

David B. Matthews

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Profile

An action-oriented executive with an established record of progressive achievements in corporate governance, change management and energy strategy and policy in the transmission, distribution and regulation of electricity and natural gas. A team player and leader with excellent consensus building and communication skills, and a demonstrated ability to successfully plan, implement and produce results in a changing environment.

Experience

2000 – Present

Boards

Brantford, Ontario

Chair, Brantford Power Inc

Chair 5-member Board of Directors with oversight of \$60M MEU serving 35,000 customers
Member of Mergers, Acquisitions, Partnership and Shared Services Committee

Vice-Chair, Brantford Energy Inc

Stewardship of electricity distribution, retail and fibre businesses
Member of Audit and Nominating Committees

1998 – 2003

Other Committees

Toronto, Ontario

Member, Policy Advisory Council on Energy

Occasional Chair and active member of 20 person advisory team to the Minister of Energy
Assessed trends and political risks. Prepared reports on energy regulation, competition and policy

Member, Policy Advisory Council on Municipal Affairs & Housing

Provided policy advice to the Minister of Municipal Affairs & Housing
Assisted the government with the review of the new Municipal Act and other key issues

2008 – Present

Elenchus Research Associates

Toronto, Ontario

Vice President, Regulatory Solutions

Provide regulatory strategy and policy advice to utilities, stakeholders and regulators. Lead ERA regulatory team managing client applications. Negotiate balanced public interest solutions that provide fair returns and ratepayer benefits while ensuring regulatory compliance.

2005 – 2007

Direct Energy Marketing Ltd

Markham, Ontario

Director, Government & Regulatory Affairs

Responsible for regulatory interventions and lobbying, energy market evolution, policy development and advocacy in Eastern Canada. Represent company in multi-party negotiations with wide range of stakeholders and varying agendas. Manage team of professionals and industry experts influencing government policy and regulatory decisions. Provide regulatory advice and technical support to commercial and retail business units of a leading energy services company.

1997 – Present

Enbridge Consumers Gas*Toronto, Ontario***Manager Regulatory Strategy & Analysis**

Provided support/advice to President/Senior Management on regulatory strategy and risks
 Developed entry strategy and supported start-up of electrical distribution joint venture
 Manage applications for return on equity, system bypass, unbundling and facilities.
 Assessed industry trends and develop strategies to minimize regulatory risk

Manager Municipal Affairs

Negotiated model access agreement to ensure asset protection and franchise longevity
 Managed regulatory/government processes to minimize access costs (\$40M annual savings)
 Initiated and chaired key account teams to improve focus, efficiency and communications
 Lead municipal task force and development of company's municipal value proposition

Director Business Transitions

Assessed viability and recommended separating competitive ancillary programs from core utility
 Developed work plan for major change project (transferring 570 staff and \$760M in assets)
 Co-ordinated 20 cross-functional teams (involving 100+ senior managers & professionals)
 Managed separation of competitive and regulated businesses (2-year program)

Assistant to the Director Financial & Economic Studies

Managed financial analysis, business valuations and strategic planning pro forma
 Directed team of financial analysts and accountants to maximize regulatory returns

1990 - 1997

Ontario Energy Board*Toronto, Ontario***Senior Board Advisor**

Provided technical, economic, financial and policy advice to Chair, Vice-Chair and Board
 Provided regulatory advice to other jurisdictions in the US, Mexico, Australia and Europe
 Chaired industry committee, and prepared report recommending natural gas deregulation
 Provided support/input to electricity deregulation, white paper and Electricity Act
 Facilitated consensus solutions, resolved sensitive issues and managed press

Project Co-ordinator

Managed financial, technical and legal professionals in multi-party adjudication processes
 Evaluated and recommended alternatives to rates/facilities applications from electric/gas utilities
 Directed expert witnesses, evidence preparation, legal cross-examinations and arguments

Prior to 1990

Other Relevant Work Experience*British Columbia***B. C. Hydro and Power Authority, Engineering Division**

10 years experience in construction surveying, data control, land management and engineering in
 Route Location, Transmission Design, Substation Construction and Right of Way Control

Education**University of Western Ontario***London, Ontario*

Master of Business Administration, 1990

Bachelor of Arts in Economics, 1988

Top Ten Percent of Class

Dean's Honours List, UWO 1988 & UBC 1987

UBC Sopron Memorial Scholarship, 1987

B. C. Post-Secondary Scholarship, 1986 & 1987