

Message

From: John Glicksman [/O=POWERSTREAM/OU=FIRST ADMINISTRATIVE GROUP/CN=RECIPIENTS/CN=JOHN.GLICKSMAN]
Sent: 11/6/2011 5:24:17 PM
To: Brian Bentz [/O=POWERSTREAM/OU=FIRST ADMINISTRATIVE GROUP/CN=RECIPIENTS/CN=Bentzb]; Mark Henderson [/O=POWERSTREAM/OU=FIRST ADMINISTRATIVE GROUP/CN=RECIPIENTS/CN=Mark.henderson]; Dennis Nolan [/O=POWERSTREAM/OU=FIRST ADMINISTRATIVE GROUP/CN=RECIPIENTS/CN=Dennis.nolan]
CC: Daniel Miller [/O=POWERSTREAM/OU=FIRST ADMINISTRATIVE GROUP/CN=RECIPIENTS/CN=Daniel.miller]; John A. McNeil JD, MBA (jmcneil@bdrenergy.com) [jmcneil@bdrenergy.com]; Sandra DiPonio [/O=POWERSTREAM/OU=FIRST ADMINISTRATIVE GROUP/CN=RECIPIENTS/CN=Sandra.diponio]; John Glicksman [/O=POWERSTREAM/OU=FIRST ADMINISTRATIVE GROUP/CN=RECIPIENTS/CN=John.glicksman]
Subject: Confidential - Two ways to Portray the Financial Terms
Attachments: COLLUS Preentation of Valuation and PP Nov 6 2011 rev 0 .doc

Brian, Dennis, Mark,

Further to the email Daniel sent out Friday, I have revised the attached memo with John McNeil this afternoon and wanted to highlight 2 things to you to consider as you read it.

The memo outlines two approaches to making the offer to the Town of Collingwood, once consistent with what we discussed with our Board & Shareholders (6-8M\$ for the equity and assisting them to recapitalize giving them an additional 5.5M\$ or so at closing) for a total of 11.5-13.5M\$.

Paul suggests that from a marketing point of view and possibly from what the Task Team is thinking of they want to be paid for the company as in (undercapitalized) and as such assuming an enterprise value of 25.0 M\$ (less debt of 5M\$) for a value of 20M\$ half of which is the 10M\$ they are talking about. We would then also offer a recapitalization at closing where each party would get a recapitalization dividend of approximately 2.5-3M\$ (for a total of 12.5-13M\$)

Pls see John's revised memo attached. This is fairly complicated and we can walk you through this in person but how we present the offer is very strategic as our competitors may present it the way Paul is suggesting. Have a good evening,

John

-----Original Message-----

From: John McNeil [mailto:jmcneil@bdrenergy.com]
Sent: Sun 11/6/2011 5:14 PM
To: John Glicksman
Cc: Daniel Miller
Subject: Revised memo

As discussed.

JMCN

email jmcneil@bdrenergy.com