



Writer's email: chkla@legalaid.mb.ca

November 24, 2022

The Public Utilities Board of Manitoba
400-330 Portage Avenue
Winnipeg, MB R3C 0C4

Attention: Dr. Darren Christle, Executive Director and Board Secretary

Dear Dr. Christle:

Re: Consumers Coalition Application to Intervene in the Manitoba Hydro 2023/24 & 2024/25 General Rate Application

By this letter and the attachments described below, the Manitoba Branch of the Consumers' Association of Canada ("CAC Manitoba"), Harvest Manitoba, and the Aboriginal Council of Winnipeg apply to jointly intervene as the "Consumers Coalition" in the Manitoba Hydro 2023/24 & 2024/25 General Rate Application.

Consistent with direction provided by the Public Utilities Board and with rule 27 of the Board's *Rules of Practice and Procedure*, the following documents are attached:

- Intervener Application Form;
- Consumers Coalition contact information (provided separately due to space constraints on the Form);
- Attachment A to the Consumers Coalition Application to Intervene, providing detailed information on the proposed intervention requested on the Application Form;
- Attachment B to the Consumers Coalition Application to Intervene, providing details on the experience and expertise of the Coalition's proposed multidisciplinary team of experts and consultants; and



- Attachments B.1 through B.5, which are the *curricula vitae* of the individuals described in Attachment B.

The Consumers Coalition member organizations welcome this opportunity to apply to intervene in this proceeding. We look forward to participating in the upcoming Pre-Hearing Conference and the Board's determination of intervener status in its forthcoming Procedural Order.

Please contact Byron Williams at bywil@legalaid.mb.ca or the writer with any questions or concerns.

Thank you,



Chris Klassen

Attorney

Chris is an independent lawyer retained by the Public Interest Law Centre in this matter.

CC: Manitoba Hydro
PUB Counsel

/ck



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L'AIDE JURIDIQUE DU MANITOBA

Supported By The Manitoba Law Foundation And
Members Of The Manitoba Bar Association

100-287 Broadway, Winnipeg, Manitoba, R3C 0R9
tel 204.985.8540 fax 204.985.8544
e-mail centre@pilc.mb.ca



INTERVENER APPLICATION FORM

Application re Hearing:			
Name of Prospective Intervener (Organization Name or Individual):			
Prospective Intervener Contact Information			
Organization or Individual Address:			
Organization Contact Person(s) (if applicable):			
Contact Information:	Business:		Other Phone:
	Fax Number:		Email:
Representative Contact Information:			
Counsel or Representative Name(s):			
Organization (if different from above) :			
Address (if different from above):			
Contact Information (if different from above):	Business:		Other Phone:
	Fax Number:		Email:
Counsel Seniority:			
Years of Experience	_____ Years	Tariff Rate	\$ _____
Also representing (if applicable):			

Additional Information

(For organizations only) Please describe the mandate of your organization and provide a description of the membership, including the number of members. Please also confirm whether the organization's intervention in this proceeding is supported by a resolution of the governing body, if any. Please enclose the resolution, if any, with your Application, along with supporting documentation of your mandate and membership

Please state your reasons for intervening in this proceeding:

Please state how you are directly affected by the Board's decision in this matter:

Please explain whether and how you represent a substantial number of ratepayers that are otherwise not represented on issues that are within the scope of this proceeding:

Please describe your experience, information, or expertise relevant to this matter that would contribute to the Board's decision making, including any other prior interventions in regulatory matters before this Board or other decision-makers:

Please list the key issues you intend to address in the proceeding. Please be specific.		
Do you intend to participate fully and actively, including attendance at hearings, submission of evidence, and testing of evidence and cross examination of witnesses? If yes, please describe your intended participation.		
Do you intend to request an award of costs for your participation? Please explain how you meet the criteria for an award of costs.		
Do you intend to retain experts or consultants? If yes, please attach copies of the <i>curriculum vitae</i> for any expert and/or consultant, as well as the following:		
Expert Consultant #1:		
Name:	Experience	Evidence to be provided on issues in scope:
	_____Years	
Telephone #:	Tariff Rate:	
	\$_____	
Address and Email:	Firm or Organization:	Brief explanation of experience relevant to evidence to be provided:

Expert Consultant #2:		
Name:	Experience:	Evidence to be provided on issues in scope:
	_____Years	
Telephone #:	Tariff Rate:	
	\$_____	
Address and Email:	Firm or organization:	Brief explanation of experience relevant to evidence to be provided:
Expert Consultant #3:		
Name:	Years of Experience:	Evidence to be provided on issues in scope:
	_____Years	
Telephone #:	Tariff Rate:	
	\$_____	
Address and Email:	Firm or organization:	Brief explanation of experience relevant to evidence to be provided:

Do you intend to provide evidence from witnesses other than experts and/or consultants? If yes, please provide:	
Witness #1:	
Name:	Evidence to be provided on issues in scope:
Email:	Brief explanation of relevant experience and/or knowledge to issues in scope:
Address and Phone number:	
Do you intent to seek approval for any other form of participation or provision of evidence, including for which you intend to seek an award of costs? If yes, please provide details and an explanation of the relation to issues in scope in the proceeding.	

Consumers Coalition contact information

Manitoba Hydro 2023/24 & 2024/25 General Rate Application

Consumers Coalition Application to Intervene

Consumers' Association of Canada (Manitoba Branch)

21-222 Osborne Street South
Winnipeg, MB R3L 1Z3

Jaquie Wasney, Board of Directors
Tel: (204) 775-4339
Email: jdwasney@outlook.com

Peggy Barker, Board of Directors
Tel: (204) 291-3103
Email: tlsp@mymts.net

Harvest Manitoba

1085 Winnipeg Ave
Winnipeg, MB R3E 0S2

Meaghan Erbus, Director of Network, Advocacy & Education
Tel: (204) 982-3589, Ext 589
Email: merbus@harvestmanitoba.ca

Aboriginal Council of Winnipeg

112-181 Higgins Avenue
Winnipeg, MB R3B 3G1

Damon Johnston, President
Tel: (204) 960-4782
Email: djohnston@abcentre.org

ATTACHMENT A

Consumers Coalition

**(Consumers' Association of Canada (Manitoba Branch),
Aboriginal Council of Winnipeg, and Harvest Manitoba)**

**Application to Intervene in the Manitoba Hydro
2023/24 & 2024/25 General Rate Application**

November 24, 2022

1) Overview

The Manitoba Branch of the Consumers' Association of Canada, Harvest Manitoba, and the Aboriginal Council of Winnipeg (together, the "Consumers Coalition") apply to intervene in the Manitoba Hydro 2023/24 & 2024/25 General Rate Application to protect the interests of Manitoba Hydro's residential customer class.

This General Rate Application presents an overdue opportunity to meaningfully test evidence of Manitoba Hydro's short- and long-term financial health and its plans to serve Manitobans into the future. In these circumstances, the Consumers Coalition views this opportunity to assist the Board as an Intervener as of utmost importance for residential ratepayers.

On behalf of members of Manitoba Hydro's residential customer class, the Consumers Coalition proposes to assess all issues relevant to the determination of just and reasonable rates, but to focus on the following key issues:

- Manitoba Hydro's short-term financial position and long-term financial outlook,
- Manitoba Hydro's proposed responses to legislated capital targets and legislated constraints on rate increases,
- Access to capital markets,
- Manitoba Hydro's load forecast,
- The prudence of Manitoba Hydro's drought management and resource planning,
- Operating, Maintenance and Administration expenses,
- Debt management strategy,
- Asset management,
- Ratemaking objectives, costs of service and differentiated rates,
- Payments to government,
- Manitoba Hydro's medium- and long-term strategic planning as it has implications for the rate-setting process,
- Compliance with prior PUB directives; and
- Bill affordability and energy poverty, taking into account the unique high inflationary times and the attitudes and perceptions of Manitoba ratepayers.

Guided by its legal counsel and its multidisciplinary team of experts, the Consumers Coalition applies to intervene in this process to rigorously test the evidence of Manitoba Hydro, to meaningfully contribute to the Public Utilities Board's evidence-based assessment of the issues before it, and to participate throughout the process in an efficient, responsible manner. The Consumers Coalition intends to work closely with other interveners to minimize duplication and has already initiated meetings between interveners to address opportunities for collaboration and coordination.

2) Introduction

The Consumers Coalition applies to intervene in the Manitoba Hydro 2023/24 & 2024/25 General Rate Application to protect the interests of members of Manitoba Hydro's residential customer class.

The Consumers Coalition intends to assert the rights of Manitoba Hydro's residential customers to just, reasonable, and sustainable rates determined through a transparent, evidence-based public process.

Manitoba Hydro's 2023/24 & 2024/25 General Rate Application is the first General Rate Application filed by Manitoba Hydro since its 2019/20 rate application, and the first since 2017/18 to include a long-term financial forecast scenario.

The Consumers Coalition looks forward to participating in this process following its advocacy in 2021 for a Status Update hearing on the basis of material changes in the corporation's circumstances, and its participation in the most recent Interim Rate Application.

As required by the Public Utilities Board's Intervener Application Form, this document will present the following information in the sections below:

- Descriptions of the Consumers Coalition and its member organizations;
- Reasons for the proposed intervention, including how the Consumers Coalition represents a substantial number of ratepayers who will be affected by the Board's decision;
- The experience, information, and expertise possessed by the Consumers Coalition member organizations that is relevant to this matter,
- The nature of the proposed intervention, including the key issues to be addressed by the Consumers Coalition in this proceeding; and
- A brief overview of the Consumers Coalition's proposed participation in this process, including a description of its legal representation and technical advisors and how it intends to meet the criteria for an award of costs.

The Consumers Coalition welcomes the opportunity to apply for Intervener status and looks forward to participating in the Manitoba Hydro 2023/24 & 2024/25 General Rate Application.

3) The Consumers Coalition

Please describe the mandate of your organization and provide a description of the membership, including the number of members. Please also confirm whether the organization's intervention in this proceeding is supported by a resolution of the governing body, if any. Please enclose the resolution, if any, with your Application, along with supporting documentation of your mandate and membership.

The Consumers Coalition is comprised of the Consumers' Association of Canada (Manitoba Branch), the Aboriginal Council of Winnipeg, and Harvest Manitoba. These organizations propose to intervene jointly in this proceeding. The Consumers Coalition member organizations are described below.

Consumers' Association of Canada, Manitoba Branch ("CAC Manitoba")

CAC Manitoba is a volunteer, non-profit, independent organization working to inform and empower consumers and to represent the consumer interest in Manitoba. Formed in 1947, the organization is governed by a volunteer Board of Directors. It is a branch of the national Consumers' Association of Canada but is financially separate and separately incorporated.

CAC Manitoba represents the interests of consumers across Manitoba on issues relating to food safety and security, patient rights and health care, financial services, access and inclusion in public services, environmental sustainability, and regulatory review of utilities and Crown corporations delivering services and products to consumers. The organization seeks input on its policy positions from consumers through the innovative use of surveys, focus groups, social media, through a growing network of informed experts and professionals, and through its ongoing programs and services to the public. In addition, the organization seeks other perspectives on relevant issues through the use of policy community advisory committees, interviews, and contacts within its network of community groups and organizations working with underrepresented consumers.

There is no written resolution of the Board of Directors of CAC Manitoba supporting the intervention in this proceeding. However, the decision to participate was made by consensus among members of the Board of Directors, which then instructed legal counsel to proceed with this application and participation to in the proceeding in a manner consistent with the organization's past practice.

The organization's policy is guided by its understanding of generally accepted consumer rights including:

- **The right to satisfaction of basic needs** - To have access to basic, essential goods and services: adequate food, clothing, shelter, health care, education, public utilities, water and sanitation.

- **The right to safety** – to be protected against products, production processes and services that are hazardous to health or life.
- **The right to be informed** – To be given the facts needed to make an informed choice, and to be protected against dishonest or misleading advertising or labelling.
- **The right to choose** – To be able to select from a range of products and services, offered at competitive prices with an assurance of satisfactory quality.
- **The right to be heard** - To have consumer interests represented in the making and execution of government policy, and in the development of products and services.
- **The right to redress** – To receive a fair settlement of just claims, including compensation for misrepresentation, shoddy goods or unsatisfactory services.
- **The right to consumer education** – To acquire knowledge and skills needed to make informed, confident choices about goods and services, while being aware of basic consumer rights and responsibilities and how to act on them.
- **The right to a healthy environment** -To live and work in an environment that is non-threatening to the well-being of present and future generations.

CAC Manitoba is also guided by the following consumer responsibilities:

- **Critical awareness** - consumers must be awakened to be more questioning about the provision of the quality of goods and services.
- **Involvement or action** - consumers must assert themselves and act to ensure that they get a fair deal.
- **Social responsibility** - consumers must act with social responsibility, with concern and sensitivity to the impact of their actions on other citizens, in particular, in relation to disadvantaged groups in the community and in relation to the economic and social realities prevailing.
- **Ecological responsibility** - there must be a heightened sensitivity to the impact of consumer decisions on the physical environment, which must be developed to a harmonious way, promoting conservation as the most critical factor in improving the real quality of life for the present and the future.
- **Solidarity** - the best and most effective action is through cooperative efforts through the formation of consumer/citizen groups who together can have the strength and influence to ensure that adequate attention is given to the consumer interest.

The positions to be taken by CAC Manitoba in this proceeding will be determined by its Board of Directors relying on its understanding of the needs and interests of Manitoba consumers as informed by the sources described above.

Aboriginal Council of Winnipeg

The Aboriginal Council of Winnipeg (ACW) was founded in 1994 as an Indigenous political organization representing First Nations, Inuit and Metis living in Winnipeg. It is the only organization of its kind in Canada – focusing solely on the urban Indigenous community. It currently has approximately 7000 members. Governed by a board of directors, ACW advocates for and seeks to empower Winnipeg's Indigenous community and to realize its individual and collective potential.¹ It is committed to removing systemic barriers for Indigenous people.

ACW works to connect, support and collaborate with the many urban Indigenous program and service agencies in Winnipeg including programs working with urban Indigenous people who are experiencing homelessness and suffering from multiple barriers to actively accessing programming and services.² ACW also seeks to ensure that Indigenous voices are represented around the tables of decision-makers, policy-makers, and service providers including through the Housing First/Homelessness Partnering Strategy, Make Poverty History Manitoba, and the Community Wellness and Public Safety Alliance.

ACW's participation in this process is authorized and directed by its President.

Harvest Manitoba

Founded in 1984, Harvest Manitoba is a non-profit, community-based organization committed to providing food to people who struggle to feed themselves and their families. It seeks to maximize public awareness of hunger while working towards long-term solutions to hunger and poverty. Harvest Manitoba is governed by a community-based Board which employs the Executive Director to make all operational decisions.

Harvest Manitoba provides emergency food assistance to almost 64,000 people a month across Manitoba, redistributing more than 11 million pounds of food each year

¹ACW strives to undertake its activities and pursuit of its objectives in a manner that honours the seven sacred teachings: love (eagle), respect (buffalo), courage (bear), honesty (sabe), wisdom (beaver), humility (wolf), and truth (turtle).

²See for example the Aboriginal Health and Wellness Centre – Ni-Apin Program, which is currently funded by Manitoba Health, in partnership with Health Canada and Families, Children and Social Development.

through food banks and other emergency programs. One-third of the families experiencing hunger are dual wage-earner families (ie - the working poor) and approximately 41% of its clients are children living in poor families.

Harvest Manitoba shares food with more than 50 Manitoba communities through the Manitoba Association of Food Banks and through partnerships with nearly 400 agencies (including soup kitchens, food banks and youth programs) to distribute surplus food to hungry families all over Manitoba. The 180 food banks it supports are located throughout Manitoba in urban centres, First Nations, and rural, remote, and northern communities.

The significant expertise of Harvest Manitoba on issues relating to poverty and hunger was recognized by Olivier De Schutter, the United Nations Special Rapporteur on the Right to Food, who attended a workshop at Harvest Manitoba during his mission to Canada in 2012.

Harvest Manitoba's participation in this process is authorized and directed by its Director of Network, Advocacy, and Education.

4) Reasons for the Proposed Intervention

Please state your reasons for intervening in this proceeding:

The Consumers Coalition applies to intervene in this proceeding to protect the interests of Manitoba Hydro residential ratepayers and their right to just, reasonable, and sustainable rates that are determined in a publicly accessible and transparent process.

The Consumers Coalition intends to test whether the rate increases sought by Manitoba Hydro are just and reasonable in light of the corporation's financial circumstances and an assessment of its current and future risks and opportunities.

Consistent with the statutory test for just and reasonable rates, the Consumers Coalition applies to intervene to protect the interests of residential ratepayers by assisting the Public Utilities Board in:

- Ensuring that forecasts are reasonably reliable;
- Ensuring that actual and projected costs incurred are necessary and reasonable;
- Assessing the reasonable revenue needs of Manitoba Hydro in the context of its overall general health (including reserves);
- Determining an appropriate allocation of costs between classes; and
- Setting just and reasonable rates in accordance with statutory objectives.³

³ PUB Order 98/14 at 28, 37.

Please state how you are directly affected by the Board's decision in this matter

The Consumers Coalition's proposed intervention will seek to protect the interests of Manitoba Hydro's customers in the residential customer class. Residential ratepayers will be subjected to any rate increase approved by the Board following this proceeding. Further, issues such as the rate trajectory and Manitoba Hydro's debt, reserves, and operations will affect residential ratepayers into the future beyond the test years immediately affected by this process.

The Consumers Coalition will be directly affected by the outcome of this proceeding because each of the Coalition's member organizations has a mandate to act on behalf of members of the residential ratepayer customer class. CAC Manitoba acts to promote the interests of Manitoba consumers generally and acts on behalf of all members of the class. Harvest Manitoba participates on behalf of Manitobans living in poverty, who are particularly vulnerable to changes in costs of essential services such as electricity. Finally, the Aboriginal Council of Winnipeg acts on behalf of Winnipeg's urban Indigenous population, the members of which experience disproportionate rates of poverty and financial insecurity and so are uniquely vulnerable to changes in costs for essential services.

Please explain whether and how you represent a substantial number of ratepayers that are otherwise not represented on issues that are within the scope of this proceeding:

The Consumers Coalition seeks to protect the interest of members of Manitoba Hydro's residential customer class. In doing so, the Consumers Coalition will assert those customers' rights to just and reasonable rates that are determined in a publicly accessible and transparent process. Throughout the hearing, the Consumers Coalition will seek to assist the Board in developing an evidence-based understanding of the issues through the lens of their implications on residential customers.

No other past intervener of record or prospective intervener anticipated in this proceeding represents the same group of Manitoba Hydro's customers. The Consumers Coalition is distinct in its effort to represent the interests of the residential customer class.

Through their ongoing work with the constituencies they serve, the Consumers Coalition member organizations maintain direct engagement with members of Manitoba Hydro's residential customer class. The member organizations apply for intervener status in this matter to ensure that the voices and perspectives of residential customers are brought before the Public Utilities Board.

Please describe your experience, information, or expertise relevant to this matter that would contribute to the Board’s decision making, including any other prior interventions in regulatory matters before this Board or other decision-makers:

The Consumers Coalition member organizations have extensive experience participating before this Board and other regulatory decision-makers acting both jointly and individually.

While CAC Manitoba has a long history of intervening before the Public Utilities Board, the Consumers Coalition, which first consisted of CAC Manitoba and Harvest Manitoba (formerly Winnipeg Harvest), has intervened before this Board in proceedings related to Manitoba Hydro dating back to the 2014/15 and 2015/16 General Rate Application.

In 2021, the Aboriginal Council of Winnipeg joined the Consumers’ Coalition for the Coalition’s Application for an Order Requiring a Status Update Hearing, and the subsequent 2021/22 Interim Rate Application.

Through its experience in proceedings related to Manitoba Hydro and with the support of its interdisciplinary team of experts and consultants, the Consumers Coalition is well-equipped to assist the Board on all issues related to the determination of just and reasonable rates, including but not limited to the following:

- **Forecasting:** CAC Manitoba and more recently the Coalition has consistently tested the credibility of Manitoba Hydro’s forecasts, particularly relating to large capital expenditure plans and the reliability of its long-term financial forecasts. Issues addressed by the Coalition or its member organizations have included:
 - Load forecasting, including recommendations provided to the Board in the 2014 Needs For and Alternatives To proceedings, as well as the proceeding leading to PUB Order 59/18;
 - Export price and revenue forecasting, which CAC Manitoba and the Coalition have consistently tested dating back to the 2010/11 General Rate Application;
 - Capital expenditure forecasting, which CAC Manitoba and the Coalition consistently tested throughout Manitoba Hydro’s recent period of intensive capital project spending; and
 - Interest rate forecasting, which CAC Manitoba and the Coalition have consistently tested as part of their participation in these proceedings.
- **Operating, Maintenance and Administration Costs:** CAC Manitoba and the Coalition have consistently emphasized the importance of reasonableness and prudence in managing Operating, Maintenance and Administration costs and have addressed these issues through both cross examination and evidence. In particular, independent evidence filed by the Coalition informed actions taken by the Board in Order 69/19 to require Manitoba Hydro to reduce its operational spending.

- Financial targets and risk analysis: Dating back to 1996, CAC Manitoba and more recently the Coalition have provided evidence and analysis on Manitoba Hydro’s financial targets including debt-to-equity ratios, financial reserves, interest coverage ratios, and access to financial markets. The Coalition has also undertaken consideration of issues related to risk and risk tolerance.⁴
- Sustaining Capital and Capital Asset Management: Since the 2007/08 General Rate Application, CAC Manitoba and the Coalition have played leading roles in identifying challenges experienced by the corporation in assessing the health of its capital assets, in prioritizing the pace of its day-to-day capital asset expenditures, and in minimizing risk in its long-term capital asset management.⁵
- Rate design, bill assistance and energy poverty: CAC Manitoba and the Coalition have regularly led evidence on bill affordability, energy poverty, and barriers to energy efficiency utilization by low-income households.⁶

In addition to this extensive experience relating to the regulation of Manitoba Hydro, the Consumers Coalition and its member organizations regularly participate both jointly and individually in regulatory proceedings on behalf of similar consumer groups as it represents here.

Before the Public Utilities Board, CAC Manitoba is an active participant in the regulation of Manitoba Public Insurance and has intervened in every rate application and attended each technical conference related to that corporation for over 30 years. CAC Manitoba also intervened in the PUB review of Efficiency Manitoba’s first Efficiency Plan in 2020.

The Consumers Coalition, then consisting of CAC Manitoba, Harvest Manitoba, and Community Financial Counselling Services, also participated in the 2016 Public Utilities Board review of regulated interest rates for payday loans.

Outside of Manitoba, the three present Consumers Coalition member organizations regularly intervene as the “Manitoba Coalition” in proceedings before the Canadian Radio-television and Telecommunications Commission on issues related to barriers to accessing essential communications services for low-income Manitobans.

Through this extensive experience, the Consumers Coalition is well-equipped to be of significant assistance to the Board in reviewing Manitoba Hydro’s 2023/24 and 2024/25 General Rate Application.

⁴ See, for example, Orders 53/96, 7/03, 5/12, 59/18, and 69/19.

⁵ See, for example, PUB Orders 43/13, 73/15, and 59/18.

⁶ See, for example, CAC Manitoba’s participation in Manitoba Hydro’s 2016 Working Group on Bill Affordability and the Ratepayer Panel presented to the PUB in the proceeding leading to Order 59/18.

5) Proposed areas of analysis, evidence, and expert witnesses

Please list the key issues you intend to address in the proceeding. Please be specific.

The intervention of the Consumers Coalition in this proceeding will be guided by the Public Utilities Board criteria for the consideration of just and reasonable rates. Pursuant to its jurisdiction and the statutory framework in which it operates, the Public Utilities Board has characterized the key elements of its independent review function and rate-setting role as follows:

- Ensuring that forecasts are reasonably reliable;
- Ensuring that actual and projected costs incurred are necessary and reasonable;
- Assessing the reasonable revenue needs of an applicant in the context of its overall general health (including reserves);
- Determining an appropriate allocation of costs between and within classes; and
- Setting just and reasonable rates in accordance with statutory objectives.⁷

Through its information requests, cross examination, oral submissions, and potentially through the filing of independent evidence, the Consumers Coalition will consider all issues confirmed by the Board in its approved issues list to be relevant to the determination of just and reasonable rates. In particular, the Consumers Coalition intends to focus on the following key issues:

- Manitoba Hydro's short-term financial position, including the impacts of the 2021 drought and 2022 high water and confirmation of the 2021/22 interim rate increase;
- Manitoba Hydro's long-term financial outlook, including the reliability of its 20-year financial forecast scenario, the merits of its proposed metrics of financial health, and the implications of issues such as debt-to-equity target ratios, the proposed rate path, and proposed cost control measures;
- Manitoba Hydro's proposed responses to legislated capital targets and legislated constraints on rate increases, including the implications of prioritizing achievement of debt-to-equity target ratios;
- Manitoba Hydro's access to capital markets;
- The implications of current economic conditions on Manitoba Hydro's load forecast and forecast revenues, as well as the implications of the extension of Efficiency Manitoba's efficiency plan to 2023/24;

⁷ *Public Utilities Board Order 98/14* at p 28, 37; *PUB Order 5/12* at p 27. See also the *Crown Corporations Public Review and Accountability Act*, C.C.S.M. c. C336, the *Public Utilities Board Act*, C.C.S.M. c. P280 and the *Manitoba Public Insurance Corporation Act*, C.C.S.M. c. P215.

- The prudence of Manitoba Hydro's drought management and methodology changes related to hydrology, resource planning, export contracts and energy prices;
- Manitoba Hydro's efforts to contain operating, maintenance and administration expenses, including responses to prior PUB directives;
- The prudence and reasonableness of Manitoba Hydro's debt management strategy;
- Manitoba Hydro's asset management practices, including implementation of an Asset Management Framework and efforts to prioritize savings in Business Operations Capital;
- The impacts on Manitoba Hydro's revenue requirement of its most recent depreciation study and accounting issues such as the amortization period of deferral accounts;
- Manitoba Hydro's ratemaking objectives, including as informed by cost of service study results and the impacts of major capital projects coming into service on differentiated rates;
- Manitoba Hydro's medium- and long-term strategic planning, including through and as informed by Manitoba's provincial energy strategy, Manitoba Hydro's *Strategy 2040*, and its forthcoming Integrated Resource Plan;
- Manitoba Hydro's growing payments to government;
- Compliance with prior PUB directives; and
- Bill affordability and energy poverty, taking into account the unique high inflationary times and the attitudes and perceptions of Manitoba ratepayers.

Given the short period of time between the filing of Manitoba Hydro's application and the deadline for intervener applications, as well as the portions of the application which remain to be filed, this list is necessarily preliminary.

Do you intend to participate fully and actively, including attendance at hearings, submission of evidence, and testing of evidence and cross examination of witnesses? If yes, please describe your intended participation.

The Consumers Coalition intends to participate fully and actively in this proceeding. The Consumers Coalition will be represented by legal counsel from the Public Interest Law Centre of Legal Aid Manitoba, who will attend the hearing on behalf of the Consumers Coalition and facilitate the testing of evidence through written information requests and cross examination. Through its legal counsel, the Consumers Coalition will fully and actively participate in all aspects of this proceeding.

The Consumers Coalition intends to assemble a multidisciplinary team of experts to support its participation in this process. On a preliminary basis, this team is expected to include:

- Mr. Darren Rainkie, former Chief Financial Officer of Manitoba Hydro and accountant with experience related to regulated utilities;
- Ms. Kelly Derksen, consultant with experience related to public utility regulation, ratesetting, and costs of service;
- Mr. Pelino Colaiacovo, Managing Partner of Morrison Park Advisors Inc. with significant experience in the energy sector and expertise on the financial health of large entities including electricity utilities and the implications of financial health metrics on access to capital markets;
- Mr. Chris Oakley and Mr. Peter Helland of Midgard Consulting, who possess expertise on best practices in capital asset management for large corporate entities including electricity utilities.

The experience and expertise of the Consumers Coalition’s multidisciplinary team of experts is provided in more detail in Attachment B to this application to intervene and their respective CVs.

At present, the Consumers Coalition has not determined whether it intends to call witnesses or file independent expert reports as evidence. The Consumers Coalition reserves the right to seek permission to do so after the evidentiary record is further developed through the exchange of information requests.

Finally, as has been valuable in the past, the Consumers Coalition is contemplating possible means of bringing residential ratepayers’ voices directly before the PUB. It anticipates achieving this via a residential ratepayer witness panel or other similar mechanism. The Consumers Coalition will look for opportunities to collaborate with other interveners on this potential initiative.

6) Costs

Do you intend to request an award of costs for your participation? Please explain how you meet the criteria for an award of costs.

The Consumers Coalition intends to request an award of costs for its participation in the 2023/24 & 2024/25 Manitoba Hydro General Rate Application.

As stated in the Intervener Costs Policy, in any proceeding, the Board may award costs to be paid to any Intervener who has:

- a) made a significant contribution that is relevant to the proceeding and contributed to a better understanding, by all parties, of the issues before the Board;
- b) participated in the hearing in a responsible manner and cooperated with other Interveners who have common objectives in the outcome of the proceedings in order to avoid a duplication of intervention;
- c) represented interests beyond their sole business interest; and

- d) a substantial interest in the outcome of the proceeding and represents the interests of a substantial number of ratepayers.

A Significant Contribution

The Consumers Coalition intends to make a significant contribution to this proceeding through its written information requests, its cross examination of Manitoba Hydro witnesses, its opening and closing submissions, and if necessary, the submission of independent expert evidence. Its intervention will be guided by the advice of legal counsel, the PUB's criteria for the consideration of just and reasonable rates, the interests of the residential customer class, and by the PUB's Intervener Costs Policy.

Responsible Participation and Collaboration with Other Interveners

The Consumers Coalition is committed to participating in this hearing in a responsible manner. It will also collaborate with other interveners where possible. On a preliminary basis, the Consumers Coalition's intervention will be limited to the issues raised in this application and approved in the PUB's procedural order following the Pre-hearing Conference.

The Consumers Coalition has entered into preliminary discussions with four other prospective interveners to minimize duplication between them. It will continue to coordinate with other parties throughout the proceeding to ensure the efficiency of the process.

Substantial Interest in the Outcome of the Proceeding

As explained above, the Consumers Coalition member organizations seek to jointly intervene in this process to protect the interests of Manitoba Hydro's residential customer class. The residential customer class, which consists of electricity services to all residences in the province and contains over 535,000 customers,⁸ stands to be directly impacted by the outcome of this proceeding. Due to the likely impacts of this process on the constituents of the Consumers Coalition's member organizations, the Coalition has a substantial interest in the outcome of the proceeding.

⁸ Manitoba Hydro 2021/22 Annual Report at 115.

Attachment B

Do you intend to retain experts or consultants?

The Consumers Coalition intends to retain experts and consultants to support its intervention in this process. The Consumers Coalition will prepare and file a preliminary budget estimate by a deadline to be determined by the PUB. The Consumers Coalition's preliminary budget estimate will be consistent with past budgets found to be appropriate by the PUB.

If yes, please attach copies of the curriculum vitae for any expert and/or consultant, as well as the following:

All curriculum vitae are attached.

Expert Consultant #1

Name:	Darren Rainkie
Experience:	Over 30 years
Telephone #:	(204) 782-5877
Tariff Rate:	\$267.00
Address and Email:	39 Edenwood Place Winnipeg, MB R3X 0E5 darrenrainkie@gmail.com
Firm or Organization	Darren Rainkie Consulting
Evidence to be provided on issues in scope:	N/A
Brief explanation of experience relevant to evidence to be provided:	Mr. Rainkie has 32 years of hands on and multi-faceted expertise in public utility leadership, rate-regulation and financial management, with demonstrated experience in applying and integrating this diverse expertise into the rate-making framework of complex regulated enterprises. He specializes in providing public utility regulatory and financial advisory services to clients, with an emphasis on the evaluation of regulatory policy & strategy and revenue requirement & fiscal matters. His experience relevant to the evidence to be provided in this proceeding includes executive level public utility experience developing corporate & business unit strategies/financial plans, a deep specialization and multi-faceted expertise in all aspects of rate-regulation/ratemaking and first-hand expertise in a broad range of utility financial

	management disciplines in the areas of setting financial targets, long-term financial forecasting, operating cost budgeting, capital cost budgeting, treasury & debt management, corporate risk management and financial reporting.
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Expert Consultant #2

Name:	Kelly Derksen
Experience:	25 years
Telephone #:	(204) 782-4204
Tariff Rate:	\$267.00
Address and Email:	14 Timberwood Place East St. Paul, MB R2E 0M4 kderksenconsulting@gmail.com
Firm or Organization	Kelly Derksen Consulting
Evidence to be provided on issues in scope:	N/A
Brief explanation of experience relevant to evidence to be provided:	Ms. Derksen has served as an expert witness before the Manitoba Public Utilities Board on behalf of the Consumers Advocate in Manitoba on numerous occasions since 2018. Prior to that time, Ms. Derksen served as Manitoba Hydro's regulatory, cost of service and rate making expert and witness for both electric and natural gas operations, having testified before the MPUB on numerous occasions for nearly two decades. Having been responsible for Regulatory, Cost of Service and Rates for the Corporation, her depth of knowledge in these disciplines, related matters, and the translation of overall revenue requirement into class revenue requirement and rates consistent with corporate rate strategy, is extensive.

Expert Consultant #3

Name:	Pelino Colaiacovo
Experience:	Over 20 years
Telephone #:	(416) 861-9753

Tariff Rate:	To be confirmed
Address and Email:	9 Temperance Street, Suite 300 Toronto, ON M5H 1Y6 pcolaiacovo@morrisonpark.com
Firm or Organization	Morrison Park Advisors
Evidence to be provided on issues in scope:	N/A
Brief explanation of experience relevant to evidence to be provided:	<p>Pelino Colaiacovo has been a Managing Director at MPA Morrison Park Advisors Inc. since 2005. He focuses on the utility, electricity and infrastructure sectors, as well as Crown Corporations and green technology more broadly. He advises corporate, government and not-for-profit clients on mergers and acquisitions transactions, the raising of new capital, the valuation of corporations and major assets, and the financial fairness of proposed transactions or initiatives to various stakeholders. As part of this work, he has built hundreds of financial models and analyzed the financial impacts and sensitivities of scenarios too numerous to count. He tracks the view of the capital markets on initiatives and developments in the utilities, power and infrastructure sectors, and provides advice and assistance to clients that must interact with the capital markets. He regularly speaks at and participates in conferences, roundtables and industry associations with respect to energy policy development, and the likely financial impact on utility companies of new policies, technologies and financial developments. He has provided advice to several governments about energy policy. He currently is a member of the Board of the Association of Power Producers of Ontario.</p>

Expert Consultant #4

Name:	Chris Oakley
Experience:	Over 30 years
Telephone #:	(778) 839 5580
Tariff Rate:	To be confirmed
Address and Email:	1130 W. Pender Street

	<p>Suite 828 Vancouver, BC V6E 4A4 coakley@midgard-consulting.com</p>
Firm or Organization	Midgard Consulting
Evidence to be provided on issues in scope:	N/A
Brief explanation of experience relevant to evidence to be provided:	<p>Mr. Oakley is an electrical engineer with more than three (3) decades of experience in the North American electricity generation and transmission industry. Mr. Oakley’s extensive experience includes a broad range of utility regulatory assignments acting for regulators, applicants and interveners, management and operation of utility asset portfolios, electric system planning, and management of multi-discipline teams of engineers, design professionals, and tradespeople.</p> <p>Mr. Oakley’s most recent previous corporate role prior to co-founding Midgard was Vice President of Hydro Project Development for Brookfield Renewable Power. He has led hydro project construction groups, acted as owner's engineer for several hydroelectric projects, and has operated a portfolio comprising over 1,000 MW of renewable generation.</p> <p>Mr. Oakley has managed the permitting, design, and construction of transmission lines in voltage classes ranging from 69 kV to 500 kV and has led interconnection studies for over 6,000 MW of proposed generation projects. Mr. Oakley has decades of experience assessing the feasibility, design, execution, costing, construction, maintenance and operational risks associated with both generation and transmission facilities.</p> <p>Mr. Oakley also sits on the expert rate advisory panel for the City of Surrey’s district energy utility (“Surrey City Energy” or “SCE”). SCE provides district heating services to the Surrey downtown core and is presently developing a sewer heat recovery facility to provide the bulk of SCE’s system energy requirements.</p>

Expert Consultant #5

Name:	Peter Helland
Experience:	Over 20 years
Telephone #:	(778) 996-7747
Tariff Rate:	To be confirmed
Address and Email:	1130 W. Pender Street Suite 828 Vancouver, BC V6E 4A4 phelland@midgard-consulting.com
Firm or Organization	Midgard Consulting
Evidence to be provided on issues in scope:	NA
Brief explanation of experience relevant to evidence to be provided:	<p>Mr. Helland combines a Master of Engineering and a Master of Business Administration to provide technical skills with a focus on the business implications of decisions and opportunities. Mr. Helland has been responsible for a wide range of activities from project management, financial analysis, and environmental permitting to stakeholder engagement and strategic planning. Mr. Helland has also worked on, or consulted to, projects in the electrical utility, oil & gas, military, social service, and telecommunications industries.</p> <p>Mr. Helland's experience includes a range of utility regulatory assignments, acting for interveners, applicants (i.e., utilities) and regulators, assisting in developing interrogatories and questions, developing hearing cross-examination questions, supporting final Board evaluation of evidence, preparing evidence, and provided expert testimony on asset management and risk management practices.</p> <p>Working in various project management roles since 1998, Mr. Helland has a disciplined approach to project management that is firmly grounded in Earned Value Management and requirements traceability. He uses this experience to communicate in a clear and</p>

concise manner to internal and external resources as an integral part of controlling scope, schedule, and cost.

Mr. Helland has successfully delivered complex interdisciplinary works such as regulatory filings for submission to the BC Utilities Commission, inventories of hydroelectric potential in Saskatchewan and British Columbia, and operating a 10MW run-of-river hydroelectric facility. Mr. Helland has successfully delivered a \$92M multi-disciplinary project for the United States Navy with engineering groups on two continents (North America and Europe) spread across four (4) different time zones.

Darren Rainkie, CPA, CA, CBV

Principal – Darren Rainkie Consulting

Phone: 204.782.5877 or Email: darrenrainkie@gmail.com

HANDS ON & MULTI-FACETED EXPERTISE

IMPROVED REGULATORY & BUSINESS OUTCOMES FOR CLIENTS

QUALIFICATIONS & EXPERTISE

- Executive Utility Leadership
- Regulatory Policy & Strategy
- Revenue Requirement Specialist
- Regulation Process Management
- Financial Management
- Adept Expert Witness

CAREER HIGHLIGHTS

- Deep and multi-faceted expertise in all aspects of rate-regulation (1990-Present)
- Extensive experience testifying as a policy & subject matter expert at regulatory proceedings (2000-Present)
- Executive experience (Acting CEO, CFO, Controller & Treasurer) at Manitoba Hydro & Centra Gas (2006-2017)
- Senior level expertise in a broad range of financial management disciplines (2000-2017)

PROFESSIONAL EXPERIENCE

- Independent Consultant 2017-Present
- Manitoba Hydro 1999-2017
- Centra Gas 1994-1999
- Price Waterhouse 1988-1994

EDUCATION

- Chartered Business Valuator 1993
- Chartered Professional Accountant (Chartered Accountant) 1991
- B. Com. (Hons. – With Distinction), University of Manitoba 1988

PROFILE

Darren leverages his 30+ years of **hands on experience** and **multi-faceted expertise** in rate-regulation, utility & financial management to **improve regulatory & business outcomes for clients** that participate in and are impacted by rate-regulation - including applicants, intervenors, utility customers, regulatory tribunals & government agencies. He specializes in providing rate-regulation and financial advisory services, with an emphasis on regulatory policy & strategy and revenue requirement & fiscal matters.

The **client benefits** from **Darren's advisory services** are summarized as follows:

Access to a Comprehensive Suite of High-Quality Regulatory Services – Darren's deep specialization in rate-regulation and multi-faceted regulatory expertise enables him to provide high-quality advice to clients on regulatory policy, strategy, issues and process – that is customized/adapted to the relevant sector, ownership structure, rate-setting framework, subject matter and type of regulatory proceeding.

Effective Diagnosis of Issues & Sound, Practical Advice – Decades of hands on and executive level public utility experience - gives Darren the ability to effectively identify critical issues, evaluate alternative options & risks and develop pragmatic solutions for clients that are aligned with longer-term vision and strategic direction and balance utility and customer interests.

Integrated, Broad-Based & Credible Recommendations – Darren's financial management expertise results in recommendations to clients that evaluate the broader financial implications & integrates these implications into the ratemaking framework – with the inherent credibility associated with first-hand & senior level experience applying this financial expertise in a complex regulated enterprise.

Sustainable Solutions & Greater Potential of Stakeholder Acceptance – Clients benefit from Darren's leadership experience, collaborative approach and ability to effectively engage with stakeholders – which leads to more sustainable solutions, greater potential of stakeholder acceptance, as well as opportunities to facilitate client knowledge transfer and learning.

Building Consensus & Commitment to Implement Recommendations – Darren's uses his excellent communication & influencing skills, along with his extensive experience providing testimony at regulatory proceedings – to assist clients in obtaining a shared understanding of issues & options with internal and external stakeholders and building consensus for and commitment to implementing recommendations.

OVERVIEW OF PUBLIC UTILITY REGULATORY EXPERIENCE

Deep Specialization in Rate Regulation & Multi-faceted Regulatory Expertise

- A deep specialization in rate-regulation encompassing the majority of a professional career spanning over 30 years, including employment with/advising **multiple parties** to the regulatory process: providing advisory services to provincial regulators, executive oversight and management of rate applications and regulatory filings of applicant utilities and providing independent expert advice to intervenors and applicants.
- Multi-faceted regulatory expertise including **multiple sectors** (electricity, natural gas, mandatory auto insurance, water & waste, energy efficiency, district energy, propane, group 2 pipeline), a number of **jurisdictions** (British Columbia, Alberta, North West Territories, Manitoba, New Brunswick, Nova Scotia), various **ownership structures** (crown-owned, investor-owned and municipally-owned utilities) and a number of **rate-setting/legislative frameworks** (rate base/rate of return, modified cost of service, historic & future test years, multi-year applications).
- Extensive experience in a broad range of **regulatory proceedings** (general rate applications, revenue requirement applications, major capital project and certificate of public convenience and necessity reviews, integrated resource plan, decarbonization and demand-side management reviews, cost of service methodology reviews, back-up/top-up service pricing & terms, commodity cost prudence reviews/pass throughs, franchise expansion & feasibility test reviews, natural gas broker service improvements, debt & equity issues, accounting policy selection, depreciation rates, intercompany cost allocations & affiliate transactions, pipeline safety, integrity & construction methods, customer disconnections, automated meter reading and natural gas cooperative acquisitions) and expertise in all aspects of **rate-regulation subject matter** (regulatory policy, revenue requirements, cost of capital/capital structure, cost allocation and rate design).
- Experience with different types of **regulatory processes** (oral hearing, paper hearing, ex-parte, complaint based and alternative dispute resolution) and through all **regulatory cycle components** (strategy development & case planning, application & evidence preparation/evaluation, stakeholder engagement, witness training & preparation, discovery & hearing process management, presentation of expert testimony, cross examination & argument strategy/content, regulatory decision drafting, compliance filing preparation/evaluation, regulatory process improvement recommendations).

Hands On & Executive Level Public Utility Experience

- Hands on **public utility experience** through **23 years of employment** with a privately-owned natural gas utility and one of Canada's largest publicly owned, vertically integrated electric and natural gas utilities.
- Over 11 years of **executive leadership experience** actively collaborating in the management of the corporation, developing corporate & business unit strategic plans, developing risk management plans and successfully managing multiple strategic initiatives simultaneously.
- A **comprehensive understanding** of the **business, operations and risks** related to **regulated public utilities**, how decisions are made in this environment - as well as the strategic challenges facing regulated entities.
- A proven track record of developing **innovative financial and regulatory strategies** that are aligned with the overall vision and strategic direction of the organization - to ensure the on-going financial sustainability of the utility and respond to future business requirements.

Broad Range of First-Hand Financial Management Expertise – Applied to a Complex Regulated Enterprise

- Over 17 years of senior level and first-hand expertise in a **broad range of financial management disciplines** including: setting financial targets/key performance indicators, long-term financial forecasting, operating cost budgeting, capital cost budgeting, treasury & debt management, corporate risk management, accounting policy selection, financial & management reporting and internal cost allocation between lines of business.

- A **comprehensive understanding of utility financial models** and the elements that impact the model and financial performance, including key inputs, underlying processes, best practices, expected outcomes, options and key performance indicators. Demonstrated experience in applying this diverse financial management expertise and integrating them into the ratemaking framework of a complex regulated enterprise.
- Initiated, championed and actively participated in a number of transformational initiatives to ensure the ongoing financial sustainability of Manitoba Hydro during a period of extensive major capital investment, including: a comprehensive **review of corporate financial targets**, a complex **scenario analysis** to review the adequacy of financial reserves/forecast long-term rate impacts, a **multi-year budgeting strategy** designed to achieve operating cost savings; a **corporate asset management framework** to improve the prioritization of sustaining capital expenditures, an **alternate debt management strategy** to retire debt and improve the financial outlook and a top-down strategy driven approach and **transformation of rate applications** to balance financial integrity with interests of ratepayers.
- Demonstrated ability to **effectively identify issues impacting the long-term financial outlook of regulated enterprises**, evaluate historic and expected performance against key performance indicators, develop options & identify levers that can be used to positively impact rates to customers and make credible recommendations to intervenors, applicants and regulatory tribunals.

Collaborative Approach & Stakeholder Engagement Experience

- A principled and **collaborative leader** with extensive experience leading, developing, mentoring, collaborating and providing direction to a diverse team of senior professionals as well as cross-disciplinary project teams.
- **Worked collaboratively with internal officials** – such as subject matter experts, senior management, executive team, board committees and board of directors to achieve the **strategic, operational and financial goals**.
- Managed the interactions with and **build strong relationships with external stakeholders**, including provincial government officials, indigenous business partners, external auditors, investment banking institutions and credit rating agencies. As a result of the direct involvement with external stakeholders, have experience explaining the perspectives and issues of these stakeholders to regulatory stakeholders as an executive policy witness.
- Demonstrated capability to **engage with and build strong relationships with regulatory stakeholders**, including regulatory tribunal staff & advisors, consumer group/intervenor representatives & experts and applicant officials. Provided oversight and actively participated in a number of **regulatory stakeholder engagement sessions** with the objectives of fostering positive relationships, building shared understanding of participants and reducing the number of issues to be reviewed/contested during regulatory proceedings.

Adept Witness & Excellent Communication and Influencing Skills

- As a utility executive, oversaw and participated in the development and delivery of **numerous persuasive presentations and recommendations** to obtain direction/approvals from the executive committee, audit committee, board of directors and regulatory tribunal - with respect to financial targets, long-term financial forecasts, proposed rate increases, operating and capital expenditure plans, financing and risk management plans, depreciation study changes, accounting policy selection/IFRS implementation and financial reporting. As an advisor to a regulatory tribunal, intervenors and applicants, have delivered numerous briefings to the client on the significant issues arising in regulatory applications.
- An excellent **reputation** for the **ability to draft well constructed documents and reports**, and to organize complex business & regulatory concepts into compelling evidence, using clear and understandable language. The range of experience includes five years drafting regulatory decisions for a regulatory tribunal, 23 years drafting regulatory applications/reports for applicants and four years developing independent reports for intervenors and applicants.

- Over 20 years of **experience testifying** as a **subject matter witness, executive policy witness** and **independent expert** at regulatory proceedings. Areas of testimony include: policy & strategy (electric & natural gas general rate applications, major capital projects review, cost of gas prudence review, cost of service methodology review), financial targets, long-term financial forecasts, operating & capital cost forecasts, debt management strategies, depreciation studies, adoption of IFRS accounting policies for rate setting purposes, financial results, general revenue requirement components, rate base, return on equity, capital structure, financial feasibility tests, as well as regulatory approvals and procedural matters.

PROFESSIONAL EXPERIENCE

PRINCIPAL, DARREN RAINKIE CONSULTING

2017 – Present

- Provide **rate-regulation advisory services** in the subject matter areas of policy, strategy, revenue requirements, cost of capital/capital structure, cost allocation, rate design, major capital project reviews, planning and management of regulatory applications and associated hearing processes, stakeholder engagement and witness testimony in regulatory proceedings.
- Provide **financial advisory services** in the subject matter areas of financial targets, long-term forecasting, operating & capital cost budgeting, debt management, risk management, intercompany cost allocation, financial reporting and business valuation.
- Provided regulatory consulting services on regulatory policy and revenue requirement matters to the **Consumers Coalition** (Consumers Association of Canada (Manitoba), Aboriginal Council of Winnipeg and Harvest Manitoba) in connection with the **Manitoba Hydro 2021/22 Interim Rate Application** and associated **Review & Vary Application** before the Manitoba Public Utilities Board.
- Provided regulatory consulting services to the **Consumers Coalition** and **Consumers Association of Canada (Manitoba)** in connection with the **Manitoba Hydro/Centra Gas Manitoba Inc. Combined Hearing Application** - before the **Manitoba Public Utilities Board**.
- Provided regulatory consulting services on regulatory policy and revenue requirement matters to the **Consumers Coalition** in connection with its **Application for an Order Requiring a Manitoba Hydro Status Update Hearing**, before the **Manitoba Public Utilities Board**.
- Provided independent expert evidence and advice on policy evaluation and practice research matters on behalf of the **Consumers Association of Canada (Manitoba)** in the **Centra Gas Manitoba Inc. Natural Gas Cost of Service Review** proceeding before the **Manitoba Public Utilities Board**.
- Provided independent expert evidence and advice on policy evaluation, customer research and stakeholder engagement matters on behalf of the **Consumers Association of Canada (Manitoba)** in the **Centra Gas Manitoba Inc. Rate Re-bundling** proceeding before the **Manitoba Public Utilities Board**.
- Conducted a review of the potential for cross-subsidy between distribution of gas and sale of gas at **Liberty Utilities (Gas New Brunswick) LP** during 2021 for the **New Brunswick Energy & Utilities Board**.
- Provided regulatory consulting services to the **BCOAPO ET AL** Intervenor Group (British Columbia Old Age Pensioners' Organization, Active Support Against Poverty, Disability Alliance BC, Council of Senior Citizens' Organizations of BC, Tenants Resource & Advisory Centre and Together Against Poverty Society) in connection with numerous applications before the **British Columbia Utilities Commission**, including:
 - **FortisBC Energy Inc. (gas)** - Pattullo Gas Replacement Project Certificate of Public Convenience & Necessity (CPCN), Biomethane Energy Recovery Charge Rate Methodology & Comprehensive Review of a Revised Renewable Gas Program, Tilbury Liquefied Natural Gas Storage Expansion Project CPCN, 2022 Long-Term Gas Resource Plan and 2023 Demand-Side Management Expenditures Plan.

- **FortisBC Inc. (electric)** - 2023 to 2027 Demand-Side Management Expenditures Plan.
 - **Pacific Northern Gas Ltd.** - Salvus to Galloway Gas Line Upgrade Project CPCN, PNG West Division 2022 Revenue Requirements Application and PNG North-East Division 2022 Revenue Requirements Application.
 - **Creative Energy Vancouver Platforms Inc.** - 2021 Long-Term Resource Plan, 2021 Revenue Requirements Application for the Core Steam System, 2021 Application for Heating Rates for the Thermal Energy System & Cooling Rates for the District Cooling System, Core Steam System Decarbonization Project CPCN, and Beatty-Expo Redevelopment Project CPCN.
 - **Corix Multiutility Services Inc.** – Burnaby Mountain District Energy Utility 2020 to 2023 Revenue Requirement & Rates Application.
 - **Insurance Corporation of British Columbia** - 2021 Policy Year (2021/22 & 2022/23) Revenue Requirements Application.
 - **British Columbia Utilities Commission** - Inquiry into the Acquisition of Renewable Natural Gas by Public Utilities in British Columbia - Phase 2.
- Provided independent expert evidence and testimony to the **Nova Scotia Utility and Review Board** regarding **Nova Scotia Power Inc.'s 2021 Back-Up/Top-Up Amendment Application** with respect to pricing and terms and conditions of service of municipal electric utilities.
 - Provided advisory services to **Efficiency Manitoba** in connection with its **2020-2023 Efficiency Plan** filing to the **Manitoba Public Utilities Board**, including regulatory on-boarding, filing review process design and strategic filing preparation advice.
 - Provided independent expert evidence and testimony on regulatory policy, financial reserve targets and revenue requirement matters on behalf of the **Consumers Association of Canada (Manitoba)** in the **Centra Gas Manitoba Inc. 2019/20 General Rate Application** proceeding before the **Manitoba Public Utilities Board**.
 - Independent expert evidence and testimony on regulatory policy, financial reserve targets and revenue requirement matters on behalf of the **Consumers Coalition** in the **Manitoba Hydro 2019/20 Rate Application** proceeding before the **Manitoba Public Utilities Board**.
 - Conducted an independent review of the **2019/20 Chestermere Utilities Inc. rate proposal** (water, sanitary & storm services) and associated financial implications for the **City of Chestermere** (acting as the regulator).
 - Provided independent advice to the **Consumers Association of Canada (Manitoba)** on case strategy and the capital management plan in connection with the **Manitoba Public Insurance 2019/20 General Rate Application** before the **Manitoba Public Utilities Board**.
 - Conducted a review and made recommendations on the implementation of a revised **internal cost allocation methodology** (allocation of corporate and shared service costs) for **Corix Infrastructure Inc.** (a leading provider of energy, water & wastewater utilities for small to medium-sized communities across North America).
 - Provided independent advice to an Industrial Intervenor on the Advanced Metering Infrastructure (AMI) project in connection with **New Brunswick Power Corporation 2018/19 General Rate Application** before the **New Brunswick Energy & Utilities Board**.
 - Provided independent advice to legal counsel for an intervenor with respect to case strategy, evidence evaluation and revenue requirement matters in connection with the **Northwest Territories Power Corporation 2016-2019 General Rate Application** before the **Northwest Territories Public Utilities Board**.
 - Provided strategic advice on financial reporting matters to the **Manitoba Department of Health** as part of the Health Sector **Financial Budgeting & Reporting Improvement Project**.

Acting President and Chief Executive Officer**September to December 2015**

- Responsible for the **overall executive leadership** of one of the largest integrated electric and natural gas utilities in Canada with over \$20 billion in assets, \$2.3 billion in revenues, 568,000 electricity and 277,000 natural gas customers and over 6,000 employees.
- Maintaining progress on **delivery of key strategic objectives, execution on major capital projects** and effective transition to the newly appointed CEO while simultaneously managing several complex finance & regulatory projects in the on-going role as CFO.

Vice-President, Finance & Regulatory Affairs and Chief Financial Officer**2013 – 2017**

- Responsible for the **executive leadership** of the **Finance & Regulatory Affairs business unit** (Controller, Treasury, Rates & Regulatory Affairs, Financial Planning and Corporate Risk Management) and **Manitoba Hydro International** (professional consulting and project management services to energy sectors world-wide).
- Member of the **Executive Committee** that actively collaborated in the **management of the corporation** and the formation, revision and achievement of the **corporate strategic plan** and establishment of **business unit goals & strategies** that align with the strategic objectives of Manitoba Hydro. Led, developed and mentored a diverse team of senior professionals as well as cross-disciplinary project teams.
- **Chief regulatory officer** and provided executive direction with respect to regulatory affairs before the Manitoba Public Utilities Board (MPUB) (Manitoba Hydro & Centra Gas) and National Energy Board (Minell Pipelines). Represented the corporation as **executive policy witness** and chief regulatory strategist for several significant electric and gas regulatory proceedings before the MPUB, as follows:
 - The **2016 Electric Cost of Service Methodology Review** before the MPUB to review the methodology underpinning the allocation of a \$2 billion revenue requirement and \$20 billion rate base among 568,000 customers.
 - The **2015 Electric General Rate Application** before the MPUB which included final approval of interim rates for 2014/15 and rates for 2015/16 as well as the establishment of a process to review interim rates for 2016/17. Applied a top-down strategy driven approach and drove the transformation of rate applications to increase revenues, ensure the on-going financial sustainability of the corporation, maintain reliable service and stable rates - while balancing the interest of ratepayers with the financial integrity of the corporation.
 - The **2015 Cost of Gas Application** before the MPUB and directed the development of the regulatory strategy and principles associated with the prudence review and recovery of additional gas costs of \$46 million incurred during the record cold winter weather of 2013/14.
 - The finance witness panel at the **2014 MPUB review of the Need For and Alternatives To** (NFAT) Manitoba Hydro's proposed Major Generation and Transmission capital projects involving a planned investment of over \$17 billion. The finance panel witness responsibilities included the potential impact on customers rates, financial outlook and financial risk associated with the planned investments.
 - The **2013 Centra Gas General Rate Application** before the MPUB to set gas costs and non-gas revenue requirement for 2013/14.

- Guided the development of **corporate financial targets** and the **long-term financial forecast** as well as corporate operating, capital and financing plans that are consistent with the overall objectives of the Corporation and obtained endorsement from the Audit Committee and Manitoba-Hydro Electric Board (MHEB). Initiated and provided executive oversight to a **comprehensive review of corporate financial targets** to determine if they continued to be appropriate during a period of extensive capital investment of over \$17 billion. Provided policy guidance to support the development of increasingly sophisticated **financial models to provide scenario analysis** (over 15,000 financial projections) on key financial variables (water flows, export prices, interest rates and capital costs) to evaluate the adequacy of financial targets and financial reserves and forecast the long-term rate impacts of major capital projects.
- Initiated target setting process and collaborated with the executive team to develop a **multi-year budgeting strategy** to substantially reduce the growth in operating expenditures. Championed the establishment of an overall **corporate asset management framework** and further development of systems to improve the planning and prioritization of sustaining capital expenditures in the generation, transmission, distribution and corporate functions.
- Provided executive oversight to the development and execution of **financing strategies** and plans to obtain long-term debt financing in the order of \$1.5 billion to \$2 billion annually and to effectively manage the corporation's liquidity, foreign exchange and interest rate risks. Provided policy guidance to treasury staff to develop a more cost-effective approach to **manage significant risk exposure from US currency fluctuations** on export revenues and to develop an **alternate debt management strategy** to retire debt and improve the financial outlook.
- Directed the **financial and management reporting** and **corporate risk management functions** and provided regular reports on the financial results and risks of the corporation to Executive Committee, Audit Committee and MHEB. Executive accountable to oversee the **transition** from Canadian Generally Accepted Accounting Principles (CGAAP) to **International Financial Reporting Standards (IFRS)** for financial reporting purposes and the strategy to use IFRS for rate-setting purposes.
- Chair of the **Corporate Risk Management** and **Rates Review committees**. Member of the Export Power and Gas Supply **Risk Management committees** and the **Corporate Asset Management Executive Council**. Member and **Treasurer of the Wuskwatim and Keeyask Limited Partnership Boards** working closely with Indigenous partners.

Corporate Controller, Controller Division

2008 - 2013

- Directed the **preparation** of the **electric and gas revenue requirement filings** and represented the corporation as a **senior subject matter witness** at several MPUB **electric rate hearings** between 2008 and 2013 (2008/09, 2009/10, 2010/11 & 2011/12, 2012/13 & 2013/14 GRA's) providing witness testimony on financial results, long-term financial forecast, operating & capital cost forecasts, other revenue requirement components as well as implementation of depreciation studies and IFRS accounting policies for rate-setting purposes.
- Oversaw the development of the **long-term financial forecast** and the **coordination of the consolidated operating cost and capital expenditure forecasts** and presentation to the Audit Committee and MHEB.
- Led the **financial and management reporting functions** of the corporation and managed interaction with the provincial Comptroller's Division and external auditors. Guided the **provision of financial services** to the **business unit** management teams.

Corporate Treasurer, Treasury Division

2006 - 2008

- Led the development of **debt management** and **financing strategies** to obtain corporate financing requirements and effectively manage the corporation's liquidity, foreign exchange and interest rate risks. Provided testimony as a **senior subject matter expert** at the 2007/08 & 2008/09 Centra GRA on rate base, return on equity, working capital allowance, finance expense and debt management.
- Managed interaction with **credit rating agencies**, the provincial Treasury Division and investment banking institutions.
- Guided **cash management**, cash forecasting and **credit risk management** functions and the administration of banking arrangements.

Manager, Regulatory Services Department

1999 - 2006

- Responsible for **regulatory planning** and administration and providing **recommendations** to **senior management** on regulatory **strategy, issues** and **procedural matters**. Acted as a liaison with MPUB staff and advisors.
- **Managed** the preparation of **numerous regulatory applications, filings and reports** to the **MPUB**, the post-application/pre-hearing processes, the public hearing process and the interpretation and compliance with MPUB decisions from 1999 to 2006 (types of regulatory proceedings/matters include: general rate applications, commodity cost prudence reviews/pass throughs, franchise expansions & feasibility tests, natural gas broker service improvements & stakeholder engagement process, pipeline safety, integrity & construction methods, customer disconnections, acquisition of a natural gas cooperative).
- Represented the corporation as a **subject matter witness** at several MPUB **natural gas rate hearings** between 2000 and 2006 (2000 Interlake expansion, 2003/04 GRA, 2004/05 Cost of Gas, 2005/06 & 2006/07 GRA, 2007/08 & 2008/09 GRA), providing witness testimony on revenue requirements, rate base, cost of capital/return on equity, capital structure, lead-lag study, financial feasibility tests and regulatory approvals and procedural matters.
- Oversaw the development of the **Quarterly Primary Gas application** and associated processes in 2000 to adjust the cost of gas from western Canada on each gas quarter using an efficient and streamlined regulatory approval process.

CENTRA GAS MANITOBA INC.

1994 - 1999

Senior Coordinator, Regulatory Services Department

1997 - 1999

- Responsible for the **coordination** and **preparation** of **regulatory applications, filings and reports** to the MPUB (types of regulatory proceedings/issues include: 1998 general rate application, commodity cost prudence reviews/pass throughs, franchise expansion & feasibility test reviews, debt & equity issues, accounting policy selection, depreciation rates, intercompany cost allocations & affiliate transactions).
- Provided **direction** to **regulatory staff** and **internal clients** with respect to regulatory process and procedural matters, the preparation of responses to MPUB decisions, directives and requests and participated in the **preparation of evidence** and **witnesses** for public hearings.

Senior Financial Analyst, Financial & Accounting Services Department

1994 - 1997

- Acted as internal expert and **provided support to company witnesses** at MPUB public hearings with respect to business case and feasibility assessments as well as financing, capital structure and cost of capital/rate of return and feasibility test matters (1995 & 1997 GRA's). Developed the Centra **return on equity formula** proposal for the 1995 GRA.
- Provided advice and assisted in the **preparation of business cases** with internal management and project teams to support business expansion and growth opportunities, capital expenditures and operating decisions. Coordinated all aspects of **financial analysis** and **feasibility assessments** including the development of financial models, investment evaluation criteria and the presentation of results to internal management.

PRICE WATERHOUSE, CHARTERED ACCOUNTANTS (Winnipeg Office)

1988 - 1994

Assistant Manager, Financial Advisory Group

1990 – 1994

- Acted as **accounting & finance advisor to the MPUB** between 1990 and 1994 on several Centra Gas regulatory applications (including 1990, 1991, 1992, 1993 GRA's), a 1994 Manitoba Hydro GRA and a Stittco Utilities Manitoba (propane) 1991 GRA. Drafted numerous regulatory decisions for the MPUB during that timeframe. Provided advice on all aspects of revenue requirements including operating costs, depreciation, finance expense, income & other taxes, rate base, working capital, capital structure and cost of capital/return on equity.
- Provided extensive **consulting advice to the MPUB** and drafted regulatory decisions on **capital structure** and **cost of capital/return on equity** matters including the last comprehensive decision on the allowed capital structure and return on equity for Centra Gas in 1994.
- Prepared **business valuations**, conducted business reviews for acquisition and divestiture purposes and prepared **quantifications of losses** or **damages** for use in litigation proceedings.

Audit Senior, Audit & Business Advisory Group

1988 - 1990

- Provided **audit** and **business advisory services** to clients in several industries, including real estate, investment dealing and agriculture, as well as public sector clients.

Kelly Derksen, BSc., CPA, CMA

Principal – Kelly Derksen Consulting

HANDS-ON AND MULTI-FACETED EXPERTISE

IMPROVING REGULATORY & BUSINESS OUTCOMES FOR CLIENTS

QUALIFICATIONS & EXPERTISE

- Ratemaking Expert
- Regulation Strategy & Execution
- Regulation Process Management
- Quality & Process Improvement
- Experienced & Respected Witness
- Leadership Excellence

CAREER HIGHLIGHTS

- Over 25 years of Rates & Regulation experience in the Utility Industry
- A recognized authority in Utility Cost of Service and Rate Design
- Experienced, credible, respected witness – testifying in numerous public hearings, 2002 – Present
- Developed, led, and assisted in dozens of regulatory proceedings
- Committed to mentoring and sharing knowledge through collaborative style and routinely conducting training

PROFESSIONAL EXPERIENCE

- Independent Consultant 2018-Present
- Manitoba Hydro/Centra Gas 1999-2017
- Centra Gas 1994-1999

EDUCATION

- Chartered Professional Accountant (CMA), 2004
- BSc., (Chemistry & Mathematics) University of Manitoba, 1995

PROFILE

Kelly leverages her 25-years of **hands-on experience** and **multi-faceted expertise** in energy regulation and ratemaking for clients that participate in and are impacted by rate-regulation – including applicants, intervenors, utility customers, regulatory & government agencies. She specializes in regulation and ratemaking, with an emphasis on cost of service, and rate design. **Clients benefit from improved regulatory & business outcomes** through the following:

Providing Clients with Ratemaking Solutions Based on Traditional and Contemporary Best Practice that are Theoretically Sound, Practical, Sustainable and Clear – Kelly developed her ratemaking expertise through decades of employment with one of Canada’s largest publicly owned, vertically integrated electric and natural gas utilities as well as providing independent advice to other applicants, intervenors, and regulatory tribunals. Kelly has led, developed and executed many cost of service and rate design studies and methodological reviews. This includes the development of extensive evidence and providing principled persuasive testimony. Along with practical experience, and continuous monitoring of the evolving utility industry, she also has deep understanding of the academic-based writings including Bonbright and Kahn, as well as the more practical detailed ratemaking manuals such as NARUC. With a deep passion and understanding of ratemaking obtained through significant hands-on utility experience uniquely enables Kelly to deliver client solutions that are workable, understandable, and that are also academically sound.

Providing Clients with Effective Regulation Strategy Advice & Workable Process Management Solutions – Leveraging from 25 years of hands-on experience-backed judgement and insight, Kelly provides strategic and tactical advice and solutions to complex regulation challenges. Kelly has successfully developed and led many interim, ex-parte, written, traditional, and unconventional regulatory processes. With the many challenges and nuances associated with achieving success in the regulatory arena, Kelly is a champion of evaluating lessons learned to achieve future success. Clients benefit from access to decades of hands-on regulatory experience to advance their goals more efficiently and effectively.

Providing Clients with Practical and Sustainable Solutions- Kelly’s collaborative style as well as her strength in the translation of complex ratemaking subject matters into workable solutions that are practical with a greater potential of stakeholder acceptance.

OVERVIEW OF RATEMAKING & REGULATORY EXPERIENCE

- Provided **regulatory** consulting services to the **Consumers Coalition** and **Consumers Association of Canada (Manitoba)** in connection with the **Manitoba Hydro/Centra Gas Manitoba Inc. Combined Natural Gas & Electric Hearing Application** before the **Manitoba Public Utilities Board**.
- Provided independent expert evidence and advice on natural gas cost allocation matters to the **Consumers Association of Canada (Manitoba)** in the **Centra Gas Manitoba Inc. Natural Gas Cost of Service Review** proceeding before the **Manitoba Public Utilities Board**.
- Providing independent expert services on ratemaking policy, rate design, ancillary cost allocation matters as well as matters of natural gas competition before the MPUB on behalf of the **Consumers Association of Canada (Manitoba)** in connection with the **2021 Centra Gas Rate Re-Bundling Application**.
- Conducted a review of the potential for cross-subsidization between the deregulated sale of gas commodity and the regulated distribution of gas at **Liberty Utilities (Gas New Brunswick) LP** in 2021 on behalf of the **New Brunswick Energy & Utilities Board**.
- Provide regulatory consulting services to the **BCOAPO et al** Intervenor Group (British Columbia Old Age Pensioners' Organization, Active Support Against Poverty, Disability Alliance BC, Council of Senior Citizens' Organizations of BC, Tenants Resource & Advisory Centre and Together Against Poverty Society) in connection with numerous natural gas and thermal utility applications before the **British Columbia Utilities Commission** including:
 - **FortisBC Energy Inc.** (natural gas) - Pattullo Gas Replacement Project Certificate of Public Convenience & Necessity (CPCN), Biomethane Energy Recovery Charge Rate Methodology & Comprehensive Review of a Revised Renewable Gas Program, Tilbury Liquefied Natural Gas Storage Expansion Project CPCN, 2022 Long-Term Gas Resource Plan, 2023 Demand-Side Management Expenditures Plan, and Okanagan Capacity Upgrade Project CPCN.
 - **FortisBC Inc.** (electric) – 2023 to 2027 Demand-Side Management Expenditures Plan.
 - **Pacific Northern Gas Ltd.** - Salvus to Galloway Gas Line Upgrade CPCN, PNG West Division 2022 Revenue Requirement Application, and PNG North-East Division 2022 Revenue Requirement Application.
 - **Creative Energy Vancouver Platforms Inc.** – Beatty-Expo Redevelopment Project CPCN, 2021 Long-Term Resource Plan, 2021 Revenue Requirement Application, 2021 Application for Heating Rates for the Thermal Energy System & Cooling Rates for the District Cooling System, and Core Steam System Decarbonization Project CPCN.
 - **Insurance Corporation of British Columbia** - 2021 Policy Year (2021/22 & 2022/23) Revenue Requirement Application
 - **Corix Multi-Utility Services** – Burnaby Mountain District Energy Utility 2020-2023 Revenue Requirement and Rates Application.
 - **British Columbia Utilities Commission** – Inquiry into the Acquisition of Renewable Natural Gas by Public Utilities in British Columbia, Phase 2.

- Provided independent expert evidence and testimony to the **Nova Scotia Utility and Review Board** regarding **Nova Scotia Power's 2021 Back-Up Top-Up Rates** related to the cost to serve and pricing of intermittently served municipally owned wind generation.
- Provide ongoing independent expert rate advice and evidence regarding marginal and load retention rates to the **Nova Scotia Utility and Review Board** regarding Nova Scotia Power's **2020, 2021, and 2022 Annually Adjusted Rate Applications**.
- Provided advisory services to **Efficiency Manitoba** in connection with its **2020/23 Efficiency Plan** filing to the Manitoba Public Utilities Board (MPUB), including regulatory on-boarding, regulatory filing review process design and strategic filing preparation advice.
- Independent expert witness on ratemaking policy, internal and external cost allocation, rate design, and terms and conditions of service matters on behalf of the **Consumers Association of Canada (Manitoba)** in the **Centra Gas Manitoba Inc. 2019/20 General Rate Application proceeding** before the **Manitoba Public Utilities Board**.
- Independent expert witness on ratemaking policy, cost of service, rate design and regulatory compliance matters on behalf of the **Consumers Coalition** in the **Manitoba Hydro 2019/20 Rate Application** proceeding before the **Manitoba Public Utilities Board**.
- Conducted a review and made recommendations on the implementation of a revised **internal cost allocation methodology** related to the inter-affiliate, multi-jurisdictional allocation of corporate and shared service costs for the **Corix Group of Companies**, a leading provider of energy, water & wastewater utilities for small to medium-sized communities across North America.
- Promoted through progressively senior analytical and managerial positions in the general area of **utility ratemaking and regulation** at the **privately-owned Centra Gas**, and then **Manitoba Hydro**, a combined publicly owned vertically integrated hydro-electric utility and disaggregated natural gas utility.
- Over two decades of hands-on experience in developing practical solutions to complex problems that comport with best practice categorized broadly as:
 1. Regulation Strategy and Process Management
 2. Ratemaking
 3. Leadership and Communication

Regulation Strategy and Process Management

- Provided strategic and tactical advice and solutions to Executive Management for over 15 years on ratemaking and regulatory policy consistent with the strategic goals of the organization and within the context of the governing legislation and regulatory framework.
- Led, developed, and assisted in dozens of rate cases (and other regulatory processes) interfacing with external agencies and the many internal disciplines necessary to support the process. Provided advice and reports to Executive Management regarding appropriate regulatory strategies and developed a common theme and orderly plan with careful execution to achieve strategic, financial and operational deliverables.
- Provided advice to Executive Management regarding the interpretation of regulator decisions and compliance.
- Successfully led numerous traditional, unconventional, interim and ex-parte regulatory processes. This included numerous stakeholder engagement sessions, demonstrating commitment to seeking solutions to best balance multiple conflicting interests, building trust and strengthening relationships.

- With the many challenges and nuances associated with achieving success in the regulatory arena, a champion of evaluating lessons learned for the achievement of successful future outcomes; including key stakeholders in this evaluation is critical to building solid relationships, and to move forward goals more efficiently and effectively.

Ratemaking

- A deep understanding of utility ratemaking including extensive hands-on experience having developed, led, and executed dozens of studies and several cost of service and rate design methodological reviews, through continuous monitoring of the evolving utility industry, a solid understanding of the economics behind investment decisions, the physical workings of the system, a strong understanding of the legislative framework and regulatory construct by which a utility operates, and the academic-based writings of Bonbright and Kahn as well as more practical detailed ratemaking guidance provided by NARUC.
- An experienced and respected witness having represented the Corporation as a subject matter witness before the MPUB for 17 years. Provided testimony on revenue requirements, rate base, cost of service, rate design, treatment of deferral and variance accounts, expansion financial feasibility tests, terms and conditions of service, regulatory approvals and procedural matters.
- Driving force and key witness behind the 2016 electric Cost of Service Methodology Review before the MPUB to review the methodology underpinning the allocation of a \$2 billion revenue requirement, \$500 million of export revenue, and a \$20 billion rate base among over 570,000 customers.
- Developed the 2016 electric Cost of Service Methodology Review case strategy and evidence, hundreds of information requests, led several stakeholder engagement sessions, evaluated Intervenor Expert positions, rebuttal evidence, testimony, and final arguments available on the MPUB's website: www.pubmanitoba.ca.
- Developed evidence to support several key issues such as: an overall methodology that reasonably balanced the corporation's financial goals and the public interest given significant external energy market changes subsequent to 2008 (advent of shale gas, plunge in electric and natural gas prices) coupled with significant investment in new hydraulic infrastructure/aging infrastructure; a cohesive overall methodology associated with a largely interconnected hydro-electric utility; the influence of economics (marginal cost to service) on embedded cost to serve; and the interrelation between revenue requirement, cost of service, and rate design and potential unintended consequences (impacts to low income customers, or protecting the utility's ability to collect its approved revenue requirement).
- Recognized publicly for capabilities having developed an expert level knowledge of electric cost of service over a short timeframe to support a complex regulator review and delivering testimony.
- Led and developed numerous cost allocation and rate design models to analyze the impacts and sensitivities of scenarios.
- Conducted training on rates, cost analysis, methodology, economic feasibility (service extension), revenue requirement.
- Led and prepared the development of lead-lag studies, rate base, revenue requirements on many occasions between 1998 and 2008 for Manitoba's natural gas utility.

Leadership and Communication

- Extensively interacted with a variety of styles and experience levels having led large multi-disciplinary teams with dozens of professionals and routinely presenting to Executive Management, Board of Directors, Retail Customers, Stakeholders and the Regulator.
- Successfully advanced many regulatory applications and related hearing processes, at times concurrently, accomplished through building cross-departmental co-operation, periodically with disparate in-house teams, with a genuine interpersonal style that engenders trust and commitment. For example, over a 12-month period beginning in the fall of 2006, led and developed 4 major applications including a Cost of Gas Application, a 4-Party Trench Application; a General Rate Application; and a generic competition-related application.

- Managed and mentored a team of professional accountants. By creating a collaborative atmosphere, and encouraging measured autonomy proudly developed a well-respected flexible team with strong expertise.
- Developed productive relationships with regulator staff and advisors, key stakeholders and interest groups.
- Routinely presents at regulatory workshops and industry conferences, to strengthen skills and importantly to share knowledge and experience with others.
- Strength in translating complex ratemaking subject matter, into practical, clear solutions based on traditional and contemporary best practice and the related strategy and evidence development of a regulatory case.

PROFESSIONAL EXPERIENCE

Independent Consultant in Public Utility Regulation & Rates	2018 - Present
Manitoba Hydro - Manager, Cost of Service & Rates	2009 - 2017
Manitoba Hydro - Manager, Gas Rates & Regulatory Affairs	2006 - 2009
Manitoba Hydro - Senior Analyst, Gas Rates	2002 - 2006
Manitoba Hydro- Analyst, Gas Rates	1999 - 2002
Centra Gas – Revenue Requirement Analyst, Regulatory Affairs	1998 - 1999
Centra Gas - Coordinator, Regulatory Affairs	1995 - 1998

A SELECTION OF RELEVANT PROJECT EXPERIENCE:

- Developed an integrated internal cost allocation methodology for a large water utility with numerous Canadian and U.S. based subsidiaries;
- Reviewed zone of reasonableness policy and developed the related strategy and evidence;
- Addressed the treatment of International Financial Reporting Standards (IFRS) within external cost of service;
- Treatment of large hydraulic generation cost measurement within embedded cost to serve;
- Treatment of significant export revenue priced the margin (at times 40% or more of total revenue requirement) within embedded cost to serve (effectively a matter of public policy)
- Treatment of demand side management cost within cost to serve;
- Economic development rates/energy intensive rates/low income rates;
- Uneconomic bi-pass (distributed solar PV); economic bi-pass;
- Costing assumptions in feasibility tests to address divergence between embedded and marginal cost to service and related service extension policy (including to support business expansion and growth opportunities);
- Allocation treatment of revenues and costs (and related rate base) associated with unique partnerships with First Nations developed to support new, multi-billion-dollar hydraulic generation;
- Wheeling tariffs—provided the underlying cost analysis and regulatory advice;
- Treatment and determination of variance accounts (cost trackers);
- Led Revenue Decoupling evidence and testimony during 2008 Centra GRA;
- Evaluated the appropriateness and level of Month Basic Charges, developed evidence and led testimony;
- Evaluated the appropriateness and level of Demand Charges, developed evidence and led testimony;
- Fixed rate alternatives (within and outside of regulated utility);
- Successfully developed a solution for and executed the disposal of \$100 million in gas costs (nearly 40% of total asset investment) accumulated during the natural gas market conditions in early 2001, and the accumulation of \$46 million in gas costs during the 2013/2014 record cold winter;
- Rate unbundling to support service unbundling flowing from natural gas market restructuring to facilitate competition;
- Analysis and research assessing a competition-related role of the utility in the provision of gas supply application;
- Successfully developed a treatment for costs incurred to facilitate competition; and
- Developed codes of conduct between regulated and unregulated utility affiliates.

Statement of Qualifications and CV of Pelino Colaiacovo

Pelino Colaiacovo – Statement of Qualifications

Pelino Colaiacovo has been a Managing Director at MPA Morrison Park Advisors Inc. since 2005. He focuses on the utility, electricity and infrastructure sectors, as well as Crown Corporations and green technology more broadly. He advises corporate, government and not-for-profit clients on mergers and acquisitions transactions, the raising of new capital, the valuation of corporations and major assets, and the financial fairness of proposed transactions or initiatives to various stakeholders. As part of this work, he has built hundreds of financial models and analyzed the financial impacts and sensitivities of scenarios too numerous to count. He tracks the view of the capital markets on initiatives and developments in the utilities, power and infrastructure sectors, and provides advice and assistance to clients that must interact with the capital markets. He regularly speaks at and participates in conferences, roundtables and industry associations with respect to energy policy development, and the likely financial impact on utility companies of new policies, technologies and financial developments. He has provided advice to several governments about energy policy. He currently is a member of the Board of the Association of Power Producers of Ontario.

Before joining MPA, he served as the Chief of Staff to the Ontario Minister of Energy, and was integrally involved in a large number of significant reforms to the electricity industry in that province. Prior to that he was a consultant to a wide variety of domestic and international companies and industry associations on energy and other policy issues.

Pelino provided an expert report on cost of capital and related financial issues to the Commissioner of Ferries in British Columbia in 2019. He appeared before the Commission of Inquiry Respecting the Muskrat Falls Project in Newfoundland and Labrador in 2019, and addressed financial aspects of the decision to proceed with that project in 2012. In 2017 he appeared before the Manitoba PUB on the matter of the Manitoba Hydro General Rate Application for 2017/18 and 2018/19. Previously he appeared before the Manitoba PUB in 2014 as part of the NFAT process, and provided a view on the fairness of the NFAT to Manitoba ratepayers, and also commented on the financial viability of Manitoba Hydro's plan. He appeared before the Nova Scotia Utilities and Review Board in 2013 on the fairness of the Maritime Link Project to ratepayers in that province, and appeared again in 2017 on a matter relating to the costs of that project. He has advised governments, Crown Corporations and public utilities in several provinces across Canada on potential transactions and strategic issues.

Detailed Experience

August 2005 – Present

Managing Director, MPA Morrison Park Advisors Inc.

- Focus on utility and energy sector clients, and on infrastructure projects, crown corporations, and greentech (MPA also covers mining, technology, real estate and public company M&A)
- Expert Report for BC Ferries Services Inc. in its application to the BC Ferries Commissioner for rates applicable to the period from April 1, 2020 to March 31, 2024
- Expert Witness before the Muskrat Falls Inquiry with respect to financial aspects of the decision to proceed with the Muskrat Falls Project in Newfoundland and Labrador in 2012
- Expert Witness before the Manitoba Public Utilities Board on the Manitoba Hydro General Rate Application for 2017/18 and 2018/19
- Expert Witness and consultant to the Nova Scotia Public Utilities Board on the Interim Cost Assessment for the Maritime Link
- Advisor to the Alberta Electric System Operator: Capital Markets and Contract Term Length in the Context of a Capacity Market
- Advisor to the Alberta Electric System Operator: Capital market consequences of transition to Coal Exit and Capacity Market
- Financial Advisor to PowerStream in its merger with Horizon Utilities, Enersource and Hydro One Brampton to create Alectra Utilities
- Expert Witness for and consultant to the Public Utilities Board of Manitoba: Commercial valuation of Manitoba Hydro's multi-billion dollar plan to build new hydroelectric facilities and export-focused transmission lines
- Expert Witness for and consultant to the Nova Scotia Public Utilities Board: Commercial valuation of the proposed Maritime Link interprovincial electricity transmission line
- Report to the Market Surveillance Administrator of Alberta on the commercial viability of new electricity generation facilities in the Alberta competitive electricity market
- Advisor to British Columbia Transmission Co (now part of BC Hydro) with respect to proposed new transmission lines to the United States and Alberta
- Financial Advisor to the City of Toronto with respect to the sale of the City's minority interest in Enwave
- Financial Advisor to the City of Toronto with respect to the proposed financing for and development of the Tower Renewal energy conservation program
- Numerous assignments as financial advisor to electricity distribution companies with respect to financial valuations, strategic reviews and mergers & acquisition opportunities (e.g., Milton Hydro, Oshawa PUC, Woodstock Hydro, Enwin Utilities, Oakville Hydro, Hydro One)
- Numerous assignments as financial advisor to buyers and sellers of renewable energy generation assets (wind, solar and hydroelectric) and district energy facilities
- Numerous assignments as financial advisor to project developers raising capital for new energy and infrastructure projects, and/or bidding into competitive procurement processes
- Energy policy and strategy advisor to the Ontario Energy Association
- Typically, clients are Boards of Directors of public companies, or senior management of private companies or government entities
- Numerous presentations before City Councils, utility regulators, and other public bodies
- Speeches and appearances at energy conferences and roundtables, guest lectures at university courses on energy policy and utility regulation, expert opinion resource for media

October 2003 – August 2005

Chief of Staff, Office of the Ontario Minister of Energy

- Principal political and policy advisor to the Minister
- Primary liaison with the Office of the Premier and with the public service
- Managed Minister's staff of 12
- Final decision-maker for the Minister's public communication and stakeholder interaction
- Key accomplishments included:
 - Restructuring of the Ontario electricity sector through the passage of Bills 11 and 100
 - Development of a detailed plan to retire Ontario's coal-fired electricity generation fleet
 - Development of a smart metering strategy for Ontario
 - Creation of the Ontario Power Authority, selection of Board, appointment of CEO
 - New Board and senior management for Ontario Power Generation, new Board for the Independent Electricity System Operator
 - Review and approval of proposed refurbishment of Pickering A 1 nuclear unit
 - Negotiation of Bruce A nuclear refurbishment
 - Successful Requests For Proposals for new renewable energy facilities, and new gas-fired electricity generation plants

July 1993 – October 2003

Various Positions, GPC International

- Vice President and Corporate Practice Group Leader, Toronto
- Vice President responsible for integration of acquired offices in the United States, including Boston and Washington DC
- Senior Consultant, Ottawa
- Consultant, Toronto
- Focus on regulated sectors of the economy, including energy, transportation, media, healthcare and finance
- Leader of multi-disciplinary public affairs projects including policy development, government relations, media relations, stakeholder communications and polling
- Management consultant for large national and multi-national corporations with respect to public affairs

PROFILE

Mr. Christopher Oakley is a Principal and co-founder of Midgard Consulting Inc. Mr. Oakley has over three decades of power industry experience, having held senior roles in Project Management, Engineering Management and Operations in Generation and Transmission, Power Supply, Business Development, Transmission System Planning and Revenue Management. Mr. Oakley appears regularly as a panelist, expert witness and technical consultant in regulatory proceedings heard before the Ontario Energy Board, the Alberta Utilities Commission, the Nova Scotia Utilities and Rate Board, and the British Columbia Utilities Commission. Mr. Oakley has been an active contributor to electric industry restructuring initiatives in Alberta and British Columbia, and has helped manage restructuring-related change at several organizations. Mr. Oakley is able to deliver a diverse range of services, including generation and transmission project management, due diligence review for mergers and acquisitions, system planning consultation, and scoping and management of generation and industrial facility interconnections. Mr. Oakley represented the Western Electricity Coordinating Council (WECC, formerly WSCC) on the Reliability Assessment Subcommittee of the North American Electric Reliability Council (NERC) from 1999 to 2002, was a member of the WECC Planning Committee and Technical Studies Subcommittee, and has authored or contributed to several technical papers, including the WECC's Coordinated Off-Nominal Frequency Load Shedding and Restoration Plan.

ENERGY INDUSTRY EXPERIENCE

GENERATION & TRANSMISSION PROJECT ENGINEERING, DESIGN, AND CONSTRUCTION

- Led Brookfield Renewable Power's Canadian hydro project development group.
- Led SNC-Lavalin ATP multi-discipline engineering team of +150 transmission, substation, and communications design professionals responsible for delivering a \$200M annual project portfolio at primary voltages up to 500 kV.
- Designed and Managed numerous transmission, substation and telecontrol projects for TransAlta Utilities (TAU), including TAU's first ever fibre optic transmission hop between the Albchem and Bruderheim substations.
- Managed Asset Deployment for West Kootenay Power (Utilicorp Networks Canada BC).

GENERATION & TRANSMISSION OPERATIONS AND MANAGEMENT

- Responsible for operations, maintenance, and delivery of upgrade & life extension projects at seven hydroelectric plants (total capacity ≈1000 MW) on the Columbia, Kootenay, and Pend Oreille Rivers for Aquila Networks Canada BC (ANCBC - formerly West Kootenay Power), with a team of approximately 150 engineers, technologists and technical trades.
- Responsible for Aquila Networks Canada (British Columbia) Ltd. system control center & power aggregation groups.
- Hands-on operation and maintenance of a 10 MW run-of-river hydro plant in coastal British Columbia.
- Modelling of Columbia River Treaty for Bonneville Power Authority.
- Assisted Boralex Inc. in developing asset management and planning strategies, including conducting and formally documenting asset condition assessments for Generation, Distribution and Low-Voltage Transmission assets.

REGULATORY, DUE DILIGENCE AND COMMERCIAL NEGOTIATIONS

- Senior Consultant to and expert witness for the BC Residential Customer Intervener Association (RCIA) in numerous BCUC proceeding interventions.
- Ongoing technical support to the Ontario Energy Board in its review of numerous incentive rate-setting applications, including multiple Hydro One Networks Inc. Transmission and Distribution revenue requirement applications.
- Key contributor in preparing and defending Boralex Ocean Falls Ltd.'s initial application to the BCUC for Rates and Terms & Conditions for Services [Project No. 1599046].

- Technical expert support to Newfoundland and Labrador PUB in developing revised Capital Budget Application Guidelines for Newfoundland Hydro and Newfoundland Power.
- Technical expert support to Nova Scotia UARB in its review of NS Power applications including Tusket Hydro Refurbishment Approval to Overspend, Wreck Cove Refurbishment, Gaspereau Hydro Refurbishment & Annapolis Tidal Generation Retirement.
- Technical expert support to Manitoba PUB in its review of Manitoba Hydro's 2016 General Rate Application.
- Cost of service audits and reviews for the Ontario Independent Electric System Operator of Ontario Power Generation's Lac Seul/Ear Falls, Upper Mattagami/Hound Chute, and Lower Mattagami hydro generation complexes.
- Comprehensive technical, financial, and regulatory evaluations for the Ontario Financing Authority under its Aboriginal Loan Guarantee Program, for a range of renewable generation and transmission projects, including the ongoing \$2B Wataynikaneyap T&D Project, the \$750M East-West Transmission Project, the \$635M double circuit 500 kV Bruce-Milton Transmission Project, as well as numerous wind, solar and hydro Feed-In-Tariff (FIT) Projects.
- Expert witness and panelist in multiple Alberta Utilities Commission (AUC) proceedings for transmission facility additions by ATCO Electric and Alberta Powerline Ltd.
- Support to various Independent Power Producers (IPPs) negotiating EPA renewals with BC Hydro and Hydro Quebec.
- Acquisition due diligence of numerous power projects at various stages of development, from pre-feasibility and feasibility, through construction and commissioning, to operations.

POWER SYSTEM PLANNING

- Led or contributed to transmission system and generation addition components of various project, planning and development strategy investigations for Yukon Development Corp and Yukon Energy Corp.
- Alberta Distribution System Modelling and Analysis study for Alberta Department of Energy.
- Interconnection applications and power system studies for several Alberta renewable IPP projects.
- Lead author of FortisBC 2011 Integrated Resource Plan.
- Senior contributing author of NT Energy 2013 NWT Power System Plan.
- Lead author of FortisBC 2005-2014 T&D System Development Plan.
- Lead author of the City of Kelowna 2006-2015 Distribution Master Plan.
- Founded and led the System Planning group for the Alberta Transmission Administrator ESBI Alberta Ltd (EAL) and produced 10-year system development plans for Alberta Interconnected System in 1998 and 1999.
- Represented Western Systems Coordinating Committee (WSCC, now WECC) on the North American Electric Reliability Council (NERC) Reliability Assessment Subcommittee 1999 to 2002.
- Member of WSCC Planning Committee from 1996 to 2001 and WSCC Technical Studies subcommittee from 1996 to 1998.
- Bulk System Planner at TransAlta Utilities from 1995 to 1998.

ELECTRICAL EFFECTS, INDUCTIVE COORDINATION & TELECONTROL

- Carried out and supervised electrical effects, corona, and field effect modelling and analysis for 138 kV, 144 kV, 240 kV and 500 kV transmission projects for Alberta Powerline Limited (APL), ATCO Electric and TransAlta Utilities.
- Analyzed influence of transmission and distribution power facilities on parallel telecommunication and pipeline facilities and designed required mitigation, carried out field analysis and troubleshooting of suspected powerline harmonic influence on customer facilities and telecommunication facilities.
- Loss analysis of microwave paths, pager system development, telecommunications field work, designed pulse generator to facilitate revenue meter testing for the Alberta to BC Intertie/WECC Path 1 (500 kV 1201L).

INDUSTRY EXPERIENCE

MIDGARD CONSULTING INC.

2009 – Present

Principal and Co-Founder, Vancouver BC

- Senior Consultant to and expert witness for the BC Residential Customer Intervener Association (RCIA) in interventions into BCUC proceedings including: Generic Cost of Capital, MRS PC, Natural Gas Supply, TES Framework; BC Hydro 2023-25 RRA & 2022 RRA, 2021 IRP, EMS CPCN, Bridge River CPCN, Peace-Kelly CPCN, Mainwaring CPCN, EV Fast Charging Rates, PBR; FortisBC LTERP, DSM and 2022 Annual Review; Nelson Hydro COSA & RDA; Creative Energy 2021 RRA, Decarbonization CPCN and 2022 Core System & NEFC Rates; Pacific Northern Gas LCE & BPA.
- Cost of Service and capital/O&M project audits of OPG's Lac Seul/Ear Falls, Upper Mattagami/Hound Chute and Lower Mattagami generation complexes for the Ontario Independent Electric System Operator.
- Comprehensive technical, financial and regulatory evaluations for the Ontario Financing Authority under its Aboriginal Loan Guarantee Program, for a range of renewable generation and transmission projects, including the ongoing \$2B Wataynikaneyap T&D Project, the \$750M East-West Transmission Project, the \$635M double circuit 500 kV Bruce-Milton Transmission Project, and numerous wind, solar and hydro Feed-In-Tariff (FIT) Projects.
- Key contributor in preparing and defending Boralex Ocean Falls Ltd.'s initial application to the BCUC for Rates and Terms & Conditions for Services [Project No. 1599046], which included creating a depreciation schedule and starting rate base for a diverse set of formerly non-regulated assets covering a wide demographic range (+100 years to brand new).
- Ongoing technical support (evidence review, developing interrogatories and technical conference questions, developing hearing cross-examination questions, input to settlement strategies, and supporting final evaluation and OEB Staff submissions) to the Ontario Energy Board in its review of numerous incentive rate-setting applications, including: Hydro One Networks Inc.'s 2023-2027 Transmission Revenue Requirement and Joint Rate application, 2020-2022 Transmission Custom Incentive Rate-Setting (IR) application, 2018-2022 Distribution Custom IR application, and 2017 & 2018 Transmission Cost of Service application, and numerous distribution COSRR applications, including 2016 Kingston Hydro, 2016 Milton Hydro Distribution Inc., 2016 Halton Hills Hydro Inc., 2016 Ottawa River Power Corp., 2017 Canadian Niagara Power Inc., 2017 Brantford Power Inc., 2017 Thunder Bay Hydro, 2017 Welland Hydro-Electric System Corp., 2018 Alectra Utilities Corp., 2018 Sioux Lookout Hydro Inc., 2018 Essex Powerlines Corp., 2018 Erie Thames Power lines Corp., 2019 Hydro One Sault Ste. Marie Inc., 2020 ENWIN Utilities Ltd., 2020 Alectra Utilities Corp., 2021 Hydro Ottawa Limited, 2021 Hearst Power Distribution Company Ltd., 2023 Cooperative Hydro Embrun Inc., and 2023 Milton Hydro Distribution Inc.
- Senior technical support for an Alberta-wide Distribution System Modelling and Analysis study conducted for the Alberta Department of Energy, in preparation for issuing competitive calls for renewable power resources.
- Hands-on and supervisory day-to-day operations of 10 MW McNair Creek Hydro, a single-unit 5-jet vertical-axis Pelton hydroelectric plant near Port Mellon, BC. Duties included interface with BC Hydro Lower Mainland Control Desk 6, plant shutdowns and restarts, control system modifications, injector refurbishments, intake modifications, hydraulic pressure unit and cooling system refurbishments, curtailment management, scheduled and ad-hoc onsite inspections of the intake, penstock, powerhouse, tailrace, and downstream works, and daily monitoring and reporting.
- Expert witness and lead auditor for the Alberta Utilities Commission in its audit of AltaLink's 240 kV Southwest Development Project
- Expert witness for defendant MWH Americas in a lawsuit filed by the San Diego County Water Authority regarding design and construction of the 40 MW Lake Hodges/Olivenhain Pumped Storage facility (Lake Hodges Projects).
- Due diligence support to IPP investors for multiple hydro generation project acquisitions in British Columbia, California, and Idaho.

- Provide ongoing support to independent power producers in renegotiating energy purchase agreements with BC Hydro for projects located in the Fraser Valley and coastal BC.
- Independent engineering support to Progress Energy (Petronas) in its evaluation of electrifying its North Montney gas production facilities, including interconnection negotiations and technical exchanges with BC Hydro, and selection of a preferred vendor (ATCO) to develop and operate the proposed transmission facilities
- Provided support to Nisga'a Lisims Government in negotiations with BC Hydro regarding the terms for development of the recently completed 287 kV Northwest Transmission Line across Nisga'a fee simple lands.
- Helped the Nisga'a Lisims Government design and develop a broad band fibre optic communications transport system interconnecting the Nass Valley with the global internet at Terrace, BC, which successfully began operations in 2015.
- Contributing author to a study commissioned by the Bonneville Power Administration to evaluate the hydrological and power system consequences of terminating the Columbia River Treaty.

BROOKFIELD RENEWABLE POWER INC.

2008 – 2009

VP of Hydro Project Development, Vancouver BC

- Responsible for execution (construction through to commercial operation date) of Brookfield hydro projects in Canada.
- Responsible to develop and refine business processes to ensure on-time and on-budget delivery of projects, while adhering to rigorous safety and environmental performance standards.
- Responsible to recruit competent team members to develop projects.

Director of Business Development- Western Canada

2007 – 2008

- Responsible to identify and develop new hydroelectric and wind generation project opportunities in Western Canada.
- Responsible to shepherd generation projects through the initial development stages, ensuring that all regulatory, permitting and licensing requirements are met, and that appropriate resources are made available to bring each project through to successful commercial operation on schedule and on budget.

SNC-LAVALIN ATP INC.

2006

Director of Business Development- North America, Calgary AB

- Overall responsibility for Business Development activities across North America for SNC-Lavalin's T&D Division.
- Successfully closed on agreements to deliver projects for FortisBC, BC Transmission Corp., Alcan Inc., Bantrel (Suncor) and Shell Canada.

Director of Engineering, Calgary AB

2004 – 2006

- Leader of multi-discipline team of over 150 engineering, design and drafting professionals delivering project engineering for major utility and industrial clients.
- 2006 Divisional Sales of approximately C\$200,000,000 / year
- Projects and ongoing services work included:
 - AltaLink, L.P., Calgary, Alberta – Engineer, Procure & Construct Services Agreement, covering all major facility additions to AltaLink's system of 11,000 km of transmission lines and over 260 substations, including transmission lines and substations operating at voltages up to 500 kV
 - British Columbia Transmission Corporation, Vancouver, British Columbia – Turnkey Substation Projects: five new distribution source substations located in the lower mainland and northern BC with transmission voltages of 230 kV, 138 kV and 69 kV, total contract price approx. \$50M
 - Consulting Services, FortisBC, Trail, British Columbia – Project Manager and Lead Contact for Engineering and System Planning Services agreement with FortisBC. Projects included the 2005 - 2024 System Development Plan for the overall FortisBC Transmission and Distribution network and the 2006 – 2025 City of Kelowna Distribution System Development Plan.

- Barrick Gold Corporation, Toronto, Ontario – Feasibility and Preliminary engineering for mine site electrical supply for projects in the Dominican Republic and other locations worldwide.

AQUILA NETWORKS CANADA (AQUILA)

2002 – 2003

Director of Revenue Management, Calgary AB

- Overall accountability for Aquila's Meter Data Integrity, Data Acquisition, Billing, and Metering groups in Alberta and British Columbia, including responsibility for Aquila's Load Settlement and Meter Data Management duties as mandated under the Alberta Settlement System Code
- Represented Aquila on both the Alberta Settlement Committee and the Joint Billing Task Force of the Alberta Department of Energy / Department of Government Services.
- Initiated implementation of SAP revenue management functionality to address legacy system deficiencies in dealing with billing and load settlement under Alberta's competitive retail electricity market

Director of Power Supply, Trail BC

2001 – 2002

- Overall responsibility for Aquila's Generation, Power Aggregation and System Control functions. Major undertakings included: Aquila lead in Canal Plant Agreement renewal negotiations with BC Hydro, Teck Cominco and Columbia Power Corp; negotiated operating services agreement for the new Arrow Lakes Hydro plant with Columbia Power Corp; negotiated with Bonneville Power Administration to restore 300 MW export capacity on 71L (230 kV eastern leg of WECC Path 2) to enable Teck Cominco to fulfill a multi-month energy contract during the 2001 "California Energy Crisis"
- Generation: responsible for operation and maintenance of Aquila's four Kootenay River hydroelectric generation plants, Columbia Power Corp.'s Brilliant and Arrow Lakes plants, and Teck Cominco Corp.'s Waneta plant
- Power Aggregation: responsible to ensure adequate power supply arrangements for Aquila's BC service area, including long and short-term power purchases, hedges and options, sales of excess power, and day-ahead wheeling schedules
- System Control: responsible for operation and monitoring of Aquila's BC transmission and distribution system, dispatch of generating plants, real-time scheduling and monitoring of power purchases and sales

Manager, Asset Deployment

2000 – 2001

- Managed Aquila's Transmission and Distribution Capital Budget (annual approx. \$30M) and O & M (annual approx. \$11M), acted as Owner's Representative in assessment and prioritization of Transmission and distribution project expenditures, project scope and schedule changes
- Established and refined processes to ensure Performance Based Regulation targets were achieved on an ongoing basis
- Headed up Aquila team negotiating with BC Hydro to establish British Columbia Independent Grid Operator (which ultimately became BC Transmission Corp)
- Represented the Western Systems Coordinating Council (now WECC) on NERC Reliability Assessment Subcommittee, coordinated annual WSCC "State of the Interconnected System – Report", Aquila's representative on the WSCC planning Coordination Committee and Northwest Power Pool (NWPP) Transmission Planning Committee.

ESBI ALBERTA LTD.

1998 – 2000

Founding Manager – System Planning, Calgary AB

- ESBI's founding Planning Manager, helped design Technical Services team structure, recruited staff, developed required processes, procedures, and standards.

- Produced Ten Year Transmission System Development Plans for the Alberta Interconnected Electric System in both 1998 and 1999, including scenario and planning criteria development, stakeholder involvement, system modeling and analysis, transmission project identification and estimation, and report preparation
- Represented the Alberta Control Area on the Western Systems Coordinating Council (now WECC) Planning Coordination Committee and the Northwest Power Pool (NWPP) Transmission Planning Committee, and represented the WSCC on the North American Electric Reliability Council (NERC) Reliability Assessment Subcommittee

TRANSALTA UTILITIES CORPORATION LTD.

1995 – 1998

Senior Engineer- Facilities Planning, Calgary AB

- Led Bulk Transmission System Planning Team, accountable for the technical planning interface between TransAlta and external entities, developed capital plans and investment guidelines for TransAlta’s Bulk Transmission System.
- Member of the WSCC Technical Studies Subcommittee, co-author of WSCC Coordinated Off-Nominal Frequency Load Shedding and Restoration Plan, Chaired the Grid Company of Alberta Planning Committee, and the Alberta Electric Transmission Council Planning Committee.
- Provided Transmission planning support for TransAlta Corp.’s non-regulated subsidiaries in Canada, Australia, New Zealand and Argentina.

Various Positions, Calgary AB

1986 – 1995

- Increasingly responsible roles in System Planning, Transmission and Substation Projects, New Technologies, Information Technology, Telecontrol and Electrical Coordination

REGULATORY PROCEEDINGS

- British Columbia Utilities Commission, as electrical engineering technical consultant and expert witness for the BC Residential Consumer Intervener Association in evaluations of BC Hydro’s Fiscal 2023-2025 Revenue Requirement Application, preparing evidence and providing expert testimony on operating costs and asset condition management practices for a range of distribution and transmission assets, assisting in developing interrogatories and questions, developing hearing cross-examination questions, and preparing argument for evidence and testimony.
- Canadian Energy Regulator (CER – formerly National Energy Board), as electrical engineering technical consultant to NEB staff in evaluations of applications to construct or modify international powerlines between the US and Canada, including applications:
 - to construct a new 500 kV AC interconnection from Manitoba to Minnesota
 - to construct a new 320 kV DC interconnection from Quebec to New Hampshire
 - to modify an existing 450 kV interconnection from Quebec to New Hampshire
 - to construct a new 320 kV DC interconnection from Quebec to Maine
 - to modify an existing 230 kV AC interconnection from Saskatchewan to North Dakota
 - to construct a new 69/34.5 kV AC interconnection from New Brunswick to Maine
 - to modify an existing 345 kV AC interconnection from Ontario to Michigan
- Ontario Energy Board, ongoing technical consultant to OEB Staff in the Board’s evaluation of numerous Transmission and Distribution Cost of Service Revenue Requirement Applications, including:
 - Hydro One Networks Inc. (HONI) 2023-27 T&D Revenue Requirement & Joint Rate Application EB-2021-0110
 - HONI 2020-22 Transmission Custom Incentive Rate-Settings (IR) Application EB-2019-0082
 - HONI 2018-2022 Distribution Custom IR Application EB-2017-0049
 - HONI 2017 & 2018 Transmission Cost of Service Application EB-2016-0160
 - Brantford Hydro 2017 EB-2016-0058

- Canadian Niagara Power Inc. 2017 EB-2016-0061
- Erie Thames Powerlines 2018 EB-2017-0038
- Halton Hills Hydro 2016 EB-2015-0074
- Kingston Hydro 2015 EB-2015-0083
- Milton Hydro 2016 EB-2015-0089 and 2023 EB-2022-0049
- Ottawa River Power Corp. 2015 EB-2014-0105
- Thunder Bay Hydro 2017 EB-2016-0105
- Welland Hydro-Electric System Corp. 2017 EB-2016-0110
- Alectra Utilities Corp. 2020 EB-2019-0018 and 2018 EB-2017-0024
- Sioux Lookout Hydro Inc. 2018 EB-2017-0073
- Essex Powerlines Corp. 2018 EB-2017-0039
- Erie Thames Power lines Corp. 2018 EB-2017-0038
- Hydro One Sault Ste. Marie Inc. 2019 EB-2018-0218
- ENWIN Utilities Ltd. 2020 EB-2019-0032
- Hydro Ottawa Limited 2021 EB-2019-0261
- Hearst Power Distribution Company Limited 2021 EB-2020-0027
- Cooperative Hydro Embrun Inc. 2023 EB-2022-0022
- British Columbia Utilities Commission, supported Boralex Ocean Falls Ltd. in preparing and defending the initial application to set rates, terms and conditions for service to BC Hydro's Bella Bella NIA, including development of a starting rate base and depreciation schedule for a broad range of generation, distribution and low voltage transmission assets.
- Nova Scotia Utilities and Review Board, as expert witness, and technical consultant to NSUARB staff in the Board's evaluation of:
 - Tusket Main Dam Refurbishment 2017 Application M08162 and 2021 Application to Overspend M10197.
 - Wreck Cove Refurbishment 2021 Application M09596.
 - Gaspereau Dam Refurbishment 2020 Application M09579.
 - Annapolis Tidal Generation Retirement Application 2021 M10013.
- Manitoba Public Utilities Board, as a technical consultant to MPUB staff in the Board's evaluation of Manitoba Hydro's Generation, Transmission and Distribution Capital Program for Manitoba Hydro's 2017/18 & 2018/19 General Rate Application. Assisted in evidence review, developing interrogatories and technical conference questions, developing hearing cross-examination questions, and supporting final Board evaluation of evidence. Also provided a preparatory 2-day power system and utility asset management technical seminar for MPUB members.
- Newfoundland and Labrador Board, as an expert consultant to review and recommend revisions to the NLPUB Capital Budget Guidelines in 2020/21, an assignment which included conducting a Canada-wide multi-jurisdictional regulatory practice scan with Provincial regulators across Canada, as well as ongoing consultation with Newfoundland and Labrador stakeholders and NLPUB staff to identify and address stakeholder and regulator concerns.
- Ontario Independent Electric System Operator, ongoing cost of service revenue requirement and project audits of Ontario Power Generation's Lac Seul/Ear Falls, Upper Mattagami/Hound Chute and Lower Mattagami Hydro Complexes (quasi-regulatory reviews]
- Alberta Utilities Commission, representing Alberta Powerline Ltd. as an electrical effects expert witness and panelist in its 2015 Fort McMurray West 500 kV Transmission Facility Application No. 21030
- Alberta Utilities Commission, auditor and expert witness acting for the AUC in its audit of AltaLink Management Ltd.'s 240 kV Southwest Development Project (AUC 2004 Application No. 1340849)
- Alberta Utilities Commission, representing ATCO Electric Ltd. as an electrical effects expert witness and panelist in its Transmission Facility Applications:

- 240 kV Hanna Regional Transmission Development 2012 Proceeding No. 979.
- 240 kV Bonnyville to Bourque Transmission 2013 Project Application No. 1608386
- 144 kV D/C St. Paul Transmission 2012 Project Application No. 1606218
- 144 kV Beartrap Transmission 2012 Project Application No. 1609059
- 144 kV Abee/Weasel Creek Transmission 2012 Project Application No. 1607597
- 144 kV High Prairie/Triangle Transmission 2012 Project Applications No. 1608130 and No. 1609169.
- Alberta Utilities Commission, representing ATCO Power Ltd. as an expert witness on electrical effects in its Generation Facility 2014 Application No. 1610160 for the 400 MW Heartland Generation Project near Fort Saskatchewan
- British Columbia Utilities Commission, representing Aquila Networks Canada BC, prepared and presented the Power Supply segment, 2001 Annual Performance Based Regulation Review, December 2001
- Canada – United States International Joint Commission (IJC), Kootenay Lake Board of Control, representing Aquila Networks Canada BC, presented the 2000 – 2001 annual hydrological performance of Kootenay Lake, IJC Kootenay Lake Order of Approval Operations Review, October 2001
- British Columbia Utilities Commission, representing Aquila Networks Canada BC, prepared and presented the System Performance segment, 2000 Annual Performance Based Regulation Review, December 2000
- Alberta Energy and Utilities Board, representing ESBI Alberta Ltd., 1999 & 2000 Alberta Transmission Tariff Hearing (1999), defended need for system reinforcements as part of proposed System Expansion Related Pricing (SERP)
- Alberta Energy and Utilities Board, representing ESBI Alberta Ltd., Transmission Facilities Right of Way Hearing – Nova Joffre Expansion, 1998, defended transmission project need

PUBLICATIONS & PRESENTATIONS

- S. Mavis, J. Aguilar, D. Braunagel, B. Francis, C. Oakley, “Coordinated Off-Nominal Frequency Load Shedding and Restoration Plan”, Western Electricity Coordinating Council, November 1997
- C. Oakley, “System Planning in a De-Regulated Environment”, IEEE Power Engineering Society Summer Meeting, July 1999
- Z. Feng, W. Xu, C. Oakley, S. McGoldrick, “Assessing Alberta Power System Voltage Stability with respect to the WSCC Reactive Power Criteria”, IEEE Power Engineering Society Summer Meeting, July 1999

INDUSTRY COMMITTEES

- 2002 - 2003 Alberta Settlement Committee – Aquila Networks Canada Representative
- 2002 - 2003 Joint Billing Task Force of the Alberta Department of Energy / Department of Government Services
- 1999 – 2002 WSCC Representative, North American Electric Reliability Council Reliability Assessment Subcommittee
- 1996 – 2002 Western Systems Coordinating Council Planning Committee
- 1996 – 1998 Planning Committee Chair, Grid Company of Alberta
- 1996 – 1998 Planning Committee Chair, Alberta Electric Transmission Council
- 1996 – 1998 Western Systems Coordinating Council Technical Studies Subcommittee

PROFESSIONAL ASSOCIATIONS

- Association of Professional Engineers and Geoscientists of Alberta
- Engineers and Geoscientists British Columbia
- Institute of Electrical and Electronics Engineers & IEEE Power Engineering Society

EDUCATION

BACHELOR OF SCIENCE IN ELECTRICAL ENGINEERING (MINOR IN COMPUTER ENGINEERING)

1986

University of Calgary

PROFILE

A practical and experienced professional specializing in Project Management, Stakeholder Engagement and Business Development. An adaptable problem solver who simplifies complex issues and successfully conveys the solutions to cross-functional stakeholder groups. Consistently exceed performance expectations through a combination of strong leadership, interpersonal communication, and analytical skills.

EXPERIENCE

REGULATORY SUPPORT

- Electrical engineering technical consultant and expert witness for the BC Residential Consumer Intervener Association in evaluations of BC Hydro's Fiscal 2023-2025 Revenue Requirement Application. Prepared evidence and provided expert testimony regarding the use of asset depreciation life and expected asset life data in asset management. Prepared evidence and provided expert testimony comparing the expected lives and depreciation lives of select asset classes with those proposed in the Application, for the same asset classes. Assisted in developing interrogatories and questions, developing hearing cross-examination questions, and preparing argument for evidence and testimony.
- Lead contributor updating the Capital Budgeting Guidelines for Newfoundland & Labrador Public Utilities Board. Conducted a pan-Canadian jurisdictional scan of regulatory best practices and challenges in each identified jurisdiction. Developed a proposed set of Capital Budgeting Guidelines, consulted with stakeholders to identify, explore, and address concerns. Based on feedback received, updated the proposed set of Capital Budgeting Guidelines to balance stakeholder feedback, submitted an expert report, and answered interrogatories regarding the report and proposed guidelines.
- Utility capital, facility and rate application review services to BC Utilities Commission, Ontario Energy Board, Manitoba Public Utilities Board, Newfoundland Public Utilities Board, and Canadian Energy Regulator (formerly NEB).
- Ontario Energy Board (OEB) application review of Hydro One Networks Inc.'s (HONI's) 2018-2022 Distribution Custom Incentive Rate-Settings (IR), 2020-2022 Transmission Custom IR, 2017 & 2018 Transmission Cost of Service, and 2023-2027 Transmission Revenue Requirement and Joint Rate Applications, including evidence review, developing interrogatories and technical conference questions, developing hearing cross-examination questions, and supporting final evaluation and argument preparation.
- Ongoing support to the OEB in its review of Distribution Cost of Service filings, including Milton Hydro, Erie Thames Power lines Corp., Hydro One Sault Ste. Marie Inc., Enbridge Gas Distribution Inc. and Union Gas Limited, ENWIN Utilities Ltd., Hydro Ottawa Limited, Hearst Power Distribution Company Limited, and Cooperative Hydro Embrun Inc.
- Contributor in preparing and defending initial cost of service revenue requirement application for Boralex Ocean Falls Ltd's transition from an Independent Power Producer to cost of service regulated utility, including a review of asset management practices and assistance creating a depreciation schedule that was accepted by the BCUC. (Project No. 1599046)
- Regulatory filings (e.g., resource options reports, resource plans) and expert reports for submission to the BC Utilities Commission, Alberta Utilities Commission, Yukon Utilities Board, Manitoba Public Utilities Board, and Newfoundland and Labrador Public Utilities Board.

PROJECT MANAGEMENT

- Various regulatory, independent power, municipal and utility projects, including provincial and regional resource studies, engineering studies and business case studies.

- Delivered a first in class submarine rescue vehicle to the United States Navy.
- Industry seminars on project management, risk, and earned value management reporting.

PROPOSALS & CONTRACT NEGOTIATION

- First Nations support for a transmission line impact benefits agreement with a BC utility.
- Proposals and contract negotiations for variety of engineering and consulting contracts.

FIRST NATIONS & STAKEHOLDER ENGAGEMENT

- Engaged to develop plans and increase First Nations capacity to support participating in major infrastructure projects in British Columbia.

ASSET & RISK MANAGEMENT

- Asset management and risk management review of over 15 Canadian distribution & transmission utilities.
- Responsible for operation of 9.9 MW McNair Creek Hydroelectric Plant, developing annual operations, maintenance and capital budgets, spare part procurement, daily monitoring and reporting, emergency callouts, and assisting with generation shutdowns and restarts, curtailments, and annual inspections.
- Asset management strategies and planning for Low Voltage Transmission, Distribution and Generation assets for Boralex Ocean Falls Ltd.
- Product engineer for the Hard Suit 1200 line of one atmosphere diving systems which included supporting various fleets of diving systems throughout the globe, servicing primary the oil & gas industries, and various militaries. As part of electrical and general engineering responsibilities, responsibilities also included configuration management, spares planning, inventory management, system upgrades, lifecycle planning and regulatory certification.
- Senior Electrical Engineer and then Project Manager for 1st in class United States Navy submarine rescue vehicle. Developed electrical systems architecture to manage regulatory approval risk, responsible for electrical design and engineering, electro-mechanical systems risk assessment and failure modes and effects (FMEA) analysis, and temporary shop floor production lead. Assisted with developing single asset and fleet asset management plans including spares, maintenance manuals, operations & maintenance manuals, and emergency procedures.
- Electrical engineer for the Hard Suit 2000 and associated launch and recovery systems. Responsible for electrical design including life support systems, software programming, electrical failure modes and effects analysis, operational and maintenance manuals, emergency procedures and spares.

PROCESS IMPROVEMENT

- Led the manufacturing department (\$27M/year) through a process improvement and waste elimination Kaizen transformation. Reduced outstanding non-conformances by 70% and outstanding engineering issues by 65%.

FINANCIAL ANALYSIS & BUSINESS CASE DEVELOPMENT

- Financial analysis and business cases across various industries including electric utility, independent power production, social services, and military.

E M P L O Y M E N T

MIDGARD CONSULTING INCORPORATED

2009 - Present

Principal, Chief Executive Officer (2009-2019), Vancouver BC

- Engineering, regulatory and business consulting services for utilities (electricity & natural gas), utility boards, government, crown corporations, First Nations, and renewable energy project developers.

HELLAND CONSULTING INC.

2006 - Present

Principal, Burnaby BC

- Engineering, project management and business consulting services to utility (electricity & natural gas), renewable energy, oil & gas, military, marine and social services industries.

BROOKFIELD RENEWABLE POWER INC.

2008 - 2009

Project Manager, Vancouver BC

- Hydroelectric project development.

KODAK GRAPHICS COMMUNICATIONS CANADA CO.

2005

Disaster Recovery Project Manager, Burnaby BC

OCEANWORKS INTERNATIONAL

1997 - 2004

Senior Electrical Engineer and Product Engineer, North Vancouver BC

- Offshore oil & gas (including Hard Suit 1200, Launch and Recovery Systems), telecom cable burial, and submarine rescue (Pressurized Rescue Module System, Hard Suit 2000, Launch and Recovery System).

VOLUNTEER EXPERIENCE

ENGINEERS & GEOSCIENTISTS of BRITISH COLUMBIA

2016 - Present

Member (2016), Vice Chair (2018), and currently Chair (2020) of the Investigative Committee, Burnaby BC

VANCOUVER MARITIME MUSEUM

2018 - Present

Board of Trustees, Vancouver BC

BURNABY FAMILY LIFE

2007 - 2013

President of the Board, Burnaby BC

EDUCATION

NAMS CANADA CERTIFICATE IN ASSET MANAGEMENT

2019

MASTER OF BUSINESS ADMINISTRATION

2005

- Sauder School at the University of British Columbia & Copenhagen Business School (Foreign Exchange), Denmark

MASTER OF APPLIED SCIENCE

1997

- Simon Fraser University

BACHELOR OF APPLIED SCIENCE IN SYSTEMS ENGINEERING (HONOURS)

1995

- Simon Fraser University