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JUDY SIMON

Vice President

Judy Simon, Vice President, is an environmental scientist and strategic planner with over 25 years experience in water, energy and environmental issues. Her work has focused on water and energy efficiency and conservation, energy regulation, renewables, and climate change. Judy has extensive experience in both the public and private sector and has been a management consultant in the environmental field for 20 years.

Judy was a part-time Board member of the Ontario Energy Board between 1992 and 2002, giving her extensive knowledge and experience in the development and implementation of natural gas and electricity regulatory frameworks in Ontario.

EXPERTISE

- Energy efficiency/conservation (DSM/CDM), distributed energy, and renewable energy policy analysis, program development and implementation
- Water conservation policy and programming
- Environmental best practice research and identification
- Program monitoring, evaluation and reporting
- Stakeholder, engagement, social marketing and training
- Electricity and natural gas markets and energy regulation in Ontario
- Energy adjudication
- Strategic planning

EMPLOYMENT HISTORY

- Vice President, IndEco (1994 - present)
- President, Judy Simon + Associates (1989 – present)
- Part-time Board Member, Ontario Energy Board (1992- 2002)
- Manager, Technology Policy, Ontario Ministry of Industry, Trade and Technology (1987-1989)
- Manager, Environmental Assessment Branch, Ontario Ministry of Environment (MOE) (1982-1987)
- Environmental Planner, Environmental Assessment Branch, MOE (1981-1982)
- Energy Planner, Conservation and Renewable Energy Group, Ontario Ministry of Energy (1980-1981)

- Energy Researcher, Algas Resources, Trans Canada Pipelines (1978)

PROFESSIONAL QUALIFICATIONS

Master of Environmental Design (Environmental Science), University of Calgary (1980)

Bachelor of Science, University Scholar, Great Distinction, McGill University (1977)

APPEARANCES

2008	Ontario Energy Board, on behalf of GLOBE regarding the OEB low-income policy proceeding
2005	Ontario Energy Board, on behalf of Low-Income Energy Network regarding CDM policies and programs, regulated price plan and other matters
2004	Ontario Energy Board, on behalf of Milton Hydro regarding the approval of its 2005 CDM Plan
2004	Ontario Energy Board, on behalf of Brantford Power regarding the approval of its 2005 CDM Plan
2003	Ontario Energy Board, on behalf of Enbridge Gas Distribution Inc. regarding their DSM framework and incentive mechanisms
1985	Joint Board, Ontario Hydro Southwestern Ontario Transmission System Expansion Program. On behalf of the Ontario Ministry of the Environment regarding Ministry environmental policy and approvals

ADVISORY COMMITTEES AND BOARDS

April 2009 to present	Chairman, Board of Directors, Clean Air Partnership
April 2008 to present	Member, Toronto Atmospheric Fund Grants Committee
Jan. 2006 to present	Member, Board of Directors, Clean Air Partnership

Jan. 2005 to July 2006	Member, City of Toronto's Environment Roundtable
Oct. 2002 to March 2006	Member, Grants and Loans Committee, Toronto Atmospheric Fund
Apr. 1999 to 2002	Vice President, Environment, Provincial Council of Women
Dec. 1996 to Mar. 2008	President of the Board of Directors, Canadian Environmental Law Association (CELA)
Apr. 1994 to Mar. 2008	Member of the Board of Directors, CELA
May 1992 to May 2002	Part-time Board member of the Ontario Energy Board
Sept. 1990 – Dec. 2001	Member, Environmental Advisory Panel to the President, Ontario Hydro

AWARDS

1981	Commendation from Mayor, City of Toronto, for work on Toronto Recycling Action Committee
1977-1980	Natural Sciences and Engineering Post-graduate Scholarship
1972-1977	McGill University Scholarship
1972 -1977	Steinberg Canada Scholarship

SELECTED PROJECTS

Recognition and award program development

- MEARIE Group, Electricity Distributors Association. Design and delivery of a series of 7 CDM courses for Ontario's municipal electric utility staff and development of associated certification and recognition program including recognition at an awards dinner, in the industry newsletter and on the EDA website. Project manager.
- University Health Network (UHN). Design and implementation of multi-pronged recognition programs for three UHN hospitals. These recognition programs were part of a comprehensive energy management and engagement program designed and implemented for the hospitals. Senior advisor.

- Brant County Power. Design and development of an award and recognition program that encouraged residential customers to save electricity. Project manager.
- City of Toronto. Repositioning of the Better Buildings Partnership *Environmental Awards of Excellence Program* and raising awareness of the program. Project manager.

Environmental best practices

- Canadian Gas Association. Preparation of 2010 update to DSM best practices report (2009). Project manager.
- York Region. Identified and documented best practices related to municipally run water conservation programs in North America for the residential, multi-residential and ICI sectors for 2009. Work is being updated for 2010 best practices. Senior advisor.
- Enbridge Gas Distribution. Benchmarked customer care practices in gas utilities across North America. Project manager.
- Association of Energy Service Professionals. With Mike Brophy of Enbridge, prepared a paper and delivered it at the AESP Conference in San Diego, Feb. 2009 on best practices in gas DSM monitoring and evaluation. Project manager.
- Canadian Gas Association. Identified and documented DSM best practices for monitoring and evaluation in Canadian gas utilities. Project manager.
- Electricity Distributors Association. Presented a comparison of CDM in US jurisdictions and in Ontario and Ontario at EnerCom 2007. Project manager.
- Association of Energy Service Professionals. Published a paper and delivered a presentation on DSM Best Practices in the Canadian Natural Industry, winter 2007.
- Electricity Distributors Association. Prepared and delivered a presentation on CDM best practices in gas and electric LDCs to EDIST Conference with Enbridge Gas Distribution, winter 2006. Project manager.
- Canadian Gas Association. Identified and documented natural gas DSM best practices among natural gas utilities across Canada with Bruce Vernon & Associates. Project Manager.
- Enbridge Gas Distribution. Identified and documented of best practices regarding incentive mechanisms in North American Gas utilities with Navigant. Project manager.

Research and analysis of environmental programs and policies

- Canadian Gas Association. Conducted a research study to investigate the implications for traditional natural gas distribution franchises of increased competition from alternative energy services for their traditional load base (space and water heating) and best practices in rate design, including decoupling, for dealing with these implications. Project manager.
- Independent Electricity System Operator. Through a series of interviews, developed a profile of the hospital and long-term care sector related to energy use and their educational needs related to energy management, with a focus on educational needs related to the switch from the regulated price plan to the wholesale market. Sectoral reports that included recommendations to the IESO on tools, processes and materials the IESO could develop that would meet these educational needs were prepared. Senior advisor.
- Canadian Electricity Association. Prepared a report on evaluation of conservation programming which formed the basis of proceedings on a joint CEA-NRCan workshop. Project manager.
- Canadian Gas Association. Prepared a policy paper on declining average across gas utilities in Canada and recommendations on treatment in rates. Project manager.
- Conference Board of Canada. Principle author of discussion paper on successful natural gas regulatory DSM frameworks in Canada, published in November 2005.
- Canadian Energy Efficiency Alliance. Senior advisor on Webinar on best practices with Enbridge Gas Distribution.
- Enbridge Gas Distribution. Surveyed and documented natural gas DSM in North American jurisdictions with Navigant. Project manager.
- Canadian Energy Efficiency Alliance. Co-author of paper, "The Consumer Benefits of Interval Metering, with Marion Fraser, Fraser & Company. Project manager.
- Ministry of Industry, Trade and Technology. Worked with the Cabinet Subcommittee on Free Trade and prepared the Cabinet Subcommittee on Free Trade report which was tabled in the Ontario legislature. Project manager.
- Enbridge Gas Distribution. Advised on customer care policy for their sub-metering affiliate. Project manager.
- Enbridge Gas Distribution. Benchmarked customer care programs, including those for seniors and hardship customers

compared with other Canadian and US utilities and jurisdictions. Made recommendations on improvements to programs and linkages to DSM programs. Project manager.

Stakeholder engagement, social marketing and training

- Toronto Atmospheric Fund. Prepared a strategy to 'hand-off' TAF programs to public and private sector organizations. Project manager.
- City of Toronto. Interviewed 12 internal and several external stakeholders to identify energy opportunities and priorities for City of Toronto-owned facilities as part of the research for the facilities energy plan for City-owned buildings and lands. Project manager.
- York Region. Design and deliver community based social marketing (CBSM) approach to the delivery of York Region's water conservation rebate programs for the residential, multi-residential and ICI sectors. Design and deliver CBSM strategies for each of the programs and identify and incorporate, as appropriate, related water conservation best practices. Part of a 3-year delivery program (2009-2011). Senior advisor and quality assurance officer.
- University Health Network. Designed and delivered employee CBSM programs to save energy at UHN hospitals (2007-2010). Senior advisor.
- Ontario Energy Board. Facilitated the development of the short-term 2010 regulatory framework for low-income natural gas demand-side management through the facilitation of a multi-stakeholder working group set up by the Board and prepared a report that documents the framework, consensus and non-consensus positions of working group participants. Project manager and lead facilitator.
- Ontario Energy Board. Facilitated the development of the framework for the Board's emergency low-income energy financial assistance program through the facilitation of a multi-stakeholder working group set up by the Board. The result of this work was documented in a final report to the Board. Project manager and lead facilitator.
- Toronto Catholic District School Board. Designed and implemented the Energy Drill demand response one -year pilot program in three boards and eight schools across the GTA. Program funded by the Ontario Power Authority and in partnership with the City of Toronto, Toronto Hydro, Milton Hydro, Toronto Catholic District School Board, Halton District

School Board and the Halton Catholic District School Board. This program is based on a social marketing campaign and the implementation of specific energy drill protocols. Senior program advisor.

- City of Ottawa and Canadian Gas Association. Designed and delivered a workshop to local builders, architects, engineers, utilities, energy managers and consultants on conservation and renewable energy opportunities in Ottawa to improve air quality and reduce GHGs. Project manager.
- City of Mississauga and Canadian Gas Association. Designed and delivered a workshop to builders, architects, engineers, utilities, energy managers and consultants on conservation and renewable energy opportunities in Mississauga to improve air quality and reduce GHGs. Project manager.
- CDM Training for LDCs. Developed and delivered 4 IndEco training seminars to LDCs on CDM, most recently in April 2009. Senior trainer.
- Canadian Gas Association and Canadian Electricity Association. Designed and facilitated a seminar session on best practices in DSM/CDM and preparation of a report which documented the results – issues, lessons learned – from the series of 4 workshops held across Canada over 2007-08. Project manager and lead facilitator.
- Ontario Power Authority. Designed and delivered of the stakeholder consultation process for the \$400M CDM program including the design and delivery of the Program Design Advisory Group and Program Operations Design Group activities. With Navigant Consulting. Project Manager.
- Burlington Hydro. Designed a partnership with Canada Centre for Inland Waters and BHI to promote awareness related to opportunities for commercial building retrofits and distributed generation (gas and solar) for BHI's largest customers. Project manager.
- Milton Hydro. Designed and implemented a breakfast seminar series with the utility's GS customers on DR. Senior advisor.
- Canada Mortgage and Housing Corporation. Developed and implemented a design charette for multi-residential and commercial buildings which became a key basis for CMHC to offer these charettes with Sustainable Buildings Canada across the country. Project manager.

- Association of Canadian Distillers. Design and deliver annual training (face to face and web-based training) for facilities staff on environmental reporting to NPRI. Account executive.
- Association of Canadian Distillers. Designed a pilot social marketing and employee engagement program for a member manufacturing company. Project manager.
- Association of Canadian Distillers. Designed and delivered a training and awareness program on energy efficiency opportunities in whiskey manufacturing plants to manufacturer members.

DSM/CDM planning, program development, implementation, monitoring and evaluation

- City of Toronto. Preparation of facilities energy plan for Toronto-owned buildings and lands. Project manager.
- University Health Network. Managed the 3-year (2007-2010) comprehensive energy management program including community based social marketing, employee engagement, operator training, audit and retrofits. Senior advisor.
- Ontario Sustainable Energy Association (OSEA). Advised on the preparation of submissions to the OEB on transmission, proposed CDM Code and Enbridge's 2011 DSM Plan. Project manager.
- Enbridge Gas Distribution. Prepared a review of the OEB *Demand Side Management (DSM) Guidelines for Natural Gas Distributors*. Project manager.
- Enbridge Gas Distribution. Prepared a review of the OEB report *Measures and Assumptions for Demand Side Management (DSM) Planning*. Project manager.
- Ontario Power Authority. Prepared an evaluation of Veridian and PowerStream **peaksaver** Neighbour Referral custom programs. Senior advisor.
- Hydro One. Delivered the 2008 Power Savings Blitz. Account executive.
- Barrie Hydro. Delivered the 2007 and 2008 Electricity Retrofit Incentive Program (ERIP). Delivered the marketing and promotion related to 2008 Great Refrigerator Roundup (GRR), **peaksaver**, Summer Savings programs. Delivered the 2008 Power Savings Blitz. Account executive.

- Peterborough Distribution Inc. Delivered the 2007 ERIP and project management for Summer Savings, **peaksaver**, and GRRR. Senior advisor.
- NEPA group. Delivery of 2007 ERIP. Project manager.
- Chatham-Kent Hydro, Halton Hills Hydro, Middlesex Power Distribution and St. Thomas Hydro. Provided training and standard templates and practices for preparing applications and delivering OPA standard energy conservation programs. Project manager.
- Kitchener-Wilmot Hydro, Waterloo North Hydro and Cambridge North Dumfries Hydro. Provided training and standard templates and practices for the budgeting and work planning required for the preparation of applications to the OPA for funding for the delivery of LDC standard programs. Project manager.
- NEPA group. Provided training and assisted in the preparation of budgets and work plans for applications to the OPA for the delivery of standard conservation programs. Project manager.
- North Bay Hydro. Provided training and assisted in the preparation of budgets and work plans for applications to the OPA for the delivery of standard conservation programs. Project manager.
- Oakville Hydro. Provided guidance on the preparation of workplans and budgets for applications to the OPA LDC CDM fund. Project manager.
- Oakville Hydro. Prepared the OEB application to exceed 20% rule for CDM spending. Senior advisor.
- Sault Ste Marie PUC. Provided training, standard templates and practices and assisted the LDC in applying to the OPA for the delivery of standard conservation programs. Project manager.
- Enbridge Gas Distribution. Advised on DSM policies, regulatory treatment of DSM, low-income programs and other matters in the 2006 generic gas DSM hearing and on Enbridge's 3-year DSM plan. Project manager.
- Toronto Atmospheric Fund. Developed a municipal lighting program design for Toronto Atmospheric Fund. Work involved review of energy forecasts and needs in the GTA, survey of existing municipal and LDC lighting programs in the GTA, evaluation of measures (including TRC calculations), and preparation of written descriptions. Project manager.
- Burlington Hydro. Managed key aspects of the implementation of the 2005-2007 CDM plan including development of detailed

program designs, implementation plans marketing and advertising programs, as well as monitoring and evaluation systems for the utility's lighting retrofit programs for its general service customers, municipal customers, and for its residential new construction program. Project manager.

- Milton Hydro. Advised on Milton Hydro CDM portfolio for 2005 and for 2006. Senior policy advisor.
- Burlington Hydro and Milton Hydro. Advised on the development of post-third tranche 2006 CDM plans. Senior advisor.
- Enbridge Gas Distribution. Advised on improvements to its DSM regulatory framework including budget and target setting, stakeholder input, monitoring, evaluation and reporting with Navigant. Project manager.
- Enbridge Gas Distribution. Advised on improvements to its DSM incentive, with Navigant. Project manager.
- Toronto Hydro. Investigated options for Toronto Hydro to reduce customer bills including an illustrative approach for 2003 to DSM with Fraser & Company. Project manager.
- Ontario Energy Board. As Board member, a principal author of natural gas regulatory framework for DSM (E.B.O. 169-III); adjudicator in over 100 cases.

Strategic/business planning

- MaRS. Prepared an Energy Management Plan for the Toronto Discovery District. Senior advisor.
- MaRS. Prepared a District wide energy action plan (2009-2014) for the Toronto Discovery District. Senior advisor.
- Energy Efficiency Office, City of Toronto. Advised on the identification and evaluation of opportunities for strengthening partnerships with Toronto Hydro through joint work on DSM. Senior advisor.
- Energy Efficiency Office, City of Toronto. Developed a Sustainable Energy Business Plan for the Energy Efficiency Office for 2002. Senior advisor.
- City of Toronto. Developed the City of Toronto's Implementation Plan for the Environmental Plan. Project manager.
- Energy Efficiency Office, City of Toronto. Developed the Report on the Development of the Energy Plan for Toronto. Senior advisor.

- Northwatch. Provided advice and prepared a brief for OEB proceeding on generation connections taking into account special needs/situation of northern Ontarians including aboriginals and off-grid residents. Project manager.
 - Ontario Power Authority. Assisted in preparing the Chief Energy Conservation Officer's 2008 and 2007 Annual Reports. Project manager.
 - Ontario Power Authority. Assisted the OPA to design and launch the \$400M program for LDC CDM including establishing the rules for funding, the application process and the contract elements, and development of program templates and detailed program designs for the OPA's Standard LDC programs (Programs in a Box). With Navigant. Project manager.
 - Conservation Bureau. Provided business planning and strategic advice. This included guidance on the creation and implementation of internal policy and administrative structures, and the identification of staffing and budgeting requirements for the planning, coordination and reporting function. It also included completion of the LDC, government and other market player scorecard components of the Chief Energy Conservation Officer's 2006 Annual Report. Project manager.
 - Guelph Hydro. Developed a CDM business plan using IndEco's strategic planning process to develop priorities for the plan, and strategies to realize the priorities. Project manager.
 - Low-income Energy Network. Prepared submissions on Regulated Price Plan and low-income consumers to the OEB and prepared with FRC Canada. Project manager.
 - Canadian Energy Efficiency Alliance. Prepared strategy papers on CD; these were submitted to the OEB and to the Minister of Energy. Project manager. Served as DSM expert to Alliance's DSM policy committee.
 - Toronto Hydro and Milton Hydro. Developed business case that helped both utilities to decide to go forward to develop a DSM plan for 2003. Project manager.
 - Brewers of Ontario. Developed and implemented a business strategy for enhancement and recognition of environmental performance in packaging. Project manager.
- Brewers of Ontario. Developed an environmental strategy including opportunities to reduce energy use and emissions in new facilities and vehicles. Project manager.