

Gordon A. Kyle

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Lead extensive consultation with diverse stakeholders such as electricity, transmission facility owners, major consumers and consumer associations, traders, retailers and distributors, the ADOE, EUB and other government agencies.

Broad international and domestic business development experience in midstream energy infrastructure including liquids pipelines and terminals, gas distribution, transmission and storage opportunities. Entirely conversant with business practices on both sides of the Atlantic and in Latin America.

Proactive leader recognized for ability to deliver strong sustainable results. Leads through influence based on integrity in relationships and exhibiting confidence in others. Extensive operations management experience combined with a diverse scope of controllership-related experience, as well as business and technical management. Outstanding performance in facilitating developmental strategies that led to gaining market share and growing revenue.

Respected decision-maker with a demonstrated ability to build consensus among groups with conflicting interests using experiences developed as a professional mediator.

Areas of Expertise

Executive Management

- Lead the development of a fair, open and efficient wholesale market for the trade of electricity for Alberta Electric.
- Strategy development and change management.
- Managed aggressive cost reductions in last two positions.

International Business Development

- Built profitable international alliances through the building of sound professional relationships at the highest levels, in a culturally sensitive manner.
- Closed acquisition of a 25% ownership interest in a large refined products storage and transportation company in Spain for over \$500 million.
- The above acquisition and other potential projects are the result of affiliations forged over the last 4 years with oil & gas super majors; Repsol, Shell, BP and several others.
- Played key role in project identification and evaluation and agreement negotiation and due diligence activities.
- Conducted business and project development in over 20 countries; Latin America, Europe, Southeast Asia and the Arabian Peninsula.
- Developed bases for long-term consulting contract in Brazil, and the successful bid for five year O&M contract for gas transmission pipeline system in Oman.
- Participated in board meetings for existing assets in Colombia and Venezuela.

Professional Highlights

- Possesses high degree of personal initiative and personal responsibility to ensure projects contribute to shareholder values and guard against potential financial and legal harm to the company.
- Achieved outstanding results developing business relationships and influencing external decision makers. Assumed role of a key negotiator with foreign governments, state companies and potential partners at high levels.

Education

Chartered Accountant Designation
Institute of Chartered Accountants of Alberta

Masters of Business Administration
Major Accounting - University of Alberta

Bachelor of Science, Major Genetics
University of Alberta

Career Profile

Exceptional record of consistently exceeding corporate expectations and successive promotions to visible, senior management positions and highly demanding, pivotal role amplified by acquisitions and restructuring of corporate parameters.

Executive Vice-President

XXXXXXXXXXXXXXXXXX, Calgary, AB
June 2003 – February 2005

(AESO is Canada's first competitive customer-focused exchange for electricity and leads the safe, reliable and economic operation and planning of Alberta's power system).

- Hired to continue the development of a fair, openly competitive and efficient wholesale market for the trade of electricity.
- Manage a staff of 22 professionals covering specific functions such as Market Development, Commercial Services and Regulatory. Their main roles are market design and monitoring, the procurement of ancillary services and tariff applications to the Energy and Utilities Board (EUB).
- As a member of the Executive leadership team report directly to the President and CEO, and deliver regular presentations to the Board of Directors.

Selected Accomplishments

- Challenged to build and lead a new department in a new company with responsibility for corporate strategy; developed and presented the first five-year strategic plan to the Board.

- In conjunction with the Alberta Department of Energy, led a major review of the wholesale electricity market policy in the province, which will result in a new market design and policy in 2005.
- As part of the electricity market review, successfully implemented a new short term adequacy mechanism in 2004, requiring collaboration with a wide variety of stakeholders.
- In 2004, initiatives with respect to the purchase of ancillary services resulted in decreased expenditures of over \$35 million, despite increased electricity load in the province.
- Chaired several industry committees: AESO Market Committee, which consists of representatives of key value chain constituencies; Standing Advisory Committee, which consults on AESO regulatory matters, costs and other ad hoc committees; internal committees such as the Executive Rules Committee, and the Market Policy Steering Committee.
- Represent AESO on the Independent System Operators (ISO) Market Committee, an association of all North American quarterly ISO's meetings with the mandate to develop best practices on market policy and development.
- Speaker at several conferences in Calgary, Toronto and Banff.

General Manager, Toronto Operations

XXXXX Gas Distribution, Toronto, Ontario
July 2002 – May 2003

(One of the largest growing natural gas companies in North America, serving 1.7 million residential, commercial and industrial customers across Ontario.)

- Managed day-to-day operations with a staff of 330; operating budget of \$20 million and capital budget of \$46 million.
- Developed strategic relationships with senior municipal officials and politicians, government agents, business leaders and corporate partners.
- Ensured customer service levels are continuously met while meeting financial, operating and growth targets.

- Motivated staff at all levels through understanding, fairness and effective demonstrated leadership.
- Engaged in community activities, to heighten the profile of Enbridge, leading to branding benefits for affiliate companies.

Vice President

International Business Development

XXXXXX International Inc., Calgary, AB
1998 - present

- Scope of responsibilities included the overall planning, direction and coordination of Enbridge International business development activities and establishing and implementing international and domestic development policies, programs and objectives.

Development initiatives included the construction, ownership and operation of greenfield or existing liquid pipelines, storage systems and gas distribution and transportation systems.

- Negotiated all pertinent business contracts and agreements necessary to develop the opportunity into a project.
- Assembled project consortiums.
- Provided ongoing leadership to staff in recruiting, career development, department organization and supervision, and become directly involved and accountable for contract development once business opportunities have been identified and assessed.
- Supervised three senior level professionals, contract professionals, administrative staff and outside consultants.
- Reported directly to President of Enbridge International.

District Manager, Michigan

1994 - 1998

XXXXXX Pipeline Company

- Responsible for all pipelines and related facilities including receipt and delivery locations in the States of Michigan and New York.

- Ensured availability of pipeline and pumping stations. Eliminated downtime and call-outs by 20% over four years, decreasing operating budget in each of these years.
- Despite downsizing, was commended for improved morale, communications and teamwork exhibited by a staff of 90.
- Emergency response being a key issue, acted as on-scene commander at several small spills and other incidents.
- Responded to media interviews, landowner questions and regulatory agencies.
- Negotiated lease of 55 miles of pipeline from another company and purchased a tank farm. Supervised the start of 36 miles of construction to begin deliveries into the Toledo, Ohio area.
- Acted as lead management negotiator with union for all U.S. operations.

Manager, Northern Operations

1991 - 1994

- Accountable for entire operational and financial results, and maintenance activities for the 800 km Norman Wells Pipeline, stretching from NWT to Northern Alberta. Oversaw staff of 35. HSE was of prime concern being the first pipeline completely buried in permafrost, travelling through a virtually pristine wilderness.

Recent Professional Development

Strategic Leadership Program / Advanced Strategic Alliance Seminar / Creating and Managing International Business Relationships, Harvard Law School, Massachusetts / Project Finance Workshop / Senior Executive Development Program, Banff School of Advanced Management / Numerous in-house courses covering emergency response, media relations, safety management and preparation for union negotiations.