



Office of the  
Utilities Consumer  
Advocate



# Annual Report 2024-2025



utilitiesconsumer  
advocate

*Alberta*  
Government

Honourable Nathan Neudorf  
Minister of Affordability and Utilities  
423 Legislature Building  
Edmonton, AB T5K 2B6

Dear Minister Neudorf:

The Power and Natural Gas Consumers' Panel last met on June 18th, 2025, to review the Office of the Utilities Consumer Advocate's (UCA) Annual Report for Fiscal Year 2024-25, as mandated. The Panel includes representation from key municipal, business, and agricultural associations, as well as a cross-section of public members with diverse expertise on utility issues. As representatives of the ratepayers that the UCA is mandated to represent, we assess that the knowledge and expertise of the UCA provides a significant return on investment for small business, farm, and residential ratepayers.

Power and natural gas utility costs were reduced during this past year following policy changes by the Government of Alberta including the introduction of the Alberta *Market Power Mitigation Regulation* and the *Rate of Last Resort Regulation*. The Rate of Last Resort (RoLR) was the most significant change to the retail electricity market in the last decade. Since the RoLR was announced and later came into effect on 1 January 2025, more Albertans are accessing the competitive retail market, and those remaining on the RoLR have a stable price of ~12 cents/kWh until December 2026. These measures are helping address affordability concerns of Albertans.

The Panel would also like to highlight the following from the UCA Annual Report:

- Over \$280 million in avoided utilities costs for consumers from UCA evidence cited in Alberta Utilities Commission rate decisions.
- The UCA conducted a large RoLR awareness campaign to inform customers they have options when it comes to purchasing power in Alberta, and that they can visit [ucahelps.alberta.ca](https://ucahelps.alberta.ca) for more information on their options, and UCA services.
- There were over 1.3 million visits to the UCA website where consumers learned about their utility service options and what to consider as they chose the products and providers that best met their household and/or business' needs.
- Over 23,000 Albertans called the UCA Mediation Team regarding their utility services with over 1100 calls resulting in mediations to help resolve disputes with their retailers.
- The UCA's Winter Utility Reconnection Program protected 202 households who might otherwise have faced dangerous freezing temperatures without power or heat.
- The Panel reviewed the UCA's key performance metrics, both their processes and targets, and the Panel's recommendations are accurately reflected in the Annual Report.
- The UCA has also consistently achieved operational surpluses against its budget allocations over the past few years. Ratepayers only pay for the UCA's actual expenditures, meaning the UCA is cost-efficient too.

Taken together, the Panel recommends you accept this Annual Report and recover the UCA's 2024-25 expenditures from the Balancing Pool and Natural Gas Distributors through the usual Ministerial Orders issued annually. The Panel looks forward to a continued effort to ensure the concerns of small business, farm, and residential energy utility consumers are understood and addressed.

Sincerely,

Annette Clews  
Chair, Power and Natural Gas Consumers' Panel

Honourable Nathan Neudorf  
Minister of Affordability and Utilities  
423 Legislature Building  
Edmonton, AB T5K 2B6

Dear Minister Neudorf:

RE: UCA ANNUAL REPORT FOR 2024-25

The Office of the Utilities Consumer Advocate's (UCA) activities over the past year focused on supporting the implementation of the Rate of Last Resort (RoLR) and associated consumer education programs. These efforts were aligned with Affordability and Utilities' business plan outcome to provide measures that help Albertans manage the daily cost of living and heat and power their homes.

UCA operations provided consumer education and mediation services to consumers to help them understand and choose the services best suited to their distinct household and/or business' needs, and to resolve any disputes with their utility providers in a timely and efficient manner.

UCA regulatory affairs tackled the cost of utility payments for Albertans by representing consumers through interventions in Alberta Utilities Commission proceedings.

The UCA will continue to assist small business, farm, and residential consumers with their utilities services as Alberta's economy recovers. The UCA will continue to innovate its programs and services to ensure they continue delivering exceptional value to utilities ratepayers.

Sincerely,

Chris Hunt

Advocate

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# 1. Executive Summary

The UCA works with small businesses, farmers, and residential consumers to help reduce their energy costs through representing their interests at regulatory proceedings and advising them on their options for energy utility services.

Policy changes by the Government of Alberta, including the introduction of the *Alberta Market Power Mitigation Regulation* and the *Rate of Last Resort Regulation*, helped reduced consumer power and natural gas costs over the last year. The RoLR came into effect on January 1, 2025, leading more Albertans to access the competitive retail market, while those remaining on the RoLR have a stable price of approximately

12 cents/kWh until December 2026. These

measures are helping address affordability concerns of Albertans. The UCA complemented these efforts by ramping up its consumer education program through a RoLR awareness campaign to inform consumers of their retail energy options to help them save money.



Over \$280 million in cost disallowances. Saving consumers money!

Consumers saved \$89 for every dollar spend on Regulatory Affairs!

The UCA intervened in 44 Alberta Utilities Commission (AUC)<sup>1</sup> proceedings during fiscal 2024-25. These regulatory proceedings examined the various components that go into delivery charges and other regulated charges on power and natural gas bills.

- The AUC agreed with the UCA on 62% of the issues that were contested with utility companies during these proceedings.
- UCA evidence and arguments cited in AUC regulatory decisions resulted in cost disallowances of over \$280 million; real savings that helped preserve a competitive business environment and protect consumers.

The UCA Operations Section advises small business, farm, and residential consumers on their energy utility services options through the UCA's mediation and consumer education programs.

- The UCA Mediation Team provided timely and efficient dispute resolution between consumers and their utility providers. The UCA received 23,220 calls and 1,875 emails from consumers in fiscal 2024-25, resulting in 1,174 mediations by the UCA. These mediations required the UCA to contact the utility provider on behalf of the consumer to resolve a dispute.
- The UCA directly helped reconnect 63 households under the Winter Utility Reconnection Program. This initiative was a last line of consumer protection for households entering winter in Alberta without essential heat and power services.

23,220 calls from Albertans and mediation services for 1,174 customers

The UCA's Consumer Education program conducted 67 outreach events. This outreach was complemented by 1,317,509 consumer visits to the UCA website.

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<sup>1</sup> Alberta Utilities Commission - regulates the utilities sector, natural gas and electricity markets to protect social, economic and environmental interests of Alberta where competitive market forces do not.

# 1. Executive Summary

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During Fiscal Year 2024-25, the UCA informed more consumers about their utility options, helped consumers resolve disputes with the utility providers, and helped contain consumer electricity costs while delivering its services even more efficiently. The UCA continues to innovate and deliver value to the electricity and natural gas ratepayers who fund it.

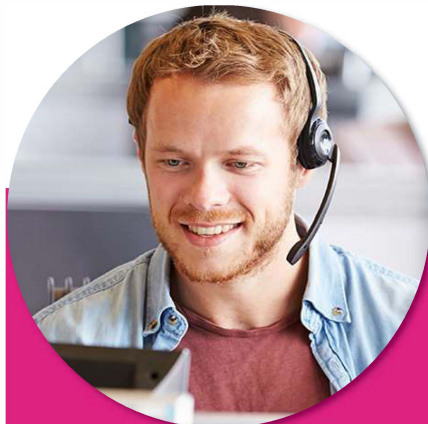
## 2. Introduction

The UCA empowers small business, farm, and residential consumers of electricity, natural gas, and water utilities in Alberta through its three core functions:



### Advocacy

The UCA acts as the voice of electricity and natural gas consumers in dozens of regulatory proceedings every year to ensure the lowest-possible rates for Alberta utility consumers consistent with safe, reliable, and reasonable service.



### Mediation

The UCA works with consumers to investigate and attempt to resolve their concerns through mediation with utility companies.



### Education

The UCA provides information and advice to consumers so they understand their utility services and how to make informed choices about purchasing electricity and natural gas services best suited for their individual circumstances.

The UCA's mandate is set out in Schedule 13.1 of the *Government Organization Act*.

## Vision

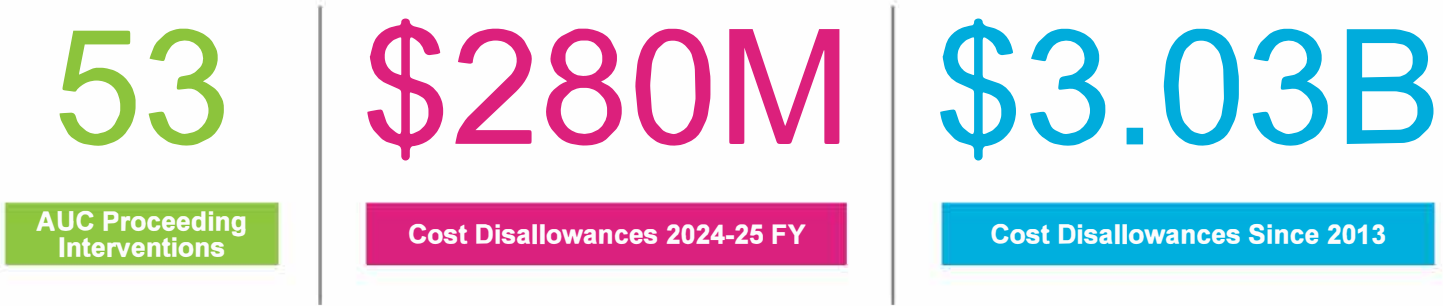
Alberta's small business, farm, and residential utility consumers are confident the UCA provides them with the information and representation they need to protect their interests.

## Mission

The UCA advocates, mediates, and educates for Alberta's small business, farm, and residential utilities consumers to provide the information they need to make informed decisions about their utilities services, mediate disputes with their utilities providers, and represent the interests of electricity and natural gas consumers at regulatory proceedings to ensure they receive reliable services at reasonable prices.

### 3. UCA Advocates

#### Regulatory Affairs Program Activities



The AUC may accept a “Cost Disallowance” based on evidence from interveners. e.g., An applicant may request \$6 million for new computer and the UCA presents evidence to show they only need \$4 million, the disallowance would be the difference between the amount the AUC accepts and what was requested (\$6M-\$4M=\$2M).

The UCA advocates for safe, reliable, cost-effective utility service that meets the needs of consumers today and tomorrow. The Alberta Utilities Commission (AUC) reviews hundreds of applications each year through regulatory proceedings. The UCA typically intervenes in the few dozen proceedings annually that could have the most impact on consumers. These primarily include AUC proceedings that address service quality, terms and conditions, or rates for consumers.

The UCA intervened in 53 AUC proceedings during 2024-25; 44 of those proceedings were concluded and decisions were issued by March 31st, 2025. UCA evidence and arguments cited by the AUC in its decisions prevented unjustified costs from being downloaded to consumers.





Table 1<sup>2</sup> below summarizes the participation and value of UCA regulatory interventions in AUC proceedings since 2021. These cost disallowances total \$3.03 billion since 2013 and over \$280 million during fiscal year 2024-25. The UCA has included a performance measure of a rolling three-year average for cost disallowances to adjust for the variance in the number of AUC proceedings and decisions that occur from year to year. For 2024-25, that rolling three-year average was \$391 million.

Table 1 - UCA Participation in AUC Regulatory Proceedings 2022-2025			
	2022-23	2023-24	2024-25
Number of AUC decisions where the UCA intervened in the proceeding	19	30	44
Number of issues contained within those proceedings	177	209	101
Number of issues UCA intervened in	77	162	95
Percentage of issues the AUC agreed with the UCA on	61%	80%	62%
UCA Regulatory Affairs Program Costs (millions)	\$2.87	\$2.76	\$3.14
UCA Evidence/Argument Cited in AUC Decision as Cost Disallowances (millions)	\$63	\$829	\$280
Cost Disallowances per \$ invested in UCA Regulatory Affairs	\$22	\$300	\$89
<b>Rolling Three Year Average of Cost Disallowances (millions)</b>	<b>\$146</b>	<b>\$328</b>	<b>\$391</b>

2 The significant variance in annual cost disallowances is mostly attributable to the value of issues being examined by the AUC in their proceedings and the decisions published in each fiscal year. For example, AUC Decision 2941-D01-2015 Generic Cost of Capital that included cost disallowances of \$239.6 million was published on March 23, 2015; had it been published nine days later, it would have counted against 2015-16 statistics.



**Table 2** below demonstrates the return on investment consumers have received from the UCA's Regulatory Affairs program during 2024-25; for every \$1 dollar invested, \$89 in cost disallowances were recorded. This return is significantly above the targeted three-year rolling average of more than \$50 in cost disallowances for every \$1 invested. Cost disallowances included multiple general tariff applications, regulated rate tariffs, and the Rate of Last Resort Energy Price Setting Plan. The UCA will explore opportunities to intervene in more proceedings in Fiscal Year 2025-26 to find more cost disallowances for consumers.

Table 2 – UCA Regulatory Affairs Performance Measures			
Performance Measures	Target 3 year rolling average	Actual 3 year rolling average	2024/25
Cost disallowances per dollar invested in UCA Regulatory Affairs.	>\$50	\$150	\$89
Success rate on the issues contested at the AUC.	>66%	68%	62%
% of Regulatory Affairs budget spent on external legal counsel and contractors.	<75%	66%	68%

In addition to regulatory interventions, the UCA continued to undertake “best practices” research and provide input to the AUC, Alberta Electric System Operator (AESO), other industry bodies, and other parts of the Department on policy related to terms and conditions, distributed energy resources, and metering practices.

The UCA was an active participant representing consumer interests in discussions regarding AUC Rules and AESO initiatives, including the AESO's ongoing Restructured Energy Market consultations.



The UCA continues to make utility billing consistency and transparency a priority with additional research on retail administration fee structures being used to inform consumer education programing and updates to the UCA website's Cost Comparison Tool.

# Regulatory Affairs Program Objectives

The UCA Regulatory Affairs program supports the following Affordability and Utilities 2024-27 Business Plan Outcomes and Key Objectives:

**Table 3: Affordability and Utilities Outcome 1 – Albertans have the information and support needed to make cost-of-living more affordable**

Key Objective 1.2	Work with partner ministries to educate and inform Albertans about strategies to address ongoing cost-of-living expenses associated with utilities, housing, insurance, food, and other core household expenses.
Key Objective 1.5	<p>Address the cost of utility payments for Albertans by:</p> <ul style="list-style-type: none"> <li>• Exploring how to design rates for electricity and natural gas to best serve Albertans;</li> <li>• Protecting consumers from spikes in electricity and natural gas prices</li> <li>• Identifying opportunities to reduce transmission, distribution, and other costs;</li> <li>• Educating Albertans about alternatives to the Regulated Rate Option (replaced by the Rate of Last Resort); and</li> <li>• Advocating for consumers through interventions in Alberta Utilities Commission proceedings by the Utilities Consumer Advocate.</li> </ul>

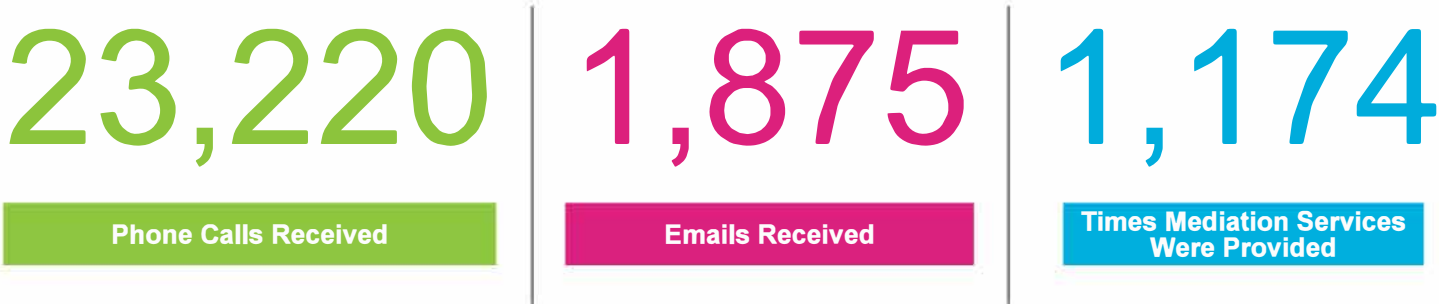
**Table 4: UCA Regulatory Affairs Program Objectives**

One	Work with partner ministries to educate and inform Albertans about strategies to address ongoing cost-of-living expenses associated with utilities, housing, insurance, food, and other core household expenses.
Two	<p>Address the cost of utility payments for Albertans by:</p> <ul style="list-style-type: none"> <li>• Exploring how to design rates for electricity and natural gas to best serve Albertans;</li> <li>• Protecting consumers from spikes in electricity and natural gas prices</li> <li>• Identifying opportunities to reduce transmission, distribution, and other costs;</li> <li>• Educating Albertans about alternatives to the Regulated Rate Option (replaced by the Rate of Last Resort); and</li> <li>• Advocating for consumers through interventions in Alberta Utilities Commission proceedings by the Utilities Consumer Advocate.</li> </ul>
Three	Ensure timely UCA reporting of regulatory results, successes, and future challenges, including informing the Minister of Affordability and Utilities on critical issues arising from regulatory applications.
Four	Reduce regulatory burden by identifying opportunities to address reoccurring regulatory issues and improving standardization of terms, tariffs, and conditions through collaboration with industry and other stakeholders, generic regulatory proceedings, or updates to regulation.



# 4. UCA Mediates

## Mediation Program Activities



With the Alberta Utilities Commission and participating natural gas/electricity retailers, successfully reconnected services to 202 households who were without electricity and/or natural gas services as of November 1, 2024.

The UCA received 23,220 calls from Albertans through the 310-4UCA (310-4822) line and 1,875 emails to UCAhelps@gov.ab.ca in fiscal year 2024-25. The majority of the calls were from customers looking for advice and information about their utility situation. Mediation Officers provided consumers with a list of retailers and product offers, education about the energy market, and information that will help a customer to make an informed choice about their service. Of the total calls and emails, 1,174 provided mediation services. These services included investigating concerns raised by consumers and attempts to resolve their concerns through mediation with utility companies. The most common reasons for mediation were: billing issues, late bills, concerns about billing, concerns about customer service, and disconnections for non-payment or non-application.

The UCA participates in the AUC’s Winter Utility Reconnection Project each year. The UCA is supplied with the names and contact information for Albertan consumers whose electricity and/or natural gas services are being disconnected at the beginning of the winter season. Multiple attempts are made to reach those individuals through phone calls and letters in an effort to assist in the reconnection process. This includes providing information and advice, mediating payment arrangements, and connecting consumers with support programs (if required). This year, the UCA received 1,930 files from retailers for investigation, and worked with the AUC and participating natural gas/electricity retailers to successfully reconnect services to 202 households who were without electricity and/or natural gas services as of November 1, 2024. The UCA directly helped reconnect 63 disconnected households during the 2024-25 winter season who had not come to an arrangement with their retailer.

Table 5 – UCA Mediation Performance Measures		
Performance Measure	Service Targets	2024-25 Actuals
Abandoned Call Rate	7%	6.95%
Average Speed of Answer	1.56 min	40 second
Average Days to Close an Energy Utility Mediation	14 days	10 days
Average Days to Close a Water Utility Mediation	28 days	10 days
Winter Utility Disconnection Program completed	December 15th	December 20th

# Mediation Program Objectives

The UCA Mediation program supports the following Affordability and Utilities 2024-27 Business Plan Outcomes and Key Objectives:

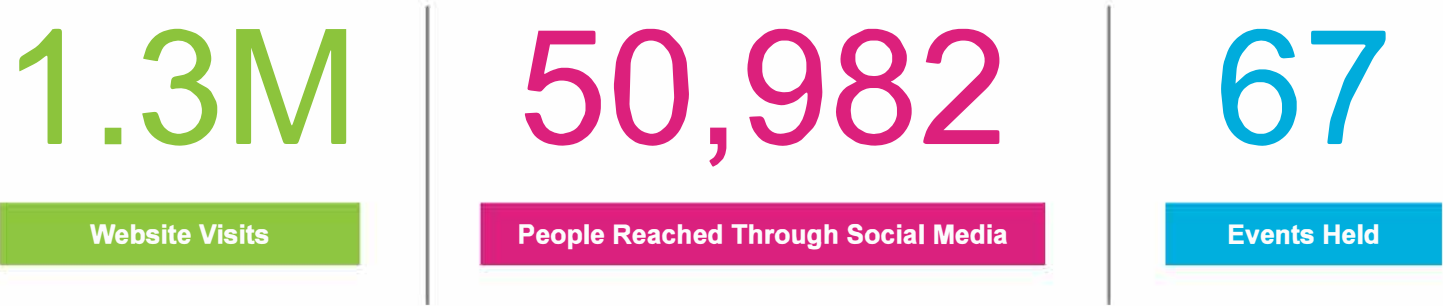
Table 6 - Affordability and Utilities Outcome 1 – Albertans have the information and support needed to make cost-of-living more affordable	
Key Objective 1.3	Mediate disputes with utility providers for Alberta's electricity, natural gas, and water consumers through the Utilities Consumer Advocate

Table 7 - UCA Mediation Program Objectives	
One	Resolve disputes between consumers and energy service providers through timely and effective mediation.
Two	Contact disconnected residential consumers through the Winter Utility Reconnection Program in order to assist with activating their gas and/or electricity service during winter months.
Three	Support Affordability and Utilities by advising the Minister of critical and sensitive issues and on trends identified from mediation activities.



# 5. UCA Educates

## Consumer Education and Awareness Program Activities



The UCA Consumer Education and Awareness Program includes three complementary components:

1. The [www.ucahelps.alberta.ca](http://www.ucahelps.alberta.ca) website
2. UCA social media channels
3. UCA consumer outreach program

### Website

The [www.ucahelps.ca](http://www.ucahelps.ca) website is the foundation of the UCA Consumer Education and Awareness Program. The website provides Albertans with helpful information on what their options are when it comes to purchasing power and natural gas for their homes and businesses. The UCA website provides an important objective source of information for consumers about retail choice, monthly bills, helpful tips and hints, and where to go for help. The site also includes detailed information about the energy markets, utility regulatory processes, and regulatory decisions. The website includes a cost-comparison tool so that consumers can easily review the products available in their area.

There were over 1.3 million visits to the UCA website in 2024-25. The website was promoted during a modest digital advertising campaign during Fall 2024, and during the Government’s extensive Rate of Last Resort advertising campaign during February and March 2025.

### Social Media

The UCA continues to leverage social media channels on Facebook, Instagram, and LinkedIn to complement other consumer education programs to promote visits to the UCA website. Over the past year, several changes were made to the UCA social media strategy including increasing post frequency, posting specialized content for each platform, and the development of a cohesive style.

As these platforms have changed their analytic metrics, the UCA is establishing a new baseline for how these will be reported. The UCA will now be looking at “Views” for Facebook and Instagram, and “Impressions”<sup>3</sup> for LinkedIn. While these have different names, they are defined similarly.

<sup>3</sup> Meta defines “Views” as the number of times content appears on a users screen, while LinkedIn defines “Impressions” as the number of times content appears in a users feed. Both metrics count multiple appearances on screen/feed by the same user.

## 5. UCA Educates

### Consumer Education and Awareness Program Activities

Table 8 – UCA Social Media Channel Results	
Platform	Views (Facebook and Instagram) / Impressions (LinkedIn)
Facebook	31,002
Instagram	8,501
LinkedIn	11,479
<b>Total</b>	<b>50,982</b>

### Consumer Outreach Program

Over the past year, the Consumer Education Team delivered 67 outreach activities in a mix of online presentations and in-person events. The team continued a strategy of engagement with relevant stakeholder organizations, such as business, seniors, and newcomer associations, as well as social and Indigenous community groups. Education resources were shared with these organizations for distribution to their membership. These activities also enabled the Consumer Education Team to collect feedback that improved the UCA website and social media posts, as well as referrals to the UCA Mediation Team and the identification of regulatory and policy issues to the Regulatory Affairs Section.

### Rate of Last Resort Awareness

The Rate of Last Resort (RoLR) went into effect on January 1st 2025. Under The *Rate of Last Resort Regulation* and the UCA, the UCA has the responsibility to inform regulated rate customers about their electricity service options. The RoLR includes a consumer awareness surcharge of 0.1 cents per kilowatt hour that funds those programs specifically for RoLR customers. The programs include:

- RoLR customer notifications every 90 days over email or letters that inform RoLR customers they are on the RoLR and that they may have the option to receive services from another provider of their choice;
- Additional Consumer Information Officers in the UCA call centre focused on supporting RoLR customers; and
- Additional consumer education resources focused on supporting RoLR customers.

While initial start-up funding for RoLR transition were provided by the Government of Alberta external to UCA funding, these programs will be self-funded going forward based on revenues from the RoLR Consumer Awareness Surcharge. The UCA Annual Report next year will contain more details as several elements of these programs did not begin until April 2025.

# Consumer Education and Awareness Program Objectives

The UCA Consumer Education program supports the following Affordability and Utilities 2024-27 Business Plan Outcomes and Key Objectives:

Table 9: Affordability and Utilities Outcome 1 – Albertans have the information and support needed to make cost-of-living more affordable	
Key Objective 1.2	Work with partner ministries to educate and inform Albertans about strategies to address ongoing cost-of-living expenses associated with utilities, housing, insurance, food, and other core household expenses.
Key Objective 1.5	Address the cost of utility payments for Albertans by: <ul style="list-style-type: none"><li>Educating Albertans about alternatives to the Regulated Rate Option.</li></ul>

Table 10: UCA Consumer Education Program Objectives	
One	Electricity and natural gas consumers are aware of the energy utility service options available to them.
Two	Electricity and natural gas consumers know where to find independent and impartial information tools to assist in choosing their provider.
Three	Electricity and natural gas consumers are aware of the regulatory protections and oversight of the utilities sector, natural gas and electricity markets.
Four	Electricity, natural gas, and water utility consumers understand the line items on their monthly utility bills.
Five	Electricity, natural gas, and water utility consumers are aware of mediation services available to them if they have a dispute with their utility provider.
Six	Electricity, natural gas, and water utility consumers know where they can learn more about electricity, natural gas, and water utilities issues.





## 6. Financial Information

The UCA's financial results (unaudited) for the 2024-25 FY are presented in Table 11.

Table 11 – Financial Report, 2024-25 Fiscal Year ending March 31st, 2025			
(in thousands of dollars)	2024-25	2024-25	
Expense <sup>1</sup>	Budget	Actual	Variance
Regulatory Affairs	4,483	3,141	1,342
Consumer Education and Awareness	1,880	970	910
Operations	962	1,105	(143)
Mediation Services	816	766	50
Power and Natural Gas Consumers Panel	17	14	3
<b>Total Expense</b>	<b>8,158</b>	<b>5,996</b>	<b>2,162</b>
<sup>1</sup> The UCA is funded 80 percent by the Balancing Pool and 20 percent by Natural Gas Utilities			

For 2024-25, the UCA had results of \$6 million in expense, which was \$2.2 million lower than budget primarily due to the following:

- \$1.3 million lower than budget in Regulatory Affairs due to fewer AUC proceedings requiring legal counsel and regulatory/technical consultants.
- \$910,000 lower than budget in Consumer Education and Awareness due to reduced advertising costs.
- Budget space from other programs were redirected to support additional Operations efforts, primarily for salary expenses related to support positions.



# 7. Power and Natural Gas Consumer's Panel Activities

The Power and Natural Gas Consumers' Panel is an advisory agency accountable to the Minister of Affordability and Utilities and is responsible for providing advice and guidance regarding current and emerging energy consumer issues. The Panel is comprised of five public members and a member from Alberta Municipalities, Rural Municipalities of Alberta, Alberta Chamber of Commerce, and Alberta Federation of Agriculture.

The Panel met three times during Fiscal Year 2024-2025.

## May 2024

The Panel reviewed the UCA Annual Report for 2023-24 and recommended its acceptance by the Minister of Affordability and Utilities.

## September 2024

The Panel discussed its priorities for the next year on September 9th. This meeting was followed up on September 23rd in a meeting between the Panel Chair and Minister Neudorf which identified areas of focus for the Panel:

- Rate design options and identifying opportunities to reduce costs.
- Policies on the integration of distributed energy resources.
- Information/education to support Albertans to manage energy costs and consumption.

## December 2024

The Panel had presentations that focused on micro-generation, electricity price trends, energy management app, and rural distribution of utilities. Based on these briefings, the Panel decided to form sub-committees that would meet virtually to develop more detailed research and development of policy recommendations to the Ministry on the following topics:

- Competitive retail admin fee structures;
- Advanced Metering Infrastructure requirements to enable new tariff models; and
- Recommendations for updating micro-generation policies.

It should be noted the Ministry conducted a five-year review of the Panel in accordance with the Public Agencies Governance Act over the winter and determined that the Panel had made significant contributions, including providing valuable advice and influencing policy decisions for consumers' interests. However, the report also identified there were opportunities for the Department to better leverage the Panel in policy development and external stakeholder engagement. Several recommendations were made on how to enhance business processes to better leverage the Panel which will be incorporated into the Panel's and the UCA strategic plan going forward.

The sub-committees met several times virtually supported by UCA staff during the first quarter of 2025; however, their work was not tabled until the Panel's meeting in mid-April 2025.

## 8. Appendices

### Appendix A

#### Mandate

The UCA is established by the *Government Organization Act*, Schedule 13.1. The Act assigns the following responsibilities to the UCA:

- (a) to represent the interests of Alberta's small business, farm and residential consumers of electricity and natural gas before proceedings of the Alberta Utilities Commission and other bodies whose decisions may affect the interests of those consumers;
- (b) to disseminate independent and impartial information about the regulatory process relating to electricity and natural gas, including an analysis of the impact of decisions of the Alberta Utilities Commission, other bodies and the courts relating to electricity and natural gas;
- (c) to inform and educate consumers about electricity, natural gas and water utilities issues;
- (d) to disseminate independent and impartial information to assist electricity and natural gas consumers in choosing a distributor, provider or retailer, including:
  - (i) complaints made under this Schedule, the *Electric Utilities Act* or the *Alberta Utilities Commission Act* and the outcome of any recommendation, hearing or settlement,
  - (ii) investigations, orders, administrative penalties or convictions conducted, awarded or made under the *Electric Utilities Act*, the *Alberta Utilities Commission Act* or the *Consumer Protection Act*,
  - (iii) compliance records of a distributor, provider or retailer in adhering to the standards and codes prescribed under the *Electric Utilities Act*, the *Alberta Utilities Commission Act* and the *Consumer Protection Act*, and
  - (iv) any other matters the Utilities Consumer Advocate considers necessary to carry out the purposes of this clause;
- (e) to assist in the resolution of any consumer issue, complaint or dispute between a consumer and a distributor, provider or retailer relating to the provision of electricity, natural gas or water as the Utilities Consumer Advocate considers appropriate and, if a resolution is not reached, to refer the complaint to the person, body or authority the Utilities Consumer Advocate considers appropriate;
- (f) to develop and undertake activities that the Utilities Consumer Advocate considers appropriate for the purposes of:
  - (i) preventing the disconnection of electricity or natural gas provided by a retailer or provider to a consumer, or
  - (ii) facilitating the reconnection of electricity or natural gas provided by a retailer or provider to a consumer;
- (g) to carry out such other responsibilities relating to electricity, natural gas and water as the responsible Minister determines.

The UCA's mandate is set out in Schedule 13.1 of the *Government Organization Act*.

## Appendix B

### Proceeding Intervention Criteria

The UCA may intervene in a proceeding based on the combination of the priorities below (high, medium or discretionary) and the resources available.

### Proceeding and Policy Priorities

#### 1. Base load high priority work - mandatory participation

- Generic Cost of Capital
- General Revenue Applications (GRAs), General Tariff Applications (GTAs) and all subsequent related proceedings including:
  - Interim requests that are excessive
  - Review and Variance requests
  - Appeals to the Alberta Court of Appeal
- Retail energy and non-energy proceedings and all subsequent related proceedings
- Regulated Rate Initiative proceedings including PBR and Capital Trackers

#### 2. Medium priority work - participation depending on constraints

- Policy matters and generic proceedings that affect multiple un-affiliated utilities
  - AUC initiated
    - Utility Asset Disposition
    - Code of Conduct
    - Minimum Filing Requirements
    - Service Quality
    - Distribution Inquiry
  - Department of Energy initiated
    - Harmonization of regulations
    - Market consultations
  - Others
    - Industry initiated
    - Transmission constraint management
- Policy matters for affiliated utilities that have the potential to set precedents
  - Pension management
  - Others
- Complaints by or on behalf of specific customers

#### 3. Discretionary work/Optional participation

- Facilities Applications
- Needs Identification
- Markets - AESO Rules
- National Energy Board matters related to TransCanada Alberta System (NGTL)
- Interim filings
- Compliance filings
- True up or rider applications
- Research on policy implications of emerging technologies on utilities

## Appendix B

### Issue Intervention Criteria

Within proceedings, the UCA will take positions on specific issues based on the following criteria. The validity of these specific criteria and the success on specific issues will be monitored and modified on an ongoing basis.

#### **1. Impact on Alberta consumers - potential benefit or harm**

##### **(a) Costs**

- (i) timing
- (ii) magnitude
- (iii) direct channel to consumers
- (iv) reasonableness or prudence

##### **(b) Service reliability and quality**

- (i) for all service types (retail, distribution, transmission and wholesale)
- (ii) for both physical operations and customer service

##### **(c) Terms and conditions of service**

##### **(d) Intergenerational equity**

##### **(e) Legitimate or reasonable request from constituents**

#### **2. Past successes or failures on specific, related or similar issues**

##### **(a) Have we exhausted all avenues?**

##### **(b) Was the best case put forward?**

#### **3. Resource availability to address the specific issues**

##### **(a) Internal**

##### **(b) External**

#### **4. Regulatory precedent, support or impact**

##### **(a) Aligned with the regulatory compact**

##### **(b) Within Alberta**

##### **(c) In other Canadian jurisdictions**

##### **(d) In other jurisdictions including the US**

#### **5. Regulatory Affairs principles to be defended**

#### **6. Alternative means exist for addressing the issues (i.e. another proceeding or policy input)**

#### **7. Are the UCA's interests adequately represented by other interveners?**



## Appendix C

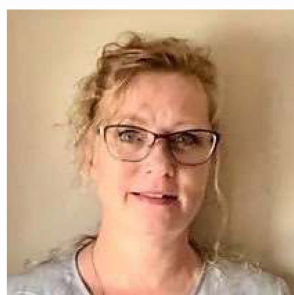
### Power and Natural Gas Consumers' Panel Biographies

#### Panel Mandate

Created under s. 7 of the *Government Organization Act*, the Power and Natural Gas Consumer's Panel ("the Committee") is an advisory agency accountable to the Minister of Affordability and Utilities ("Minister") and responsible for providing advice and guidance regarding current and emerging energy consumer issues.

#### Panel Members FY 2024-25

##### Annette Clews



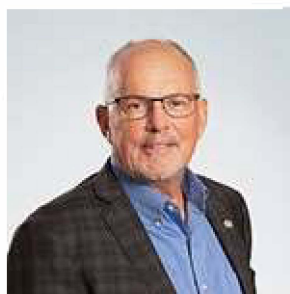
#### Chair, Public Member

Annette Clews lives in Sundre, Alberta. She has owned a small business since 2017, transitioning the company to a web-based store in 2019. From 2013 to 2017, she was an adjudicator on the Surface Rights Board and Land Compensation Board for the province of Alberta. Annette was a councillor for the Town of Sundre from 2001 to 2008, then acting Mayor from 2008 to 2010.

In 2010 Annette was elected Mayor and served in this capacity until 2013. During that time, she completed several certifications, including basic economic development, municipal development board, municipal affairs assessment review board, municipal finance courses, incident command system ICS, dispute resolution, and effective leadership skills. During her time as Mayor, she successfully completed many projects for the community that required multiple levels of government involvement.

In 2009, Annette and other council members from local communities were recognized at AUMA, winning the Minister of Municipal Affairs Award of Excellence for inter-municipal cooperation. In 2013, Annette received the Queen Elizabeth II Diamond Jubilee medal for dedication to her community.

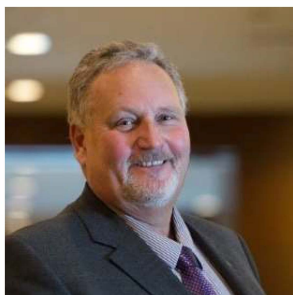
##### Mike Pashak



#### Member representing Alberta Municipalities

Mike is a third-generation property owner on Sylvan Lake, and is in his second term on Council for the Summer Village of Half Moon Bay. He is President of the Association of Summer Villages of Alberta, which provides a forum for all Summer Villages and represents the interests of members at all levels of government. Mike is an executive-level business professional with 30 years of experience in the electric utility industry. He has a proven ability to build relationships with governments, regulators, industry peers and stakeholders.

## Humphrey Banack



### Member representing Alberta Federation of Agriculture

Mr. Humphrey Banack and his family operate a 7000-acre third generation grains and oilseeds farm in the Round Hill area, 50 miles southeast of Edmonton. His farm has grown from a small mixed operation into a larger, more complex operation requiring considerable management time. Humphrey has been involved with the Alberta Federation of Agriculture since 2003, serving as president for four years. He served as Vice-president of the Canadian Federation of Agriculture from 2011 to 2017, meeting agricultural producers from across Canada and around the world. Mr. Banack was born and raised in the Round Hill area and has been deeply involved in the community his entire life. He understands the growing challenges that rural communities face today such as decreasing population, increasing costs, and providing the necessary programs that enliven rural communities.

## Faith-Michael Uzoka



### Public Member

Faith-Michael Uzoka (BSc, MS, MBA, PhD) is a Professor in the Department of Mathematics and Computing at Mount Royal University (MRU), Calgary. He has about 30 years of university teaching and research experience in four countries. Michael is an accomplished scholar with over 100 academic publications that have made global impacts in various aspects of human endeavour, especially in medical decision support systems. He has worked with research collaborators to develop award-winning innovations; e.g., automatic pill dispenser, smart medical assistant, and a system for the early differential diagnosis of tropical confusable diseases. Michael served as a Canadian Commonwealth Scholar, Carnegie African Diaspora Fellow, and Research Development Officer (MRU). He is passionate about equity, diversity and inclusion (EDI) and places a high premium on EDI's value in governance and community relations. Michael chairs the EDI Committee of the Faculty of Science and Technology and sits on the President's Advisory Committee on EDI at MRU.

## Karen Rosvold



### Member representing Rural Municipalities of Alberta

Karen Rosvold was elected to the RMA Board of Directors in November 2022 as the Director for District 4. Karen has served as a councillor for the County of Grande Prairie since winning a by-election in May 2016. During that time, she concurrently served on the board for the Family Community Support Services Association of Alberta (FCSSAA). She also continues to serve on the boards for the County of Grande Prairie Library, Grand Spirit Housing Management, and many more. Committee work for the RMA includes the Affordable Housing Task Force, the AFRRCS Council and the FCSS Steering Committee. Karen and her husband live near LaGlance, Alberta. They continue to farm approximately 3,000 acres of land and raise around 300 head of cattle together with their son and his family. In addition to farming and her public service, Karen has worked in customer service, property management, automotive service, and finance. Being a proud mother and grandmother, she feels driven to make a difference for her family in her community.

## Don Oszli



### Member representing Alberta Chambers of Commerce

Don Oszli is a Managing Partner in the public accounting firm, Pivotal LLP. He holds a Bachelor of Commerce from the University of Alberta and is a Chartered Accountant, Certified Management Accountant and Certified Internal Auditor. Throughout his career, Don has chaired a number of industry association committees, including the Travel Alberta Board of Directors, Red Deer Chamber of Commerce Board of Directors, Institute of Chartered Accountants Audit Committee, Alberta Chambers of Commerce Executive, Red Deer Regional Airport Authority and The Leadership Centre. Since 2017, Don has served as the Chair of Parkland Class, a not-for-profit corporation and registered charity

employing 600 people and providing disability support for adults and children in need. He became a Fellow of the Institute of Chartered Accountants in 2004 and was awarded the Gus Bakke Memorial Award by the Canadian Home Builders Association, as well as the Queen's Golden Jubilee Award. For the past 25 years, Don has taught at the Institute of Chartered Professional Accountants of Alberta and created new professional development course material. He has authored numerous publications, including Orientation to Public Practice (Level I and Level II) and Public Accounting Registration Criteria (PARC) Modules 3, 4 and 5, published by the Institute of Chartered Accountants.

## Richard Dunn



### Public Member

Richard Dunn is a Professional Engineer with extensive senior-level experience with major Canadian energy producers who brings a solid understanding of a broad range of government-related matters, including policy and regulatory development as well as complex regulatory applications. Collaborating extensively with Indigenous Peoples, stakeholders, governments, regulators and other industry players, Richard's teams have focused on delivering involved regulatory applications as well as efficient and evidence-based policy and regulatory development, considering factors such as environmental science, health, social, economics, engineering, and safety. Examples of relevant policy

and regulatory development include royalty and tax program design as well as greenhouse gas policy and regulation. Richard holds a Bachelor of Applied Science in Mechanical Engineering degree from the University of British Columbia and a Master of Engineering in Chemical Engineering from the University of Calgary. He has served on several boards, including the Executive of the Business Council of British Columbia and the University of Calgary Senate. Richard and his wife Bev are proud to have three adult children and two grandchildren.

## Michael Ng, Public Member



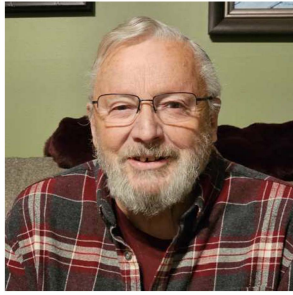
### Public Member

Michael Ng, P.Eng., PMP, MBA is an Alberta-born executive, engineer and board leader with two decades in energy, utilities, and infrastructure. He began as a field engineer in the oilfield before delivering more than \$900 million CAD in transmission projects at AltaLink—where he standardized AC-interference mitigation practices and led landmark builds such as Alberta's first phase-shifting transformer and the 500 kV Heartland Transmission Project. As a Vice-President at Xylem, Michael unified three global businesses into a single \$100 million-plus P&L, overseeing roughly 500 staff and 1,500 projects annually while honing expertise in operational

excellence and change management. He now heads N5 Consulting, guiding organizations on governance and transformational growth. Michael also serves as a Public Member on the Alberta Association of Architects Council and as an Advisory Member of Council for Stswecem'c Xget'tem First Nation, supporting community resilience, economic diversification, and long-term sustainability.



## Sheldon Fulton



### Public Member

Sheldon Fulton is a consultant in the Alberta energy sector specializing in the design and implementation of markets for the past 25 years. Sheldon's ability to draw on his experience in commodity market analysis including automation of commodity exchanges for a diverse range of commodities in various international markets, provides a distinctive career approach to the Alberta electricity market. Sheldon has a unique perspective on the Alberta default supply sector from his engagement as the Independent Advisor for the Negotiated Settlements between consumer associations and RRO Providers in Alberta from 2001 to 2018; including ENMAX, Direct Energy and EPCOR.

These Independent Advisor responsibilities included the development of energy procurement portfolios, oversight of the actual energy purchases and the development of monthly energy rates for the various customer classes within the regulated rate load. Sheldon was also a past Executive Director of the Industrial Power Consumers Association of Alberta, which is an association of large industrial consumers in Alberta including oil and gas, pipeline, petrochemical, agricultural and steel foundering. Previously Sheldon worked as President of Forte Business Solutions Ltd. which provides consulting services to the energy and agricultural markets on economic and market issues. This included development of automated Exchanges in London, Sydney, and New York prior to moving to Calgary to assist in developing the Natural Gas Exchange