

Judy Kwik
Senior Consultant

Judy Kwik has over 32 years experience in the regulatory and environmental aspects of the energy sector. In her role as Senior Consultant at Elenchus Research Associates Judy provides consulting services to clients on industry restructuring, regulatory matters, energy strategy and policy, and provides case management and support for client participation in regulatory proceedings. Judy has participated in numerous Ontario Energy Board (OEB) consultations and regulatory proceedings both as case manager in her position as OEB Staff and as consultant to intervening parties. Prior to her career in consulting, as OEB staff, Judy led the development of the OEB's first regulatory framework for the electricity local distribution companies (including 1st Generation PBR and Rate unbundling) introduced in 2000. She also led the development of the OEB 2001 Electricity Retail Market Readiness plan. Judy managed the stakeholdering activities in both of these major OEB initiatives. As Senior Regulatory Policy Analyst with the former Ontario Hydro's regulatory function, she developed regulatory strategy, policy and guidelines for the electricity distribution sector, and reviewed Municipal Electric Utilities' ("MEU") regulatory filings for recommendation of approval. Prior to working in energy regulation and policy, Judy worked in the environmental area coordinating environmental studies at Ontario Hydro generating stations.

EXPERIENCE

Elenchus Research Associates **Associate, May 2003 – present**

- Participating on behalf of client on the Working Group on 3rd Generation IRM for electricity distributors (EB-2006-0673)
- Coordinated preparation of comments for client on Electricity Service Quality Regulation (EB-2008-0001)
- Prepared submission on behalf of client on Consultation on Comparison of Distributor Costs (EB-2006-0268)
- Participating on behalf of client in the proceeding on the OPA's IPSP and Procurement Process (EB-2007-0707)
- Coordinated client's participation in the OPA's consultation on the IPSP
- Prepared comments on behalf of client in the consultation on the Board's Approach to the Review of the OPA's IPSP, Procurement Process and Related Filing Guidelines (EB-2006-0207)
- Prepared comment on behalf of client on Staff Proposal on the Minimum Filing Requirements for Transmission and Distribution Rate Applications and Leave to Construct Projects (EB-2006-0170)

- Participated on behalf of client in consultation on Multi-year Electricity Distribution Rate Setting Plan: Cost of Capital (EB-2006-0088) and 2nd Generation Incentive Regulation Mechanism (EB-2006-0089)
- Participated on behalf of client in consultation on Regulatory Process for Setting Payment Amounts for Ontario Power Generation Inc.'s Prescribed Generation Assets (EB-2006-0064)
- Prepared comments on behalf of client on Proposed Amendments to the Distribution System Code – Net Metering Regulation (EB-2005-0447)
- Participated on behalf of client in proceeding on IESO 2006 Fees (EB-2005-0499)
- Participated on behalf of client in proceeding on OPA 2006 Fees (EB-2005-0489)
- Participated on behalf of client in Hydro One Networks Inc. Pooled Transmission Rates proceeding (EB-2005-0501)
- Participated on behalf of client in Hydro One 2006 Distribution Rates proceeding (EB-2005-0020/EB2005-0378)
- Participation on behalf of client in proceeding on OPG: Application for Approval of Lennox Generating Station Reliability Must-Run Contract with the IESO (EB-2006-0205)
- Prepared comment on behalf of client on Distribution System Code Chapter 3 Amendments (EB-2005-0488)
- Represented client on the working group on electricity distribution Cost Allocation Review (EB-2005-0317)
- Prepared comment on behalf of client in OPA-OEB Standard Offer Program Development (EB-2005-0463)
- Represented client on the Advisory Committee on Development of Filing Requirements for Transmission Infrastructure Investment (EB-2005-0470)
- Participated in the OEB proceeding on Great Lake Power Ltd.'s 2005 and 2006 Revenue Requirement on behalf of client.
- Support
- Participated in the OEB proceeding on IESO's 2005 Fees, Expenditures and Revenue Requirement on behalf of client.
- Participation on various OEB 2006 Electricity Distribution Rate working groups and in the proceeding on behalf of client.
- Client support in the 2004 OEB Canadian Cable Television Association proceeding
- Participation on one of the OEB's 2004 Smart Meter Initiative working groups on behalf of client.
- Prepared client's initial submission to the OEB's 2004 consultation on a Regulated Price Plan.
- Prepared client's submission to the OEB's 2004 Review of Further Efficiencies in the Electricity Distribution Sector.
- Prepared client's submission to the OEB on 2004 Proposed Revised Transmission System Code.
- Participated in the OEB's 2003-2004 Service Quality Regulation Working Group on behalf of client.

- Conducted study on the impact of Coal-generation phase-out in Ontario on the cost of power for client.
- Assisted clients in development of energy related policy.
- Conducted surveys for clients in support of regulatory applications.
- Assisted in preparation of evidence for client's regulatory filing.
- Provided clients with litigation support.

**Econalysis Consulting Services
Senior Consultant, 2001 – 2003**

- Provided advice and support on industry restructuring and regulatory matters in the electricity and natural gas industries, and in strategic planning and policy development. Management of clients' participation in regulatory proceedings.
- Electricity
 - Input into the OEB's Requirements of Electricity Monitoring Code.
 - Client support in the hearing on Hydro One Networks Inc.'s low voltage rates (OEB).
 - Client support in the hearing on Ontario Power Generation Inc.'s application on Bruce Decontrol (OEB).
 - Efficiency study for distribution utilities.
 - Input into client's submission on the Minister's Review of the Ontario Energy Board's Mandate.
 - Input into client's submission to Ontario Minister of Energy on issue of privatization of Hydro One.
- Natural Gas
 - Submission on behalf of client into the review on the OEB's Gas Distribution Access Rule.
 - Client support in review of BC Gas 2003 rates (BCUC).
 - Client support in review of BC Gas unbundling application (BCUC).
 - Client support in review of BC Gas 2004-2008 PBR application (BCUC).
 - Client support on Enbridge Gas Distribution 2002 and 2003 rate applications (OEB).
 - Represent client on the Enbridge Gas Distribution DSM Consultative Committee.
 - Represent Client on the Union Gas Limited DSM Consultative Committee.
 - Represent Client on the Enbridge Gas Distribution 2001 DSM Audit Subcommittee.
- Retail
 - Advice and support to leading energy retailer on regulatory matters.

Ontario Energy Board

Research and Policy Analyst, 1997 – 2001

- Led the Ontario Energy Board's efforts in developing a performance-based regulatory framework for electricity distributors through stakeholder task forces, regional workshops, and Board proceedings.
- Coordinated four separate PBR stakeholder task forces that included a total of 83 representatives from gas and electricity utilities, customer representative groups, special interest groups, and the Ministry of Energy, Science, and Technology.
- Held OEB workshops and seminars for stakeholders
- Prepared OEB's rate policy and guideline documents, including first version of the 2000 Electricity Distribution Rate Handbook.
- Prepared the OEB's input to the MEST into the drafting of Bill 35.
- Provided ongoing advice and briefing to Ontario Energy Board members and the MEST on regulatory policy, industry restructuring, and other stakeholder issues.
- Initiated the Electricity Market Readiness Task Force and led the development of the OEB's Market Readiness Plan
- Advised the Chair and General Manager on retail market readiness issues discussed at the Market Opening Steering Committee.

Ontario Hydro

Senior Regulatory Policy Analyst 1990 – 1997

- Developed rate regulatory strategy, policy and guidelines, and communicated them to the municipal electric utilities.
- Led study on performance-based regulation for electricity distribution companies in Ontario.
- Collaborated with electricity utility and Municipal Electric Association staff in introducing new regulatory policies and guidelines.
- Coordinated Ontario Hydro Energy Services' participation in Ontario Energy Board hearings.
- Provided regulatory advice and resolution on electric utility financial issues.
- Performed financial evaluation of, and made recommendations on approvals of electric utility applications for rate adjustments, capital programs and borrowing.
- Kept up intelligence on regulatory developments in Canada and the U.S.

Biologist, Ontario Hydro Research Division 1976 – 1990

- Designed and coordinated multi-disciplinary research programs on the environmental effects of generating stations
- Conducted research into the feasibility of freshwater prawn aquaculture using waste heat discharge.

- Analyzed and synthesized results of inter-disciplinary environmental studies in order to make recommendations on practices at generating stations
- Ensured that study objectives addressed concerns identified jointly by Ministry of the Environment and Ontario Hydro staff.

EDUCATION

Masters of Science

Department of Biology, University of Waterloo

Bachelor of Science (Honours)

Department of Biology, University of Waterloo

Other Courses Include:

- Marginal Cost of Service: National Economic Research Associates (1996)
- Incentive Regulation: EXNET (1996)
- Advanced Rate Design: American Public Power Association (1996)
- Public Utility Accounting: American Public Power Association (1995)