



Designing CIS for Ontario's Evolving Electricity Market



CIS Series

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About Our CIS Series

If you're a Utility that is considering going down the Customer Information System (CIS) replacement path, have either already started on this journey, or have finished your project and are now looking back at it, then the following CIS Series is for you.

CIS projects are a considerable investment in time, money and effort. Using best practices, industry knowledge and insights found in the pages ahead will set you up for success, save you time and money during your process, and reduce your risk by using insights and learnings of others in the Utility industry.

Throughout this series, we'll provide insights to Utilities and open up a discussion and debate forum, where you can discover key aspects to consider when planning or delivering your CIS project.

Kaihen has worked on many CIS projects in Canada, and we will share our learnings and points-of-view, as well as the experiences of our Canadian clients to help you during your CIS journey.

Please join us in the CIS Series.



What Makes the Ontario Electricity Market Unique?

Ontario's electricity market is one of the most unique electricity markets in the world resulting in a web of complex interfaces and rate schemes for utilities to implement and manage.

Ontario, located in east-central Canada, is Canada's most populous province and home to a robust electricity market serving a diverse range of customers. The province hosts approximately 5.46 million residential and small business consumers, about 50,000 commercial entities, and around 1,660 industrial users, supported by a vast infrastructure of over 30,000 km of transmission lines and 260,000 km of distribution lines.

There are around 60 local distribution companies (LDCs). These entities deliver electricity to homes and businesses and manage the distribution

infrastructure. While some LDCs are municipally owned, others are private, including Hydro One. Ontario's electricity market operates as a hybrid of regulated and competitive frameworks. Generation largely remains with Ontario Power Generation and Bruce Power, relying on nuclear ($\approx 50\%$), hydroelectric ($\approx 24\%$), natural gas ($\approx 16.6\%$), and renewables. The Independent Electricity System Operator (IESO) oversees the wholesale market, ensuring real-time balancing of supply and demand. A recent shift toward locational marginal pricing (LMP) is underway via the Market Renewal Program, enhancing pricing granularity across $\sim 1,200$ grid nodes.

At the regulatory apex stands the Ontario Energy Board (OEB). The OEB licenses market participants—including distributors, transmitters, generators, retailers, and wholesalers—sets rates for regulated entities, approves infrastructure projects, enforces consumer protection policies, and oversees competitive retail contracts. While its reach does not extend to all commodity charges, it plays a critical role in shaping cost efficiency, reliability, quality, and public oversight within the sector.

Key participants in the Ontario electricity market include:

- **Generators:** both large-scale nuclear, hydro, gas, wind, solar producers, and distributed sources.
- **Transmitters:** primarily Hydro One, responsible for high-voltage transmission.
- **Distributors (LDCs):** deliver electricity at low voltage to end users.
- **Retailers:** consumers can choose between their local default utility (≈95%) or competitive retail suppliers under contract.
- Wholesalers, smart meter providers, and storage operators also play roles.
- IESO: manages grid operations, administers day-ahead and real-time markets, and maintains long-term system planning.

Together, these participants operate within a framework shaped by provincial energy policy, regulatory oversight, competitive market mechanisms, and ongoing modernization initiatives aimed at enhancing system efficiency and responsiveness.

Within this market construct, several factors affect the utility's meter-to-cash process and billing practices, including the ability for customers to choose their rate plan between time-of-use, overnight ultra-low and tiered structures.

The OEB has also instituted multiple customer assistance programs over the years, such as the Ontario Electricity Support Program, the Low-Income Electricity Assistance Program and a Winter Moratorium on Disconnections due to potentially extreme cold temperatures over the winter months. The most complex market-wide data sharing interfaces in the province between LDCs, with other market participants or with customers are in the form of Green Button to share customer usage, Electronic Business Transactions to administer the retail market and the Meter Data Management/Repository for metering and billing data purposes. Strict regulations are also in place for meter measurements and accuracy.

Alberta and Texas are two other complex electricity markets in North America.

Alberta's electricity market is one of the few fully deregulated, energy-only markets in North America. The province does not own electricity utilities; instead, generation is provided by competitive private entities, with the Alberta Electric System Operator (AESO) managing grid operations and wholesale market dispatch. Regulatory oversight involves a multi-tiered structure: the AESO focuses on reliability and market operations, the Market Surveillance Administrator (MSA) ensures competitive fairness and enforces market rules, and the Alberta Utilities Commission (AUC) adjudicates on tariffs, infrastructure projects, and regulatory compliance. Recently, Alberta has embarked on major market reforms—including the Restructured Energy Market (REM)—with plans to introduce a day-ahead and real-time market and enhanced locational marginal pricing as early as mid 2027.

By contrast, Ontario's market blends competitive wholesale elements with significant regulation: nuclear, hydro, gas, and renewables are primarily controlled by publicly owned entities like Ontario Power Generation, while the IESO administers the wholesale market and emerging locational pricing.

Ontario's retail side is also regulated, with approximately 60 local distribution companies overseen by the OEB, which sets distribution rates and enforces consumer protections. In comparison, Alberta's energy-only approach provides stronger investment signals and greater price transparency but also requires a robust suite of market institutions (AESO, AUC, MSA, Balancing Pool) to ensure reliability, fairness, and system adequacy.

Texas operates one of the most distinctive electricity markets in North America through the Electric Reliability Council of Texas (ERCOT), an energy-only wholesale system covering around 90% of the state's electric demand. ERCOT manages a self-contained grid, minimizing federal oversight and focusing on real-time balance, market dispatch, and reliability for approximately 26 million customers. Unlike Ontario's hybrid model, Texas fully deregulated generation and retail supply, allowing more than 50 Retail Electric Providers (REPs) to compete on pricing, plans, and green energy options—while transmission and distribution remain regulated through utilities overseen by the Public Utility Commission of Texas (PUCT).

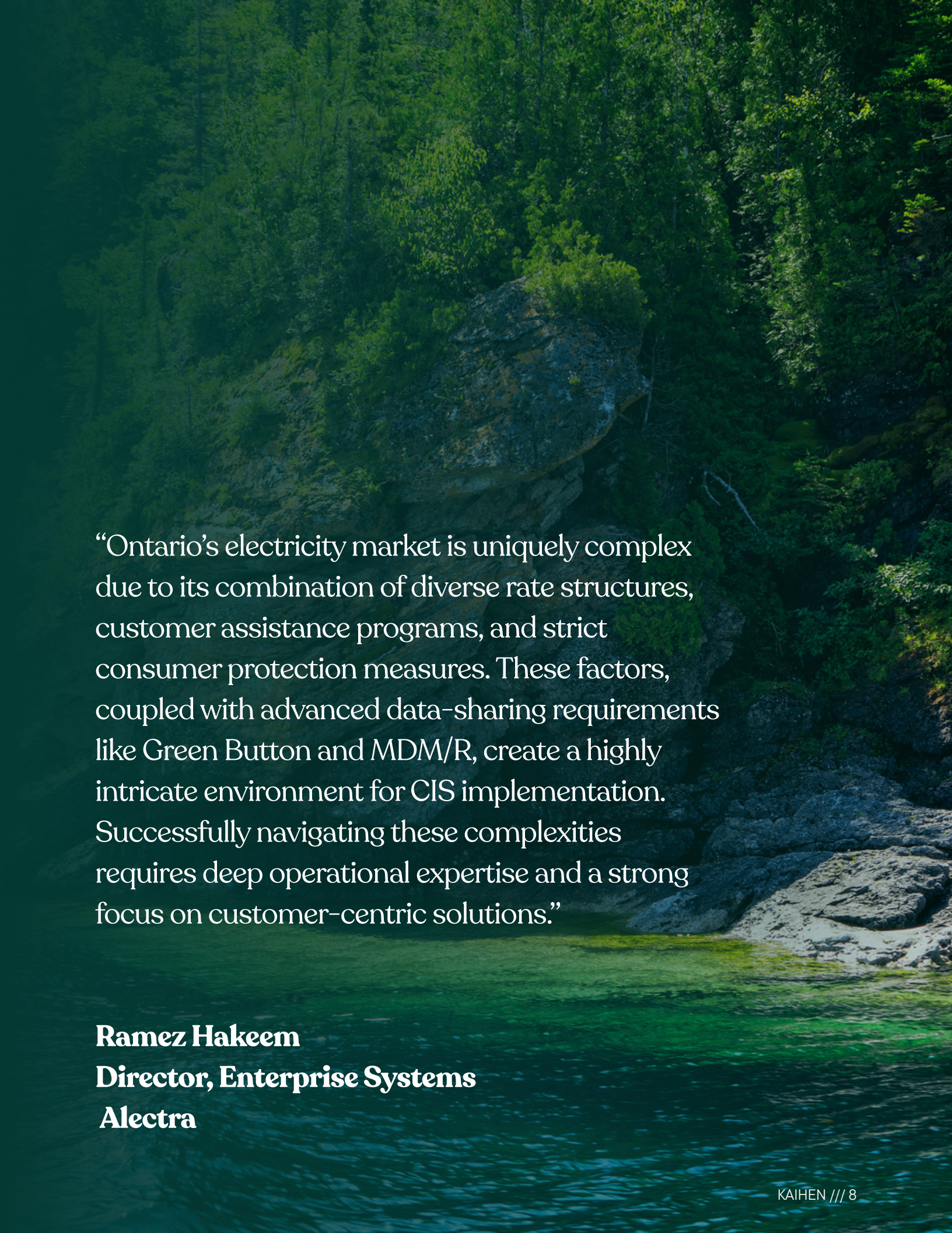
In contrast to Ontario’s regulated framework, Texas consumers have the freedom to choose among competing REPs, driving competitive pricing and innovation but also increasing exposure to price volatility. Another key difference lies in market design: Texas’s energy-only model compensates generators solely for energy delivered, without capacity payments, whereas Ontario combines regulated and competitive elements with capacity planning partly orchestrated by Ontario Power Generation and IESO through long-term contracts. This structure lends Texas stronger price signals for investment and responsiveness, though it necessitates robust institutions—ERCOT, PUCT, and the Market Surveillance Administrator—to guard against reliability risks and market power due to its more decentralized, competitive nature.

These unique and complex attributes translate into an environment where each utility’s Customer Information Systems (CIS) and related applications in Ontario require a myriad of customizations, distinct integrations, regular rate model modifications and an ongoing rigorous review of evolving regulations.

This whitepaper will specifically explore these areas of the Ontario electricity market and their impacts to the utility’s CIS:

1. Customer Choice,
2. Customer Assistance and Protection Programs,
3. Data Sharing and Analytics, and
4. Meter Measurements and Accuracy.



A scenic view of a forested hillside with a large rock formation overlooking a body of water. The image is used as a background for the text.

“Ontario’s electricity market is uniquely complex due to its combination of diverse rate structures, customer assistance programs, and strict consumer protection measures. These factors, coupled with advanced data-sharing requirements like Green Button and MDM/R, create a highly intricate environment for CIS implementation. Successfully navigating these complexities requires deep operational expertise and a strong focus on customer-centric solutions.”

Ramez Hakeem
Director, Enterprise Systems
Alectra

01 Customer Choice

Customer Choice was introduced by the OEB to allow those on Regulated Price Plans (RPPs), such as residential and small commercial customers, to choose the price plan that works best for them based on their usage.

Customer Choice is aimed at encouraging consumers to conserve energy during high demand hours (typically defined as on-peak) and use electricity in off-peak hours by changing their usage behaviour. This in turn benefits the utilities' generation by normalizing the demand curve and reducing stress on the grid.

The customer is able to choose the RPP that best meets their needs from the options below:

i. Time of Use (TOU)

With TOU, electricity rates vary by time of day and by season based on electricity demand. The higher the demand, the higher the price. There are 3 price periods: on-peak, mid-peak and off-peak for which these hours vary from summer (May 1 to Oct. 31) and winter (Nov. 1 to Apr. 30).



The TOU periods provide customers with the opportunity to take advantage of lower prices for electricity by allowing various time periods during a day to maximize savings (e.g., running a washer, dryer, dishwasher) during Off Peak periods in the evenings or on weekends. This assists in reducing the stress on the grid during peak periods during hot and cold spells throughout the year.

ii. Ultra-Low (ULO)

Similar to TOU, ULO works on 4 price periods, where the price is based on the average demand for electricity. This option was introduced to support customers, for example, who have EVs that they charge during overnight.

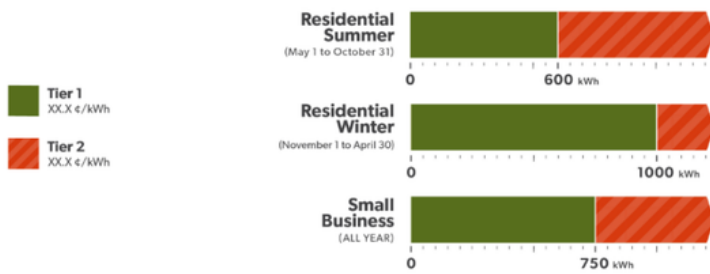
- Ultra-low overnight – Demand on average is at its lowest
- Weekend off-peak – Demand generally lower
- Mid-peak – Demand is moderate
- On-peak – Demand at its highest.

Unlike TOU, the price periods are the same over summer and winter.



iii. Tiered

Electricity rates stay the same throughout the day up to a specified threshold. Tiered usage works on the amount of electricity used during the month based on set thresholds (tiers). A lower price is applied to the lowest tier and once the threshold is met, a higher price is applied to the next tier and so on. The lowest threshold changes from 1000 kWh for winter to 600kWh for summer. This tiered structure enables customers to use electricity at the same price at any time during the day throughout the month if they do not exceed the threshold.



Implications to Utilities

RPPs impact Ontario utilities' meter-to-cash operations in several ways:

1. **Rates** - The CIS rate model needs to include rates for each of the price structures within each of the RPPs. This leads to a complex rate structure and has further implications in testing of rates, rate changes, and in communicating rates/rate changes to customers. Utilities aim to make rates transparent by

including them on their website and sending out bill inserts ahead of rate changes.

2. **Bills** - Customer Choice introduces complexities in bill design, presentment and testing. The bill layout and logic need to be designed to accommodate all the RPPs. The bill needs to show the usage and prices (including a breakdown of various tiers, TOU type etc.) based on the chosen plan for that customer with each scenario being fully tested.
3. **CIS/ Customer Portal Functionality** - The Customer Portal and/or CIS may need to have the capability to configure and process each rate structure within the RPPs. The software also needs to evaluate and assess which option may be preferable based on the customer's usage patterns and enable the customer to switch easily from one plan to another.
4. **Business Processes and Training** - The customer care team needs to be trained in the business processes relating to explaining, evaluating, setting up, processing and switching each of the RPPs. Consideration needs to be given to when to enable a customer switch (e.g. the end of billing period).

5. **Testing** – Utilities should have a set of control accounts, supported by a regression test bed, to test each of the possible rate structures and scenarios, ensuring the outcomes are as expected. This involves having testers that have in-depth knowledge of RPPs and the rate structures.



02 Customer Assistance and Protection Programs

Customer Assistance Programs

Customer Assistance programs have been setup to support customers who need it the most.

The aim of the Ontario Electricity Support Program (OESP) is to offer ongoing and on-bill rate assistance to low-income Ontarians. It applies to electricity residential customers whose household size and after-tax income are below a certain threshold. Higher rebates apply to those who are indigenous, living with family indigenous members, using electricity-intensive medical devices or using electric heaters. The program also applies to tenants and co-op members who directly pay their electricity costs.

The OESP thresholds have been reviewed throughout the years with the latest change in thresholds applied in March 2024, enabling more Ontarians to be eligible for the rebate. The Ontario Rebate is applied monthly through credits on the customers' bills.

Low Income Electricity Assistance Program (LEAP) offers emergency financial assistance specifically to

those under risk of being disconnected from electricity. Customers who meet the criteria may be eligible for assistance with their electricity bills up to a cap value. The grant cannot be more than the amount owed and is credited directly to the bill.

To be eligible, electricity customers must apply to each program separately. They must re-apply every 2 years, with some exceptions, to ensure they continue to meet the eligibility criteria.

Customer Assistance Programs - Implications to Utilities

For LDCs and Unit Submetering Providers (USMPs), the Customer Assistance Programs introduce the following complexities:

1. **Credits** - Credits need to be set up and applied based on the sliding scale rebates to accommodate programs such as OESP (monthly) and LEAP (one-time). The amount of credit depends on the household size and income.
2. **Bills** - Once the rebate is accepted, it is automatically applied as a credit on each bill effectively lowering their electricity costs. To do this, utilities need to collect the volumetric and provincial charges to apply them correctly to the bill. The bill layout and logic need to be designed to

“Ontario’s electricity market presents distinct challenges for sub-metering providers. The presence of multiple electricity pricing structures, combined with customer assistance programs and regulatory protection measures, requires a robust CIS capable of precise billing, accurate payment application, and comprehensive reporting. Furthermore, integrating multiple utility streams into a single consolidated bill amplifies the operational and data-management complexities associated with implementing a Customer Information System in this jurisdiction.”

Rajah Bahirathan
Vice President, Billing and Revenue Assurance
Provident

show, for example, the credit against the grant for LEAP.

3. **Interfaces and Reporting** -

Utilities are responsible for administering the programs and ensuring proper implementation. A centralized application process exists with links added to LDC/USMP websites. New reporting requirements were introduced that require accurate tracking and applying on-bill credits for eligible customers. This involves reporting on OESP participation rates, credit amounts, and related expenses to the OEB, so they can evaluate and monitor the program's effectiveness.

4. **Business Processes and Training** -

The customer care team needs to be aware of the programs and their impact to guide customers.

5. **Compliance and Audits and Performance Scorecards** -

Utilities are subject to audits to ensure they are accurately applying OESP credits and complying with OEB rules and regulations. The OEB uses performance scorecards to assess utility performance, including their implementation and compliance with the OESP.

Customer Protection Programs

To protect customers, especially during harsh winters, the OEB enforced a Moratorium which prohibits distributors from disconnecting electricity for occupied residential properties between November 15 to April 30 each year due to non-payment. For Health and Safety reasons, the following rules apply:

- Distributors cannot disconnect or issue disconnection notices during this time period.
- Distributors cannot install or remove load control devices, such as limiters, unless explicitly requested by the property owner.
- Distributors must reconnect customers by December 1st and waive reconnection fees.

In April, the final month of the moratorium:

- Distributors may issue disconnection notices, provided actual disconnections occur post-ban.
- Late payment charges can be applied.
- Payment arrangements may be initiated or continued.

Distributors are encouraged to collaborate with customers accessing financial support (e.g., through LEAP) to ensure service continuity.

Although this regulation does not apply to USMPs, voluntary compliance is strongly encouraged.

Customer Protection Program- Implications to Utilities

Implications to LDCs from Customer Protection Programs include:

1. **CIS Functionality** - The CIS must be able to stop collections and collections notices during the winter moratorium and effectively restart them once it is lifted.
2. **Business Processes and Training** - Supporting training and business processes must be put in place to ensure collections are stopped and re-started at the appropriate time and way as outlined in the regulations.
3. **Financial Implications and Resources** - The winter moratorium has a significant financial impact on Utilities as they need to carry the collections “debt” for the winter months which impacts their cashflow. As well, when the collections re-start in April their customer may be less able to pay back the outstanding debt that accumulated over the winter months. During the winter months, not as many resources are needed as collections are paused. Then, resource requirements ramp up as collections restart.



03 Data Sharing and Analytics

Green Button

The Green Button initiative which took effect across Ontario in November 2023 provides a unified, industry-standard data format, which can be used to analyze and manage a consumer's energy usage. It provides the foundation for the development of new tools and applications for customers to access and transfer their electricity, water and natural gas data with ease and security.

By analyzing and monitoring the data, residential and commercial customers are able to:

- Better understand their energy usage
- Make more informed choices about energy use
- Choose which electricity price plan works best for their home or business
- Track and analyze their energy use so that they can conserve or shift their usage
- Make decisions about energy efficiency upgrades.

Green Button provides secure standards-based data-sharing between utilities, customers, and third-party services. Hence, customers are given ownership of

their data and are enabled to monitor and analyze their consumption data for energy efficiency.

The image below depicts how Green Button standard data sharing works:



Green Button Implications to Utilities

Utilities are required to provide additional system functionality and data access to customers. Utility customer portals need to be integrated to Green Button data in the industry-standard format. Customers have the option to participate in the Green Button initiative and can choose whether or not to share their data.

Electronic Business Transactions (EBTs)

EBT is a comprehensive standard for electronic business transactions to allow electricity retailers and

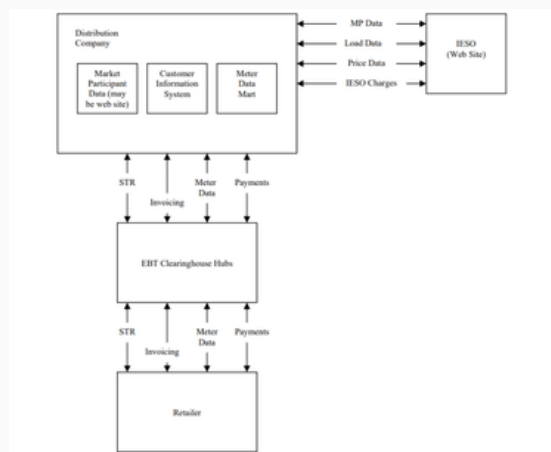
distributors to share customer and billing information efficiently and promote the rapid and accurate settlement of all accounts. Transactions such as enrolments, requests for meter data, billing data, and payment history are processed electronically via the Ontario EBT system.

The implementation of several Hubs serves to expedite transactions between the various market participants in the open market.

The 50+ EBT transactions are organized within the following sets:

- Service Transaction Requests (STR)
- Meter Data Transaction (MDT)
- Invoice Transaction (INV)
- Remittance (PA)
- Net System Load Shape Daily (NSLS)
- CSV Transport (CSV)
- Application Advice (AA)
- Status Advice (SA)
- Functional Acknowledgements (FA)

The following diagram shows the relationship between the sets of data and transactions within the Hub.



EBT Implications for Utilities

The Utility's CIS application needs to build integrations with the EBT hub to ensure that the 50+ EBT transactions are passed into and received out of the hub in the settlement of transactions. Exception handling processes and relevant operational reporting should be implemented to support the EBT processes.

Meter Data Management/Repository (MDM/R)

The IESO has been designated by the government of Ontario as the Smart Metering Entity (SME) and manages the operations of the Meter Data Management/Repository (MDM/R). The MDM/R is a central database for storing, processing, validating and managing smart meter data for hourly electricity consumption for residents and businesses. Smart meters transmit electricity consumption data for homes and businesses. This data is stored in the MDM/R which processes, validates and manages the data to ensure accuracy and reliability. The data is used by LDCs for billing and by others for policy development and energy efficiency programs.

Data Integration and Flow

LDCs are required to install smart meters across residential and small commercial classes and recover costs under OEB's guidelines.

“The MDM/R is Ontario's standard centralized database and is one of the world's largest Meter Data Management (MDM) systems for storing, processing, validating and managing information about hourly electricity consumption for over 5.4 million smart meters. With approximately 60 LDCs, that have either legacy systems or unique CIS applications, integrating with the MDM/R can be more complex due to the LDCs internal processes, custom interfaces and designs. The MDM/R ensures data accuracy and consistency and produces benefits by providing a standardized, cost-effective solution for all LDCs, which avoids needing to invest in duplicative infrastructure for each utility to build and maintain its own full-scale, secure MDM system.”

James Murphy
Sr. Project & Portfolio Manager, Smart Metering
IESO

The LDCs must send register reads and hourly interval data to the MDM/R. Once the MDM/R receives and validates the meter data, typically daily, the LDC's CIS must securely connect to MDM/R to retrieve data for current and historical billing quantity data for customer billing. Any adjustments to previous register reads and/or interval data must be sent to the MDM/R for validation before rebilling.

Billing

Accurate CIS billing relies on validated MDM/R data based on complex validation, estimation and editing (VEE) rules. The LDC's CIS must handle exceptions and re-billing when needed and apply complex Ontario rate structures like TOU, ULO, and Tiered rates. These rates are based on mandated OEB TOU pricing. To assist with these processes and decision making, the SME Steering Committee, which is made up of eight LDC representatives, advises the IESO on MDM/R service delivery, manuals, procedures and service levels.

Regulatory Compliance and Reporting

The LDCs and their CIS must be capable of supporting the filing of annual and periodic reports as per the OEB. Along with this requirement, the IESO submits LDC performance metrics which includes accuracy and

completeness of data feeds, timely data submission and system integration, and adherence to SLA service-levels (meter read and billing request fulfillment). These requirements make accurate integration and reporting between CIS and the MDM/R critical.

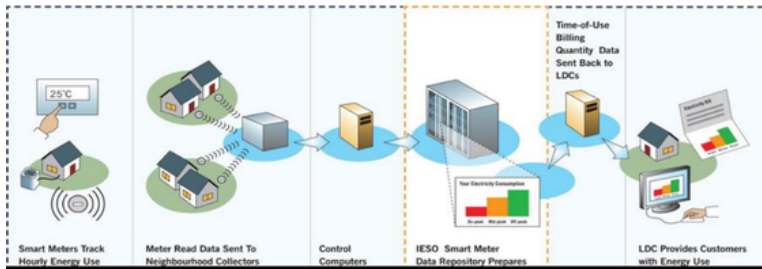
Operational Complexity

Ontario's 60 LDCs use varied CIS platforms, making integration with MDM/R challenging. CIS upgrades require coordinated testing with the MDM/R to ensure billing accuracy. Along with this, LDCs use various Advanced Metering Infrastructure (AMI) technologies which support functions such as remote meter reading, TOU billing, outage detection and restoration, demand response programs. Upgrades to AMI also require testing in conjunction with the MDM/R to ensure accurate and timely transmission of meter data.

Customer Experience

Customers expect quick access to their usage data online. CIS must present data clearly, support secure sharing (Green Button standards), provide flexible rate plans and ensure privacy and data ownership compliance. Another emerging area of growth is net-metering consumption which the MDM/R manages. Various Distributed Energy Resources (DER) like electric vehicles, solar and battery energy storage systems export electricity

back to the grid. An LDC's CIS must support bi-directional data to provide clear visibility of a customer's consumption vs generation on their bills.



MDM/R Implications for Utilities

The IESO's MDM/R introduces significant complexity for LDC meter data management and billing. Complex data integrations exist between the IESO and all LDCs in the province. Detailed reporting and exception handling processes must be in place and robust testing is required.

“As the Operational Service Provider (OSP) for the IESO’s MDM/R, we understand the complexities and intricacies of the Ontario electricity market, with its nearly 60 LDCs and a myriad of billing and AMI systems, makes for a complicated, integrated market. Even those LDCs with the same billing systems have different rate engines and business rules. With every LDC billing system replacement or upgrade, a series of tests also need to occur with the MDM/R to validate billing and meter read processing.”

Bruce Orloff, Partner, Energy & Utilities, IBM Canada

04 Meter Measurements and Accuracy

Measurement Canada is a federal agency responsible for ensuring the accuracy and integrity of trade measurement across Canada. The agency protects marketplace interests by testing and certifying measuring devices and conducting inspections and audits.

It was part of the Canadian Regulatory Framework, governed primarily by the Electricity and Gas Inspection Act (1982), which standardized measurement practices in residential, commercial, and international trade. This act defined units of measurement for the sale of gas and electricity and largely regulates gas and electricity measurements in all forms of trade. This includes residential, commercial, inter-utility and international transactions.

Accurate meter measurements directly impact revenue, efficiency and grid stability. They ensure that actual consumption is correct leading to accurate bills and in turn revenue. Precise metering also enables utilities to analyze and optimize their infrastructure and operations, reducing peak loads.

There is a benefit for utility customers from fair and transparent billing and access to accurate and detailed energy usage which empowers them to change usage patterns, making informed decisions to lower their bills.

Meter Measurements and Accuracy – Impact to Utilities

Either within or outside of their CIS, utilities need to have a system to track the inspection process and seal expiry date and ensure all installed meters meet the requirements.



Summary of Complexities for a Utility CIS in Ontario

Ontario's electricity market is one of the most unique electricity markets in the world resulting in a web of complex interfaces and rate schemes for utilities to implement and manage.

These unique and complex attributes translate into an environment where each utility's CIS and related applications in Ontario require a myriad of customizations, distinct integrations, regular rate model modifications and an ongoing rigorous review of evolving regulations:

1. Customer Choice

- Customer Choice was introduced by the OEB to allow those on Regulated Price Plans (RPPs), such as residential and small commercial customers, to choose the price plan that works best for them: Time of Use (TOU), Ultra-Low (ULO) or Tiered pricing plan

2. Customer Assistance and Protection Programs

- The aim of the Ontario Electricity Support Program (OESP) is to offer ongoing and on-bill rate assistance to low-income Ontarians.

- Low Income Electricity Assistance Program (LEAP) is an emergency financial help offered specifically to those under risk of being disconnected from electricity.
- To protect customers, especially during harsh winters, the OEB enforced a Winter Moratorium which prohibits distributors from disconnecting electricity for occupied residential properties between November 15 to April 30 each year due to non-payment.

3. Data Sharing and Analytics

- The Green Button initiative provides a unified, industry-standard data format, which can be used to analyze and manage a consumer's energy usage.
- Electronic Business Transactions (EBT) are a comprehensive standard to allow electricity retailers and distributors share customer and billing information efficiently and promote the rapid and accurate settlement of all accounts.
- The MDM/R is a central database for storing, processing, validating and managing smart meter data for hourly electricity consumption for residents and businesses.

4. Meter Measurements and Accuracy

- Measurement Canada is a federal agency responsible for ensuring the accuracy and integrity of trade measurement across Canada.

Whitepaper Contributors

A Special Thanks to:

- Kaihen – Teresa Omand, Jonathan Minsky, Marc Ross, Nathan Ogor, Alex Lao
- James Murphy, Senior Manager, Smart Metering Entity, Business Performance, IESO
- Ramez Hakeem, Director, Enterprise Systems, Alectra
- Rajah Bahirathan, Vice President, Billing and Revenue Assurance, Provident
- Bruce Orloff, Partner, Energy & Utilities, IBM Canada

Sources:

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- Canadian Energy Regulator (CER)
- Auditor General of Ontario
- Alberta Electric System Operator (AESO)
- Electric Reliability Council of Texas (ERCOT)
- Power Advisory LLC

About Kaihen

Kaihen is a Canadian company providing energy and utility consulting services for electric, water & gas utilities, submetering companies, energy retailers, and municipalities.

Our core competency is business readiness – ensuring that our client's people, processes, and systems are well-prepared to adopt the change we help to implement. We aim to be trusted advisors to Canadian utilities on their critical strategic decisions and initiatives.

Our service offerings revolve around three key business functions of our client's businesses: Customer Experience, Advanced Metering Infrastructure (AMI), and Outage Management. When you choose Kaihen, you benefit from our years of industry experience and commitment. Our team is comprised of the brightest minds in the Energy consulting industry. Trust our team to deliver better solutions and to get your organization's business ready for the changes you hope to implement.