



---

# Niagara-on-the-Lake Hydro Inc.

---

October 8, 2008

**VIA E-MAIL and Mail**

Ms. Kirsten Walli  
Board Secretary  
Ontario Energy Board  
Suite 2701  
2300 Yonge Street  
Toronto, Ontario M4P 1E4

**Re: Additional Witnesses –  
Niagara-on-the-Lake Hydro Inc. Application for 2009 Electricity  
Distribution Rates - Board File No EB-2008-0237**

Dear Ms. Walli,

Niagara-on-the-Lake Hydro would like to add two additional witnesses for our 2009 rate application process – James Ryan and Bruce Bacon. Their CVs are attached.

Yours sincerely,

Jim Huntingdon  
President.

Att.

**BORDEN LADNER GERVIAS**  
**BRUCE BACON**

---

**PROFILE**

- A Senior Consultant with over twenty-eight years experience in the electricity and natural gas industries evaluating the short and long term financial and pricing impacts of business alternatives.
- Proven record of success in managing the development of cost of service and cost allocation models, delivering presentations to senior management, preparing submission to the Ontario Energy Board (OEB), National Energy Board (NEB) and the Régie de l'énergie (Régie) as well as testifying before the NEB, the OEB and the Régie.
- Highly skilled in training, motivating and influencing staff as well as setting priorities and coaching teams.
- A strong team player, an excellent analyst and an effective communicator with strong interpersonal skills.

**Experience**

**BORDEN LADNER GERVAIS: SENIOR UTILITY RATE CONSULTANT**  
**November 2007 - Present**

- Assisted 30 electric local distribution companies ("LDCs") in the preparation of their 2008 and 2009 rebased rate applications

**ELENCHUS RESEARCH ASSOCIATES: SENIOR CONSULTANT**  
**May 2003 – November 2007**

- Assisted 25 LDCs in completing their cost allocation studies.
- Consultant to the OEB in preparing the OEB paper and cost allocation model used by LDCs in their recent cost allocation studies.
- Member of OEB Cost Allocation Working Group.
- Assisted in the preparation of numerous Distribution Rate Applications for over 15 LDCs
- Testified before the OEB supporting LDC Distribution Rate Applications.
- Member of four working groups for OEB 2006 Distribution Rate process.
- Provide ongoing regulatory advice to LDCs in Ontario

**ECONALYSIS CONSULTING SERVICES: SENIOR CONSULTANT**  
**1999 to 2003**

- Conducted power pricing studies for generation clients in Ontario.
- Supported the preparation of unbundled Distribution Rate Applications and Retail Transmission Rate Applications for over 30 electric local distribution companies within Ontario.

- Conducted distribution cost allocation studies for Hydro One, Oakville Hydro and St. Catharines Hydro.
- Conducted a cost efficiency study for Festival Hydro, St Thomas Energy and Woodstock Hydro Services.
- Participated on the OEB PBR Distribution Rate Task Force; the OEB Retail Settlement Code Task Force and the OEB Distribution System Code Task Force
- Testified at the OEB Generic Hearing on changes to the implementation of market-based rate of return.
- Prepared evidence and testified at the Régie on transmission rate design for Hydro Quebec.

**ONTARIO HYDRO: MANAGER, MARKETING SERVICES, CONSUMER & SMALL BUSINESS MARKETS, OHSC  
1996 to 1998**

- As a member of the Power Purchasing project, developed working knowledge of power trading and risk management techniques in order to risk manage the purchase of power from the power pool.
- Prepared various position papers for the Market Design Committee (MDC) to address retail market design issues and supported the OHSC representative at the MDC.

**ONTARIO HYDRO: SENIOR ADVISOR - STRATEGIC MARKETING, ONTARIO HYDRO RETAIL  
1995 - 1996**

- Directed a province wide team to develop a service charge and energy rate structure for 960,000 Ontario Hydro Retail customers.
- Assisted in the review of cost efficiency gains by rationalizing the operations of over 48 individual local Rural Area office structures.

**ONTARIO HYDRO: STRATEGIC ADVISOR - RETAIL RATES AND FORECASTS, RETAIL SYSTEM  
1990 - 1995**

- Responsible for setting and gaining approval of retail rates for 960,000 residential and small business customers.
- Provided analytical support to the 1994 Joint Study into Retail Electricity Service in Ontario.
- Lead the preparation of a minimum system study for the Ontario Hydro Rural system.

**TRANSCANADA PIPELINES LTD: SUPERVISOR, PIPELINE COST ANALYSIS  
1988 - 1990**

- Directed the preparation of long-term financial/rate impact studies submitted to the NEB for a \$1.2 billion and a \$2.5 billion pipeline

- expansion program.
- Testified before the NEB supporting the impact studies.
- Gained extensive knowledge of the supply and transmission business in the regulated natural gas industry.

**TRANSCANADA PIPELINES LTD: ASSISTANT SUPERVISOR, PIPELINE COST ANALYSIS  
1986 - 1988**

- Supervised the system development of TransCanada's financial and rate forecasting model.

## **EDUCATION**

**Marketing Management Program**

Ivey Business School, London, 1997

**B.Sc. Mathematics**

York University, Toronto, 1979

James (Jim) F. Ryan

Chairman, NOTL Energy Inc.  
2000- current

#### Education

MBA York University  
BSc. University of Western Ontario (Computer Science)

#### Work Profile

##### Currently

Chair of the Board of Governors Niagara College  
Chair of the Board Brantford Energy Inc.  
Chair of the Board Centre for Advanced Visualization  
President Niagara Regional Broadband Network Inc.

1991-1999 Sr. VP Dealer Operations Canadian Tire Corporation  
1988-1991 President Canadian Tire Petroleum  
1986-1988 President Pyne Management Inc.  
1984-1986 Sr. Director (Engineering Marketing, Product Development and Marketing Systems) Petro-Canada  
1972-1984 Shell Canada Ltd. Various positions including National Retail Manager, Manager Compensation, Management Development and Expatriates, Manager Operations (Engineering and Distribution), etc.