

**Summary Table 1-4-1, Bid Detail, Sections 3.2-3.7**

- RFP Evaluation Criteria:**
- Provision of strategic and specialized resources
  - Support in growing the COLLUS business

Scoring: 30 points

**Table 1-4-1-A**

<b>PowerStream</b>	<b>Veridian</b>	<b>Hydro One</b>	<b>Horizon</b>
<p>Establish a service level agreement for PowerStream to provide services to Collus Power, which may include:</p> <ul style="list-style-type: none"> <li>• 24/7 system control monitoring</li> <li>• Engineering and construction resources</li> <li>• Key account management</li> <li>• Call centre</li> <li>• Billing, collecting, and related services</li> <li>• Joint Conservation Demand Applications</li> <li>• Renewable energy generation</li> <li>• “Back-office” I.T. support</li> <li>• Rate submissions and regulatory advocacy</li> <li>• Transition to IFRS accounting standard</li> </ul> <p>Provide planning and support for infrastructure capacity to facilitate future organic growth</p> <p>Grow Collus Power into a regional utility with a specific focus on (CHEC) Group LDCs</p>	<p>Productive relationship with union</p> <p>Subject to regulatory approval, Collus Power and Veridian provide each other services</p> <p>Joint Collus Power and Veridian review of business functions, including functions identified in the RFP</p> <p>Criteria for sharing services includes potential for cost efficiencies, potential for service improvements and impact on employees</p> <p>Share acquisition knowledge and experience</p> <p>Provide equity sufficient for the acquisition of any medium sized LDC</p> <p>Capital support for other investment opportunities</p> <p>Support Collus Power in its business plan strategies</p>	<p>Replace reliance on consultants with in-house strategic resources</p> <p>Provide synergies in operations, financing, and technology including regulatory affairs, treasury, tax and human resources</p> <p>Support utility management including standards, policies, emergency preparedness, regulatory affairs, and safety</p> <p>Maintain existing financial information systems, support structures, information systems, employee groups, and unions</p> <p>Support organic and acquisitions <b>growth</b></p> <p>Offer <b>resources</b> and capital to support mergers and acquisitions</p> <p>Extend strategic procurement contracts to Collus Power</p> <p>Assist to refinance Collus Power to 60/40 deemed capital structure</p>	<p>Identified services Horizon could provide to Collus Power, including:</p> <ul style="list-style-type: none"> <li>• Engineering consulting services and system monitoring</li> <li>• Specialized connection and metering services</li> <li>• Joint billing, collection and call centre</li> <li>• Conservation Demand Management services</li> <li>• Regulatory affairs management</li> <li>• Environment and sustainability leadership</li> </ul> <p>Explore integrating Collus Power into Horizon’s financial information system</p> <p>Expand billing services to other LDCs, municipal water, wastewater</p> <p>Strong business fundamentals to increase organic growth</p> <p>Consolidate other similar sized utilities with Collus Power</p> <p>Participate in efforts to acquire Hydro One assets</p>

**Summary Table 1-4-1, Bid Detail, Sections 3.2-3.7**

**RFP Evaluation Criteria:** • **Support for employees and their careers**

Scoring: 10 points

**Table 1-4-1-B**

<b>PowerStream</b>	<b>Veridian</b>	<b>Hydro One</b>	<b>Horizon</b>
<p>Maintain or expand local employment</p> <p>No involuntary layoffs</p> <p>Provide Collus Power employees access to PowerStream professional development resources</p> <p>Explore Collus Power employee eligibility for PowerStream career opportunities</p> <p>Maintain excellent labour relations</p> <p>Maintain existing union representation</p>	<p>Maintain employee agreements, policies and practices</p> <p>Employees in Collus Power and Veridian eligible for opportunities in either company</p> <p>Employee sharing and secondments</p> <p>Strong union relations</p> <p>Strong safety record</p> <p>Support employee engagement in the community</p> <p>Benefit from Collus Power’s knowledge to enhance Veridian’s employee culture</p>	<p>Maintain employment of current Collus Power employees and contractual agreements for service</p> <p>Provide job training and professional development opportunities to Collus Power employees</p> <p>Provide Collus Power employees access to Employee Family Assistance Program</p> <p>Relocate an operating centre with 20 jobs to Collingwood</p> <p>Use Collus Power yards, buildings and equipment</p>	<p>Provide access to performance management and leadership development program</p> <p>Provide employees with rotations in either company</p> <p>Provide access to total compensation program</p> <p>Maintain existing union relations</p>

**Summary Table 1-4-1, Bid Detail, Sections 3.2-3.7**

- RFP Evaluation Criteria:**
- **Customer experience and satisfaction**
  - **Supporting the interests of the community we serve**

Scoring: *10 points*

**Table 1-4-1-C**

<b>PowerStream</b>	<b>Veridian</b>	<b>Hydro One</b>	<b>Horizon</b>
<p>Add to existing Collus Power customer service</p> <p>PowerStream offers:</p> <ul style="list-style-type: none"> <li>○ Interactive Voice Response telephone system</li> <li>○ Outage Management System</li> <li>○ Customer newsletters</li> <li>○ E-blasts</li> <li>○ New web technologies</li> <li>○ Use of social and mass media channels</li> </ul> <p>Collaborate with municipal economic development offices to support large customers</p>	<p>Veridian identifies the following initiatives it has introduced to enhance customer experience:</p> <ul style="list-style-type: none"> <li>○ 24-hour System Control Centre</li> <li>○ Smart Grid investments</li> <li>○ Mobile computing</li> <li>○ Geographic Information System</li> <li>○ Dedicated Contact Centre for customers</li> <li>○ Integrated Voice Recognition customer self-serve options (outage information, billing information, outbound collection notifications)</li> <li>○ eBilling</li> <li>○ Enhanced website functionality</li> <li>○ Focused training and development for customer service representatives and management</li> </ul>	<p>Constantly survey customers</p> <p>24-hour call centre</p> <p>Support website development</p> <p>Support Interactive Voice Response telephone system</p>	<p>Customer service and customer satisfaction improved during and after previous merger</p> <p>Regularly measures customer service</p> <p>Evaluates initiatives for impact on customers</p> <p>Provide the Horizon customer service platform</p> <p>Involved in an energy density mapping initiative to support conservation demand management</p>

**Summary Table 1-4-1, Bid Detail, Sections 3.2-3.7**

**RFP Evaluation Criteria:** • **Competitive distribution rate and cost structure of COLLUS**

Scoring: *10 points*

**Table 1-4-1-D**

<b>PowerStream</b>	<b>Veridian</b>	<b>Hydro One</b>	<b>Horizon</b>
<p>No rate harmonization</p> <p>Reduce costs by streamlining processes and identifying efficiencies and economies of scale</p> <p>Provide services to Collus Power at lower costs through Service Level Agreement without affecting local employment</p>	<p>Veridian ranks favourably in operating costs per customer</p> <p>Share management expertise in cost control and efficiencies with Collus Power</p> <p>Implement bi-directional shared service model</p>	<p>Maintain existing rates, subject to adjustments under Incentive Regulation Management until a rebasing is required</p> <p>No rate harmonization</p> <p>Assist with Collus Power cost of service application</p>	<p>Lower costs per customer than PowerStream and Veridian</p> <p>Higher return on equity than PowerStream and more conservative debt ration than Veridian</p> <p>Lower costs per customer</p> <p>Cheaper industrial rates</p> <p>Stronger distribution rate fundamentals</p>

**Summary Table 1-4-1, Bid Detail, Sections 3.2-3.7**

**RFP Evaluation Criteria:** • **Cultural and synergistic fit**

Scoring: 10 points

**Table 1-4-1-E**

<b>PowerStream</b>	<b>Veridian</b>	<b>Hydro One</b>	<b>Horizon</b>
<p>Collus Power and PowerStream both have employees living in Simcoe County</p> <p>Similar value statements</p> <p>Collaborated on Solar Powered Attic Roof Vent Program</p> <p>Both LDCs participate in industry organisations</p> <p>Both LDCs strong community and shareholder relations</p>	<p><i>Note: No submissions under this heading</i></p>	<p>Existing cultural and economic ties to the region from service to surrounding communities</p> <p>Hydro One employees live and work in the area</p> <p>Shared safety culture</p> <p>Proximity facilitates emergency response</p> <p>Reciprocal synergies between Collus Power and Owen Sound operating areas</p>	<p><i>Note: No submissions under this heading</i></p>