

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

July 19, 2017

Yukon Utilities Board
Box 31728
Whitehorse, Yukon Y1A 6L3

Attention: Mr. Robert Laking, Chair

Re: Yukon Energy Corporation - 2017-2018 General Rates Application
UCG Registration as Intervenor

Dear Mr. Laking:

The Utilities Consumers' Group (UCG) hereby registers as an intervenor in the proceeding to review the 2017-2018 General Rates Application submitted by Yukon Energy Corporation (YEC).

The nature of UCG's participation in this proceeding is to protect the interests of residential and small business consumers of electricity in the Yukon. Of particular concern is the projected 11.3% cumulative rate increase and the variances between actual and approved sales volumes and capital requirements that require YEC to come forward to the Board for higher rates.

UCG is concerned that YEC's application does not address in any material way cost of service and general rate design matters that would require joint work with ATCO Electric Yukon.

UCG is also particularly interested in more fully understanding when and how ratepayers will be impacted by the proposed revisions to rates and the alternatives reviewed before determining the level of costs being proposed for recovery through these rates.

UCG has retained the services of Pat McMahon as a regulatory consultant for this proceeding given his past experience in YUB proceedings including previous general rate applications by both ATCO Electric Yukon and YEC. 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. UCG has attached the services agreement with Mr. McMahon (a signed copy is available if required) as well as his qualifications.

Until more information is provided through the information request process, it is too early to tell whether UCG will need to submit additional evidence to be placed on the record.

All communications related to this application and its review should be copied to myself (rroudeau@northwestel.net) and Pat McMahon (stefsdad99@gmail.com).

Proposed Interim Rates

In its Application, YEC has requested approval to implement a 2017 Rider J rate increase of 9.04% for retail and industrial customers via an interim refundable rate rider (Rider J) of 20.05% for retail firm rates and 16.40% for industrial firm rates effective on an interim refundable basis as at September 1, 2017. YEC submits in its application that this interim rate increase will ensure that YEC has a reasonable ability to recover its prudent costs for 2017 (as may be finally approved by the Board after a full hearing). YEC submits that interim refundable rate orders provide necessary flexibility to accommodate regulatory lag between the GRA filing date and the date of the final YUB order in the matter. YEC argues that by implementing the interim rate rider on September 1, 2017, they will recover less than 1/3rd of its forecast revenue shortfall in 2017.

In its decision to allow ATCO Electric Yukon to charge interim rates (Board Order 2016-02), the YUB concluded that it was just and reasonable for the interim rates to collect approximately half of the applied-for revenue requirement increase for 2016 and, until the merits of the application were determined, these interim refundable rates promote rate stability. The difficulty that UCG has with the most recent and previous orders granting interim rates is that the YUB simply reveals its conclusions without providing all of the reasoning which led to these conclusions. UCG submits that this leaves intervenors at a distinct disadvantage when trying to formulate arguments for or against interim rates in subsequent proceedings.

UCG understands the intent of interim rates is to both reduce the lag common to reviews of general rate applications and to mitigate the revenue loss to the utility during the lag period. UCG finds it ironic that interim rates, which mitigate only revenue loss during the lag period and consequently increase the period of lag by reducing the incentive for expediting rate proceedings, have received general acceptance in the Yukon.

UCG submits that the YUB's concern for just and reasonable rates should be focused on the need to protect customers of regulated utilities from excessive bill impacts and not the perceived guaranteed right of those utilities to earn a return on their capital. Although interim rates are refundable, they are equivalent to "forced loans" from customers.

Section 63 of the *Public Utilities Act* states that the YUB may "make any interim orders on appropriate terms that it may consider necessary to facilitate its inquiry or to prevent serious harm occurring before its decision". (*emphasis added*)

While UCG is aware that the YUB has made decisions in the past that interim refundable rate orders provide the YUB with the flexibility necessary to accommodate regulatory lag which might otherwise deprive a utility of a reasonable opportunity to recover its prudent costs¹, UCG submits that the immediate impact on ratepayers must be considered given the recent decision to allow ATCO Electric Yukon to raise their rates. The combined impact of the AEY and YEC rate increases result in obvious rate shock and affordability issues for Yukon ratepayers.

In UCG's view, the crucial test as to whether or not interim relief should be granted is whether or not the circumstances warrant such relief on a case-by-case basis. An interim rate increase is an extraordinary remedy and should be granted only where an actual emergency exists or where necessary to prevent hardship or gross inequity and only where refusal to do so would cause clear jeopardy to the utility and detriment to its ratepayers. There has been no testing completed on the reliability or accuracy of YEC's cost forecasts for 2017 and 2018. A mere failure by the utility to earn the previously allowed rate of return should not be considered sufficient to warrant interim relief.

¹ For example, Board Order 2008-6, Appendix A – Reasons for Decision, pages 2-3.

UCG submits that to justify the need for an interim increase in rates, YEC must demonstrate:

- (1) that irreparable harm will occur to it if the interim rates are denied and that any perceived harm to YEC outweighs any harm that will result to other parties if the interim rates are allowed;
- (2) the likelihood of success in getting approval of its revenue requirement as proposed; and
- (3) that the public interest will not be harmed.

Based on a preliminary review of YEC's application, UCG does not see evidence of any hardship conditions such as inability to arrange debt financing, distinctive and sudden decline in revenues, or evidence that a failure to grant interim relief will result in irreparable harm to the utility.

UCG submits that there is no evidence on the record which establishes that the existing revenue deficiency threatens YEC's ability to meet its public service obligation by reason of an inability to pay its current operating expenses or to obtain capital funds to construct necessary new and replacement plants.

If there was any urgency related to ensuring additional revenue is recovered, or if there were legitimate concerns that YEC would not be able to recover its prudently incurred costs, then YEC should have submitted its application in 2016 for 2017 recoveries. As is already done in other jurisdictions, UCG submits that YEC needs to re-establish its budgeting process to ensure that applications for rate adjustments are prepared well in advance of the effective date of the proposed rates. Yukon ratepayers should not be burdened with paying more simply because YEC did not file its general rates application enough in advance to allow for a timely decision from the YUB. UCG submits that YEC controls the application timing and is well aware of the application process. There were no special circumstances requiring a delay in filing the application and YEC could easily file supplementary evidence, if required, following their application.

A leading case which reviews the issue of interim rates is *CRTC v. Bell Canada*, a decision of the Supreme Court of Canada, cited as [1989] 1 S.C.R. 1722. In explaining the purpose of interim rate orders, the court stated (at page 1754):

"Traditionally...interim rate orders dealing...with issues which remain to be decided in a final decision are granted for the purpose of relieving the applicant from the deleterious effects caused by the length of the proceedings. Such decisions are made in an expeditious manner on the basis of evidence which would often be insufficient for the purposes of the final decision. The fact that an order does not make any decision on the merits of an issue to be settled in a final decision and the fact that its purpose is to provide temporary relief against the deleterious effects of the duration of the proceedings are essential characteristics of an interim rate order."

UCG submits that the YUB should only grant an interim rate if there will be a significant delay in the process that would lead to a final decision following a full hearing on the merits of YEC's application. As noted above, YEC is well aware of the application process and timelines so they are fully aware of when a decision might be rendered.

While the YUB has allowed interim rate adjustments in the past in part because the utility can be directed to refund any over-collection of revenue following its final decision, UCG submits that this should not be part of a justification for an interim rate increase. A direction of this nature should only follow a determination that an interim order is advisable.

Even if the YUB were to find that there would be a harmful impact, it is clear that the delay in submitting its rate application was not beyond the control of YEC and could have been reasonably anticipated. UCG submits that YEC had the ability to file its application in 2016 and to follow up later with updated evidence if required.

Given the YUB's consistent rulings allowing interim rates as proposed by utilities, the burdens of regulatory lag have been largely shifted to consumers through the allowance of interim rates immune from either administrative or judicial review for reasonableness.

A significant problem with interim rates is the difficulty of providing refunds to customers in cases where rates are later determined to be excessive. While UCG agrees that approving interim refundable rates will ultimately result in a true-up once rates are finalized, UCG submits that there is no way to guarantee that those that pay the higher interim rates will be the consumers that will receive the refund should the interim rates be deemed excessive when finalized. UCG questions how YEC will be able to track those consumers that may move out of its franchise area prior to the finalization of rates and how interim rates set without this ability can be determined fair and reasonable.

Another difficulty that UCG has with interim rate increases is that ratepayers (both residential and commercial) make ongoing decisions on energy use and related capital investments based in part on the price that they have to pay for that energy. UCG also disagrees with previous YUB reasoning that interim refundable rates promote rate stability and are just and reasonable to both the utility and consumers. A single rate adjustment related to a test year would appear to be more stable.

UCG recommends that the interim rate tool be employed as an exception rather than the norm and primarily in special or urgent circumstances. Interim rates enable YEC to delay rigorous scrutiny under oath and create budgeting uncertainty for consumers. The interim rate process allows for the entrenchment of a regulatory status quo that tends to favour the utility and is difficult to overturn. It enables the imposition of significant rate increases without rigorous "before the fact" regulatory review.

In setting just and reasonable rates, the YUB must balance the interests of ratepayers with the financial health of the utility. UCG submits that before any rate adjustment is approved, the YUB must be convinced that the identified revenue deficiency is probable and material. UCG submits that it is entirely possible that all or some portion of any contentious items identified during the review process may be excluded from the amount allowed to be recovered in rates.

UCG submits that YEC has not established that the forecast revenue deficiency for the applied for 2017-2018 test period is probable and material nor that the interim rate increase is necessary to ensure YEC's financial integrity or to ensure the continued safe operation of its system. UCG submits that there is nothing in the application that suggests that YEC is in any jeopardy of recovering its allowed revenue requirement for the 2017-2018 test period if it does not get an interim rate increase effective in 2017.

UCG also questions whether there is enough time to satisfy legislative requirements to provide ratepayers with 90 days notice of any change in rates being charged by YEC.²

UCG submits that given the outstanding issues, an interim rate increase is not warranted at this time.

Yours truly,

Roger Rondeau
Utilities Consumers' Group

² Public Utilities Act, Section 28

**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 its 2017-2018 General Rates Application including but not limited to:

- Preparation of UCG's application for intervenor status, submissions regarding interim rates application and any pre-hearing conference/workshop (as required).
- Developing information requests related to the issues to be addressed.
- Developing UCG positions during settlement negotiations (as required).
- 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 the 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 rate of \$225.00 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

Per: _____

Date: July 12, 2017

Print Name: Roger Rondeau

Title: President

Date: July 12, 2017

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.
- Company representative on rate regulation / accounting committees of industry task forces.

P.E. McMahon

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

2016-2017	Yukon Utilities Board ATCO Electric Yukon - Yukon Electrical Company Limited – 2016-2017 GRA Client: Utilities Consumers' Group
2014-2015	Yukon Utilities Board Yukon Energy Corporation – Yukon Electrical Company Limited – DCF ERA Proposals Client: Utilities Consumers' Group
2014	Yukon Utilities Board Yukon Energy Corporation – LNG Part 3 Review Client: Utilities Consumers' Group
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

2017 – Present	St. Clair College Member – Board of Governors
2015 – Present	Entegrus Inc. Member – Board of Directors Member - Environmental Health & Safety Committee
2015 – Present	Regulatory Affairs Steering Committee Ontario Energy Board
2009 – 2014	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

2007-2016	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 2016: Building My Next Chapter 2017: Is My Paradise Someone Else's Punishment?
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).

P.E. McMahon