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VIA E-MAIL

April 23, 2009

Mr. Michael Buonaguro
Public Interest Advocacy Centre
34 King Street East, Suite 1102
Toronto, ON
M5C 2X8

Dear Mr. Buonaguro;

Re: PowerStream Inc.;
Response to VECC 9(a);
Ontario Energy Board File No. EB-2008-0244

We are writing on behalf of PowerStream Inc. to provide you with PowerStream's response to Interrogatory 9(a) received from the Vulnerable Energy Consumers Coalition. This response comprises a document entitled "Corporate Initiatives 2008."

In its response to VECC that we filed and served on Tuesday, April 21st, PowerStream noted that this document would be filed pursuant to the provisions for filing confidential information. Subsequently, PowerStream reviewed the document in question and concluded that it need not be filed in confidence.

Yours very truly,

Helen Newland

HTN/ko

Encls.

cc: Ontario Energy Board
Intervenors

Corporate Initiatives 2008

Strategic Goal	Corporate Initiative	Departmental Deliverables and Accountability	Goal achieved?
<p>Governance (5%)</p>	<p>1. Identify and coordinate the implementation of training initiatives targeted at a governance level in support of the long term strategic priorities. This will include: conducting a needs analysis, receiving stakeholder input and preparing a draft plan.</p>	<p>1. Conduct a needs analysis with members of the Board. (Dennis) 2. Identify training and develop opportunities. (Dennis) 3. Create draft long-term plan and present to Board for Approval. (Dennis) 4. Quarterly representation to Board of Directors. (John / Lucy - will require input from most directors.)</p>	<p>yes</p>
<p>Integration Plans (5%)</p>	<p>2. Continue to develop process improvement initiatives that will optimize the use of existing systems and processes and in support of future merger opportunities. This will include: implementation of the JD Edwards Human Resource/Time Entry module and creating a disaster recovery and business continuity plan.</p>	<p>1. Create project management team, create detailed work plan and implement the JDE HR/Time entry module. (Dennis / John / Lucy / Colin / Neil / Bill)</p>	<p>yes</p>

Strategic Goal	Corporate Initiative	Departmental Deliverables and Accountability	Goal achieved?
<p>Advocacy (10%)</p>	<p>3. Influence regulatory and public policy initiatives to achieve outcomes that are in the best interest of PowerStream. This will include: Rate Design, Cost Allocation, Time-of-Use Rates, 3rd Generation Incentive Regulation Mechanism and Distributed Generation.</p>	<p>2. Continue to support any transition resulting from successful merger and/or acquisition activity. (Brian / Ed C. / Lucy / Neil)</p> <p>3. Plan/design/build/deploy disaster recovery facility and business continuity facility into new Operations Centre. (Dennis / Bill / Mike)</p> <p>1. Advocate/influence regulatory and public policy initiatives. (Dennis / Paula)</p>	<p>Yes</p>
<p>PowerStream</p>	<p>2. Assist in the development and implementation of an appropriate 3rd Generation Incentive Regulation</p>	<p>2. Assist in the development and implementation of an appropriate 3rd Generation Incentive Regulation</p>	<p>Yes</p>

Strategic Goal	Corporate Initiative	Departmental Deliverables and Accountability	Goal achieved?
<p>Culture (10%)</p>	<p>4. Champion organizational initiatives and activities that are aligned with, and in support of, a culture consistent with our core values and accepted mode of behaviour. This would include: developing mechanisms to receive input from staff regarding the cultural impact of locating services within a single office environment, enhancing corporate training and development plans with an emphasis on succession planning and ensuring that staff development activities are aligned with</p>	<p>Mechanism: (Dennis / John / Paula / Colin)</p> <p>3. Establish and maintain a solid reputation with industry stakeholders. (EMI / Dennis / Paula)</p> <p>4. File and defend an application for May 1, 2009 rates based on the forward test methodology in accordance with the timelines provided by the OEB. (John / Dennis / Colin / Paula)</p> <p>1. Ensure timely delivery of employee communication across all work locations.</p> <p>2. Proactively champion and lead organizational initiatives and activities that are aligned with, and in support of, a culture consistent with our core values and accepted mode of behavior.</p>	<p>Yes</p>

PowerStream

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Strategic Goal	Corporate Initiative	Departmental Deliverables and Accountability	Goal achieved?
	<p>departmental and corporate objectives and priorities.</p> <p>5. Expand current support initiatives and activities that will further enhance a culture of safety both within PowerStream and our Community This would include: adopting the Zero Quest Silver Award in 2008 as a minimum standard of excellence, the broadening of our capacity with the current internal management systems and proactive leadership support to management and staff to assist their effort to prevent occupational injuries and illness.</p>	<p>3. Receive employee feedback on cultural impact of all physical relocations. Develop action plan as required.</p> <p>4. Continue to enhance the corporate training and development plan with an emphasis on succession planning and/or talent management. Ensure that staff development activities are aligned with departmental and/or corporate objectives and priorities.</p> <p>5. Broaden our current capacity with the internal management systems and processes in support of our commitment to a safe and healthy work environment.</p> <p>6. Maintain at least the Zero Quest Silver Service Award with a view to achieving Gold.</p> <p>7. Expand activities that will further expand our safety.</p>	

Strategic Goal	Corporate Initiative	Departmental Deliverables and Accountability	Goal achieved?
<p>M and A Strategy (25%)</p>	<p>6. Further enhance our Merger and Acquisition Plan to ensure that we continually identify, prioritize and pursue potential target opportunities. This will include: creating both capital and financial plans, benefit analysis and funding arrangements.</p>	<p>8. Provide proactive leadership, resources and support to management and staff to assist their effort to prevent occupational injuries and illness, with a particular emphasis on employee wellness.</p> <p>9. Conduct a collective bargaining process that leads to a mutually satisfactory settlement without a labour disruption. (Dennis / Neil – all of the above)</p> <p>1. Continue to work through growth opportunities with the Board for Merger & Acquisition growth opportunities. 2. Maintain a ranking of all opportunities supported by an Action plan for pursuing future growth. 3. Continue to implement initiatives approved by the Board that will strategically position PowerStream in this regard. (Dennis / John / Lucy – All of the above)</p>	<p>yes</p>

Strategic Goal	Corporate Initiative	Departmental Deliverables and Accountability	Goal achieved?
<p>New Business Opportunities (5%)</p>	<p>7. Continue to pursue various new business ventures and opportunities as they arise within the marketplace. This will include: updating our New Business Plan, prioritizing potential opportunities and conducting a detailed benefit analysis as required.</p>	<p>1. Continue to explore and review new business opportunities. 2. Present updated business plan to Board for approval. 3. Continue to update Board on a quarterly basis, seeking approval as required for any new business ventures. 4. Preliminary evaluation of water infrastructure opportunities. (Brian / Milan – Generation, SMART Grid, Water Infrastructure)</p>	<p>Yes</p>
<p>Performance Improvement (15%)</p>	<p>8. Establish a best-in-class approach to numerous benchmarked performance standards and measures. This will include: completion of customer satisfaction surveys, creating customer wide service levels, improving key internal processes and optimizing utilization of operational assets.</p>	<p>1. Implement a detailed Customer Survey with an emphasis on our Key Accounts. (John / Ed. C. / Ed B.) 2. Develop and implement external customer service standards and protocols to be applied across the organization. (Ed C. / Ed B.)</p>	<p>Yes</p>

Strategic Goal	Corporate Initiative	Departmental Deliverables and Accountability	Goal achieved?
PowerStream		<p>3. Implement improved design standards and bills of material for all construction projects. (Wilson / Mike / Rob)</p>	

Strategic Goal	Corporate Initiative	Departmental Deliverables and Accountability	Goal achieved?
<p>Optimize System Reliability, Performance & Profitability (15%)</p>	<p>9. Continue to improve both distribution reliability and efficiency. This will include: A. developing a best-in-class SmartGrid vision, strategy, and implementation plan; B. implementing grid reliability improvements for Aurora as identified in the current capital budget; C. reviewing our worst feeder performance in last three years and develop an improvement plan for implementation in 2009; D. effectively managing outage response times and durations; E. Preparing next phase of the Asset Condition Assessment; and</p>	<p>4. Develop performance metrics for each department within Asset Management to monitor and manage improvements in all key performance areas. (Mike) 5. Develop performance metrics for key service areas within Information Services to provide business units with a Balanced Scorecard on key services provided. (Dennis / Bill) 6. Implement procurement card system and a 3-way match for all procurement activities. (Dennis / Rob) 7. Implement ArcFM Designer to improve the flow and management of infrastructure Work Order information. (Milton) 8. Implement ArcFM Responder (Outage Management System) to improve the flow of outage information and the management of outages. (Mike) A1. Review industry developments in the area of SmartGrid and prepare a report. A2. Develop a PowerStream SmartGrid vision. A3. Prepare an implementation plan, with deliverables and timelines, for consideration by the EMT.</p>	<p>Yes</p>

Strategic Goal	Corporate Initiative	Departmental Deliverables and Accountability	Goal achieved?
		<p>B1. Refurbish identified aging plant.</p> <p>B2. Implement PowerStream trip-saving protection philosophy developed in 2007.</p> <p>B3. Complete the alternate back-up supply feeders from Lazenby TS to Aurora MS#6, MS#7, and MS#8.</p> <p>B4. Implement SCADA system control of Aurora's existing Municipal Sub Stations that do not have remote control at present.</p> <p>C1. Review the outage statistics for the past three years and update the analysis previously done identifying the worst performing feeders in our service territory.</p> <p>C2. Perform a root cause analysis on outages and prepare a report with appropriate and relevant improvement recommendations for the EMT.</p> <p>C3. Include approved implementation plan in 2009 budget process (O&M and/or Capital as appropriate).</p> <p>D1. Review and analyze response times to outages.</p>	

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Strategic Goal	Corporate Initiative	Departmental Deliverables and Accountability	Goal achieved?
Optimize System Reliability, Performance & Profitability continued ...	10. Add Transformer Station Capacity in Markham to enable a December 2009 in-service date.	<p>D2. Prepare a report identifying what improvements can be made to our outage response processes to reduce response times and durations and present to the EMT.</p> <p>E1. Collect appropriate asset information, analyze, and prepare Asset Condition Assessment – Phase III report for presentation to EMT.</p> <p>E2. Develop a plan to respond to Phase II recommendations for inclusion in 2009 budget.</p> <p><i>(William / Mike – all of the above)</i></p>	yes
	11. Subject to regulatory and governmental constraints, successfully complete all related activities associated with the SMART Meter AMI Initiative. This will include: commencement of Phase 2 of the SMART Meter Retrofit program and the development and implementation of a project plan to support system wide migration of PowerStream's customers to the Independent Electricity System Operator (IESO) Meter Data	<ol style="list-style-type: none"> 1. Complete Class EA process, involving appropriate stakeholders, and file report with the Ministry of Environment. 2. Negotiate for and purchase the land for the site ensuring appropriate environmental conditions are met, or utilize Markham TS2 lands. 3. Design, obtain permits, and develop electrical and civil tender documents. 4. Specify, tender and issue Purchase Orders for major project components (switchgear, protection & control systems, civil construction contract, electrical construction contract). 5. Commence construction of the station (if permitting received) in Q4 2008. <p><i>(William – all of the above)</i></p>	yes
PowerStream		<ol style="list-style-type: none"> 1. Undertake the SMART Meter Phase 2 acquisition and implementation retrofit program. <i>(Ed C)</i> 	yes

Strategic Goal	Corporate Initiative	Departmental Deliverables and Accountability	Goal achieved?
	<p>Management Repository (MDMR).</p> <p>12. Develop a plan to acquire land, design and begin construction of a centralized Operations Centre.</p>	<p>2. Manage, test and implement PowerStream's migration to the Operational MDMR working with timelines established by IESO and Powerstream implementation plan. (Ed, C, /BMD)</p> <p>3. Test and implement billing process through data available via the MDMR with associated TOU rates. (Ed B, /BMD)</p> <p>1. Obtain Board of Directors approval for Lease/Purchase of new operations centre. (John / Lucy)</p> <p>2. Prepare project plans, with critical paths identified, and finalize designs. (Mike)</p> <p>3. Obtain Site Plan Approval and Building Permit.</p>	<p>Yes</p>

Strategic Goal	Corporate Initiative	Departmental Deliverables and Accountability	Goal achieved?
<p>Green (10%)</p>	<p>13. Continue to implement new programs that will position PowerStream as a leading "Green" Company in the electrical industry. This will include: appropriate Conservation and Demand Management programs, other "Green" programs, auditing the results of existing programs, identify new opportunities and developing a marketing strategy and external branding plan.</p>	<p>(Mike) 4. Commence construction of a new Operations Centre. (Mike)</p> <p>1. Implement recommendations of the 2007 Environmental Sustainability Report approved by the Board of Directors and prepare quarterly reports on progress to the EMT. (Marian / Ted)</p>	<p>yes</p>

Strategic Goal	Corporate Initiative	Departmental Deliverables and Accountability	Goal achieved?
		<ol style="list-style-type: none"> 2. Build a "greener" component to the PowerStream brand that will position the company as a leader in environmental sustainability. (Whelan / Ted / Daniels / Rob) 3. Implement the first year of PowerStream's CDM Program with respect to OPA prescribed programs. (Whelan / Ted) 	

Strategic Goal	Corporate Initiative	Departmental Deliverables and Accountability	Goal achieved?
		<p>4. Investigate and build a "green" component in the Information Services area, with a focus on desktop management and data centre operation. Dennis / Bill</p>	