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Our File No.: 12276-92

October 30, 2013

VIA EMAIL

Yukon Public Utilities Board
Box 31728
Whitehorse, YK Y1A 6L3

Attention: Ms. Giuseppa Bentivegna, Board Counsel

Dear Ms. Bentivegna:

**Re: Yukon Electrical Company Limited 2013-2015 General Rate Application
Witness Panels and CVs**

We act for Yukon Electrical Company Limited ("Yukon Electrical") in the above referenced matter, which has been set down for a hearing in from November 4-7, 2013. To facilitate an efficient hearing process, and to minimize expert witness costs, Yukon Electrical will be seating three witness panels, as follows:

- (1) **Depreciation Panel** composed of:
 - Mr. Larry Kennedy, Vice President, Gannett Fleming;
 - Mr. Jay Massie, Manager, Yukon Electrical;
 - Mr. Jerry Janow, Manager of Regulatory, ATCO Electric;
 - Mr. James Grattan, Director of Regulatory, ATCO Electric.

- (2) **Yukon Electrical General Panel** (to address all issues other than Depreciation and the Demand Side Management Plan) composed of:
 - Mr. James Grattan, Director of Regulatory, ATCO Electric
 - Mr. Dwight Redden, General Manager, Yukon Electrical
 - Mr. Jay Massie, Manager, Yukon Electrical
 - Mr. Ken Koenig, Supervisor Product Support, ATCO Electric

- (3) **Demand Side Management ("DSM") Panel** composed of:
 - Mr. Paul Robillard, Director, ICF Marbek
 - Ms. Judy Simon, Principal, ICF Marbek
 - Mr. Dwight Redden, General Manager, Yukon Electrical
 - Ms. Laura Carlson, Senior Corporate Communications Advisor, Yukon Electrical
 - Mr. David Morrison, President and Chief Executive Officer, Yukon Energy Corporation
 - Ms. Stephanie Whitehead, Energy Conservation Coordinator, Yukon Energy Corporation

October 30, 2013

Page Two

By proceeding in this manner, we expect that Mr. Kennedy will attend on November 4, 2013 and likely be finished on that day. The General Panel would then be seated later on November 4th and be available through November 6th, with a view to having the DSM Panel seated on (but not before) November 6, 2013, such that the witnesses from ICF Marbek do not have to make themselves available until November 6th.

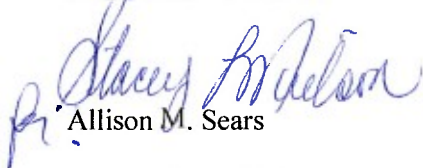
Given that the DSM Plan is a joint utility plan, we will have witnesses from both Yukon Electrical and YEC on the panel. We note, however, that it is only Yukon Electrical's forecast costs that are before the Board in this proceeding. Further, representatives from each of the utilities will only be giving evidence binding on the respective utility that they represent.

CVs for each of the above referenced witnesses are attached hereto with the exception of Mr. Kennedy, whose CV has already been filed as part of his written evidence and can be found at Section 7, Attachment 2, p. 27 of the Application.

We trust the foregoing is satisfactory. Should you have any questions or concerns do not hesitate to contact the undersigned.

Yours truly,

BENNETT JONES LLP


Allison M. Sears

cc: Interested Parties



Dwight Redden

Employer: Yukon Electrical Company Limited

Position: General Manager, Yukon Electrical Company Limited, Northland Utilities (Yellowknife) Limited and Northland Utilities (NWT) Limited.

Responsibilities: Accountable for the general management of the 3 northern electric utility companies listed above. Provide resources necessary to develop and implement the Business Plans of the companies as approved by the Board of Directors. Ensure delivery of safe, reliable and cost effective electric service to the customers of Yukon Electrical and Northland Utilities.

Education: B. Sc. Civil Engineering (1983) – University of Alberta

Professional Experience:

2010 – Present
ATCO Electric Ltd.
General Manager, North of 60 Regulated Utilities

2007 – 2010
ASHCOR Technologies Ltd.
General Manager, Operations and Product Development

2001 – 2007
ATCO Power Ltd.
Manager, Project Development

1996 – 2001
ATCO Power Ltd.
Senior Engineer, Technical Services

1993 – 1996
Alberta Power Ltd.
Senior Engineer, Battle River Generating Station

1992 – 1993
Alberta Power Ltd.
Resident Engineer, McMahon Cogeneration Project

1985 – 1992
Alberta Power Ltd.
Civil Engineer, Generation, Transmission & Substation
Engineering groups

1984 – 1985
E.P. Jokinen and Associates
Engineer in Training

Regulatory Experience: 2011-2013 Northland Utilities (Yellowknife) and Northland
Utilities (NWT) Phase 1 & Phase 2 proceedings

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

Yukon Hospital Foundation - Director

James Grattan

Employer: ATCO Electric Ltd.

Position: Director, Regulatory

Responsibilities: Performance Based Regulation, Phase I and Phase II Tariff Applications for ATCO Electric Distribution Division and ATCO's North of 60 Utilities

Education: Chartered Accountant (1991)

Professional Experience:

2013 – Present
ATCO Electric Ltd. Distribution Division
Director, Regulatory

2011 – 2012
ATCO Electric Ltd.
Senior Manager, Regulatory

2010
ATCO I-Tek
Senior Manager, Commercial

2007 – 2009
ATCO Electric Ltd.
Manager, Pricing

2001 – 2007
The Yukon Electrical Company Limited
Manager, Customer Service

1997 – 2001
The Yukon Electrical Company Limited
Supervisor, Financial Services

1995 – 1996
ATCO Electric Ltd.
Corporate Accountant

1988 – 1996
Price Waterhouse Chartered Accountants
Articling Student though to Manager

Affiliations: Institute of Chartered Accountants of Alberta
Institute of Chartered Accountants of Yukon

Jay Massie

Employer: Yukon Electrical Company Limited

Position: Manager

Responsibilities: Manage day to day operations of Yukon Electrical. Accountable for the capital program, as well as providing safe and reliable power from the distribution and generation systems to all of Yukon Electrical's communities.

Education: Interprovincial Journeyman Certification in Lineman Trade (Red Seal) (1996)

Professional Experience:

2012 – Present
Yukon Electrical Company
Manager

2007 – 2012
Yukon Electrical Company
Superintendent of Operations and Maintenance

2006 – 2007
Yukon Electrical Company
Power Line Technician Team Lead

1996 – 2006
Yukon Electrical Company
Power Line Technician

1992 – 1996
Yukon Electrical Company
Power Line Technician Apprentice

1989 – 1992
Yukon Electrical Company
Labourer

Gerald (Jerry) W. Janow

Employer: ATCO Electric Ltd.

Position: Manager, Regulatory

Responsibilities: Depreciation and Regulatory

Education: B. Commerce 1976 – University of Alberta
Certified Depreciation Professional (CDP) 1996
Certified General Accountant (CGA) 1999

Professional Experience:

November 2013 – Present
ATCO Utilities Business Group
Manager, Regulatory

March 2013 – October 2013
ATCO Electric
Manager, Fixed Assets

2012 – February 2013
ATCO Electric
Manager, Special Projects

2006 – 2012
ATCO Electric
Supervisor, Cost of Service

2002 – 2006
ATCO Gas
Depreciation Specialist, Regulatory

1998 – 2002
ATCO Electric
Senior Cost of Service Analyst

1990 – 1998
ATCO Electric
Depreciation Analyst

Alberta Government Telephones
1979 – 1990
Alberta Government Telephones
Financial Advisor, Depreciation

1977 – 1979
Alberta Government Telephones
Budget Analyst, Accounting

1976 – 1977
Canadian Imperial Bank of Commerce
Manager Trainee

Affiliations: Member of the Society of Depreciation
Professionals (SDP)

Appearances: Alberta Energy and Utilities Board
ATCO Electric 2008 DTA (Cost of Service)
ATCO Gas 2005-2007 GRA (Depreciation)
ATCO Gas 2003-2004 GRA (Depreciation)
ATCO Electric 1996-1997 GRA (Depreciation)
ATCO Electric 1991-1992 GRA (Depreciation)

NWT Public Utilities Board
Northland Utilities Limited 2011-2013 GRA – Phase II
(Cost of Service)

Ken Koenig, P.Eng.

Employer: ATCO Electric Ltd.

Position: Supervisor, Product Support

Education: B. Sc., Mechanical Engineering (1987) – University of Alberta
Mechanical Engineering Technology Diploma (1982) – Southern Alberta Institute of Technology

Professional Experience:

2006 – Present
ATCO Electric
Product Support Supervisor, Pricing Department

2004 – 2006
ATCO Electric
Senior Regulatory Analyst, Pricing Department

2002 – 2004
ATCO Electric
Senior Sales Forecasting Analyst, Pricing Department

1999 – 2002
ATCO Power
Project Economic and Financial Analyst

1997-1999
Alberta Power Ltd.
Senior Analyst, Electricity Supply

1990 – 1997
Alberta Power Ltd.
Senior Engineer, System Operations

1988 – 1990
Alberta Power Ltd.
Contract Administrator, Engineering and Construction

Affiliations: Association of Professional Engineers and Geoscientists of Alberta (APEGA)

Appearances: Northland Utilities (Yellowknife) Ltd. 2011-2013 GRA – Phase II (rate design and terms and conditions)

Northland Utilities (NWT) Ltd. 2011-2013 GRA –
Phase II (rate design and terms and conditions)

ATCO Electric Ltd. 2008 DTA (terms and conditions)

Northland Utilities (Yellowknife) Ltd. 2005-2006 GRA –
Phase II (rate design and terms and conditions)

Northland Utilities (NWT) Ltd. 2005-2006 GRA –
Phase II (rate design and terms and conditions)

Laura Carlson

- Employer:** Yukon Electrical Company Limited
- Position:** Senior Corporate Communications Advisor, Yukon Electrical Company Limited, Northland Utilities (Yellowknife) Limited and Northland Utilities (NWT) Limited.
- Responsibilities:** Accountable for corporate communications for the 3 northern electric utility companies listed above. Provide communication, media relations, and community engagement support for the 3 electrical utilities. Coordinated the development of the Yukon joint utility Demand Side Management Plan.
- Education:** Communication Arts Diploma (1993) – Lethbridge College
- Professional Experience:**
- 2011 – Present
Yukon Electrical, Northland Utilities
Senior Corporate Communications Advisor
 - 2010-2011
Medicine Hat College
Fund Development Officer / Media Officer
 - 2006-2009
Lethbridge College
Manager of Fund Development
 - 2003-2005
Suncor Energy
Stakeholder Relations / Community Investment
- Affiliations:** Yukon Wildlife Preserve - Director

PAUL ROBILLARD

ICF Marbek, Director, Canada

Mr. Robillard is a founding Principal and Co-Director of ICF Marbek's energy practice with over 30 years experience in energy, environment and economic analyses, within Canada and internationally.

Mr. Robillard combines strong technical expertise with superior practical experience as a manager, facilitator and author. His reports are well-written, well-organized and to the point.

Key Skills

Energy system planning, technology assessments, risk management and program planning, including market potential analysis, technology commercialization strategy development, benefit-cost screening, market penetration analysis, and, stakeholder consultations and negotiations

Energy regulations and product performance standards

Market analysis, including survey design and implementation, definition of distribution networks and related market influences

Energy and emissions modeling, including estimates of technical and economic impacts of energy investments as well as full fuel cycle analysis of environmental emissions

Policy analysis and program evaluation.

Project Experience

Selected Economy-Wide Assessments of Energy Efficiency Potential

Achievable Potential – Electricity Savings Through New Energy Conservation Programs 2012-2032 (in progress), Province of Ontario

Project Director for a province-wide study that will determine the potential contribution of energy efficiency to Ontario's long term electricity supply needs. The study will define priority opportunities for "next generation" energy conservation programs within all sectors and regions of the province over the period 2014 to 2018. Detailed market research will be conducted for each priority opportunity that will inform preferred program implementation strategies for each.

FortisBC Energy Efficiency and Conservation (EEC) Plan 2014-2018, Province of British Columbia

Managed the development of FortisBC's five-year EEC Plan. The Plan provides detailed descriptions and comprehensive benefit-cost analyses for the company's proposed portfolio of energy efficiency and conservation programs for the residential, commercial and industrial sectors. The Plan, with a proposed budget of nearly \$200 million, provides an integral element of FortisBC's regulatory submission to the British Columbia Utility Commission (BCUC). It also

Years of Experience

- Professional start date: October 1977
- ICF start date: January 1983

Education

- MBA (partial completion), Business, University of Ottawa, 1990
- Diploma, Solar Technology, Algonquin College, 1977
- MSW, Policy Analysis, Carleton University, 1976
- BA, Economics, Queen's University, 1972

Professional Memberships

- Associate Member (past), Canadian Standards Association (CSA) Technical Committee on Performance Efficiency of Electrical Motors
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represents a critical contribution to the company's compliance with provincial greenhouse gas reduction targets.

FortisBC Load Forecast and Scenario Modelling, Province of British Columbia

Managed the development of FortisBC's new end use load forecasting model in compliance with the directives set out by the province's utility regulator. Once developed, led the team that conducted a risk analysis of the utility's future system requirements. A matrix of potential future economic and policy scenarios within British Columbia were defined for the period 2012 to 2032 and their potential impacts on the province's natural gas requirements were simulated using the newly developed load forecasting model.

An Assessment of the Potential Contribution of DSM and Customer-side Alternate Energy Options for the Yukon (2010–2030) —Yukon Energy Corporation (YEC), Yukon Electrical Company (YECL) and the Government of the Yukon, Yukon Territory

Managed a technical and economic assessment of the Yukon Territory's 20-year electricity needs and the potential contribution of energy efficiency, alternate energy technologies and customer behavioural changes to meeting those needs. Completion of the study included extensive consultation workshops with all major consumer, business and supplier stakeholders.

The study identified substantial opportunities for cost effective energy efficiency solutions in the Yukon residential and commercial sectors. ICF Marbek subsequently developed a comprehensive set of Program Design, Implementation and Evaluation documents to support the submission of the Utilities' DSM Plan to the Yukon Utility Board for funding approval.

Conservation Potential Review 2010-2030, SaskPower, Province of Saskatchewan

Managed a comprehensive study of the potential contribution of energy efficiency, peak demand control and alternative energy sources to the province's future electrical needs. Managed a team of over 20 local and international consultants to provide SaskPower with a comprehensive assessment of the potential energy and capacity/demand savings over the next 20 years, including "natural change" estimates, for its residential, commercial, farm and industrial customers.

The study identified substantial opportunities for cost effective energy efficiency solutions in all sectors of the Saskatchewan economy. Those opportunities are currently being implemented in a series of programs, also managed by ICF Marbek.

Natural Gas Conservation and Alternate Energy Potential for British Columbia (2010-2030)—FortisBC, Province of British Columbia

Managed a comprehensive study that defined the potential provincial natural gas savings from energy efficiency, alternative energy sources and customer behaviour. Managed a team of 15 local and international consultants that addressed the full scope of savings opportunities within the province's residential, commercial and industrial sectors. The study also included a number of parallel supporting studies. They included: the design and implementation of a Commercial Sector End Use study; an Economic Impact Study that assessed the changes in province gross domestic product and employment from implementation of the identified energy savings opportunities; and, an Economic Assessment of evolving economic screening methods under consideration across North America and their potential impact on future DSM program planning strategies.



BC Hydro Electricity Demand-side Management Potential – Update 2007. BC Hydro (2007), Province of British Columbia

Served as project manager for the study, which was the most comprehensive DSM potential assessment of its kind completed to date in North America. The 16-month study was conducted by a team of over 20 consultants for BC Hydro, which is a North American DSM leader. The study assessed the potential energy and peak demand savings over a 20 year period from existing technologies, emerging technologies, behavioural changes, lifestyle changes, fuel switching, and customer-supplied renewable energies. Some methodologies, especially around technologies, are well established while others, especially around behaviours and lifestyle were developed specifically for this study. The study was completed in close collaboration with an External Advisory Committee (EAC) that was established by BC Hydro specifically for this study. The EAC consisted of approximately 30 members that represented the full spectrum of provincial stakeholders, from large industry users to environmental groups.

Based on the study results, BC Hydro has set aggressive provincial targets for the contribution of DSM over the next 20 years.

Co-authored a paper with BC Hydro on this successful study and the results were presented at the 2008 American Council for an Energy-Efficient Economy (ACEEE) summer conference.

Ontario 20-year Load Forecast and Conservation Potential Assessment—Ontario Power Authority, Province of Ontario

Working in collaboration with the Cadmus Group, directed a team of ICF Marbek technical experts in the design of Ontario's electric load forecasting model. As part of the model development, the ICF Marbek team also provided all of the technical and economic input data required to run the model, including: sector and sub sector definitions; energy end use profiles for each sub sector; technology efficiency, saturation and fuel share data for each sub sector within the Ontario economy; and, economic growth data. The model is fully calibrated to actual provincial energy use and now serves as the platform for the province's power system and energy conservation planning functions.

Ontario Natural Gas Conservation and Alternate Energy Potential – 2011—Union Gas, Province of Ontario

Directed a comprehensive study of the potential contribution of natural gas savings within the Union Gas service territory from energy efficiency, alternative energy sources and customer behaviour. The study identified a comprehensive portfolio of cost-effective energy savings opportunities within the residential, commercial and industrial sectors. The study results served as the substantiation document for the company's demand-side-management (DSM) submission to the Ontario Energy Board (OEB), the provinces energy regulator.

Natural Gas DSM Potential—Enbridge Gas, Province of Ontario

Enbridge Gas is one of Canada's largest energy companies and a major supplier of natural gas to the Ontario market. As part of our ongoing support to Enbridge, managed a comprehensive study of the potential contribution of natural gas savings within their Ontario service territory from energy efficiency, alternative energy sources and customer behaviour. The study identified a comprehensive portfolio of cost-effective energy savings opportunities within the residential, commercial and industrial sectors. The study results served as the substantiation document for the company's demand-side-management (DSM) submission to the Ontario Energy Board (OEB), the provinces energy regulator.



Potential for Energy Efficiency for the Province of New Brunswick. New Brunswick Department of Natural Resources and Energy. Province of New Brunswick

Managed a comprehensive assessment of the technical and economic potential for energy efficiency and fuel substitution in all sectors of the New Brunswick economy: industrial, transportation, commercial, and residential. All energy forms were addressed, including refined petroleum products, electricity and wood. The study also assessed the environmental emission reduction potential associated with the projected efficiency/fuel substitution improvements. Finally, a macro-economic analysis was undertaken to assess the potential employment impacts associated with the implementation of these measures.

Development of Strategic Inputs & Best Practice Review for New Brunswick's Integrated Electricity Plan. Province of New Brunswick

Managed an ICF Marbek team of sector and technology experts that worked with NB Power to prepare its Integrated Resource Plan (IRP) for the residential, commercial and industrial sectors by providing technical, market and economic inputs required for NB Power's internal modelling. Deliverables included: detailed energy efficient technology profiles covering all sectors and fuel types; screening of potential energy efficiency measures; an estimate of current energy use by sub sector and end use; advice on the applicability and achievable uptake of energy efficient technologies; and, an estimation of the achievable potential for DSM measures across the NB Power service area.

The Potential for Electricity Savings in Newfoundland Labrador's Residential, Commercial and Industrial Sectors 2006 to 2026, Province of Newfoundland and Labrador

Directed the ICF Marbek team that provided the analysis of conservation and demand management (CDM) potential for each of the three system entities: Island Interconnected, Labrador Interconnected, and Isolated Diesel. The CDM potential study was undertaken in two phases. Phase 1 identified: CDM objectives and goals; CDM technology options for residential, commercial and industrial sectors; estimates of technical, economic and achievable CDM potential. Phase 2 built on the Phase 1 findings and: identified program concepts; prepared economic cost benefit analysis; and provided a program evaluation methodology.

Malaysia Demand Side Management Study; Tenaga Nasional Berhad (Malaysia Electric Utility Co.)—BC Hydro International, Malaysia

In collaboration with BC Hydro International, led the team that prepared the market assessment of energy efficiency potential within Malaysia's residential, commercial and institutional sectors. The study successfully identified a portfolio of cost-effective energy efficiency opportunities and recommended a suite of utility led energy efficiency programs. Also provided DSM program design and delivery training to Tenaga Nasional Berhad staff in Kuala Lumpur.

Ontario Natural Gas DSM Potential Review – Union's 3 Year DSM Plan, Province of Ontario

Project manager for the development of Union Gas's a new strategic DSM plan. The plan provided a strategic level vision of Union's DSM plan over the period, including identification of target markets, appropriate budget levels and the structure of incentive levels. The plan reflects a budget of more than \$12 million annually over the planning period representing more than a 60% increase over the previous plan.



Selected Energy Efficiency Program Design Projects

Yukon Electricity Futures Presentation – The Yukon

Following the successful completion of the Yukon's Electricity Conservation Potential Review, Paul Robillard served as an expert resource person for a series of workshops on the Yukon's electricity futures.

Design of a DSM Program Portfolio for the Yukon – Yukon Energy Corporation, The Yukon

Following the successful completion of a major study entitled, Yukon Conservation and Demand Management Potential Review (CPR- 2011), managed the development of a suite of residential and commercial sector programs. The final output was a complete DSM Program Design report suitable for submission to the Yukon Utilities Board.

Design of the powerWISE Business Incentive Program— Coalition of Large Electricity Distribution Companies (LDCs), Ottawa, Ontario

Managed a project that assisted Ontario's large electricity distribution companies (LDCs) to design and launch the first round of new Ontario DSM programs targeted to commercial and industrial facilities with loads greater than 50kW. Supports provided to the CLD included: development of a program monitoring and evaluation plan; identification and assessment of "best of class" technologies to be promoted through prescriptive incentives and the development of customer application and guideline documents. The program, known as the powerWISE(r) Business Incentive Program, or PBIP, was launched by Hydro Ottawa, Enersource Hydro Mississauga, Horizon Utilities, and PowerStream.

Thermal Solar Incentive Program- Natural Resources Canada, Canada

Managed an assessment of the cost competitiveness of solar thermal technologies currently available in the Canadian market and provided recommendations to increase participation rates for the ecoENERGY for Renewable Heat program. The work included modelling of the cost-competitiveness of the various technologies in different applications, a review of the experience in other jurisdictions, and a compilation and evaluation of the potential options for defining incentive levels.

Design of an Industrial Process Integration (PI) Program for Large Final Emitters— Natural Resources Canada,

Project manager and analyst to develop a program that provides cost-shared financial and technical support for Process Integration studies to be undertaken by Canada's industrial Large Final Emitters (LFEs). The work involved investigating key design issues and developing options, facilitating the achievement of intra-departmental consensus of the way forward and preparing the Program Design report.

Design & Implementation of an Industrial Sector Clean Technology & Modernization Program for Costa Rica—Canadian International Development Agency, Costa Rica

Served as project executive for the design and implementation of a 3-year, \$15 million program to assist Costa Rican companies to acquire energy efficiency and pollution prevention/control technologies and "know-how" in order to modernize their industrial operations. The Program was also involved in a variety of promotional and investment activities designed to develop long-term Costa Rica-Canada strategic alliances and business relationships. Particular emphasis was given to increased awareness in the private and public sectors of the productivity and competitiveness benefits of improved environmental performance by Costa Rican industry.

Selected Technical and Economic Studies

LED Market Assessment and Communication Plan —Natural Resources Canada, Canada

Managed an assessment of the current technical and market status of LED traffic and signal light products in Canada. Provided recommendations for regulation under Canada's Energy Efficiency Act, including a stakeholder engagement and communication strategy.

Market Characterization of the Canadian Solid State Lighting (SSL) Industry—Natural Resources Canada, Canada

Managed an assessment of transformations that are occurring within the global and Canadian lighting industry due to the introduction of Solid State Lighting (SSL) technologies. Particular emphasis was on the impact of SSL technologies on the Canadian lighting industry and an assessment of opportunities for federal government support.

Potential Impacts of Ecological Fiscal Reform on Renewable Energy In Canada – A Case Study—National Round Table on Environment and Economy,

In collaboration with Resources for the Future, managed an assessment of the environmental and economic effectiveness of fiscal instruments that promote renewable energy technology uptake. The fiscal instruments included a mix of taxes, subsidies and R&D grants. A theoretical and numerical model was developed and used to assess the effectiveness of the various fiscal instruments, and recommendations were made on the optimal policy instrument.

Technology & Market Review of Residential Electricity “Smart Meters”— Natural Resources Canada,

Managed a study of advanced residential electricity meters. The study included: development of technology and cost profiles for available advanced metering technologies and services; review of advanced metering programs and initiatives in Canada and the U.S.; determination of the status of advanced metering in the Canadian market; and, recommended actions for NRCan to encourage further integration of residential advanced meters by Canadian utilities and service providers.

Solar Thermal Power Production (STPP) - Cost Reduction Strategy, (with Enermodal)—World Bank, Solar Thermal Power Production (STPP)- Cost Reduction Strategy. World Bank.

In collaboration with Enermodal Engineering, managed a study of the technical and economic parameters of solar thermal power plant (STPP) technology. The objective was to define a least-cost path for STPPs to achieve cost parity with conventional fossil-fuel power plants. In doing so, associated emission reductions were also determined for each scenario and used to calculate the costs of associated GHG reductions. The study was completed in two phases. In the first phase of the study, the current state of STPP technology was assessed using modelling and economic analysis techniques. Projected future costs were then estimated using engineering and experience curve methodologies. The second phase of the study developed a set of policy and investment recommendations for the World Bank that are designed to escalate STPP's achievement of future cost parity.

Assessment of the Economic and Emission Impacts of a Renewable Energy Portfolio Standard (RPS) for Canada—Council of Canadian Energy Ministers, Canada

Managed a national study that analyzed the potential impacts of a renewable portfolio standard (RPS) on the market penetration of low-impact, renewable electricity generation options in Canada. The study included a review of the lessons learned from RPS experience in other

jurisdictions as well as a review of the current Canadian renewable energy context. The study results identified the environmental and economic effectiveness of the RPS design options, including changes in: electricity price; carbon emissions relative to Canada's Kyoto Gap; renewable output; fossil output; total electricity output; welfare; trade; cost; and cost-effectiveness. Distributional implications such as provincial/regional cost and resource base constraints were also addressed. Indicators for both 2010 and 2020 were developed, thus affording insight on the medium-and longer-term implications of the RPS design options.

Assessment of Emissions and Economic Impacts of Canada's Renewable Energy Deployment Initiative (REDI)—Natural Resources Canada (NRCan)

At the request of the Minister of NRCan, the REDI program was subject to a mid-program evaluation, which required evidence of industry consultations and review of performance to date. Once the evaluation results were completed, Paul Robillard was retained by NRCan to incorporate the lessons learned into a new REDI business plan to be presented to the federal cabinet for funding approval and subsequent market implementation.

Employment History

Middleton Associates. Senior Consultant. Ottawa, Ontario. January 1981– December 1982.

EMR Canada. Coordinator, Community Energy Conservation Program. Ottawa, Ontario. October 1977– December 1980.

Judy Simon
Principal

ICF Marbek

EDUCATION

2011-12	Mini-MBA (Advanced Management Course) McGill University Executive Institute, in progress (Module 1 completed)
1980	Master of Environmental Design (Environmental Science), University of Calgary
1977	Bachelor of Science, University Scholar, Great Distinction, McGill University

PROFILE/EXPERTISE

With over 25 years of experience in energy regulatory matters regarding economic regulation as well as environmental and facilities approvals, Ms. Simon has an excellent understanding of energy regulatory jurisdictions across Canada regarding electricity and natural gas regulated utilities. Ms. Simon spent 10 years with the Ontario Energy Board as a Board Member (part-time, 1992-2002), adjudicating more than 150 proceedings. As an energy consultant for 23 years, Ms. Simon has worked with more than 40 Canadian energy utilities across Canada, several municipalities and institutions, provincial and national energy business associations and provincial and federal government departments dealing with energy and environmental regulatory and policy matters.

PROFESSIONAL OVERVIEW

ICF Marbek
Principal, System Planning, Program Design and Regulatory Affairs

Elenchus
Principal, Economic Regulation and Conservation

Responsible for and provide services in:

- Management of Elenchus economic regulation and policy staff
- Strategic regulatory advice and regulatory approvals
- Corporate planning
- Business development
- Management in energy and water conservation, and environmental sustainability
- Stakeholder engagement, partnership building and training
- Low-income consumer related policy and regulatory matters
- Program evaluation, measurement and verification

IndEco Strategic Consulting Inc.
Vice President

Responsible for and provided services in:

- Program design and delivery, monitoring and evaluation related to demand-side management and conservation and demand management for energy and water
- Preparation of comprehensive, sustainability, energy and water management plans
- Low-income consumer related policy and regulatory matters
- Business development, market assessment
- Marketing and promotions
- Stakeholder and channels management
- Facilitation, education, training and awareness

Ontario Energy Board

Board Member (part-time)

Ms. Simon was involved in more than 150 files including rates cases, franchise approvals, leave to construct applications, and policy hearings related to demand-side management, gas pipeline approvals, corporate mergers and other matters. Ms. Simon was appointed to the Board as the Board members' leading authority on energy efficiency and environmental matters.

Judy Simon + Associates

President

Responsible for and provided services in:

- Strategic and corporate planning
- Facilitation and issue resolution/mediation related to infrastructure approvals under the Ontario Environmental Assessment Act
- Low-income consumer related policy and regulatory matters

Ontario Ministry of Industry, Trade and Technology

Manager, Technology Policy

Ms. Simon was responsible for managing the Technology Centres and for the development of technology policy related to the energy and environmental sectors. Ms. Simon coordinated the preparation of the Cabinet Subcommittee's report on free trade, which was tabled in the Legislature.

Ontario Ministry of Environment

Manager, Environmental Assessment Branch

Ms. Simon was responsible for all the waste and energy approvals under the Environmental Assessment Act (EA Act) and for the development of all EA programmatic policies. This included being responsible for more than 100 energy (electricity transmission and generation) and waste EAs. Ms. Simon was senior advisor to legal counsel on the major Ontario Hydro eastern Ontario and southwestern Ontario transmission system expansions before the Joint Board (Joint Panel of Ontario Municipal Board and Environmental Assessment Board), and one related judicial review proceeding before the Ontario Divisional Court. Ms. Simon was also an expert witness for the Ministry in the southwestern Ontario hearing.

Ontario Ministry of Environment

Environmental Planner, Environmental Assessment Branch

Ms. Simon was responsible for the coordination and preparation of government reviews for waste, energy, transportation and sewage and water related environmental assessments under the Environmental Assessment Act.

Ontario Ministry of Energy

Energy Planner, Conservation and Renewable Energy Group

Ms. Simon was responsible for the preparation of a government discussion paper on district energy and for providing policy advice on municipal energy matters and renewable energy approvals.

Nova, an Alberta Corporation

Energy Researcher, Algas Resources

Ms. Simon was responsible for the preparation of a feasibility assessment of a pilot anaerobic digester on livestock operations in southern Alberta. Nova funded Ms. Simon's master's thesis, which involved a feasibility analysis of methanol and ethanol as transition transportation fuels, with natural gas as a feedstock

SELECTED PROJECTS

Facilitation and training

MEARIE Group, Electricity Distributors Association (EDA). Designed and delivered a training session on developing regulatory plans as part of Elenchus' Module 3, Rate Design Certificate Program, for utility regulatory professionals. Training designer and session trainer.

MEARIE Group, EDA. Designed and delivered a series of 7 conservation and demand management (CDM) courses for Ontario's electric distributor conservation and demand management staff, which formed the EDA CDM Specialist Certificate program. Senior manager and lead trainer.

Ontario Energy Board. Facilitated the development of the short-term 2010 regulatory framework for low-income natural gas demand-side management through the facilitation of a multi-stakeholder working group set up by the Board and prepared a report that documents the framework, consensus and non-consensus positions of working group participants. Project manager and lead facilitator.

Ontario Energy Board. Facilitated the development of the framework for the Board's emergency low-income energy financial assistance program through the facilitation of a multi-stakeholder working group set up by the Board. The result of this work was documented in a final report to the Board. Project manager and lead facilitator.

Canadian Gas Association and Canadian Electricity Association. Designed and facilitated a seminar session on best practices in DSM/CDM and preparation of a report which documented the results – issues, lessons learned – from the series of 4 workshops held across Canada over 2007-08. Project manager and lead facilitator.

Ontario Power Authority. Designed and delivered the stakeholder consultation process for the \$400M conservation and demand management program including the design and delivery of the Program Design Advisory Group and Program Operations Design Group activities. With Navigant Consulting. Project Manager.

Burlington Hydro. Designed a partnership with Canada Centre for Inland Waters and BHI to promote awareness related to opportunities for commercial building retrofits and distributed generation (gas and solar) for the electricity distributor's largest customers. Project manager.

Milton Hydro. Designed and implemented a breakfast seminar series with the utility's general service customers on DR. Senior advisor.

City of Ottawa, City of Mississauga and Canadian Gas Association. Designed and delivered a workshop in each city for local builders, architects, engineers, utilities, energy managers and consultants on conservation and renewable energy opportunities in Ottawa to improve air quality and reduce GHGs. Project manager.

Canada Mortgage and Housing Corporation. Developed and implemented a design charette for multi-residential and commercial buildings which became a key basis for CMHC to offer these charettes with Sustainable Buildings Canada across the country. Project manager.

Association of Canadian Distillers. Designed and delivered a training and awareness program on energy efficiency opportunities in whiskey manufacturing plants to manufacturer members. Project manager.

Energy and water conservation planning

Brant County Power (BCP) and Brant County. Worked on the preparation of a comprehensive water and energy plan for Brant County, which will leverage the energy conservation and demand management

programs of BCP (local municipally owned electricity distributor that also does water billing), and focus on municipal buildings, including the water pumping stations. Senior manager.

City of Toronto. Delivered the marketing and customer service components of the commercial and institutional water buyback program (2010-2011). Senior manager.

City of Toronto. Prepared the facilities energy plan for Toronto-owned buildings and lands. Senior manager.

MaRS. Prepared an Energy Management Plan for the Toronto Discovery District that included district heating and cooling, energy and water conservation opportunities, and training, awareness and best practices actions. Senior manager.

MaRS. Prepared a District wide energy action plan (2009-2014) for the Toronto Discovery District that included water and energy conservation, district heating and cooling and distributed energy opportunities. Senior manager.

BC Hydro. Provided strategic planning advice on the development of framework to provide a comprehensive array of services, specifically targeted at low-income customers, including DSM, bill and arrears management, and bill assistance. Senior advisor.

30 local Ontario electricity distributors. Assisted these electricity distributors to develop program plans, budgets, and resource plans for the delivery of residential, commercial and industrial conservation and demand management plans. Senior manager.

10 local Ontario electricity distributors. Assisted these distributors in the preparation of conservation and demand management plans and approval of these plans by the Ontario Energy Board.

Guelph Hydro. Developed a conservation and demand management business plan for this local electricity distributor, which included strategies to realize the priorities. Project manager.

Energy Efficiency Office, City of Toronto. Advised on the identification and evaluation of opportunities for strengthening partnerships with Toronto Hydro through joint work on DSM. Senior advisor.

Energy Efficiency Office, City of Toronto. Developed a Sustainable Energy Business Plan for the Energy Efficiency Office. Senior manager.

City of Toronto. Developed the City of Toronto's Implementation Plan for the Environmental Plan. Project manager.

Energy Efficiency Office, City of Toronto. Developed the Report on the Development of the Energy Plan for Toronto. Senior manager.

Conservation Bureau. Provided business planning and strategic advice. This included guidance on the creation and implementation of internal policy and administrative structures, and the identification of staffing and budgeting requirements for the planning, coordination and reporting function. Project manager.

Brewers of Ontario. Developed and implemented a business strategy for enhancement and recognition of environmental performance in packaging. Project manager.

Brewers of Ontario. Developed an environmental strategy including opportunities to reduce energy use and emissions in new facilities and vehicles. Project manager.

CDM/DSM program development

Office of Energy Efficiency, NRCan. Preparation of a discussion paper on business models for district energy in Canada. Senior manager and lead author.

Nelson Hydro. Preparation of a detailed program design for an on-bill financing program for residential retrofits and an examination of the integration of water conservation into the program design. Senior manager and lead author.

Office of Energy Efficiency, NRCan. Preparation of a concept paper regarding on-bill financing of residential homeowner retrofits, which included an examination of 5 case studies of innovative continental programs and related legislation. Senior manager and principal author.

Office of Climate Change. Government of Newfoundland and Labrador. Research on all electricity distributor conservation and demand management programs across Canada, with a focus on commercial, institutional and industrial programs. Screening of detailed program investigations in British Columbia, Ontario, Quebec and New Brunswick followed by a selection of 6-8 of these programs for more detailed analysis, to assist the government in developing a portfolio of conservation and demand management programs for the province. Senior manager.

Ontario Power Authority (OPA). Provided program concepts and initial program design advice to the OPA in the design of the multi-family energy conservation program. With LURA. Senior manager.

Ontario Power Authority (OPA). Assisted the OPA to design and launch the \$400M program for electricity distributor-delivered conservation and demand management programs CDM including establishing the rules for funding, the application process and the contract elements, and development of program templates and detailed program designs for the OPA's Standard electricity distributor-delivered programs. With Navigant. Project manager.

Ontario Power Authority (OPA). Designed program concepts for a low-income homeowners program, a low-income private rental market program, and a social and assisted housing program. Senior manager.

Toronto Atmospheric Fund. Developed a municipal lighting program design for Toronto Atmospheric Fund. Work involved review of energy forecasts and needs in the Greater Toronto Area (GTA), survey of existing municipal and LDC lighting programs in the GTA, evaluation of measures (including TRC calculations), and preparation of written descriptions. Senior manager.

CDM/DSM program delivery

Peterborough Distribution Inc. Worked on delivery of all of the customer service, sales, and regulatory reporting aspects of all of the business energy conservation programs (commercial, institutional, and industrial) of the local electricity distributor. Senior manager.

Brant County Power. Worked on delivery of all of the customer service, sales, and regulatory reporting aspects of all of the business energy conservation programs (commercial, institutional, and industrial) of the local electricity distributor. Senior manager.

Hydro One. Delivered the small commercial direct install program to over 2000 customers (2008). Senior manager.

Barrie Hydro. Delivered the 2007 and 2008 Electricity Retrofit (ERIP) Incentive Program, targeted at all business customers. Delivered the marketing and promotion related to 2008 Great Refrigerator Roundup (GRR), *peaksaver*, Summer Savings residential programs. Delivered the 2008 small commercial direct install program. Senior manager.

Peterborough Distribution Inc. Delivered the 2007 ERIP and project management for Summer Savings, *peaksaver*, and GRRR. Senior manager.

NEPA group (11 local electricity distributors, municipal and investor owned). Delivery of 2007 ERIP. Project manager.

Toronto Atmospheric Fund (TAF). Prepared a strategy to 'hand-off' TAF commercial lighting energy conservation and solar hot water heating programs to public and private sector organizations. Project manager.

Burlington Hydro. Managed key aspects of the implementation of the 2005-2007 conservation and demand management plan including development of detailed program designs, implementation plans marketing and advertising programs, as well as monitoring and evaluation systems for the utility's lighting retrofit programs for its general service customers, municipal customers, and for its residential new construction program. Project manager.

City of Toronto. Repositioning of the Better Buildings Partnership *Environmental Awards of Excellence Program* and raising awareness Regulatory approvals and interventions

Low-income Energy Network (LIEN). Consultant to LIEN on all its interventions before the Ontario Energy Board regarding low-income energy matters. Work is ongoing. Lead consultant.

Social Housing Services Corporation. Consultant on interventions before the Ontario Energy Board on social housing related matters. Lead consultant.

Canadian Energy Efficiency Alliance. Consultant on interventions before the Ontario Energy Board on energy conservation and behind the meter renewables. Consultant to Fraser & Company.

Ontario Sustainable Energy Association. Advised on the preparation of submissions to the OEB on transmission, proposed conservation and demand management code and Enbridge's 2011 DSM Plan. Consultant to Fraser & Company.

Enbridge Gas Distribution. Prepared a review of the OEB *Demand Side Management (DSM) Guidelines for Natural Gas Distributors*. Project manager.

Enbridge Gas Distribution. Prepared a review of the OEB report *Measures and Assumptions for Demand Side Management (DSM) Planning*. Project manager.

Oakville Hydro and Burlington Hydro. Prepared the OEB applications for approval of additional budget to deliver conservation and demand management programs. Senior advisor.

Enbridge Gas Distribution. Advised on DSM policies, regulatory treatment of DSM, low-income programs and other matters in the 2006 generic gas DSM hearing and on Enbridge's 3-year DSM plan. Project manager.

Enbridge Gas Distribution. Advised on improvements to its DSM regulatory framework including budget and target setting, stakeholder input, monitoring, evaluation and reporting. Project manager.

Enbridge Gas Distribution. Advised on improvements to its DSM incentive. Project manager.

Monitoring and evaluation

York Region. Oversaw the annual process evaluations for York Region's residential toilet rebate program, rain barrel sales program, and commercial kitchen spray valve program (2009-2011). Senior manager and quality assurance officer.

Ontario Power Authority (OPA). Prepared an evaluation of Veridian and PowerStream *peaksaver* Neighbour Referral custom programs. Senior advisor.

University Health Network. Prepared process and impact evaluations of program results of the social marketing, employee engagement, and operator training programs related to energy conservation regarding the implementation of Thermostats, Lights and Controls energy management program (2008-2010). Senior manager.

Hydro One. Prepared a program assessment of the delivery of the small commercial direct install program (2008). Senior manager.

OPA, Milton Hydro, Toronto Hydro, Toronto Catholic District School Board, Halton District School Board, Halton Catholic District School Board. Prepared an impact and process evaluation of the Energy Drill Schools Pilot Program, a behavioural demand response program based on the 'fire drill' model for DR events (e.g. smog days, peak demand).

Best practices

York Region. Identified and documented best practices related to municipally run water conservation programs in North America for the residential, multi-residential and ICI sectors for 2009, 2010 and 2011. Senior manager.

Canadian Gas Association. Prepared 2010 update and 2009 update to the original report on DSM best practices report (2006). Also prepared the original report. Project manager.

Enbridge Gas Distribution. Benchmarked customer care practices in natural gas distributors across North America. Project manager.

Association of Energy Service Professionals. With Mike Brophy of Enbridge, prepared a paper and delivered it at the AESP Conference in San Diego, Feb. 2009 on best practices in gas DSM monitoring and evaluation. Project manager.

Canadian Gas Association. Identified and documented DSM best practices for monitoring and evaluation in Canadian gas utilities. Project manager.

Electricity Distributors Association. Presented a comparison of conservation and demand management in US jurisdictions and in Ontario and Ontario at EnerCom 2007. Project manager.

Association of Energy Service Professionals. Published a paper and delivered a presentation on DSM Best Practices in the Canadian Natural Industry, winter 2007.

Electricity Distributors Association. Prepared and delivered a presentation on CDM best practices in gas and electric LDCs to EDIST Conference with Enbridge Gas Distribution, winter 2006. Project manager.

Enbridge Gas Distribution. Identified and documented of best practices regarding incentive mechanisms in North American Gas utilities with Navigant. Project manager.

Research and analysis related to programs and policies

Canadian Gas Association. Identified and assessed load reduction trends in Canadian natural gas distributors across the country and identified rate design options for addressing this situation. Project manager.

Independent Electricity System Operator (IESO). Developed a profile of the hospital and long-term care sector related to energy use and their educational needs related to energy management, with a focus on

educational needs related to the switch from the regulated price plan to the wholesale market. Senior manager.

Canadian Electricity Association. Prepared a report on evaluation of conservation programming which formed the basis of proceedings on a joint CEA-NRCan workshop. Project manager.

Ontario Power Authority. Assisted in preparing the Chief Energy Conservation Officer's 2008, 2007, 2006, and 2005 Annual Reports. Project manager.

Canadian Gas Association. Prepared a policy paper on declining average across gas utilities in Canada and recommendations on treatment in rates. Project manager.

Conference Board of Canada. Principle author of discussion paper on successful natural gas regulatory DSM frameworks in Canada, published in November 2005.

Canadian Energy Efficiency Alliance. Senior advisor on Webinar on best practices with Enbridge Gas Distribution.

Enbridge Gas Distribution. Surveyed and documented natural gas DSM in North American jurisdictions with Navigant. Project manager.

Canadian Energy Efficiency Alliance. Co-author of paper, "The Consumer Benefits of Interval Metering, with Marion Fraser, Fraser & Company. Project manager.

Enbridge Gas Distribution. Advised on customer care policy related to sub-metering companies. Project manager.

Enbridge Gas Distribution. Benchmarked customer care programs, including those for seniors and hardship customers compared with other Canadian and US utilities and jurisdictions. Made recommendations on improvements to programs and linkages to DSM programs. Project manager.

APPEARANCES

2005 – 2012	Ontario Energy Board, expert on behalf of Low-Income Energy Network on gas and electricity rates, gas and electricity customer service rules, and DSM/CDM
2008 – 2010	Ontario Energy Board, expert, on behalf of Social Housing Services Corporation/GLOBE on sub-metering, electricity customer service rules, regulated price plan and DSM/CDM
2005	Ontario Energy Board, expert, on behalf of Low-Income Energy Network regarding conservation and demand management policies and programs, regulated price plan and other matters
2005	Ontario Energy Board, expert witness, on behalf of Milton Hydro regarding the approval of its 2005 Conservation and Demand Management Plan
2005	Ontario Energy Board, expert witness, on behalf of Brantford Power regarding the approval of its 2005 Conservation and Demand Management Plan
2004	Ontario Energy Board, expert, on behalf of Canadian Energy Efficiency Alliance, regarding regulatory framework for electricity conservation that promotes productivity and energy efficiency
2002	Ontario Energy Board, expert witness, on behalf of Enbridge Gas Distribution Inc in their 2002 rates case, regarding appropriate incentive mechanisms, cost recovery and regulatory framework for DSM
1985	Joint Board, expert witness, on behalf of Ontario Ministry of the Environment, related to Ontario Hydro's Southwestern Ontario Transmission System Plan EA approval regarding environmental issues associated with pipeline construction and maintenance and EA policy matters

ADVISORY COMMITTEES AND BOARDS

May 2012- present	Past Chair, Board of Directors, Clean Air Partnership, City of Toronto
Apr. 2009 – May 2012	Chairman, Board of Directors, Clean Air Partnership, City of Toronto
Apr. 2008 – present	Member, Grants Committee, Toronto Atmospheric Fund (TAF)
Jan. 2006 – present	Member Board of Directors, Clean Air Partnership
Jan. 2005 – July 2006	Member, City of Toronto's Environment Roundtable
Oct. 2002 – Mar. 2006	Member, Grants and Loans Committee, TAF
April 1999 – 2002	Vice President, Environment, Provincial Council of Women
Dec.1996 – Mar. 2008	President, Board of Directors, Canadian Environmental Law Association (CELA)
Apr. 1994 – Mar. 2008	Member, Board of Directors, CELA
May 1992 – May 2002	Member, National Association of Regulatory Utility Commissioners
Sept.1990 – Dec. 2001	Member, Environmental Advisory Panel to the President, Ontario Hydro

AWARDS

1981	Commendation, Mayor, City of Toronto, for work on Toronto Recycling Action Committee
1977-80	Natural Sciences and Engineering Post-graduate Scholarship
1972-77	McGill University Scholarship
1972-77	Steinberg Canada Scholarship

EMPLOYMENT HISTORY

ICF Marbek	Principal	May 2013-present
Elenchus	Principal, Economic Regulation & Conservation	2011-2013
IndEco Strategic Consulting Inc.	Vice President	1994 - 2011
Ontario Energy Board	Board Member (part-time)	1992-2002
Judy Simon + Associates	President	1989-2011
Ontario Ministry of Industry, Trade and Technology	Manager, Technology Policy	1987 - 1989
Ontario Ministry of Environment	Manager, Environmental Assessment Branch	1982 - 1987
Ontario Ministry of Environment	Environmental Planner, Environmental Assessment Branch	1981 - 1982
Ontario Ministry of Energy	Energy Planner, Conservation and Renewable Energy Group	1980 - 1981
Nova, an Alberta Corporation	Energy Researcher, Algas Resources	1978 - 1980



EMPLOYEE NAME: David Morrison

PROFESSIONAL EDUCATION /DESIGNATION:

Master of Arts, Public Administration, Carleton University, 1986
Leadership Challenge, Banff School of Management, 1996
Negotiation for Senior Executives, Harvard Business School, 2004
Chartered Director Designation, Conference Board of Canada, 2006

EMPLOYMENT HISTORY:

2004-Present **President and Chief Executive Officer, Yukon Energy Corporation, and Chief Executive Officer, Yukon Development Corporation**

Responsible for the day to day management of the two Corporations. Completed construction of a new transmission line. Established new contracting and procurement standards and systems. Established training program for Directors and new corporate governance systems. Completed special examination audits for Yukon Energy. Developed and established new financial management and accountability systems for the corporations. Developed and implemented new business planning and budgeting processes. Negotiated new financing arrangements for the reduction of high cost debt. Established new management reporting and information standards.

2003 – 2004 **Chairman, Yukon Energy Corporation, Yukon Development Corporation & Energy Solutions Centre Inc.**

Chair Board of Directors of the three Corporations with a Mandate to: review existing systems and establish new Governance systems; undertake a review of financial management systems and implement new systems; resolve capital project management problems and implement new systems; implement Board Governance training and Director Development program.

2001 – 2003 and **President, Morrison & Associates, Management Consultants**
1989 – 1995

Provided consulting services focusing on issues of governance, public sector and privatization, regulatory and advisory issues, and private sector corporate operations. Clients included: the City of Ottawa, Northwest Territories Power Corporation, Northern Canada Power Commission, Office of the Auditor General of Canada, Ft. McKay First Nation, Government of Yukon, Government of Northwest Territories, the Whitehorse Chamber of Commerce, Praxair Canada, Strathcona County, and Foothills Pipelines.

1995 – 2000

Vice President of Operations, Tirecraft Auto Centers Ltd.

Responsible for the day to day management and profitability of corporate stores for retail tire Chain with 135 stores across Canada and sales of \$180 million annually. Overall Corporate responsibility for: Strategic Planning, Commercial Sales, Marketing, Supplier Relationships, Human Resource Management, Training, Credit, Inventory Management, Property Management, MIS and implementation of a corporate e-commerce strategy.

1987 – 1988

Assistant Chairman Northern Canada Power Commission

Responsible for the operation of \$250 million electric public utility with 400 employees and 56 generating plants located throughout the Northwest Territories and Yukon. Led the Company through a turnaround and to profitability. Successfully negotiated several collective agreements. Negotiated the privatization/sale of the Company. Managed staff transition and change to a new Collective Bargaining unit. Prepared and implemented re-organization, staff consolidation and relocation plan.

1981 – 1987

Corporate Secretary and Special Advisor to the Chairman Northern Canada Power Commission

Responsible for all Board related matters including: Strategic Planning, Major Contract negotiations, Risk and Property Management, Corporate Policies, and Regulatory affairs. Secretary of the Board and Principal Advisor to the Chairman and Members of the Board. Responsible for all Intergovernmental liaison including: Federal Regulatory filings, negotiations with Federal Treasury Board, Department of Finance and Indian and Northern Affairs.

1980 – 1981

Principal Secretary to the Premier Government of Yukon

Principal advisor to the Government Leader and Caucus. Interfaced between Government leader and general interest groups. Acted as a liaison with local and national media. Acted as a liaison with senior federal and provincial government officials. Prepared speeches and policy papers. Provided advice and guidance on all government programs. Appeared before Parliamentary Committees on behalf of the Government. Managed Government's legislative and policy agendas.



Employee Name: Stephanie Whitehead

Professional Education/ Designation

B. Eng (Civil) McGill University 2004
Professional Engineer designation 2012

Employment History:

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| 2011 to present | Energy Conservation Coordinator, Yukon Energy Corporation
Worked as part of utility partnership team in the development and review of a series of studies and reports to design an electricity demand side management plan for the Yukon. Managed projects to increase the electricity efficiency of the corporation's facilities. |
| 2009-2011 | Water Resources Engineer-in-Training, AECOM Canada Ltd.
Managed large environmental baseline study programs and conducted hydrology field study programs. Involved in the development of impact assessment reports, monitoring reports and regulatory submissions for a variety of projects. |
| 2007-2009 | Hydrotechnical Engineer-in-Training, Matrix Solutions
Coordinated the preparation of supplemental information request packages from Alberta Environment on environmental impact assessments of large oil sands projects. Prepared regulatory application packages for engineering projects involving instream works. Managed and conducted hydrology studies in support of environmental impact assessments. |
| 2005-2007 | Environmental Engineer-in-Training, Jacques Whitford Ltd.
Coordinated the preparation and production of regulatory applications for oil sands mining and upgrading facilities. Participated in the development of a stakeholder communication database management for a large pipeline project. Completed permitting packages for small projects in the National Parks. |