



SPA Inc.
15 Malabar Place
Toronto, Ontario, M3B 1A4
(416) 391-0738 : Cell (416) 930-8735
e-mail : spainc@rogers.com : rhiggin@rogers.blackberry.net

Principal: Roger Higgin PhD, MBA, P.Eng. [CV upon Request]

Areas of Expertise and Capabilities

Energy Regulation*

- Regulatory Interventions (Gas and Electricity)
- Preparation or analysis of, regulatory filings
- Representation at regulatory processes and proceedings
- Preparation of Interrogatories and Responses
- Expert Testimony

Policy, Strategic and Business Planning

- Policy Review and Analysis
- Market Analysis
- Business Cases and Plans
- Financial models-DCF Analysis, proformas etc.

Energy Program Design and Budgeting

- Demand Side Management
- Renewable Energy
- Remote Community Power Systems

Facilitation

- Stakeholder Meetings
- Workshops
- Public Meetings

Organizational Design and Analysis