



OLTHUIS KLEER  
TOWNSHEND - LLP

B A R R I S T E R S   A N D   S O L I C I T O R S

**Jacynthe Ledoux**  
jledoux@oktlaw.com  
416.981.9352  
73089

December 21, 2018

**DELIVERED VIA RESS AND COURIER**

Ontario Energy Board  
2300 Yonge Street  
27th Floor  
Toronto, Ontario  
M4P 1E4

Attention: Kirsten Walli, Board Secretary

Dear Ms. Walli:

**Re:   IAMGOLD'S Application for Leave to Construct Transmission Facilities in the District of  
Sudbury, Ontario – Mattagami First Nation Cost Claim  
OEB File No. EB-2018-0191**

We are counsel for the Mattagami First Nation [MFN]. We enclose the cost claim of MFN, on the Board's form and enclosing docket details.

MFN's intervention focused on reliability issues and confirmed that the IAMGOLD's Project may slightly increase reliability. MFN's focus on reliability issues is clearly within the Board's jurisdiction under s. 96(2)(1) of the *Ontario Energy Board Act*.

MFN submits that it participated responsibly and in a proportionate manner to assist the Board in a better understanding of the reliability issue, and its cost claim is reasonable relative to the contribution MFN made to this proceeding.

All of which is respectfully submitted.

Kindest regards,

Olthuis, Kleer, Townshend LLP

JACYNTHE LEDOUX

**Ontario Energy Board**  
**COST CLAIM FOR HEARINGS**



**Affidavit and Summary of Fees and Disbursements**

This form should be used by a party to a hearing before the Board to identify the fees and disbursements that form the party's cost claim. Paper and electronic copies of this form and itemized receipts must be filed with the Board and served on one or more other parties as directed by the Board in the applicable Board order. Please ensure all required (yellow-shaded) fields are filled in and the Affidavit portion is signed and sworn or affirmed.

**Instructions**

- Required data input is indicated by yellow-shaded fields. Formulas are embedded in the form to assist with calculations.
- All claims must be in Canadian dollars. If applicable, state exchange rate and country of initial currency.  
Rate: \_\_\_\_\_ Country: \_\_\_\_\_
- A separate "Detail of Fees and Disbursements Being Claimed" (comprising a "Statement of Fees Being Claimed" and a "Statement of Disbursements Being Claimed") is required for each lawyer, analyst/consultant and articling student/paralegal. However, only one "Summary of Fees and Disbursements" covering the whole of the party's cost claim should be provided.
- The cost claim must be supported by a completed Affidavit signed by a representative of the party.
- A CV for each consultant/analyst must be attached unless provided to the Board as prescribed on the Cost Award Tariff.

Except as provided in section 7.03 of the Practice Direction on Cost Awards, itemized receipts must be provided.

<b>File #</b> EB- <u>EB-2018-0191</u>	<b>Process:</b> <u>IAMGOLD's Application for Leave to Construct</u>
<b>Party:</b> <u>Mattagami First Nation</u>	<b>Affiant's Name:</b> <u>Jacynthe Ledoux</u>
<b>HST Number:</b> _____	<b>HST Rate Ontario:</b> <u>0.00%</u>
Full Registrant <input type="checkbox"/>	Qualifying Non-Profit <input type="checkbox"/>
Unregistered <input type="checkbox"/>	Tax Exempt <input checked="" type="checkbox"/>
Other <input type="checkbox"/>	


**Affidavit**

I, Jacynthe Ledoux, of the City/Town of Toronto  
in the Province/State of Ontario, swear or affirm that:

1. I am a representative of the above-noted party (the "Party") and as such have knowledge of the matters attested to herein.
2. I have examined all of the documentation in support of this cost claim, including the attached "Summary of Fees and Disbursements Being Claimed", "Statement(s) of Fees Being Claimed" and "Statement(s) of Disbursements Being Claimed".
3. The attached "Summary of Fees and Disbursements Being Claimed", "Statement(s) of Fees Being Claimed" and "Statement(s) of Disbursements Being Claimed" include only costs incurred and time spent directly for the purposes of the Party's participation in the Ontario Energy Board process referred to above.
4. This cost claim does not include any costs for work done, or time spent, by a person that is an employee or officer of the Party as described in sections 6.05 and 6.09 of the Board's Practice Direction on Cost Awards.

  
\_\_\_\_\_  
**Signature of Affiant**

**Sworn or affirmed before me** at the City/Town of Toronto,  
in the Province/State of Ontario, on December 21, 2018.  
(date)

  
\_\_\_\_\_  
**Commissioner for taking Affidavits**

53765L

**Ontario Energy Board**  
**COST CLAIM FOR HEARINGS**



**Affidavit and Summary of Fees and Disbursements**

File # EB- EB-2018-0191 Process: IAMGOLD's Application for Leave to Construct

Party: Mattagami First Nation

**Summary of Fees and Disbursements Being Claimed**

Legal/consultant/other fees	\$	10,369.00
Disbursements	\$	140.64
HST	\$	343.85
<b>Total Cost Claim</b>	<b>\$</b>	<b>10,853.49</b>

**Payment Information**

Make cheque payable to: Mattagami First Nation

Send payment to this address: 75 helen Street, PO Box  
Gogama, ON, P0M 1W0

# Ontario Energy Board

## COST CLAIM FOR HEARINGS



### Detail of Fees and Disbursements Being Claimed

File # EB- <u>EB-2018-0191</u>	Process: <u>IAMGOLD's Application for Leave to Construct</u>
Party: <u>Mattagami First Nation</u>	Service Provider Name: <u>Nancy Kleer</u>
<div style="display: flex; justify-content: space-between;"> <div style="width: 40%;"> <p><b>SERVICE PROVIDER TYPE</b> (check one)</p> <p>Legal Counsel <input checked="" type="checkbox"/></p> <p>Articling Student/Paralegal <input type="checkbox"/></p> <p>Consultant <input type="checkbox"/></p> <p>Analyst <input type="checkbox"/></p> </div> <div style="width: 20%;"> <p>Year Called to Bar</p> <p style="border: 1px solid black; padding: 2px; text-align: center;">1988</p> </div> <div style="width: 30%;"> <p>Completed Years Practising/Years of Relevant Experience</p> <p style="border: 1px solid black; padding: 2px; text-align: center;">29</p> </div> </div>	
<p>For Consultant/Analyst: <input type="checkbox"/> CV attached      <input type="checkbox"/> CV provided within previous 24 months</p>	
<p>Hourly Rate: <span style="border: 1px solid black; padding: 2px;">\$330</span></p> <p>HST Rate Charged (enter %): <span style="border: 1px solid black; padding: 2px;">0.0%</span></p>	

Statement of Fees Being Claimed					
	Hours	Hourly Rate	Subtotal	HST	Total
<b>Pre-hearing Conference</b>					
Preparation		\$ 330.00	\$ -	\$ -	\$ -
Attendance		\$ 330.00	\$ -	\$ -	\$ -
<b>Technical Conference</b>					
Preparation		\$ 330.00	\$ -	\$ -	\$ -
Attendance		\$ 330.00	\$ -	\$ -	\$ -
<b>Interrogatories</b>					
Preparation	5.50	\$ 330.00	\$ 1,815.00	\$ -	\$ 1,815.00
Responses	0.20	\$ 330.00	\$ 66.00	\$ -	\$ 66.00
<b>Issues Conference</b>					
Preparation		\$ 330.00	\$ -	\$ -	\$ -
Attendance		\$ 330.00	\$ -	\$ -	\$ -
<b>ADR - Settlement Conference</b>					
Preparation		\$ 330.00	\$ -	\$ -	\$ -
Attendance		\$ 330.00	\$ -	\$ -	\$ -
Proposal Preparation		\$ 330.00	\$ -	\$ -	\$ -
<b>Argument</b>					
Preparation	0.70	\$ 330.00	\$ 231.00	\$ -	\$ 231.00
<b>Oral Hearing</b>					
Preparation		\$ 330.00	\$ -	\$ -	\$ -
Attendance		\$ 330.00	\$ -	\$ -	\$ -
<b>Other Conferences</b>					
Preparation		\$ 330.00	\$ -	\$ -	\$ -
Attendance		\$ 330.00	\$ -	\$ -	\$ -
<b>Case Management</b>			\$ -	\$ -	\$ -
<b>TOTAL SERVICE PROVIDER FEES</b>			\$ 2,112.00	\$ -	\$ 2,112.00

# Ontario Energy Board

## COST CLAIM FOR HEARINGS



### Detail of Fees and Disbursements Being Claimed

File # EB- EB-2018-0191

Process: IAMGOLD's Application for Leave to Construct

Party: Mattagami First Nation

Service Provider Name: Nancy Kleer

Statement of Disbursements Being Claimed			
	Net Cost	HST	Total
Scanning/Photocopy		\$ -	\$ -
Printing		\$ -	\$ -
Courier		\$ -	\$ -
Telephone/Fax		\$ -	\$ -
Transcripts		\$ -	\$ -
Travel: Air		\$ -	\$ -
Travel: Car		\$ -	\$ -
Travel: Rail		\$ -	\$ -
Travel (Other):		\$ -	\$ -
Parking		\$ -	\$ -
Taxi		\$ -	\$ -
Accommodation		\$ -	\$ -
Meals		\$ -	\$ -
Other:		\$ -	\$ -
Other:		\$ -	\$ -
Other:		\$ -	\$ -
<b>TOTAL DISBURSEMENTS:</b>	\$ -	\$ -	\$ -

# Ontario Energy Board

## COST CLAIM FOR HEARINGS



### Detail of Fees and Disbursements Being Claimed

<b>File # EB-</b> <u>EB-2018-0191</u>	<b>Process:</b> <u>IAMGOLD's Application for Leave to Construct</u>
<b>Party:</b> <u>Mattagami First Nation</u>	<b>Service Provider Name:</b> <u>Jacynthe Ledoux</u>

<b>SERVICE PROVIDER TYPE</b> (check one)	<b>Year Called to Bar</b>	<b>Completed Years Practising/Years of Relevant Experience</b>
Legal Counsel <input checked="" type="checkbox"/>	2011	7
Articling Student/Paralegal <input type="checkbox"/>		
Consultant <input type="checkbox"/>		
Analyst <input type="checkbox"/>		

Hourly Rate:	\$230
For Consultant/Analyst: <input type="checkbox"/> CV attached <input type="checkbox"/> CV provided within previous 24 months	HST Rate Charged (enter %): 0.0%

Statement of Fees Being Claimed					
	Hours	Hourly Rate	Subtotal	HST	Total
<b>Pre-hearing Conference</b>					
Preparation		\$ 230.00	\$ -	\$ -	\$ -
Attendance		\$ 230.00	\$ -	\$ -	\$ -
<b>Technical Conference</b>					
Preparation		\$ 230.00	\$ -	\$ -	\$ -
Attendance		\$ 230.00	\$ -	\$ -	\$ -
<b>Interrogatories</b>					
Preparation	15.90	\$ 230.00	\$ 3,657.00	\$ -	\$ 3,657.00
Responses	1.30	\$ 230.00	\$ 299.00	\$ -	\$ 299.00
<b>Issues Conference</b>					
Preparation		\$ 230.00	\$ -	\$ -	\$ -
Attendance		\$ 230.00	\$ -	\$ -	\$ -
<b>ADR - Settlement Conference</b>					
Preparation		\$ 230.00	\$ -	\$ -	\$ -
Attendance		\$ 230.00	\$ -	\$ -	\$ -
Proposal Preparation		\$ 230.00	\$ -	\$ -	\$ -
<b>Argument</b>					
Preparation	7.20	\$ 230.00	\$ 1,656.00	\$ -	\$ 1,656.00
<b>Oral Hearing</b>					
Preparation		\$ 230.00	\$ -	\$ -	\$ -
Attendance		\$ 230.00	\$ -	\$ -	\$ -
<b>Other Conferences</b>					
Preparation		\$ 230.00	\$ -	\$ -	\$ -
Attendance		\$ 230.00	\$ -	\$ -	\$ -
<b>Case Management</b>			\$ -	\$ -	\$ -
<b>TOTAL SERVICE PROVIDER FEES</b>			\$ 5,612.00	\$ -	\$ 5,612.00

# Ontario Energy Board

## COST CLAIM FOR HEARINGS



### Detail of Fees and Disbursements Being Claimed

File # EB- EB-2018-0191

Process: IAMGOLD's Application for Leave to Construct

Party: Mattagami First Nation

Service Provider Name: Jacynthe Ledoux

Statement of Disbursements Being Claimed			
	Net Cost	HST	Total
Scanning/Photocopy		\$ -	\$ -
Printing		\$ -	\$ -
Courier	\$ 127.38	\$ -	\$ 127.38
Telephone/Fax	\$ 13.26	\$ -	\$ 13.26
Transcripts		\$ -	\$ -
Travel: Air		\$ -	\$ -
Travel: Car		\$ -	\$ -
Travel: Rail		\$ -	\$ -
Travel (Other):		\$ -	\$ -
Parking		\$ -	\$ -
Taxi		\$ -	\$ -
Accommodation		\$ -	\$ -
Meals		\$ -	\$ -
Other:		\$ -	\$ -
Other:		\$ -	\$ -
Other:		\$ -	\$ -
<b>TOTAL DISBURSEMENTS:</b>	\$ 140.64	\$ -	\$ 140.64



# Ontario Energy Board

## COST CLAIM FOR HEARINGS



### Detail of Fees and Disbursements Being Claimed

<b>File # EB-</b> <u>EB-2018-0191</u>	<b>Process:</b> <u>IAMGOLD's Application for Leave to Construct</u>
<b>Party:</b> <u>Mattagami First Nation</u>	<b>Service Provider Name:</b> <u>Nancy Kleer</u>

<b>SERVICE PROVIDER TYPE</b> (check one)	<b>Year Called to Bar</b>	<b>Completed Years Practising/Years of Relevant Experience</b>
Legal Counsel <input type="checkbox"/>	<div style="border: 1px solid black; width: 100px; height: 20px; margin: 0 auto;"></div>	<div style="border: 1px solid black; width: 150px; height: 20px; margin: 0 auto; text-align: center;">7</div>
Articling Student/Paralegal <input type="checkbox"/>		
Consultant <input checked="" type="checkbox"/>		
Analyst <input type="checkbox"/>		
For Consultant/Analyst: <input checked="" type="checkbox"/> CV attached		<b>Hourly Rate:</b> <div style="border: 1px solid black; width: 100px; height: 20px; text-align: center; margin: 0 auto;">\$230</div>
<input type="checkbox"/> CV provided within previous 24 months		<b>HST Rate Charged (enter %):</b> <div style="border: 1px solid black; width: 100px; height: 20px; text-align: center; margin: 0 auto;">13.0%</div>

Statement of Fees Being Claimed					
	Hours	Hourly Rate	Subtotal	HST	Total
<b>Pre-hearing Conference</b>					
Preparation		\$ 230.00	\$ -	\$ -	\$ -
Attendance		\$ 230.00	\$ -	\$ -	\$ -
<b>Technical Conference</b>					
Preparation		\$ 230.00	\$ -	\$ -	\$ -
Attendance		\$ 230.00	\$ -	\$ -	\$ -
<b>Interrogatories</b>					
Preparation	11.50	\$ 230.00	\$ 2,645.00	\$ 343.85	\$ 2,988.85
Responses		\$ 230.00	\$ -	\$ -	\$ -
<b>Issues Conference</b>					
Preparation		\$ 230.00	\$ -	\$ -	\$ -
Attendance		\$ 230.00	\$ -	\$ -	\$ -
<b>ADR - Settlement Conference</b>					
Preparation		\$ 230.00	\$ -	\$ -	\$ -
Attendance		\$ 230.00	\$ -	\$ -	\$ -
Proposal Preparation		\$ 230.00	\$ -	\$ -	\$ -
<b>Argument</b>					
Preparation		\$ 230.00	\$ -	\$ -	\$ -
<b>Oral Hearing</b>					
Preparation		\$ 230.00	\$ -	\$ -	\$ -
Attendance		\$ 230.00	\$ -	\$ -	\$ -
<b>Other Conferences</b>					
Preparation		\$ 230.00	\$ -	\$ -	\$ -
Attendance		\$ 230.00	\$ -	\$ -	\$ -
<b>Case Management</b>			\$ -	\$ -	\$ -
<b>TOTAL SERVICE PROVIDER FEES</b>			\$ 2,645.00	\$ 343.85	\$ 2,988.85



# Ontario Energy Board

## COST CLAIM FOR HEARINGS



### Detail of Fees and Disbursements Being Claimed

File # EB- EB-2018-0191

Process: IAMGOLD's Application for Leave to Construct

Party: Mattagami First Nation

Service Provider Name: Nancy Kleer

Statement of Disbursements Being Claimed			
	Net Cost	HST	Total
Scanning/Photocopy		\$ -	\$ -
Printing		\$ -	\$ -
Courier		\$ -	\$ -
Telephone/Fax		\$ -	\$ -
Transcripts		\$ -	\$ -
Travel: Air		\$ -	\$ -
Travel: Car		\$ -	\$ -
Travel: Rail		\$ -	\$ -
Travel (Other):		\$ -	\$ -
Parking		\$ -	\$ -
Taxi		\$ -	\$ -
Accommodation		\$ -	\$ -
Meals		\$ -	\$ -
Other:		\$ -	\$ -
Other:		\$ -	\$ -
Other:		\$ -	\$ -
<b>TOTAL DISBURSEMENTS:</b>	\$ -	\$ -	\$ -

*Nancy Kleer – NK @ \$330/hr*  
*Jacynthe Ledoux – JL @ \$230/hr*

<b>Date</b>	<b>Explanation</b>	<b>Lwyr</b>	<b>Hr</b>
Sep 26, 2018	emails re letter to OEB	NJK	.1
Sep 27, 2018	review possible OEB intervention on leave to construct and review law re EA and LTC relationship; call R. Hendriks re background	NJK	.8
Sep 28, 2018	advice re LTC intervention: call with R. Hendriks, C. Burgess, K. Petersen and draft intervention letter	NJK	2.6
Sep 30, 2018	review emails re OEB letter	NJK	.1
Oct 1, 2018	emails re expert for LTC submissions to OEB	NJK	.3
Oct 2, 2018	Communications with the OEB with respect to upcoming procedural deadlines. Reviewing documentation on file. Communications with Caroline Burgess, Nancy Kleer, Rick Hendriks, Chad Boissoneau and Ken Petersen.	JL	2.6
Oct 2, 2018	email re timing of submissions, expert identification	NJK	.3
Oct 3, 2018	Analysis of the 60 days deadline and communications with Caroline Burges, Nancy Kleer, Kenneth Petersen and Rick Hendriks.	JL	.6
Oct 4, 2018	Review of OEB's Procedural Order no 1.	JL	.5
Oct 5, 2018	Review of communications.	JL	.3
Oct 9, 2018	Reviewing material on file. Updating electronic file. Communications with the OEB.	JL	1.4
Oct 9, 2018	emails re OEB expert and IMG position	NJK	.4
Oct 10, 2018	Communications with Nancy Kleer re: background of the file. Review of IAMGOLD's application. Updating the electronic file.	JL	3.9
Oct 10, 2018	emails re OEB LTC hearing and call J. Ledoux re same	NJK	.4
Oct 11, 2018	Review of the Reliability Performance Reports and the Customer Impact Assessment. Conference call re: trapline effects assessment/negotiation of compensation/ approach to the Shining Tree Transmission Line ESR and relationship to the OEB leave to construct application.	JL	1.7
Oct 12, 2018	Communications with Rick Hendriks re: reliability expert for preparation of information requests.	JL	1.0
Oct 15, 2018	Preparation of correspondence to the OEB re: information requests to IAMGOLD. Review of communications between Travis Lusney (reliability expert) and Rick Hendriks (Director of Camerado Energy Consulting).	JL	1.3
Oct 16, 2018	Preparation of Information Requests for IAMGOLD.	JL	1.5
Oct 16, 2018	review OEB IR's	NJK	.1
Oct 17, 2018	Final submission of MFN's information requests to IAMGOLD.	JL	1.1

Oct 30, 2018	Communications with Nancy Kleer re: IAMGOLD's responses to MFN's Information Requests. Reviewing draft update to the Chief. Research of IAMGOLD's responses to MFN's Information requests. Communications with Travis Lusney and Rick Hendriks re: written submissions.	JL	.8
Oct 30, 2018	email Mattagami re business chapter item; discuss OEB Irs with J. Ledoux	NJK	.2
Nov 1, 2018	Reviewing IAMGOLD's answers to all information requests. Reviewing draft update to Chief Ray and Chief Boissoneau. Communications with Travis Lusney and Rick Hendriks.	JL	.5
Nov 1, 2018	Communications with Rick Hendriks and Travis Lusney re final submissions.	JL	1.1
Nov 5, 2018	Communications with Travis Lusney and Rick Hendriks re: written submissions. Reviewing draft written submissions.	JL	1.1
Nov 7, 2018	Drafting MFN's written submissions. Communications with Travis Lusney and Rick Hendriks.	JL	1.7
Nov 8, 2018	review draft OEB submissions and discuss with J. Ledoux	NJK	.6
Nov 8, 2018	Finalizing written submissions. Communications with Travis Lusney, Rick Hendriks, and Nancy Kleer. Filing MFN's final written submissions to the OEB.	JL	3.2
Nov 19, 2018	review R. Hendriks email and email re same	NJK	.1
Nov 19, 2018	Update re: material filed via the RESS.	JL	.1
<b>TOTAL HOURS</b>		<b>NJK</b>	<b>6</b>
		<b>JL</b>	<b>24.4</b>

## DISBURSEMENTS

Postage and process server	217.38
Telephone	13.26
<b>TOTAL</b>	<b>140.64</b>

**Travis Lusney**

Manager, Procurement and  
Power Systems

**Power Advisory LLC**

55 University Ave. Suite 600  
Toronto, ON M5J 2H7  
Tel: (647) 680-1154

[tlusney@poweradvisoryllc.com](mailto:tlusney@poweradvisoryllc.com)

**Professional History**

- Ontario Power Authority
- Hydro Ottawa Limited

**Education**

- Queen's University, MSc  
Electrical Engineering, 2007
- Queen's University, BSc  
Electrical Engineering, 2004

**Travis Lusney**

Mr. Lusney is a Professional Engineer (P.Eng) with 10 years of experience working in both the commercial and regulated areas of the electricity sector. Mr. Lusney is a knowledgeable industry leader with a focus on generation development, market assessment, policy analysis, business strategy, and risk mitigation. Mr. Lusney is a former distribution and transmission planner with a deep expertise in power system planning and resource integration.

Mr. Lusney joined Power Advisory after a position as the Senior Business Analyst of Generation Procurement at the Ontario Power Authority, where he was responsible for management and development of the Feed-In Tariff program. Prior to joining Generation Procurement, Mr. Lusney worked as a Transmission Planner in Power System Planning at the Ontario Power Authority where he was actively involved in regional transmission planning, bulk system analysis and supporting system expansion procurements and regulatory procedures. Mr. Lusney also worked for Hydro Ottawa Limited as a Distribution Engineer responsible for reliability analysis, capital budget planning, power system planning, and project management. Mr. Lusney offers a unique understanding of the similarities, differences and interactions between different power system networks and components.

**PROFESSIONAL EXPERIENCE****Generation Resource Procurement and Contracting**

Acted as the Independent Administrator for the Atlantic Link Solicitation. The solicitation process was initiated for energy to be bundled with transmission capacity on Emera Inc.'s proposed Atlantic Link submarine electricity transmission project for the delivery of clean energy into the ISO-New England market. As the Independent Administrator, provided assurance to proponents and the Federal Energy Regulatory Commission (FERC) as to the fairness and transparency of activities related to the Atlantic Link energy solicitation.

Provide to select clients detailed competitor assessment for clean energy procurements including relative cost of capital analysis, capital cost estimates, procurement strategy, contract risk assessment, bid preparation and quality review of submissions.

Technical expert for procurement participation for a variety of resource developers including renewables and energy storage. Provided detailed analysis and assessment of procurement process and documentation including strategy for development of proposed projects to maximize opportunities within the Request For Proposal (RFP) and Contract in the multiple procurement processes.

Worked as the Renewable Electricity Administrator in Nova Scotia responsible for the developing and administering a Request For Proposal (RFP) process to procure over 300 GWh of low impact renewable energy. The process included engagement with stakeholders, development of an RFP document and Power Purchase Agreement and filing the Power Purchase Agreement for regulatory approval with the Nova Scotia Utility and Review Board. On August 2nd 2012, after completing the evaluation of all 19 proposals that were submitted, the process successfully concluded with the execution of 355 GWh of contracted facilities.

Provided support to Non-Utility Generators (NUGs) in negotiations with the Ontario Power Authority for extension of existing Power Purchase Agreement. Support included economic dispatch analysis, development of net revenue requirement pro formas to determine contract value, leading negotiation and providing strategic advice.

Responsible for development and ongoing management of the standard offer Feed-In Tariff program for Renewable Energy. Involved with a wide range of stakeholders including project developers, manufactures, investors, regulatory agencies and Government. Analyzed ongoing project costs and market rates to update and maintain Feed-In Tariff price assumptions. This work included analysis of supply chain evolution, equipment providers capability and assessment of project economics.

Involved in domestic content development within the Feed-In Tariff program as chair of the Domestic Content Working Group. Advised and clarified expectations for project developers and manufactures in understanding the domestic content requirements.

### **Strategic Investment and Risk Assessment**

Strategic guidance for investments in energy storage solutions in Ontario. Advice included detailed summary of Ontario's electricity market and assessment of opportunities for energy storage solutions along with identification of primary risks to potential revenue streams. Clients for this service included project developers, technology providers, load customers, financial investors, and insurance companies.

Review, analysis and commentary on regulated and unregulated of comparable LDCs for a large Ontario distributor. Analysis included detailed modeling of capital spending patterns of multiple LDCs and assessment of differences between spending focus and system plans.

Advising generation developers on new competitive procurement processes and determining strategy to help ensure successful participation while reduce exposure to risk. Participated in consultation and stakeholder engagement as an expert in transmission planning, procurement design, and proposal bid development.

Developing an Ontario generation supply outlook to determine future resource needs and related future procurement processes with consideration for power system expansion. The power system outlook considered key areas of risk assessment, supply development scenarios, investment opportunities based on connection capability and project economics.

Provided detailed analysis of operating gas-fired generation facilities as part of potential asset sale. Analysis included modeling financial returns, assessment of operational risks. Provided a summary of technical requirements and opportunities the facilities could provide the power system currently and in the future.

Working with renewable energy developers (mainly wind and solar PV) to plan, construct and successfully reach commercial operation for projects with long-term. Work includes assessment of project risk, investment opportunities, development strategy, solutions for connection issues and advice for securing construction approvals and permits.

Completed due diligence on project economics, connection capability and estimated generation operating performance for wide range of generation types as part of strategic acquisitions. Services included analysis of natural gas delivery, operation restrictions and government policy drivers.

Analyzed the Long-Term Transmission Plan (LTP) for Alberta and developed a comprehensive forecast of Capital Expenditures over the planning time period (2014-2032). The forecast includes an estimate of Development Capital Expenditures by project and region over the three time periods considered in the LTP. Estimated Capital Expenditures for General Plant and Sustainment based on the growth expectations of Alberta's transmission rate base. The analysis provides a detailed view of the long term trend for capital investment in Alberta's transmission system and includes an alternative scenario for lower economic growth and oil sand development.

Primary consulting resource for CanSIA's Distributed Generation Task Force (DGTF). The DGTF objective included developing a customer based generation model for solar generation after the conclusion of the Feed-In Tariff (FIT) program in Ontario (post-FIT solution), to identify transitional changes to the existing FIT program to support the post-FIT solution and to support solar market growth in the long-term. Responsible for jurisdictional review to identify best practices for customer based solar generation, technical and policy analysis to support the post-FIT solution and development of recommendation report and accompanying communication plan with key stakeholders.

Co-leader of Solar Development Evolution Working Group which has participation and support from key solar PV project developers, EPC firms, asset operators and owners. The mandate of the working group was to develop policy for a long-term customer centric procurement approach for solar PV generation and identify priorities for transition of the existing FIT program.

Modeling procurement mechanics and Ontario system characteristics for renewable energy developers to establish a strategic direction for successfully securing power purchase agreements. This work included modeling connection capability within both the distribution and transmission system and assessing attrition risk of currently contracted and under development projects.

Working with manufacturers of solar PV and wind generation components regarding strategic advice and solutions to meet Provincial content requirements and ultimately increase their market share.

Constructed a quantitative project attrition model for projects with FIT PPAs to determine opportunities for future investment for clients. The model determined probabilistically which contracted FIT projects were at risk of failing to reach commercial operation and identify where new connection capacity would become available.

### **Transmission System Planning**

Acted as a witness in Hydro One's transmission rate filing, an Ontario transmitter, providing an assessment on transmission loss in regulation in other jurisdictions and how transmission losses are included in power system planning decisions, including how those losses are related to conservation and demand management initiatives.

Provided strategic advice and power system analysis to generation development clients on connection capability of proposed generation projects. Assisted clients in determining optimal project location and estimation of connection cost for different interconnection options.

Assisted in leading engagement with distributors, transmitters and system operators for variety of clients. Engagement included determining interconnection options, assessing connection risks and establishing timelines and milestones to support overall project development.

Supported analysis for the Integrated Power System Plan (IPSP) dealing with bulk and regional system considerations, including reliability assessment. Developed regional integrated plans for constrained areas. Lead stakeholder consultation with local distribution companies, regulatory agencies, transmitters and local government officials to develop 10 to 20 year plans and activity coordination.

Represented through expert evidence and testimony the Utility Consumer Advocate Alberta during Transmission Rate Tariff hearing in front of the Alberta Utility Commission as an expert witness on transmission planning and cost allocation.

Advised and supported a major gas generation procurement for the Province of Ontario. Work included analysis of regional power system needs and constraints. Assisted in the development of evaluated criteria considerations.

Developed procedures and policy for system connection assessment under the Feed-In Tariff program, in particular lead the development of the Transmission Availability Test (TAT) and Distribution Assessment Test (DAT) used to assess connection capability. Oversaw development of custom database to support the connection assessment process and coordination with over 80 local distribution companies. Managed staff for regional system analysis as part of the Feed-In Tariff program to determine connection capability for contract awards.

Lead a study on Distributed Generation impacts and opportunities in the major urban centers as part of a long term energy plan. Lead analysis on behalf of the Ontario Power Authority to determine the distribution generation potential in Central and Downtown Toronto along with the associated cost to develop the distributed generation resources. Worked closely with the local distribution companies, city officials and key stakeholders in understanding specific and general barriers and benefits.

### **Distribution Reliability and Planning Assessment**

Developed capital work planning process for Asset Management department to ensure accountability and situation and issue identification. Lead the development of the capital budget and work plan for all distribution projects including a 25 year capacity plan for Distribution rate filing. Oversaw capital project tracking and reporting metrics to ensure accountability and transparency for senior management requirements.

Managed reliability statistical reporting as part of regulatory requirements and senior executive requests. Involved in evolution of information gathering methods and worst feeder identification. Lead reliability engineer working closely with planning, design and construction personnel in identifying issues and resolution members. Chair of the asset management committee which oversaw the expectations of future capital sustainment work and associated risk levels.



Involved in the development of the distribution and station asset management plan as key support for current and future Distribution Rate filing.

### **Selected Speaking Engagements**

Energy Storage Canada 2018: Speaker – Behind-the-Meter Storage for Commercial and Industrial Applications

CanWEA Spring Forum 2017: Panelist - What lies ahead in Ontario and Quebec the low demand future, April 2017

APPrO Conference 2016: Panelist - The evolving connection assessment and planning process in Ontario, November 2016

Canadian Energy Research Institute (CERI) 2016 Electricity Conference: Ontario – A Case Study of Retail Price Impacts, October 2016

Solar Ontario 2016: Moderator for panel on Ontario Electricity Market Renewal Implications for Solar Generation, May 2016

Clean Energy BC - BC Generate 2015: Panelist on Overview of Canadian Renewable Energy Markets, November 2015

CanWEA 2015: Panel Member on Wind Generation Integration in Canadian Wholesale Electricity Markets, October 2015

Solar Ontario 2015: Panel Member on Lessons Learned for the Large Renewable Procurement, May 2015

Green Profit 2015: Plenary Panel Member on The Future is Now: The Economic Case for Renewables, March 2015

CanSIA's Solar Canada 2014: Panel Member on Setting Precedents for the Future of Solar Distributed Generation Utility Programs, December 2014

CanSIA's Solar Ontario 2014: Moderator on Balancing Supply: A look inside Ontario's Electricity System during Peak Demand on July 17, 2013, May 2014

CanSIA's Solar Ontario 2013: Presenter and Moderator on Electricity Consumer Empowerment – Enabling Distributed Solar Power Generation, May 2013

Ontario Feed-In Tariff Forum: Panel Member on Barriers to Connection Solar Projects at the Local Level, April 2012

EUCI's 3rd Annual Conference on: Ontario's Feed-In Tariff, June 2011

4th International Conference on Integration of Renewable and Distributed Resources, Albuquerque, December 2010

OSEA Community Power Conference, November 2010

**List of Expert Testimony**

Ontario Energy Board, Hydro One Networks Inc's 2017/2018 Transmission Revenue Requirement & Rate Application (EB-2016-016), Transmission Loss Reduction Options (December 2016)

Alberta Utilities Commission, Alberta Electric System Operator's 2014 General Tariff Application (Proceeding 2718), Proposed Approach for Designating Transmission Projects (February 2014)