

VIA E-MAIL& COURIER to the BOARD

February 20, 2013

Ontario Energy Board  
Attn: Kirsten Walli, Board Secretary  
P.O. Box 2319  
27<sup>th</sup> Floor, 2300 Yonge Street  
Toronto ON M4P 1E4

**RE: Encouraging Electricity Distributor Efficiency EB-2012-0397**

**REQUEST**

I am writing on behalf of the Federation of Rental-housing Providers of Ontario ("FRPO") in regard to the Encouraging Electricity Distributor Efficiency proceeding. Specifically, we are writing to request cost award eligibility in this proceeding.

FRPO was also accorded cost award eligibility in the five proceedings that were under the RRFE consultations and collaborated with others in sponsoring an expert to inform that process. Through communication with staff, though, we understand this to be a separate proceeding.

**SUPPORT FOR COST AWARD ELIGIBILITY**

FRPO is Ontario's leading advocate for quality rental housing, representing over 800 private owners and managers who supply over 300,000 rental suites across the province. Our members strongly believe that the rental-housing sector is best served by a competitive marketplace that offers choice and affordability in the provision of energy services. As a not-for-profit organization, FRPO does not have other funding sources to ensure experienced representation to participate in and assist the Board in these regulatory proceedings. FRPO has previously assisted the Board in other matters and has been awarded costs by the Board. Therefore FRPO would respectfully request a determination of eligibility for cost award in this proceeding.

**ISSUE**

As the voice of the owners and managers of residential rental properties in Ontario, FRPO believes it's membership is an important stakeholder in the energy market. FRPO represents the direct interest of its members who are impacted by changes to the regulated rates of the electric utilities. The work contemplated in this proceeding may lead to efficiencies that could impact the rates of our members.

## REPRESENTATION

FRPO's interests in this proceeding would be represented by Dwayne Quinn of DR QUINN & ASSOCIATES LTD (CV attached). Mr. Quinn was the director of the natural gas and water utilities of the City of Kitchener for over a decade during times of evolution of the respective industries. He has also represented FRPO and been of assistance to the Board in past proceedings.

If the intervention requested is granted, then FRPO asks that further communications with respect to this matter be sent to the following:

Mr. Dwayne R. Quinn  
DR QUINN & ASSOCIATES LTD.  
130 Muscovey Drive,  
Elmira, Ontario  
N3B 3B7

Phone: (519) 500-1022

Email: [drquinn@rogers.com](mailto:drquinn@rogers.com)

Thank you for your consideration of this request

Respectfully Submitted on Behalf of FRPO,



Dwayne R. Quinn  
Principal  
DR QUINN & ASSOCIATES LTD.

- c. P. Gasparatto - Board Staff  
V. Brescia - FRPO

**Dwayne R. Quinn, P. Eng., MBA**  
**DR QUINN & ASSOCIATES LTD.**  
**drquinn@rogers.com**  
**(519) 500-1022**

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**FOCUS**

Assisting organizations with proactive adaptation to legislative and regulatory evolution and resulting market developments. Identifying the organizations' needs and goals and using strategic insights into public policy evolution to develop strategic and tactical initiatives to address proactively the pending opportunities and challenges. As a professional engineer with a Masters of Business Administration, I have over 20 years of utility experience including over 10 years influencing public policy and regulation; achieving personal credibility with governmental and regulatory bodies.

**ACCOMPLISHMENTS**

- Evolved a combined, traditional gas and water utility into a customer-sensitive organization delivering bottom line value to customers and owners
- Instituted Mutual Gains (Interest Based) Bargaining with labour union in 1999
- Directed market research of customers and owners to determine their desires for the natural gas utility in a deregulated environment
- Developed and implemented a direct purchase strategy to buy natural gas for the utilities customers
- Directed the branding of Kitchener Utilities as the Community-Owned Utility
- Recontracted natural gas transportation and delivery agreements resulting in substantial savings
- Developed strategy to implement full cost recovery from water and wastewater systems receiving Council approval to represent the City at public hearings on the Draft Sustainable Water and Sewer Systems Act
- Directed market research of customers to determine their expectations of long-term outlook, investment and willingness to pay for sustainability
- Implemented the principles of the Sustainable Water and Sewer Systems Act absent regulations resulting in two consecutive 18% water and wastewater rate increases with significant public acceptance
- Worked with the Ministry of the Environment, Ministry of Municipal Affairs and Public Infrastructure Renewal to evolve financial regulations to be more effective for municipal water utilities

**RESULTS**

- Satisfied and engaged work force
- Customer understanding and appreciation for our service measured through Market Research
- Customer natural gas savings of over \$25 million in 7 years through implementation of direct purchase
- Incremental profits of over \$25 million dollars in same 7 years from the for-profit aspect of the natural gas utility while keeping customer rate increases below the rate of inflation
- Kitchener's water and wastewater utilities positioned to be fully financially sustainable
- Water and wastewater utilities across the province benefit from more effective financial planning regulations

# Dwayne R. Quinn, P.Eng., MBA

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## **BOTTOM LINE**

I am a highly motivated and passionate professional who believes in service. My pursuit of the interests of those I serve is paramount. Success has been achieved by attaining a comprehensive understanding of the situation coupled with an ability to match stakeholders' interests with opportunities. Much of what was accomplished in Kitchener was unprecedented in public service.

## **ACADEMIC AND PROFESSIONAL**

- Bachelor of Engineering Science (Chemical) - University of Western Ontario – 1985
- Association of Professional Engineers of Ontario – 1987
- Master of Business Administration – Wilfrid Laurier University – 1997

## **EXPERIENCE**

- Union Gas Limited – 1985-92  
Three successive positions of increasing responsibility covering Facilities Planning, Operations Engineering and Plant Construction. Improved simulation modeling techniques, pressure station design, workflow, performance and customer service.
- Babcock & Wilcox – Project Management – 1993-1994  
Project management on a \$200 million steam generator replacement project.
- City of Kitchener, Utilities Division – Engineering – 1994-98  
Engineering and plant construction for distribution system. Contributed to the updating and enhancement of engineering standards and construction coordination.
- City of Kitchener, Utilities Division – Director – 1998-2007  
Management, operations, regulatory lead and strategic direction of a combined gas and water utility. Contributed to the strategic evolution of Utilities to meet the challenges of natural gas deregulation and the implementation of the Sustainable Water and Sewer Systems Act, 2002.
- DR QUINN & ASSOCIATES LTD – Principal 2008-present.  
Established an independent consulting company providing advisory services in the fields of energy and infrastructure to clients in the public and private sectors.

## **COMMITTEES, ASSOCIATIONS & REPRESENTATIONS**

- Ontario Natural Gas Association – Board of Directors 1999-2000  
Contributed to the survival of the association for the benefit of its members
- Ontario Energy Association – Board of Directors 2000-2001  
Contributed to the design and implementation of a business plan to evolve the energy association to reflect the changing market
- Technical Standards and Safety Authority, Advisory Council 2000-2008  
Contributed to the Authorities strategic direction of Ontario natural gas industry's safety regulator putting Public Safety First during deregulation of utility services
- Ontario Energy Board – 1999-2007, 2008-12  
Lead Kitchener Utilities regulatory representation including submission of written evidence and supporting testimony until 2007 and subsequently, regulatory consultant for FRPO