



REGULATORY AND POLICY CONSULTING

The evolution of communications technologies, their agile deployment by operators and quick adoption by the consumers, have resulted in an increasingly complex environment for both service providers and regulators. As a consequence, there has been an increase in demand for regulatory and policy expertise. Many regulators worldwide are in the process of revising their regulatory standards and adopting policies and best practices that encourage a competitive operating environment and maximize benefits to citizens and consumers.

Nordicity provides expertise in the development of regulatory and policy frameworks and processes in the fields of communications, broadcasting, utilities and public infrastructure, offering a unique combination of strong expertise and experience in **regulatory policy, economic analysis and modelling; financial analysis; and technical assessment and analysis.**

Articulating clients' interests within the relevant regulatory environment may include: reviews of regulatory applications and notices; analyses of business impact to clients; participation in public hearings; maintenance of up-to-date records and proceedings; information analysis; research on various industry issues; preparation of expert reports which are used as evidence; writing and critiquing position papers and arguments; providing strategic input to clients regarding potential regulatory barriers.

Nordicity has leveraged its in-house expertise and its network of partners to help shape domestic and international telecommunications markets in a number of countries globally. National regulatory authorities worldwide (broadcasting, telecommunications and radiocommunications) engage Nordicity to help with the development of various regulatory regimes, and national and international coordination frameworks.

SERVICES

- Provide expert evidence on all aspects of regulatory matters including technology, service, economic principles, and costing methodologies
- Conduct detailed service cost modelling (using the CRTC's Phase II cost methodology or other methodologies)
- Develop financial models based on network-optimised cost structure
- Prepare benchmarking studies based on best practice principles
- Comparative analysis of different regulatory costing regimes and methodologies
- Regulatory policy and economic impact analysis (EIA)
- Comparative assessment of technologies and telecom assets for valuation and commercial litigations

CLIENTS

- Wireless, wireline and converged network operators
- Consortiums and associations
- Telecommunication equipment vendors
- Privately-owned companies focused on technology and media (communications and content)
- National and regional regulatory agencies including energy and utilities boards
- Municipal, regional and national institutions
- Legal offices and competition bureaus

NORDICITY'S REGULATORY TEAM

Stuart Jack, M.Sc., MBA, – Partner, Telecom Lead and Head of Ottawa office

Expertise: Strategic market analysis; financial and technology analysis; business plan development; regulatory frameworks; capacity-building.

Dustin Chodorowicz, B.Sc., M.A. (Economics), CFA – Partner, Head of London UK office

Expertise: Economic analysis and modelling; financial analysis and valuation. Focus on media and broadcasting.

Alex Pavlovic, B.Sc. EE, M.Sc. EE. – Director of Technology

Expertise: Telecommunications strategies; wireless and wireline technology analysis and modelling; engineering analysis and design.

Tanveer Ahmed, MBA, CPA, CMA – Senior Manager, Finance and Economic Analysis

Expertise: Regulatory economics; service costing; investment valuation; business case modelling and due diligence.

Nordicity has an extensive network of trusted business partners and associates across the world. This allows Nordicity to provide its services to clients worldwide and respond to any regulatory and policy-related needs related in the areas of wireless and wireline communications, broadcasting, information technologies, public infrastructure and utilities.

RECENT REGULATORY AND POLICY-RELATED WORK: HIGHLIGHTS

2015: For **Canadian Wireless Telecommunications Associations (CWTA)** – provided analysis and annual report on the contribution of Wireless Ecosystem to the Canadian Economy in 2014

2015: For **F6 Networks** – a dark-fibre provider in Eastern Canada - developed expert evidence report regarding Utility Pole Attachments rates and appeared as expert witness before New Brunswick Energy Board

2015: For **Caribbean Telecommunications Union** and **Inter-American Development Bank** - developed frameworks (two projects) to minimize cross-border interference between the beneficiary countries

2015: For **Communications Regulatory Authority in the Bahamas (URCA)**, developed Technical Standards for FM Radio Broadcasting

2015: For **rural broadband service providers (number of Canadian ISPs)** – market assessments, assistance with technical, commercial, service planning and financial analysis and business plan preparation with regard to their applications for funding under Industry Canada's Connecting Canadian program

2014: For **TekSavvy** – developed expert costing report on the cost of delivering IPTV over Wholesale Access Network under Capacity Based Billing (CBB) Regime. The report was submitted to the CRTC as a part of 2014 "Let's Talk TV" broadcasting proceedings.

2014: For **Consortium of National Operators of Canada (CNOC)** – provided technical, economic and regulatory expertise related to the CRTC 2014 wireline and wireless proceedings: analysed wireless and wireline regulatory applications, notices and their impact on CNOC members, developed expert evidence reports and appeared as an expert witness.

2014: For **Ontario Energy Board** – performed technical and financial analysis and appeared as an expert witness for the proceeding concerning regulated access to Toronto Hydro's utility poles.

2014: For **Columbus Communications Trinidad Limited** - prepared technical and market analysis and regulatory application for mobile services in Trinidad.

2014: For **TELUS** - prepared regulatory brief in the CRTC's "Let's Talk TV" broadcasting hearing.

NORDICITY OFFICES

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