



Strategic Policy Economics
148 Westminster Avenue
Toronto, Ontario
M6R 1N7

September 20, 2019

Kirsten Walli
Board Secretary
Ontario Energy Board
2300 Yonge Street
27th floor
Toronto, ON M4P 1E4

By electronic filing

Dear Ms. Walli

**Re: Staff Report to the Board: Rate Design for Commercial and Industrial Customers
to Support an Evolving Electricity Sector
Board File #: EB-2015-0043**

As per the Board's Notice of Hearing for Cost Awards dated September 6, 2019, please find enclosed the CME's cost claim. Two hard copies have also been sent by courier. As this is the first time our consultants are submitting cost claims to the OEB, we have also enclosed their CVs.

Please contact the undersigned if the Board requires any further information in connection with these requests.

Yours very truly,

Strategic Policy Economics

Marc Brouillette
Principal Consultant
marc@strapolec.ca

enclosure

c. Alex Greco, CME

Attachment 1

About CME

Canadian Manufacturers & Exporters (“CME”) is Canada’s leading business network. It represents more than 10,000 leading companies nationwide and through various initiatives, touches more than 100,000 companies from coast-to-coast, engaged in manufacturing, international trade, and service-related industries. More than 85% of its members are Small to Medium sized Enterprises (“SMEs”). In Ontario, CME has about 1,400 members representing about 75% of manufactured output and about 90% of all exports.

One of CME’s priorities is to improve the business climate for manufacturers. Initiatives pertaining to Energy and the Environment fall within the scope of this objective and include efforts by CME to ensure that its members enjoy continued access to a reliable and cost competitive supply of energy and electricity across Canada.

In this context, CME seeks an Ontario electricity system for its members which is reliable, affordable, cost effective and economically sustainable with electricity prices for Ontario manufacturers which are competitive with electricity prices available to manufacturers located elsewhere.

For further information on CME, please visit their website at www.cme-mec.ca.



Ontario Energy Board

COST CLAIM FOR CONSULTATIONS

Affidavit and Summary of Fees and Disbursements

This form should be used by a party (defined in the Practice Direction on Cost Awards as including a participant in a consultation process) in a consultation 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 Notice of Hearing for Cost Awards. Please ensure all required fields are filled in and the Affidavit portion is signed and sworn or affirmed.

Instructions

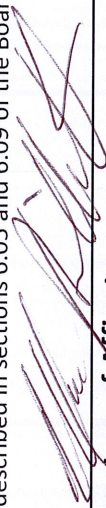
- Required data input is indicated by yellow-shaded fields. Formulas are present in the document to assist with the calculation of the cost claim.
- All claims must be in Canadian dollars. If applicable, state exchange rate and country of initial currency.
Rate: _____ Country: _____
- A separate "Statement of Disbursements Being Claimed" is required for each consultant or lawyer/articling student/paralegal. However only one "Statement of Fees Being Claimed" and one "Summary of Fees and Disbursements Being Claimed" 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 must be attached unless, for a given consultant, a CV has been provided to the Board in another process within the last 24 months.
- **Except as provided in section 7.03 of the Practice Direction on Cost Awards, itemized receipts must be provided.**

File # EB-	2015-0043	Process:	Rate Design for Commercial & Industrial Custom
Party:	Canadian Manufacturers & Exporters	Affiant's Name:	Marc Brouillette
HST Number:	850246133RT0001	HST Rate Ontario:	13.00%
	Full Registrant ☒ Unregistered ☐ Other ☐	Qualifying Non-Profit ☐ Tax Exempt ☐	

Affidavit

I, Marc Brouillette, 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 of Fees Being Claimed" and "Statement(s) of Disbursements Being Claimed".
3. The attached "Summary of Fees and Disbursements Being Claimed", "Statement 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 9/19/2019




Notary Public



Ontario Energy Board
COST CLAIM FOR CONSULTATIONS
Affidavit and Summary of Fees and Disbursements

[Signature]

JANATHAN BLAKE MCGUING
Barrister & Solicitor

RED SEAL NOTARY INC.
25 Adelaide St. East #100
Toronto, ON M5C 3A1
(888) 922-7325
www.redsealnotary.com

Commissioner for taking Affidavits

Notary Public & Commissioner of Oaths
for the Province of Ontario

My Commission is of unlimited duration.

File # EB- 2015-0043

Process: Rate Design for Commercial & Industrial Customer

Party: Canadian Manufacturers & Exporters

Summary of Fees and Disbursements Being Claimed	
Legal/consultant fees	\$4,470.00
Disbursements	\$0.00
HST	\$581.10
Total Cost Claim	\$5,051.10

Payment Information	
Make cheque payable to:	Strapolec, Inc.
Send payment to this address:	Marc Brouillette
	Strategic Policy Economics
	148 Westminster Avenue
	Toronto, Ontario, M6R 1N7

Detail of Fees and Disbursements Being Claimed

Statement of Fees Being Claimed

Statement of Fees being claimed for Eligible Activity is found on the second tab of this workbook.

Statement(s) of Disbursements Being Claimed

Statement of Disbursements being claimed is found on the third tab of this workbook.



Ontario Energy Board

COST CLAIM FOR CONSULTATIONS Individual Whose Costs are Being Claimed Attiqavik and summary of fees and disbursements

Name:

Marc Brouillette

Counsel/Articling Student/Paralegal:

☐

Analyst/Consultant:

☒

CV attached:

☒

CV not required:

☐

Completed Years

Practicing/Years of Relevant
Experience

35+

Name:

Marty Tzolov

Counsel/Articling Student/Paralegal:

☐

Analyst/Consultant:

☒

CV attached:

☒

CV not required:

☐

Completed Years

Practicing/Years of relevant
experience

2

Name:

Counsel/Articling Student/Paralegal:

☐

Analyst/Consultant:

☐

CV attached:

☐

CV not required:

☐

Completed Years

Practicing/Years of relevant
experience

Name:

Counsel/Articling Student/Paralegal:

☐

Analyst/Consultant:

☐

CV attached:

☐

CV not required:

☐

Completed Years

Practicing/Years of relevant
experience

Name:

Counsel/Articling Student/Paralegal:

☐

Analyst/Consultant:

☐

CV attached:

☐

CV not required:

☐

Completed Years

Practicing/Years of relevant
experience



Ontario Energy Board
COST CLAIM FOR CONSULTATIONS
Statement of Fees Being Claimed

File # EB- 2015-0043

Process Rate Design for Commercial & Industrial

Party Canadian Manufacturers & Exporters

HST Rate: 13%

Individual Whose Fees are Being Claimed	Hourly rate	Up to xx hours	Up to 15 hours	Subtotal	HST	Total
Stakeholder Meeting March 7, 2019 (6 hours max) Eligible Participant			Comments on the Staff Report (15 hours max) Eligible Participant			
Marc Brouillette	\$330.00	0.00	12.00	\$3,960.00	\$514.80	\$4,474.80
Marty Tzolov	\$170.00		3.00	\$510.00	\$66.30	\$576.30
				\$0.00	\$0.00	\$0.00
				\$0.00	\$0.00	\$0.00
				\$0.00	\$0.00	\$0.00
				\$0.00	\$0.00	\$0.00
Totals:						
				\$4,470.00	\$581.10	

Total legal/consultant fees: \$5,051.10



Ontario Energy Board
COST CLAIM FOR CONSULTATIONS
Statement of Disbursements Being Claimed

File # EB-	2015-0043	Process:	Rate Design for Commercial & Industrial Custom
Party:	Canadian Manufacturers & Exporters		

Name of individual whose disbursements are being claimed:

HST Rate Ontario: 13.00%

	Net Cost	HST	Total
Scanning/Photocopy		\$0.00	\$0.00
Printing		\$0.00	\$0.00
Courier		\$0.00	\$0.00
Telephone/Fax		\$0.00	\$0.00
Transcripts		\$0.00	\$0.00
Travel: Air		\$0.00	\$0.00
Travel: Car		\$0.00	\$0.00
Travel: Rail		\$0.00	\$0.00
Travel (Other):		\$0.00	\$0.00
Parking		\$0.00	\$0.00
Taxi		\$0.00	\$0.00
Accommodation		\$0.00	\$0.00
Meals		\$0.00	\$0.00
Other:		\$0.00	\$0.00
Other:		\$0.00	\$0.00
Other:		\$0.00	\$0.00
TOTAL DISBURSEMENTS:			
	\$0.00	\$0.00	\$0.00

1/

MARC BROUILLETTE, BSc, PEng, MBA

148 Westminister Avenue, Toronto, Ontario M6R 1N7 marc@strapolec.ca, (416) 564-4185

PROFILE

- A business strategy consultant with over 35 years of experience in developing innovative economic, business, partnership and financial models for technology-based public/private multi-stakeholder initiatives in policy driven regulated environments with a specialization in energy and utilities.
- Leader and entrepreneur with extensive project management, team building, & negotiation experience

EDUCATION

MBA, Honours, Schulich School of Business, York University
BSc, Systems Design Engineering, University of Waterloo

PROFESSIONAL EXPERIENCE

Principal Consultant, Strategic Policy Economics 2012 – current

- Special Advisor to the CME on Energy and Climate
- Produced an in-depth report assessing the implications of Distributed Energy Resources in Ontario
- Provided an in-depth analysis of the implications of electricity interties and the roles of renewables for Ontario. Called to testify by the NRCan Standing Committee on Strategic Electricity Interties
- Developed a comprehensive analysis of the potential solutions to Climate Change and implications for Ontario's energy sector, alternative supply and distribution models, and the sector long-term plan
- Assessed implications to rate payers of extending the life of the Pickering nuclear generating station
- Facilitated strategic planning sessions for the Board and senior management team of an international organization of power utilities that collaborate on the safe and economic operation of the global fleet
- Prepared on behalf of the Canadian nuclear industry a proposal to the federal government for an ongoing nuclear innovation agenda in support of emerging government policies in this area
- Developed a comprehensive study for the federal government on the contribution of nuclear science and technology to innovation in Canada and the associated socio-economic leverage of government investments
- Assessed strategic, cost and economic implications of Ontario's Green Economy act and energy policies with implications to the nuclear sector, the economy overall, and rate-payers
- Conducted several internal audit reviews of a power generating utility's operations

Partner, Business Strategy, SECOR Consulting 2008 – 2012

- Ontario Energy Practice Lead, authoring several perspectives on Ontario's energy challenges
- Supported AECL/NRCan/Industry in assessing implications of restructuring of AECL's commercial division and Nuclear Laboratory, working with government and multiple industry stakeholders
- Developed recommendations to Federal government to address medical isotope crisis. Developed and managed an OECD/NEA hosted global workshop of governments, industry representatives and international public agencies to develop global solutions to the medical isotope crisis
- Supported an NRCan government panel as well as domestic and international medical isotope industry participants in addressing the future security of supply of medical isotopes
- Prepared perspective on benefits to province of internet and land based gaming opportunities
- Supported growth of Toronto practice disciplines for recruitment, training, and refinement of the internal business model

MARC BROUILLETTE, BASC, PENG, MBA

148 Westminster Avenue, Toronto, Ontario M6R 1N7 marc@strapolec.ca, (416) 564-4185

Principal Consultant, Strategic Gaming Innovations

2005 – 2008

- Built Strategic Gaming Innovations from a sole practitioner with a single client to a team of 5 consultants serving interprovincial and provincial gaming corporations and industry associations across Canada
- Developed business strategy and implementation for the multi-stakeholder regulatory & business relationship models to reform Charitable Gaming sectors across Canada
- Implementation included development of all industry stakeholder roles, financial models, operating procedures, and negotiation of contracts
- Assessed operational efficiency and outsourcing options for lottery organization seeking 10% savings

Manager, Strategy & Transformation Consulting Services, Capgemini/Ernst & Young

2000 – 2005

- One of initial staff in the new Business Strategy group, helping develop team, practices, and relationships with the broader consulting firm after the acquisition
- Led team in business case and operating model development for introducing a distributed power generation service capability to the deregulating Ontario Electricity Market place
- Identified and quantified strategic options for commercialization of Electrical T&D utility infrastructure services considering internal transformation, spin-off, divesting, and outsourcing.
- Developed business case for charitable gaming reform in Ontario in support of a collaboration of government and industry associations
- Developed a cost efficiency framework and priorities for the OLG to reduce costs by \$300M

Manager, Systems Engineering, MDA (formerly Spar Aerospace)

1984– 2000

- Managed systems engineering and R&D department of over 50 engineers and scientists
- Technical lead for high profile, precedent setting fixed price, international technology development
 - Coordinated definition of complex multi-lateral organizational relationships and negotiated agreements on program content, assumptions, practices, and scope with teams from NASA, the Canadian Space Agency, Government of Canada and domestic and international suppliers
- Developed level of customer trust permitting introduction of innovative program management practices that changed how the space industry manages risk, design reviews, and interfaces
- Succeeded in redefining NASA's top level space station requirements documents which reduced Canada's risk and obligation to international program
- Lead negotiator for collective bargaining team representing professional engineering and technical employees. Formulated association strategy through bargaining, conciliation, and mediation

Conference Presentations and Publications

- Council for Clean & Reliable Energy (CCRE) Energy Leaders Roundtable, April 2019, 2018, 2017
- Conference Board of Canada, Reshaping Energy 2018: Today and Tomorrow, May 2018
- Ontario Climate Consortium (OCC), May 2017
- Ontario Network for Sustainable Energy Policy (ONSEP), April 2017
- Emissions and the Ontario Long Term Energy Plan, 2016
- CCRE Commentaries: "Rethinking Ontario's Long-Term Energy Plan" (2014); "Case Against Interties with Quebec" (2017); "Ontario's High Cost Wind Millstone" (2017)
- CI Energy Ontario Power Conference, 2014, Toronto
- Ontario Electricity Cost Forecast, and Ontario Electricity Options Comparison, 2013
- Innovation Panel Moderator, Canadian Nuclear Association Conference, 2012, Ottawa Ontario
- SECOR Perspectives: "Ontario's Energy Supply Mix"; "Role of Natural Gas Generation in Ontario"

Marty Tzolov

25 Wood St., Toronto, ON, M4Y 2P9 ♦ (647) 892-0607 ♦ marty@strapolecc.ca

PROFESSIONAL EXPERIENCE

Consultant, Strategic Policy Economics

- **2017 – Present**
Consulted on stakeholder engagement feedback as part of IESO market renewal program on behalf of client to ensure jobs growth is enabled and electricity costs are kept low
- Advised client on facility expansion to modestly grow revenue and maintain core testing capabilities that allows them to be a globally recognized lab and be a leader in providing for needs of future trends
- Identified \$35 million in potential revenue opportunities through a \$15M facility upgrade, organizational restructuring, and increase in operations for a leading Canadian academic facility
- Modeled solar and battery storage DER to meet Ontario demand and quantified total cost of system as 60% more than comparable nuclear or natural gas options due to impact of geography and weather intermittency on efficiencies in
- Facilitated discussions between high-level academia and nuclear industry stakeholders to understand difficulties in R&D collaboration process and brainstorm solutions to significantly increase leverage on invested dollars

Field Service Engineer-in-Training, EPTCON

- **2014 – 2017**
Commissioned a \$50 million, 500 kV electrical station on schedule, on budget, and with 0 safety incidents
- Trained and led 4 new employees in the operation and testing procedures of electrical station equipment
- Analyzed over 1000 test results and wrote 22 reports identifying critical issues and recommending solutions

Process Simulation Engineering Co-op Student, Vale

- **2011 – 2012**
Created a $\pm 10\%$ accuracy rotary kiln model in Excel to predict process behavior at a Global 500 mining company
- Collaborated with R&D and Operations departments, along with 3 senior engineers to produce 10 different plant upgrade options then recommended to upper management a \$30 million upgrade that cut SO₂ emissions by 30%
- Calculated fuel requirements for a nickel refining process and identified the lowest cost option based on geography

EDUCATION

University of Toronto, Department of Chemical Engineering *Master of Engineering*

- **GPA: 3.71/4.00**
- Research Project: '*Facilitating the Flow State in Others*':
 - Designed an experiment to study how leaders can facilitate an optimal psychological state in the groups they lead in the first cross-faculty leadership-based Master of Engineering design project
 - Led 9 participants through a focus group to gather qualitative and quantitative data on their activity experience
 - Researched 32 papers in the field of flow to benchmark metrics that were measured in the experiment
- ELITE Certificate: Awarded to students who excel in leadership development courses

University of Toronto, Department of Chemical Engineering *Bachelor of Applied Science*

- **2008 – 2013**
Capstone Project: '*Spent Nuclear Fuel Reprocessing Plant Design*', 3rd place in 2013 American Nuclear Society Student Design Competition, presented at 2013 Canadian Nuclear Society Annual Conference, awarded extra credit

SKILLS AND EXTRA-CURRICULAR ACTIVITIES

- **Skills:** Advanced proficiency in Microsoft Office Suite (Word, Excel, PowerPoint), Programming (C, Visual Basic)
- **Consulting:** Finalist, Consulting Case Competition, Graduate Management Consulting Association (GMCA), 2016
- **Associations:** Yong People in Energy (YPE), 2017 – Present; North American Young Generation in Nuclear (NAYGN), 2015 – Present, helped organize 2016 Professional Development seminar; University of Toronto Energy Network (UTEN), 2016, contacted industry representatives to participate in the 2016 UTEN Energy Fair
- **Teams:** University of Toronto Varsity Men's Swimming Team, 2008-2013, ranked top 8 individually in Ontario, drove team to win 5 provincial titles and 1 national title; Etobicoke Swim Club, 2002-2008, broke 2 national records



Billing Address

Strategic Policy Economics
148 Westminster Avenue
Toronto, Ontario
M6R 1N7

INVOICE

HST 850246133RT0001

Transaction Date:
September 20, 2019

Client Name:		Transaction Type:		Invoice #:
Ontario Energy Board		Invoice		OB-01
Bill to: Ontario Energy Board 2300 Yonge Street 27th Floor Toronto, Ontario M4P 1E4		Payment Terms: Due 30 days		
Line	Invoice Line Description			Line Amount
	Ref OEB File #: EB-2015-0043			
1	M. Brouillette=12hrs @ \$330.00/hour (details on page 2) Mary Tzolov=3hrs @ \$170.00/hour (details on page 2)			\$ 3,960.00
2				\$ 510.00
		Subtotal		\$ 4,470.00
		HST		\$ 581.10
		Total Invoice Amount		\$ 5,051.10
Notes:				

Please make cheque payable to Strapolec, Inc.

**Billing Address**

Strategic Policy Economics
148 Westminster Avenue
Toronto, Ontario
M6R 1N7

Cost Claim Invoice**OEB File #:** EB-2015-0043**Consultation:** Distribution Rate Design for Commercial and Industrial Electricity
Customers

Name: Marc Brouillette
Rate: \$330.00

Date	Description	Hours	Total
3/29/2019	Review of Staff Report and relevant materials, preparation of comments	3	
5/3/2019	Preparation of comments	2	
5/10/2019	Preparation of comments	2	
5/24/2019	Preparation of comments	1.5	
6/14/2019	Preparation of comments	2	
6/21/2019	Preparation of comments	1	
7/12/2019	Preparation of comments	0.5	
Fees for Marc Brouillette		12	\$3,960.00

Name: Marty Tzolov
Rate: \$170.00

Date	Description	Hours	Total
6/13/2019	Review of Staff Report and relevant materials, preparation of comments	3	
Fees for Marty Tzolov		3	\$510.00