



PROFESSIONAL EDUCATION/DESIGNATION:

B.Comm(Hons) University of Manitoba 1991
Certified General Accountant designation 1993

EMPLOYMENT HISTORY:

- 2006 – Present** Chief Financial Officer, Yukon Energy Provide strategic leadership in managing the financial, treasury, risk management and procurement functions. Managed assimilation of contract administration and inventory functions into integrated procurement function. Provided oversight with respect to Board of Director reporting and corporate financing with regard to CSTP I. Strategic direction on risk management and corporate insurance program.
- 2001 – 2006** Supervisor, Financial & Risk Management Primary responsibilities included preparation of quarterly reports to Board of Director, annual financial reports. Supervised customer service personnel; lead responsibility on corporate risk management committee and liased with corporate brokers on corporate insurance program.
- 2000 – 2001** Financial Analyst, NWT Financial Analyst. As a member of the corporate regulatory affairs department, participated in the preparation of revenue requirement application to the Public Utilities Board.
- 1991 – 2000** Auditor, Office of the Auditor General of Canada Primary responsibilities included management and participation in the attest audit of variety of government entities, with special focus on northern clients.

EDUCATION: **Simon Fraser University**

M.A. (Economics) 1968

University of Toronto Law School

1964-1965

University of Manitoba

B.A. (Philosophy) 1964

**PROFESSIONAL
HISTORY:**

InterGroup Consultants Ltd.

Winnipeg, MB

1974 - Present

*Founding partner and Chair & CEO of InterGroup Consultants Ltd.
(formerly InterGroup Consulting Economists Ltd.); President to 2007.*

2000 - 2006

Director, CBT Energy Inc.

Strategic planning and multi-disciplinary project team management experience, based on resource and regional economics expertise relating to mining, energy (particularly hydro-electric generation and renewable liquid energy fuels), and downtown tri-government urban development projects.

Detailed project experience is outlined below separately under each of the following headings:

- Socio-Economic and Environmental Assessment & Related Public Consultation – Mining, Hydro-electric, Forestry and Other Major Projects
- Strategic Planning & Multi-disciplinary Project Team Management – Resource, Regional and Urban Development Projects
- Compensation and Monitoring Related to Resource Project Impacts
- Utility Regulation – Expert Analysis and Testimony at Hearings
- Resource Rent, Royalty and Tax Policy – Related Expert Evidence
- Other Strategic Planning and Assessment

Socio-Economic and Environmental Assessment & Related Public Consultation – Mining, Hydro-electric, Forestry and Other Major Projects

- **For Yukon Energy Corporation (2005-2008)**, Project Principal regarding 138 kV Carmacks-Stewart Transmission Project activities related to preparation of YEC Project Proposal Submission to the Yukon Environmental and Socio-economic Assessment Board Executive Committee, negotiation of purchase power agreement with mine customers to be served by this project and Project Agreement with three Northern Tutchone First Nations, provision of expert testimony on this project to the Yukon Utilities Board, and participation in ongoing oversight of project implementation activities (the project came into service in late 2008).
- **For Manitoba Hydro (1999-Present)**, Study Leader responsible for socio-economic assessment and planning work in a multi-disciplinary Consultant Management Team retained to assist Manitoba Hydro in the conduct of the environmental assessment programs associated with future planning for three potential hydroelectric generating stations in northern Manitoba, including site selection and environmental assessments for the associated transmission facilities. Provided expert testimony before the Manitoba Clean Environment Commission on the Wuskwatim Generation and Transmission Projects EISs submitted by Manitoba Hydro and Nisichawayasihk Cree Nation.
- **For Manitoba Floodway Authority (2003-2005)**, senior advisor regarding environmental assessment and licencing activities of the proposed Red River Floodway Expansion Project. Provided expert testimony before the Manitoba Clean Environment Commission on EIA study approach, including cumulative effects assessment, regarding the Project EIS submitted by the Manitoba Floodway Authority.
- **For Yukon Energy Corporation (1992-2002)**, advisory reviews of environmental impact assessment work for re-licensing of the Aishihik hydro-generation facility and related expert testimony before the Yukon Territorial Water Board.
- **For uranium mining companies in northern Saskatchewan during the 1990's**, project director for consultants regarding socio-economic impact assessment, economic impact and cost-benefit assessments, and public consultation design and implementation for the Rabbit Lake expansions (Cameco Corporation, 1991-1993), the McArthur River developments (Cameco Corporation, 1993-1996), the Cigar Lake developments (Cigar Lake Mining Corporation, 1993-1996), and the Rabbit Lake extension (Cameco Corporation, 1999-); provided related evidence and expert witness testimony for the Rabbit Lake federal environmental review

panel hearing and the McArthur River developments federal-provincial environmental review panel hearings. Provided advisory review for InterGroup's similar socio-economic and economic impact assessments, and public consultation work for COGEMA related to Cluff Lake mine projects during this period.

- **For Cameco, Cigar Lake Mining Corporation and COGEMA (1993-1994)**, facilitation of an agreement in principle for an impact management agreement involving seven Athabaska communities (this was one element of the socio-economic/public consultation EIS work related to the McArthur River and CLMC projects).
- **For Repap Manitoba, Inc. (1989-1991)**, project management of the socio-economic impact assessment, and design and implementation of an extensive public consultation program, for the proposed Phase 1 Manitoba expansion.
- **For aggregate producers in Ontario during the 1980's and early 1990's**, socio-economic impact and resource policy evaluations relating to proposed aggregate developments in southern Ontario (Puslinch, Milton and Niagara Escarpment Planning Area); provision of resource economics expert testimony before the Ontario Municipal Board on behalf of TCG Materials Limited and on behalf of Armbro Aggregate.
- **For the City of Winnipeg in the 1990's**, socio-economic impact assessment for the new Charleswood and Main/Norwood bridge developments (two separate assignments; provided advisory review for other InterGroup principals who directed this work, as well as assistance in coordination of hearing testimony for the regulatory review of the Charleswood bridge project).
- **For the Moosonee Development Area Board (early 1990's)**, socio-economic counsel in an intervention relating to potential impacts of Ontario Hydro's proposed hydro generation development of the Moose River Basin.
- **For Manitoba Hydro in the late 1980's and 1990's**, senior advisory review as required by other InterGroup principals carrying out the following assignments: socio-economic impact assessment and public consultation program for the Conawapa hydro generating station EIS (1989-1993); socio-economic impact assessment and public consultation program for the Split Lake transmission line project (joint study with the First Nation, early 1990's); socio-economic impact assessment and public consultation program for the siting and the EIS related to the Winnipeg-Brandon transmission line and Neepawa substation projects (1995-1997); study to review environmental externality and compensation cost modeling for hydro-generation and related transmission line projects (1996-1997). Deputy

Project Director for initial environmental assessments study for third Bipole Transmission Lines (1986-1987).

- **For Manitoba Hydro in the early-to-mid 1980's**, various investigations with respect to the environmental and socio-economic impacts related to planning of new power generation projects in northern Manitoba, including deputy project director for the Burntwood River Environmental Overview Study (1980-1984), and review of InterGroup's work (carried out by senior staff) to prepare the socio-economic assessment and conduct public consultation for the Limestone hydro-electric generating station EIS.
- **For Alcan in the early 1980's**, management of investigations with respect to the socio-economic impacts of a proposed aluminum smelter in Manitoba.
- **For Key Lake Mining Corporation in the early 1980's**, expert testimony before the Commission of Enquiry on socio-economic impacts associated with the uranium project at Key Lake.
- **For Amok Ltd., in the 1977 Saskatchewan hearings on uranium developments**, provided expert testimony before the Bayda Commission of Enquiry on socio-economic impacts associated with the Amok mining project at Cluff Lake.

Strategic Planning & Multi-disciplinary Project Team Management – Resource, Regional and Urban Development Projects

- **For Yukon Energy Corporation (2005-Present)**, project director for preparation of Yukon Energy's 20-Year Resource Plan Submission to the Yukon Utilities Board; provided expert testimony before the YUB.
- **For the City of Winnipeg and Neeginan Development Corporation (1998)**, project director responsible for preparation of the Development Plan for the Thunderbird House project on Main Street.
- **For Spirit of Manitoba Inc. and Manitoba Entertainment Complex Inc. (1994-1995)**, responsible for management of all aspects of a project to develop a new downtown entertainment complex and to retain the Winnipeg Jets Hockey Club in Winnipeg; managed the multi-disciplinary team carrying out negotiations, siting, design, costs, feasibility planning, environmental assessments, and other work required to secure approvals under tight deadlines specifically for the new arena component of the project.
- **For The Forks Renewal Corporation (a corporation owned by Canada, Manitoba and Winnipeg) during the late 1980's and early 1990's**, Development Coordinator responsible for planning and directing

initial development and financial activities (1987-1993), including negotiation of land exchange agreements, preparation of a Phase I Concept and Financial Plan, site planning and Stage One projects, roads and services; ongoing financial and strategic planning counsel.

- **For Government of Yukon (Department of Economic Development, Mines & Small Business) (1985-1987)**, management of multi-disciplinary team carrying out financial, economic, legal and strategic planning work relating to the devolution and transfer to Yukon of the Northern Canada Power Commission assets and operations in Yukon; participation in all related negotiations.
- **For the East Yard Task Force (comprised of the governments of Canada, Manitoba and Winnipeg) (1985-1986)**, general advisor and manager for all consultant work (planning and architectural, engineering, financial and legal) related to the redevelopment of a major rail yard area in downtown Winnipeg.
- **For North Portage Development Corporation (1984-1987)**, economics and financial counsel during the initial development phase; coordinator for work relating to corporate financial plans, selection of major developers (retail, housing and office projects), and negotiation of long-term agreements (land lease, development and other related agreements) with each of the selected developers.
- **For Canadian Methanol Canadien during the 1980s**, participation in an executive capacity in a partnership venture involving Inter-City Gas Corporation and The M100 Group to develop methanol vehicle fuel [management of multidisciplinary project team involving engineers, planners, financial, legal, and other professionals to demonstrate and develop hybrid (natural gas and wood feedstock) methanol production facilities as well as different market uses for methanol (including use in flexible fuel passenger vehicles)].
- **For the Government of Canada in the late 1970's**, project director of a major multi-disciplinary study to examine the feasibility of producing liquid fuels (including methanol) from biomass feedstock resources throughout Canada; this study included examination of liquid fuel production options involving the joint use of either electricity or natural gas along with biomass feedstock. The multi-disciplinary consulting team included firms with chemical engineering and forestry expertise.

Compensation & Monitoring Related to Resource Project Impacts

- **For Tsay Keh Dene First Nation (2001-Present)**, expert socio-economic and resource economics assistance with respect to settlement negotiations

with BC Hydro and the Province of British Columbia relating to impacts on the Tsay Keh Dene First Nation from the Williston Reservoir developments in the 1970s (AIP reached in 2006); related advice regarding the Peace Water Use (WUP) process and contracting arrangements for Tsay Keh WUP reservoir-related contracts with BC Hydro.

- **For Kwadacha First Nation (2001-2008)**, expert socio-economic and resource economics assistance with respect to settlement negotiations with BC Hydro and the Province of British Columbia relating to impacts on Kwadacha First Nation from the Williston Reservoir developments in the 1970s (AIP reached in 2006; Final Agreement reached in 2008).
- **For Manitoba Hydro in the 1990's**, expert socio-economic and resource economics assistance with respect to claims by the community of South Indian Lake (early 1990's) and by Northern Flood Agreement communities, including the Cross Lake First Nation (1999-Present), related to post-project development impacts from hydroelectric power development.
- **For uranium mining companies (1999)**, project director for the preparation of a draft work plan for a community vitality monitoring program for northern communities in Saskatchewan affected by uranium mining development; the work plan requirement arose out of federal-provincial environmental impact panel hearings on the McArthur River and Cigar Lake mining projects; the work plan was prepared for a working committee with representatives from the three uranium mining companies (Cameco Corporation, COGEMA, and Cigar Lake Mining Corporation), the Saskatchewan Northern Mines Monitoring Secretariat, and the northern Saskatchewan Health Districts.
- **For BC Hydro (early 1990's)**, evaluation of a trust fund proposed to compensate five Lillooet Nation Bands for damages from hydroelectric generation and transmission activities.
- **For the Beaufort Sea Steering Committee (early 1990's)**, review of wildlife compensation program options in the event of an oil spill in the Beaufort Sea.
- **For Manitoba Hydro (1989-1990)**, project management of an independent post-project evaluation of the Grand Rapids Project impacts on Aboriginal communities, including direction of the socio-economic component of the evaluation.

Cost of Service and Rates – Expert Analysis and Testimony at Hearings

- **For the Yukon Energy Corporation (1989-Present)**, expert testimony before the Yukon Utilities Board on planning major capital projects (1992)

and on electricity costing and rates related to rate applications by Yukon Energy Corporation (1989, 1991, 1993, 1996, 1997, 1998, 2005).

- **For Newfoundland Industrial Customers (2001 and 2003)**, expert testimony before the Board of Commissioners of Public Utilities of Newfoundland and Labrador on electricity costing and rates related to general rate applications by Newfoundland Hydro.
- **For the Manitoba Industrial Power Users Group (1987-1999)**, expert testimony before the Manitoba Public Utilities Board in Manitoba Hydro electricity rate hearings, including rate applications in 1987/88, 1989, 1990, 1991, 1992, 1994, 1995, and 1998, and the Manitoba Hydro Major Capital Projects hearing in 1990. Represented MIPUG at hearings before the Board in 1999 to approve the purchase of Centra Gas by Manitoba Hydro.
- **For the Bruce Municipal Telephone System in the early 1990's**, expert economic evidence to the Ontario Telephone Service Commission related to the cost of equity capital.
- **For Government of Yukon, expert testimony before the National Energy Board in 1985**, expert testimony on costs and rates pertaining to the Northern Canada Power Commission.
- **For IPSCO during the 1980's**, expert testimony before Saskatchewan Utilities Regulatory Commission hearing on the first and second rate applications by Saskatchewan Power Commission.
- **For Stelco, INCO and the Motor Vehicle Manufacturers' Association of Canada, in the 1977-1979 Ontario Energy Board hearings HR5**, examining Ontario Hydro's electricity costing and pricing principles; provided consulting advice and expert testimony on the issues and options pertaining to that hearing.
- **For a consortium (The Consumers' Gas Company, Union Gas, Northern and Central Gas and the Ontario Ministry of Energy), a 1974 report on natural gas requirements throughout Canada**; provided expert testimony before the National Energy Board on this report.

Resource Rent, Royalty and Tax Policy – Related Expert Evidence

- **For Regional Municipality of Ottawa Carleton (RMOC) in the mid-1990's**, expert resource and regulatory economist evidence before the Ontario Municipal Board on By-Law 234/92, which imposed compensation payments on private landfill operators in the Region.

- **For a group of pipeline companies in Ontario (1989-1992)**, assistance with coordination of expert evidence in an arbitration, and provision of expert evidence on methodology to determine annual rent for pipeline use of a transmission corridor owned by Ontario Hydro.
- **For Sun Oil in the 1970's**, counsel on preparation of a brief to the Government of Canada on the proposed Federal Land Regulations for Oil and Gas Lands.
- **For the Canadian Potash Producers' Association in the 1970's and early 1980's**, expert assistance with taxation discussions with Saskatchewan authorities, analysis of the proposed government takeover of the potash industry, and liaison with legal counsel.
- **For the Uranerz-Inexco joint venture in the 1970's**, participation in discussions between the Saskatchewan Government and the uranium industry concerning uranium taxation revisions; provided economic counsel for these discussions.
- **For the Mining Association of British Columbia in the 1970's**, expert testimony before the Commission of Enquiry into property taxation in that province.
- **For the Mining Association of Canada in the 1970's**, preparation of analytical models for comparison of different mineral taxation structures.
- **For Canadian Industrial Oil and Gas Ltd. In the 1970's**, analysis of the public policy aspects of Saskatchewan Bill 42 relating to taxation (advice to legal counsel related to a court case).

Other Strategic Planning and Assessment

- **For the Yukon Energy Corporation and the Yukon Development Corporation (1987-Ongoing)**, financial and strategic planning counsel on major issues, including rate policy planning (see also Utility Regulation), major capital planning issues (see also Environmental Assessment), management agreement arrangements, negotiations in the 1990s between YEC and various owners of the Faro mine, negotiation in 2006-2007 of Power Purchase Agreement (PPA) with Minto Explorations Ltd. and ongoing activities to amend the Minto PPA and to negotiate PPAs with other mines.
- **For Manitoba Hydro (1999-early 2000s)**, assistance on various matters, including policy reviews related to debris management programs and planning related to US market consultations.

- **For the Northern Manitoba Economic Development Commission (1991-1992)**, participation in the preparation of two reports, contributing to the Commission's Sustainable Economic Development Plan for Northern Manitoba for the 1990s.
- **For Regional Municipality of Ottawa Carleton (RMOC) during the 1990's**, economic assessments of options to extend the life of the Trail Road Landfill site.
- **For Metropolitan Toronto (late 1980's)**, economic analysis of the best available technology for the utilization of the landfill gas resources at the Keele Valley Landfill site.
- **For a western energy company (early 1990's)**, preparation of a Cost-Benefit Analysis of a 160 MW co-generation project, assessment of the implications of the project for Manitoba Hydro, and participation in the discussions between the company and Manitoba Hydro.
- **For Western Economic Diversification (late 1980's)**, assessment of Winnipeg tri-government development corporation cash flow scenarios.
- **For the Government of Manitoba during the late 1980's and early 1990's**, advice and assistance in the preparation of proposal calls for the redevelopment of a historically significant site in Winnipeg, as well as participation in the developer selection and negotiation process.
- **For the Canadian Electrical Association in the late 1970's**, management of interdisciplinary team investigations with respect to the impacts of proposed federal atmospheric emission control guidelines on Canadian electrical generating industry thermal power stations.

**Hedlin Menzies/Acres Consulting Services
Hedlin Menzies & Associates Ltd.**

Winnipeg, MB

1968 - 1974 *Manager and Senior Consultant*

1968 - 1974 *Research Economist*

Project manager of major studies involving regional resource and cost-benefit impact policy issues relating to prairie manufacturing, prairie elevator and transportation rationalization, Manitoba Hydro northern development activities, Canadian energy requirements and research and development priorities, alternative export policies for natural gas, Canadian Merchant Marine development options, alternative rail route options in the Yukon and northern British Columbia, and various mineral resource policy options pertaining to mining development and taxation.

Sessional lecturer on mineral economics for one year at the University of Manitoba's Natural Resources Institute.

**RESEARCH
PAPERS:**

"The Process of Urbanization in Canada, 1600-1961." Simon Fraser University (M.A.) Thesis. 1968.

"Technological Change and the Economics of Agricultural Development." Simon Fraser University (M.A.) Thesis. 1968.

"Economic Analysis of Short-Term Alternatives Regarding Southern Indian Lake in Manitoba" (joint work with Dr. A.M. Lansdown, P.Eng., 1969).

"A New National Development Policy for Canada: The Relevance of Western Canada." Prepared for the Liberal Conference on Western Objectives. 1973.

"Canada's Gains and Losses from Oil Export Taxes" (joint work with Dr. R.W. Fenton, 1973).

"Resource Management Factors Influencing Mineral Development in North Central Canada." Paper presented to the annual western meeting of the Canadian Institute of Mining and Metallurgy, Winnipeg, October 7, 1974.

"Energy, Provincial Rights and Canadian Unity." 1973.

"An Evaluation of 'An Energy Policy for Canada' " (joint work with Dr. R.W. Fenton, 1973).

"Resource Management Factors Influencing Manitoba Mining." Natural Resources Institute, University of Manitoba. 1974.

"Liquid Fuels from Renewable Resources in Canada: Systems Economic Studies." Paper presented to the Institute of Gas Technology Symposium on Energy from Biomass and Wastes, Washington, DC. August 1978.

"Canadian Scenario for Methanol Fuel." Paper presented to the Alcohol Fuels Technology Third International Symposium, California, January 1979.

"Socio-Economic Impacts from Potential Canadian Methanol Fuel Development." Paper presented to the IV International Symposium on Alcohol Fuels Technology, Brazil. October 1980.

"Canadian Methanol Development Using Natural Gas and Wood Feedstocks."
Paper presented to the First IEA Conference on New Energy Conservation Technologies and their Commercialization, Berlin. April 1981.

"Methanol as an Alternative Automotive Fuel: CMC's Approach and Experience."
Paper presented to the West Coast International Meeting of the Society of Automotive Engineering, Vancouver, BC. August 1983.

"Status of CMC Fuel Methanol Production and Market Development Programs."
Paper presented to the VI International Symposium on Alcohol Fuels Technology, Ottawa. May 21-25, 1984.

EDUCATION: **University of Manitoba**
MNRM (Natural Resource Management), 1998

Prescott College
BA (Human Development and Outdoor Education), 1994.

**PROFESSIONAL
HISTORY:**

InterGroup Consultants Ltd.

Winnipeg, MB

1998 – Present *Research Analyst/Consultant/Principal*

Regulatory economic analysis and socio-economic impact assessment experience, primarily in the energy field.

Utility Regulation

Conducted research and analysis for regulatory reviews of electrical and gas utilities in four Canadian provinces. Prepare evidence and review testimony for regulatory hearings. Assist in utility capital and operations planning to assess impact on rates and long-term rate stability.

- **For Yukon Energy Corporation (1998-present)**, analysis and support of regulatory proceedings and normal regulatory filings before the Yukon Utilities Board. Appear before YUB as expert on revenue requirement matters. Prepare analysis of major capital projects, financing mechanisms to reduce “rate shock” to ratepayers, as well as revenue requirements.
- **For Yukon Development Corporation (1998-present)**, prepare analysis and submission on energy matters to Government round table on competitiveness of Yukon economy. Coordinate development of options for government rate subsidy program. Assist with review of debt purchase, potential First Nations investment in utility projects, and corporate governance.
- **For Northwest Territories Power Corporation (2000-present)**, provide technical analysis and support regarding General Rate Application. Assist in preparation of evidence, filings before the Northwest Territories’ Public Utilities

Board, and related issues. Appear before PUB as expert in cost of service and rate design matters, and on system planning (Required Firm Capacity) review.

- **For Manitoba Industrial Power Users Group (1998-present)**, prepare analysis and evidence for regulatory proceedings before Manitoba Public Utilities Board representing large industrial energy users. Appear before PUB as expert in cost of service and rate design matters in rate proceedings, as well as cost-of-service methodology hearing. Assist in regulatory analysis of the purchase of local gas distributor by Manitoba Hydro. Assist industrial power users with respect to assessing alternative rate structures and surplus energy rates.
- **For Industrial Customers of Newfoundland and Labrador Hydro (2001-present)**, prepare analysis and evidence for Newfoundland Hydro GRA hearings before Newfoundland Board of Commissioners of Public Utilities representing large industrial energy users. Appear before PUB as expert in cost of service and rate design matters.
- **For NorthWest Company Limited (2004-2006)**, review rate and rider applications by Nunavut Power Corporation (Qulliq Energy), provide analysis and submission to rate reviews before the Utility Rates Review Council.
- **For Nexen Chemicals, Inc. (2000)**, review options for subscribing to curtailable service rates.
- **For Columbia Power Corporation/Columbia Basin Trust and Municipal Interveners (2000)**, review evidence and prepare analysis on major transmission line project for Public Convenience and Necessity hearing before the British Columbia Utilities Commission.
- **For the City of Yellowknife (1999)**, prepare preliminary analysis of policy options and planning process for development of a municipal piped propane distribution system.
- **For the Government of the Northwest Territories (1999)**, prepare analysis of policy alternatives to facilitate supply of natural gas to local communities in the event of a Mackenzie Valley pipeline being constructed.

Project Development, Socio-Economic Impact Assessment and Mitigation

Provide support in development of local investment opportunities or socio-economic impact mitigation programs for energy projects, including northern Manitoba, Yukon, and NWT. Socio-economic assessment work related to forestry planning in Manitoba and Saskatchewan. Support to two local communities in development of negotiation position for resolving outstanding compensation related to hydro projects in Northern BC. Also conducted assessment of socio-economic impacts of policy options for floodplain management, and strategic planning for resource management board.

- **For Yukon Energy Corporation (2005-Present)**, preparation of Yukon Energy's 20-Year Resource Plan Submission to the Yukon Utilities Board; provided expert testimony before the YUB. Project Manager for the Mayo B hydroelectric project planning phase. Participate in preparation of regulatory materials for Mayo B Application to the Yukon Utilities Board under Part 3 of the Yukon Utilities Act.
- **For Northwest Territories Energy Corporation (2003-2005)**, provide analysis and support to joint company/local community working groups in development of business case and communication plans related to potential new major hydro and transmission projects.
- **For Kwadacha First Nation and Tsay Keh Dene (2002-2004)**: Support and analysis of potential compensation claims related to past and ongoing impacts from major northern BC hydroelectric development. Review assessment of options related to energy supply, including change in management contract for diesel facilities, potential interconnection to BC grid, or development of local hydro.
- **For Manitoba Hydro Mitigation Department (1999-2002)**, provide analysis and process support to implementation of mitigation programs related to past northern generation projects. Assist in preparation of materials for church-led inquiry into impacts of northern hydro developments.
- **For International Joint Commission (1998)**, analysis of current floodplain management policies in the Red River basin, and assessment of the suitability of other floodplain management policies.

For Nelson River Sturgeon Co-Management Board (1998 and 2005), an assessment of the performance of the Management Board over five years of operation and strategic planning for next five years.

Government of the Northwest Territories

Yellowknife, NT

1996 - 1998

Land Use Policy Analyst

Conducted research into protected area legislation in Canada and potential for application in the NWT. Primary focus was on balancing multiple use issues, particularly mining and mineral exploration, with principles and goals of protection.

Natural Resources Institute

Winnipeg, MB

1996 - 1998

Researcher

Conducted research on surface rights allocation and access for mining, with particular emphasis on implications of government actions undermining mineral rights tenures. Also undertook analysis of Manitoba's Registered Trapline System and implications for Aboriginal trappers; also, an economic assessment of the property rights system inherent in the provincial Registered Trapline System policy and its implications on efficiency in allocation of the furbearer resource.

PUBLICATIONS:

Government Withdrawals of Mining Interests in Great Plains Natural Resources Journal. University of South Dakota School of Law. Spring 1997.

Legal Framework for the Registered Trapline System in Aboriginal Trappers and Manitoba's Registered Trapline System: Assessing the Constraints and Opportunities. Natural Resources Institute. 1997

Land Use and Protected Areas Policy in Manitoba: An evaluation of multiple-use approaches. Natural Resources Institute. (Masters Thesis). 1998

Electrical Rates in Yukon. Submission by Yukon Development Corporation to Yukon "Government Leader's Economic Forum Series" on Tax Reform and Competitiveness. 1999.

Review of Red River Basin Floodplain Management Policies and Programs. Prepared for Red River Basin Task Force of the International Joint Commission. 1998.

Patrick Bowman Utility Regulation Experience

Utility	Proceeding	Work Performed	Before	Client	Year	Testimony
Yukon Energy Corporation	Final 1997 and Interim 1998 Rate Application	Analysis and Case Preparation	Yukon Utilities Board (YUB)	Yukon Energy	1998	No
Manitoba Hydro	Curtailable Service Program Application	Analysis, Preparation of Intervenor Evidence and Case Preparation	Manitoba Public Utilities Board	Manitoba Industrial Power Users Group (MIPUG)	1998	No
Yukon Energy	Final 1998 Rates Application	Analysis and Case Preparation	YUB	Yukon Energy	1999	No
Westcoast Energy	Sale of Shares of Centra Gas Manitoba, Inc. to Manitoba Hydro	Analysis and Case Preparation	Manitoba Public Utilities Board	Manitoba Industrial Power Users Group (MIPUG)	1999	No
Manitoba Hydro	Surplus Energy Program and Limited Use Billing Demand Program	Analysis and Case Preparation	Manitoba Public Utilities Board	Manitoba Industrial Power Users Group (MIPUG)	2000	No
West Kootenay Power	Certificate of Public Convenience and Necessity - Kootenay 230 kV Transmission System Development	Analysis of Alternative Ownership Options and Impact on Revenue Requirement and Rates	British Columbia Utilities Commission (BCUC)	Columbia Power Corporation/Columbia Basin Trust	2000	No
Northwest Territories Power Corporation (NTPC)	Interim Refundable Rate Application	Analysis and Case Preparation	Northwest Territories Public Utilities Board (NWTPUB)	NTPC	2001	No
NTPC	2001/03 Phase I General Rate Application	Analysis and Case Preparation	NWTPUB	NTPC	2000-02	No - Negotiated Settlement
Newfoundland Hydro	2002 General Rate Application	Analysis, Preparation of Intervenor Evidence and Case Preparation	Board of Commissioners of Public Utilities of Newfoundland and Labrador	Newfoundland Industrial Customers	2001-02	No
NTPC	2001/02 Phase II General Rate Application	Analysis, Preparation of Company Evidence and Expert Testimony	NWTPUB	NTPC	2002	Yes
Manitoba Hydro/Centra Gas	Integration Hearing	Analysis and Case Preparation	Manitoba Public Utilities Board	Manitoba Industrial Power Users Group (MIPUG)	2002	No
Manitoba Hydro	2002 Status Update Application/GRA	Analysis, Preparation of Intervenor Evidence and Expert Testimony	Manitoba Public Utilities Board	Manitoba Industrial Power Users Group (MIPUG)	2002	Yes
Yukon Energy	Application to Reduce Rider J	Analysis and Case Preparation	YUB	Yukon Energy	2002-03	No
Yukon Energy	Application to Revise Rider F Fuel Adjustment	Analysis and Case Preparation	YUB	Yukon Energy	2002-03	No
Newfoundland Hydro	2004 General Rate Application	Analysis, Preparation of Intervenor Evidence and Expert Testimony	Board of Commissioners of Public Utilities of Newfoundland and Labrador	Newfoundland Industrial Customers	2003	Yes
Manitoba Hydro	2004 General Rate Application	Analysis, Preparation of Intervenor Evidence and Expert Testimony	Manitoba Public Utilities Board	Manitoba Industrial Power Users Group (MIPUG)	2004	Yes
NTPC	Required Firm Capacity/System Planning hearing	Analysis, Preparation of Company Evidence and Expert Testimony	NWTPUB	NTPC	2004	Yes
Nunavut Power (Qulliq)	2004 General Rate Application	Analysis, Preparation of Intervenor Submission	Nunavut Utility Rate Review Commission	NorthWest Company (commercial customer intervenor)	2004	No
Nunavut Power (Qulliq)	Capital Stabilization Fund Application	Analysis, Preparation of Intervenor Submission	Nunavut Utility Rate Review Commission	NorthWest Company (commercial customer intervenor)	2005	No
Yukon Energy	2005 Required Revenues and Related Matters Application	Analysis, Preparation of Company Evidence and Expert Testimony	YUB	Yukon Energy	2005	Yes
Manitoba Hydro	Cost of Service Methodology	Analysis, Preparation of Intervenor Evidence and Expert Testimony	Manitoba Public Utilities Board	Manitoba Industrial Power Users Group (MIPUG)	2006	Yes
Yukon Energy	2006-2025 Resource Plan Review	Analysis, Preparation of Company Evidence and Expert Testimony	YUB	Yukon Energy	2006	Yes
Newfoundland Hydro	2006 General Rate Application	Analysis, Preparation of Intervenor Evidence	Board of Commissioners of Public Utilities of Newfoundland and Labrador	Newfoundland Industrial Customers	2006	No - Negotiated Settlement
NTPC	2006/08 General Rate Application	Analysis, Preparation of Company Evidence and Expert Testimony	NWTPUB	NTPC	2006-08	Yes
Manitoba Hydro	2008 General Rate Application	Analysis, Preparation of Company Evidence and Expert Testimony	Manitoba Public Utilities Board	Manitoba Industrial Power Users Group (MIPUG)	2008	Yes
Manitoba Hydro	2008 Energy Intensive Industrial Rate Application	Analysis, Preparation of Intervenor Evidence and Expert Testimony	Manitoba Public Utilities Board	Manitoba Industrial Power Users Group (MIPUG)	2008	Yes
Yukon Energy	2008/2009 General Rate Application	Analysis, Preparation of Company Evidence and Expert Testimony	YUB	Yukon Energy	2008-09	Yes
Yukon Energy	2008/2009 General Rate Application	Analysis, Preparation of Company Evidence	YUB	Yukon Energy	2010	No
Yukon Energy	2009 Phase II Rate Application	Analysis, Preparation of Company Evidence	YUB	Yukon Energy	2009-10	Pending
Newfoundland Hydro	Rate Stabilization Plan (RSP) Finalization of Rates for Industrial Customers	Analysis, Preparation of Intervenor Evidence	Board of Commissioners of Public Utilities of Newfoundland and Labrador	Newfoundland Industrial Customers	2010	Pending

Scott Duncan, CMA

Employer: ATCO Electric Ltd.

Position: Senior Regulatory Analyst Cost of Service

Responsibilities: Phase II Cost of Service Applications and studies for ATCO Electric, Yukon Electrical Company and Northland Utilities Yellowknife and NWT.

Education: Certified Management Accountant (1999)

Professional Experience: 2006 to Present
ATCO Electric Ltd.
Senior Regulatory Analyst Cost of Service

2001 to 2006
ATCO I-Tek
Team Lead Oracle Financials Project

2000 to 2001
ATCO I-Tek
Supervisor Accounting and Accounts Payable

1996 to 2000
ATCO Electric
Corporate Accountant

1988 to 1996
ATCO Electric
Financial Analyst

Affiliations: Certified Management Accountants of Alberta

Brian Desjarlais, P. Eng

Employer: ATCO Electric Ltd.

Position: Sr. Engineer, Product Design, Pricing

Responsibilities: Phase II Tariff Applications (Rate Design), Phase I Revenue Forecasts and billing implementation for ATCO Electric Ltd. and support for ATCO's North of Sixty Utilities

Education: B.Sc. Engineering (1992)

Professional Experience:

2001-Present
ATCO Electric Ltd.
Sr. Engineer, Product Design, Pricing

1997-2001
Stantec Consulting Ltd.
Engineer

1992-1997
City of Edmonton
Analyst

Affiliations: The Association of Professional Engineers, Geologists, and Geophysicists of Alberta (APEGGA)

Nick Palladino, P. Eng

Employer: ATCO Electric Ltd.

Position: Manger, Pricing

Responsibilities: General Rate Applications Sales and Revenue Forecast (Phase I) and Tariff Applications (Phase II) for ATCO Electric, Yukon Electrical Company Limited, Northland Utilities Yellowknife and Northland Utilities (NWT)

Education: Bachelor of Engineering 1993
Certified Engineering Technologist 1986

Professional Experience: January 2010 – Present
ATCO Electric Ltd.
Manager, Pricing

2005 – January 2010
ATCO Electric Ltd.
Supervising Engineer, Product Design

2000 – 2005
ATCO Electric Ltd.
Senior Engineer, Product Support

1995 – 2000
Alberta Power Ltd
Engineer, Rate Design

1993 – 1995
Alberta Power Ltd.
Account Manager, Industrial Sales

1986 – 1990
Alberta Power Ltd.
Engineering Technologist, System Operations

Affiliations: The Association of Professional Engineers, Geologists and Geophysicists of Alberta (APEGGA)