



**CANADIAN FEDERATION
OF INDEPENDENT BUSINESS.**

4141 Yonge Street, Suite 401
Toronto, Ontario M2P 2A6

June 10, 2015

COPY FILED VIA RESS

Ms. Kirsten Walli
Board Secretary
Ontario Energy Board
P.O. Box 2319
2300 Yonge Street,
27th Floor
Toronto, ON M4P 1E4

Dear Ms. Walli:

Re: Rate Design for Electricity Commercial and Industrial Customers
Board File No. EB-2015-0043

The Canadian Federation of Independent Business (“CFIB”) seeks participant status and cost award eligibility in the above captioned review and consultation process. CFIB is interested in participating fully in meetings, consultations, and/or hearings that may be convened by the Board, and by written comment on reports or proposals that may be issued for comment under this docket number. Specifically as set out in the Board’s letter dated May 28, 2015, CFIB wishes to participate in the planned stakeholder presentation and consultation meetings, and to provide comments on the report that will subsequently be prepared by Staff.

CFIB and Its Members

Founded in 1971, CFIB is a not-for-profit advocacy group, representing the interests of more than 109,000 owners of small and medium-sized businesses, distributed across all industry sectors and all regions of Canada. CFIB aims at ensuring the economic development of its members - whether they are one person home-based businesses or companies employing hundreds of people for the best interest of their communities.

Approximately 42,000 of the 109,000 CFIB members are located in Ontario. As such, CFIB’s members represent a large portion of the commercial electricity and natural gas consumers in Ontario. CFIB’s members are located throughout Ontario, and are therefore customers (either directly or as tenants of bulk metered buildings) of many of the electricity and natural gas distributors regulated by the Board.

CFIB’s members reflect the regional and economic diversity of Ontario, as they include many commercial sectors such as agriculture, natural resources, construction, manufacturing, wholesale, retail, transportation, arts, finance, insurance, real estate and leasing, professional services, enterprises and administrative management, social services, hospitality, personal, miscellaneous

services and others. As diversified commercial electricity and natural gas consumers, CFIB's members are concerned with all matters pertaining to the supply and price of these vital energy sources.

Recently CFIB has participated through legal counsel and experts in stakeholder consultations on the Board's Renewed Regulatory Framework for Electricity and Encouraging Electricity Distributor Efficiency. CFIB hopes to continue to take a strategic, targeted approach to its future participation before the Board, becoming involved to where it can offer the unique perspective of small and medium-size businesses in proceedings with wide implications for its members.

Cost Award Eligibility

CFIB has reviewed the Board's criteria and requests a determination of cost award eligibility on the following grounds:

1. CFIB's Ontario members are consumers in relation to services that are regulated by the Board, (i.e. both electricity and natural gas service), and therefore have a direct interest in the regulation of these services; and
2. As a non-profit organization, CFIB does not have access to any other funding sources. CFIB relies on the cost awards it receives from the Board to effectively participate in, and assist the Board in these regulatory processes.
3. Neither CFIB nor its members are parties that would be ineligible for a cost award.

The Board has determined in prior proceedings that CFIB is eligible for a cost award.

Legal Counsel and Advisors

For these proceedings, CFIB's legal counsel is Fasken Martineau Dumoulin LLP. Jennifer McAleer of that firm will appear on our behalf. Our regulatory consultant is Paula Zarnett, of BDR NorthAmerica Inc. Ms. Zarnett will be assisted on the file by Colleen Richmond, an Associate of BDR. Their qualifications are attached.

CFIB Contacts:

If CFIB's request for participant status and cost award eligibility is granted, CFIB requests that further communications with respect to this matter be sent to the following:

Plamen Petkov
Vice President, Ontario
 CFIB
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 Toronto, ON, M2P 2A6
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 Fax: 416-222-6103
Plamen.Petkov@cfib.ca

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 Barristers and Solicitors
 333 Bay Street, Suite 2400
 Bay Adelaide Centre, Box 20
 Toronto, ON M5H 2T6
 Tel : 416 366 8381
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jmcaleer@fasken.com

Paula Zarnett, Vice President

BDR NorthAmerica Inc.

34 King Street East, Suite 600, 6th Floor

Toronto, ON M5C 2X8

Tel: 416-807-3332

Fax: 416-214-1643

pzarnett@BDRenergy.com

All of which is respectfully submitted,

Canadian Federation of Independent Business

Plamen Petkov

Vice President, Ontario

CC: *Nicole Troster, CFIB*
André Turmel, Fasken Martineau DuMoulin LLP
Jennifer L. McAleer, Fasken Martineau DuMoulin LLP
Paula Zarnett, BDR
Colleen Richmond, BDR



Jennifer McAleer

Partner

Toronto

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www.fasken.com/jennifer-mcaleer

Jennifer McAleer practices a wide variety of corporate/commercial litigation and administrative law. She has appeared before all levels of court in Ontario as well as a wide range of administrative tribunals. Jennifer has significant experience in professional regulation and has served as independent legal counsel to the Discipline Committee of the College of Physicians and Surgeons of Ontario since 2007.

As a member of the firm's Energy Law Practice Group, she has advised clients with respect to a variety of energy regulation matters, has challenged municipal by-laws impacting power development, and has represented clients before the Ontario Energy Board and the Pipeline Arbitration Committee.

Jennifer has been involved in two significant public inquiries. Between 2004 and 2007 she was co-counsel to the former premier of Ontario at the Ipperwash Public Inquiry and in 2007 she was appointed Assistant Commission Counsel to the Goudge Inquiry into Pediatric Forensic Pathology in Ontario.

Jennifer represents clients in a wide variety of other matters including auditor's negligence, product liability, pensions, employment, contract and shareholder disputes, and has acted for both public and private entities in international arbitration.

Areas of Practice

Litigation & Dispute Resolution

Alternative Dispute Resolution

Energy

Power

Oil & Gas

Commercial Litigation

Waypoint: Collaborative Legal
Project Management

Education

BA (Hons),
University of Ottawa, 1994

LLB,
Dalhousie University, 1998

Year of Call

Ontario, 2000

Languages

English

Representative Experience

- College of Physicians and Surgeons of Ontario
Independent Legal Counsel to the Discipline Committee and Fitness to Practice Committee (2007 - Present)
- *Weihua Shi v. Superintendent of Financial Services and Holcim (Canada) Inc.*
File No. P0515-2013, Financial Services Tribunal
- *626381 Ontario Limited et al v. Kagan, Shastri et al, 2013 ONSC 4114*
Appointed *Amicus Curiae*
- *Bradley v. Trans-Northern Pipelines Inc.*
Counsel for the successful respondent in an arbitration by Pipeline Arbitration Committee, April 1, 2013
- *Terrace Manor Limited v. Sobeys Capital Incorporated, 2012 ONCA 782 (CanLII)*
Counsel to the successful applicant, Sobeys
- *Terrace Manor Limited v. Sobeys Capital Incorporated, 2012 ONSC 2657 (CanLII)*
Counsel to the successful applicant, Sobeys
- *Hamilton (City) v. Metcalfe & Mansfield Capital Corporation, 2012 ONCA 156 (CanLII)*
Advised Metcalfe & Mansfield Capital Corporation
- *Mine Safety Appliances Company v. Superintendent of Financial Services*
Decision No. P0470-2011, Financial Services Tribunal (2012)

- *Cobalt Engineering v. Genivar Inc.*, 2011 ONSC 4929.
- *Hamilton (City) v. Metcalfe & Mansfield Capital Corporation*, 2010 ONSC 7184 (CanLII)
- Assistant Commission Counsel to the Goudge Inquiry into Pediatric Forensic Pathology in Ontario, 2007-2008
- *Linens 'N Things insolvency proceedings*
Counsel to RSM Richter Inc., the Interim Receiver, Receiver and Trustee in Bankruptcy
- *Ipperwash Public Inquiry* 2004-2007
Co-counsel to former Ontario Premier Mike Harris
- *John Doe v O'Dell*, (2003), 230 D.L.R. (4th) 383 (Ont.S.C.J)
- *Canada (Attorney General) v. Rainone Construction Ltd. et al.*, [2003] O.J. No. 6088 (Q.L.) (S.C.J.)
- *Schwabe (Guardian of) v. Heilborn*, 2003 CanLII 37122 (ON SC)

Presentations

- Objection, Your Honour! The Advocate Society, April 17, 2015
- What's New in Pensions, Labour, Employment & Human Rights Group Seminar (Fasken Martineau Institute), September 30, 2014
- Recent Developments in Tribunal Practice, 9th Annual National Forum on Administrative Law & Practice, October 23 - 24, 2013
- Litigation Strategies for Administrative Tribunals, The Advocates' Society, May 23, 2013
- Strategy Behind the Case, Symposium for U of T Law Students, November 14, 2012
- Ethical Hot Spots for In-House Counsel, Toronto Fasken Martineau Mini-Symposium, November 14, 2012
- Professional Responsibility and Ethical Considerations in the Resolution of Disputes, Toronto Fasken Martineau Mini-Symposium, November 3, 2011
- Take the High Ride Home, Mentoring Dinner, The Advocates' Society, May 11, 2011
- 19th and 20th Annual Operation Update, Joint Event by Ontario Bar Association and The Law Society of Upper Canada, October 2009 and 2010
- Evidence Tune-Up for Busy Litigators, The Advocates' Society, September 6, 2010
- Preparing for Examinations for Discovery, University of Toronto Summer Institute, 2009 and 2010
- The Use of Crown Disclosure in Civil Actions, Criminal Law Issues Affecting Civil Litigators, Ontario Bar Association, September 24, 2008
- How Canadian Civil Courts Really Work, Summer Law Institute: Civil Law Confidential: Three Tough Lessons, Ontario Justice Education Network, August 26, 2008
- The Future of Cyber Torts, 4th Annual Commercial and Civil Litigation Series, Insight Information, June 13, 2007
- Breakfast Seminar Series: More Basics of Litigation Demystified, October 5 & 26, November 16, 2006

Memberships and Affiliations

- Member, Canadian Bar Association
- Member, Ontario Bar Association
- Member, The Advocates' Society

Rankings and Awards

- Lexpert's Guide to the Leading US/Canada Cross-Border Litigation Lawyers 2011 as one of the "Canadian Litigation Lawyers to Watch"

Community Involvement

- Member, World Wildlife Fund, Living Planet Circle
- Member, Toronto Humane Society

PAULA ZARNETT

Paula Zarnett has more than 30 years broadly based experience specializing in regulatory compliance, regulated tariffs and pricing issues for electricity and gas utilities. She has been responsible for design and implementation of a wide variety of innovative rates including time of use, both for large industrial and for residential customers, curtailment incentives, and special rates for retention of water heating loads. She has performed cost allocation studies for utilities serving customers with electricity, natural gas and steam, including a one-year, cross-functional study for a major electric distribution utility.

Following a series of rate specialist positions in both the electricity and natural gas sectors, she was promoted to the position of Manager of Marketing and Energy Management at Toronto Hydro. There, her responsibilities included all rate and regulatory issues, customer research including load research and forecasting, and customer program design with a focus on conservation and demand management.

In her consulting practice, Paula provides a variety of advisory and analytical services to clients facing the challenges of both traditional and restructured energy markets, with a focus on issues impacted by regulatory policy and process. Her work includes business case and project feasibility analysis, cost allocations and pricing designs, energy sector mergers and acquisitions, and expert testimony before regulators. She is a skilled hands-on analyst and facilitator of cross-functional project teams. She was an instructor in Cost Allocation and Rate Design at CAMPUT's Energy Regulation Course, 2006, 2007 and 2008, and recently delivered a two-day seminar on these subjects to the New Brunswick Energy and Utilities Board. She has been accepted as an expert witness in New Brunswick and Ontario.

She has performed assignments for clients in North America, China, Ghana, and Barbados.

SELECTED EXPERIENCE BY SUBJECT AREA

(INCLUDES PROJECTS UNDERTAKEN AS A CONSULTANT, AND IN THE COURSE OF RESPONSIBILITIES WITHIN ORGANIZATIONS)

Rate Designs and Pricing Studies

IGPC Ethanol Inc. – supported the intervention of this industrial consumer in the rate application of its gas supplier, Natural Resource Gas

Rogers Cable and Communications Inc. – representation at Ontario Energy Board staff consultation process with regard to rate designs for Ontario's electric distribution utilities; development of policy and position documents, attendance at stakeholder meetings, analysis in support of positions on rate design for General Service classification and unmetered scattered loads; distribution cost allocation stakeholder process and 2006 distribution rate handbook.

City of Markham (Ontario) – recommendations for restructuring water and wastewater rates

Oklahoma Gas and Electric – review of results of residential time of use rate pilot including estimation of impact of the rate design on total customer consumption and peak hour consumption (load shifting).

Summerside Electric/City of Summerside – advisory and analysis service with regard to proposals of Maritime Electric for an Open Access Transmission Tariff.

Nova Scotia Department of Energy – advisory and analysis services to support intervention in Nova Scotia Power’s request to the regulator for approval of a fuel adjustment mechanism.

BC Hydro – assisted a staff team in development of a Phase I report on long-term rate strategy; research on rate designs in several North American jurisdictions.

Energy East (RGE and NYSEG) – analysis as to the potential value of load shifting which might take place as result of rate-driven (time of use or critical peak pricing) programs supported by universal interval metering in the State of New York; regulatory precedents as to cost recovery for advanced metering and meter reading technology

East China Grid Company – advice in developing and simulating an unbundled electricity distribution tariff for Shanghai Municipal and four provincial electric power companies

British Columbia Ministry of Energy and Mines – advisory and due diligence services with regard to recommendations by the British Columbia Utilities Commission for implementation of proposed Heritage Contract and stepped rates to wholesale and industrial customers.

Perth-Andover Electric Light Commission – long-term rate strategy and detailed bundled retail rate designs for all electricity consumer classifications.

Toronto Hydro-Electric System – development of market-based transfer pricing proposal for services to the regulated distribution utility, from a proposed competitive business affiliate.

Volta River Authority (Ghana) – development of tariff structure and preliminary rates for open access use of the national electric transmission system in Ghana.

Enwave District Energy Limited – determination of appropriate customer classification and pricing design alternatives for a district steam system in a context of competitive electricity and gas markets and wider service choices for existing and potential customers.

Toronto Hydro – development and initial implementation of time of use rates for residential and large industrial customers; development of pricing strategies and policies for all customer classes.

Toronto Hydro – development of all customer rate designs, implementation strategy, and preparation of annual submissions for approval of the rates. Managed a team of specialists in the preparation of associated detailed studies, load forecasts and load research.

Testimony before Regulators

ORAL:

Toronto Hydro-Electric System – Testified before the Ontario Energy Board in support of the allocated costs of service to customers that are individually metered suites in multi-unit residential buildings.

Saint John Energy – Testified before the New Brunswick Public Utilities Board in support of intervention in the Cost Allocation and Rate Design application of New Brunswick Power Distribution and Customer Service Corp.

ICG Utilities – coordinated preparation of applications, supporting materials, and other aspects of regulatory process for regional gas utility managements, as member of a head office specialist team; provided expert technical services in rate design, cost allocation, and working capital allowance determination (lead-lag); testified in three hearings before British Columbia regulator on the subject of lead-lag studies.

Toronto Hydro – Testified before Ontario Energy Board on bulk power rate issues

Rogers Cable and Communication Inc. – Testified before Ontario Energy Board in support of consensus for treatment of certain unmetered electricity loads in the development of guidelines for electricity distribution rates.

WRITTEN ONLY:

Essex Power, Bluewater Power and Niagara-on-the-Lake Hydro – expert testimony in support of intervention in the application to the Ontario Energy Board for approval of an acquisition by Hydro One Networks Inc. of Norfolk Power

Greater Sudbury Hydro – study to allocate costs of services purchased from affiliate

Bluewater Power – study to allocate costs of services provided to and purchased from affiliates

Kingston Hydro – study to review transfer pricing methodologies and allocation of shared costs for services provided by non-regulated affiliates.

FortisOntario – Three studies to allocate corporate and shared costs among regulated and non-regulated affiliates

EnWin Utilities – study to allocate corporate and shared costs among corporate affiliates

Ontario Power Authority – model development and analysis in support of evaluation of a potential generation, transmission and demand response alternatives in York Region; report in support of generation alternative to the Ontario Energy Board.

Cost Allocation and Load Research

City of Summerside – expert testimony in support of intervention in the application of Maritime Electric to the Island Regulatory and Appeals Commission for approval of an Open Access Transmission Tariff (public oral hearing to follow).

Rogers Cable and Communications Inc. – now representing this consumer stakeholder in a regulator-driven process to resolve issues regulator-mandated methodology for the allocation of costs to street lighting and other unmetered loads

Toronto Hydro-Electric System – Study to allocate the cost of service to customers that are individually metered suites in multi-unit residential buildings.

Rogers Cable and Communications Inc. – represented a consumer stakeholder in a regulator-sponsored stakeholder process to determine a cost allocation methodology and analysis approach for information filings by all electric distribution utilities in Ontario.

FortisOntario – methodology review of allocation of shared costs to regulated and non-regulated business units and preparation of evidence for application to Ontario Energy Board for approval of 2006 electricity distribution rates

Perth-Andover Electric Light Commission – study to allocate the bundled costs of electricity service to customer classes and assess the impacts on cost allocation of changes to the wholesale rate structure.

Saint John Energy – two studies to allocate the bundled costs of electricity service to customer classes; one of these studies included analysis of metered system load profiles and publicly available typical customer profiles to develop demand allocation factors (third study including load research data now in progress).

Enwave District Energy Limited – study to allocate costs of service for a district steam system as a basis for pricing redesign; study included analysis of detailed time-related customer consumption data as a basis for allocation of costs, as well as operating and financial data.

Toronto Hydro – planning and execution of customer load research projects, including deployment of research metering, load data analysis and related customer research and surveys.

Toronto Hydro – coordination of first comprehensive cost of service study, a one-year cross-functional project, including in-depth data collection, selection of allocation methodologies and development of computer-based analytical tools. Led subsequent updates and refinements to the study.

ICG Utilities Ltd. – fully allocated cost of service studies for natural gas distribution systems in Manitoba and Alberta, including data analysis and development of computer-based analytical framework.

*Business and Strategic Planning,
Mergers and Acquisitions*

City of Edmundston/Energy Edmundston – business plan reflecting acquisition of distribution service territory and new supply contracts with NB Power

City of Edmundston/Energy Edmundston – analysis and strategic support in negotiation of contracts with NB Power for:

- Acquisition of 3,000 customers within the territorial boundaries of the City of Edmundston
- Purchase of wholesale electricity supply
- Sale of output of the City's hydro generators; and
- Sale of a portfolio of rental water heaters.

City of Sault Ste. Marie – review of municipally-owned electricity distribution company with regard to ownership options, capital structure and financing.

Brantford Power – facilitation of strategic planning session for Board of Directors.

Orillia Power – facilitation of strategic planning session for Board of Directors and key staff

Oakville Hydro – facilitation of regulatory strategic plan

Burlington Hydro Inc. – advisory services and analysis in connection with bid to acquire a local distribution utility.

Markham Hydro Distribution Inc. and Town of Markham – Due diligence services in support of amalgamation with Hydro Vaughan Distribution Inc. to form PowerStream Inc.

City of Guelph – independent advisor to the City with regard to fairness of ownership proportion in proposed merger; analysis of ownership options

Oshawa PUC Networks Inc. – policy recommendations for customer connections and capital contributions.

Township of King - advice to municipality staff with regard to potential construction of a peaking generator in response to a contract award from Ontario Power Authority

Hydro Ottawa Holdings Inc. – as part of a larger project to provide strategic advice on four business units, provided financial modeling for valuation of Energy Ottawa Generation.

Town of Markham, City of Vaughan and City of Barrie – analysis, due diligence and advisory services in evaluation of potential investment in the solar business of PowerStream Inc.

PUC Distribution Inc. – advisory services and analysis in connection with certain issues of new assets and affiliate relationships

Regulatory and Industry Policy

Ontario Energy Board – cross-jurisdictional review and assessment of regulatory approaches to the issue of farm stray voltage across North-America

Ontario Energy Board – comparison of heritage contracts and similar arrangements in leading jurisdictions

Ontario Energy Board – identification of appropriate roles and responsibilities for the OEB under alternative industry and market structure scenarios, including default supply arrangements

Barbados Public Utilities Board – study to recommend procedures, rules and systems for oversight of the natural gas sector by a new regulatory agency.

Toronto Hydro – testimony in public hearings before the Ontario Energy Board on subjects of wholesale and retail rate policy and electricity market development; advised management in strategy related to regulatory compliance and industry regulatory issues.

Electricity Distributors Association -- analysis of cash flow patterns of electricity distribution utilities in Ontario reflecting customer payment patterns and market settlement requirements

Electricity Distributors Association – study to determine the financial benefit to municipalities of ownership of local distribution companies (LDCs).

National Grid Co. -- Assessment and overview report on regulatory framework and issues in Ontario.

Bruce Power – Assessment and overview on industry structure, generation and transmission capacity, pricing and issues in New Brunswick

CMS Energy – report on Ontario electricity industry structure, market, and regulatory environment, in support of decision to respond to RFP for new generation in the province

New Brunswick Municipal Electric Utilities Association – cross jurisdictional survey with respect to policy as to regulation of municipal utilities and rural cooperatives.

CAREER HISTORY

2001 – Present

BDR – consultant specializing in rate designs, cost and financial analysis, business planning and energy market restructuring issues.

1998 – 2001

In association with Acres Management Consulting – consultant specializing in rate designs, cost and financial analysis, business planning and energy market restructuring issues.

<i>1995 – 1998</i>	Toronto Hydro – Manager, Marketing and Energy Management
<i>1993 – 1995</i>	Toronto Hydro – Special Assistant to the General Manager (responsible for organizational performance improvement initiatives)
<i>1986 – 1992</i>	Toronto Hydro – Supervisor of Rates and Cost Analysis
<i>1984 – 1986</i>	Toronto Hydro – Senior Rate Analyst
<i>1981 – 1984</i>	ICG Utilities Ltd. – Coordinator, Rate Administration
<i>1979 – 1981</i>	H. Zinder & Associates Canada Ltd. , Senior Analyst

EDUCATIONAL AND PROFESSIONAL QUALIFICATIONS

<i>Degrees and Designations</i>	Society of Management Accountants of Manitoba, CMA University of Calgary, Masters of Business Administration (Finance) University of Toronto, Bachelor of Arts (Hon), Anthropology
<i>Professional Association</i>	Society of Management Accountants of Manitoba
<i>Continuing Professional Development</i>	Queens University School of Business, Marketing Program Queens University School of Business, Sales Management Program Society of Management Accountants of Canada—Customer Profitability Analysis Society of Management Accountants of Canada—Strategic Cost Management Society of Management Accountants – Auditing I

PROFESSIONAL INVOLVEMENT

<i>Teaching and Training, Industry Committees</i>	Instructor in Cost Allocation and Rate Design for Annual Energy Regulation Course, CAMPUT (Canadian Association of Members of Public Utility Tribunals) 2006, 2007, 2008. Member and Vice-Chair, Electricity Distributors Association Commercial Members Steering Committee (2007 to 2014) Member – Ontario Energy Board Cost Allocation Working Group (2003 and 2005-6) Member – Ontario Energy Board Working Group on Cost Allocation for Unmetered Electricity Loads (2012-2013) Member – Municipal Electric Association Cost of Service Sub-Committee (1986-1988)
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COLLEEN A. RICHMOND

An experienced professional with diversified and cross functional expertise in Ontario energy Regulatory Affairs and Human Resources. The wide range of positions of authority and responsibility held over the years has enhanced skills and knowledge and their applications in advisory, supervisory, coaching/mentoring and leadership roles. An effective communicator, active listener with developed people skills, a decisive decision maker, organizer and problem solver. Resourcing and coaching skills and abilities also have helped direct reports and colleagues to achieve their workplace goals in timely, efficient, success sustaining ways. In addition, possesses the ability to review and distill large amounts of data and assess complex issues to extract and identify essential, key content ideas and need-to-know information, as required. A self-starter and team player with an excellent performance track record.

Over twenty-seven years of working at energy utilities has equipped Colleen with a wealth of experience in the Ontario Energy Industry. Solid and effective working relationships have been developed with senior and key individuals in Ontario energy sector organizations, including electricity and gas distribution companies (LDCs); Electricity Distributors' Association (EDA); Ontario Energy Board (OEB); Ontario Power Generation (OPG); and Independent Electricity System Operator (IESO).

As in-house regulatory expert at Toronto Hydro, Colleen participated in various aspects of rates applications including writing thorough and persuasive evidence, argument, responses to intervenor interrogatories and other related submissions to the OEB. Colleen managed Toronto Hydro's compliance relationship with the OEB and provided relevant, compliance-related advice and direction to business units. Similar responsibilities at PowerStream Inc. additionally provided experience working with and resolving Privacy (FIPPA, MFIPPA, PIPEDA) matters.

SELECTED EXPERIENCE BY SUBJECT AREA

Regulatory and Ontario Energy Industry Policy and Process

PowerStream Inc. – oversaw and steered corporate Regulatory and Privacy functions. Researched and authored various Corporate regulatory documents on behalf of the President and CEO. Reinforced and strengthened staff business knowledge and understanding of related matters, including policies related to Regional Planning for Electricity infrastructure then under development

Toronto Hydro and PowerStream Inc. – provided expert analysis and advice to senior executive and key managers on regulatory strategy, policy, compliance and communication issues

Toronto Hydro and PowerStream Inc. – prepared thorough, persuasive evidence, argument and submissions to OEB in relation to rates applications; responses to intervenor interrogatories; licence applications; regulatory Code-making proceedings; and OEB Guidelines and Policies

Toronto Hydro and PowerStream Inc. – represented Toronto Hydro in IESO interactions and both utilities in OEB-sponsored and external stakeholder proceedings and consultations

Process Improvement

Toronto Hydro – established and implemented Toronto Hydro’s Regulatory Compliance Program

Toronto Hydro – established and implemented protocols and procedures for formal interactions with OEB

Change Management

Toronto Hydro – Designed, authored and executed a Corporate Change Management plan to facilitate employee transition through a period of major corporate change

Teaching and Training, Industry Committees

PowerStream Inc. and Toronto Hydro – Developed and delivered Regulatory educational presentation materials for Supervisory, Engineering and other staff. Participated on industry committees through the Coalition of Large Distributors (CLD)

Toronto Hydro – Developed in-house Employment Equity and Human Rights policies and delivered associated training to all levels of Front-line, Management, Directors, including the Executive

CAREER HISTORY

Present

BDR – Consultant specializing in Ontario energy Regulatory Affairs matters, practices and procedures; and Human Resources

Jan 2013 - Jun 2014

PowerStream Inc. – Manager, Regulatory and Government Affairs

2001 – 2012

Toronto Hydro – Senior Advisor, Regulatory Affairs

1998 – 2001

Toronto Hydro – Regulatory Affairs Coordinator

1988 – 1998

Toronto Hydro – Human Resources Professional in Recruitment, Labour Relations and Employment Equity

1994

Toronto Hydro – Supervisor, Corporate Communications

1986 – 1988

Toronto Hydro – Various Technical Positions in Electrical Engineering Division

1981 – 1986

Transamerica Life – Supervisor, New Services

EDUCATIONAL AND PROFESSIONAL DEVELOPMENT

Education

Human Resources Management Diploma – Ryerson University
Electrical Engineering Technology – Ryerson University
IESO – Ontario’s Physical Markets & Market Settlements

*Continuing Professional
Development*

Regulatory Courses:
- Electrical Utility Consultants, Inc. (EUCI)
- Canadian Gas Association (CGA)
Trainer Skillshop – NTL Institute

Professional Association

Ryerson Alumni
Women in Electricity (Ontario)

April, 2015
