

UTILITIES CONSUMERS' GROUP
Box 9300
29 Wann Road
Whitehorse, Yukon Y1A 4A2
email: rondeau@northwestel.net

February 18, 2014

Yukon Utilities Board
Box 31728
Whitehorse, Yukon Y1A 6L3

Attention: Mr. Bruce McLennan, Chair

Re: Yukon Energy Corporation - Application for an Energy Project Certificate and an Energy Operation Certificate regarding the Proposed Whitehorse Diesel to Liquefied Natural Gas Conversion Project - UCG Consultants

Dear Mr. McLennan:

In its letter of intervention dated January 30, 2014, the Utilities Consumers' Group (UCG) indicated that it was having discussions to retain the services of the Public Interest Advocacy Centre in Ottawa as legal counsel for this proceeding as well as a regulatory consultant both of whom have assisted UCG in previous regulatory proceedings before the YUB.

UCG can now advise the Board that it has retained the services of Michael Janigan of the Public Interest Advocacy Centre in Ottawa as legal counsel for this proceeding as well as Pat McMahon as a regulatory and utility consultant. UCG will be submitting a cost claim at the end of these proceedings in accordance with the YUB's Rules of Practice and Scale of Costs Policy. Copies of retainer letters/contracts and qualifications are attached.

UCG submits that legal counsel is needed to ensure that UCG's best interests are maintained throughout this quasi-judicial proceeding and to ensure that cross-examination and arguments delivered during the oral hearing assist the Board in its deliberations and are in keeping with established regulatory standards. The regulatory and utility consulting services provides UCG with a wide array of advisory and research services that address the strategic, financial and regulatory issues raised in this proceeding based on an extensive history of dealing with similar issues in the Yukon and other jurisdictions.

Please direct any questions on this submission to me at the above email address.

Yours truly,

Roger Rondeau
Utilities Consumers' Group

cc: YEC and Registered Parties (via email)

Legal Services Agreement

Between

Utilities Consumers' Group (the "UCG")

And

Michael Janigan ("Counsel")

SERVICES

Counsel will provide legal services in accordance with the instructions of UCG with respect to the Application by Yukon Energy Corporation (YEC) to the Yukon Utilities Board (YUB) for approval of an Energy Project Certificate and an Energy Operation Certificate regarding the Proposed Whitehorse Diesel to Liquefied Natural Gas Conversion Project pursuant to Board Order 2014-01. These services may include such assistance that may be required at all stages of the proceeding including but not limited to:

- Preparation and/or review UCG's correspondence, submissions, information requests, evidence, motions prior to the hearing of the within application as required;
- Preparation for, and attendance at, any hearing or pre-hearing of this application as required and conduct of UCG representation thereat;
- Preparation of argument as required;
- Review and comments (as required) on any material received / issued by the UCG;
- Other services as required pertaining to the regulatory review of this application.

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FEES and CHARGES

The charges assessed for the services listed above will be based on hours worked and out-of-pocket expenses in accordance with the current cost claim policy for interventions of the YUB, and subject to the approval of the same by the YUB in accordance with the aforesaid policy.

APPROVAL

It is hereby acknowledged that UCG has requested and Counsel has agreed to deliver the services detailed in this Services Agreement.

February 18, 2014

A handwritten signature in black ink, appearing to be 'Michael Janigan', written in a cursive style.

Michael Janigan
Special Counsel
Regulatory and Consumer Affairs
Public Interest Advocacy Centre
Ottawa, Ontario

[Original signed by]

Roger Rondeau
for
Utilities Consumers Group

MICHAEL GERARD JANIGAN

1975 Lauder Drive Ottawa ON K2A 1B3

Residence: 613 724-7936

Business : 613 562-4002 x 26

Cell: 613 600-8762

mjanigan@piac.ca

mdje@rogers.com

EDUCATION

B.A. (Science) University of Western Ontario

J.D. University of Western Ontario

Called to Degree of Barrister-at-Law; admitted to practice as a solicitor of the Supreme Court of Ontario

Admitted to the State Bar of California

L.L.M. (Competition Law), (with merit) University of London

WORK EXPERIENCE

2012- Present

Special Counsel, Public Interest Advocacy Centre

Responsibilities include supervision and lead counsel representation in the Ontario Energy Board on behalf consumer, seniors, and tenant groups in Board proceedings involving issues of policy and rates for the electricity industry (generation, transmission and distribution), and natural gas distribution. Other duties include consumer advocacy in issues of airline travel and general consumer protection

1992 - Present

EXECUTIVE DIRECTOR AND GENERAL COUNSEL

Public Interest Advocacy Centre

Responsibilities include the supervision of all legal representation of public interest cases, primarily in regulatory tribunals such as the Canadian Radio-Television Telecommunications Commission, and the Ontario Energy Board, the overseeing of research publications and law reform proposals primarily association with regulation and regulated industries, and the day-to-day management of a national organization with individual and group members representing over two million Canadians in issues associated with the delivery of important public services. This includes the presentation and advocacy of the consumer position before legislative committees, government policy makers, and in the media. The Centre's main focus is the regulation of public utilities in the telecommunications, broadcasting, energy, financial services and transportation industries as well as issues associated with banking, privacy, competition, electronic commerce and general consumer protection.

2001- 2006

OF COUNSEL to Washington D.C. law firm, Law Office of Scott Hempling; the Hempling firm provided advice to public utility commissions throughout the United States on regulatory law

and practice

- 1989 -1992 CITY AND REGIONAL COUNCILLOR, Dalhousie Ward, City of Ottawa and Regional Municipality of Ottawa-Carleton
- 1989 - 1992 ASSOCIATE in firm of Beach & Doyle, Barristers & Solicitors, and Ottawa
- 1981 - 1989 PARTNER in firm of Smith-Janigan, Barristers & Solicitors; practice primarily concerned with general litigation as well as labour arbitration, and administrative tribunal representation
- 1980 - 1981 ASSOCIATE in firm of Morrison, Smith, Hollander, Janigan, Barristers & Solicitors

PUBLIC AND COMMUNITY SERVICE

Recipient of Community Leaders in Justice Fellowship, Law Foundation of Ontario, 2009

Chair (Government of Ontario appointee) of the Board of Directors of the Travel Industry Council of Ontario (TICO) 2010 - present, Member of the Board, 2003 to 2008. TICO governs all of the approximately 2,500 travel retailers and travel wholesalers registered in Ontario, and administers an industry-financed Travel Compensation Fund

Member of the Board of Directors, British Columbia Public Interest Advocacy Centre (PIAC), 1992 to present

Former Member of the Board of Directors of the Great Canadian Theatre Company, Ottawa

Former Member of the Board of Directors of the Centretown Citizens (Ottawa) Corporation (Non-profit Housing Developer)

Former Member of the Board of Directors of Community Legal Services of Ottawa

PUBLICATIONS

Basic Service at the Crossroads: Will Universality be Saved, (June 2011) published in The Internet Tree, Marita Moll, editor, Canadian Centre for Policy Alternatives, Ottawa

Waiting for the Dream: The Consumer Case for Telecom Reform and Results-Based Regulation, (December 2010), ISBN 1-895060-96-6 PIAC, Ottawa

The Practice of Extra Charges in the Canadian Marketplace, September 2009, ISBN 1-895060-91-5, PIAC, Ottawa

Using the Competitive Edge for Consumers; Submission to the Competition Policy Review Panel, PIAC, (January 2008)

The ATCO Case: Did the Supreme Court of Canada Alter the Regulatory Compact? (June 2007), ISBN 1-895060-87-7, PIAC, Ottawa

Smart Regulation: A Consumer Brief (June 2006) PIAC, Ottawa

Letting Everyone Help: Removing Barriers to Participation in Energy Conservation, PIAC (March 2006)

Response to Market Dominance in Newly Competitive Utility Markets (October 2003) PIAC, Ottawa

Electricity Restructuring: A Consumer Update (November 2002) PIAC, Ottawa

Taking the Market Temperature: A Snapshot of Energy Markets in Transition, PIAC, and (November 2001) PIAC, Ottawa

Keeping the Lights On: Maintaining Universal Access to Electricity (with Karen Miller), ISBN 1-895060-48-6, 2001, PIAC, Ottawa

Improving Consumer Remedies under the Competition Act (November, 1997) PIAC, Ottawa

CUBs for Canada? Can the Citizen Utility Board Model Organize Canadian Consumers and Will it Work for Cable TV? ISBN 1-895060-38-9, (1995) PIAC, Ottawa

The Dash for Cash - Post Competition Rate Manoeuvring by Local Telephone Companies in Canada (with Philippa Lawson), ISBN 1-895060-37-0, (1994) PIAC, Ottawa

Fairness, Competition and Efficiency in the Ontario Natural Gas Market, ISBN 1-895060-41-9, (1993), PIAC, Ottawa

SELECTED PRESENTATIONS

“The Historical Context of Judicial Decision Making- Tie Goes to the Runner”, April 2012, Canadian Bar Association Biennial Conference Communications Law

“Abandoned in the Marketplace”, Jurisprudence Centre, Carleton University, March 2011, Ottawa, Ontario

“The Consumer Role in Regulation”, Community of Federal Regulators Conference, January 2011, Ottawa, Ontario

“New Consumer Activism – Vanguard and Rearguard Action?” Insight Canadian Telecommunications Forum, November 2008, Ottawa, Ontario

“Are the Meek Ever Blessed in Regulation? Can Moderation Be Excellence?” Canadian Association of Members of Public Utility Tribunals Conference, May 2007, Kelowna, British Columbia

“Is the Playing Field Level? A Survey of Travel Industry Advertising and Competition issues”, Travel Law Conference, March 2007, Toronto, Ontario

“Repetition without Admonition: The Struggle against Regulation”, Insight Telecommunications Forum, October 2004, Ottawa, Ontario

“Consumer Affairs in Industry Canada: Retrieving the Baby and Finding a New Tub”, Industry Canada EX conference, May 2003, Montebello, Québec

“Give Me That Old Time Religion, the Return of Vertical Integration”, Pacific Telecommunications Council Conference, January 2003, Honolulu, Hawaii

“Quality of Service Regulation- Preventing Skid Row in the New Utility World”, Canadian Association of Members of Public Utility Tribunals (CAMPUT) May 2002, Whistler, British Columbia

“The Regulation of Public Utilities, an Overview”, Second Regional Conference Consumers International: Consumers and Public Utilities in Latin America, March 2002, Buenos Aires, Argentina

“The Consumer Interest in Measurement”, the Canadian Forum on Trade Measurement, November 2001, Vancouver, British Columbia

“Our Turn at Bat: Can International Trade Agreements Advance the Interests of Ordinary Consumers?” Pacific Telecommunications Council, PTC 2000 Conference, January 2000, Honolulu, Hawaii

“Consumer Protection and Electronic Commerce”, Committee of Experts, Free Trade Area of the Americas (FTAA), June 1999, Miami, Florida

“Can the Competitive Model of Telecommunications Access Deliver the Goods?” Pacific Telecommunications Council, PTC’99 Conference, January 1999, Honolulu, Hawaii

“The Impact of Technological Change on Canada’s Cultural Industries”, Centre for Trade Policy and Law, Conference, October 1997, Ottawa, Canada; published in The Culture/Trade Quandary, Canada’s Policy Options, ISBN C98-901340-5

“Getting The Message Out: Administrative Tribunals and the Public”, Canadian Council of Administrative Tribunals Conference, June 1997, Ottawa, Ontario

“Consumers and Key Performance Indicators: Is There a Formula for Consumer Friendliness?” Council for Sustainability Conference: Key Performance Indicators - Charting a Course in Changing Energy Markets: A National Forum, June 1996, Whistler, British Columbia

The Canadian Radio-Television and Telecommunications Commission (CRTC) - Don't Print the Obituary, Insight Conference: The Future of the CRTC, January 1996, Toronto, Ontario

“Competition and Consumers - Winners and Losers”, Insight Conference: Information Highway Marketplace - Competing for the Consumer, October 1995, Toronto, Ontario

“The Uncertain Future of Universal Access”, Law in an Information Age Conference, Faculty of Law, University of Toronto, January 1995, Toronto, Ontario

“Confusion in the Highway: A Telecommunications Consumer Advocate's Dilemma”, Keynote Address, Consumers Telecommunications Network Conference, August 1994, Sydney, Australia

“The Ontario Experience with Alternate Dispute Resolution in Regulatory Proceedings”; An Intervener Perspective, B.C. Gas Conference: The Settlement Process in British Columbia, September 1993, Vancouver, British Columbia

OTHER

Instructor, Department of Law, Carleton University, 2010 -2012

Guest Lecturer, Regulated Industries Course, Professional Development Program, LLM studies, Osgoode Hall, 2010, 2012

Course Supervisor, Directed Research Study, Common Law program, Faculty of Law, University of Ottawa, 1996
- present

LANGUAGES

Excellent knowledge of English, good working knowledge of French

**Consultant Services Agreement
Between
Utilities Consumers' Group (the "Receiver")
And
Patrick McMahon (the "Provider")**

Provider shall provide consultation services to the Receiver with respect to the Application by Yukon Energy Corporation for approval of an Energy Project Certificate and an Energy Operation Certificate regarding the Proposed Whitehorse Diesel to Liquefied Natural Gas Conversion Project including but not limited to:

- Preparation of UCG's application for intervenor status and any submissions regarding pre-hearing issues (as required).
- Developing information requests related to the issues to be addressed.
- Developing UCG evidence and responding to related information requests (as required).
- Developing cross-examination and argument materials for public hearing.
- Review and comments (as requested) on any material received / issued by UCG.
- Other services as requested pertaining to the regulatory review process.
- Attendance at regulatory consultations / hearings as required.

FEES and CHARGES

The charges assessed for the services listed above will be based on hours worked and out-of-pocket expenses. Services will be charged at a discounted rate of \$125.00 per hour plus HST. Out-of-pocket expenses will be charged as incurred.

APPROVAL

It is hereby acknowledged that Receiver has requested and Provider has agreed to deliver the services detailed in this Services Agreement.

Patrick McMahon

Utilities Consumers' Group

[Original signed by P. McMahon]

Per: *[Original Signed by R. Rondeau]*

Date: January 20, 2014

Print Name: _____

Title: _____

Date: January 20, 2014

Patrick E. McMahon

5 Morning Glory Lane
Chatham, Ontario, N7L 5R5
Telephone: 519•354•8486
E-mail: stefsdad99@gmail.com

EXPERIENCE / WORK HISTORY

Union Gas Limited, Chatham, Ontario

September 2004 - Present **Manager, Regulatory Research and Records**

Summary of Function: Reporting to the Director, Regulatory Affairs, I manage the efforts of the Regulatory Research and Records group to monitor regulatory proceedings at the Ontario Energy Board and other jurisdictions, evaluate the issues raised during the proceedings, and communicate relevant issues to client departments throughout Union Gas. I am responsible for creating evidence and filing franchise renewal applications with the OEB. I also conduct specific research into regulatory issues and precedents and present findings to client departments.

- Intervene on behalf of Union Gas in proceedings before the Ontario Energy Board and other jurisdictions and coordinate submissions as required.
- Provide an ongoing review of current regulatory issues throughout North America relating to natural gas and electricity regulation and provide assessment of the impacts to Union Gas.
- Work directly with District Managers, Municipal Relations and OEB staff to resolve any issues related to franchise renewal proceedings.
- Coordinate with OEB staff, IT and client departments on the implementation of the OEB's electronic filing and document standardization initiative within Union Gas.

June 2002 - September 2004 **Manager, Product and Services Costing**

Summary of Function: Reporting to the Director, Regulatory Affairs, I was accountable for managing the preparation of financial and related material to fulfill the requirements and support the initiatives of various internal and external client groups, primarily as they relate to cost of service information. Internally, this included providing support for pricing of new and existing services, providing inputs into the determination of performance metrics for asset yield and supporting asset planning as it relates to the justification of new facilities. I was also responsible for any reporting, both to the Ontario Energy Board and stakeholders, arising out of the company's rate plans as it relates to cost of service.

- Managed the provision of necessary and sufficient data for sound planning by organizing accurate and timely cost analysis studies and reports tuned to the needs of Union Gas.
- Improved accuracy, completeness and operational usefulness of studies and reports by appropriate integrated computerized information systems.
- Accountable for working closely through a cross-functional team consisting of representatives from Asset Yield, Asset Planning, and Product and Pricing to develop a consistent understanding of costing data and its use to support Union Gas' strategic objectives.

EXPERIENCE / WORK HISTORY (cont'd)

November 2001 **Team Lead, Regulatory Research and Records**
- June 2002

Summary of Function: Reporting to the Manager, Regulatory Applications, I monitored regulatory proceedings at the Ontario Energy Board and other jurisdictions either in person or through review of transcripts and decisions. I evaluated the issues raised during the proceedings and communicated relevant issues to client departments. I was responsible for creating evidence and filing franchise renewal applications to the OEB. I also conducted specific research into regulatory issues and precedents and presented findings to client departments.

- Intervene on behalf of Union Gas in proceedings before the OEB and other jurisdictions and coordinate submissions if required.
- Provide an ongoing review of current regulatory issues throughout North America relating to natural gas and electricity regulation and assess the impacts to Union gas.
- Work directly with OEB staff to resolve any issues related to franchise proceedings.
- Coordinate with OEB staff, IT and client departments and Regulatory Affairs on the implementation of the OEB's electronic filing initiative within Union Gas.

Government of Yukon, Whitehorse, Yukon
Department of Economic Development

May 1997 **Utilities Analyst, Energy Unit, Corporate Policy Branch**
- November 2001

Summary of Function: This position serves as the Yukon Government's chief advisor on energy interests related to electricity system development, management and regulation. This includes analysis and advice to government on the development and management of Yukon's electricity system and to the roles of the energy industry stakeholders. This position recommends strategies, policies and positions and provides technical analysis of options.

- Provided timely and accurate responses for the Minister, Deputy Minister, Government Leader and Energy Commissioner on issues that arose.
- Assisted other staff within Government, in providing comments and input on their projects - including power supply to mining customers, draft rural electricity service policies, draft Energy Chapter of Agreement on Internal Trade, relicensing of Aishihik Lake generation facilities, electrical rate design in other jurisdictions, review of Yukon conservation strategy, electricity supply development potential, and northern economy development projects.
- Lead role in providing input to the Energy Commission on issues related to various comprehensive policy issues. Included writing papers, ministerial statements and letters, providing comments on other documents and developing support material for public consultations.
- Established as resource / information base for utility-related issues and regulations - keeping YEC abreast of current issues related to surplus hydro in BC, economic development initiatives, interconnection alternatives, and rate design in other jurisdictions.
- Responsibility for the financial management role in the Energy Unit - managing administrative functions by chairing team meetings on the allocation of Energy Unit budget resources and the establishment of budget requirements; monitoring budget expenditures and prepares periodic variance reports.

EXPERIENCE / WORK HISTORY (cont'd)

March 2000
- June 2001

Senior Oil and Gas Analyst, Oil and Gas Resources Branch (15-month secondment)

Summary of Function: Reporting to the Manager, Oil and Gas Resources Branch, this position plans, formulates, develops, and implements legislation, regulations and guidelines required for the management of Yukon's oil and gas resources; collaborates with First Nations on the joint development and ongoing support of Yukon's common oil and gas regime; monitors oil and gas sector developments; assesses a wide array of oil and gas issues, formulates government positions, and advises on appropriate courses of action; manages the establishment of economic and financial computer modeling capabilities; and participates in other government initiatives requiring oil and gas input and performs other related duties.

- Lead role in developing utility franchising process for Yukon and initiating process to establish a gas distribution utility in Whitehorse.
- Lead role in negotiating benefits agreements with Yukon First Nations and oil and gas companies as required for all oil and gas activity licenced under the Yukon's *Oil and Gas Act*. Lead role in negotiating contribution agreements and terms of reference for training and youth initiatives funds associated with benefits agreements.
- Branch representative on intergovernmental (Federal, Territorial, First Nations) oil and gas training working group tasked with developing a training strategy for the Yukon as well as the department working group dealing with development assessment legislation and developing Yukon government policy regarding public/private partnerships.
- Provide timely and accurate responses for the Minister, Deputy Minister and Premier on issues related to gas distribution utilities, benefits agreements, oil & gas training strategies, and oil & gas activities.

Trans Mountain Pipe Line Company Ltd. Vancouver, British Columbia

1994 – 1997

Manager, Regulatory Affairs, Regulatory Affairs Department

Summary of Function: Maximize the Company's earnings potential within the regulatory framework determined by the National Energy Board, BC Utilities Commission and the Federal Energy Regulatory Commission; perform financial analysis of planning and forecasting for jurisdictional and non-jurisdictional activities; coordinate preparation of TMPL's annual operating / capital budgets and quarterly updates; responsible for the overall preparation of toll / facilities applications to the Company's regulators and responses to related information requests.

- Supervised preparation of toll applications to NEB, BCUC, and FERC; conducted review meetings to gain management approval and ensure timely submissions; liaised with consultants; prepared rebuttals to filed objections.
- Coordinated and directed the physical compilation of regulatory submissions (toll applications, facilities applications) including the logistics and scheduling of same. Presented evidence and testimony on behalf of the Company at public hearings as required.
- Coordinated and monitored annual operating and capital budgets for the Company's Divisions; directed review process with Management Committee.
- Assumed prime contact role for shippers with respect to cost of service, toll design and regulatory issues; presented cost of service and regulatory updates at all shippers meetings.
- Represented the Company on rate regulation and accounting committees of industry task forces.

EXPERIENCE / WORK HISTORY (cont'd)

1992 - 1994 **Supervisor, Budgets & Rates**, Regulatory Affairs Department

Summary of Function: Responsible for the detailed preparation of toll and facilities applications to the National Energy Board and responses to related information requests. In addition, this position is responsible for coordinating the preparation of annual operating budgets totalling \$50 - \$60 million. This position also supervises financial analysis relating to Trans Mountain's Canadian pipeline operation.

Northwest Territories Power Corporation, Hay River, NWT

1989 – 1992 **Manager, Rates & Regulatory Affairs**, Finance and Administration Division

Summary of Function: To coordinate the development and implementation of cost of service studies, utility rate studies and impact analysis, to coordinate and direct the compilation of utility rate submissions to the Corporation's regulatory authorities as required from time to time, to present evidence and testimony on behalf of the Corporation related to the submissions at public hearings scheduled by the regulatory authorities, and to interpret the Corporation's Terms and Conditions of Service as required for application of policies.

Ontario Hydro, Toronto, Ontario

1989 – 1989 **Power Costing Analyst**, Finance Branch, Comptroller's Division
Financial Accounting Policy and External Reporting Department

Summary of Function: To research and conceptualize Corporate financial policy dealing with the preparation of power costing policies, the allocation of costs, and the setting of electricity rates.

1986 - 1989 **Analyst – Rate Economics**, Energy Management Branch
Market Services & Development Division, Rates Department

Summary of Function: To assess alternate rate practices and cost of service methodologies for electrical and thermal energy rates and to assist in the preparation of cost/benefit and other economic studies of rate-related issues.

North York Hydro, North York, Ontario

1981 – 1986 **Rates & Utilization Analyst**
Consumer Service Department

Summary of Function: Annually established retail rates and charges schedule to meet revenue requirement and rate setting guidelines; created submission documents for Ontario Hydro after discussions with Central Region office. Performed in-depth analysis of cost of service-based rates and costing structures as applied to North York Hydro by using various statistical modelling methods. Kept abreast of North York Hydro policies/regulations and Ontario Energy Board hearings; attended all relevant rate meetings with Ontario Hydro, AMEU/MEA, and Large Users.

REGULATORY APPEARANCES – As Witness

2003	Ontario Energy Board RP-2003-0063 – Union Gas Limited 2004 Rates Application On Behalf of Union Gas Limited
1998	Yukon Utilities Board Order 98-05 – Yukon Energy Corporation Rate Application On Behalf of Government of Yukon
1993	National Energy Board RH-3-93 – Trans Mountain Pipe Line Tolls for 1993 and 1994 On Behalf of Trans Mountain Pipe Line
1991	Northwest Territories Public Utilities Board 1991 Cost of Service Methodology review On Behalf of Northwest Territories Power Corporation
1990	Northwest Territories Public Utilities Board 1990 Northwest Territories Power Corporation General Rate Application On Behalf of Northwest Territories Power Corporation
1990	Northwest Territories Public Utilities Board 1990 Electrical Rate Structure Review On Behalf of Northwest Territories Power Corporation

REGULATORY CONSULTATIONS

2013	Yukon Utilities Board Yukon Electrical Company Limited – 2013-2015 General Rates Application Client: Utilities Consumers' Group
2012	Yukon Utilities Board Yukon Energy Corporation – 2012/2-13 General Rates Application Client: Utilities Consumers' Group
2011-2012	Yukon Utilities Board Consultation on Scale of Costs and Rules of Practice Client: Utilities Consumers' Group
2011-2012	Yukon Utilities Board Rider F Policy Review Client: Utilities Consumers' Group
2011-2012	Yukon Utilities Board Rider F Rate Changes Client: Utilities Consumers' Group
2010	Yukon Utilities Board Mayo Hydro Enhancement Project Client: Utilities Consumers' Group
2009-2010	Yukon Utilities Board Yukon Energy Corporation - 2008-2009 General Rates Application – Phase 1 Client: Utilities Consumers' Group
2008-2009	Yukon Utilities Board YEC/YECL - 2008-2009 General Rates Application – Phase 2 Client: Utilities Consumers' Group

2007-2008	Government of Yukon Energy Strategy Development Client: Utilities Consumers' Group
2007	Yukon Utilities Board Yukon Energy Corporation – Carmacks Transmission Line – Part 3 Review Client: Utilities Consumers' Group
2007	Yukon Utilities Board Yukon Energy Corporation – Carmacks Transmission Line - PPA Review Client: Utilities Consumers' Group
2006-2007	Yukon Utilities Board Yukon Energy Corporation - 20-Year Resource Plan 2006-2025 Client: Utilities Consumers' Group

EDUCATION

1988	Canadian Institute of Management , York University, North York, Ontario ➤ Graduate of four-year certificate / CIM designation program.
1985	Seneca College , North York, Ontario ➤ Graduate with certificate in <i>Applied Management Techniques</i> .
1981	Lakehead University , Thunder Bay, Ontario ➤ Graduate with Bachelor of Arts degree in <i>Economics and Mathematics</i> .

ENERGY INDUSTRY AND COMMUNITY SERVICE

2009 – Present	Entegrus Powerlines (formerly Chatham-Kent Hydro) Member – Board of Directors Member – Entegrus Inc. Audit Committee
2011 – Present	Ontario Energy Association Co-Chair – Utility Sector Committee
2007-2013	Ontario Business Women's Network Event Coordinator and Lead Presenter 2007: Communication Exposed – Women Versus Men Styles 2008: Developing Your Emotional Energy 2010: The Outer Realm – Don't Judge a Book by its Cover 2011: Discovering Your Equilibrium: Resolve to Evolve 2013: How Men and Women Communicate and Network
2006, 2007	Chatham-Kent United Way Amazing Race Biography and Site Clue Writer
2006	Candidate – Chatham-Kent Municipal Election
2004, 2005, 2006	Organizer, Annual Terry Fox Run for Cancer Research Chatham, Ontario
1990-1992	Member of the Board of Management, H.H. Williams Memorial Hospital Hay River, Northwest Territories

PROFESSIONAL DEVELOPMENT

2007	Memory for Management – Seminar Canada
2006	Inclusion – A Business Imperative – Duke Energy Gas Transmission
2005, 2006, 2007	Leading a High Performance Organization – DEGT / Spectra Energy
2004	Team Member – Rewards / Recognition Workshop / Toolkit Project – Union Gas Limited
2004	Writing Dynamics Workshop - McLuhan & Davies
2004	Developing and Leading Dynamic Teams - Canadian Management Centre, Toronto
2003	Managerial Leadership Development Program – Duke Energy Gas Transmission
2003	Improving Manager Team-to-Team Links – Duke Energy Gas Transmission
2002	Competent Supervisor Training – Union Gas Limited
2002	Diversity Awareness Training – Union Gas Limited
1999	Land Claims Training - Public Service Commission, Government of Yukon
1993, 2002, 2003	Witness Preparation Training - M J Solutions, Inc.
1991	Utility Financial Statements: Concepts and Analysis Financial Accounting Institute, New Jersey
1983-86	Customer Relations for Electric Utilities / 'Achieve Supervision', North York Hydro
1982-86	Management Seminars on Labour Relations, Association of Municipal Electric Utilities (AMEU)

ONGOING: Assorted seminars, trade shows and conferences including events hosted by the Canadian Association of Members of Public Utility Tribunals (CAMPUT), the Ontario Energy Association, North American natural gas and electricity industries (GasFair) and the Mearie Group (ENERCOM).