

2026 - 2027 Revenue Requirement and Fees
(Nova Scotia Energy Board M12663)

Nova Scotia Independent Energy System Operator (IESO Nova Scotia)
Responses to Port Hawkesbury Paper LP (PHP) Information Requests

NON-CONFIDENTIAL

Request IR - 1

Reference: Application page 5, “IESO Nova Scotia notes that actual expenditures for fiscal year 2025/2026 are materially tracking against its proposed 2025/2026 Revenue Requirement”.

(a) Please provide a full reconciliation between IESO Nova Scotia’s actual and proposed 2025/2026 Revenue Requirement for the 10 month period April 1, 2025 to January 31, 2026 broken down between the categories shown on Table 1: Summary of OM&A costs on page 9 of the Application.

Response IR - 1

(a) Please refer to the response to NSEB IR-07. IESO Nova Scotia is unable to provide actuals up to January 31, 2026, given the work and time required to confirm those actuals under the current timelines.

2026 - 2027 Revenue Requirement and Fees
(Nova Scotia Energy Board M12663)

Nova Scotia Independent Energy System Operator (IESO Nova Scotia)
Responses to Port Hawkesbury Paper LP (PHP) Information Requests

NON-CONFIDENTIAL

Request IR - 2

Reference: Application page 12, “The 23 employees needed [to provide effective functional management and administration support that is not accounted for within the scope of the operational employees transitioning from NS Power] during the fiscal year are anticipated to include personnel in the following disciplines: Legal and Regulatory Compliance, Human Resources Management, Financial Management, Stakeholder Engagement and Information Technology”.

(a) Please indicate how many of these 23 employees are in each of the disciplines noted and how many are in other identified functional areas.

(b) Please indicate how much of the \$4.3 million requested as compensation for the 23 employees is in relation to each of the disciplines noted or other identified functional areas.

Response IR – 2

(a) and (b) Please refer to NSEB IR-11 part (a).

2026 - 2027 Revenue Requirement and Fees
(Nova Scotia Energy Board M12663)

Nova Scotia Independent Energy System Operator (IESO Nova Scotia)
Responses to Port Hawkesbury Paper LP (PHP) Information Requests

NON-CONFIDENTIAL

Request IR - 3

Reference: Application page 14, “Cost of living increases are foreseen to give rise to an overall 3% increase in the Administration Salaries compared to those in the 2025/2026 Revenue Requirement Application”.

(a) Please provide the basis for the 3% increase.

(b) Do all Administration Salaries have a built-in annual cost of living increase? If so, what is the identified basis for determining that increase.

(c) Do any IESO Nova Scotia employees have incentive or bonus plans built into their compensation? If so, please indicate the positions which have such structures and provide a copy of the relevant plan or plans, including for certainty the criteria for earning the respective incentive or bonus.

Response IR - 3

(a) Refer to CA IR-07 (e).

(b) Refer to CA IR-07 (e). Individual Administration Salaries do not have a built-in or automatic annual cost of living increase. The 3% cost of living increase was included for budgeting purposes only.

2026 - 2027 Revenue Requirement and Fees
(Nova Scotia Energy Board M12663)

Nova Scotia Independent Energy System Operator (IESO Nova Scotia)
Responses to Port Hawkesbury Paper LP (PHP) Information Requests

NON-CONFIDENTIAL

21 (c) Refer to NSEB IR-11 (e).

2026 - 2027 Revenue Requirement and Fees
(Nova Scotia Energy Board M12663)

Nova Scotia Independent Energy System Operator (IESO Nova Scotia)
Responses to Port Hawkesbury Paper LP (PHP) Information Requests

NON-CONFIDENTIAL

1 **Request IR - 4**

2 Reference: Application page 17, “Office Costs: these costs cover various office administrative fees
3 and resources.”

4 (a) Please break down the proposed \$100,000 for this cost category into each respective
5 administrative fee and resource.

6 **Response IR - 4**

7

8 (a) Please refer to DGT IR-11.

2026 - 2027 Revenue Requirement and Fees
(Nova Scotia Energy Board M12663)

Nova Scotia Independent Energy System Operator (IESO Nova Scotia)
Responses to Port Hawkesbury Paper LP (PHP) Information Requests

NON-CONFIDENTIAL

Request IR - 5

Reference: Application Page 19, “Table 7: OM&A Costs for the Legal and Regulatory Cost Category”

(a) Please confirm that these costs are in addition to the Legal and Regulatory Compliance costs that are built into the Employees (Administration) Cost Category in Table 3 of the Application. If not confirmed please explain any overlap.

(b) Please advise if these costs are all for external legal and regulatory resources. If not, please break down the costs between in-house and external legal and regulatory resources.

Response IR - 5

(a) Confirmed.

(b) Yes, the costs in Table 7 are for external legal and regulatory resources.

2026 - 2027 Revenue Requirement and Fees
(Nova Scotia Energy Board M12663)

Nova Scotia Independent Energy System Operator (IESO Nova Scotia)
Responses to Port Hawkesbury Paper LP (PHP) Information Requests

NON-CONFIDENTIAL

Request IR - 6

Reference: Application page 20, “Legal and Compliance: These costs are tied to the foreseeable external legal advisory needs of IESO Nova Scotia during the 2026/2027 fiscal year”.

(a) Please breakdown the \$600,000 in costs proposed for this cost category into specified foreseeable external legal advisory needs of IESO Nova Scotia.

Response IR - 6

(a) Please refer to the response to DGT IR-12(a) and (c) for budget methodology and assumptions for this cost category.

2026 - 2027 Revenue Requirement and Fees
(Nova Scotia Energy Board M12663)

Nova Scotia Independent Energy System Operator (IESO Nova Scotia)
Responses to Port Hawkesbury Paper LP (PHP) Information Requests

NON-CONFIDENTIAL

Request IR - 7

Reference: Application page 22, “For the 2026/2027 budget, the procurement costs include technical experts, legal, communications support, and a procurement consultant.”

(a) Please confirm whether the legal costs in relation to the Procurement Cost Category are additional to the legal costs in Table 7: Legal and Regulatory Costs and the Legal and Regulatory Compliance costs that are built into the Employees (Administration) Cost Category in Table 3.

(b) Has IESO Nova Scotia hired any in-house procurement staff?

(c) If the answer to b) is no, does IESO Nova Scotia intend to hire in-house procurement staff. If not, please explain why not.

Response IR - 7

(a) Confirmed.

(b) No.

(c) Yes.

2026 - 2027 Revenue Requirement and Fees
(Nova Scotia Energy Board M12663)

Nova Scotia Independent Energy System Operator (IESO Nova Scotia)
Responses to Port Hawkesbury Paper LP (PHP) Information Requests

NON-CONFIDENTIAL

Request IR - 8

Reference: Application page 22, “\$0.474 relates to the 2026/2027 commencement of a procurement for capacity and/or storage as the need is defined through IESO Nova Scotia’s IRP process.”

(a) When does IESO Nova Scotia expect to have the final results of its initial IRP completed.

(b) Does IESO Nova Scotia anticipate that the results of its initial IRP will require Nova Scotia Energy Board approval?

Response IR - 8

(a) IESO Nova Scotia currently expects its initial IRP to be completed by the end of 2026.

(b) IESO Nova Scotia’s initial IRP will be filed with the NSEB as required under s.11 (3) of the More Access to Energy Act. Consistent with past practice, the IRP is shared with the NSEB for information, not approval.

2026 - 2027 Revenue Requirement and Fees
(Nova Scotia Energy Board M12663)

Nova Scotia Independent Energy System Operator (IESO Nova Scotia)
Responses to Port Hawkesbury Paper LP (PHP) Information Requests

NON-CONFIDENTIAL

Request IR - 9

Reference: Application page 22, “Capacity Contract: This amount includes the cost of managing an anticipated agreement for additional capacity through 2026/2027, including participating as an IESO Nova Scotia representative on the project oversight committee.”

(a) Are these activities to be undertaken by contract resources or IESO Nova Scotia employees.

If contract resources, please explain why these activities cannot be undertaken by IESO Nova Scotia employees.

Response IR - 9

(a) In the near term, IESO Nova Scotia intends for these activities to be undertaken by the same contract resources that have been developing and managing this opportunity to date to ensure continuity, provide specialized project development oversight, and manage staff resource loading. It is anticipated that this responsibility will be transitioned to IESO Nova Scotia employees as those resources become available.

2026 - 2027 Revenue Requirement and Fees
(Nova Scotia Energy Board M12663)

Nova Scotia Independent Energy System Operator (IESO Nova Scotia)
Responses to Port Hawkesbury Paper LP (PHP) Information Requests

NON-CONFIDENTIAL

Request IR - 10

Reference: Application page 24, Table 11, IT Application Software, 0.89M

(a) Please identify each specific software license required by IESO Nova Scotia which make up this cost category.

(b) How was the need for each of these software licenses determined?

(c) Please indicate the use/function of each of these software licenses by the IESO Nova Scotia.

Response IR – 10

(a) & (c) The following is a list of software licenses that make up this category along with the use/function of each item:

- PLEXOS: facilitates complex resource modeling scenarios to enable Integrated Resource Planning and other resource planning studies. This capacity expansion and production cost simulation tool is used to assess various combinations of system assumptions and constraints to inform decision-making for long-term system resource planning.
- PSSE: enables transmission planning and analysis that optimizes power supply and risk mitigation by performing large-scale grid modelling with power flow analysis, contingency and fault analysis, voltage reliability and substation/breaker modelling.

2026 - 2027 Revenue Requirement and Fees
(Nova Scotia Energy Board M12663)

Nova Scotia Independent Energy System Operator (IESO Nova Scotia)
Responses to Port Hawkesbury Paper LP (PHP) Information Requests

NON-CONFIDENTIAL

- PSCAD: performs grid modeling simulations of Electromagnetic Transient (EMT) factors that are increasingly present with the growing presence of Wind and other Inverter-Based Resources (IBR).
- Aspen OneLiner: a computer-based tool used by system protection engineers for short circuit analysis and relay coordination functions.
- Microsoft Office 365: general office productivity and collaboration software for corporate email, file storage, file sharing, Teams online meetings, MS Word, PowerPoint, Excel as well as a full suite of Cybersecurity solutions (Defender Suite).

Please also refer to IG IR-22.

(b) Performing these functions is essential to achieving the core mandates of IESO Nova Scotia with respect to the provincial electricity system including fulfilling its roles as Transmission Planner, Resource Planner, and Planning Coordinator. Each software solution is generally accepted across the electric utility sector as the leading solution for the functions they perform. In most cases, the same tools are in use by neighbouring utilities and system operators across the NPCC region. Additionally, the planning engineers who transferred to IESO from NS Power were already familiar with and using these software solutions, and therefore didn't require any training or onboarding and

2026 - 2027 Revenue Requirement and Fees
(Nova Scotia Energy Board M12663)

Nova Scotia Independent Energy System Operator (IESO Nova Scotia)
Responses to Port Hawkesbury Paper LP (PHP) Information Requests

NON-CONFIDENTIAL

40 minimizing non-productive time associated with the transition of functions to IESO Nova
41 Scotia.

2026 - 2027 Revenue Requirement and Fees
(Nova Scotia Energy Board M12663)

Nova Scotia Independent Energy System Operator (IESO Nova Scotia)
Responses to Port Hawkesbury Paper LP (PHP) Information Requests

NON-CONFIDENTIAL

Request IR - 11

Reference: Application page 30, Table 15, Integrated Resource Planning Consulting Fees 1.0M, and page 31 “and issued a request for proposals on October 16, 2025 to hire an IRP consultant to review the current NS Power processes for Integrated Resource Planning. The successful proponent is expected to complete their review by the end of the 2025/2026 fiscal year”.

(a) Please provide a copy of the RFP?

(b) Does the \$1.0 million dollars proposed for this cost category cover costs other than the costs of the IRP consultant retained pursuant to the RFP. If it does, please identify these costs.

(c) What are the deliverables of the IRP consultant?

(d) If the review is expected to be completed by the end of the 2025/2026 fiscal year why are these costs in the 2026/2027 fiscal year proposed budget.

(e) As the costs are in relation to reviewing the current NS Power processes, why are they not identified as one-off transition costs.

(f) Were the Table 16 2025/2026 Annualized Integrated Resource Planning Consulting Fees of 1.00M spent in 2025/2026 to date. If not, are they expected to be spent in that time period.

(g) Based on Table 16 is the IESO Nova Scotia expecting to pay \$2 million in IRP Consulting Fees in the two-year fiscal period 2025-2027? If not, what is it expecting to pay in IRP Consulting Fees over that period?

2026 - 2027 Revenue Requirement and Fees
(Nova Scotia Energy Board M12663)

Nova Scotia Independent Energy System Operator (IESO Nova Scotia)
Responses to Port Hawkesbury Paper LP (PHP) Information Requests

NON-CONFIDENTIAL

(h) Please identify any subcontractors being used by the IRP consultant.

Response IR - 11

(a) The RFP is available publicly on IESO Nova Scotia's website at: <https://ieso-ns.ca/wp-content/uploads/2026/02/FINAL-RFP-IRP.pdf>

(b) Yes. The current review of the Integrated Resource Planning process is expected to conclude before the end of March 31, 2026, and as such the cost of this engagement will be incurred in IESO Nova Scotia's 2025/2026 fiscal year.

IRP consultant costs expected to be incurred in 2026/2027 fiscal year at this time include the Effective Load Carrying Capacity (ELCC) study, which is being cost shared with NS Power, and is the only confirmed consulting engagement with a contract that extends into the 2026/2027 fiscal year. It is anticipated that additional consulting support will be required during the IRP and are therefore included in this cost category. The exact need for consulting support will depend on the recommendations from the IRP process review and input from stakeholders during the initial stages of the IRP when the terms of reference and modeling scenarios are developed.

2026 - 2027 Revenue Requirement and Fees
(Nova Scotia Energy Board M12663)

Nova Scotia Independent Energy System Operator (IESO Nova Scotia)
Responses to Port Hawkesbury Paper LP (PHP) Information Requests

NON-CONFIDENTIAL

41 (c) The deliverables from the IRP review:

- 42 • A report that describes the consultant's work, observations and recommendations on
43 NS Power's IRP development process;
44 • A presentation to IESO Nova Scotia staff on key observations and recommendations
45 in the above-mentioned report.

46
47 (d) Please refer to the response to part b).
48

49 (e) The costs of the IRP are not related to the transfer of system planning functions from NS
50 Power to IESO Nova Scotia; rather the transition of responsibility for Integrated Resource
51 Planning from NS Power to IESO Nova Scotia offers the opportunity to examine the IRP
52 process anew, and to identify how the process can evolve to maintain pace with emerging
53 industry practices and meet the evolving needs of Nova Scotia. Moreover, IRP work and
54 updates will continue into the future based in part on the learnings of this phase of work
55 under the IESO's ownership, and is not considered a one-off activity.
56

57 (f) The 2025/2026 original (non-annualized) budgeted amount was \$500K, not \$1M, and
58 covered a six-month period. As of December 31, 2025, \$30,000 in consulting expenses
59 have been incurred in support of the IRP. By the end of the 2025/2026 fiscal year, IESO
60 Nova Scotia forecasts approximately \$270,000 in IRP consulting costs will be incurred.

2026 - 2027 Revenue Requirement and Fees
(Nova Scotia Energy Board M12663)

Nova Scotia Independent Energy System Operator (IESO Nova Scotia)
Responses to Port Hawkesbury Paper LP (PHP) Information Requests

NON-CONFIDENTIAL

61

62 (g) No. As shown in Table 16, the 2025/2026 budget for IRP consulting fees was \$500,000.

63 Since the 2025/2026 budget was for a six-month period, this amount was prorated for
64 twelve months to develop the 2026/2027 budget. If both budgets were fully spent total IRP
65 consulting costs would be \$1.5M, but as noted in part f), IESO NS does not anticipate
66 spending the full budgeted amount for 2025/2026 at this time.

67

68 (h) To date neither of the IRP consultants, Dunskey and E3, are using any subcontractors. For
69 the IRP review, IESO Nova Scotia did engage directly with Barrington Consulting to help
70 facilitate the stakeholder workshop held on February 3, 2026. In addition, IESO Nova
71 Scotia directly contracted with an independent contractor to provide the audio-visual
72 services necessary for the hybrid (online and in-person) workshop.

2026 - 2027 Revenue Requirement and Fees
(Nova Scotia Energy Board M12663)

Nova Scotia Independent Energy System Operator (IESO Nova Scotia)
Responses to Port Hawkesbury Paper LP (PHP) Information Requests

NON-CONFIDENTIAL

Request IR - 12

Reference: Application page 33, Table 4: Summary of Transitional Cost Category

(a) For each of the three identified sub-categories in Table 4 please describe the basis on how the estimate of the costs for each category were developed.

(b) Has IESO Nova Scotia already retained either a change management or program and project management consultant as mentioned on page 34 of the Application. If so, were they chosen on the basis of an RFP? If not, why not?

Response IR - 12

(a) The Transitional Cost estimates reflected in Table 4 were developed using a bottom-up methodology using reasonable planning assumptions.

- **PMO Support:** The \$0.57M was based on a team of 3 resources required for up to 12 months or 240 working days using the assumptions below. This resulted in a range of estimated costs from \$539,600 to \$958,400. Recognizing the range of uncertainty at this stage, the IESO Nova Scotia used \$570,000 towards the bottom of this range in its application. Barrington Consulting based the minimum and maximum daily rates on a sample size of historical consulting fees from both local and international firms.

2026 - 2027 Revenue Requirement and Fees
(Nova Scotia Energy Board M12663)

Nova Scotia Independent Energy System Operator (IESO Nova Scotia)
Responses to Port Hawkesbury Paper LP (PHP) Information Requests

NON-CONFIDENTIAL

Cost Category	Resource	Min Daily Rate	Max Daily Rate	Allocation Factor
PMO Support	Project Manager	\$1,200	\$2,200	100%, 240 days
PMO Support	Change Manager	\$1,200	\$2,200	30%, 240 days
PMO Support	Subject Matter Expert - HR	\$2,500	\$4,000	10%, 200 days

- **Subject Matter Expertise Phase II:** Please refer to the response to DGT IR-20.
- **Compliance Preparedness and Assurance:** The \$0.34M was based on a team of 4 resources required for up to 12 months or 240 working days, at fractional efforts, using the assumptions below. This resulted in a range of estimated costs from \$276,600 to \$447,600. Barrington Consulting based the minimum and maximum daily rates on a sample size of historical consulting fees from both local and international firms. Recognizing the range of uncertainty at this stage, the IESO Nova Scotia used \$340,000 towards the bottom of this range in its application.

2026 - 2027 Revenue Requirement and Fees
(Nova Scotia Energy Board M12663)

Nova Scotia Independent Energy System Operator (IESO Nova Scotia)
Responses to Port Hawkesbury Paper LP (PHP) Information Requests

NON-CONFIDENTIAL

Cost Category	Resource	Min Daily Rate	Max Daily Rate	Allocation Factor
Compliance Preparedness and Assurance	Subject Matter Expert - Assurance	\$2,500	\$4,000	15%, 240 days
Compliance Preparedness and Assurance	Subject Matter Expert - Assurance - NERC Compliance Consultant	\$2,500	\$4,000	30%, 180 days
Compliance Preparedness and Assurance	Subject Matter Expert - NERC Phase II Readiness Assurance	\$2,500	\$4,000	20%, 60 days
Compliance Preparedness and Assurance	Project Manager	\$1,200	\$2,200	10%, 180 days

(b) Yes. IESO Nova Scotia has retained program and project management and change management consulting support. Barrington Consulting Group was initially retained effective May 1, 2025 through a competitive process. The firm was selected following that

2026 - 2027 Revenue Requirement and Fees
(Nova Scotia Energy Board M12663)

Nova Scotia Independent Energy System Operator (IESO Nova Scotia)
Responses to Port Hawkesbury Paper LP (PHP) Information Requests

NON-CONFIDENTIAL

38 competitive process and the engagement was approved by the Board of Directors. In
39 September 2025, the contract was extended to continue supporting the organization
40 through March 31, 2027. The extended scope supports both Phase I and Phase II transition
41 activities, including program and project management oversight, change management
42 support, and related transition planning activities.

2026 - 2027 Revenue Requirement and Fees
(Nova Scotia Energy Board M12663)

Nova Scotia Independent Energy System Operator (IESO Nova Scotia)
Responses to Port Hawkesbury Paper LP (PHP) Information Requests

NON-CONFIDENTIAL

Request IR - 13

Reference: Application page 37, “IESO Nova Scotia is requesting a continuation of the Net OM&A Deferral and Variance Account for 2026/2027 and in perpetuity for the purpose of tracking and deferring any variance from the approved revenue requirement.”

(a) How does IESO Nova Scotia propose to have the balances in the variance account reviewed for approval?

(b) How often does IESO Nova Scotia anticipate such reviews to occur.

(c) Does IESO Nova Scotia agree that all IESO Nova Scotia expenditures are subject to prudence review? If not please explain.

Response IR - 13

Please note that the NSEB has approved the IESO’s Net OM&A Deferral and Variance Account on February 25, 2026 (M12412).

(a) As noted in Exhibit C-1 of the Application, IESO Nova Scotia proposes that balances in the variance account would be addressed in the following revenue requirement and fees application.

2026 - 2027 Revenue Requirement and Fees
(Nova Scotia Energy Board M12663)

Nova Scotia Independent Energy System Operator (IESO Nova Scotia)
Responses to Port Hawkesbury Paper LP (PHP) Information Requests

NON-CONFIDENTIAL

(b) Annually, in accordance with the *More Access to Energy Act* requirement under Section 29.

(c) IESO Nova Scotia agrees that all costs in a revenue requirement application are subject to prudency review, with the caveat that once the revenue requirement for the prospective fiscal year is approved by the NSEB, the further prudency review is limited to over- and under-expenditures greater than +/- 10% in accordance with the NSEB's Decision and Order regarding M12412.

2026 - 2027 Revenue Requirement and Fees
(Nova Scotia Energy Board M12663)

Nova Scotia Independent Energy System Operator (IESO Nova Scotia)
Responses to Port Hawkesbury Paper LP (PHP) Information Requests

NON-CONFIDENTIAL

Request IR - 14

Reference: Application page 4, “Phase II involves the transfer of real-time dispatch operations. Due to the complexity of this transition and the direct impact on real-time applications and system reliability, additional work is required to scope and plan the implementation of this phase. IESO Nova Scotia has engaged a third-party expert consultant selected through an open and competitive solicitation process, to support the delivery of this work in the first half of 2026. . . . work in early 2026 is required to be completed to provide a deliverable plan, appropriate target date, and budget.”

(a) Please provide a copy of the RFP or other documentation that constituted the referenced “open and competitive solicitation process”.

(b) Please provide a copy of the “third-party expert consultant’s” CV.

(c) Where in either the 2025/2026 or 2026/2027 revenue requirement is the budget for the “third-party expert consultant” found, and indicate the amount and cost category to which it is allocated.

(d) When is the referenced “work in early 2026 is required to be completed” anticipated to complete.

(e) At this time please provide IESO Nova Scotia’s high-level best estimate of:

i. How many NS Power employees are anticipated to transfer to IESO Nova Scotia in Phase II;

ii. How many additional non-NS Power employees are anticipated to be hired by IESO Nova Scotia in Phase II, if any, and

2026 - 2027 Revenue Requirement and Fees
(Nova Scotia Energy Board M12663)

Nova Scotia Independent Energy System Operator (IESO Nova Scotia)
Responses to Port Hawkesbury Paper LP (PHP) Information Requests

NON-CONFIDENTIAL

21 iii. The budgeted cost for all such employees. This information is understood to be
22 subject to change but IESO Nova Scotia's best current view is being requested by
23 this Information Request.

24 (f) At this time is IESO Nova Scotia currently contemplating leasing or acquiring NS Power's
25 Ragged Lake control centre or moving the Phase II employees to another location? Please
26 provide IESO Nova Scotia's best current estimate of the costs required to accommodate
27 the Phase II employees.

28
29 **Response IR - 14**

30
31 (a) Please refer to CA IR-1.

32
33 (b) Please refer to Attachment 1.

34
35 (c) The costs associated with the third-party expert consultant are included within the
36 Transitional Cost category of \$1.77 million identified in the 2026/2027 Revenue
37 Requirement. The amount budgeted is \$360,000.

38
39 (d) The work is expected to be completed by May 2026.

2026 - 2027 Revenue Requirement and Fees
(Nova Scotia Energy Board M12663)

Nova Scotia Independent Energy System Operator (IESO Nova Scotia)
Responses to Port Hawkesbury Paper LP (PHP) Information Requests

NON-CONFIDENTIAL

41 (e) IESO Nova Scotia's high-level best estimate:

- 42 i. It is anticipated that 33 individuals would transfer from NS Power to IESO-Nova
43 Scotia for Phase II.
- 44 ii. IESO Nova Scotia has not yet determined if additional non-NS Power employees
45 are anticipated to be hired by IESO Nova Scotia in Phase II.
- 46 iii. The IESO Nova Scotia's best estimate of costs of the Phase II employees is \$4.5M,
47 however, this is subject to change. These costs are not expected to be incurred until
48 the 2027/2028 fiscal year.

49

50 (f) At this time, IESO Nova Scotia has not made a determination as to whether Phase II
51 operations will be accommodated through leasing or acquiring NS Power's Ragged Lake
52 control centre, or through development of an alternative location. The assessment of
53 control room location, facility requirements, and associated infrastructure needs forms part
54 of the Phase II transition planning work currently underway. As described in the
55 Application, IESO Nova Scotia has engaged a third-party consultant to define the physical,
56 technical, operational, and compliance requirements necessary to implement Phase II.
57 Until this detailed planning work is completed, a reliable estimate of the capital or leasing
58 costs required to accommodate Phase II employees is not available. A high-level estimate
59 is expected to be available following completion of the consultant's deliverables, currently
60 anticipated in 2026.



Swaroop Kariath

Email: swaroop.kariath@ibm.com



Education

Postgraduate Diploma in Cloud Computing, Cloud Computing, Caltech, CA, 2021

Executive MBA, Business Administration, University of Calgary, CA, 2015

Master, Computer Applications, Bangalore University, IN, 2002

Languages

English – Fluent

Industry Certifications



Profile

Senior energy-sector leader with over 23 years of experience shaping and delivering mission-critical transformation for Independent System Operators and regulated utilities across North America. Deep expertise in control centre strategy, dispatch and real-time operations systems, EMS/SCADA modernization, market systems transformation, and operational readiness for ISO environments.

Recognized for leading high-impact, enterprise-scale initiatives for system operators, including multi-year modernization programs for a Canadian Independent Electric System Operator and the complete Control Centre future-state blueprint for a distribution utility in Eastern Canada. Combines strategic foresight, regulatory fluency, and operational depth to enable resilient, scalable, and future-ready system operator models.

Trusted advisor to executive teams and boards on grid modernization, operational risk, and system reliability, with a strong ability to translate complex operational and technical realities into clear strategic decisions.

Key skills

- Independent System Operator transformation
- Control centre design, modernization and operating model definition
- Real-time dispatch & EMS/SCADA modernization
- Market systems and reliability operations transformation
- Operational governance, regulatory alignment and risk management
- Grid modernization and future-state operating models
- Enterprise-scale program leadership

Key courses and training

Project Management Professional, Scaled Agile Program Consultant, Professional Scrum Master I, Machine Learning (Stanford), Microsoft Certified Azure Architect, Design Thinking

Career Highlights

Independent System Operator & Market Operations Leadership

- Led multi-year modernization initiatives for a Canadian Independent Electric System Operator, transforming core market systems, dispatch platforms and operational environments supporting peak load of 12-13 GW
- Directed system reengineering for dispatch and market operations systems, improving reliability, scalability, and regulatory responsiveness, including a brand-new build of a custom dispatching and pool price calculation system.

Publications

[AI as a Catalyst for Data Governance and Quality in Asset Management](#), IBM Think 2025

[AI-Powered Field Utility Service](#), IBM Think 2025

[AI Universe: Powering the Next Energy Revolution](#), Peak Performance Books 2025

[Energy utilities and cloud adoption – accelerators and impediments](#), 2022

Memberships



- Directed system engineering for market and regulatory rule changes including Supply Surplus, Dispatchable Interties and Transmission Constraint Management related rule changes.
- Delivered integration strategies consolidating over 40 operational systems into a modernized, resilient architecture supporting real-time ISO operations.

Control Centre Strategy & Operational Transformation

- Designed the complete Integrated Operations and Control Centre blueprint for a distribution utility in Eastern Canada, defining future-state operating model, control room architecture, system integration framework, staffing model, and transition roadmap.

Work experience

Associate Partner, Energy, Environment & Utilities

IBM, Canada | Mar 2021 – Present

Serve as executive leader for mission-critical modernization programs across Canadian utilities, focusing on operational systems transformation, integrated operations centres, and ISO-aligned infrastructure modernization.

Selected Leadership Contributions:

- Delivered the full Control Centre and Integrated Operations Centre blueprint for a distribution utility in Eastern Canada, defining future-state strategy, architecture, governance, and implementation roadmap.
- Led strategic modernization initiatives supporting real-time dispatch, operational risk mitigation, and operational resilience programs.
- Acted as trusted executive advisor for utility leadership teams shaping grid modernization and operations transformation strategies.

Principal Program Manager

Major Canadian Transmission Provider, Canada | Jun 2020 - Mar 2021

Provided strategic leadership for analytics and operational modernization programs supporting transmission and system operations environments, enabling improved grid intelligence and operational effectiveness.

Publicis Sapient / Sapient Corporation

Director, Strategy & Consulting | Senior Manager | 2003 – 2020

Delivered enterprise transformation for electricity market operators and regulated utilities, with extensive focus on ISO operations and mission-critical systems.

Key Achievements:

- Directed mission-critical modernization of Independent System Operator's market systems, dispatch platforms, and operational support environments across a 3-year transformation program.
- Led development and delivery of core real-time systems supporting electricity market operations and system reliability.
- Architected enterprise integration strategies for ISO operations, eliminating fragmented legacy platforms and enhancing operational transparency.



Christophe Lestavel

Email: Christophe_Lestavel@be.ibm.com



Education

Executive MBA,
Olivetti Executive Program / LBS
London, 1995

Master in Power Electronics and
Telecommunications,
Higher Institute of Electronics (ISEP),
France, 1994

Languages

English – Fluent

French – Fluent

Other Certifications



Profile

With 30 years of experience in business transformation consulting for the Energy, Environment and Utilities industries, Christophe is part of IBM consulting Energy & Utilities global Centre of Competence, leading or supporting multiple engagements across the globe as subject matter expert or lead transformation consultant.

He is gathering global insights on industry best practices around digital transformation in customer operations, Transmission and Distribution System Operations, and management of Distributed Energy Resources in general. In the last 6 years, he was mostly active in helping Independent / Transmission System Operators as well as Distribution System Operators redesign their operating models to manage a “net zero” energy grids with high penetration of DER generations.

Key skills

- Extensive experience in engaging with CxOs and Operational Managers to design operational strategies, new operating models, market value propositions, business capabilities mapping and prioritisation, process design
- Long experience in large programme design and delivery
- Deep understanding of the Utilities value chain (customer, assets, generation, energy systems), their regulatory frameworks and financial levers

Key courses and training

IBM Mosaic method for Complex Program Delivery, based on Scaled Agile for Engineering
Design Thinking

Selected recent work experience

One of the world's largest integrated electricity and gas market operators / One of Australia largest DSO

Transformation program for DER participation to ISO and DSO markets
Sept 2025 – on-going

Christophe is part of the Technical Design Authority in charge of coordinating the high-level design of the future processes and platform allowing the large-scale participation of residential behind-the-meter DER via aggregators to the

ISO power and ancillary services markets, as well as future DSO-level flexibility services market. In charge of identifying required business capabilities, use cases and end-to-end solution design.

One of Europe's largest Electric System Operators

Transformation of the scheduling, dispatch and control operations

March 2022, March 2025

Christophe was leading the Value Realisation and Business Change Workstreams for one of the largest business transformation programme (> 200 active FTEs). Aimed at transforming the core System Operations processes and platform (plan, schedule, dispatch, control). He was responsible for the design and establishment of a robust benefit realisation framework (more in £600M benefits in the RII02 period) and provides support to the Business Change manager to ensure a broad and strong adoption and support of the new Operating Model by the key internal stakeholders. He has developed a deep end-to-end view on the new operating model, performance drivers, technology enablers and end user adoption drivers and barriers.

Advanced Dispatch Optimizer (2024)

Responsible for the program design. ADO is about designing of a new approach to dispatch optimization, based on a AI/ML modelling of generation (legacy and DERs), demand, networks and markets. Key enabler of the future "Virtual Energy System" for Great Britain.

One of Europe largest TSO and DSO

Integrated large DER management program

May 2021, Jan 2022

For one of the largest EU TSO and DSO (+30M meters), supported as Subject Matter Expert the design of the future processes and key business requirements for the management and curtailment of the larger DERs connected to the DSO network thanks to improved TSO – DSO integration mechanisms

US Utility

FERC 2222 strategy

Jan 2021 – May 2021

Helped a large mid-West US Utility develop their strategic roadmap and future operating model resulting from the FERC Order 2222 allowing the participation of Distribution-connected DER to the RTO/ISO (MISO) wholesale and ancillary services markets.

EU TSOs

Crowd balancing platform

2020-2021

Helped design the solution and program to create a new market facilitation platform to accelerate the participation of smaller BTM DERs in the TSO Frequency restoration services markets, congestion management markets, etc., and facilitating TSO – DSO collaboration. Now used in 6 TSO regions.



Irinel-sorin ilie

Email: irinel-sorin.ilie@ibm.com



Education

PhD, Electrical Engineering, Politecnico di Torino, IT, 2010

Diploma Engineer, Electric Power Engineering, University Politehnica of Bucharest, RO, 2006

PhD, Electrical Engineering, The University of Manchester, GB

MSc, Electric Power Engineering - Energy Efficiency, University Politehnica of Bucharest, RO

Languages

English – Fluent

Romanian – Fluent

Italian - Fluent

French – Basic

Management Training

DSDM Project Management

Lean Management

Kaizen Continuous

Improvement

Six Sigma

Profile

Experienced Managing Consultant in Energy Management and Operational Technology (OT) systems, holding a PhD in Electric Power Engineering from both Politecnico di Torino, Italy, and The University of Manchester, UK, alongside an MSc in Energy Efficiency from the University Politehnica of Bucharest. Irinel-sorin's engineering journey began with a Diploma in Electric Power Engineering at the same institution where he pursued his master's degree. Proficient in English, Romanian, and Italian, he has worked extensively across various regions including the UK, EU, USA, EMEA, APAC, and Americas. Notably, he has contributed significantly to Xlinks Morocco-UK Power Project, focusing on control system operations, control centres, and Digital Twins using AEMS/SCADA/MMS platforms. At Worley NL, he led grid solutions development, design, execution, and power system studies for TSO-related projects involving offshore wind, HVDC, and green hydrogen initiatives.

Key skills

- Control system operations
- Real-time dispatch operations
- Control center management
- Digital Twin implementation
- Grid solutions development
- Grid connections and power system studies
- Design and execution of power system projects
- Offshore wind project experience
- Green hydrogen project expertise
- High Voltage Direct Current (HVDC) expertise
- AEMS, EMS, ADMS and DMS expertise
- SCADA expertise
- Market management system (MMS) expertise

Work experience

Managing Consultant – Energy Management & OT Systems

IBM | Oct 2025 – present

Provide consultancy in projects related to AEMS/ADMS, OT systems, control centres, power grid digitalization, renewable integration for TSO, DSOs, ISOs

Engineering Lead

Xlinks Morocco-UK Power Project, United Kingdom

Dec 2024 - Jul 2025

Irinel-sorin led the project development and design of the control system, regional control centres and main operations center, AEMS/SCADA for the

Publications

Over 20 research papers in IEEE, IET and Elsevier journals, and main conferences in the field of power systems

Industry Expertise

Energy, Environment and Utilities

overall power system from generation, transmission, 4000 km HVDC link and up to interconnection with the UKNG.

Leader New Energy Projects

Worley, Netherlands

Jan 2023 – Sep 2024

Tendering, development, design and execution of grid projects for offshore wind, HVDC and green hydrogen

Technical Manager | Lead Power Systems Engineer | Power Systems Engineer

General Electric, United Kingdom

Jun 2012 – Jan 2023

Worked on R&D, project execution, project delivery for several projects in renewables, HVDC, grid solutions, grid studies, FAT/SAT, grid connections, AEMS/ADMS/SCADA/MMS. As technical manager for EMS/SCADA projects, Irinel-sorin delivered control system upgrades for different control centres, new AEMS, ADMS and SCADA for Orion project, development and integration of OT systems in regional and main control operation centres for few system operators. Team member of three projects helping with technical transition from a centralized control system structure into two independent entities, separating real-time control systems and energy management operations from grid ownership and asset management. He created the operational MMS for JAO's optimization of European cross-border capacity under GE's MMS system.

Senior Researcher

Institute for Energy Systems - The University of Edinburgh, United Kingdom

Jun 2010 – Jun 2012

Project execution: Continuity, security and quality of power supply in future UK grid with renewables penetration, BESS and DSM. Coordinated PhD and MSc students.

IT Operator

Translectrica TSO | Bucharest, Romania

Aug 2002 – Sep 2003

Learning about the Romanian power grid, its power substations and OT systems participating in the modelling and databases.



Kristina Lall

Email: klall@ca.ibm.com



Education

Diploma, Information Technology - Programming Concentration, Nova Scotia Community College (99% academic average), CA, 2016

Diploma in Health Sciences, Pure and Applied Sciences - Science Plus Program, Vanier College, CA, 2005

High School Diploma, High School Diploma, LaurenHill Academy High School, CA, 2003

Languages

English - Fluent

French - Fluent

Memberships

SAFe Scrum Master, Certification

Scrum Alliance CSM, Certification

Toastmasters International, IBM Team

PM Practice Blue Buddy, Mentor

Profile

IT professional and certified Scrum Master with nearly a decade of experience in project management, agile delivery, and the software development life cycle. Career developed across diverse industries including aviation, finance, healthcare, and defense, consistently demonstrating strong leadership in agile environments and technical expertise. Recognition received for excellence in client services and project delivery. Experienced in stakeholder communication, cross-functional team collaboration, and driving successful outcomes in fast-paced technical environments.

Key skills

- Agile methodologies: Scrum, SAFe, Kanban
- Tools: Jira, Confluence, Kollabe, Mural, Trello, Gartner
- Communication: Strong written and verbal skills, Bilingual (English/French)
- Leadership: Ability to manage teams asynchronously across time zones, stakeholder engagement, and mentoring

Key courses and training

Certified Scrum Master (CSM)

Certified SAFe Scrum Master

Related Work experience

Project Manager / Release Train Engineer

IBM Canada, Canada | Mar 2025 – Dec 2025

Worked with the Lead RTE on the Revenue Based Accrual and Aeroplan Elite Redesign projects. Created and managed overall timelines and dependencies from project initiation. Facilitated stakeholder communications and drove team deliverables. Other duties included: creation and management of overall project RAID log, creation of Jira dashboards for monitoring, testing progress alignment, and tracking application development team progress through weekly syncs.

Scrum Master

IBM Canada, Canada | Sep 2017 - Mar 2025

Worked as a Scrum Master in a SAFe organization to deliver software development projects and promote the scrum framework. Scrum Master Certification (CSM) obtained in 2017. SAFe Certification obtained in 2022. Previously worked as a project manager on client projects. Experience in Application Rationalization, and in using Gartner and IBM ABSCO tools. Awarded an IBM Service Excellence Award, recognizing high achievement in client services and project delivery.

IT Specialist

IBM Canada, Canada | Jun 2016 - Sep 2017

Worked as a full-stack developer on client projects. Experience with Factory design patterns, JDBC, SQL, as well as Java servlets. Worked on various projects using Watson Cognitive APIs, Angular JS, and Cloudant DB. Awarded several IBM Manager's Choice Awards.

Co-op Work Experience

Ultra Electronics, Canada | Apr 2015 - Jul 2015

Worked in the IT department, responding to diverse IT Helpdesk inquiries using SpiceWorks. Re-imaged desktop computers for new hires using unattended install. Completed a database project for the finance department as well as a Java UI form in Eclipse.

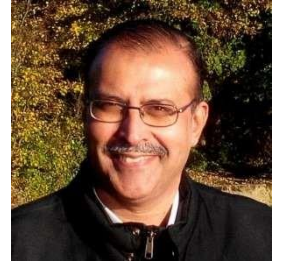
Junior Engineering Intern

Lockheed Martin Canada, Canada | May 2009 - Sep 2009

Summer term as a co-op student on the Canadian Frigate Upgrade project. Performed requirement analysis and design of the Command and Control Software. Experience with DOORS, and Rhapsody tools.



Atul Misra



Education

Post Graduate Diploma in
Operation Management, 1998

Advance Diploma in
Management, 1997

Diploma in Systems
Development,
1990

Bachelor in Science, 1985

Profile

Atul is IBM L3 Certified Global Executive Enterprise Architect and leads cognizant capabilities which envision holistic business and technology solutions that deliver high impact value to clients worldwide and across all industries with special focus on E&U and C&P. With over 35 years of experience in various fields such as strategic formulation consulting, multi-disciplinary transformational change, computing, and systems engineering projects (IT and OP domain). He has an impressive track record of working with companies worldwide and has successfully handled client projects ranging from bespoke high touch to \$50M+ complex projects.

Atul is known for his exceptional ability to comprehend business objectives and enhance business flexibility and agility using exponential digital technologies such as AI (including Gen-AI), IoT, Cloud, Automation, Augmented Reality, and Blockchain as catalysts in their journey towards cognitive enterprise. Over the past 19 years, Atul has spearheaded the implementation of Agile Enterprise Architecture practices in multi-vendor complex SI engagements. He has previously served as the IBM IT Architect (ITA) Profession Lead for Asia-South and currently serves as an ITA Certification Board member of The Open Group.

Languages

English – Fluent

Key skills

- Expert in IBM structured methodologies to develop and govern Agile Enterprise Architecture; strong exposure to similar leading industry EA methodologies and frameworks; TOGAF, NORA, FEAF, Zachman and others.
- Diversified expertise in technology and framework-based solutioning and delivery as a solution architect.
- Expert in Application Portfolio Assessment, covering interface complexity and end-to-end lifecycle of IT and OT technologies for exponential digital transformation.
- Experienced in Energy and Utility, Chemical, and Petroleum industries, with cross-industry business processes and solutions, and familiarity with respective regulatory frameworks.

Other Certifications



Key courses and training

IBM Mosaic method for Complex Program Delivery, based on Scaled Agile for Engineering

Application Portfolio Assessment and others

Enterprise Architecture Frameworks – TOGAF, NORA, FERA, Zachman and others

Selected recent work experience

Enterprise Architecture, E&U Client, UK: Provided technical and thought leadership as an Electric Transmission IT and OT SME/Expert with deep regulatory knowledge, partnering across IBM and the client's Enterprise and Portfolio Architecture teams to assess the current IT and OT landscape and define the Target Architecture aligned with OFGEM commitments, along with the roadmap required to realise it.

Chief Enterprise Architecture, Government Client, Middle East:

Partnered with the client as a trusted technical advisor and lead both the IBM and client teams in developing, establishing, and managing Enterprise Architecture Practices, Technical Design Authority and an EA Operating Model based on the NORA and TOGAF frameworks to support Digital Transformation, positioning them as an Authority in the sector.

Enterprise Architect, E&U Client, UK: As Technical Trusted Advisor, I lead client teams in the strategic value-stream driven investment of IPaaS solutions transformation for IT and OT solution of Electricity Transmission. Additionally, I led the technical team responsible for EAM Architecture & Design.

Chief Enterprise Architect, Airline Client, Middle-East: Partnered with the client as a trusted technical advisor and led IBM and Client team, for defining and developing Enterprise Architecture and Operating Model for multi-billion dollar, First Of Its Kind, Digital Airlines.

Expert Consulting Enterprise Architect, E&U Client, Global: One of the only top 10 IBM experts, globally, advising global clients for strategic investment in Hydrogen and Renewable business and supporting cloud-enabled technologies.

Lead Enterprise Architect, Sea Port Terminal Client, EU: Led client CTO office and EA team to define cloud and Industry 4.0-driven Technology Strategy and Roadmap to Global implementation of IT and OT optimized landscape.

Chief Enterprise Architect, Mining Client, AU: Led rapid application assessment of current IT/OT landscape and provided consulting on optimizing IT/OT landscape and governance-led business-IT alignment.

Chief Architect, Oil & Gas Client, Global: Provided thought leadership and Led the team for establishing and delivering Architecture service on and for Hybrid Multi-Cloud and Emerging AI technologies; supported client initiative to make IT more competitive, credible and affordable (covering software, infrastructure and ways of working)

Enterprise Solution Architect and Design Authority, E&U Client, UK: He advised the client's senior leadership team (on business case and strategy) and led the multi-vendor onsite-nearshore-off-shore teams while developing solutions (architecture, design and implementation) to achieve higher utilization and reliability for asset owners & operators by implementing concepts and solutions like Asset Performance Management (including predictive maintenance and outage management – IT/OT) for Grid Assets, Smart Meter Operations Centre, Predictive Project Health for Construction Sites and Capital Asset Investment planning.

* More engagements' details will be provided if needed

RAFAEL GRANJA



Senior Director

Rafael Granja, Senior Director, has 35 years of experience as an international expert working at the intersection of emergent technologies, supporting energy delivery system operations, transmission and distribution (T&D) engineering, system planning, nuclear generation, grid intelligence, automated meter infrastructure, and regulatory affairs. He has held leadership positions in the design, development, and deployment of grid automation and grid edge modernization initiatives. This experience includes deploying EMS, GMS, ADMS, OMS, DERMS, GIS, AMI, DA, WMS, and EAM and supporting analytic platforms and grid intelligent infrastructure. He has worked both nationally and internationally and has supported projects such as the AEMO energy market re-design. Internationally, Rafael has supported USTDA projects for various countries on grid modernization, capacity planning, smart grid infrastructure assessments, and privatizing distribution companies.

AREAS OF EXPERTISE

- Grid infrastructure modernization, enabling new field technologies and operational capabilities leveraging ADMS, EMS, GMS and DERMS functionality
- Market development and renewable energy integration
- Integrating renewable generation operational data into T&D real-time systems (RTSs), system planning, and system operations
- Real-time data analytics leveraging RTS and Internet of Things (IoT) data, including grid infrastructure and grid edge components (AMI, inverter, drone, LIDAR)
- Software: CymDist, Synergi, PSE Transmission, SAS
- International grid edge reverse trade missions and USTDA with various US grid edge companies

EXPERIENCE AND BACKGROUND

- Years of experience in the electric power industry..... 1988–Present
- Senior Director, Danovo Energy Solutions 2024–Present
- Principal Director, RTS and Grid Modernization, Accenture 2018–2024
- Director PMO, Nuclear Organization, FPL 2013–2017
- Executive Manager, PD AMI, FPL..... 2012–2013
- Executive Manager, RTS – EMS and DMS deployment, FPL 2009–2012
- Senior Manager, T&D Planning & Engineering, FPL..... 2000–2009
- Manager, T&D Reliability Programs, FPL..... 2000–2002
- Supervisor, Regulatory Organization, FPL 1998–2000
- Senior Engineer, Protection and Control & System Operations, FPL 1988–1998

SELECT INDUSTRY ACCOMPLISHMENTS AND RECOGNITION

- ABB Power Systems Executive Overview, 2005
- Vice President, American-Cuban Engineers
- Young Leaders – Florida United Way, 1993–1999

EDUCATION

- BS, Electrical Engineering, University of Miami, 1986

PETER GILLIES – ASSOCIATE FROM WCGS ARCHITECTS



Mr. Gillies is responsible for oversight and guidance for all projects. WCGS Architects' unique project management systems and talented, dedicated architectural team, enable Mr. Gillies to review critical junctures of every project. Mr. Gillies applies his thirty-five years of experience to ensure creative solutions that maximize value, exceed client expectations and achieve budget and schedule objectives on a project-by-project basis.

AREAS OF EXPERTISE

Control Centers - LUMA - New Primary & Secondary Control Centers developed to support power grid reconstruction and modernization in the Caribbean. Working with internal project stakeholders developed project criteria, completed extensive site evaluations to determine the optimal locations, procured local Architectural & Engineering Team and Construction Manager as Agent. Directed Project Team and associated sub-projects required to implement the new Control Centers.

Computational Center For Innovation- Rensselaer Polytechnic Institute- With a computational capacity of over 70 Teraflops (70 trillion calculations per second). At construction completion, CCNI ranked as the world's largest university-based Supercomputer Center. CCNI serves as a platform for industry, government, and university collaboration to develop the technologies of tomorrow.

Data Center Addition- NYISO - 10,000 square foot Tier III Data Center Addition to the functioning Primary Control Center building. The project required the installation of a new electrical distribution system including UPS, generator, power feeds, and power distribution gear in a 2n configuration. A seamless cut-over was coordinated to the new electrical system with zero downtime for the functioning Control Center.

Term Services – Key Bank- Simultaneously manage multiple projects of sizes ranging from 2,000 to 225,000 square feet in multiple locations throughout KeyBank's Northeast Region. The client relationship spans three decades. One highlighted project was the reconfiguration and expansion of the Data Center to accommodate nationwide processing. The electrical power supply, uninterrupted power supply and emergency generator capacity were doubled during construction without disruption to the Data Center.

PROFESSIONAL REGISTRATION

Registered Architect

- New York
- Massachusetts
- Vermont
- Connecticut
- New Jersey

PROFESSIONAL HISTORY

- 1989 - present WCGS Architects

EDUCATION

- Bachelor of Architecture, Rensselaer Polytechnic Institute, 1989

PROFESSIONAL AFFILIATIONS

- National Council of Architectural Review Boards (NCARB) Certification
- American Institute of Architects (AIA)

HENRY CHAO, PHD



Vice President

Henry Chao, PhD, Vice President, RTO/ISO Markets, over 30 years of leadership and technical management experience in delivering technology solutions and professional services to the electric utility industry with a focus on public policy development, renewable interconnection, grid reliability and resiliency, system planning, operations, engineering, project development, power market efficiency, and regulations. While as VP of System and Resource Planning at NYISO, he led and initiated several critical policy-driven studies for New York in recent years, including a STARS study to explore and promote an incremental value of replacing aging infrastructure in New York in 2009 that led to the public policy transmission development by the PSC and the NYISO; the Growing Wind study in 2010 to message the need for transmission expansion and market structure change to facilitate continuing renewable penetration; the New York State Scenario Resource Planning study in 2015 to assess what mix of resources (generation, transmission, EE, DR, and DER) needed to be deployed by 2030 to meet public policies and regulations cost-effectively while maintaining reliability; and Clean Power Plan Assessment in 2016 to provide the New York State Department of Environmental Conservation, policymakers, and NYISO market participants important information about the ability of New York to achieve compliance with federal environmental regulations. Dr. Chao has a strong academic background, including a PhD in Electrical Engineering from the Georgia Institute of Technology and Executive MBA training in programs at Duke and Harvard.

AREAS OF EXPERTISE

- Grid reliability and resilience, planning, operation, and engineering
- Generation planning and resource adequacy
- Power market fundamentals and market design
- ISO tariff, public policy, and reliability compliances
- DER, renewable generation, and energy storage valuation and integration
- Testimony on subject matters of transmission and generation, technology implementations, and market reforms before federal and state government agencies and regulators

EXPERIENCE AND BACKGROUND

- Years of experience in the electric power industry..... 1989–Present
- Vice President, RTO/ISO Markets, Danovo Energy Solutions 2017–Present
- Principal, Electric Energy Services & Advisors, EESA 2016–2017
- Vice President, System and Resource Planning, NYISO 2007–2016
- Group Vice President/Director, Utility Products and Services Technology, ABB 1997–2007
- Senior Engineer/Project Manager, Siemens PTI 1991–1997
- Consultant/Intern, Southern Company 1989–1991

SELECT INDUSTRY ACCOMPLISHMENTS AND RECOGNITION

- Former Member, Planning Committee of NERC and Reliability Coordination Committee of NPCC
- Former NYISO Liaison to the Executive Committee of NYSRC
- Senior Member, IEEE
- Member, International Council on Large Electric Systems (CIGRE)
- Member, IEEE Risk and Reliability and Probability Methods Subcommittee, System Economics Subcommittee, System Control Center Subcommittee, and Power System Planning Committee

GILBERT PEREZ



Senior Advisor

Gilbert Perez, Senior Advisor, has nearly 40 years of experience supporting IT/OT telecommunications, cybersecurity, compliance (CIP, NEI, and 693), control center communications (data, voice, and satellite), substation communications, and transmission and distribution (T&D) engineering. Gilbert has held leadership positions in the design, development, deployment, and support of communications systems (voice and data) that use technologies such as cellular, fiber, and satellite systems. These systems included EMS, GMS, ADMS, AMI, and associated supporting analytic platforms and grid intelligent infrastructure at system control centers and OT sites. He was an original member of Bill Clinton’s Infrastructure Protection Team and has worked as an auditor and enforcement agent for SERC. He has led CIP efforts as an employee and consultant for major utilities. In addition, Gilbert has supported major projects for smart grid infrastructure assessments and communications SLA improvements.

AREAS OF EXPERTISE

- Voice communications
- Data communications
- Cybersecurity
- Physical security
- Compliance CIP, NEI, and 693
- Grid infrastructure communications modernization and enabling new field technologies and operational capabilities by leveraging ADMS, EMS, GMS, and DERMS
- Cybersecurity software: Nessus, Tripwire, Rapid7, NPView, and asset management systems

EXPERIENCE AND BACKGROUND

- Years of experience in the electric power industry..... 1988–Present
- Senior Advisor, Danovo Energy Solutions..... 2025–Present
- Senior Consultant Grid Modernization, Accenture 2023–2025
- Director, Physical Security Initiatives and Customer Support, Force-5..... 2022–2023
- Manager, Compliance, FPL..... 2016–2022
- Lead, Generation CIP Projects, FPL 2013–2016
- Senior Consultant Compliance, Structure Group 2012–2013
- Auditor and Enforcement Agent, SERC Reliability 2011–2012
- Supervisor, Transmission Operation Networking, Security and Compliance, FPL..... 2007–2011
- Principal Engineer, Transmission Operation Networking, Security and Compliance, FPL..... 2002–2007
- Principal Engineer, Fiber Networks Deployment and Maintenance, FPL Fibernet..... 2000–2002
- Engineer, EMS and DMS Systems Deployment and Maintenance, FPL 1988–2000

SELECT INDUSTRY ACCOMPLISHMENTS AND RECOGNITION

- Idaho National Lab Training 2012
- NATF Peer Reviewer
- Bill Clinton’s Infrastructure Protection Team

EDUCATION

- PMP, Florida Atlantic University, 2016
- BS, Electrical Engineering, University of Miami, 1984

MUHIDIN (DINO) LELIC, PHD



Executive Advisor

Dino Lelic, PhD, Executive Advisor, Director of Applied R&D, has over 40 years of academic and industrial experience. During that time, he held various academic, technical, and management positions. He was responsible for developing several new products in energy management systems, optical communications, boiler safety, and fuel efficiency control. Dino has been developing methods and managing projects related to real-time voltage management for various clients in the United States. In addition, he has developed product strategies and roadmaps. He helped domestic and international utilities and independent system operators (ISOs) as a program manager and subject matter expert in numerous emerging technologies initiatives and US government-funded projects, including the DOE Smart Grid Investment Grant project for the NYISO (DE-OE0000368), a 4-year, \$76M project, and Direct Non-iterative State Estimator (DE-OE0000704). Dino spent almost 5 years embedded with the Commonwealth Edison (ComEd) Smart Grid Emerging Technology team (2017–2022), where he was instrumental in developing and leading a strong portfolio of DOE projects for ComEd in the area of microgrids, transportation electrification, sensing, automation and control, DERMS, and hybrid state estimation. He also led the IP efforts for ComEd in identifying the IP opportunities, helping with preparing invention disclosures, collaborating with Exelon legal counsel, and working with patent law firms in the patent application process.

AREAS OF EXPERTISE

- Smart grid, wide-area monitoring and control, synchrophasor system applications
- Microgrids, integration of distributed energy resources (DERs), transportation electrification
- Voltage stability analysis and management, system analysis, and advanced control
- Energy management systems (EMS, ADMS, DERMS), energy efficiency, critical safety product development
- Strategy, Project and program management and government-funded program management

EXPERIENCE AND BACKGROUND

- Years of experience in the electric power industry..... 1994–Present
- Executive Advisor, Director of Applied R&D, Danovo Energy Solutions 2010–Present
- Director, Grid Advancement and Training, LUMA Energy 2022–2023
- Manager, Prod. Development, Staff Eng., R&D, United Technologies Corporation & UTRC 2003–2010
- Engineering Associate, Technical Project Lead, Corning Incorporated 1997–2003
- Staff Engineer, Technical Manager, Siemens Energy 1994–1997
- Rutgers University, Visiting Professor.....1994
- University of Tuzla (Assoc. Prof.) and University of Manchester (British Council Scholar) 1980–1994

SELECT INDUSTRY ACCOMPLISHMENTS AND RECOGNITION

- IEEE Life Senior Member (PES, Control Systems, Signal Processing, Communications)
- Coauthored 4 books, 2 book chapters, over 100 journal and conference papers, and research reports
- Board of Directors, Govsphere, Inc.
- Holds 26 US patents

EDUCATION

- Executive MS, Management, Rensselaer Polytechnic Institute
- PhD, Electrical Engineering, University of Sarajevo
- MS, Electrical Engineering, University of Belgrade

- Dipl. Eng, Electrical Engineering (5-year program), University of Belgrade

2026 - 2027 Revenue Requirement and Fees
(Nova Scotia Energy Board M12663)

Nova Scotia Independent Energy System Operator (IESO Nova Scotia)
Responses to Port Hawkesbury Paper LP (PHP) Information Requests

NON-CONFIDENTIAL

Request IR - 15

Reference: Application page 6, “Twenty-one (21) roles were transitioned from NS Power to IESO Nova Scotia on December 1, 2025.”

(a) Are the 21 employees referenced, or some subset of them, carrying out the “generation interconnection functions” noted on page 4, line 3 of the Application?

(b) Do the “generation interconnection functions” include generation interconnection studies?

(c) If the answer to b) is yes, please provide a copy of the current IESO Nova Scotia generation interconnection queue.

(d) Is IESO Nova Scotia using any outside consultants to assist with interconnection studies?

If so, please identify the consultants and note in which cost category in the 2026/2027 revenue requirement costs associated with such consultants are allocated, and the amount of such costs.

Response IR – 15

(a) Yes.

(b) Yes.

2026 - 2027 Revenue Requirement and Fees
(Nova Scotia Energy Board M12663)

Nova Scotia Independent Energy System Operator (IESO Nova Scotia)
Responses to Port Hawkesbury Paper LP (PHP) Information Requests

NON-CONFIDENTIAL

- 20 (c) The IESO Nova Scotia coordinates with NS Power to maintain a Combined
21 Interconnection Request Queue which is currently published on the Nova Scotia OASIS
22 website: [nspi-combined-interconnection-request-queue\(pdf\).pdf](#).
23
24 (d) Not at this time.