

Together, we're powerful.

Insight Influence Impact



APPRO

ASSOCIATION OF
POWER PRODUCERS
OF ONTARIO

<http://www.appro.org>

Power Your Company Forward

Choose to be an APPrO member

APPrO has the influence and credibility that only comes with years of experience.
Experience building relationships and contacts.
Experience impacting government policies.
Experience persuading decision makers.
Experience making your business more successful.



<http://www.appro.org>



► Strengthen Your Power

You want to do business profitably in Ontario's electricity sector. The challenges are considerable – Ontario's hybrid market is a complex system with a lot of moving parts. APPrO is here to make sure you have a reasonable opportunity to make the most of it.

The diversity of generation technologies, company ownership, market relationships, sizes and locations make each generator unique. The operating strategies and business plans of APPrO members cover the map. But, regardless of the differences, the business goals are the same: a reasonable level of risk and return in the commercial production of electricity. That's a challenging task in a highly regulated, sometimes politically charged and government policy-driven environment.

As a generator, you spend significant time on:

- IESO Procurement programs
- Understanding the IESO-administered markets
- Responding to government policy initiatives
- Adapting your business in response to new rules and regulations

Navigating these aspects of the business is arduous, and necessary for success. Consider how valuable it is to have one authoritative resource dedicated to addressing all these issues in a professional and comprehensive fashion, championing your concerns and eventually resolving them for you.

The Association of Power Producers of Ontario (APPrO) is your resource.

► **Representing Your Business Concerns**

As the leading advocacy group for generators in Ontario, APPrO understands the complexities of the electricity sector. Its members produce power from co-generation, biomass, coal, nuclear, wind, water, and other sources. APPrO's membership and its advocacy work cross commercial power technologies, making APPrO the most credible source of information and the voice for all parts of Ontario's generation sector.

Contractors, equipment suppliers, service providers and consultants are also members of APPrO. No other association represents such a wide range of players and generation technologies. This varied membership gives APPrO an all-inclusive view of the market, and allows it to persuasively and fairly represent all generators.

Generators across Ontario rely on APPrO to:

- Provide guidance on business, public policy and regulatory issues
- Defend your interests so you're positioned for success
- Flag regulatory roadblocks before you hit them
- Work to ensure that market rules are fair to you and business conditions allow for a reasonable rate of return
- Identify how policy changes affect your business
- Complement the services of your technology-specific association, if you are part of one
- Elevate your suggestions and concerns to the right people at the right time

APPrO's primary goal is to promote your interests as a generator and ensure access to a fair and workable market so you can be a successful business in Ontario. To do that, APPrO takes your concerns directly to the key decision makers.

► **APPrO Influences Outcomes**

APPrO is the unified voice of Ontario's power producers. A respected leader in the industry, APPrO successfully influences decision makers' ideas and actions. Through earned credibility, APPrO is consistently asked by industry leaders and policy makers to provide the overall market perspective or pulse on all major topics concerning the energy sector.

APPrO develops procurement initiatives

APPrO was involved in the development of several major power procurement initiatives by the IESO and the OPA before that. These initiatives created new opportunities and a more attractive environment for generators.

APPrO helps advance new natural gas supply services

APPrO worked with a wide range of participants at the Ontario Energy Board (OEB) over the last three years to institute better choices in regulated natural gas supply services. These services now allow gas-fired generators to efficiently purchase and sell gas in a timely manner to more effectively respond to fluctuations in the electricity market.

APPrO secures generators millions in revenue

APPrO actively participated in the first-ever challenge of an electricity Market Rule Amendment in Ontario (reducing the 12x ramp rate in the dispatch algorithm), at the Ontario Energy Board and later at the Ontario Divisional Court, playing a key role getting a successful ruling in both processes. Had the market rule amendment not been upheld, the financial impact on the Ontario generators would have been significant. Instead, as a result of this rule amendment, a significant distortion in electricity market prices was largely eliminated, which benefited both generators and the Ontario system as a whole. This is just one example of how APPrO's work produces major economic benefits for the generation industry.

APPrO has achieved a position of influence in all the crucial areas which govern the power sector.

APPrO is the leading proponent of renewable energy and energy efficiency in the power sector, as well as the most effective advocate for balanced and appropriate use of all supply options.

Decide To Be Heard

APPrO is the most effective advocacy group for generators in Ontario. Only APPrO focuses 100% on the business issues of power producers in Ontario. The industry relies on its premier association to accurately represent and defend their businesses. These members know APPrO will ensure their voices are heard.

As an APPrO member, you:

- Stand among the most influential members in the industry
- Receive strategic guidance and compelling solutions from experts in the field
- Obtain specialized intelligence critical to the development of your business
- Are represented at crucial regulatory proceedings
- Continually benefit from the latest advice of senior experts on hot topics like cap and trade rule development
- Gain access to industry-leading publications and events including APPrO's respected national conference
- Connect with other generators
- Have input to the development of APPrO's priorities and positioning
- Get noticed

APPrO Corporate Members

3G Energy Corp.	Enwave Energy Corporation	Northwind Solutions Group
Access Capital Corp.	Ernst & Young LLP	Oakville Enterprises Corporation
AECOM	Fogler, Rubinoff LLP	OEB - Ontario Energy Board
Aecon Industrial	GL Garrad Hassan Canada Inc. (DNVGL Group Member)	Ontario Financing Authority
AESI - Acumen Engineered Solutions International Inc.	Goreway Power Station	Osler, Hoskin & Harcourt LLP
Aird & Berlis LLP	Gowlings	PowerTel Utilities Contractors Limited
Algonquin Power & Utilities Corp.	Greenfield Energy Centre	Primary Power Designs Inc.
AMEC Foster Wheeler	Gryphon International Engineering Services Inc.	Robert C. Twa & Associates Ltd.
ATCO Emissions Management	GTAA - Greater Toronto Airport Authority	Robert Cary & Associates Inc.
Atlantic Power	Guelph Municipal Holdings Inc.	Rondar Inc.
Baker Gilmore & Associates Inc.	H2O Power LP	Shell Energy North American (Canada) Inc.
Bennett Jones LLP	Hydrogenics	SMS Energy-Engineering Inc.
Borden Ladner Gervais LLP	Innergex Renewable Energy Inc.	Solar Power Network
Brookfield BRP Canada Corp	Innovative Steam Technologies	St. Catharines Hydro Generation Inc.
Bruce Power	Legislative Library of Ontario	Stantec
CanACRE Ltd.	LEHDER Environmental Services Limited	Stikeman Elliott
Canadian Power Holdings Inc.	Litostroj Hydro Inc.	Sussex Strategy Group
Canadian Union of Skilled Workers	London Hydro	The MEARIE Group
Capital Power Corporation	MA Klein and Associates	The State Group Inc.
Cardinal Power of Canada L.P.	Markham District Energy Inc.	Toromont Energy Ltd.
Cassels Brock & Blackwell	Martin Merry and Reid Insurance Brokers Limited	Toronto Hydro Corporation
CEM Engineering	McCarthy Tetrault LLP	Torys LLP
Chinodin Wind Power	MPA - Morrison Park Advisors	TransAlta Corp.
City of Toronto	MZConsulting	TransCanada Energy
Corpfinance International Limited	Navigant Consulting Inc.	Union Gas Limited
Dentons Canada LLP	NextEra Energy Canada	Veresen Inc.
Doherty Engineering Inc.	Northern Mat & Bridge	Virelec Ltd.
E.S. Fox Limited	Northland Power	WeirFoulds LLP Barrister & Solicitors
Enbridge Gas Distribution		

Note: The list cited above is intended to be representative, and is not a complete catalog of all APPrO members.



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Experience the benefits of APPrO:

Contact us at 416-322-6549 or on the web at www.appro.org

Dave Butters, President
Jake Brooks, Executive Director
Carole Kielly, Marketing Manager