Curriculum vitae de M. Tom Chapman

Tom Chapman

PRINCIPAL

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Mr. Chapman is an energy economist with expertise in regulatory economics, wholesale energy markets, and energy policy design. For more than 25 years he has worked with utilities, independent electricity system operators, and government, regulatory and industry stakeholders on a range of initiatives that impact energy markets in Canada, United States, and Europe.

Mr. Chapman advises on electricity sector developments, from managing wholesale electricity markets to advising policymakers and regulators on complex filings. He has conducted cost benefit analyses for electricity related projects seeking regulatory and policy approval. These have included cost-benchmarking studies for supply resources and utility rate hearings, wholesale market change projects, reviewing local distribution company (utility) costs and alternative intertie investments, amongst others.

He has been a lead witness and testified before regulators on electricity sector costs and in support of utility rate filings. Mr. Chapman has extensive experience managing complex wholesale electricity market projects and has led many stakeholder engagements on high profile market initiatives. In recent years he has developed wholesale market participation models for new technologies such as energy storage, distributed energy resources, and hybrid resources. He is experienced in transmission expansion, including new interconnections and intertie trade as well as the integration of renewable energy sources.

Mr. Chapman has advised on renewable development matters involving renewable integration for system operators, community solar projects, commercial solar and storage opportunities, and market assessments for developers. He has also conducted electricity and gas price forecasting and market demand studies. He has lectured on electricity markets at Toronto Metropolitan University and serves on the University's Centre for Urban Energy advisory board.

AREAS OF EXPERTISE

- Electricity Litigation & Regulatory Disputes
- Electricity Wholesale Markets & Planning

EDUCATION

- Swansea University
  MSc Business Economics and BSc (Hons) Economics
- Queen's Public Executive Program: Queens University, Ontario, February 2013
- Ivey Executive Program: Richard Ivey School of Business, Canada, May 2009

PROFESSIONAL EXPERIENCE

- The Brattle Group (Jan 2023–Present)
  Principal, Electricity Practice
- Independent Electricity System Operator (2013–2022)
  Wholesale Energy Markets
- Ontario Ministry of Energy (2006–2013)
  Director, Transmission and Distribution Policy

SELECTED EXPERIENCE

WHOLESALE MARKETS: ENERGY & ANCILLARY SERVICES (AND OTHER) MARKET DESIGN

- **Energy Storage (2025):** Review the contract and market incentives for new energy storage assets for a large North American system operator. The review will inform the development of future energy storage participation models designed to maximize asset utilization and operational capability.
- **Market Initiative Assessment (2024):** Conducted a comprehensive assessment of future wholesale market change projects for a large North American system operator. The assessment included energy storage optimization, intertie optimization, demand side price responsiveness as well other projects to improve the efficiency and effectiveness of the wholesale market. The results of the analysis have subsequently been used to identify priority projects to include in upcoming business plans for regulatory approval.

- **Energy scheduling design (2022):** To support a new interconnection, led the design work for a scheduling protocol between the Ontario and PJM markets. The design was agreed upon in principle between the Independent Electricity System Operator (IESO) and PJM and used to initiate a project that would be implemented if the interconnection proceeded. The design was required since there were fundamental differences between how PJM assigned transmission capacity (on a forward, purchase basis) compared to Ontario, where capacity was automatically assigned to cleared trades. The design addressed this major seams issue.
- **Participation models of energy storage (2020-2022):** Implemented the IESO's Storage Design Project to establish interim rules to guide the operation of storage resources in the IESO's market. The project delivered a long-term vision for how storage resources would participate in the future when necessary tool upgrades had been implemented.
- **Participation models for hybrid resources (2020-2022):** Led the design, development, and implementation of the Hybrid Integration Project engagement to identify participation model(s) to enable hybrid resources in the IESO-administered markets. As a result of the year-long engagement, models were developed in the short-term that allowed resources to fully participate and have the capability to support Ontario's future system needs. Additional changes were developed that will be introduced once the IESO's Market Renewal Program is implemented in 2025. To review the report, please click here.
- **Transmission Rights Market review (2020-2021):** Managed a project to review the IESO's Transmission Rights Market, including assessing the historical performance of the transmission rights market, identifying potential opportunities that would improve reliability and efficiency, and ensuring that the market was compatible with the changes developed through the IESO's Market Renewal Program (MRP). The review led to a series of subsequent projects, including the introduction of on-off peak transmission rights as well as moving market timing from real-time to day-ahead. To read the final report, please click here.
- **Expanding participation in Operating Reserve and Energy markets (2019-2021):** Managed a project to explore ways to help new and emerging technologies expand participation in the IESO's Operating Reserve and Energy markets. This research initiative, launched in early 2020, was designed to assess energy and OR requirements in relation to the participation models of identified technology and resource types. The project highlighted misalignments and explored potential options that could enhance the participation of resources and evaluated options to determine high-value opportunities for future development. The project led to the establishment of a comprehensive enabling resource program that focused on developing market participation of new and emerging technologies.

- **Flexibility operating reserves (2019):** As a result of the increasing penetration of variable generation resources, the IESO experienced dramatically increased forecast errors and needed a way to manage this uncertainty. Led a project that, under defined conditions, would allow the IESO to expand its demand for thirty-minute reserves to ensure sufficient flexible resources were online to manage a period of increased variability. The "Flex OR" solution was introduced in 2020 and was an effective, market-based solution to addressing grid uncertainty.
- **Real-time generator cost guarantees (2015-2017):** Managed a complex project to conduct a review of generation guarantee programs, including elements of the Real-Time Generation Cost Guarantee (RT-GCG) and Day-Ahead Production Cost Guarantee (DA-PCG). The review considered the effectiveness of aspects of these guarantee programs from a cost as well as an operational effectiveness and economic efficiency perspective. As a result of the review, a process of pre-authorized costs was implemented, which addressed the majority of the market monitor's criticisms and stakeholder concerns.
- **Market Renewal Program, high-level designs (2017-2019):** Led the development and stakeholdering of three high-level design streams, including a single schedule market, a day ahead market, and enhanced unit commitment known as 24-hour optimization. The high-level design required striking a balance between economically efficient solutions while ensuring they could be implemented. Managed sessions and workshops to address specific stakeholder concerns and ensure buy-in to the project. To read more, please click here.
- **Market Renewal design and stakeholdering (2015-2019):** For the IESO, commissioned, managed, and published an independent report assessing the potential benefits case for what would become the Market Renewal Program. The report drew from past Ontario studies, the experience of jurisdictions that had implemented similar market changes, and extensive stakeholder consultation. The report provided the rationale for the subsequent Market Renewal Program.
- **Floor prices for wind and solar (2014):** In Ontario, managed a comprehensive review of floor prices for variable generation, including additional research on the marginal cost of wind and solar maneuvering and shutdown, and assessing the impact on market operations. Floor prices for wind and solar generation were subsequently implemented, ensuring efficient merit order dispatch.
- **Energy market price review (2013):** Managed a large project including significant stakeholder engagement ("SE-114") to examine the costs and benefits associated with replacing Ontario's unique two-schedule price-setting system. The final report provided the

foundation for the subsequent Market Renewal Program implemented to transition to a single-schedule market with locational pricing.

- **Market forum (2011):** In 2011, the IESO established the Electricity Market Forum, composed of electricity sector stakeholders, to identify issues and opportunities for Ontario's energy market. Represented the Ontario Ministry of Energy in the forum and helped develop a series of market reforms and recommendations.

WHOLESALE MARKETS: CAPACITY MARKET DESIGN AND DEVELOPMENT

- **Hydro Quebec CONE study (2025)**: Managing a project to assess the Cost of New Entry for a variety of potential capacity technology solutions for Hydro Quebec.
- **Capacity market evolution (2019)**: Worked with internal and external stakeholders to develop a capacity evolution roadmap that would see a transition to UCAP from ICAP accreditation methodology as well as increase penalties for performance.
- **Enabled residential aggregation in Ontario's capacity market (2017)**: Developed participation models that allowed large-scale aggregation of residential demand response providers to participate in Ontario's capacity market.
- **Enabled capacity imports and exports (2017)**: Working with counterpart system operators in New York and Quebec, developed rules that allowed capacity imports to participate in Ontario's capacity market and enable excess capacity in Ontario to participate in RFPs and auctions for capacity in neighboring markets.
- **Evaluation of intertie benefits (2017):** For the Independent Electricity System Operator (IESO), analyzed the implications of different levels of tie benefits (i.e., assistance from neighbors, reducing installed capacity requirements) for capacity costs and prices, emergency procurement costs, and energy prices. The intertie report was published in 2017.
- **Capacity purchase and sale with Hydro Quebec (2015)**: Part of the IESO team that managed a ten-year capacity and energy trade deal with Hydro Quebec. The deal included capacity swap arrangements and interties scheduling requirements to ensure the delivery of clean hydroelectric power when economic.
- **Designed and implemented Ontario's first capacity auction (2015):** For the IESO in Ontario, led a team to design and implement an auction mechanism to secure future capacity needs through a market-based mechanism. Successfully stakekholdered the design with industry and government policymakers. Auction was launched in 2015 and since tripled in size. The

novel design enabled multiple participation models, including hourly demand response as well as dispatchable loads, importers, and new technologies such as storage.

- **Integration of demand response into IESO's energy markets (2014)**: For IESO, provided analysis and managed stakeholder process to develop economic demand response participation models to replace the previous, capacity-based long-term contracts when they expired.

REGULATORY ECONOMICS, ENERGY POLICY DESIGN AND ANALYSIS

- **New Brunswick Power generator cost allocation (2026):** Preparing an expert report to be filed with the New Brunswick regulator to determine the appropriate allocation of generator costs to different classes of New Brunswick ratepayers. The assessment includes an analysis of the current cost allocation framework and developing options that balance efficiency and fairness.
- **Earnings Sharing Mechanism (2026):** For a leading North American Integrated utility led the design and development of a new earnings sharing mechanism to work alongside a new set of deferral and variance accounts and performance standard metrics. Preparing an expert report with recommendations to be used in a future rate filing before the provincial regulator. The analysis included reviewing all major cost and revenue line items to determine suitability for DVA coverage as well as impacts on key financial metrics such as Return on Equity and how any surplus /shortfall in regulatory accounts should be disbursed/recovered from ratepayers.
- **New Brunswick Power RIGs assessment (2025/2026):** Supported the development of an expert report to assess the need for and prudency of a generation facility in New Brunswick. The assessment considered the internal capability to meet future demand under a range of scenarios as well as an in-depth assessment of reliance on interconnections in the Martimes region.
- **New Brunswick Power PLNGS assessment (2025):** Supported the development of an expert report to assess the importance of the Point Lepreau Nuclear Generating Station to support current and future electrical needs in New Brunswick. The report is being used by NB Power in front of the provincial regulator.
- **Business model revenue impact assessments (2025):** For a leading electrical safety authority, assessed the business impacts of changing market conditions on the delivery of critical safety services. Worked closely with senior management to identify key trends and

developments, forecast business impacts, and develop options to enhance the current revenue model.

- **Expert report for Indigenous Working Group (2024):** With a Brattle colleague, prepared a report assessing Enbridge Inc's (EGI) Energy Transition Plan from the perspective of First Nation communities. The report includes key recommendation to address gaps and issues identified in the various pathway studies conducted by EGI.
- **Expert report for FortisAlberta (2024):** provide a comparative analysis of the Alberta economy to support an application to fund certain capital-related costs through a capital factor. The review comprised of both quantitative and qualitative analyses of key economic variables as well as how electricity sector costs are changing relative to consumer prices more broadly.
- **Policy Report for Electricity Canada (2024):** Developed a policy report titled "Always ON" for Electricity Canada to explain how the energy transition and net zero policies impacted reliability. Developed recommendations for regulators and policymakers to support utilities.
- **Rate hearing support for Newfoundland and Labrador Board of Commissioners of Public Utilities (2024):** Provided expert support to assist the PUB in its review of Newfoundland Power's 2025-2026 General Rate Application. The scope of work included a review of the application documentation, assisting Board staff in identifying potential issues, and developing requests for information (RFIs) on the cost of service, revenue requirements, load forecasts, and deferral accounts. The review also included advising on how other regulators treated capital expenditures in the revenue requirement of the utility, including the level of review of forecast test-year capital expenditures.
- **Utility strategy support (2023-2024)**: Developed supporting materials for the executive team of SaskPower as part of a leadership retreat. The utility was in the process of reviewing its business model in light of a fast-changing electricity sector and required support to understand the strategic opportunities and challenges to its business model.
- **Review of market surveillance in Ontario (2023-2024):** On behalf of the Ontario Energy Board, conducted a review of the market surveillance framework in Ontario in preparation for Market Renewal Program go-live. The review included a J-scan and interviews with key individuals to establish foundational materials for a full day workshop with senior OEB staff. During the workshop Brattle staff facilitated a brainstorming session to review findings, develop mitigation strategies and contingency plans. The results of the workshops were used to develop a comprehensive report that provided actionable steps to enhance the existing surveillance framework.

- **Review of Alberta bulk and regional tariff (2023):** Participated on a panel to discuss the issues and future of Alberta's bulk and regional tariff. The purpose of the session was to inform the AESO and AUC on how to proceed with future reforms.
- **Export transmission service charge (2022):** Mr. Chapman was the lead Independent Electricity System Operator (IESO) witness to provide market pricing and system impacts of changes to Ontario's Export Transmission Service (ETS) charge and successfully argued for no increase to the ETS, to which the OEB agreed in its final order and decision. The hearing was an important component of the Ontario Energy Board's Uniform Transmission Rates hearing process in 2021 and 2022 and attracted significant attention from a cross-section of stakeholders. Led the development of multiple reports to explain to intervenors and OEB commissioners the importance of ensuring the ETS was established to maximize the economic and operational benefits of efficient electricity trade.
- **Life extension for Pickering nuclear generating station (2022):** For the provincial government, evaluated the net benefits of extending the operating life of the Pickering Nuclear Generating Station using PLEXOS and other economic models. Analyses estimated the impacts on emissions, costs, and reliability for the Ontario grid.
- **Analysis of the value of electricity exports (2019-2020)**: Analyzed the impact of electricity exports on congestion rents, uplifts, and avoided costs of curtailing renewable and baseload generation. Used the PLEXOS model to simulate representative days for intertie flows across the most heavily traded interconnections. The resulting analysis showed that Ontario derived over $350 million in benefits annually from facilitating competitive transactions over the interties.
- **Wholesale market value of storage in Ontario (2018-2019)**: For the IESO and stakeholders undertook a market simulation study to identify the value stack proposition for battery storage. Estimated the energy, ancillary services, and capacity market revenues their technology could earn in Ontario.
- **Local distribution company consolidation (2012):** Oversaw the Ministry of Energy's team that supported an independent panel to evaluate whether a restructured distribution system could lead to price stability, a more efficient and reliable system configuration, as well as more equity and value. Provided the information, analysis, and technical support to enable the panel to publish its findings.
- **NAFTA trade disputes (2012):** Supported Canadian provincial and federal legal teams on various trade disputes, including softwood lumber and Ontario's Green Energy Act.

Provided expert advice on electricity market structure and mechanisms as it related to potential subsidies.

- **Smart grid fund (2011-2013):** Oversaw the management of Ontario's $50 million annual smart grid fund. Oversaw the submission process as well as the awarding and managing of contracts. Reported annual results to senior policymakers and the estimates committee of the Ontario legislature.
- **Implementation of Industrial Conservation Initiative (ICI) program (2010):** Led the policy design, stakeholdering, and implementation of the ICI program that fundamentally changed how fixed system costs were recovered in the Ontario market. As a result of the implementation of ICI, large industrial consumers paid Global Adjustment (fixed system costs) on a coincident peak basis as opposed to the previous methodology that was based on a volumetric charge. The program was successful, spurred major investments in on-site distributed generation, and avoided over 1,400MW of additional capacity investments at the wholesale grid level. At the same time, Ontario managed to retain close to 2,000MW of industrial load that would otherwise have been at risk.
- **Economic and job impacts of green energy policy (2009-2010):** Developed analysis and provided ongoing support to the government with regard to the jobs likely to be created as a result of the government's renewable generation policies. The analysis indicated that 50,000 jobs would be supported over the near-term as a result of increased investments in wind and solar generation.
- **Review of nuclear technologies (2008):** Undertook a strategic review of potential nuclear technologies to replace Ontario's existing fleet of CANDU nuclear reactors. The study reviewed leading technologies in North America, Europe, and Asia and facilitated decision-making on the subsequent multibillion-dollar refurbishment of Ontario's existing fleet.
- **Coal phase-out policy development and implementation (2007-2014):** For the Ontario Ministry of Energy developed a comprehensive coal phase-out plan in conjunction with Ontario Power Generation and the Ontario Ministry of Finance. The plan included an assessment of the economic, environmental, and reliability impacts on Ontario ratepayers and taxpayers as well as the potential to convert plants to biomass. To facilitate an orderly implementation, a financial Contingency Support Agreement was developed with Ontario Power Generation, the asset owner to minimize adverse economic impacts on employees and local municipalities.

COMMERCIAL MARKET ASSESSMENTS

- **Ontario Transmission Market Assessment (2026):** Completed a detailed assessment of the IESO's proposed Toronto Third Line HVDC project for an UK based transmission developer. The assessment includes advising on commercial considerations, a competitor assessment as well as reviewing and assessing proposed term sheets and bid strategy support.
- **Canadian Transmission Market Assessment (2026):** Completed a detailed assessment of Canadian transmission market for an international (European) transmission developer.
- **SREC valuation (2025):** For a solar developer conducted an analysis to determine the impact of higher costs and electricity prices on Solar Renewable Energy Certificates (SREC) values in New Jersey. Provided recommendations to NJ BPU on approaches to mitigate unexpected market risks that threaten the viability of commercial solar programs.
- **Commercial solar in Virginia (2025):** Conducted a study to assess the locational benefits of commercial rooftop solar including energy, capacity, avoided transmission and distribution value. Assessed the environmental benefits associated with higher avoided fossil-fired generation resulting from urban-sited projects.
- **Commercial solar in Pennsylvania (2025):** Conducted a study to assess the locational benefits of commercial rooftop solar including energy, capacity, avoided transmission and distribution value. Assessed the environmental benefits associated with higher avoided fossil-fired generation resulting from urban-sited projects.
- **Commercial storage (2024):** Conducted a value stack analysis for a leading battery and solar developer to determine the front-of-meter grid value of storage in the New jersey market compared to behind-the-meter. The study's findings will be used to support the developer's submission to the New Jersey Board of Public Utilities' Storage Incentive Program proposal.
- **Utility value assessment of Virtual Power Plants (2024):** For a major OEM automotive supply chain company, evaluated the utility value proposition for the deployment of a mass market residential product that could be aggregated and utilized as a Virtual Power Plant. The assessment considered different North American markets and product configurations and how they could be used to offset system costs and generate new revenue streams.
- **Economic assessment of an international interconnector (2024):** For a major transmission developer, conducted a gridSIM multi-market simulation study to assess the economic, reliability, and environmental benefits of a new 1,000MW HVDC intertie connecting the Ontario and PJM markets.

- **Economic assessment of an international interconnector (2023):** For a major transmission developer, conducted a value stack assessment of the energy, capacity, and environmental benefits of a new intertie that would connect the Ontario and PJM markets.
- **Commercial rooftop solar and storage (2023):** Conducted a value stack analysis to determine the grid value of rooftop solar and storage in the California market, relative to ground-mounted solar and storage. The study's findings supported a developer's submission to the California Public Utilities Commission, who had initiated a proceeding to update the state's Net Value Billing Tariff. The results of the study can be found here.
- **Commercial solar in Illinois and Maryland (2023):** Conducted multiple studies to assess the locational benefits of commercial rooftop solar including energy, capacity, avoided transmission and distribution value. Assessed the environmental benefits associated with higher avoided fossil-fired generation resulting from urban-sited projects.
- **Commercial solar market assessments (2023):** For a leading United States solar developer, provided a multi-market assessment of new commercial solar opportunities. Markets assessed were California, Utah, Texas and Idaho. The study reviewed state and federal policies to incent new commercial solar as well as provided forward-looking assessments on future market opportunities.
- **Grid interconnection for commercial solar and storage (2023):** Managed an assessment of the interconnection prospects for a large pipeline of commercial solar and storage projects for a Canadian pension fund. The work involved reviewing interconnection queues in the SPP, PJM and ERCOT markets, specific utility queues, and IRP filings in the Southeastern United States and Oregon. In addition to determining interconnection prospects, the project assessed proposed FERC policy developments to address interconnection delays and align interconnection with utility and regional planning processes.

SYSTEM PLANNING AND ECONOMIC MODELING

- **Forward price curves (2026):** For a Canadian generation developer created forward Ontario electricity power curves out to 2045 using Brattle's gridSIM model. Power curves were used to assess the future capacity and energy value for multiple generation facilities under a range of market conditions.
- **Ontario market assessment (2025):** Conducted a gridSIM study to assess the future energy price and revenue forecasts for three thermal resources located in Northern Ontario

- **Ontario / PJM market assessment (2025):** Conducted a study to assess the value of interconnecting the Ontario and PJM wholesale markets. The analysis required building an interregional gridSIM model to simulate market conditions in future years.
- **Hydro-Québec - Labrador transmission assessment (2025).** Worked with the Hydro-Québec team to understand the transmission reservation requirements for future hydroelectric development at Churchill Falls and Gull Island.
- **Hydro-Québec Transmission Planning (2024)** Completed a jurisdictional review of Canadian utilities and system operators to identify how economic drivers are considered and factored into transmission planning processes.
- **Long-term congestion rights analysis (2023):** For a load-serving entity with grandfathered generation assets in the SPP market, reviewed the economic cost impacts of having to procure congestion rights relative to other market participants who received grandfathered rights. Assessments identified a multimillion-dollar impact as a result of the need for congestion hedging.
- **Subsea interconnection economic assessment (2019-2022):** Submitted a series of reports on the economic benefits of the Lake Erie Connector Project, a proposed 1,000 MW HVDC under-lake interconnection from Pennsylvania to Ontario. Described and quantified the effects on congestion rents, capacity markets, system reliability and operations, jobs, and economic stimulus. Developed customized decision tree analysis to evaluate the economic impact over the 40-year lifetime of the project.
- **CO_2 emissions assessment of new interconnection (2021):** Developed a report for policymakers on the local and regional CO_2 emissions impacts associated with a new interconnection. The study considered the impacts on the PJM, New York, Quebec, and Ontario markets from projected flows over the intertie.
- **Business case for IESO's Market Renewal Program (2019):** Conducted a cost-benefit assessment of the Market Renewal Program that had concluded it would deliver a projected NPV of $750 million over the first ten years of implementation. The business case was subsequently used by the Independent Electricity System Operator (IESO) to secure over $200M in regulatory funding for the project.
- **Market Renewal Business Case (2019):** Developed and published the business case for the IESO's Market Renewal project that comprises the largest suite of market reforms since market opening in 2002. The business case was used to obtain buy in from key stakeholders and government and also used by the IESO to obtain over $200M in funding from the regulator. For details, please click here.

- **Analysis of Ontario-Québec Trade Agreement (2016):** Provided a market impact assessment of the Ontario and Québec agreement intended to limit GHG emissions by making Quebec's renewable energy supply available to Ontario. Under the agreement, IESO agreed to purchase 14 terawatt hours from Hydro-Québec over a seven-year period, from 2017 to 2023.
- **Gas-electric coordination study (2015):** On June 14, 2014, the FERC issued an order (FERC Order 787) authorizing the communication of operational information between natural gas pipelines and electric transmission operators, including independent system operators (ISOs) in the United States. Led a study to facilitate proposed enhancements to the communication and coordination efforts with natural gas generators in Ontario and natural gas pipeline companies.
- **Long-term planning (2013):** Provided transmission and distribution content to support the development of the 2013 Ministry of Energy's Long-Term Energy Plan. Specifically advised on the need for transmission build-out to connect remote communities in Ontario as well as meet areas identified as high growth, including enhancements in the Southwest, Northwest, and Ottawa regions. Also advised on smart grid developments.
- **System planning workshops (2009):** Led a series of workshops with the Minister of Energy and his staff to assess different supply mix scenarios. Developed interactive models to use in real-time to explore the market pricing and supply impacts of different policy decisions. The workshops provided input into the development and passing of the Green Energy and Economy Act, 2009.
- **Long-term planning (2009):** Provided the economic modelling to support the development of the 2009 Ministry of Energy's Long-Term Energy Plan. The modelling included assessing the energy supply, pricing, and broader economic impacts of different energy strategies**.**
- **Electricity price forecasts (2006-2010):** Provided regular electricity price forecasts to the Minister of Energy's office used for policymaking and legislative purposes. Forecasts were based on projected costs in Ontario as well as a comparative assessment of jurisdictions across North America.

EXPERT TESTIMONY

- **Canada (2026):** Preparing an expert report on a suitable Earning Sharing Mechanism for a leading Canadian utility that will be presented at a future hearing in 2026.

- **Ontario (2025):** Preparing an expert report on the appropriate methodology to reimburse natural gas generators fuel and O&M costs who participate in the IESO's RT-GCG program.
- **Alberta Utilities Commission (2024):** provided a comparative analysis of the Alberta economy to support an application to fund certain capital-related costs through a capital factor. The review comprised of both quantitative and qualitative analyses of key economic variables as well as how electricity sector costs are changing relative to consumer prices more broadly. The hearing is underway and the report can be found here.
- **British Columbia Utility Commission, British Columbia (2024):** Provided an expert report and testimony to support the benchmarking of a utility's base operating costs in the following areas: the appropriateness of continuing with metrics for benchmarking overall operating cost, the appropriateness of using a representative peer group (and underlying criteria) for benchmarking operating costs, and providing a normalization analysis using the utility's financial information. The report included an explanation of the results and benchmark positions as well as an explanation of the methodology to produce the results.
- **Ontario Energy Board: Uniform Transmission Rates, Ontario (2022):** Hydro One filed evidence on the Export Transmission Service (ETS) rate in its application for electricity transmission and distribution rates and other charges for the period from January 1, 2023 to December 31, 2027. Many intervenors argued for a substantial increase in the ETS. Served as lead IESO witness to provide market pricing and system impacts of changes to the ETS and recommended no increase to the ETS. As a result of evidence provided to intervenors and the OEB, the commissioners decided to (slightly) reduce the ETS rate, ensuring that the charge would not result in any unnecessary reliability and system costs. To read more, please click here.
- **Business Case for IESO's Market Renewal Program (2019):** Conducted a detailed cost-benefit assessment of the Market Renewal Program submitted to the Ontario regulator by the IESO to secure regulatory funding for the project.
- **Ontario Standing Committee on Estimates (2008-2013):** Appeared before the Committee on multiple occasions to answer questions from members on a range of electricity policy initiatives.