



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