

E.L.K. Energy Inc.

Applicant's Compendium

**for Oral Hearing
dated Thursday, February 9, 2017**

EB-2016-0155

E.L.K. Energy Inc.

Service Area Amendment

APPLICANT'S COMPENDIUM FOR ORAL HEARING

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| 4. | Map of Neighbouring Customers |
| 5. | Email dated December 19, 2016 |
| 6. | Email dated November 30, 2016 (Including Attachment) |

TAB 1

| | | Scenarios | | | |
|--|-------|-------------|--------------|--------------|--------------|
| | | 25% | 50% | 75% | 100% |
| Monthly Volume | kW | 321 | 642 | 963 | 1,284 |
| Monthly Service Rate | \$ | \$1,849.67 | \$1,849.67 | \$1,849.67 | \$1,849.67 |
| Distribution Volumetric Rate | \$/kW | \$0.2751 | \$0.2751 | \$0.2751 | \$0.2751 |
| Rate Rider for Disposition of Deferral/Variance Accounts (2016) - effective until April 30, 2017 | \$/kW | (\$2.1739) | (\$2.1739) | (\$2.1739) | (\$2.1739) |
| Rate Rider for Disposition of Global Adjustment Account (2016) - effective until April 30, 2017 Applicable only for Non-RPP Customers | \$/kW | \$3.6847 | \$3.6847 | \$3.6847 | \$3.6847 |
| Low Voltage Service Rate (*) | \$/kW | 0.4388 | 0.4445 | 0.4500 | 0.4555 |
| Retail Transmission Rate - Network Service Rate | \$/kW | \$2.2195 | \$2.2195 | \$2.2195 | \$2.2195 |
| Retail Transmission Rate - Line and Transformation Connection Service Rate | \$/kW | \$1.5110 | \$1.5110 | \$1.5110 | \$1.5110 |
| (*) Incremental Hydro One costs to E.L.K. which occur whether Sellick is a E.L.K. or Hydro One customer | | | | | |
| E.L.K. cost to Hydro One as Embedded Distributor | | | | | |
| Monthly Service Rate | | \$1,849.67 | \$1,849.67 | \$1,849.67 | \$1,849.67 |
| Distribution Volumetric | | \$82.51 | \$165.01 | \$247.52 | \$330.03 |
| Disposition of Deferral/Variance Accounts (2016) | | (\$651.99) | (\$1,303.97) | (\$1,955.96) | (\$2,607.95) |
| Disposition of Global Adjustment Account (2016) | | \$1,105.10 | \$2,210.20 | \$3,315.30 | \$4,420.40 |
| Low Voltage Service | | \$131.60 | \$266.63 | \$404.89 | \$546.45 |
| Retail Transmission Rate - Network Service | | \$712.46 | \$1,424.92 | \$2,137.38 | \$2,849.84 |
| Retail Transmission Rate - Line and Transformation Connection Service | | \$485.03 | \$970.06 | \$1,455.09 | \$1,940.12 |
| Total Monthly | | \$3,714.38 | \$5,582.52 | \$7,453.89 | \$9,328.56 |
| Total Annual | | \$44,572.60 | \$66,990.19 | \$89,446.65 | \$111,942.70 |
| Total Annual with HST | | \$50,367.04 | \$75,698.92 | \$101,074.71 | \$126,495.25 |

TAB 2

System Diagram

LEGEND

| | |
|---|-------------------------------------|
| — | 27kV 3ph Overhead |
| — | 16kV B Overhead |
| — | 16kV K Overhead |
| — | 25kV 3ph Overhead |
| — | 16kV B Underground |
| — | 16kV K Underground |
| — | 4kV 3ph Underground |
| — | 2.4kV B Overhead |
| — | 2.4kV R Overhead |
| — | 2.4kV 3ph Overhead |
| — | 2.4kV 3ph Underground |
| — | Additional Detail on IRR3 |
| — | Area Subject of SAA |
| — | Pole Mount Transformer |
| — | 3ph Pole Mount Transformer |
| — | Pad Mount Transformer |
| — | 3ph Pad Mount Transformer |
| — | 3ph Pad Mount Step Down Transformer |
| — | Fused Switch |
| — | Load Break Switch |
| — | Switch |
| — | Normal Open |
| — | Recloser |
| — | Recloser Meter |
| — | E.L.K. Owned Pole |
| — | Foreign Owned Pole |
| — | Switching Cubicle |
| — | FIT GENERATION SITE |

KEY MAP



SCALE SHEET NUMBER

Not to Scale

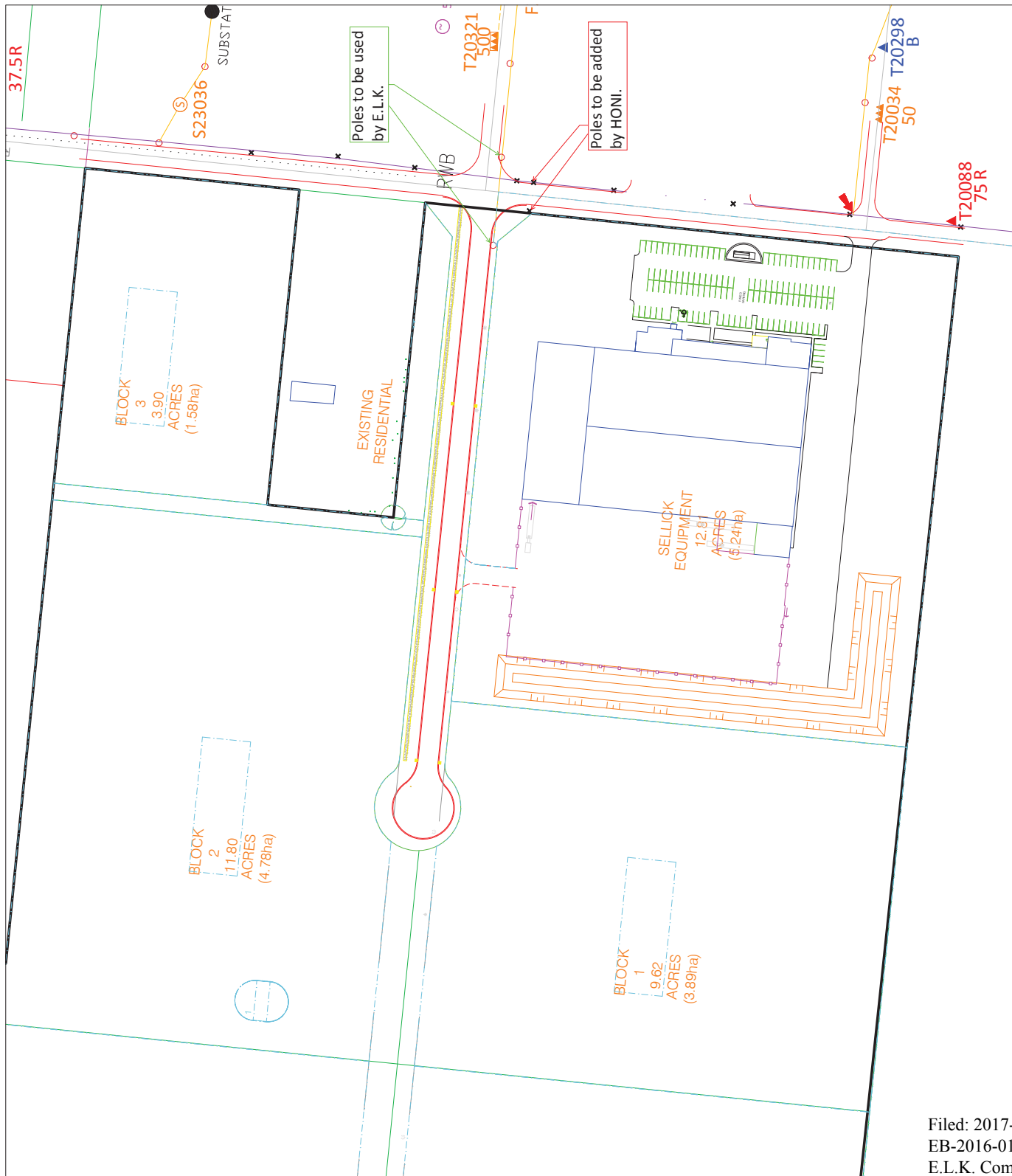
PLOT DATE

02/02/2016

FILE NAME

Harrow System Map

PO#3



TAB 3

Table re: E.L.K. Rate and Billing Analysis (Continued)

RATE AND BILLING ANALYSIS E.L.K. SAA
 > 500 kW Average, Customer Transformer, Connected to 13.8kV Line or Greater - Rate Assumes Primary Metering

| | | 7.03% | 3.40% | 7.03% |
|--|---|------------------|------------------|---------------------------------------|
| | | 1,200 | 1,212 | 1,200 |
| | | 1,284 | 1,253 | 1,284 |
| | | 262,800 | 265,428 | 262,800 |
| | | 281,275 | 274,453 | 281,275 |
| <u>Line Item</u> | <u>ELK Charge to H1 Using Embedded Distributor Rates (Retail Meter Installed)</u> | <u>2016 Rate</u> | <u>Quantity</u> | <u>IESO Charge to ELK for Sellick</u> |
| | | | <u>2016 Rate</u> | <u>Quantity</u> |
| Electricity | | | | |
| Global Adjustment | | | | |
| Global Adjustment Rate Rider | \$ 2,905.57 | \$ 0.0103 | 281,275 | \$ 2,905.57 |
| | \$ 29,064.60 | \$ 0.1033 | 281,275 | \$ 29,064.60 |
| Delivery | | | | |
| Service Charge | \$ 1,849.67 | \$ 1,849.67 | 1 | |
| Meter Charge | | | | |
| ELK Rate Rider Disposition of Deferral Variance | (\$ 2,608.68) | \$ 2.1739 | 1,200 | |
| ELK Rate Rider Disposition of GA | \$ 4,421.64 | \$ 3.6847 | 1,200 | |
| Rate Rider: Foregone Revenue | | | | |
| Common ST - Distribution Volumetric | \$ 330.12 | \$ 0.2751 | 1,200 | |
| Rate Rider: Disposition of Variance General (Volumetric) | | | | |
| Rate Rider: Disposition of Variance Wholesale Market Service | \$ 1,422.89 | 1.174 | 1,212 | |
| | \$ 381.90 | 0.3151 | 1,212 | |
| | \$ - | -0.4465 | | |
| Transmission Network Service | \$ 4,185.21 | 3.3396 | 1,253 | |
| Transmission Line Connection | \$ 976.37 | 0.7791 | 1,253 | |
| Transmission Transformation Connection | \$ 2,219.81 | 1.7713 | 1,253 | |
| Low Voltage | | | | |
| Regulatory | | | | |
| Wholesale Market Service | \$ 1,012.59 | \$ 0.0036 | 281,275 | \$ 1,012.59 |
| Rural & Remote Rate Protection | \$ 365.66 | \$ 0.0013 | 281,275 | \$ 365.66 |
| Ontario Electricity Support Program | \$ 309.40 | \$ 0.0011 | 281,275 | \$ 309.40 |
| Standard Supply Administration | \$ 0.25 | \$ 0.2500 | 1 | \$ 0.25 |
| Debt Retirement | | | | |
| | \$ - | \$ 0.0070 | - | \$ - |
| HST | | | | |
| | \$ 5,588.53 | | | \$ 4,375.52 |
| TOTAL | \$ 48,577.25 | | | \$ 38,033.33 |
| | | | | \$ 48,414.00 |

\$ 124,568.05

TAB 4

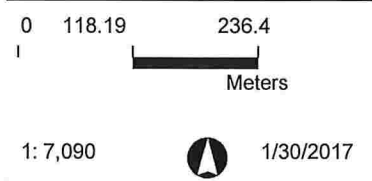
Map of Neighbouring Customers



Town of Essex Mapping



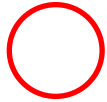
- Legend**
- Viscount Estates
 - Lucier Estates
 - Essex Assessment
 - Water
 - Essex County Municipalities



Notes
 Enter Map Description

THIS MAP IS NOT TO BE USED FOR NAVIGATION
 Copyright the Corporation of the Town of Essex, 2014. Data herein is provided by the Corporation of the Town of Essex on an 'as is' basis. Assessment parcel provided by Teranet Enterprises Inc. Data layers that appear on this map may or may not be accurate, current, or otherwise reliable.

Map Legend



HONI customer connected to the M7 feeder downstream of E.L.K.'s wholesale metering point and settled annually with E.L.K. as a LTLT customer.



Lot fabric of the HONI customers settled with E.L.K. as LTLT customers.



Sellick's new facility.



Lot fabric of the Collavino Industrial Park.

| Map Identifier | Operating Centre | Grid (Utility Code) | Business Partner | Contract Account | Contract | Installation Number | Serial Number | CA Status | Rate Category - Key | Rate Category | Premise Address | Lot & Concession |
|----------------|------------------|---------------------|------------------|------------------|----------|---------------------|---------------|-----------|---------------------|---------------------------------------|--|------------------|
| 1 | Essex | ELKENERGY | | | | | | Active | GSE_TOURPP | General Svc Energy, TOU RPP | 2225 ROSEBOROUGH RD, COLCHESTER SOUTH Ontario | - |
| 2 | Essex | ELKENERGY | | | | | | Active | GSE_ZTRRPP | General Svc Energy, 2TIER RPP | 2225 ROSEBOROUGH RD, garage, COLCHESTER SOUTH Ontario | - |
| 3 | Essex | ELKENERGY | | | | | | Active | C_GSD_DCB | C General Svc Demand DCB | 2215 ROSEBOROUGH RD, COLCHESTER SOUTH Ontario | - |
| 4 | Essex | ELKENERGY | | | | | | Active | R1_TOU_RPP | Residential - TOU RPP, Medium Density | 2448 COUNTY RD 20 W, COLCHESTER SOUTH Ontario | - |
| 5 | Essex | ELKENERGY | | | | | | Active | GSE_ZTRRPP | General Svc Energy, 2TIER RPP | 2131 ROSEBOROUGH RD, COLCHESTER SOUTH Ontario | - |
| 6 | Essex | ELKENERGY | | | | | | Active | R1_TOU_RPP | Residential - TOU RPP, Medium Density | 2000 ROSEBOROUGH RD, COLCHESTER SOUTH Ontario | - |
| 7 | Essex | ELKENERGY | | | | | | Active | R1_TOU_RPP | Residential - TOU RPP, Medium Density | 2025 ROSEBOROUGH, COLCHESTER SOUTH Ontario | - |
| 8 | Essex | ELKENERGY | | | | | | Active | GSE_DCB | General Svc Energy DCB | 2444 COUNTY RD 20 W, COLCHESTER SOUTH Ontario | - |
| 9 | Essex | ELKENERGY | | | | | | Active | | | 2215 of 2225 ROSEBOROUGH RD, Solar Project, COLCHESTER SOUTH Ontario | - |

TAB 5

Email dated December 19, 2016

From: ann.drzazga@inergi.ca [<mailto:ann.drzazga@inergi.ca>]
Sent: December-19-16 10:25 AM
To: Mark Danelon
Cc: ann.drzazga@inergi.ca
Subject: RE: LTLT ELK Energy - Outstanding 2015 LTLT

H Mark,

A \$ 110,373.42 payment was made to ELK for invoice# 351. Our billing system showed the EFT cleared December 12th, which means it should have been in your account last Friday.

Let me know if you have any other questions.

Ann

From: Mark Danelon [<mailto:mdanelon@elkenenergy.com>]
Sent: Monday, December 19, 2016 8:35 AM
To: DRZAZGA Ann
Subject: RE: LTLT ELK Energy - Outstanding 2015 LTLT

Hi Ann- do you know if payment has been sent? Also was it sent directly to me?

Thank you

Mark D. Danelon, CPA, CA
Director, Finance & Regulatory Affairs
E.L.K. Energy Inc
172 Forest Avenue
Essex, Ontario N8M 3E4

Tel: 519-776-5291 Ext 204
Fax: 519-776-5640

From: ann.drzazga@inergi.ca [<mailto:ann.drzazga@inergi.ca>]
Sent: December-06-16 11:12 AM
To: Mark Danelon
Cc: ann.drzazga@inergi.ca
Subject: RE: LTLT ELK Energy - Outstanding 2015 LTLT

Hi Mark,

I've received Hydro One approval for your invoice in the amount of **\$110,373.42 including HST and a microFIT credit of \$250.13**. As discussed below, any adjustments for the disputed services at 2215 Roseborough Road will be completed after the outstanding issues have been resolved.

Please proceed with issuing the official invoice and send it to:

Hydro One Networks Inc.
C/O Mr. Steven Yap
483 Bay St. – TCA
Toronto, Ontario
M5G 2P5

Thanks,
Ann

From: Mark Danelon [<mailto:mdanelon@elkenenergy.com>]
Sent: Wednesday, November 30, 2016 1:16 PM
To: DRZAZGA Ann
Subject: RE: LTLT ELK Energy - Outstanding 2015 LTLT

Hi Ann- please see attached corrected ready for your final review and approval.

Thanks

Mark D. Danelon, CPA, CA
Director, Finance & Regulatory Affairs
E.L.K. Energy Inc
172 Forest Avenue
Essex, Ontario N8M 3E4

Tel: 519-776-5291 Ext 204
Fax: 519-776-5640

From: ann.drzazga@inergi.ca [<mailto:ann.drzazga@inergi.ca>]
Sent: November-29-16 1:29 PM
To: Mark Danelon
Cc: ann.drzazga@inergi.ca
Subject: RE: LTLT ELK Energy - Outstanding 2015 LTLT

Hi Mark,

I sent you a response on November 23. See attached. There was one minor problem with the Wholesale Market Service Charge in the GS>50 category. If you can fix this and send me an updated draft I can move forward with the approvals at this end.

Thanks,
Ann

From: Mark Danelon [<mailto:mdanelon@elkenenergy.com>]
Sent: Tuesday, November 29, 2016 1:22 PM
To: DRZAZGA Ann
Subject: FW: LTLT ELK Energy - Outstanding 2015 LTLT

Hi Ann- just wanted to make sure you received and if all was ok?

Thanks

Mark D. Danelon, CPA, CA

Director, Finance & Regulatory Affairs
E.L.K. Energy Inc
172 Forest Avenue
Essex, Ontario N8M 3E4

Tel: 519-776-5291 Ext 204

Fax: 519-776-5640

From: Mark Danelon

Sent: November-23-16 4:01 PM

To: 'ann.drzazga@inergi.ca'

Cc: Jaspreet.NIJJAR@HydroOne.com; TxDx.HydroOne@HydroOne.com; Mark Danelon

Subject: RE: LTLT ELK Energy - Outstanding 2015 LTLT

Hi Ann- please see attached latest version for your review and approval which addressed points 1 and 2 below I believe

ELK would like to request deferral of points 3 and 4 until all SAA and other LTLT issues have been resolved

Thank you

Mark D. Danelon, CPA, CA

Director, Finance & Regulatory Affairs
E.L.K. Energy Inc
172 Forest Avenue
Essex, Ontario N8M 3E4

Tel: 519-776-5291 Ext 204

Fax: 519-776-5640

From: ann.drzazga@inergi.ca [<mailto:ann.drzazga@inergi.ca>]

Sent: November-18-16 4:04 PM

To: Mark Danelon

Cc: ann.drzazga@inergi.ca; Jaspreet.NIJJAR@HydroOne.com; TxDx.HydroOne@HydroOne.com

Subject: FW: LTLT ELK Energy - Outstanding 2015 LTLT

Hi Mark,

I have reviewed your draft calculations and have listed some discrepancies below:

- The kW demand quantity for the GS>50 rate class is 630 kW. You are using [REDACTED] kW. Please note that [REDACTED] kW is for the generation produced by the microFIT account @ [REDACTED]. This generation is pumped into the E.L.K. distribution system so you need to calculate a credit for this generation that would then be applied to the LTLT invoice you are sending to Hydro One. You may want to refer to the retroactive adjustment calculation that was completed for [REDACTED] when it was identified as a missing premise back in Oct

2015. The last email attached contains this calculation. There were three different accounts at this premise; one GS<50 account, one microFIT generation account and one microFIT load account. Please change the kW demand to 630 kW for all demand based charges

- You are missing the kWh load for the [REDACTED] General Service account in the overall total load for the GS<50 rate category. The total kWh here should be 229,557. It looks like you've created a separate line for this load under the Cost of Power portion but this separate line should be for the credit calculation on the generation of [REDACTED] kW (per above comment). The load for [REDACTED] should be added back to the GS<50 category and included for all charges. Please revise.
- I don't see that you've included a credit calculation for the incorrect billing on an account for [REDACTED] at 2215 Roseborough Road (installation [REDACTED]). It should never have been flagged as LTLT but was included in past settlements with Hydro One. We are requesting a refund (credit adjustment) of the payments Hydro One made to ELK Energy for this account from 2010-2014. Please refer to the second email attached for the explanation and the data that needs to be credited.
- I know that there are still some open issues with respect to the accounts @ 2215 Roseborough Road. The interval metered (GS>50) account for meter [REDACTED] is included in the latest usage spreadsheet and in your calculation. I suspect this may have to be revised depending on how the settlements issues are resolved.

Can you please make the required updates Mark? Let me know if you require any further clarification.

Thanks,
Ann

From: Mark Danelon [<mailto:mdanelon@elkenegy.com>]
Sent: Thursday, November 17, 2016 2:34 PM
To: DRZAZGA Ann
Cc: Mark Danelon
Subject: RE: LTLT ELK Energy - Outstanding 2015 LTLT

Hi Ann

Thank you for your patience. Please see attached for your review and approval

Thanks

Mark D. Danelon, CPA, CA
Director, Finance & Regulatory Affairs
E.L.K. Energy Inc
172 Forest Avenue
Essex, Ontario N8M 3E4

Tel: 519-776-5291 Ext 204
Fax: 519-776-5640

From: ann.drzazga@inergi.ca [<mailto:ann.drzazga@inergi.ca>]
Sent: November-04-16 12:13 PM
To: Mark Danelon
Cc: ann.drzazga@inergi.ca
Subject: FW: LTLT ELK Energy - Outstanding 2015 LTLT

Hi Mark,

I see we have not yet settled on the 2015 LTLT. When can I expect a draft invoice from you? I have attached the 2015 LTLT spreadsheet again along with the 2215 Roseborough data for the refund. I would like to complete this before we move into the new year and start working on 2016 settlements.

Thanks,
Ann

From: DRZAZGA Ann
Sent: Monday, September 12, 2016 5:31 PM
To: Mark Danelon
Cc: FRASER Doug; PATHMANATHAN Aarani; SHANNON Jo-Anne; DRZAZGA Ann
Subject: RE: LTLT ELK Energy - 2015 Usage V3

Attached is the 2010-2014 historical data Mark.

From: Mark Danelon [<mailto:mdanelon@elkenergy.com>]
Sent: Monday, September 12, 2016 3:56 PM
To: DRZAZGA Ann
Cc: FRASER Doug; PATHMANATHAN Aarani; SHANNON Jo-Anne
Subject: RE: LTLT ELK Energy - 2015 Usage V3

Yes please

Mark D. Danelon, CPA, CA
Director, Finance & Regulatory Affairs
E.L.K. Energy Inc
172 Forest Avenue
Essex, Ontario N8M 3E4

Tel: 519-776-5291 Ext 204
Fax: 519-776-5640

From: ann.drzazga@inergi.ca [<mailto:ann.drzazga@inergi.ca>]
Sent: September-12-16 3:44 PM
To: Mark Danelon
Cc: d.fraser@HydroOne.com; Aarani.Pathmanathan@HydroOne.com; jo-anne.shannon@inergi.ca; ann.drzazga@inergi.ca
Subject: RE: LTLT ELK Energy - 2015 Usage V3

Hi Mark,

This in reference to the credit adjustment I mentioned at the bottom of this email chain and again in the Apr 7/16 email. The relevant information is in green font. [REDACTED] account at 2215 Roseborough Road (installation [REDACTED]) should never have been flagged as LTLT but was included in past settlements with Hydro One. We are requesting a refund (credit adjustment) of the payments Hydro One made to ELK Energy for this account from 2010-2014. I don't know off hand what the amount might be but I can provide you with the yearly load that was settled during that timeframe if you don't already have it. You can then use this to include a credit in the 2015 invoice.

Would you like me to send you this data?

Ann

From: Mark Danelon [<mailto:mdanelon@elkenergy.com>]
Sent: Monday, September 12, 2016 3:21 PM
To: DRZAZGA Ann
Cc: FRASER Doug; PATHMANATHAN Aarani; SHANNON Jo-Anne; Mark Danelon
Subject: RE: LTLT ELK Energy - 2015 Usage V3

Hi Ann- what is this retroactive adjustment? Do you have support what the amount will be? Thanks so much

Mark D. Danelon, CPA, CA
Director, Finance & Regulatory Affairs
E.L.K. Energy Inc
172 Forest Avenue
Essex, Ontario N8M 3E4

Tel: 519-776-5291 Ext 204
Fax: 519-776-5640

From: ann.drzazga@inergi.ca [<mailto:ann.drzazga@inergi.ca>]
Sent: July-29-16 4:33 PM
To: Mark Danelon
Cc: d.fraser@HydroOne.com; Aarani.Pathmanathan@HydroOne.com; ann.drzazga@inergi.ca; jo-anne.shannon@inergi.ca
Subject: RE: LTLT ELK Energy - 2015 Usage V3

Hi Mark,

Attached is version 3 of the 2015 LTLT usage spreadsheet. The total consumption now comes to **746,009 kWh with 630 kW demand and [REDACTED] kWh of microFIT generation.**

I've been advised by Hydro One that one of the accounts at 2215 Roseborough Rd (meter [REDACTED], demand billed) under [REDACTED] should continue to be included in the yearly LTLT settlement. The 2015 data has now been added back to the spreadsheet and the totals have been updated.

Please note we are still expecting a retroactive credit adjustment for the second account at 2215 Roseborough Road (installation [REDACTED], also under the [REDACTED]. Hydro One has confirmed this account is not LTLT.

Please review the attached and send me a draft invoice. Let me know if you have any questions or concerns.

Thanks,
Ann

From: DRZAZGA Ann
Sent: Thursday, April 07, 2016 3:13 PM
To: Mark Danelon
Cc: DRZAZGA Ann; FRASER Doug; PATHMANATHAN Aarani
Subject: RE: LTLT ELK Energy - 2015 Usage V2

Hi Mark,

Attached is the revised 2015 LTLT usage spreadsheet. The total consumption now comes to **504,772 with the same microFIT generation of [REDACTED] kWh.**

The changes I identified in the original file are also applicable in this revised spreadsheet. I have pasted in the same notes below in green font.

There are a couple of changes to note in this file. The account @ [REDACTED] (installation [REDACTED]) final billed effective Sept 11/14. There is no new customer yet. Therefore there were no bills in 2015.

Also Hydro One has confirmed that the two services at 2215 Roseborough Rd for [REDACTED], installations [REDACTED] & [REDACTED] were incorrectly flagged as LTLT. These loads are captured by Harrow West PME and are already included in monthly retail settlement between ELK and Hydro One. The data for these accounts has been removed from the 2015 spreadsheet. Can you please process a retroactive credit adjustment to Hydro One for the payments made on these two services? We have been following a practice of retroactive adjustments going back five years in similar circumstances. So in this case, we would request a credit for the 2010-2014 settlements. Please let me know if you have any questions or require the consumption on these two accounts for the last five years.

I know that you were meeting with Hydro One to clarify the validity of some of the LTLT accounts including the two above accounts at 2215 Roseborough. If I receive confirmation of any changes with respect to the status of these LTLT accounts I will revise the spreadsheet again. Please let me know if you have any questions or concerns. Otherwise, please review the attached file and send me your draft invoice for approvals.

Thanks,
Ann

From: DRZAZGA Ann
Sent: Friday, March 11, 2016 3:00 PM
To: Mark Danelon
Cc: DRZAZGA Ann
Subject: RE: LTLT ELK Energy - 2015 Usage

Hi Mark,

I'm very sorry to tell you this but unfortunately I have discovered that we are missing a substantial amount of data in the 2015 LTLT report and this has also impacted the ELK file. It seems some of the bill periods were not pulled (mostly Feb & Mar usage) which means the settlements will be incorrect. I have forwarded this issue to the appropriate parties and have requested an immediate fix but don't know how long this may take to resolve.

Once this has been corrected, I will send you a revised file so you can prepare a draft using the updated information.

I apologize for the delay.

Ann

From: DRZAZGA Ann
Sent: Thursday, March 10, 2016 12:47 PM
To: Mark Danelon
Cc: DRZAZGA Ann
Subject: LTLT ELK Energy - 2015 Usage

Hi Mark,

Attached is the 2015 LTLT usage file. The total consumption comes to 493,386 kWh with [REDACTED] kWh of microFIT generation. Please review this information and send me a draft invoice for approvals.

There are a couple of changes to note in this file. The account @ [REDACTED] (installation [REDACTED]) final billed effective Sept 11/14. There is no new customer yet. Therefore there were no bills in 2015.

Also Hydro One has confirmed that the two services at 2215 Roseborough Rd for [REDACTED] installations [REDACTED] & [REDACTED] were incorrectly flagged as LTLT. These loads are captured by Harrow West PME and are already included in monthly retail settlement between ELK and Hydro One. The data for these accounts has been removed from the 2015 spreadsheet. Can you please process a retroactive credit adjustment to Hydro One for the payments made on these two services? We have been following a practice of retroactive adjustments going back five years in similar circumstances. So in this case, we would request a credit for the 2010-2014 settlements. Please let me know if you have any questions or require the consumption on these two accounts for the last five years.

Thanks,
Ann



Ann Drzazga

Senior Settlements Specialist | Wholesale Settlements

Inergo LP | 20 Dundas Street West, Toronto, ON M5G 2C2

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TAB 6

Email dated November 30, 2016

From: Mark Danelon
Sent: November-30-16 1:16 PM
To: 'ann.drzazga@inergi.ca'
Subject: RE: LTLT ELK Energy - Outstanding 2015 LTLT

Hi Ann- please see attached corrected ready for your final review and approval.

Thanks

Mark D. Danelon, CPA, CA
Director, Finance & Regulatory Affairs
E.L.K. Energy Inc
172 Forest Avenue
Essex, Ontario N8M 3E4

Tel: 519-776-5291 Ext 204
Fax: 519-776-5640

From: ann.drzazga@inergi.ca [<mailto:ann.drzazga@inergi.ca>]
Sent: November-29-16 1:29 PM
To: Mark Danelon
Cc: ann.drzazga@inergi.ca
Subject: RE: LTLT ELK Energy - Outstanding 2015 LTLT

Hi Mark,

I sent you a response on November 23. See attached. There was one minor problem with the Wholesale Market Service Charge in the GS>50 category. If you can fix this and send me an updated draft I can move forward with the approvals at this end.

Thanks,
Ann

From: Mark Danelon [<mailto:mdanelon@elkenegy.com>]
Sent: Tuesday, November 29, 2016 1:22 PM
To: DRZAZGA Ann
Subject: FW: LTLT ELK Energy - Outstanding 2015 LTLT

Hi Ann- just wanted to make sure you received and if all was ok?

Thanks

Mark D. Danelon, CPA, CA

Director, Finance & Regulatory Affairs
E.L.K. Energy Inc
172 Forest Avenue
Essex, Ontario N8M 3E4

Tel: 519-776-5291 Ext 204
Fax: 519-776-5640

From: Mark Danelon
Sent: November-23-16 4:01 PM
To: 'ann.drzazga@inergi.ca'
Cc: Jaspreet.NIJJAR@HydroOne.com; TxDx.HydroOne@HydroOne.com; Mark Danelon
Subject: RE: LTLT ELK Energy - Outstanding 2015 LTLT

Hi Ann- please see attached latest version for your review and approval which addressed points 1 and 2 below I believe

ELK would like to request deferral of points 3 and 4 until all SAA and other LTLT issues have been resolved

Thank you

Mark D. Danelon, CPA, CA

Director, Finance & Regulatory Affairs
E.L.K. Energy Inc
172 Forest Avenue
Essex, Ontario N8M 3E4

Tel: 519-776-5291 Ext 204
Fax: 519-776-5640

From: ann.drzazga@inergi.ca [<mailto:ann.drzazga@inergi.ca>]
Sent: November-18-16 4:04 PM
To: Mark Danelon
Cc: ann.drzazga@inergi.ca; Jaspreet.NIJJAR@HydroOne.com; TxDx.HydroOne@HydroOne.com
Subject: FW: LTLT ELK Energy - Outstanding 2015 LTLT

Hi Mark,

I have reviewed your draft calculations and have listed some discrepancies below:

- The kW demand quantity for the GS>50 rate class is 630 kW. You are using [REDACTED] kW. Please note that [REDACTED] kW is for the generation produced by the microFIT account @ [REDACTED]. This generation is pumped into the E.L.K. distribution system so you need to calculate a credit for this generation that would then be applied to the LTLT invoice you are sending to Hydro One. You may want to refer to the retroactive adjustment calculation that was completed for [REDACTED] when it was identified as a missing premise back in Oct 2015. The last email attached contains this calculation. There were three different accounts at this premise; one GS<50 account, one microFIT generation account and one microFIT load account. Please change the kW demand to 630 kW for all demand based charges

- You are missing the kWh load for the [REDACTED] General Service account in the overall total load for the GS<50 rate category. The total kWh here should be 229,557. It looks like you've created a separate line for this load under the Cost of Power portion but this separate line should be for the credit calculation on the generation of [REDACTED] kW (per above comment). The load for [REDACTED] should be added back to the GS<50 category and included for all charges. Please revise.
- I don't see that you've included a credit calculation for the incorrect billing on an account for [REDACTED] at 2215 Roseborough Road (installation [REDACTED]). It should never have been flagged as LTLT but was included in past settlements with Hydro One. We are requesting a refund (credit adjustment) of the payments Hydro One made to ELK Energy for this account from 2010-2014. Please refer to the second email attached for the explanation and the data that needs to be credited.
- I know that there are still some open issues with respect to the accounts @ 2215 Roseborough Road. The interval metered (GS>50) account for meter [REDACTED] is included in the latest usage spreadsheet and in your calculation. I suspect this may have to be revised depending on how the settlements issues are resolved.

Can you please make the required updates Mark? Let me know if you require any further clarification.

Thanks,
Ann

From: Mark Danelon [<mailto:mdanelon@elkenenergy.com>]
Sent: Thursday, November 17, 2016 2:34 PM
To: DRZAZGA Ann
Cc: Mark Danelon
Subject: RE: LTLT ELK Energy - Outstanding 2015 LTLT

Hi Ann

Thank you for your patience. Please see attached for your review and approval

Thanks

Mark D. Danelon, CPA, CA
Director, Finance & Regulatory Affairs
E.L.K. Energy Inc
172 Forest Avenue
Essex, Ontario N8M 3E4

Tel: 519-776-5291 Ext 204
Fax: 519-776-5640

From: ann.drzazga@inergi.ca [<mailto:ann.drzazga@inergi.ca>]
Sent: November-04-16 12:13 PM
To: Mark Danelon
Cc: ann.drzazga@inergi.ca
Subject: FW: LTLT ELK Energy - Outstanding 2015 LTLT

Hi Mark,

I see we have not yet settled on the 2015 LTLT. When can I expect a draft invoice from you? I have attached the 2015 LTLT spreadsheet again along with the 2215 Roseborough data for the refund. I would like to complete this before we move into the new year and start working on 2016 settlements.

Thanks,
Ann

From: DRZAZGA Ann
Sent: Monday, September 12, 2016 5:31 PM
To: Mark Danelon
Cc: FRASER Doug; PATHMANATHAN Aarani; SHANNON Jo-Anne; DRZAZGA Ann
Subject: RE: LTLT ELK Energy - 2015 Usage V3

Attached is the 2010-2014 historical data Mark.

From: Mark Danelon [<mailto:mdanelon@elkenergy.com>]
Sent: Monday, September 12, 2016 3:56 PM
To: DRZAZGA Ann
Cc: FRASER Doug; PATHMANATHAN Aarani; SHANNON Jo-Anne
Subject: RE: LTLT ELK Energy - 2015 Usage V3

Yes please

Mark D. Danelon, CPA, CA
Director, Finance & Regulatory Affairs
E.L.K. Energy Inc
172 Forest Avenue
Essex, Ontario N8M 3E4

Tel: 519-776-5291 Ext 204

Fax: 519-776-5640

From: ann.drzazga@inergi.ca [<mailto:ann.drzazga@inergi.ca>]
Sent: September-12-16 3:44 PM
To: Mark Danelon
Cc: d.fraser@HydroOne.com; Aarani.Pathmanathan@HydroOne.com; jo-anne.shannon@inergi.ca; ann.drzazga@inergi.ca
Subject: RE: LTLT ELK Energy - 2015 Usage V3

Hi Mark,

This in reference to the credit adjustment I mentioned at the bottom of this email chain and again in the Apr 7/16 email. The relevant information is in green font. [REDACTED] account at 2215 Roseborough Road (installation [REDACTED]) should never have been flagged as LTLT but was included in past settlements with Hydro One. We are requesting a refund (credit adjustment) of the payments Hydro One made to ELK Energy for this account from 2010-2014. I don't know off hand what the amount might be but I can provide you with the yearly load that was settled during that timeframe if you don't already have it. You can then use this to include a credit in the 2015 invoice.

Would you like me to send you this data?

Ann

From: Mark Danelon [<mailto:mdanelon@elkenergy.com>]
Sent: Monday, September 12, 2016 3:21 PM
To: DRZAZGA Ann

Cc: FRASER Doug; PATHMANATHAN Aarani; SHANNON Jo-Anne; Mark Danelon
Subject: RE: LTLT ELK Energy - 2015 Usage V3

Hi Ann- what is this retroactive adjustment? Do you have support what the amount will be? Thanks so much

Mark D. Danelon, CPA, CA

Director, Finance & Regulatory Affairs
E.L.K. Energy Inc
172 Forest Avenue
Essex, Ontario N8M 3E4

Tel: 519-776-5291 Ext 204
Fax: 519-776-5640

From: ann.drzazga@inergi.ca [<mailto:ann.drzazga@inergi.ca>]
Sent: July-29-16 4:33 PM
To: Mark Danelon
Cc: d.fraser@HydroOne.com; Aarani.Pathmanathan@HydroOne.com; ann.drzazga@inergi.ca; jo-anne.shannon@inergi.ca
Subject: RE: LTLT ELK Energy - 2015 Usage V3

Hi Mark,

Attached is version 3 of the 2015 LTLT usage spreadsheet. The total consumption now comes to **746,009 kWh with 630 kW demand and [REDACTED] kWh of microFIT generation.**

I've been advised by Hydro One that one of the accounts at 2215 Roseborough Rd (meter [REDACTED], demand billed) under [REDACTED] should continue to be included in the yearly LTLT settlement. The 2015 data has now been added back to the spreadsheet and the totals have been updated.

Please note we are still expecting a retroactive credit adjustment for the second account at 2215 Roseborough Road (installation [REDACTED]), also under [REDACTED]. Hydro One has confirmed this account is not LTLT.

Please review the attached and send me a draft invoice. Let me know if you have any questions or concerns.

Thanks,
Ann

From: DRZAZGA Ann
Sent: Thursday, April 07, 2016 3:13 PM
To: Mark Danelon
Cc: DRZAZGA Ann; FRASER Doug; PATHMANATHAN Aarani
Subject: RE: LTLT ELK Energy - 2015 Usage V2

Hi Mark,

Attached is the revised 2015 LTLT usage spreadsheet. The total consumption now comes to **504,772 with the same microFIT generation of [REDACTED] kWh.**

The changes I identified in the original file are also applicable in this revised spreadsheet. I have pasted in the same notes below in green font.

There are a couple of changes to note in this file. The account @ [REDACTED] (installation [REDACTED]) final billed effective Sept 11/14. There is no new customer yet. Therefore there were no bills in 2015.

Also Hydro One has confirmed that the two services at 2215 Roseborough Rd for [REDACTED], installations [REDACTED] & [REDACTED] were incorrectly flagged as LTLT. These loads are captured by Harrow West PME and are already included in monthly retail settlement between ELK and Hydro One. The data for these accounts has been removed from the 2015 spreadsheet. Can you please process a retroactive credit adjustment to Hydro One for the payments made on these two services? We have been following a practice of retroactive adjustments going back five years in similar circumstances. So in this case, we would request a credit for the 2010-2014 settlements. Please let me know if you have any questions or require the consumption on these two accounts for the last five years.

I know that you were meeting with Hydro One to clarify the validity of some of the LTLT accounts including the two above accounts at 2215 Roseborough. If I receive confirmation of any changes with respect to the status of these LTLT accounts I will revise the spreadsheet again. Please let me know if you have any questions or concerns. Otherwise, please review the attached file and send me your draft invoice for approvals.

Thanks,
Ann

From: DRZAZGA Ann
Sent: Friday, March 11, 2016 3:00 PM
To: Mark Danelon
Cc: DRZAZGA Ann
Subject: RE: LTLT ELK Energy - 2015 Usage

Hi Mark,

I'm very sorry to tell you this but unfortunately I have discovered that we are missing a substantial amount of data in the 2015 LTLT report and this has also impacted the ELK file. It seems some of the bill periods were not pulled (mostly Feb & Mar usage) which means the settlements will be incorrect. I have forwarded this issue to the appropriate parties and have requested an immediate fix but don't know how long this may take to resolve.

Once this has been corrected, I will send you a revised file so you can prepare a draft using the updated information.

I apologize for the delay.

Ann

From: DRZAZGA Ann
Sent: Thursday, March 10, 2016 12:47 PM
To: Mark Danelon
Cc: DRZAZGA Ann
Subject: LTLT ELK Energy - 2015 Usage

Hi Mark,

Attached is the 2015 LTLT usage file. The total consumption comes to 493,386 kWh with [REDACTED] kWh of microFIT generation. Please review this information and send me a draft invoice for approvals.

There are a couple of changes to note in this file. The account @ [REDACTED] (installation [REDACTED]) final billed effective Sept 11/14. There is no new customer yet. Therefore there were no bills in 2015.

Also Hydro One has confirmed that the two services at 2215 Roseborough Rd for [REDACTED], installations [REDACTED] & [REDACTED] were incorrectly flagged as LTLT. These loads are captured by Harrow West PME and are already included in monthly retail settlement between ELK and Hydro One. The data for these accounts has been removed from the 2015 spreadsheet. Can you please process a retroactive credit adjustment to Hydro One for the payments made on these two services? We have been following a practice of retroactive adjustments going back five years in similar circumstances. So in this case, we would request a credit for the 2010-2014 settlements. Please let me know if you have any questions or require the consumption on these two accounts for the last five years.

Thanks,
Ann



Ann Drzazga

Senior Settlements Specialist | Wholesale Settlements

Inergi LP | 20 Dundas Street West, Toronto, ON M5G 2C2

+1 416 345 5220 | ann.drzazga@inergi.ca

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People matter, results count.

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First Tab of Attachment to Email dated November 30, 2016

Long Term Load Transfer Settlement
 from January 1, 2015 to December 31, 2015

LTLT Settlement for E.L.K. Energy Inc.

| Applicable Charges | | Rate | Usage | Usage + Losses | Charges |
|-------------------------------------|-------------|--------|---------|----------------|--------------------------|
| Distribution Charges | | | | | |
| -Volumetric | Residential | 0.0032 | 275,215 | N/A | 880.687 |
| | GS<50 kW | 0.0011 | 229,557 | N/A | 252.513 |
| | GS>50kW | 0.1835 | 630 | N/A | 115.606 |
| Cost of Power- WAHSP | Residential | 0.0246 | 275,215 | 297,507 | 7,309.154 |
| | GS<50 kW | 0.0246 | 229,557 | 248,151 | 6,096.572 |
| Microfit Load and Generation | GS<50 kW | 0.0246 | (9,010) | (9,010) | (221.358) |
| | GS>50kW | 0.0246 | 241,237 | 260,778 | 6,406.783 |
| Global Adjustment | Residential | 0.0774 | 275,215 | 297,507 | 23,032.504 |
| | GS<50 kW | 0.0774 | 229,557 | 248,151 | 19,211.432 |
| | GS>50kW | 0.0774 | 241,237 | 260,778 | 20,188.963 |
| Global Adjustment | | | | | |
| RR Disposition | Residential | 0.0047 | 275,215 | 297,507 | 1,408.200 |
| | GS<50 kW | 0.0047 | 229,557 | 248,151 | 1,174.581 |
| | GS>50kW | 1.4700 | 630 | 681 | 1,001.305 |
| Non Competitive Charges | | | | | |
| -Transmission Network | Residential | 0.0048 | 275,215 | 297,507 | 1,437.951 |
| | GS<50 kW | 0.0043 | 229,557 | 248,151 | 1,075.321 |
| | GS>50kW | 1.8020 | 630 | N/A | 1,135.476 |
| -Transmission Connection | Residential | 0.0035 | 275,215 | 297,507 | 1,031.358 |
| | GS<50 kW | 0.0031 | 229,557 | 248,151 | 760.996 |
| | GS>50kW | 1.2392 | 630 | N/A | 780.866 |
| -Wholesale Market Service Charge | Residential | 0.0057 | 275,215 | 297,507 | 1,695.790 |
| | GS<50 kW | 0.0057 | 229,557 | 248,151 | 1,414.460 |
| | GS>50kW | 0.0057 | 241,237 | 260,778 | 1,486.432 |
| HST | | | | | 12,697.83 |
| Current Charges Due | | | | | <u><u>110,373.42</u></u> |

Please remit payment to:
 E.L.K. Energy Inc.
 Attn: Mark Danelon
 172 Forest Ave
 Essex, Ontario
 N8M 3E4

NORMAN D. MACAULAY

PROFESSIONAL SUMMARY

Dedicated professional with 15 years' experience in senior management and in excess of 28 years' experience in the industry. Key player in the preparation for market opening and the smart meter program. Forward thinking, open minded and willing to embrace change.

EXPERIENCE

E.L.K. Energy Inc., Essex ON March 2001 to Present
Operations Manager

- Responsible for the short and long term planning for all operational functions of the Board;
- Cultivated strong relationships with customers/developers to increase business opportunities;
- Ensure the Operations Departments compliance with all regulatory requirements;
- Responsible for Health & Safety, purchasing, day to day operations and a member of the negotiating committee.

E.L.K. Energy Inc., Essex ON January 2000 to March 2001
Lead hand

- Provide assistance to the Operations Manager and Sub foreman in the day to day operation of the newly merged company;
- Provide leadership and direction for the crews on the job site;
- Periodically acted as Sub foreman in his absence.

Essex Hydro, Essex ON March 1999 to January 2000
Leader

- Directed the newly merged line staff in the day to day operations including costing and planning of both large and small jobs;
- Oversaw the closing of the Harrow Service Centre and the relocation of the Harrow staff to the Essex Service Centre.

Essex Public Utilities Commission, Essex ON August 1988 to March 1999
Power Line Maintainer

- Perform day to day utility duties in both the Hydro and Water departments;
- Periodically acted as Leader in the absence of the Superintendent.

EDUCATION

RCC School of Electronics Technology, Toronto ON

1986

Electronics Engineering Technology Program
Engineering Technician Diploma
RCC Entrance Scholarship recipient.

Essex District High School, Essex ON 1985
Secondary School Honours Graduation Diploma
EDHS Electricity Award recipient.

St. Clair College, Windsor ON 1999
Computer Basics

Municipal Electrical Association, Toronto, ON 2000
Introductory to Supervision

Additional Training Courses Attended

- AB Chance Anchoring Seminar;
- Line Design Training;
- Introduction to Distributed Generation Technologies and Impact Assessment;
- SPIDACalc Software Training.

Mark Danelon, CA, CPA

EDUCATION:

January 2006

Chartered Accountant
Chartered Accountant of Ontario

1999- 2003

University of Windsor, Windsor, Ontario
Bachelor of Commerce
Honours Business Administration Co-op

- Major - Accounting

PROFESSIONAL EXPERIENCE:

2009-Present

E.L.K. Energy Inc, Essex, Ontario
Manager, Finance & Regulatory Affairs (2009-2015)
Director, Finance & Regulatory Affairs (2016-Present)

- Preparation of annual budget for all departments including establishing labour and overhead cost drivers
- Managing the implementation of International Financial Reporting Standards
- Present all Financial Reports to Board of Directors
- Direct and actively participate in the development, implementation and maintenance of an effective management information and reporting system
- Preparation of financial statements, its contents and timing for audit and approval by the Board
- Review long-term financial projections, earnings forecasts and capital submissions. Determine the cost/benefit, return on investment, and other implications
- Collaborate with the Chief Executive Officer to develop short and long term plans for the Board
- Formulate and recommend accounting, credit and administrative policies for approval by the Chief Executive Officer and the Board
- Assist in co-ordination of marketing, communicating and reporting E.L.K Energy Inc's. Conservation programs and communication with the Ontario Power Authority
- Continuous reporting to maintain and meet deadlines to governmental agencies, specifically the Ontario Energy Board, IESO, Ministry of Energy and Statistics Canada
- Secure and negotiate loan and debt financing while developing positive working relationships.

Chrysler Canada, Windsor, Ontario
Sales & Marketing Accounting Specialist

2007-2008

- Accounting Supervisor in Sales & Marketing Accounting Area
- Direct Supervisor of Sales & Marketing Accounting Analyst
- In-Charge of Canadian Car Finished Goods Inventory
- Transfer Price Accounting
- Responsible for Major Damaged Vehicles
- Responsible for reviewing Sales & Marketing Accounting Analyst Month-end entries and procedures
- Co-ordinate Sarbanes Oxley Procedures for Sales & Marketing Accounting (design of control activities and performance of tests)
- Integral part of Canadian team in outsourcing initiative
- Able to adapt to a new and fast pace changing atmosphere
- Able to quickly learn new accounting software SAP
- Work in a team based environment to ensure accuracy of Canadian Accounting ledger

Deloitte, Windsor, Ontario
Senior Accountant

2002- 2007

- Lead Senior Auditor on small, medium and large size audit engagements
- Experience with 2 different public company audits- One as a Senior Lead
- Experience with companies where consolidation is required
- Supervised teams of up to 4 junior staff members
- Preparation of financial statement and note disclosure
- Responsible for the development and guidance of junior team members
- Strong understanding of Canadian GAAP and GAAS principles
- Received office US GAAP/GAAS Accreditation training for U.S Audit clients
- Experience in dealing with complex client technical issues
- Review and Compilation engagement experience
- Performed numerous inventory counts
- Personal and corporate tax experience
- Assisted in recruitment of staff

BORDEN LADNER GERVIAS
BRUCE BACON

PROFILE

- A Senior Consultant with over thirty five years of experience in the electricity and natural gas industries evaluating the short and long term financial and pricing impacts of business alternatives.
- Proven record of success in managing the development of cost of service and cost allocation models, delivering presentations to senior management, preparing submission to the Ontario Energy Board (OEB), National Energy Board (NEB) and the Régie de l'énergie (Régie) as well as testifying before the NEB, the OEB and the Régie.
- Highly skilled in training, motivating and influencing staff as well as setting priorities and coaching teams.
- A strong team player, an excellent analyst and an effective communicator with strong interpersonal skills.

Experience

BORDEN LADNER GERVAIS: SENIOR UTILITY RATE CONSULTANT
November 2007 - Present

- Assisted 45 electric local distribution companies (“LDCs”) in the preparation of over 100 rebased/cost of service rate applications since 2008 which includes a number of applications under the new Renewed Regulatory Framework for Electricity (“RRFE”).
- Provide ongoing strategic regulatory advice to numerous LDCs within Ontario.

ELENCHUS RESEARCH ASSOCIATES: SENIOR CONSULTANT
May 2003 – November 2007

- Assisted 25 LDCs in completing their cost allocation studies.
- Consultant to the OEB in preparing the OEB paper and cost allocation model used by LDCs in their recent cost allocation studies.
- Member of OEB Cost Allocation Working Group.
- Assisted in the preparation of numerous Distribution Rate Applications for over 15 LDCs
- Testified before the OEB supporting LDC Distribution Rate Applications.
- Member of four working groups for OEB 2006 Distribution Rate process.

**ECONALYSIS CONSULTING SERVICES: SENIOR CONSULTANT
1999 to 2003**

- Conducted power pricing studies for generation clients in Ontario.
- Supported the preparation of unbundled Distribution Rate Applications and Retail Transmission Rate Applications for over 30 electric local distribution companies within Ontario.
- Conducted distribution cost allocation studies for Hydro One, Oakville Hydro and St. Catharines Hydro.
- Conducted a cost efficiency study for Festival Hydro, St Thomas Energy and Woodstock Hydro Services.
- Participated on the OEB PBR Distribution Rate Task Force; the OEB Retail Settlement Code Task Force and the OEB Distribution System Code Task Force
- Testified at the OEB Generic Hearing on changes to the implementation of market-based rate of return.
- Prepared evidence and testified at the Régie on transmission rate design for Hydro Quebec.

**ONTARIO HYDRO: MANAGER, MARKETING SERVICES, CONSUMER & SMALL BUSINESS
MARKETS, OHSC
1996 to 1998**

- As a member of the Power Purchasing project, developed working knowledge of power trading and risk management techniques in order to risk manage the purchase of power from the power pool.
- Prepared various position papers for the Market Design Committee (MDC) to address retail market design issues and supported the OHSC representative at the MDC.
- Responsible for the calculation of Rural Rate Assistance.

**ONTARIO HYDRO: SENIOR ADVISOR - STRATEGIC MARKETING, ONTARIO HYDRO
RETAIL
1995 - 1996**

- Directed a province wide team to develop a service charge and energy rate structure for 960,000 Ontario Hydro Retail customers.
- Assisted in the review of cost efficiency gains by rationalizing the operations of over 48 individual local Rural Area office structures.
- Responsible for the calculation of Rural Rate Assistance

**ONTARIO HYDRO: STRATEGIC ADVISOR - RETAIL RATES AND FORECASTS, RETAIL SYSTEM
1990 - 1995**

- Responsible for setting and gaining approval of retail rates for 960,000 residential and small business customers.
- Provided analytical support to the 1994 Joint Study into Retail Electricity Service in Ontario.
- Responsible for the calculation of Rural Rate Assistance

**TRANSCANADA PIPELINES LTD: SUPERVISOR, PIPELINE COST ANALYSIS
1988 - 1990**

- Directed the preparation of long-term financial/rate impact studies submitted to the NEB for a \$1.2 billion and a \$2.5 billion pipeline expansion program.
- Testified before the NEB supporting the impact studies.
- Gained extensive knowledge of the supply and transmission business in the regulated natural gas industry.

**TRANSCANADA PIPELINES LTD: ASSISTANT SUPERVISOR, PIPELINE COST ANALYSIS
1986 - 1988**

- Supervised the system development of TransCanada's financial and rate forecasting model.

EDUCATION

Marketing Management Program
Ivey Business School, London, 1997

B.Sc. Mathematics
York University, Toronto, 1979