

## Stefan Born, MBA

514.414.0000 | sbornx@wg.com  
linkedin.com/in/bornsx

### BUSINESS ACUMEN

- Business Acumen & Judgement
- Legal Operations Management
- Financial Stewardship & Cost Controls
- Strategic Procurement
- Industry-Level Commercial Negotiations
- Green Energy Intellectual Property
- Change Management
- Team Development & Engagement
- Risk Analysis & Mitigation
- Compliance Programs (third-party risk, cybersecurity, and privacy)
- Regulatory & Government Relations
- Corporate Governance & Affairs
- Energy Sector Commercial Law, including complex arbitrations (hundreds of contracts negotiated)
- Billion-Dollar Energy Contract Negotiations
- Complex Negotiations & Presentations
- Fuels Agreements, Derivatives, FX Hedging, EEs, PPAs
- Hydro, Lands & Rights, & Real Estate
- Integrity & Ethical Decision-Making
- Indigenous Relations
- Federal Government Investments
- Environmental & Financial Stewardship
- Continuous Business Improvement
- Customer & Stakeholder Engagement
- Joint Ventures & Cross-Border Transactions

### INDUSTRY LEADERSHIP

- Canada Barristers' Society
- Canadian Bar Association
- Canadian Electricity Association
- CBA Credentials Committee
- CBA Chair of the Internal Review Subcommittee
- Legal Services Regulation In-House & Government Lawyers Working Group
- Professional Standards Committee (Real Estate)
- CBA - Chair of the Government & Public Sector Lawyers Section

### FORMAL EDUCATION

- Master of Business Administration
- Bachelor of Laws
- Bachelor of Business Administration

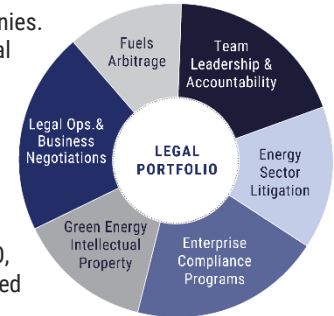
## Chief Legal Officer (CLO) for Canadian Energy Companies General Counsel | Assistant General Counsel

Legal, business, and corporate strategist serving energy companies. Trusted advisor to the CEO with in-depth experience in legal operations, commercial law, and ethical team leadership.

Authority for merging cost-effective legal resources with business priorities to support customers, employees, regulators, boards of directors, and other stakeholders with diversified legal expertise.

Positioned to lead, drive innovation, and navigate change in a complex and competitive global energy marketplace as the CLO, General Counsel, or Assistant General Counsel for vertically integrated electric utilities in Canada and the U.S.

Verified success leading international consortia and negotiating with leaders and in-house counsel of Fortune 500 companies. Honored recipient of the Award of Merit, North American Energy Industry Award of Excellence.



### PROFESSIONAL EXPERIENCE

#### DIRECTOR LEGAL | EMERGENT POWER CONSORTIUM | ONTARIO, CANADA

2021 – PRESENT

Report to EVP Regulatory, Legal, and Business Planning with an annual budget of \$10.5M. Promoted to Director Legal for delivering exemplary results. Lead a specialized team of 7 legal professionals, advising senior management and the executive leadership team on commercial transactions while mitigating risk in a constantly evolving energy marketplace. Sources and manages external legal counsel.

The mandate for this role is supporting the vision of the “electric utility of the future” by recalibrating legal services with the business strategy to ensure defensible and compliant resource allocation.

- **As the principal negotiator**, contributed to electricity rate stability for customers by **achieving 99.8%** of the province’s overall cost savings budget target via the Strategic Procurement Team with six provinces.
- **Drafted and negotiated key agreements** for the Ross Hydro Life Extension and Modernization Project valued at **\$120M**.
- **Saved an estimated \$1.1M in arbitration costs** by negotiating a mutual termination agreement with a major service provider in default (alleged) of service levels. Created a comprehensive notice of arbitration and detailed claim with an offer to defer the claim for 30 days, therefore empowering parties to resolve the issue. The outcome of this 10-month long resolution process restored control over the termination process and produced a seamless transition to a new provider.

#### SENIOR SOLICITOR | EMERGENT POWER CONSORTIUM | ONTARIO, CANADA

2012 – 2021

- **Recruited to lead the transformational Master Meter Program (MMI)**—a consortium of 6 utilities (with 1 external utility) worth a total of \$193M. A highly complex collaboration of companies negotiating with a single vendor under exceptionally challenging conditions brought the project to a celebrated and successful implementation stage under budget. The project involves procurement of approximately 9 million smart meters for electricity customers in Canada and the United States and serves as a precedent for international industry consortia while delivering innovation and choice to the customer. The scale of efficiencies produced an **approximate savings of \$12M** from reduced meter pricing, delivering rate stability to the customer.
- **Saved thousands of hours each year across the enterprise** (and significant costs) by spearheading a 2 year-long, 19-person team (post-USA acquisition) Contract Lifecycle Management (CLM) solution to streamline the hundreds of affiliate contracts originated in MS Word each year and stored in dozens of locations. Due to software differences, security concerns, and keeping affiliates engaged in the project, it was a challenging exercise in change and project management. The CLM mitigates risk by tracking deviations from the standard language, creating a central repository, version control, obtaining required approvals, and enforcing the Alon Matrix. The electronic signature function was vital during COVID-19 with the work-from-home mandate.
- **As a minority owner, accountable for 29 contracts** (approximately \$90.5M for South Coast and \$14M for Mable) for the procurement and construction of the South Coast Wind Farm (one of the largest wind farms in Quebec), with 25 wind turbines delivering 98 megawatts of electricity.

An intrapreneurial lawyer who consistently delivers top results.

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**LEGAL COUNSEL | NATIONAL JUSTICE | MONTREAL, QC****2008 – 2012**

National Team Legal Services Division

- **Served as the exclusive lawyer** to deliver legal services for the Royal Canadian Mounted Police “ZZ” Division Headquarters in Montreal with an \$89M budget and total project cost of \$119M. Having originally gone to tender as a Public-Private Partnership, this expansive project required several complex contracts, including lease, leaseback, property management, and service level agreements.
- **Drafted and negotiated the multimillion-dollar long-term lease** for Montreal’s National Museum of Immigration.
- **Responsible for 80%+ of the national Surplus Federal Real Property** for Homelessness Initiative transactions conducted by the Federal Crown for the fiscal year 2010 and 2011.

**SOLICITOR | CEA POWER | OTTAWA, ON****2006 – 2008**

- **Collaborated with a 3-person team to negotiate** multiple Power Purchase Agreements for 280 MW of renewable energy worth **\$1.98B** over the life of the agreements.
- **Negotiated and drafted critical agreements** for the Aussie Coast Unit 22 Waste Heat Recovery Project valued at **\$82M**.
- **Completed the protracted land acquisition** and secured the flowage rights for the largest hydro facility for CGH Hydro including 1,830 acres and hundreds of kilometers of easements for access, distribution, and transmission lines.

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**EARLIER CAREER ABSTRACT**

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**MANAGER BUSINESS DEVELOPMENT KEMPENFELT BAY | RAVEN TITLE GUARANTY COMPANY | BARRIE, ON | 2004 – 2006**

Led the risk assessment function for the Lake Simcoe Region. Reported to Vice President, Business Development with 1 direct report. Effectively managed office resources including, hiring, training, and managing employees. Compiled budget, sales, and marketing reports.

- Increased revenues 360% in four years by Establishing Stewart Title as the preferred partner for lawyers throughout the region. Developed an extensive network of clients, colleagues, and industry in southern Ontario. Consistently exhibited professionalism and commitment to clients with exemplary outcomes in support of the business strategy.
- Researched critical legislative changes, implemented changes in business processes, product utilization, and evaluated results. Facilitated meetings with large diverse groups of clients leading to increased customer engagement and revenues.
- Streamlined business procedures, order processing, and underwriting guidelines. Developed and implemented the marketing strategy for the Atlantic region. Created marketing materials for identified growth opportunities. Initiated various promotional campaigns. Generated growth in both existing and new markets.

**COUNSEL BUSINESS DEVELOPMENT AND UNDERWRITING | RAVEN TITLE GUARANTY COMPANY | BARRIE, ON | 2002 – 2004**

Responsible for underwriting residential and commercial title insurance policies for residential and commercial properties throughout the region. Reported to President, Canadian Division.

- Reviewed and analyzed underwriting matters and approve decisions. Analyzed customer activity and developed business growth strategies for target markets. Increased customer base and expanded product usage. Led marketing strategies, including trade shows, presentations, and industry conferences. Trained clients to use customized software applications. Initiated and developed educational programs for lawyers, lenders, and realtors.

**ASSOCIATE LAWYER | ELDON WOODS | BARRIE, ON | 1996 – 2000**

Led a general law practice, including corporate, commercial, employment, and property with an emphasis on real property law.

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**FORMAL EDUCATION & CERTIFICATIONS**

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**Master of Business Administration (MBA)** | University British Columbia | 2002**Bachelor of Laws (LLB)** | Awarded for Highest Standing in Collective Bargaining | University of Victoria | 1996**Bachelor of Business Administration (BBA)** | Queen’s University | 1992

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**CURRENT PROFESSIONAL MEMBERSHIPS**

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**Member** | Practising Status | National Law Society | **Member** | Non-Practising Status | Province of Alberta**Member** | Association of Corporate Counsel | **Member** | Legal Committee | Global Electricity Association**Member** | Canadian Bar Consortium

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**INDUSTRY ASSOCIATIONS**

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**Member** | Credentials Committee | Canadian Bar Association | 2006 – Present**Chair** | Internal Review Subcommittee | Canadian Bar Association | 2013 – Present**Member** | Professional Standards Committee – Real Property | Canadian Bar Association | 2011 – 2017**Member** | In-House and Government Lawyers Working Group | Canada Federation of Law Associations | 2019 – Present**Chair** | Government and Public Sector Lawyers’ Section | Canada Federation of Law Associations | 2001 – 2011**Chair** | Real Property Section | National Bar Association | 2017 – 2014