverse teams to deliver innovative, transformational solutions to complex problems. Mark's career has included leadership positions of a progressively responsible nature in corporate development, supply chain management, business development, and executive management. Possessing a unique

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blend of operational, commercial, project and strategic management acumen and experience, he has broad based market sector exposure, with a particularly strong background in the energy sector. Mark also possesses excellent business development, stakeholder management and customer relationship management skills, and has an excellent network within both the energy sector and the broader business community. An outside-the-box thinker, Mark is extremely adept at challenging and engaging staff, customers, partners, shareholders and stakeholders in the pursuit of value creation.

Leadership - A results oriented executive, visionary leader and credible coach. A proven, accountable leader with a track record of translating vision into meaningful, goal oriented action plans, and stewarding plans through to completion. Hands-on and action oriented. Takes pride in developing, inspiring and mentoring top tier teams to deliver high quality services and solutions in multi-disciplined, highly technical and regulated environments with competing customer and stakeholder priorities. Leads by example, with extremely low employee turnover rates. Highly capable organizational planner, adept at providing challenging and rewarding careers to staff in workplace environments where turnover is low. A collaborator with proven experience engaging multi-disciplined environments to solve problems and deliver results.

Business Management - Insightful general manager, with high degree of strategic and business acumen. Currently Chief Operating Officer for one of the largest offshore energy service providers in Newfoundland & Labrador. Prior to joining this company, I was a long standing member of Husky Energy's Atlantic Region strategic management team and White Rose Commercial Sub-committee management team. Board Member of Memorial University Faculty of Business Administration Board of Advisors. Board of Directors management experience, as Managing Director and shareholder of private enterprise with annual revenues exceeding \$45MM. Developed and executed strategic plans and recruited debt and equity financing as part of management buy-out. Also possess extensive experience soliciting management approval at 'C-Suite Level' in \$23BN+, publicly traded energy company. Graduated with Distinction, ranking 2nd in MBA class at Durham University Business School, United Kingdom.

Operational Understanding - A proven leader who can translate corporate vision and strategy into practical application. Background includes management experience in highly technical and regulated environment, supporting White Rose offshore oil development. Also possesses extensive leadership and management experience in vendor community supporting Hibernia, Terra Nova and White Rose developments. Early career spent with Engineering, Procurement and Construction contractor AGRA Inc. (now known as AMEC) in various progressive commercial and business development positions at executive office in Oakville, ON and regional office in St. John's, NL. A seasoned commercial manager adept at developing and leading the implementation of value added solutions in highly technical operational environments.

Commitment to Safety - Extensive operational integrity and safety leadership experience. Long standing member of Husky Energy's Atlantic Region business unit operations management and Contractor Health, Safety, Environment & Quality (HSE-Q) Committees. Extensive experience embedding the company's Operational Integrity Management System in value chain. Active member of Husky Energy Emergency Response Team, most recently as Response Manager.

Business Development & Stakeholder Management - Exceptional customer relationship, business development and stakeholder management skills. Excellent network in Newfoundland & Labrador business community, particularly in energy sector. A bridge-

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builder who forges relationships with internal customers and external stakeholders, including regulatory authorities, to enable strategy and identify ways to drive value for customers, ensuring alignment with corporate and business unit goals and objectives. Active collaborator, proficient at stimulating innovative solutions, creating value and facilitating positive change.

Memberships have been left blank.

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Bietz, Brian

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Canada

Interests

Nalcor Energy Board of Directors
** General interest in all opportunities **

Diversity

Gender: Male
Senior (55+)

Expertise

Social Issues
Environmental Issues
Governance
Financial Literacy

Address

[REDACTED] Calgary AB

[Not Applicable - Out of Province] [REDACTED]

bbietz@[REDACTED]

Education

[1973] U. of Calgary - Undergraduate (Zoology/Botany)
[1981] Western University - PhD (Ecology)

Employment

[2006 to present] Bow City Power Ltd. - President & CEO; Director

Responsible for leading all aspects of company's new thermal power generation development in southern Alberta, including project design and engineering, financing, marketing and regulatory approvals.

[2004 to 2010] Fortis Alberta - Director

Board Member; Member of the Finance and Audit Committee

[2003 to present] Bietz Resources Ltd. - President & CEO; Director

Currently leading the provision of expert advice to largely energy industry clients regarding regulatory approvals, regulatory compliance, stakeholder engagement and environmental performance.

[1998 to 2003] Alberta Natural Resources Conservation Board - Chair

Led the Board and organization in the review and quasi judicial adjudication of large non-energy applications requiring environmental impact assessments (EIAs).

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<https://apps.psnl.ca/forms/?initialLoad=1>**[1989 to 2003] Alberta Energy and Utilities Board - Board Member**

Carried out the quasi judicial adjudication of energy facility and utility rate applications; Led the development of new policies regarding the efficient, safe and environmentally sound development and operation of energy related facilities, including wells, processing plants and pipelines; responsible for providing leadership the AEUB's human resources group in the development of new policy.

[1982 to 1989] Stantec - Manager

Led three offices (two in Alberta and one in Saskatchewan) in the delivery of environmental consulting services across Canada.

[1981] McLaren Marex - Senior Scientist

Based in Newfoundland, directed multi disciplinary environmental assessments in Newfoundland and New Brunswick

Community

[2006 to present] Calgary Chamber of Commerce - Member and past Chair Environment and Natural Resources Committee

[2006 to present] Alberta Chamber of Resources - Member and past Director

[1994 to present] Energy Council of Canada - Member and past Director

[1989 to present] Calgary Airport Authority - Member, Environmental Advisory Committee

[1995 to 1996] Canadian Electricity Association - Member, Public Advisory Panel, Environmental Commitment and Responsibility Program

[1991 to 1996] U. of Calgary - Past member, Environmental Studies in Engineering Advisory Committee

Memberships

Alberta Society of Professional Biologists (Active)

Additional

I have spent my entire career helping energy development organizations find the optimum balance between economic returns, safe and efficient engineering, strong environmental performance and the protection of the social values of key stakeholders. While these are all line functions within Nalcor Energy they are also increasingly important components of good governance and are insights that I would bring to the Nalcor Energy Board. I am extremely comfortable working in a collaborative Board environment with particular technical expertise in environmental issues and stakeholder engagement. I know the power industry intimately and my background even includes working on hydroelectric projects (Dry Pond Brook; Hinds Lake) for Newfoundland Hydro in the early part of my career and even building transmission lines to pay for university. I am also as the President and CEO of Bow City Power and BRDG Energy extremely comfortable with all of the issues, including financing that are involved in the development of large power generation (1,100 MW and 550 MW respectively).

<https://apps.psnl.ca/forms/?initialLoad=1>

10/55

Attach To: NR2016-

CABINET SECRETARIAT BRIEFING NOTE**Title:** Appointments to the Board of Directors of Nalcor Energy**Secretariat
Comment:**

1. The Submission seeks approval for the issuance of an Order in Council, under the authority of sections 6 and 7 of the *Energy Corporation Act* (“Act”), to:
 - a) appoint persons to the Board of Directors of Nalcor Energy (“Board”), from a list of recommended candidates provided by the Independent Appointments Commission (“Commission”), effective immediately; and
 - b) appoint a Chairperson of the Board from among the Directors, effective immediately.
2. Nalcor is a provincial Crown corporation established in 2007 pursuant to section 3 of the Act. The objects of the corporation include the development, generation, transmission and sale of electricity; the exploration, development, production and sale of oil and gas; industrial site management; and energy marketing.
3. Section 6 of the Act requires that the Lieutenant-Governor in Council (“LGIC”) appoint not less than five and not more than 14 directors to the Board. The LGIC shall also designate one director to be Chairperson pursuant section 7 of the Act. Directors hold office during pleasure only and are eligible for reappointment.
4. On April 22, 2016, LGIC appointed the following interim directors to both Nalcor and NL Hydro Boards until such time as the new recruitment process under the *Independent Appointments Commission Act* (“IAC Act”) was completed: John Green, Q.C. (Chair); Donna Brewer, Deputy Minister of Finance; Heather Jacobs, Q.C., Deputy Minister of Justice and Public Safety; and Chris Loomis (OC2016-053 and OC2016-055 refer). The appointments to the Hydro Board were made pursuant to the *Hydro Corporation Act, 2007*. The Chief Executive Officer, Stan Marshall, was also appointed to both Nalcor and Hydro Boards but not on an interim basis (OC2016-050 and OC2016-051 refer). Should the LGIC wish to maintain the Chief Executive Officer as a director of the Board, it should be mindful of the 14 director maximum imposed by section 6 of the Act.
5. In June 2016, a profile for the Board was posted by the Independent Appointments Commission (“Commission”). On October 25, 2016, the Commission provided a list of 20 recommended names to the Minister of Natural Resources for Cabinet consideration (Attached as Annex B to the Minister’s submission). While the interim Board currently consists of five members, work conducted by Knightsbridge Robertson Surette in March 2015 with respect to Nalcor governance recommended that the Board would ideally consist of 10-12 members, thus providing an opportunity for diversity of experience, managing size, and keeping costs down.
6. Biographical information of the recommended candidates is attached as Annex C to the Minister’s submission. As the list of recommended candidates does not include an individual with Labrador or Aboriginal perspectives, the Minister indicates that she will seek additional candidates through the independent appointments process.
7. The Public Service Commission advises that Conflict of Interest/Personal Disclosure Declarations have been completed by all of the proposed candidates and no conflicts

or concerning information has been identified. Cabinet Secretariat records indicate that the following two candidates are current members of a provincial agency, board, or commission: Debbie Molloy, Government Representative on the Public Service Pension Plan Sponsor Body; and Edna Turpin, Public Interest Representative on the Judicial Complaints Panel.

8. While subsection 6(8) of the Act allows for directors to be paid the salary or other remuneration that the Lieutenant-Governor in Council may determine, directors currently serve without remuneration. Directors are reimbursed, by Nalcor, for out of pocket expenses related to Board duties. While no information was provided with respect to past annual costs associated with the Board consisting of five directors, it can be anticipated that costs would increase should the LGIC increase the size of the Board or appoint directors who are resident outside of the province.
9. FIN, JPS and LAAO were not consulted on the submission.
10. Lieutenant-Governor in Council approval is required for these appointments.

November 2, 2016

2016/11/03

MC [REDACTED]
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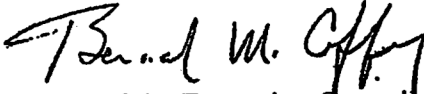
NR2016 [REDACTED]

The Submission of the Minister of Natural Resources respecting Nalcor Energy Board Appointments was considered.

The following direction was provided:

- 1) Approval was given for the issuance of an Order in Council, under the authority of sections 6 and 7 of the Energy Corporation Act, to appoint the following individuals to the Board of Directors of Nalcor Energy, effective December 1, 2016:
 - a) Mr. Brendon John Paddick, as Chairperson;
 - b) Ms. Meghan Gardner;
 - c) Mr. John M. Green, Q.C.;
 - d) Ms. Ann Marie Hann;
 - e) Mr. Christopher Hickman;
 - f) Mr. Jack Hillyard;
 - g) Mr. Mark MacLeod;
 - h) Mr. Brian Maynard;
 - i) Ms. Debbie Molloy;
 - j) Mr. David Oake; and
 - k) Ms. Edna Turpin; and
- 2) The Minister of Natural Resources is directed to request the Independent Appointments Commission to pursue additional recruitment to identify candidates with knowledge of, experience with, and/or an understanding of Labrador and Aboriginal perspectives for Cabinet consideration.

(NO ACTION TO BE TAKEN IN ITEM 1 UNTIL AN ORDER IN COUNCIL IS ISSUED)


Clerk of the Executive Council

2016/11/03

MC2016- [REDACTED]

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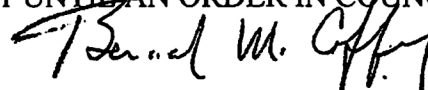
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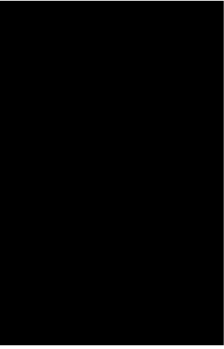




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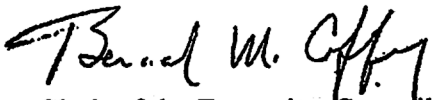
(Forwarded December 02, 2016 to replace MC2016- [REDACTED] previously forwarded)

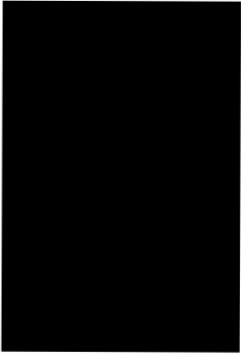




2016/11/08OC2016-MC2016- NR2016-

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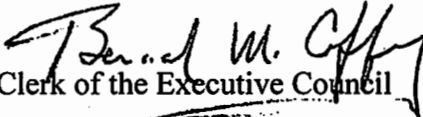
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- h) Mr. Brian Maynard;
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Clerk of the Executive Council



2016/11/08OC2016-NR/DM
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- h) Ms. Debbie Molloy;
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- j) Ms. Edna Turpin.


Clerk of the Executive Council

(Forwarded December 02, 2016 to replace OC2016- previously forwarded)