

## Dr. Ann Penner

### PROFESSIONAL EXPERIENCE

- 2019 – Present: Principal, Three Point Perspectives. Provides a wide range of strategic advice and services in the areas of trade policy, trade negotiations and trade law on the basis of Dr. Penner’s experience in academia, government and trade adjudication
- 2013 – 2019: Member, Canadian International Trade Tribunal (CITT)
- 2008 – 2012: Principal, AEP Communications. Provided a wide range of communications-related advice and material to government and private sector firms, including strategic communications plans, tight storylines to convey complex policy options, policy and/or consultation documents for use within and outside government, speeches, editorials, briefs and visual and oral presentations
- 2005 – 2006: Acting Deputy Director, Communications and Consultations Unit, Multilateral Trade Policy Division, International Trade Negotiations and Disputes Directorate, Agriculture and Agri-food Canada.
- 1999 – 2004: Senior Trade Policy Analyst, Multilateral Trade Policy Division, International Trade Negotiations and Disputes Directorate, Agriculture and Agri-food Canada
- 1996 – 1998: Trade Policy Analyst, International Trade Policy Directorate, Agriculture and Agri-food Canada
- 1996: Robertson Fellow, Department of Foreign Affairs and International Trade – Six-month fellowship to pursue post-doctoral research under the leadership of the Director-General of Economic and Trade Policy

### ACADEMIC EXPERIENCE

- 2019 - Present: Adjunct Professor, Trinity Western University, Laurentian Leadership Centre (POLS 493 - Law, Public Policy and Cultural Change)
- 2019 - Present: Sessional Professor, Norman Patterson School of International Affairs, Carleton University (INAF 5101 - The Politics and Institutions of International Trade)
- 1998: PhD in Canadian Politics and Comparative Politics, Carleton University – Course work in Canadian federalism and constitutional law. Research in Canadian trade policy and international trade law and dispute resolution.
- 1992-1996: Teaching Assistant for various courses on Canadian Politics, Carleton University
- 1993: M.A. in Political Science (Canadian Politics), Carleton University
- 1992: Combined Honours B.A. in Political Science and History, Wilfrid Laurier University

### LANGUAGE PROFICIENCY

- March 1999: French proficiency (as required by the Public Service Commission of Canada) – Exemption level for reading/comprehension, level C for writing, and level B for oral proficiency.

## ANNOTATED CV

In 1996, Dr. Penner received a PhD from Carleton University in Canadian Politics (with an emphasis on Canadian federalism, the Charter of Rights and Freedoms, and Canadian trade policy) and Comparative Politics (with an emphasis on North American trade policies, international trade agreements and international trade dispute resolution mechanisms).

Just prior to the completion of her degree, she was awarded the Robertson Fellowship from the Department of Foreign Affairs and International Trade. This experience deepened her knowledge of Canadian trade policy and international dispute resolution. Over the course of the Fellowship, she published a research paper for the Department on Chapter 19 of the North American Free Trade Agreement (trade remedy dispute settlement mechanism).

In the fall of 1996, she joined Agriculture and Agri-Food Canada's (AAFC) Multilateral Trade Policy Division. Over the next 10 years, she worked as a Trade Policy Analyst, Senior Trade Policy Analyst and Acting Deputy Director, managing files related to Canada's Special Import Measures Act (*SIMA*), biotechnology and agricultural trade, the environment and agricultural trade, federal and provincial agricultural trade issues, and interprovincial trade barriers and dispute resolution under the Agreement on Internal Trade (AIT). She was also a member of Canada's negotiating teams to various international negotiations, including the World Trade Organization (WTO) agriculture negotiations and the United Nations (UN) negotiations on the Biosafety Protocol, and took part in international meetings such as those of the Asia-Pacific Economic Cooperation (APEC). From 2005-2006, she managed the communications and consultations unit of the Division, ensuring that the full range of agri-food stakeholders were consulted as the WTO Agriculture Negotiations unfolded. She also was responsible for developing a wide range of communications products and strategies for Canada's negotiating team to the WTO Agriculture Negotiations. Her time in the Department gave her hands-on experience in the development/implementation of trade legislation, regulations and policies at the domestic and international levels. It also underscored the manner in which stakeholders can be engaged in the development of trade policy and trade strategies. Most importantly, it highlighted the importance of good communications, both from government and to government to ensure that the interests of stakeholders are reflected well.

In 2008, she founded AEP Communications, a privately owned and operated communications consulting firm. She provided clients both from government and the private sector with a wide range of communications-related advice and material, including strategic communications plans, tight storylines to convey complex policy options, policy and/or consultation documents, speeches, editorials, briefs and visual and oral presentations. The broad client base that she developed was the direct result of the many successful working relationships she built while in government. Meeting her clients' needs meant handling their issues with care given the sensitivity of the subject matters, and making recommendations about how best to communicate their needs to audiences within and outside of government.

In January 2013, she was appointed to the position of Permanent Member of the CITT. Between 2013 and 2019, she decided many complex cases in the areas of trade remedies, procurement, customs and excise appeals as a sole adjudicator, a presiding member of a panel, and member of a panel. Deciding cases required her to interpret and apply legislation, including the *SIMA*, the *Customs Act* and the *Excise Act*, as

well as multilateral and bilateral free trade agreements to which Canada is party. Moreover, it developed her oral and written communication skills in that she always took the view that the most important role of an adjudicator is to communicate his/her decisions in a clear, straight forward manner so that all parties (and especially the losing party) understand the rationale behind the decision. Finally, deciding cases as a presiding member and/or member of a panel necessitated her good inter-personal skills; leadership, cooperation and strong working relationships with other members and staff were essential in any given case, especially given the complexities involved in many of the cases that come before the Tribunal.

In addition to her adjudicative role at the CITT, she took a leadership position in the Tribunal's internal governance structure as Co-chair of the CITT's Outreach Committee. She helped to create the CITT's Advisory Committee: a body made up of representatives of Canada's legal and business communities and tasked with providing recommendations to the Tribunal about its accessibility, transparency and fairness. Throughout her time at the CITT, she continued to work closely with the Advisory Committee, building and strengthening relationships with its members to ensure that the Tribunal's practices and procedures reflected the commercial realities in which Canadian producers and businesses operate. She also spoke to a range of associations about the work of the CITT.

In 2019, she founded Three Point Perspectives, a privately owned and operated consulting firm. It provides a wide range of strategic advice and services in the areas of trade policy, trade negotiations and trade law on the basis of Dr. Penner's experience in academia, government and adjudication. Depending on the needs of her clients, Dr. Penner will partner with other firms and experts in the field.

She is presently teaching upper-year and graduate level courses in the areas of law, public policy and international trade at two Canadian universities.

Taken together, her experience in academia, government, trade adjudication and the private sector have equipped her to:

- Deal with complex and sensitive issues within the context of domestic and international laws, regulations and policies.
- Critically analyze vast bodies of information to pinpoint key issues upon which policy and legal decisions can (and must) be made.
- Understand the public policy making process and the key points of contact during which a stakeholder should get involved to best represent their interests.
- Establish and maintain successful working relationships with government officials at all levels (both within and outside of Canada) and representatives of the private sector in order to secure their trust, represent clients of her own business, manage people under her direct authority, and determine how to appropriately represent confidential and sensitive information in a clear way.
- Communicate complex decisions both orally and in writing to a wide range of audiences, within and outside of government.