

## **Pamela Nowina Elenchus**

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*pnowina@elenchus.ca 34 King Street East, Suite 600, Toronto, ON M5C 2X8*

*416-986-2452*

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### **ASSOCIATE, REGULATORY POLICY**

Pamela Nowina is a senior executive with extensive corporate and public sector experience in Ontario's energy industry. Ms. Nowina retired from the Ontario Energy Board in March 2010.

Pamela Nowina was Vice-Chair of the Ontario Energy Board (OEB) from July, 2005 until April 2010. She was a key member of the Board's Management Committee which is responsible for overseeing the management and operations of the Board. Ms. Nowina was appointed as a Board member in 2004. In addition to her governance responsibilities, Ms. Nowina has presided on many of the OEB's most significant cases. She also had a key role in developing many of the Board's policies.

Prior to joining the OEB, Ms. Nowina was a partner with IBM Business Consulting Services. IBM acquired PricewaterhouseCoopers Consulting where Ms. Nowina was partner in PwC's Energy Practice. As a leader in the Canadian Energy practice, Ms. Nowina had a strong background in natural gas and electricity markets. She was responsible for the Energy Strategy practice for Canada. At PwC Consulting and IBM Consulting, Ms. Nowina worked with some of the country's largest utility companies and related government agencies.

Before joining PricewaterhouseCoopers, Ms. Nowina held executive and management roles in Compugen, a high-tech company and management roles in Union Gas Limited.

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### **AREAS OF EXPERTISE**

#### **ENERGY SECTOR**

Ms. Nowina has decades of experience in the Energy sector. She has strong relationships at the most senior levels with utilities, government agencies, industry organizations and service organizations. Ms. Nowina is an acknowledged expert in energy matters and is often asked to speak at industry events.

#### **FINANCIAL**

As Board member and Vice-Chair at the Ontario Energy Board, Pamela Nowina has adjudicated financial matters for six years. Her experience includes making decisions regarding the economics of very large projects and capital plans with costs ranging up to a billion dollars. Prior to this, as a partner at PricewaterhouseCoopers, Ms. Nowina was engaged in projects which evaluated mergers and acquisitions, large projects and public infrastructure. In her role as Union Gas divisional sales manager she was responsible for the economic evaluation of system expansions, and as Senior IT Manager was responsible for large projects and budgets. Ms. Nowina's expertise in financial matters developed early in her career when she was responsible for the design, development and maintenance of the information systems that supported Union Gas' accounting and budgeting systems.

Undergraduate accounting courses, an MBA from the Rotman School of Management, University of Toronto with a strong financial component, and Rotmans' Director Education Program underpin this expertise.

## **REGULATORY AND GOVERNMENT**

At the Ontario Energy Board, Ms. Nowina was responsible for adjudication, code and policy development, and corporate governance. She was chair of the Board's Infrastructure Committee which has primary responsibility for policies related to transmission and distribution in general and Ontario's Green Energy Legislation in particular. She has in-depth knowledge of the requirements and challenges that applicants and interested parties face in bringing their views, projects and plans before the regulator. Ms. Nowina has dealt with the special economic and development interests of aboriginal communities. She is familiar with energy regulation in other jurisdictions and has strong connections with other regulators and provincial government officials.

## **INFORMATION TECHNOLOGY**

Ms. Nowina has an undergraduate degree in Information Technology. The first twelve years of her career were in positions of increasing responsibility in Information Technology at Union Gas. As Senior manager of Information Technology, Ms. Nowina was responsible for the team that developed and maintained all of the company's information and engineering computer systems. Ms. Nowina was a senior executive at Compugen Systems, a computer services provider for two years. When Ms. Nowina was with PricewaterhouseCoopers, she was engaged as acting Chief Information Officer at New Brunswick Power. Also with PricewaterhouseCoopers and IBM, Ms. Nowina oversaw proposals and the implementation of large I.T. projects. She is very familiar with contractual arrangements with information technology providers. Ms. Nowina sat on the Information Technology Committee of the Board of Mount Sinai Hospital.

## **RISK MANAGEMENT**

Ms. Nowina's expertise in risk management relates to the three proceeding areas. Ms. Nowina's work as a regulator and consultant in evaluating projects, plans and mergers and acquisitions, involved the assessment of the financial risk to multiple parties. Due to her regulatory and government experience, Ms. Nowina is able to assess and offer strategies for regulatory and government risk.

In her work with Union Gas and PricewaterhouseCoopers she was responsible for the development of business continuity plans in relation to information technology systems and business processes. This involved advanced planning regarding the identification of risks and the articulation of strategies and emergency response plans. Through her work in project management, Ms. Nowina has had the experience of managing and mitigating unforeseen circumstances.

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## **PROFESSIONAL OVERVIEW**

### **ELENCHUS**

***Associate, Regulatory Policy***

**2010-present**

A boutique consulting firm that offers the energy industry strategic advice to manage current risks and technical support to navigate the complexities of the business and regulatory environments.

### **ONTARIO ENERGY BOARD**

***Vice Chair and Board Member***

**2004- 2010**

The OEB is the regulator of Ontario's natural gas and electricity industries. The Board is a self-funding Crown corporation without share capital. By legislation, the OEB's Management Committee takes on the role of governance normally performed by a Board of Directors. . In the past few years, The OEB has been in a period of growth and major change in mandate. This has presented many strategic, operational and financial challenges.

The OEB operates as an adjudicative tribunal and carries out its regulatory functions through public hearings that consider oral and written evidence or written evidence only. As Vice-Chair and Board member, Ms. Nowina has presided on some of the OEB's most challenging and strategic cases, including Hydro One Transmission, Hydro One Distribution, Enbridge Gas Distribution and Union Gas cases. Ms. Nowina chaired the Board's Electricity Infrastructure Committee. This committee was responsible for developing many of the Board's policies regarding Ontario's Green Energy and Economy Act.

Ms. Nowina has also been involved in policy development regarding utility cost of capital, transmission investments, the regulation of the designated assets of Ontario Power Generation, the implementation of smart meters and conservation in both the electricity and natural gas sectors.

## **IBM and PwCC CONSULTING EXPERIENCE**

**1997 – 2003**

Ms. Nowina was the partner responsible for several projects at Hydro Ottawa including the assessment and improvement of financial processes. Ms. Nowina advised the president and CEO on restructuring of the organization and on the related regulatory impacts.

Leading an international team, Ms. Nowina was the partner responsible for the PwCC engagement to assist the Ontario government and the Ontario Energy Board in coordinating retail electricity market readiness activities focusing on developing a market readiness plan, including target timelines for milestones and key financial and process activities that local distribution companies (LDCs) must meet. This involved facilitation of the Retail Market Readiness Task Force and sub-committees made up of industry participants. Ms. Nowina acted as an advisor to the executive of the Board and the Market Oversight Committee.

Ms. Nowina acted as an advisor to several electric utilities on their electricity market readiness activities. Ms. Nowina led engagements at Toronto Hydro to develop a strategic and tactical plan to prepare the company for deregulation, market participation and competitiveness in the new energy environment in Ontario. She also advised Toronto Hydro on Customer service strategies and to develop related business cases. Ms. Nowina has also developed and led business strategy planning sessions at several Ontario municipal electric companies.

Ms. Nowina led a PwC consulting team to produce a joint report with PwC's auditors and an engineering firm regarding the evaluation of water infrastructure in Ontario.

Ms. Nowina evaluated a subsidiary of a gas utility for a potential acquirer in the electric industry.

At a large electric utility, Ms. Nowina oversaw several projects including an upgrade to the SAP system, a Risk Management Study, a Data Warehouse Strategy, a Business Continuity Study and the implementation of a new SAP system.

As acting CIO at New Brunswick Power, Ms. Nowina developed planning and governance mechanisms for the management of Information Technology. She also led the development of a new Information Systems Organization Structure. She had ongoing management responsibility for new initiatives within the Information Systems department including recruiting for key technology roles, including the new CIO.

## **COMPUGEN SYSTEMS Director, Strategic Clients**

**1995 – 1997**

As Director, Strategic Clients, at Compugen Systems Ltd., Ms. Nowina was responsible for management of the Sales and Marketing function for major clients. Services offered were Technology Procurement, Systems Integration and I.T. Consulting. Ms. Nowina developed the business strategies for this new function for Canada. Ms. Nowina was also responsible for the development of business plans for the implementation of new product offerings.

**UNION GAS LIMITED**  
***Strategic Market Manager***

**1980 – 1995**

As Strategic Market Manager, Union/Centra Gas, Ms. Nowina worked with the executive vice-president to investigate new business opportunities including water utility management and the acquisition of related companies. Ms. Nowina was chairperson of the joint Union/Centra corporate committee to investigate the unregulated retail market for gas equipment.

As Sales Manager, Halton Division, Union Gas, Ms. Nowina was responsible for the sale of natural gas, natural gas equipment and natural gas services. In this role, Ms. Nowina successfully developed business cases to extend natural gas services to new communities. This included customer meetings and surveys, environmental and regulatory agency approval and technical and economic considerations. Ms. Nowina was also responsible for the management of the local engineering and plant construction departments.

As Senior Manager, Information Technologies at Union Gas, Ms. Nowina was responsible for the major IT functions.

**ACADEMIC ACHIEVEMENTS**

Bachelor of Computer Science, University of Windsor	1980
Master of Business Administration, University of Toronto	1995
Institute of Corporate Directors ICD.D designation	2007