



Independent Energy System Operator Nova Scotia

Phase 2: Transition Plan and IT, OT & Cybersecurity Roadmap - Request for Proposals

Closing Date: December 5, 2025 - 4:00PM AST

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Introduction

Under the authority of Nova Scotia's More Access to Energy Act (2024) (hereafter called 'the Act'), the newly established IESO Nova Scotia is charged with assuming key system-operator functions currently held by Nova Scotia Power (NSP). Transition of functions from NSP to IESO Nova Scotia will unfold in two major phases: Phase 1, Transmission Planning & Procurement, which is targeted for Winter 2025/26, followed by Phase 2, Dispatching & Control, which is targeted for Spring 2027.

IESO Nova Scotia is already well underway in its plans for Phase 1 transition.

The work completed under this RFP is expected to guide the transfer of activities, processes, systems, and governance from NSP to IESO Nova Scotia coming out of Phase 1 and into Phase 2 and a roadmap beyond, ensuring operational readiness, regulatory compliance, and future-proof scalability relating to real-time power system operations including near-term planning.

IESO Nova Scotia is inviting proposals from qualified consulting firm(s) ("Proponents") to identify fit for purpose strategic options for Phase 2, build the transition plan for the preferred strategic option and lay out a IT/OT/Cyber security roadmap and implementation plan that dove-tails into the IESO Nova Scotia business strategy with supporting documentation to support the procurement of implementation & integration services.

The key objective of the Phase 2 transition will be to transfer power system dispatching and control in a balanced manner that enables IESO Nova Scotia to execute these functions as an independent entity while maintaining the system, process and communication interrelationships between IESO Nova Scotia and sector stakeholders to ensure uninterrupted power system reliability.

Scope of Work

The objective of this engagement is to create a plan to enable IESO Nova Scotia to successfully take on its real-time power system operations and near-term planning role as envisioned by the More Access to Energy Act (2024) in the most timely and cost-effective way for customers; delivering a smooth, scalable transition of services from Nova Scotia Power; and setting IESO Nova Scotia up for a sustainable future.

Specifically, Phase 2 will undertake the transfer of operational functions and tasks, including, but not limited to, near term operational planning, Balancing Authority (BA) function, and Transmission Operator (TOP) function. It is anticipated that the Transmission Operator Function could result in some jointly held responsibilities as

NSP may maintain some transmission operations roles (as seen in other jurisdictions like Ontario). The target is April 2027.

The outcomes that IESO Nova Scotia is looking for from this RFP include:

- A. A clear definition of the technology capabilities required by IESO Nova Scotia to deliver the Phase 2 dispatching and control functions enabled by the Act, including near-term operational planning, reliable system operations (including real-time monitoring of the power system and contingency analysis), efficient dispatch of Nova Scotia generation resources, and associated settlement activities and confirming which of those are being transitioned from NSP, which are being developed net new, and any technology integrations required. An assessment to identify the opportunities to effectively leverage existing NSP assets and approaches to minimize the cost of the transition should be conducted.
- B. A set of 4-5 strategic options for the delivery of Phase 2 dispatching and control functions. Providing pros & cons for each of the options including high level guidance on costs and timings for delivery to facilitate IESO Nova Scotia in selecting the best option that balances cost, time to deliver, effective and reliable operations, and desired transparency & independence of IESO Nova Scotia while maintaining needed system, process and communication interrelationships between IESO Nova Scotia and sector stakeholders. Strategic options should identify the extent to which IESO Nova Scotia processes, systems and facilities are separate from or dependent upon NSP. Assessment of whether the anticipated delivery date for Phase 2 of April 2027 can be met. Opportunities to complete early will be welcomed. If a later date is required, then a clear rationale will need to be provided.
- C. The Proponent shall deliver a clear and actionable roadmap outlining the key capabilities for the one IESO Nova Scotia approved option selected or modified from the 4-5 strategic options. This roadmap must include detailed plans for Information Technology (IT), Operational Technology (OT), and Cybersecurity, and be holistic in nature capturing all dependencies such as facility changes, rule development for market participants, and required regulatory filings and approvals.
- D. The roadmap shall include estimated timelines (including regulatory approvals), cost ranges (CapEx and OpEx), and implementation sequencing. It must also provide a detailed mapping of all systems, interfaces, and elements in scope, including primary and backup control centers, data centers, and

individual IT systems, along with documented data flows associated with real-time operations in both the existing and proposed architectures.

- E. Additionally, the roadmap should define the supporting processes, interfaces, strategic approaches, dependencies, and major risk areas to guide execution and ensure organizational readiness.
- F. To help IESO Nova Scotia accelerate the roadmap's implementation, the successful proponent should recommend a detailed implementation path. This path must include draft Statements of Work (SOWs) for all key implementation phases to directly facilitate subsequent procurement activities.

Suggested Approach to Deliverables

Proponents are expected to leverage workshops to encourage consensus building and drive key decisions, working closely with the IESO Nova Scotia team and NSP.

Proponents are expected to surface key decision points and drive clarification, alignment and decision making as necessary.

Proponents will coordinate with all stakeholders such as NSP via an established NSP transition team, IESO Nova Scotia staff and Board member(s) as appropriate. Other stakeholders may be introduced, such as Northeast Power Coordinating Council (NPCC).

Proponents are expected to recognize the scale of Nova Scotia and challenge the status quo to ensure that solutions developed and proposed are right-sized and fit for purpose.

Proponents are expected to recommend the most efficient and effective way to structure the work under this RFP. IESO Nova Scotia offers the following guide for consideration.

1. **Discovery Stage I:** Conduct a discovery and current state analysis to establish a baseline understanding and transition needs. In parallel with technical and operational reviews, the proponent will examine associated business processes that support control room operations, including decision-making, communication, and coordination workflows. This ensures recommendations reflect both system and process alignment.

Anticipated Work

- A thorough review of the Legislative requirements

- A review of relevant work to date including an Archer assessment of the split of North American Electric Reliability Corporation (NERC) compliance requirements between IESO Nova Scotia and NSP
- Review NERC Critical Infrastructure Protection (CIP) Standards being followed today by NSP
- Review of current Nova Scotia electricity Market Rules
- Assess the need for operational agreements with transmission owner(s) and interconnected entities
- Review emergency and contingency frameworks for any additional work required from the anticipated transfer
- An assessment of the existing Nova Scotia Power assets, capabilities, resources, infrastructure
- A review of IESO Nova Scotia's Phase 1 state

Expected Deliverables

- A defined list of capabilities required by IESO Nova Scotia and which are being transferred from NSP vs being developed net new
 - An 'As Is' assessment for NSP and IESO Nova Scotia for relevant technology and architecture
 - An initial assessment of physical constraints around existing control center facilities
 - List of NERC CIP related policies, processes, procedures and roles as they exist today
 - Identification of the ongoing needs for sharing information/data post transition
 - Wire-frame of the comprehensive and integrated technology strategy
2. **Define Control Center Strategy Stage II:** There are a number of ways that IESO Nova Scotia could potentially take on the Phase 2 dispatch and control roles enabled by the Act. This includes a range of solutions from establishing service agreements with NSP to leveraging NSPs existing facilities to building two brand new control facilities, among others. Participants are encouraged to **explore** all available models, such as shared services, inter-regional collaboration, etc. The work performed in this stage would be to help IESO Nova Scotia understand the options (options can have multiple phases) and choose the most prudent one that balances cost, value and risk to build out the roadmap for.

Anticipated Work

- Develop 4-5 options for the delivery of Phase 2 dispatching and control functions including near-term operational planning, reliable system operations

(real-time monitoring of the power system and contingency analysis) and efficient dispatch of Nova Scotia generation resources. This should include options and the comparison of leveraging the existing facilities, the development of new ones, shared services, inter-regional collaboration or other options. Identify the pros and cons of each approach and provide a high-level assessment on timelines to deliver, cost to deliver, how it supports an effective and reliable system, complexity of systems between IESO Nova Scotia and NSP while enabling IESO Nova Scotia to demonstrate transparency and independence while maintaining sufficient process, system and communication interrelationships to ensure reliability.

Expected Deliverables

- A report with details of the identified options, pros and cons, timelines, costs, extent to which IESO Nova Scotia processes and systems will be separated from or dependent upon NSP and additional other relevant information to support IESO Nova Scotia in making a prudent decision.
 - Working with IESO Nova Scotia and NSP to reach a recommended option to meet the legislative outcomes and deliver the most value for Nova Scotians
 - Right sized, scalability of the identified options to meet the current needs of the organization and additional stages as the organization matures (i.e. simple IT solutions to enterprise-wide systems)
 - Suggested back office technology changes required in anticipation of future needs identified in this stage
 - Realtime operations and associated data flows identified including data security/integrity recommendations
3. **Transition & Roadmap Stage III:** IESO Nova Scotia will choose the preferred option as an outcome of Stage II and before the start of Stage III. This final stage will develop a transition plan to define the approach required to ensure critical functions don't break during handoff. It also includes a roadmap on how we develop capabilities for Phase 2, and how those capabilities need to mature over time. The roadmap will include detailed plans for IT, OT and Cybersecurity implementation.

Anticipated Work

- Appropriately bundling capabilities and logically phasing their deployment
- Develop architecture and processes as appropriate to show interconnections between IESO Nova Scotia and NSP while achieving all regulatory, cybersecurity and compliance objectives. Showing logical data, applicable controls, and

operational flows between systems. Defining security boundaries aligned with NERC CIP and identifying technology or process gaps that must be addressed to enable independent operation

- Identify milestones and their connections to operating certifications (NPCC)
- Consider key dependencies and critical path items including - physical space, regulatory approvals, and hardware/software limitations
- Estimated timelines, budgets (Capex & Opex & RTB), and resourcing
- Identify key risks and mitigations
- Develop a procurement approach with detailed SOWs to accelerate procurement of implementation steps

Expected Deliverables

- Transition Plan
- Strategy Decisions made
- IT, OT and Cybersecurity Roadmap with defined target operating model, process and architecture
- Overall roadmap for IESO Nova Scotia to deliver Phase 2 and beyond
- Estimates for timing, costing (Capex, Opex and Run the Business (RTB)) and effort
- Key dependencies articulated
- A regulatory compliance plan with identified standards in scope and any exceptions or deviations clearly defined
- A summary of key risks and mitigation approach
- Success metrics
- Procurement strategies and bundled Statement's of Work (SOWs) for quick procurement, aligned to milestones in plans and roadmaps

The engagement must be completed with all deliverables signed off no later than 31 March 2026.

Additional Context

Phase 1 Transition (system planning, generation interconnection planning and energy procurement) is planned to take place on December 1, 2025. Phase 1 will focus on the transfer of transmission planning and procurement related functions and tasks, including Resource Adequacy (RA) planning, Transmission Planning (TP), Planning Coordinator (PC), load forecasting, administration of the Generation Interconnection Procedures (GIP), and resource procurement. The target is December 2025.

Planning has progressed across several critical areas. Leadership and organizational foundations are in place, with the CEO onboard since August 18 and the initial

structure finalized. Recruitment for the broader team is actively underway, with new hires beginning November 1, alongside the rollout of employee benefits and pension plans. Facility and foundational back office technology readiness are scheduled for early November, while system planning and compliance capabilities are expected by December 1, aligning with the planned transfer of Phase 1 operations from NSP.

Phase 2 (real time dispatch operations) is planned to take place in Q2 of 2027. As Phase 2 involves the real-time operations of the bulk electricity system, it requires additional planning and implementation activities; thus this RFP.

Proponents shall take into consideration:

- An emphasis on feasible, cost-effective, and proportional responses.
- Solutions that are achievable within available resources and timelines, with clear justifications provided for any elements that are not reasonably attainable, ensuring transparent communication with stakeholders and the broader public.
- Nova Scotia's market scale, geography, and uniqueness of the electricity/energy sector in Nova Scotia:
 - Installed capacity ~2.8 GW
 - Total Electricity Generation: ~8.5TWh in 2021, 55% Coal, 18% Natural Gas, 13% Wind, 9% Hydro, 4% Biomass
 - The province has a clear focus to diversify supply mix by 2030, with a target of 80% renewables and the closure of coal facilities by 2030
 - Annual electricity consumption ~10.4 MWh based on 2020 data
 - Nova Scotia has ~32,000 km of transmission and distribution lines mostly operated by NSP serving 540,000 residential, commercial, and industrial customer connections (69-345 kV)
 - Limited interconnectivity of ~350 MW non-firm tie to New Brunswick and 470MW HVDC Maritime link to Newfoundland
 - Population of ~1.1M as of January 1, 2025
- Transition from Nova Scotia Power (NSP) in Phase 2:
 - Control Room: Building operational transition plans from NSP's control room operations including key technology roles and supporting systems while minimizing disruption.
 - Supporting IT, OT and Cybersecurity systems and all-encompassing parts and components, including but not limited to processes (high-level), regulatory certifications, applications, data, licensing (if applicable), and all underlying infrastructure.
 - Both technical and physical roadmaps for transferring NSP's control room to IESO Nova Scotia. This may include innovative solutions to enable IESO

Nova Scotia to provide real-time operations that may defer or remove the need to build a separate control center.

- Recognition of NSP's ongoing recovery from a cybersecurity event in that Proponents may have to account for potential information and documentation constraints in their planning assumptions.

Proponent Qualifications & Instructions

Proponents are permitted (even encouraged) to form partnerships, where appropriate. Proponents must ensure the engagement team collectively demonstrates the following capabilities and experience:

- Proven experience in control center builds, relocations, or organizational separations.
- Proven experience of strategic assessments, developing options and supporting decisions to identify the preferred option.
- Proven experience in process and system integration.
- Proven experience of scaling solutions to ensure fit for purpose in smaller jurisdictions.
- Proven experience in power system operations - including reliable system operations and efficient dispatch - and processes upstream (near term operational planning) and downstream (settlement).
- Proven Project Management experience.
- Strong understanding of NERC CIP standards and associated data flows across IT and OT environments.
- Expertise in data center design and real-time operational systems supporting critical infrastructure.
- Demonstrated ability in developing integrated roadmaps for complex IT/OT/cybersecurity architectures and multi-phase implementations.
- Deep cybersecurity experience, including governance, risk management, and technical controls aligned to regulatory frameworks.
- Experience facilitating collaboration across multiple organizations to design and implement cohesive, multi-stakeholder solutions.

The proponent will declare any existing consultancy engagements in progress for IESO Nova Scotia, Nova Scotia Energy Board or NSP, and must have the capacity to provide this service during the full duration of the engagement. Preference will be given to responses that utilize local resources.

Proponents selected through this RFP will remain eligible to participate in, and be considered for, any subsequent implementation work arising from the outcomes of this engagement.

Where partnerships are proposed, one organization must clearly assume the role of lead Proponent and take full accountability for the overall delivery, coordination, and quality of the engagement.

Proponent Response Requirements

Proponents are required to structure their proposals to clearly demonstrate an understanding of IESO Nova Scotia's objectives, proposed approach, and ability to deliver the services described in this RFP. The submission should be organized in a logical format that allows evaluators to assess the response against the evaluation criteria.

Each response should clearly outline:

Understanding of Engagement

Provide a concise summary of your understanding of IESO Nova Scotia's mission under the More Access to Energy Act (2024), including the phased transition from Nova Scotia Power (NSP) and the goals of Phase 1 and Phase 2. Describe how your proposed work will support these objectives and enable the organization's long-term operational independence and reliability. Proposed process and timeline (including expected work shops and data requests).

Proposed Approach and Methodology

Describe your approach for defining each major stage of the engagement. Include methods for stakeholder engagement, workshops, and consensus building. Clearly explain how your approach ensures alignment with regulatory obligations, NERC/NPCC standards, and IT/OT cybersecurity integration.

Innovation and Fit for Purpose

Describe how your proposed solution is right-sized for the Nova Scotia context, emphasizing scalability, cost efficiency, and practical implementation given the province's scale and available resources. Describe how the approach will help IESO deliver its desired outcomes and accelerate implementation

Deliverables and Outcomes

Clearly describe what deliverables will be provided at each phase, including their expected form (e.g., reports, architectural diagrams, transition plans, SOW templates). Identify how each deliverable will support decision-making and transition execution by IESO Nova Scotia.

Implementation and Knowledge Transfer

Describe how you will equip IESO Nova Scotia staff with the knowledge, tools, and documentation needed to execute on the roadmap post-engagement. Outline your approach for handover, documentation, and training. Identify key risks and how they propose to mitigate them.

Project Management and Resourcing

Provide a proposed project structure including key milestones, timelines, and governance model. Identify key personnel and their roles. If multiple organizations are partnering, one organization must act as the Prime Proponent and assume contractual accountability for delivery.

Experience and Capabilities

Summarize (table format is acceptable) relevant project experience, and the role specific proposed project team played particularly in electricity market transitions, control center design or relocation, NERC CIP compliance, IT, OT, & Cybersecurity and integrations and associated risks. Include examples of similar engagements with utilities or public-sector organizations.

RFP Instructions

1. Proposals must be received, via email with subject “IESO Nova Scotia Transition and Roadmap RFP” to Procurement@ieso-ns.ca
2. A Cost Proposal must be submitted separately from the Technical Proposal via email to procurement@ieso-ns.ca. The Cost Proposal should include proposed hours and a rate card.
3. The proposal, will not exceed a total of 25 pages, excluding CV’s.
4. The deadline for receipt of complete proposals via e-mail to IESO Nova Scotia is 4:00 p.m. Atlantic Standard Time (AST), on December 5, 2025.
5. Any alterations to the contents of the RFP document will be grounds for dismissal from consideration or termination of any resulting contract. By submitting an RFP, it is agreed by the Proponent that the discovery of any misleading or false

information provided may be grounds for rejection from consideration, and/or termination of any resulting contract.

6. IESO Nova Scotia reserves the right to reject any or all proposals submitted. There is no express or implied obligation for IESO Nova Scotia to reimburse Proponents for any expenses incurred in preparing proposals in response to this RFP. If none of the proposals are satisfactory to IESO Nova Scotia, no selection will be made. Proposals submitted in response to the RFP will become the property of IESO Nova Scotia and are subject to public inspection. IESO Nova Scotia reserves the right to modify the RFP contents and requirements at any time prior to the submission deadline.
7. IESO Nova Scotia reserves the right to contract partial or modified scope.

RFP Questions & Clarifications

1. To address any questions related to this RFP, IESO Nova Scotia will host a virtual bidders' call on November 14, 2025, at 11:00 a.m. AST. Following the meeting, the Proponents are encouraged to submit any inquiries via email. Please note that IESO Nova Scotia will officially only respond to questions received by email. Telephone inquiries will not be accepted. All questions should be directed via email with the subject "Phase 2 Transition Plan and IT OT & Cybersecurity Roadmap RFP Question" to Procurement@ieso-ns.ca.
2. All questions and answers will be consolidated into a single Q&A document.
3. All questions must be received by 4:00 p.m. on November 17, 2025.
4. The Q&A document will be provided via email, on November 21, 2025. This will be the only distribution method for the Q&A document.

RFP Timeline

The following RFP timeline is an estimate and may be adjusted at IESO Nova Scotia's discretion any time during this procurement process.

Step	Activity	Deadline
1	Distribution of RFP	November 10, 2025
2	Bidders Call (Virtual)	November 14, 2025 11:00AM AST
3	Deadline for questions submitted by email	November 17, 2025 4:00PM AST

4	Q&A Document to Proponents by email	November 21, 2025 4:00PM AST
5	Deadline for completed proposals	December 5, 2025 4:00PM AST
6	Invitations for Interviews (if required)	December 10, 2025 4:00PM AST
7	Interviews (if required)	December 16-17, 2025
8	Start of Engagement	January 5, 2026
9	Completion of Primary Engagement	March 31, 2026

Responsibilities

1. It is the responsibility of the Proponent to ensure compliance with all requirements and deadlines. Proposals not in compliance may be rejected.
2. It is the responsibility of the Proponent to ensure delivery of all required materials.
3. IESO Nova Scotia assumes no responsibility for technological or logistical issues in delivering the Proponent response.
4. All proposals will be reviewed to determine if they satisfy the mandatory criteria in this RFP. Proposals not satisfying the mandatory criteria will be rejected.
5. All costs for the preparation and presentation associated with a response to this RFP will be the responsibility of the Proponent.
6. IESO Nova Scotia may, in its discretion, shortlist one or more Proponents for further evaluation, including by way of interview, presentation, demonstration, or requesting references.
7. The Proponent shall be bound by the information and representations contained in any proposal submitted. The proposal is deemed to be a binding offer on the part of the Proponent.
8. Submission of a proposal in response to this RFP indicates the Proponent's acceptance of the terms and conditions contained within the RFP.
9. IESO Nova Scotia prohibits the payment of a finder's fee in any form.

10. All Proponents must fully disclose any proposed subcontracting of any of the required services.
11. IESO Nova Scotia will accept joint proposals submitted by more than one company as “Joint Proponents”. The Joint Proponents must designate one lead organization, the “Lead Proponent”, to serve as the primary point of contact and to assume overall contractual responsibility for the performance of all consortium members.
12. The Proponent shall clearly disclose whether Artificial Intelligence (AI) tools, including generative AI systems, were used in the preparation of this proposal. The Proponent remains fully responsible for the accuracy, completeness, originality, and compliance of all proposal content, regardless of any AI assistance.
13. The use of AI-generated content does not relieve the Proponent of its professional and contractual obligations. IESO Nova Scotia reserves the right to seek clarification or additional assurances regarding the origin and accuracy of proposal materials from the Proponent. All AI-generated content must be clearly identified.

RFP Pricing Structure

Proponents are required to provide a transparent pricing schedule for the services provided during the duration of the engagement. Price should be separated from final submission and be a fixed fee basis with payments associated to milestones and/or deliverables ensuring value is maximized for Nova Scotia rate payers.

Clearly state the basis for any proposed fee increases over the term of the engagement. Any changes to the scope of work that may affect pricing must be approved in advance. The RFP response should include a proposed change order form.

All monetary values are to be provided in Canadian Dollar, with clear identification of amounts before and after taxes, where applicable.

Out-of-Pocket Expenses: A breakdown of any anticipated disbursements or out-of-pocket expenses, if not included in the fixed fee. All expenses will require pre-approval.

Evaluation Process and Controls

Each response to this RFP will be evaluated by IESO Nova Scotia to determine the degree to which it responds to the requirements set out. This RFP and the procurement process are governed by the Nova Scotia Procurement Act.

1. Evaluation criteria will be:
 - I. Experience and Team (30%)
 - a. Understanding of Engagement
 - b. Bulk Electrical Sector/Utilities & Energy IT, OT, and Cybersecurity Experience
 - c. Proponent Personnel Qualifications and Experience
 - d. Transition Implementation
 - e. Additional Services
 - f. References
 - II. Proposal and Approach (40%)
 - III. Cost & Pricing (25%)
 - IV. Regional Capability (5%)
2. Preference will be given to local resources.
3. IESO Nova Scotia reserves the right, but will have no obligation, to request additional information from one or more Proponents, including references, prior to the selection of the Preferred Proponent(s) or prior to entering into an Agreement with the Preferred Proponent(s).
4. IESO Nova Scotia's evaluation process and selection of the Preferred Proponent(s) may include consideration of any information in the public domain, information provided by Proponents' references, any information provided by third parties, and any information relating to prior or existing contracts, disputes, or dealings between Proponents and IESO Nova Scotia or any predecessor of IESO Nova Scotia.

Information in RFP; No Exclusivity

IESO Nova Scotia makes no representation, warranty or guarantee as to the accuracy of the information contained in this RFP or issued by way of addendum, including the value or volume of work to be acquired. Any quantities shown or data contained in this RFP or provided by way of addendum are estimates only and are for the sole purpose of indicating the general volume of the work.

Any Agreement executed in connection with this RFP will not be an exclusive contract for the provision of the Services. IESO Nova Scotia may contract with others for the same or similar services or may obtain the same or similar services internally.

It is the responsibility of each prospective Proponent to avail itself of all information necessary to prepare a proposal in response to this RFP.

Conduct

Conflict of Interest

Proponents must not engage in any activity or communication that would constitute or create a Conflict of Interest.

IESO Nova Scotia may disqualify a Proponent for any conduct, situation or circumstance that constitutes a real or perceived Conflict of Interest as determined by IESO Nova Scotia.

IESO Nova Scotia may also disqualify a Proponent for:

- a. a failure to disclose an actual or potential Conflict of Interest.
- b. a failure to comply with any requirement prescribed by IESO Nova Scotia in connection with the resolution of a Conflict of Interest.
- c. a situation or circumstance in which the Proponent's Conflict of Interest cannot be resolved.
- d. A failure to disclose participation in another submission with another Proponent for this RFP as a third party or subcontracted entity even if it's not a direct Conflict of Interest.
- e. A failure to disclose participation in another RFP for IESO Nova Scotia that directly conflicts with the services to be covered under this RFP e.g. Auditing Services.

Illegal or Unethical Acts

Proponents must not engage in any illegal bidding practices, including conspiracy, bid-rigging, price-fixing, bribery, fraud or collusion. Proponents must not engage in any unethical conduct, including lobbying or other inappropriate communications, offers of gifts to IESO Nova Scotia employees, contractors, officers or board members, deceitfulness, submitting Proposals containing misrepresentations or other misleading or inaccurate information, or any other conduct that compromises or may be seen to compromise the integrity of the Proponent, the RFP, or the competitive procurement process.

IESO Nova Scotia may disqualify a Proponent from the RFP process if that Proponent engages in any of the foregoing activities or conduct, or if that Proponent's proposal contains a misrepresentation or any inaccurate, misleading or incomplete information.

Confidentiality

The proposal should clearly identify any information that is confidential or proprietary information (the "Confidential Information").

Confidentiality and Survival of Obligations

1. **Confidential Information:** All information, data, documents, and materials provided by IESO Nova Scotia to any Proponent in connection with this RFP or any subsequent contract, whether oral, written, or electronic ("Confidential Information"), shall remain the property of IESO Nova Scotia. The Proponent must attest they are capable of handling NERC CIP related information in a secure manner.
2. **Use and Disclosure Restrictions:** The Proponent shall use the Confidential Information solely for the purpose of preparing and submitting a response to this RFP and, if applicable, performing its obligations under any resulting agreement. The Proponent shall not, without the prior written consent of IESO Nova Scotia, disclose, reproduce, or otherwise use the Confidential Information for any other purpose.
3. **Obligations Upon Termination or Cancellation:** In the event IESO Nova Scotia cancels this RFP, terminates any resulting contract, or elects not to proceed with the procurement or project for any reason, the Proponent shall:
 - I. Immediately cease all use of the Confidential Information.
 - II. Return or securely destroy all copies of Confidential Information in its possession or control; and
 - III. Certify such return and/or destruction to IESO Nova Scotia in writing upon request.
4. **Survival:** The obligations set out in this section shall survive the cancellation of this RFP, the termination or expiry of any resulting agreement, and shall remain in effect indefinitely or until such time as the Confidential Information lawfully enters the public domain through no fault of the Proponent.

Cancellation of RFP

IESO Nova Scotia reserves the right to cancel this RFP at any time.

Default

IESO Nova Scotia may, by notice of default to the Proponent, terminate the whole or any part of the Contract if the Proponent fails to make delivery of the Services within the time specified, or to perform any other provisions of the Contract.

In the event IESO Nova Scotia terminates the Contract in whole or in part, IESO Nova Scotia may procure services similar to those so terminated, and the Proponent shall be liable to IESO Nova Scotia for any excess costs for such similar services.

The Proponent shall not be liable for any excess costs if failure to perform the Contract arises by reason of Force Majeure or acts of IESO Nova Scotia.

Appendix A - Proponent Cost Bid Sheet

General Instructions

Proponents are requested to provide a cost breakdown aligned with their proposed approach. The tables below offer a suggested format to help organize costs by task/deliverable. However, proponents are welcome to modify, expand, or restructure the format to better reflect their methodology, team composition, or pricing model.

Please ensure the breakdown includes:

- Estimated hours and hourly rates for each key task or deliverable (Total fixed fee for Stage I and II, Range for Stage III)
- Total cost per task and overall project cost;
- Any assumptions, exclusions, or optional services;
- Hourly rates by role or personnel category;
- A proposed payment schedule aligned with project milestones; and
- A rate card for any additional tasks or deliverables not listed.

Cost Breakdown by Task or Deliverable

Fixed Fee Deliverables

Role	e.g. Project Manager	e.g. Senior Consultant	e.g. Technical Analyst	Total Fixed Fee (CAD)
Hourly Rate (CAD)	\$	\$	\$	=Sum (hourly rate * Est Hrs)
Task / Deliverable	Estimated Hours	Estimated Hours	Estimated Hours	Fixed Fee (CAD)
Discovery Stage I				
Define Control Center Strategy Stage II				
Total Fixed Cost:				\$

Non-fixed Fee Deliverables (Range)

Role	e.g. Project Manager	e.g. Senior Consultant	e.g. Technical Analyst	Range Fee (CAD) =Sum (hourly rate * Est Hrs)
Hourly Rate (CAD)	\$	\$	\$	
Task / Deliverable	Estimated Hours	Estimated Hours	Estimated Hours	Fixed Fee (CAD)
Transition & Roadmap Stage III				
Out-of-Pocket Expenses Travel, printing, and other disbursements				
Total Fixed Cost:				\$

NOTE: If fees are to be charged for any services in addition to the proposed fee for all services as outlined in the Scope of Work, they must be clearly identified (use an additional sheet) and agreed upon before commencement of the service. Where no additional fee is quoted, it is deemed to be included in the total fixed cost.

Additional Fees? YES_____ (additional sheet attached) NO_____

RETURN THIS SHEET WITH YOUR COST PROPOSAL