

**IN THE MATTER OF** the *Ontario Energy Board Act, 1998*,  
being Schedule B to the *Energy Competition Act, 1998* S.O.  
1998, c. 15;

**AND IN THE MATTER OF** an Application by Horizon Utilities  
Corporation to the Ontario Energy Board for an Order or  
Orders approving of fixing just and reasonable rates and  
other service charges for the distribution of Electricity as of  
January 1, 2011.

**HORIZON UTILITIES CORPORATION (“HORIZON UTILITIES”)  
RESPONSES TO  
CONSUMERS COUNCIL OF CANADA INTERROGATORIES**

**DELIVERED: January 24th, 2011**

**Question 1**

**Reference:** Ex. 1/T2/S1/p. 8

The evidence states that Horizon has been deferring certain capital investments and OM&A since 2009.

Please provide a list of the specific projects and related expenditures that have been deferred and provide an update on each of those projects.

**Response:**

The table below shows Horizon Utilities Capital and OM&A spending deferrals since 2009 that have been included in 2010 and 2011 capital and OM&A budgets:

Horizon Utilities Initiatives/Projects - Deferred Since 2009					
Description	Budgeted Project Value (\$)	Type	Deferred from Year	Reschedule Year	Project Amount Deferred (\$)
Capital - As stated in the Z Factor Application					
Computer hardware/software upgrades	\$62,500	General Plant Capital	2009	2010	\$62,500
Computer hardware/software upgrades	\$63,000	General Plant Capital	2009	2011	\$63,000
Computer hardware/software upgrades	\$47,500	General Plant Capital	2009	2011	\$47,500
Facilities - Parking Lot Upgrade - Stoney Creek	\$80,000	General Plant Capital	2009	2010 - 2011	\$80,000
Facilities - Parking Lot Upgrade - Vansickle Road	\$80,000	General Plant Capital	2009	2010 - 2011	\$80,000
Elevator Machine Room Fencing Retrofit	\$25,000	General Plant Capital	2009	2010	\$17,000
Other miscellaneous capital	\$318,000	General Plant Capital	2009	2010	\$318,000
Smart Meter - Commercial Customers - Deferred pending approval of Smart Meter Adder	\$2,900,000	Distribution Capital	2009	2010 - 2015	\$2,900,000
TOTAL CAPITAL	\$3,576,000				\$3,568,000
Other Capital - Not included in the Z Factor Application					
2009 Pole Residual	\$1,044,065	Distribution Capital	2009	2010	\$635,866
St. Catharines Downtown Network	\$716,412	Distribution Capital	2009	2010	\$130,758

Webster Conversion Phase 2	\$536,011	Distribution Capital	2009	2010	\$268,586
TOTAL OTHER CAPITAL	\$2,296,488				\$1,035,210
TOTAL CAPITAL	\$5,872,488				\$4,603,210
OM&A - As stated in the Z Factor Application					
EPR Implementation - Planning and Scheduling and Field Devices - Productivity Improvement	\$295,000	OM&A	2009	2011 - 2014	\$295,000
Human Resources - new Hires and Filling of Vacant Positions - Skilled Trades/Apprentices - Finance/HR	\$515,000	OM&A	2009	2010	\$0
Asset Management Planning	\$50,000	OM&A	2009	2011	\$50,000
GIS Technology Strategy	\$60,000	OM&A	2009	2011 - 2013	\$60,000
Repairs and Maintenance - Facilities	\$230,000	OM&A	2009	2010	\$30,000
Communications	\$100,000	OM&A	2009	2011	\$85,000
Supply Chain Productivity Initiatives	\$100,000	OM&A	2009	2010	\$0
Various operating expense reductions	\$80,000	OM&A	2009	2011	\$30,000
TOTAL OM&A	\$1,430,000				\$550,000

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- 2 Contents of the above table are also provided in Horizon Utilities' response to School  
3 Energy Coalition Interrogatory 5b), specifically for capital expenditure and Consumers  
4 Council of Canada Interrogatory 27, for OM&A deferred expenses.

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**Question 2**

**Reference:** Ex. 1/T2/S1/p. 15-17

The evidence states that the alignment of the fiscal year and the rate year benefits both the ratepayers and the shareholders. Please specifically elaborate on how this benefits the ratepayer. Please explain how ratepayers "also benefit from the utility having more certain and timely cash flow resulting from fiscal/rate year alignment."

**Response:**

Horizon Utilities refers the Intervenor to Ex. 1/T2/S1/Page 17, lines 2-14 of the Application where Horizon Utilities set out the benefits to ratepayers of rate year/fiscal year alignment.

Please see Horizon Utilities' response to Consumers Council of Canada Interrogatory 4.

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**Question 3**

**Reference:** Ex. 1/T2/S1/p. 16

Please explain the comment that "Regulatory uncertainty in relation to the rate year/fiscal year lag also creates investment risk for a utility." Please provide evidence that this risk exists.

**Response:**

Please refer to Horizon Utilities' response to Consumers Council of Canada Interrogatory 2. A risk is defined by the likelihood of a future outcome resulting from a condition that exists today.

The condition that presently exists for Horizon Utilities and other distributors is that, in the absence of rate year and fiscal year alignment, distributors effectively commit to expenditures within re-basing applications on a fiscal year basis (i.e., commencing January 1<sup>st</sup>) without certainty of recovery of such expenditures or related cash flows until new rates are approved.

The rate application process has generally resulted in rate decisions that follow the commencement of the fiscal year by at least two and upwards of four months or more. The May 1<sup>st</sup> rate year results in upwards of a four month lag relative to distributor investments that commence January 1<sup>st</sup>.

As such, distributor investments are made in advance of certainty of recovery, or related rate financing, where rate decisions and related cash flows follow the commencement of the investments being applied for within related re-basing applications. This is a fact

1 and, as such, represents investment risk to electricity distributors.  
2 Evidence with respect to outcomes arising from this risk can be found in numerous rate  
3 decisions where certain expenditures sought for recovery in a rate application are  
4 disallowed. In practical terms, it is quite common that a portion of operating, capital,  
5 and other programs sought for recovery in re-basing applications are disallowed in rate  
6 decisions; whether on the basis of prudence or necessity at the present time.

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**DELIVERED: January 24<sup>th</sup>, 2011**

**Question 4**

**Reference:** Ex. 1/T2/S1

If the Board does not approve the January 1, 2011 effective date of rates as expected and instead approves May 1, 2011 allowing the next rate change to be January 1, 2012 what are the implications for Horizon and its customers? What is the financial impact?

**Response:**

If the Board does not approve the January 1, 2011 effective date of rates as expected and instead approves May 1, 2011 allowing the next rate change to be January 1, 2012, the financial impact is as follows:

1. foregone pre-tax regulated revenue and cash flow of 6.5MM, representing approximately 4 months of the revenue deficiency in the Application;
2. forecast 2011 rate of return on deemed equity, adjusted for leverage and excluding Smart Meter recoveries, of approximately 6.7% (7.1% including Smart Meter recoveries).

Horizon Utilities believes it noteworthy that the impact of the lag in 2011 brings the regulated utility very close to the 300bps off-ramp in a re-basing year that follows three years where returns have been, or are forecast to be, materially lower than the Maximum Allowable Return on Equity. Horizon Utilities submits that this condition does not balance either ratepayer or shareholder interests.

The implications for Horizon Utilities and its customers are as follows:

- 1 1. Foregone opportunity to address investments contemplated in this Application and  
2 longer-term asset management plans on a more accelerated basis;
- 3 2. Delays in addressing certain of the operational and other risks identified in the  
4 Application, as exacerbated by material rate revenue deficiencies in 2008, 2009, and  
5 2010 and which has resulted in deferrals over this period;
- 6 3. Additionally, and perhaps peripherally:
  - 7 • The persisting misalignment of the rate year and fiscal year complicates  
8 comparative reporting and analysis for investors, ratepayers, and the Board;
  - 9 • Horizon Utilities' customers will continue to experience a lack of transparency on  
10 the impact of distribution rate changes in isolation of other changes affecting their  
11 bills that generally occur on May 1<sup>st</sup>, such as the change in commodity rates.



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**Question 5**

**Reference:** Ex. 1/T1/S2, Appendix 1-1

Please provide a schedule setting out the proposed and existing rates and charges for each rate class.

**Response:**

Please see the charts below that set out the proposed and existing rates and charges for each rate class. Horizon Utilities notes that it currently has an application for a smart meter funding adder before the Board. Horizon Utilities will update the rates and charges once that proceeding has reached its conclusion.

**Horizon Utilities Corporation  
Rate Schedules**

<b>Residential</b>	<b>Effective May 01, 2010</b>	<b>Effective Jan 01, 2011</b>
Service Charge	12.68	14.71
Smart Meter Funding Adder	1.56	1.56
Distribution Volumetric Rate	0.0127	0.0145
Rate Rider for Tax Rate Change - effective until Apr 30, 2011	(0.0002)	(0.0002)
Low Voltage Service Rate		0.00005
Lost Revenue Adjustment Mechanism(LRAM) and Recovery/Shared Saving Mechanism (SSM) Recovery Rate Rider - effective Until Apr 30, 2011	0.0002	0.0002
Rate Rider Global Adjustment Sub-Account Disposition - effective until Apr 30,2012 Applicable only for Non-RPP Customers	0.0002	0.0002
Rate Rider Global Adjustment Sub-Account Disposition - effective Dec 31, 2011 Applicable only for Non-RPP Customers		0.0004
Rate Rider for Deferral/Variance Account Disposition (2009) - effective until Apr 30, 2011	(0.0003)	(0.0003)
Rate Rider for Deferral/Variance Account Disposition (2010) - effective until Apr 30, 2012	(0.0020)	(0.0020)
Retail Transmission Rate – Network Service Rate	0.0059	0.0059
Retail Transmission Rate – Line and Transformation Connection Service Rate	0.0049	0.0050
Wholesale Market Service Rate	0.0052	0.0052
Rural Rate Protection Charge	0.0013	0.0013
Standard Supply Service – Administrative Charge (if applicable)	0.25	0.25

	Effective May 01, 2010	Effective Jan 01, 2011
<b>General Service Less Than 50 kW</b>		
Service Charge	27.45	33.87
Smart Meter Funding Adder	1.56	1.56
Distribution Volumetric Rate	0.0073	0.0089
Rate Rider for Tax Rate Change - effective until Apr 30, 2011	(0.0001)	(0.0001)
Low Voltage Service Rate		0.00004
Rate Rider Global Adjustment Sub-Account Disposition - effective until Apr 30, 2012 Applicable only for Non-RPP Customers	0.0002	0.0002
Rate Rider Global Adjustment Sub-Account Disposition - effective Dec 31, 2011 Applicable only for Non-RPP Customers		0.0004
Rate Rider for Deferral/Variance Account Disposition (2009) - effective until Apr 30, 2011	(0.0005)	(0.0005)
Rate Rider for Deferral/Variance Account Disposition (2010) - effective until Apr 30, 2012	(0.0020)	(0.0020)
Rate Rider for Deferral/Variance Account Disposition (2011) - effective until Dec 31, 2011		(0.0003)
Retail Transmission Rate – Network Service Rate	0.0052	0.0052
Retail Transmission Rate – Line and Transformation Connection Service Rate	0.0045	0.0045
Wholesale Market Service Rate	0.0052	0.0052
Rural Rate Protection Charge	0.0013	0.0013
Standard Supply Service – Administrative Charge (if applicable)	0.25	0.25

	Effective May 01, 2010	Effective Jan 01, 2011
<b>General Service 50 to 4999 kW</b>		
Service Charge	250.33	332.54
Smart Meter Funding Adder	1.56	1.56
Distribution Volumetric Rate	1.8092	2.2606
Low Voltage Service Rate	0.0121	0.01825
Rate Rider for Tax Rate Change - effective until Apr 30, 2011	(0.0217)	(0.0217)
Rate Rider Global Adjustment Sub-Account Disposition - effective until Apr 30, 2012 Applicable only for Non-RPP Customers	0.0767	0.0767
Rate Rider Global Adjustment Sub-Account Disposition - effective until Dec 31, 2011 Applicable only for Non-RPP Customers		0.66420
Rate Rider for Deferral/Variance Account Disposition (2009) - effective until Apr 30, 2011	(0.2502)	0.2500
Rate Rider for Deferral/Variance Account Disposition (2010) - effective until Apr 30, 2012	(0.7500)	(0.7500)
Rate Rider for Deferral/Variance Account Disposition (2011) - effective until Dec 31, 2010		(0.1795)
Retail Transmission Rate – Network Service Rate	2.0572	2.0565
Retail Transmission Rate – Line and Transformation Connection Service Rate	1.7739	1.7724
Wholesale Market Service Rate	0.0052	0.0052
Rural Rate Protection Charge	0.0013	0.0013
Standard Supply Service – Administrative Charge (if applicable)	0.25	0.25

	Effective May 01, 2010	Effective Jan 01, 2011
<b>Large User</b>		
Service Charge	11,151.32	26,699.15
Smart Meter Funding Adder	1.56	1.56
Distribution Volumetric Rate	1.0217	1.2933
Low Voltage Service Rate	0.0140	0.1932
Rate Rider for Tax Rate Change - effective until Apr 30, 2011	(0.0094)	(0.0094)
Rate Rider Global Adjustment Sub-Account Disposition - effective until Apr 30, 2012 Applicable only for Non-RPP Customers	0.0543	0.05430
Rate Rider Global Adjustment Sub-Account Disposition - effective until Apr 30, 2012 Applicable only for Non-RPP Customers		0.4177
Rate Rider for Deferral/Variance Account Disposition (2009) - effective until Apr 30, 2011	(0.1972)	(0.1972)
Rate Rider for Deferral/Variance Account Disposition (2010) - effective until Apr 30, 2012	(0.4855)	(0.4855)
Rate Rider for Deferral/Variance Account Disposition (2011) - effective until Dec 31, 2011		(0.1166)
Retail Transmission Rate – Network Service Rate	2.3501	2.3493
Retail Transmission Rate – Line and Transformation Connection Service Rate	2.0385	2.0597
Wholesale Market Service Rate	0.0052	0.0052
Rural Rate Protection Charge	0.0013	0.0013
Standard Supply Service – Administrative Charge (if applicable)	0.25	0.25

	Effective May 01, 2010	Effective Jan 01, 2011
<b>Unmetered Scattered Load</b>		
Service Charge	9.59	10.95
Distribution Volumetric Rate	0.0150	0.0169
Rate Rider for Tax Rate Change - effective until Apr 30, 2011	(0.0002)	(0.0002)
Low Voltage Service Rate		0.00005
Lost Revenue Adjustment Mechanism(LRAM) and Recovery/Shared Saving Mechanism (SSM) Recovery Rate Rider - effective Until Apr 30, 2011	0.0001	0.0001
Rate Rider Global Adjustment Sub-Account Disposition - effective until Apr 30, 2012 Applicable only for Non-RPP Customers	0.0002	0.0002
Rate Rider Global Adjustment Sub-Account Disposition - effective until Dec 31, 2011 Applicable only for Non-RPP Customers		0.0001
Rate Rider for Deferral/Variance Account Disposition (2009) - effective until Apr 30, 2011	(0.0006)	(0.0006)
Rate Rider for Deferral/Variance Account Disposition (2010) - effective until Apr 30, 2012	(0.0025)	(0.0025)
Rate Rider for Deferral/Variance Account Disposition (2010) - effective until Dec 31, 2011		0.0001
Retail Transmission Rate – Network Service Rate	0.0053	0.0053
Retail Transmission Rate – Line and Transformation Connection Service Rate	0.0046	0.0046
Wholesale Market Service Rate	0.0052	0.0052
Rural Rate Protection Charge	0.0013	0.0013
Standard Supply Service – Administrative Charge (if applicable)	0.25	0.25

	Effective May 01, 2010	Effective Jan 01, 2011
<b>Standby Power</b>		
Standby Charge - For a month where standby power is not provided. The charge is applied to the contracted amount (e.g. nameplate rating of generation facility)	2.0635	2.9058
Rate Rider for Tax Rate Change - effective until Apr 30, 2011	(0.0130)	(0.0130)
Rate Rider for Deferral/Variance Account Disposition (2010) - effective until Apr 30, 2012	(0.0002)	(0.0002)
Rate Rider for Deferral/Variance Account Disposition (2011) - effective until Dec 31, 2011	(0.0287)	(0.0287)

	Effective May 01, 2010	Effective Jan 01, 2011
<b>Sentinel Lighting</b>		
Service Charge	2.89	5.34
Distribution Volumetric Rate	8.0412	14.6622
Low Voltage Service Rate	0.0097	0.01527
Rate Rider for Tax Rate Change - effective until Apr 30, 2011	(0.1115)	(0.1115)
Rate Rider Global Adjustment Sub-Account Disposition - effective until Apr 30, 2012 Applicable only for Non-RPP Customers	0.0724	0.0724
Rate Rider Global Adjustment Sub-Account Disposition - effective until Dec 31, 2011 Applicable only for Non-RPP Customers		0.0241
Rate Rider for Deferral/Variance Account Disposition (2009) - effective until Apr 30, 2011	(0.1150)	(0.1150)
Rate Rider for Deferral/Variance Account Disposition (2010) - effective until Apr 30, 2012	(1.2647)	(1.2647)
Rate Rider for Deferral/Variance Account Disposition (2011) - effective until Dec 31, 2011		0.4265
Retail Transmission Rate – Network Service Rate	1.7095	1.7089
Retail Transmission Rate – Line and Transformation Connection Service Rate	1.4275	1.4424
Wholesale Market Service Rate	0.0052	0.0052
Rural Rate Protection Charge	0.0013	0.0013
Standard Supply Service – Administrative Charge (if applicable)	0.25	0.25

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<b>Street Lighting</b>	<b>Effective May 01, 2010</b>	<b>Effective Jan 01, 2011</b>
Service Charge	1.97	2.98
Distribution Volumetric Rate	5.3728	7.9425
Low Voltage Service Rate	0.0095	0.01439
Rate Rider for Tax Rate Change - effective until Apr 30, 2011	(0.1143)	(0.1143)
Rate Rider Global Adjustment Sub-Account Disposition - effective until Apr 30, 2012 Applicable only for Non-RPP Customers	0.0740	0.0740
Rate Rider Global Adjustment Sub-Account Disposition - effective until Dec 31, 2011 Applicable only for Non-RPP Customers		0.6593
Rate Rider for Deferral/Variance Account Disposition (2009) - effective until Apr 30, 2011	(0.2276)	(0.2276)
Rate Rider for Deferral/Variance Account Disposition (2010) - effective until Apr 30, 2012	(0.6378)	(0.6378)
Rate Rider for Deferral/Variance Account Disposition (2011) - effective until Dec 31, 2011		0.0315
Retail Transmission Rate – Network Service Rate	1.6195	1.6190
Retail Transmission Rate – Line and Transformation Connection Service Rate	1.3918	1.4063
Wholesale Market Service Rate	0.0052	0.0052
Rural Rate Protection Charge	0.0013	0.0013
MEI	0.0003725	0.0003725
Standard Supply Service – Administrative Charge (if applicable)	0.25	0.25

<b>MicroFIT</b>	<b>Effective May 01, 2010</b>	<b>Effective Jan 01, 2011</b>
Service Charge	5.25	5.25

<b>Allowances</b>	<b>Effective May 01, 2010</b>	<b>Effective Jan 01, 2011</b>
Transformer Allowance for Ownership - General Service 50 to 4,999 kW customers - per kW of billing demand /month	(0.73)	(0.73)
Primary Metering Allowance for transformer losses - applied to measured demand and energy %	(1.00)	(1.00)

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**HORIZON UTILITIES CORPORATION (“HORIZON UTILITIES”)  
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**DELIVERED: January 24<sup>th</sup>, 2011**

**Question 6**

**Reference:** Ex. 1/T2/S2/p. 3

The evidence sets out the budgeting process. With respect to the business plan review process are the departmental budgets (after executive review) the same budgets that are presented in the regulatory filing? If not, please explain the difference. Please explain the process undertaken to create the regulatory budgets.

**Response:**

The departmental budgets underlying the departmental business plans for the regulated utility operations of Horizon Utilities, and as provided in the Application, are the basis for the Horizon Utilities’ 2011 Budget and Three Year Plan approved by the Board of Directors.

The Horizon Utilities’ 2011 Budget has been prepared under Canadian Generally Accepted Accounting Principles (“CGAAP”) on a legal entity basis, including regulated and non-regulated businesses of Horizon Utilities.

For purposes of the Application, certain adjustments are required to the legal entity budget to conform to regulatory accounting and reporting requirements. These adjustments include:

- Removal of expenditures for which Horizon Utilities is not seeking recovery through distribution rates, such as Conservation and Demand Management activities contracted with the Ontario Power Authority;

1 • Removal of other non-regulated revenue, operating and capital expenditures;  
2 and,

3 • Reclassification of certain items to conform with regulatory accounting  
4 requirements under the Board's Accounting Procedures Handbook, where such  
5 requirements differ from those under CGAAP.

6 In addition, Horizon Utilities has excluded expenditures related to its Smart Meter  
7 program (Exhibit 2, Tab 1, Schedule 1, Page 1).

8 Please also refer to Horizon Utilities' response to School Energy Coalition Interrogatory  
9 8c).

**HORIZON UTILITIES CORPORATION (“HORIZON UTILITIES”)  
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**DELIVERED: January 24th, 2011**

**Question 7**

**Reference:** Ex. 1/T2/S2/p. 3

The evidence states that there are three key steps to the budgeting process. The Executive Team member(s) have an opportunity to make recommendations to the departmental business plans. The CFO reviews a consolidated budget, and recommends changes as necessary to support corporate objectives and financial concerns, and ultimately presents the budget to the CEO for approval. The CEO recommends a budget to the Board of Directors. Please provide the following as it relates to 2011:

- a)** For each of the departmental budgets, please identify the changes, if any, made at the Executive Team level, and explain why the changes were made;
- b)** For each of the departmental budgets please identify the changes, if any, made at the CFO level and explain why the changes were made;
- c)** For each of the departmental budgets please describe the changes, if any, that were made by the CEO, and explain why the changes were made;
- d)** Copies of all materials presented to the Board of Directors in seeking approval of the 2011 Business Plan.

1   **Response:**

2   a), b), c) Please see response to School Energy Coalition Interrogatory 7b).

3   d)     Please refer to the response to Energy Probe Interrogatory 4a) in the  
4   Interrogatories on the Preliminary Issue filed November 8, 2010.



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**DELIVERED: January 24<sup>th</sup>, 2011**

**Question 8**

**Reference:** Ex. 1/T2/S2

Please describe the ways in which Horizon communicates with its shareholders regarding its rate filings. Please provide copies of any materials, including correspondence, between Horizon and its shareholders regarding the Z-factor application and the 2011 rate application.

**Response:**

The direct shareholder of Horizon Utilities is its parent company, Horizon Holdings Inc. (“HHI”). HHI owns 100% of the common shares of Horizon Utilities.

The common shareholdings of HHI are owned 78.9% by Hamilton Utilities Corporation (“HUC”) and 21.1% by St. Catharines Hydro Inc. (“SCHI”).

The common shareholdings of HUC are owned 100% by the City of Hamilton.

The common shareholdings of SCHI are owned 100% by the City of St. Catharines.

For purposes of this response, HUC and SCHI are referred to as “HoldCo Shareholders” and the cities are referred to as “City Shareholders”.

Communication with shareholders on the matters noted in the question is as follows:

**Communication with HHI Shareholder**

- Verbal updates at regular Board of Directors meetings by Horizon Utilities management, of which the CEO and CFO are not independent (i.e., HHI and Horizon Utilities have the same CEO and CFO);

1 • The annual Three Year Financial Plan ("Financial Plan") of Horizon Utilities is  
2 provided to HHI. Such plan has included narrative on both the Z-factor and 2011 cost of  
3 service applications in both the 2010 and 2011 Financial Plans. The 2011 and 2010  
4 Financial Plans, and the association presentations are being provided in confidence for  
5 reasons which are outlined in the cover letter accompanying Horizon Utilities'  
6 interrogatory responses.

#### 7 **Communication with HoldCo Shareholders**

8 • Verbal updates at Board of Directors meetings of HoldCo Shareholders, if and  
9 when invited to such meetings;

10 • The annual Three Year Financial Plan ("Financial Plan") of Horizon Utilities is  
11 provided to the HoldCo Shareholders. Such plan has included narrative on both the Z-  
12 factor and 2011 cost of service applications in both the 2010 and 2011 Financial Plans.  
13 The 2011 and 2010 Financial Plans are being provided in confidence, as are the  
14 associated presentations for reasons which are outlined in the cover letter  
15 accompanying Horizon Utilities' interrogatory responses.

#### 16 **City Shareholders**

17 • The communication of issues related to Horizon Utilities is undertaken and co-ordinated  
18 by the HoldCo Shareholders, and their respective Board of Directors and management,  
19 for the City Shareholders. Horizon Utilities management is independent of both the  
20 HoldCo Boards of Directors and their respective management teams.

21 The Horizon Utilities CEO is present, by invitation, at the respective City Shareholders  
22 Annual General Meetings ("AGM(s)") of respective HoldCo Shareholder corporations  
23 (e.g., the CEO may be present at the SCHI AGM, which is conducted at a meeting of  
24 the City of St. Catharines). The Horizon Utilities CEO provides support to the HoldCo  
25 Shareholders and management teams, generally by way of verbal updates on matters  
26 material to Horizon Utilities including, as appropriate, its rate applications.

**HORIZON UTILITIES CORPORATION ("HORIZON UTILITIES")  
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**Question 9**

**Reference:** Ex. 1/T2/S2/appendix - Business Development Business Plan

With respect to the Business Development Business Plan, please explain what is meant by the phrase "On an opportunistic basis, BD will assume the lead role in planning, facilitating, negotiating and implementing merger initiatives with other LDCs where consolidating opportunities exist." Please define "on an opportunistic basis". In addition, please describe all of the initiatives that the BD group has undertaken in 2008, 2009 and 2010 regarding consolidation or mergers. To what extent, if any has the BD budget been adjusted to reflect the fact that costs incurred related to consolidation should be excluded from the revenue requirement?

**Response:**

Business Development has already adjusted these costs to reflect the fact that its costs related to merger and acquisition activities should be excluded from the revenue requirement, as per the Decision of the Board in Horizon Utilities' 2008 Cost of Service Application (EB-2007-0697). Since these costs are excluded from revenue requirement, the activities of Business Development are not relevant to the rate application, are not of any probative value with respect thereto, and, as such, have not been provided.

**HORIZON UTILITIES CORPORATION (“HORIZON UTILITIES”)  
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DELIVERED January 24<sup>th</sup>, 2011**

**Question 10**

**Reference:** Ex. 1/T2/S2/Appendix 1-9- Business Development Business Plan

Please provide a detailed budget including all elements of the 2008, 2009, 2010 and 2011 Business Development Business Plan.

**Response:**

Please see response on following pages.

2008 Budget - Business Development Business Plan

Cost Centre Description	Account Description	\$
Business Development - Executive	Salaries	280,443
Business Development - Executive	Contract labour	159,996
Business Development - Executive	Bonus	63,492
Business Development - Executive	Health and medical benefits	16,220
Business Development - Executive	OMERS	30,337
Business Development - Executive	Long-term disability	2,928
Business Development - Executive	EHT	6,710
Business Development - Executive	Life insurance premiums	1,200
Business Development - Executive	Travel and accommodations	22,800
Business Development - Executive	Mileage	16,800
Business Development - Executive	Meals and entertainment	7,200
Business Development - Executive	Training and development	13,800
Business Development - Executive	General office supplies	3,000
Business Development - Executive	WSIB	1,450
Business Development - Executive	Cellular and pager	6,000
Business Development - Executive	Freight postage and delivery	3,000
Business Development - Executive	Legal fees	50,000
Business Development - Executive	Consulting	140,000
Business Development - Executive	Dues and subscriptions	1,200
Business Development - Executive	Public relations	13,000
Business Development - Executive	Miscellaneous expense	9,000
Business Development - Executive	PC services costs - Costs recovered	5,271

2009 Budget - Business Development Business Plan

Cost Centre Description	Account Description	\$
Business Development - Executive	Contract labour	53,601
Business Development - Executive	Miscellaneous expense	89,000
Business Development - Executive	Salaries	301,164
Business Development - Executive	Bonus	30,252
Business Development - Executive	Employer payroll taxes	8,353
Business Development - Executive	Health and medical benefits	14,217
Business Development - Executive	OMERS	27,349
Business Development - Executive	Long-term disability	2,929
Business Development - Executive	EHT	6,463
Business Development - Executive	Life insurance premiums	1,084
Business Development - Executive	Travel and accommodations	24,236
Business Development - Executive	Mileage	15,000
Business Development - Executive	Meals and entertainment	8,867
Business Development - Executive	Training and development	17,776
Business Development - Executive	General office supplies	6,146
Business Development - Executive	WSIB	1,854
Business Development - Executive	Insurance - General	1,100
Business Development - Executive	Cellular and pager	10,902
Business Development - Executive	Freight postage and delivery	1,000
Business Development - Executive	Legal fees	50,000
Business Development - Executive	Auditing fees	7,400
Business Development - Executive	Consulting	100,000
Business Development - Executive	Dues and subscriptions	1,459
Business Development - Executive	Public relations	10,644
Business Development - Executive	Miscellaneous expense	11,094
Business Development - Executive	PC services costs - Costs allocated in	5,881
Business Development - Executive	Business applications - Costs allocated in	9,745

2010 Budget - Business Development Business Plan

Cost Centre Description	Account Description	\$
Business Development - Executive	Contract labour	53,601
Business Development - Executive	Legal fees	6,000
Business Development - Executive	Consulting	52,764
Business Development - Executive	Promotions	8,000
Business Development - Executive	Public relations	5,000
Business Development - Executive	Marketing	10,000
Business Development - Executive	Salaries	280,186
Business Development - Executive	Bonus	50,235
Business Development - Executive	Employer payroll taxes	10,208
Business Development - Executive	Health and medical benefits	16,234
Business Development - Executive	OMERS	22,660
Business Development - Executive	Long-term disability	3,744
Business Development - Executive	EHT	5,464
Business Development - Executive	Life insurance premiums	1,359
Business Development - Executive	Vacation and holidays	185
Business Development - Executive	Travel and accommodations	15,018
Business Development - Executive	Meals and entertainment	16,285
Business Development - Executive	Training and development	17,776
Business Development - Executive	Subscriptions and memberships	1,459
Business Development - Executive	Computer maintenance	3,000
Business Development - Executive	Software license and maintenance	5,000
Business Development - Executive	General office supplies	3,746
Business Development - Executive	WSIB	1,938
Business Development - Executive	Cellular and pager	10,902
Business Development - Executive	Freight postage and delivery	1,000
Business Development - Executive	Legal fees	25,000
Business Development - Executive	Consulting	107,094
Business Development - Executive	Public relations	24,444
Business Development - Executive	Marketing	11,094
Business Development - Executive	PC services costs - Costs allocated in	15,564
Business Development - Executive	Business applications - Costs allocated in	21,175
Business Development - Executive	Cyber security - Costs allocated in	2,230
Business Development - Executive	Amortization	3,000

2011 Budget - Business Development Business Plan

Cost Centre Description	Account Description	\$
Business Development - Executive	Legal fees	24,000
Business Development - Executive	Consulting	65,000
Business Development - Executive	Contract labour	53,601
Business Development - Executive	Salaries	309,133
Business Development - Executive	Bonus	52,152
Business Development - Executive	Employer payroll taxes	10,431
Business Development - Executive	Health and medical benefits	13,423
Business Development - Executive	OMERS	30,688
Business Development - Executive	Long-term disability	3,973
Business Development - Executive	EHT	7,045
Business Development - Executive	Life insurance premiums	1,525
Business Development - Executive	Travel and accommodations	15,018
Business Development - Executive	Meals and entertainment	16,285
Business Development - Executive	Training and development	18,884
Business Development - Executive	Subscriptions and memberships	1,459
Business Development - Executive	Computer maintenance	1,500
Business Development - Executive	General office supplies	3,700
Business Development - Executive	WSIB	2,028
Business Development - Executive	Cellular and pager	10,902
Business Development - Executive	Freight postage and delivery	1,000
Business Development - Executive	Legal fees	25,000
Business Development - Executive	Consulting	100,000
Business Development - Executive	Public relations	24,444
Business Development - Executive	Marketing	11,094



**HORIZON UTILITIES CORPORATION (“HORIZON UTILITIES”)  
RESPONSES TO  
CONSUMERS COUNCIL OF CANADA INTERROGATORIES**

**DELIVERED January 24<sup>th</sup>, 2011**

**Question 11**

**Reference:** Ex. 1/T2/S2/Appendix -1-9- Corporate Communications Business Plan

Please provide a detailed budget including all elements of the 2008, 2009, 2010 and 2011 Corporate Communications Business Plan.

**Response:**

Please see response on following pages.

# 2008 Budget - Corporate Communications Business Plan

Cost Centre Description	Account Description	\$
Corporate Communications	Salaries	213,275
Corporate Communications	Bonus	21,817
Corporate Communications	Overtime and vacation payout	612
Corporate Communications	Health and medical benefits	21,318
Corporate Communications	OMERS	18,613
Corporate Communications	Long-term disability	1,848
Corporate Communications	EHT	4,599
Corporate Communications	Life insurance premiums	894
Corporate Communications	Other downtime	500
Corporate Communications	Travel and accommodations	9,550
Corporate Communications	Mileage	1,200
Corporate Communications	Meals and entertainment	1,000
Corporate Communications	Training and development	4,000
Corporate Communications	Safety	20,100
Corporate Communications	Internet services	25,000
Corporate Communications	General office supplies	1,500
Corporate Communications	Utilities	2,000
Corporate Communications	WSIB	1,850
Corporate Communications	Cellular and pager	2,000
Corporate Communications	Freight postage and delivery	500
Corporate Communications	Consulting	20,000
Corporate Communications	Collection agency fees	25,000
Corporate Communications	Dues and subscriptions	18,900
Corporate Communications	Advertising	111,000
Corporate Communications	Promotions	28,600
Corporate Communications	Public relations	2,000
Corporate Communications	Marketing	80,000
Corporate Communications	PC services costs - Costs recovered	211,558

2009 Budget - Corporate Communications Business Plan

Cost Centre Description	Account Description	\$
Corporate Communications	Salaries	221,013
Corporate Communications	Bonus	10,454
Corporate Communications	Overtime and vacation payout	5,164
Corporate Communications	Employer payroll taxes	8,281
Corporate Communications	Health and medical benefits	11,407
Corporate Communications	OMERS	18,333
Corporate Communications	Long-term disability	2,403
Corporate Communications	EHT	4,614
Corporate Communications	Life insurance premiums	876
Corporate Communications	Other downtime	500
Corporate Communications	Travel and accommodations	9,500
Corporate Communications	Mileage	1,200
Corporate Communications	Meals and entertainment	1,000
Corporate Communications	Training and development	4,500
Corporate Communications	Safety	30,000
Corporate Communications	Internet services	25,000
Corporate Communications	General office supplies	12,000
Corporate Communications	Utilities	2,000
Corporate Communications	WSIB	1,953
Corporate Communications	Cellular and pager	2,000
Corporate Communications	Freight postage and delivery	5,000
Corporate Communications	Consulting	30,000
Corporate Communications	Collection agency fees	35,000
Corporate Communications	Dues and subscriptions	22,000
Corporate Communications	Advertising	111,000
Corporate Communications	Promotions	28,000
Corporate Communications	Public relations	30,000
Corporate Communications	Marketing	149,000
Corporate Communications	PC services costs - Costs allocated in	26,464
Corporate Communications	Business applications - Costs allocated in	43,852

2010 Budget - Corporate Communications Business Plan

Cost Centre Description	Account Description	\$
Corporate Communications	Salaries	284,020
Corporate Communications	Contract labour	12,000
Corporate Communications	Bonus	21,655
Corporate Communications	Direct labour - Work order	61,081
Corporate Communications	Direct labour - Work order - Contra	(40,720)
Corporate Communications	Direct labour - Work order - Overhead - Contra	(20,360)
Corporate Communications	Direct labour - Project (ABC costs)	230,619
Corporate Communications	Direct labour - Project (ABC costs) - Contra	(148,786)
Corporate Communications	Direct labour - Project (ABC costs) - Overhead - Contra	(81,832)
Corporate Communications	Employer payroll taxes	13,828
Corporate Communications	Health and medical benefits	13,024
Corporate Communications	OMERS	17,720
Corporate Communications	Long-term disability	3,104
Corporate Communications	EHT	5,538
Corporate Communications	Life insurance premiums	1,020
Corporate Communications	Travel and accommodations	5,200
Corporate Communications	Training and development	9,000
Corporate Communications	Safety	25,000
Corporate Communications	General office supplies	27,500
Corporate Communications	Other supplies	16,000
Corporate Communications	Utilities	2,500
Corporate Communications	WSIB	2,529
Corporate Communications	Cellular and pager	1,000
Corporate Communications	Freight postage and delivery	7,000
Corporate Communications	Outside service provider	327,000
Corporate Communications	Collection agency fees	35,000
Corporate Communications	Dues and subscriptions	23,500
Corporate Communications	Donations	10,000
Corporate Communications	Sponsorships	20,000
Corporate Communications	Advertising	16,000
Corporate Communications	Employee promotions	10,000
Corporate Communications	Promotions	20,000
Corporate Communications	PC services costs - Costs allocated in	47,304
Corporate Communications	Business applications - Costs allocated in	64,644
Corporate Communications	Cyber security - Costs allocated in	6780

# 2011 Budget - Corporate Communications Business Plan

Cost Centre Description	Account Description	\$
Corporate Communications	Salaries	297,861
Corporate Communications	Bonus	22,316
Corporate Communications	Direct labour - Work order	84,484
Corporate Communications	Direct labour - Work order - Contra	(84,484)
Corporate Communications	Direct labour - Project (ABC costs)	362,474
Corporate Communications	Direct labour - Project (ABC costs) - Contra	(362,474)
Corporate Communications	Employer payroll taxes	13,908
Corporate Communications	Health and medical benefits	18,997
Corporate Communications	OMERS	24,912
Corporate Communications	Long-term disability	4,139
Corporate Communications	EHT	6,243
Corporate Communications	Life insurance premiums	1,288
Corporate Communications	Travel and accommodations	3,000
Corporate Communications	Meals and entertainment	1,000
Corporate Communications	Software license and maintenance	5,000
Corporate Communications	WSIB	2,575
Corporate Communications	Cellular and pager	5,000
Corporate Communications	Outside service provider	215,000
Corporate Communications	Public relations	175,000
Corporate Communications	PC services costs - Costs allocated in	106,013
Corporate Communications	Cyber security - Costs allocated in	33,675
Corporate Communications	Training and development	20,000
Corporate Communications	Subscriptions and memberships	25,000
Corporate Communications	Safety	35,000
Corporate Communications	Internet services	80,000
Corporate Communications	General office supplies	25,000
Corporate Communications	Utilities	3,000
Corporate Communications	Freight postage and delivery	5,000
Corporate Communications	Collection agency fees	35,000
Corporate Communications	Sponsorships	10,000
Corporate Communications	Advertising	40,000
Corporate Communications	Employee promotions	143,000
Corporate Communications	Promotions	20,000

**HORIZON UTILITIES CORPORATION (“HORIZON UTILITIES”)  
RESPONSES TO  
CONSUMERS COUNCIL OF CANADA INTERROGATORIES**

**DELIVERED January 24<sup>th</sup>, 2011**

**Question 12**

**Reference:** Ex. 1/T2/S2 Appendix 1-9

Please provide a detailed budget including all elements of the 2008, 2009, 2010 and 2011 Construction Business Plan.

**Response:**

Please see response on following pages.

2008 Budget - Construction and Maintenance Business Plan

Cost Centre	Account	
Description	Description	\$
Overhead	Salaries	819,424
Overhead	Bonus	17,073
Overhead	Overtime and vacation payout	55,963
Overhead	Health and medical benefits	83,186
Overhead	OMERS	71,454
Overhead	Long-term disability	1,896
Overhead	EHT	17,494
Overhead	Life insurance premiums	2,208
Overhead	Other downtime	137,866
Overhead	Other employee compensation	1,675
Overhead	Meals and entertainment	1,200
Overhead	Training and development	143,240
Overhead	Maintenance supplies	111,901
Overhead	General office supplies	12,900
Overhead	Small tools	30,000
Overhead	Repairs and maintenance - Equipment	1,017,248
Overhead	WSIB	7,780
Overhead	Telephone	4,000
Overhead	Cellular and pager	33,000
Overhead	Emergency maintenance	822,451
Overhead	Consulting	7,076
Overhead	Tree trimming	2,222,992
Overhead	Outside service provider	768
Overhead	Joint use	14,106
Overhead	Project planning	10,692
Overhead	Load transfers	60,000
Overhead	Marketing	18,170
Overhead	Scrap and spoilage	3,996
Overhead	Miscellaneous expense	50,832
Overhead	Building costs - Costs recovered	386,867
Overhead	PC services costs - Costs recovered	47,410
Overhead	Salaries	398,660
Overhead	Bonus	4,613
Overhead	Overtime and vacation payout	45,076
Overhead	Health and medical benefits	47,161
Overhead	OMERS	40,027
Overhead	Long-term disability	2,418
Overhead	EHT	9,751
Overhead	Life insurance premiums	1,380
Overhead	Other downtime	58,344
Overhead	Other employee compensation	800
Overhead	Meals and entertainment	2,004
Overhead	Training and development	32,104
Overhead	Maintenance supplies	16,553
Overhead	General office supplies	8,004
Overhead	Small tools	20,832
Overhead	Repairs and maintenance - Equipment	459,078
Overhead	WSIB	4,167
Overhead	Telephone	9,996
Overhead	Cellular and pager	6,000

2008 Budget - Construction and Maintenance Business Plan

Cost Centre Description	Account Description	\$
Overhead	Emergency maintenance	430,158
Overhead	Consulting	6,456
Overhead	Tree trimming	574,534
Overhead	Joint use	27,552
Overhead	Project planning	5,388
Overhead	Marketing	8,425
Overhead	Miscellaneous expense	13,992
Overhead	Payroll burden - Costs recovered	(6,936)
Overhead	PC services costs - Costs recovered	36,868
Underground	Salaries	149,528
Underground	Bonus	9,682
Underground	Overtime and vacation payout	1,368
Underground	Health and medical benefits	16,220
Underground	OMERS	16,899
Underground	Long-term disability	1,080
Underground	EHT	3,976
Underground	Life insurance premiums	588
Underground	Other downtime	81,156
Underground	Other employee compensation	100
Underground	Meals and entertainment	3,000
Underground	Training and development	56,720
Underground	Safety	3,504
Underground	Maintenance supplies	600
Underground	General office supplies	8,004
Underground	Small tools	6,000
Underground	Other supplies	804
Underground	Repairs and maintenance - Equipment	350,115
Underground	Repairs and maintenance - Building	51,675
Underground	WSIB	1,255
Underground	Telephone	9,000
Underground	Cellular and pager	21,504
Underground	Freight postage and delivery	504
Underground	Emergency maintenance	500,556
Underground	Consulting	5,688
Underground	Outside service provider	294,077
Underground	Dues and subscriptions	396
Underground	Marketing	25,069
Underground	Miscellaneous expense	4,464
Underground	Amortization - Stores and fleet	7,500
Underground	Building costs - Costs recovered	123,351
Underground	PC services costs - Costs recovered	99,722
Underground	Salaries	46,112
Underground	Bonus	4,613
Underground	Health and medical benefits	1,499
Underground	Other downtime	27,228
Underground	Meals and entertainment	1,104
Underground	Repairs and maintenance - Equipment	196,436
Underground	Repairs and maintenance - Building	125,380
Underground	Emergency maintenance	370,905
Underground	Consulting	7,416



2008 Budget - Construction and Maintenance Business Plan

Cost Centre Description	Account Description	\$
Underground	Outside service provider	124,104
Underground	Miscellaneous expense	8,052
Contractor Management	Salaries	255,796
Contractor Management	Bonus	31,297
Contractor Management	Overtime and vacation payout	5,706
Contractor Management	Health and medical benefits	24,330
Contractor Management	OMERS	24,097
Contractor Management	Long-term disability	2,844
Contractor Management	EHT	5,713
Contractor Management	Life insurance premiums	1,164
Contractor Management	Travel and accommodations	100
Contractor Management	Mileage	600
Contractor Management	Meals and entertainment	500
Contractor Management	Training and development	3,000
Contractor Management	Maintenance supplies	200
Contractor Management	General office supplies	780
Contractor Management	WSIB	1,974
Contractor Management	Cellular and pager	2,800
Contractor Management	Dues and subscriptions	1,000
Contractor Management	Promotions	3,000
Contractor Management	Engineering burden - Costs recovered	(71,619)
Contractor Management	PC services costs - Costs recovered	15,805
Substations	Salaries	94,182
Substations	Bonus	6,923
Substations	Overtime and vacation payout	780
Substations	Health and medical benefits	9,009
Substations	OMERS	7,880
Substations	Long-term disability	960
Substations	EHT	1,870
Substations	Life insurance premiums	396
Substations	Other downtime	1,282
Substations	Mileage	300
Substations	Meals and entertainment	360
Substations	Training and development	7,206
Substations	Vehicle	1,200
Substations	Maintenance supplies	228
Substations	General office supplies	420
Substations	Small tools	2,376
Substations	Repairs and maintenance - Equipment	473,571
Substations	Utilities	188,100
Substations	Property tax	212,806
Substations	Repairs and maintenance - Building	128,651
Substations	Janitorial and landscaping service	105,132
Substations	WSIB	725
Substations	Cellular and pager	9,000
Substations	Freight postage and delivery	240
Substations	Consulting	74,800
Substations	Outside service provider	5,664
Substations	Service agreements	12,576
Substations	Dues and subscriptions	240

2008 Budget - Construction and Maintenance Business Plan

Cost Centre Description	Account Description	\$
Substations	Marketing	3,975
Substations	Miscellaneous expense	7,103
Substations	PC services costs - Costs recovered	36,868
Substations	Salaries	17,304
Substations	Bonus	1,731
Substations	Health and medical benefits	600
Substations	Other downtime	420
Substations	Maintenance supplies	48
Substations	Small tools	720
Substations	Repairs and maintenance - Equipment	93,665
Substations	Utilities	15,300
Substations	Property tax	38,784
Substations	Repairs and maintenance - Building	33,161
Substations	Janitorial and landscaping service	18,192
Substations	Consulting	1,200
Substations	Outside service provider	1,344
Substations	Service agreements	2,160
Substations	Miscellaneous expense	1,200

2009 Budget - Construction and Maintenance Business Plan

Cost Centre	Account	
Description	Description	\$
Overhead	Salaries	2,230,937
Overhead	Bonus	7,745
Overhead	Overtime and vacation payout	272,610
Overhead	Employer payroll taxes	83,249
Overhead	Health and medical benefits	130,794
Overhead	OMERS	196,881
Overhead	Long-term disability	27,183
Overhead	EHT	48,970
Overhead	Life insurance premiums	6,935
Overhead	Other employee compensation	4,551
Overhead	Training and development	78,658
Overhead	Maintenance supplies	47,600
Overhead	General office supplies	15,000
Overhead	Small tools	27,000
Overhead	Repairs and maintenance - Equipment	434,503
Overhead	WSIB	20,941
Overhead	Telephone	3,000
Overhead	Cellular and pager	33,000
Overhead	Emergency maintenance	274,047
Overhead	Consulting	3,983
Overhead	Tree trimming	959,360
Overhead	Joint use	9,989
Overhead	Load transfers	94,032
Overhead	Marketing	4,302
Overhead	Miscellaneous expense	944
Overhead	Fleet burden - Costs allocated in	57,004
Overhead	Stores burden - Costs allocated in	(218,297)
Overhead	Building costs - Costs allocated in	671,041
Overhead	PC services costs - Costs allocated in	55,869
Overhead	Business applications - Costs allocated in	40,124
Overhead	Salaries	1,284,751
Overhead	Bonus	8,289
Overhead	Overtime and vacation payout	164,464
Overhead	Employer payroll taxes	48,381
Overhead	Health and medical benefits	80,920
Overhead	OMERS	114,233
Overhead	Long-term disability	18,233
Overhead	EHT	28,421
Overhead	Life insurance premiums	3,919
Overhead	Other employee compensation	2,630
Overhead	Meals and entertainment	2,000
Overhead	Training and development	14,146
Overhead	Safety	84,453
Overhead	Maintenance supplies	10,000
Overhead	General office supplies	8,000
Overhead	Small tools	20,000
Overhead	Repairs and maintenance - Equipment	194,065
Overhead	WSIB	12,354
Overhead	Telephone	9,000
Overhead	Cellular and pager	7,000

2009 Budget - Construction and Maintenance Business Plan

Cost Centre Description	Account Description	\$
Overhead	Emergency maintenance	187,758
Overhead	Tree trimming	364,620
Overhead	Joint use	20,088
Overhead	Fleet burden - Costs allocated in	30,202
Overhead	Stores burden - Costs allocated in	(86,669)
Underground	Salaries	1,203,149
Underground	Bonus	7,856
Underground	Overtime and vacation payout	66,447
Underground	Employer payroll taxes	46,822
Underground	Health and medical benefits	74,321
Underground	OMERS	95,537
Underground	Long-term disability	13,822
Underground	EHT	24,910
Underground	Life insurance premiums	3,846
Underground	Other downtime	9,516
Underground	Other employee compensation	2,278
Underground	Meals and entertainment	4,500
Underground	Training and development	30,086
Underground	Safety	83,769
Underground	Maintenance supplies	2,000
Underground	General office supplies	8,000
Underground	Small tools	6,600
Underground	Other supplies	1,000
Underground	Repairs and maintenance - Equipment	149,093
Underground	Repairs and maintenance - Building	10,273
Underground	WSIB	11,393
Underground	Telephone	6,000
Underground	Cellular and pager	20,000
Underground	Freight postage and delivery	504
Underground	Emergency maintenance	84,786
Underground	Outside service provider	304,726
Underground	Dues and subscriptions	396
Underground	Amortization - Stores and fleet	7,500
Underground	Fleet burden - Costs allocated in	20,955
Underground	Stores burden - Costs allocated in	(58,485)
Underground	Building costs - Costs allocated in	116,988
Underground	PC services costs - Costs allocated in	61,750
Underground	Business applications - Costs allocated in	44,347
Underground	Meals and entertainment	1,000
Underground	Repairs and maintenance - Equipment	41,343
Underground	Repairs and maintenance - Building	19,780
Underground	Emergency maintenance	148,869
Underground	Outside service provider	115,950
Underground	Fleet burden - Costs allocated in	10,880
Underground	Stores burden - Costs allocated in	(9,316)
Contractor Management	Salaries	76,017
Contractor Management	Overtime and vacation payout	3,959
Contractor Management	Employer payroll taxes	3,424
Contractor Management	Health and medical benefits	5,878
Contractor Management	OMERS	5,883

2009 Budget - Construction and Maintenance Business Plan

Cost Centre Description	Account Description	\$
Contractor Management	Long-term disability	759
Contractor Management	EHT	1,560
Contractor Management	Life insurance premiums	316
Contractor Management	Other employee compensation	169
Contractor Management	Travel and accommodations	200
Contractor Management	Mileage	19,326
Contractor Management	Meals and entertainment	500
Contractor Management	Training and development	3,000
Contractor Management	Maintenance supplies	200
Contractor Management	General office supplies	780
Contractor Management	WSIB	770
Contractor Management	Cellular and pager	2,800
Contractor Management	Dues and subscriptions	1,000
Contractor Management	Promotions	3,000
Substations	Salaries	350,400
Substations	Bonus	6,831
Substations	Overtime and vacation payout	7,083
Substations	Employer payroll taxes	12,750
Substations	Health and medical benefits	21,889
Substations	OMERS	28,224
Substations	Long-term disability	4,165
Substations	EHT	7,104
Substations	Life insurance premiums	1,141
Substations	Other downtime	26,565
Substations	Other employee compensation	654
Substations	Mileage	3,000
Substations	Meals and entertainment	900
Substations	Training and development	11,269
Substations	Vehicle	2,904
Substations	Safety	12,420
Substations	Maintenance supplies	228
Substations	General office supplies	960
Substations	Small tools	2,232
Substations	Repairs and maintenance - Equipment	236,715
Substations	Utilities	190,000
Substations	Property tax	219,186
Substations	Repairs and maintenance - Building	87,287
Substations	Janitorial and landscaping service	105,132
Substations	Security service	15,600
Substations	WSIB	3,313
Substations	Cellular and pager	9,900
Substations	Freight postage and delivery	120
Substations	Consulting	12,000
Substations	Outside service provider	5,664
Substations	Service agreements	10,476
Substations	Dues and subscriptions	600
Substations	Marketing	600
Substations	Miscellaneous expense	1,800
Substations	PC services costs - Costs allocated in	17,643
Substations	Business applications - Costs allocated in	29,235

2009 Budget - Construction and Maintenance Business Plan

Cost Centre Description	Account Description	\$
Substations	Maintenance supplies	48
Substations	Small tools	96
Substations	Repairs and maintenance - Equipment	29,445
Substations	Utilities	20,200
Substations	Property tax	39,948
Substations	Repairs and maintenance - Building	30,288
Substations	Janitorial and landscaping service	18,192
Substations	Outside service provider	1,344
Substations	Service agreements	2,160
Construction and Maintenance Services	Salaries	113,547
Construction and Maintenance Services	Bonus	8,516
Construction and Maintenance Services	Employer payroll taxes	2,760
Construction and Maintenance Services	Health and medical benefits	4,739
Construction and Maintenance Services	OMERS	10,214
Construction and Maintenance Services	Long-term disability	1,128
Construction and Maintenance Services	EHT	2,380
Construction and Maintenance Services	Life insurance premiums	494
Construction and Maintenance Services	Travel and accommodations	200
Construction and Maintenance Services	Mileage	6,240
Construction and Maintenance Services	Meals and entertainment	500
Construction and Maintenance Services	Training and development	3,000
Construction and Maintenance Services	Maintenance supplies	200
Construction and Maintenance Services	General office supplies	780
Construction and Maintenance Services	WSIB	725
Construction and Maintenance Services	Cellular and pager	2,800
Construction and Maintenance Services	Dues and subscriptions	1,000
Construction and Maintenance Services	Promotions	3,000
Construction and Maintenance Services	PC services costs - Costs allocated in	5,881
Construction and Maintenance Services	Business applications - Costs allocated in	9,745

2010 Budget - Construction and Maintenance Business Plan

Cost Centre Description	Account Description	\$
Overhead	Salaries	3,298,322
Overhead	Overtime	296,838
Overhead	Bonus	30,389
Overhead	Direct labour - Work order	3,197,709
Overhead	Direct labour - Work order - Contra	(3,494,928)
Overhead	Direct labour - Work order - Overhead	70,889
Overhead	Direct labour - Work order - Overhead - Contra	(2,590,161)
Overhead	Direct labour - Project (ABC costs)	138,115
Overhead	Direct labour - Project (ABC costs) - Contra	(81,051)
Overhead	Direct labour - Project (ABC costs) - Overhead - Contra	(60,788)
Overhead	Employer payroll taxes	191,433
Overhead	Health and medical benefits	275,149
Overhead	OMERS	297,936
Overhead	Long-term disability	49,842
Overhead	EHT	77,195
Overhead	Life insurance premiums	12,183
Overhead	Vacation and holidays	666,122
Overhead	Other employee compensation	9,285
Overhead	Meals and entertainment	3,387
Overhead	Training and development	43,507
Overhead	Direct work order charges - Materials used	140,316
Overhead	Direct work order charges - Vehicles used	860,672
Overhead	Maintenance supplies	47,600
Overhead	General office supplies	15,000
Overhead	Small tools	27,000
Overhead	Repairs and maintenance - Equipment	34,000
Overhead	WSIB	38,577
Overhead	Telephone	3,000
Overhead	Cellular and pager	33,000
Overhead	Wireless communications	6,600
Overhead	Tree trimming	1,400,000
Overhead	Outside service provider	144,397
Overhead	Employee promotions	7,000
Overhead	Building costs - Costs allocated in	492,807
Overhead	PC services costs - Costs allocated in	36,252
Overhead	Business applications - Costs allocated in	49,557
Overhead	Cyber security - Costs allocated in	5,191
Overhead	Salaries	2,233,805
Overhead	Overtime	256,813
Overhead	Bonus	30,070
Overhead	Direct labour - Work order	1,604,507
Overhead	Direct labour - Work order - Contra	(2,389,278)
Overhead	Direct labour - Work order - Overhead	279,877
Overhead	Direct labour - Work order - Overhead - Contra	(2,355,773)
Overhead	Direct labour - Project (ABC costs)	96,175
Overhead	Direct labour - Project (ABC costs) - Contra	(76,088)
Overhead	Direct labour - Project (ABC costs) - Overhead - Contra	(57,066)
Overhead	Employer payroll taxes	126,651
Overhead	Health and medical benefits	191,593
Overhead	OMERS	200,838

2010 Budget - Construction and Maintenance Business Plan

Cost Centre Description	Account Description	\$
Overhead	Long-term disability	33,096
Overhead	EHT	52,146
Overhead	Life insurance premiums	8,389
Overhead	Vacation and holidays	446,503
Overhead	Other employee compensation	6,400
Overhead	Meals and entertainment	3,800
Overhead	Training and development	45,000
Overhead	Direct work order charges - Materials used	14,356
Overhead	Direct work order charges - Vehicles used	121,988
Overhead	General office supplies	10,000
Overhead	Small tools	22,000
Overhead	Other supplies	20,000
Overhead	Repairs and maintenance - Equipment	33,500
Overhead	WSIB	25,656
Overhead	Telephone	9,000
Overhead	Cellular and pager	14,000
Overhead	Tree trimming	410,000
Overhead	Outside service provider	43,200
Overhead	Building costs - Costs allocated in	191,232
Underground	Salaries	2,262,411
Underground	Overtime	118,106
Underground	Bonus	36,754
Underground	Direct labour - Work order	1,670,786
Underground	Direct labour - Work order - Contra	(2,273,478)
Underground	Direct labour - Work order - Overhead	257,801
Underground	Direct labour - Work order - Overhead - Contra	(2,313,288)
Underground	Direct labour - Project (ABC costs)	139,912
Underground	Direct labour - Project (ABC costs) - Contra	(102,426)
Underground	Direct labour - Project (ABC costs) - Overhead - Contra	(76,820)
Underground	Employer payroll taxes	137,160
Underground	Health and medical benefits	201,408
Underground	OMERS	198,894
Underground	Long-term disability	34,711
Underground	EHT	52,796
Underground	Life insurance premiums	8,638
Underground	Vacation and holidays	460,778
Underground	Other employee compensation	6,475
Underground	Travel and accommodations	15,000
Underground	Mileage	9,300
Underground	Meals and entertainment	6,490
Underground	Subscriptions and memberships	1,800
Underground	Direct work order charges - Materials used	39,772
Underground	Direct work order charges - Vehicles used	118,542
Underground	Maintenance supplies	4,600
Underground	General office supplies	9,500
Underground	Small tools	6,000
Underground	Other supplies	500
Underground	Repairs and maintenance - Equipment	38,750
Underground	Equipment repair	6,000
Underground	WSIB	26,217



2010 Budget - Construction and Maintenance Business Plan

Cost Centre Description	Account Description	\$
Underground	Telephone	6,500
Underground	Cellular and pager	20,000
Underground	Wireless communications	7,200
Underground	Cable Locates	393,765
Underground	Outside service provider	80,870
Underground	Promotions	4,500
Underground	Building costs - Costs allocated in	123,966
Underground	PC services costs - Costs allocated in	67,547
Underground	Business applications - Costs allocated in	92,123
Underground	Cyber security - Costs allocated in	9,671
Underground	Direct labour - Work order	329,099
Underground	Direct work order charges - Materials used	19,901
Underground	Direct work order charges - Vehicles used	68,261
Underground	Other supplies	5,500
Underground	Repairs and maintenance - Equipment	10,000
Underground	Cable Locates	170,000
Underground	Outside service provider	57,000
Underground	PC services costs - Costs allocated in	36,252
Underground	Business applications - Costs allocated in	49,557
Underground	Cyber security - Costs allocated in	5,191
Contractor Management	Salaries	295,053
Contractor Management	Overtime	5,784
Contractor Management	Direct labour - Work order	74,877
Contractor Management	Direct labour - Work order - Contra	(248,554)
Contractor Management	Direct labour - Work order - Overhead - Contra	(124,277)
Contractor Management	Employer payroll taxes	13,828
Contractor Management	Health and medical benefits	21,645
Contractor Management	OMERS	22,508
Contractor Management	Long-term disability	3,716
Contractor Management	EHT	5,754
Contractor Management	Life insurance premiums	859
Contractor Management	Direct work order charges - Vehicles used	9,120
Contractor Management	WSIB	2,958
Contractor Management	Promotions	4,500
Substations	Salaries	393,765
Substations	Overtime	7,049
Substations	Bonus	9,335
Substations	Direct labour - Work order	353,998
Substations	Direct labour - Work order - Contra	(274,274)
Substations	Direct labour - Work order - Overhead - Contra	(137,137)
Substations	Direct labour - Project (ABC costs)	134,643
Substations	Direct labour - Project (ABC costs) - Contra	(86,867)
Substations	Direct labour - Project (ABC costs) - Overhead - Contra	(47,777)
Substations	Employer payroll taxes	17,285
Substations	Health and medical benefits	27,056
Substations	OMERS	30,555
Substations	Long-term disability	4,976
Substations	EHT	7,678
Substations	Life insurance premiums	1,327
Substations	Vacation and holidays	1,224

2010 Budget - Construction and Maintenance Business Plan

Cost Centre Description	Account Description	\$
Substations	Other employee compensation	740
Substations	Travel and accommodations	1,020
Substations	Meals and entertainment	876
Substations	Training and development	7,260
Substations	Subscriptions and memberships	600
Substations	Direct work order charges - Vehicles used	97,536
Substations	Safety	1,000
Substations	Maintenance supplies	228
Substations	Small tools	2,232
Substations	Repairs and maintenance - Equipment	235,924
Substations	Equipment repair	4,800
Substations	Rent - Building	4,920
Substations	Utilities	190,171
Substations	Property tax	230,739
Substations	Repairs and maintenance - Building	83,407
Substations	HVAC maintenance	3,827
Substations	Janitorial and landscaping service	189,298
Substations	WSIB	3,736
Substations	Cellular and pager	9,900
Substations	Wireless communications	3,000
Substations	Freight postage and delivery	480
Substations	Emergency maintenance	9,360
Substations	Consulting	12,000
Substations	Tree trimming	5,600
Substations	Service agreements	7,704
Substations	Promotions	1,500
Substations	PC services costs - Costs allocated in	41,555
Substations	Business applications - Costs allocated in	56,759
Substations	Cyber security - Costs allocated in	5,950
Substations	Direct labour - Work order	57,412
Substations	Direct work order charges - Vehicles used	13,514
Substations	Maintenance supplies	48
Substations	Repairs and maintenance - Equipment	33,572
Substations	Repairs and maintenance - Building	21,979
Substations	HVAC maintenance	1,115
Substations	Janitorial and landscaping service	47,400
Substations	Emergency maintenance	9,360
Substations	Tree trimming	1,000
Substations	Service agreements	2,190
Construction and Maintenance Services	Salaries	121,801
Construction and Maintenance Services	Bonus	18,270
Construction and Maintenance Services	Direct labour - Project (ABC costs)	170,655
Construction and Maintenance Services	Direct labour - Project (ABC costs) - Contra	(110,100)
Construction and Maintenance Services	Direct labour - Project (ABC costs) - Overhead - Contra	(60,555)
Construction and Maintenance Services	Employer payroll taxes	3,457
Construction and Maintenance Services	Health and medical benefits	5,411
Construction and Maintenance Services	OMERS	10,287
Construction and Maintenance Services	Long-term disability	1,644
Construction and Maintenance Services	EHT	2,375
Construction and Maintenance Services	Life insurance premiums	591

# 2010 Budget - Construction and Maintenance Business Plan

Cost Centre Description	Account Description	\$
Construction and Maintenance Services	Travel and accommodations	10,000
Construction and Maintenance Services	Meals and entertainment	2,000
Construction and Maintenance Services	Training and development	3,000
Construction and Maintenance Services	Subscriptions and memberships	500
Construction and Maintenance Services	Maintenance supplies	500
Construction and Maintenance Services	General office supplies	1,000
Construction and Maintenance Services	WSIB	753
Construction and Maintenance Services	Cellular and pager	100
Construction and Maintenance Services	Wireless communications	600
Construction and Maintenance Services	Consulting	90,000
Construction and Maintenance Services	Promotions	2,000
Construction and Maintenance Services	PC services costs - Costs allocated in	5,136
Construction and Maintenance Services	Business applications - Costs allocated in	6,986
Construction and Maintenance Services	Cyber security - Costs allocated in	731

2011 Budget - Construction and Maintenance Business Plan

Cost Centre Description	Account Description	\$
Overhead	Salaries	5,774,676
Overhead	Overtime	641,943
Overhead	Bonus	64,576
Overhead	Direct labour - Work order	6,100,443
Overhead	Direct labour - Work order - Contra	(6,291,782)
Overhead	Direct labour - Work order - Overhead - Contra	(5,656,915)
Overhead	Direct labour - Project (ABC costs)	266,039
Overhead	Direct labour - Project (ABC costs) - Contra	(266,041)
Overhead	Employer payroll taxes	324,351
Overhead	Health and medical benefits	452,413
Overhead	OMERS	532,377
Overhead	Long-term disability	84,052
Overhead	EHT	136,829
Overhead	Life insurance premiums	22,189
Overhead	Vacation and holidays	1,278,283
Overhead	Other employee compensation	19,095
Overhead	Travel and accommodations	34,600
Overhead	Meals and entertainment	8,200
Overhead	Direct work order charges - Materials used	364,479
Overhead	Direct work order charges - Vehicles used	1,060,054
Overhead	WSIB	65,241
Overhead	Telephone	10,000
Overhead	Cellular and pager	58,000
Overhead	Wireless communications	7,500
Overhead	Outside service provider	260,000
Overhead	PC services costs - Costs allocated in	197,995
Overhead	Cyber security - Costs allocated in	62,969
Overhead	Training and development	188,360
Overhead	Safety	149,320
Overhead	Maintenance supplies	15,000
Overhead	General office supplies	50,000
Overhead	Small tools	77,000
Overhead	Other supplies	8,000
Overhead	Repairs and maintenance - Equipment	84,000
Overhead	Tree trimming	1,160,000
Overhead	Employee promotions	10,000
Overhead	Building costs - Costs allocated in	687,132
Overhead	Variance account - Payroll burden	(289,425)
Underground	Salaries	2,456,346
Underground	Overtime	141,149
Underground	Bonus	38,032
Underground	Direct labour - Work order	2,116,017
Underground	Direct labour - Work order - Contra	(2,457,994)
Underground	Direct labour - Work order - Overhead - Contra	(2,316,845)
Underground	Direct labour - Project (ABC costs)	168,049
Underground	Direct labour - Project (ABC costs) - Contra	(168,049)
Underground	Employer payroll taxes	144,330
Underground	Health and medical benefits	202,148
Underground	OMERS	220,199
Underground	Long-term disability	36,712

2011 Budget - Construction and Maintenance Business Plan

Cost Centre Description	Account Description	\$
Underground	EHT	57,743
Underground	Life insurance premiums	9,449
Underground	Vacation and holidays	493,202
Underground	Other employee compensation	5,180
Underground	Travel and accommodations	300
Underground	Mileage	3,925
Underground	Meals and entertainment	10,200
Underground	Direct work order charges - Materials used	125,894
Underground	Direct work order charges - Vehicles used	168,386
Underground	Software license and maintenance	2,500
Underground	WSIB	27,005
Underground	Telephone	6,000
Underground	Cellular and pager	22,000
Underground	Wireless communications	12,000
Underground	Outside service provider	94,000
Underground	PC services costs - Costs allocated in	87,478
Underground	Cyber security - Costs allocated in	27,816
Underground	Training and development	54,800
Underground	Subscriptions and memberships	1,800
Underground	Safety	49,680
Underground	Maintenance supplies	14,000
Underground	General office supplies	9,500
Underground	Small tools	15,000
Underground	Consumables	15,000
Underground	Other supplies	500
Underground	Repairs and maintenance - Equipment	79,500
Underground	Repairs and maintenance - Building	5,000
Underground	Cable Locates	602,796
Underground	Promotions	4,500
Underground	Building costs - Costs allocated in	113,048
Underground	Variance account - Payroll burden	223,875
Contractor Management	Salaries	313,088
Contractor Management	Overtime	7,185
Contractor Management	Bonus	6,282
Contractor Management	Direct labour - Work order	162,465
Contractor Management	Direct labour - Work order - Contra	(395,532)
Contractor Management	Employer payroll taxes	13,908
Contractor Management	Health and medical benefits	15,697
Contractor Management	OMERS	24,833
Contractor Management	Long-term disability	3,975
Contractor Management	EHT	6,228
Contractor Management	Life insurance premiums	1,137
Contractor Management	Other employee compensation	185
Contractor Management	Meals and entertainment	1,500
Contractor Management	Direct work order charges - Vehicles used	7,450
Contractor Management	WSIB	3,014
Contractor Management	Cellular and pager	3,000
Contractor Management	Wireless communications	2,500
Contractor Management	PC services costs - Costs allocated in	4,677
Contractor Management	Cyber security - Costs allocated in	1,478

2011 Budget - Construction and Maintenance Business Plan

Cost Centre Description	Account Description	\$
Contractor Management	General office supplies	3,500
Contractor Management	Small tools	3,500
Contractor Management	Promotions	4,500
Substations	Salaries	503,286
Substations	Overtime	63,524
Substations	Bonus	9,634
Substations	Direct labour - Work order	802,802
Substations	Direct labour - Work order - Contra	(472,849)
Substations	Direct labour - Work order - Overhead - Contra	(421,169)
Substations	Direct labour - Project (ABC costs)	132,670
Substations	Direct labour - Project (ABC costs) - Contra	(132,670)
Substations	Employer payroll taxes	27,816
Substations	Health and medical benefits	44,595
Substations	OMERS	47,675
Substations	Long-term disability	7,222
Substations	EHT	12,060
Substations	Life insurance premiums	1,923
Substations	Vacation and holidays	86,675
Substations	Other employee compensation	740
Substations	Travel and accommodations	11,800
Substations	Meals and entertainment	3,300
Substations	Direct work order charges - Vehicles used	132,329
Substations	Software license and maintenance	1,500
Substations	WSIB	5,291
Substations	Cellular and pager	16,500
Substations	Wireless communications	5,100
Substations	Consulting	12,000
Substations	PC services costs - Costs allocated in	41,401
Substations	Cyber security - Costs allocated in	13,196
Substations	Training and development	48,000
Substations	Subscriptions and memberships	1,000
Substations	Safety	10,700
Substations	General office supplies	500
Substations	Small tools	3,000
Substations	Repairs and maintenance - Equipment	299,465
Substations	Equipment repair	5,000
Substations	Rent - Building	5,000
Substations	Freight postage and delivery	480
Substations	Emergency maintenance	21,100
Substations	Promotions	2,500
Substations	Variance account - Payroll burden	(64,477)
Construction and Maintenance Services	Salaries	131,089
Construction and Maintenance Services	Bonus	18,763
Construction and Maintenance Services	Direct labour - Project (ABC costs)	201,000
Construction and Maintenance Services	Direct labour - Project (ABC costs) - Contra	(201,000)
Construction and Maintenance Services	Employer payroll taxes	3,477
Construction and Maintenance Services	Health and medical benefits	5,574
Construction and Maintenance Services	OMERS	13,081
Construction and Maintenance Services	Long-term disability	1,774
Construction and Maintenance Services	EHT	2,922

# 2011 Budget - Construction and Maintenance Business Plan

Cost Centre Description	Account Description	\$
Construction and Maintenance Services	Life insurance premiums	645
Construction and Maintenance Services	Travel and accommodations	10,000
Construction and Maintenance Services	Meals and entertainment	2,000
Construction and Maintenance Services	WSIB	753
Construction and Maintenance Services	Cellular and pager	500
Construction and Maintenance Services	Wireless communications	500
Construction and Maintenance Services	Consulting	150,000
Construction and Maintenance Services	Subscriptions and memberships	500
Construction and Maintenance Services	General office supplies	1,000
Construction and Maintenance Services	Small tools	500
Construction and Maintenance Services	Promotions	3,000

**HORIZON UTILITIES CORPORATION (“HORIZON UTILITIES”)  
RESPONSES TO  
CONSUMERS COUNCIL OF CANADA INTERROGATORIES**

**DELIVERED January 24<sup>th</sup>, 2011**

**Question 13**

**Reference:** Ex. 1/T2/S2 Appendix 1-9

Please provide a detailed budget including all elements of the 2008, 2009, 2010 and 2011 Customer Connections Business Plan.

**Response:**

Please see response on following pages.



2008 Budget - Customer Connections Business Plan

Cost Centre Description	Account Description	\$
Meter Assets and inside Service	Salaries	271,772
Meter Assets and inside Service	Bonus	14,887
Meter Assets and inside Service	Overtime and vacation payout	36,684
Meter Assets and inside Service	Health and medical benefits	29,344
Meter Assets and inside Service	OMERS	24,539
Meter Assets and inside Service	Long-term disability	1,656
Meter Assets and inside Service	EHT	6,080
Meter Assets and inside Service	Life insurance premiums	1,020
Meter Assets and inside Service	Travel and accommodations	10,900
Meter Assets and inside Service	Mileage	700
Meter Assets and inside Service	Meals and entertainment	3,500
Meter Assets and inside Service	Training and development	26,694
Meter Assets and inside Service	Safety	250
Meter Assets and inside Service	Computer maintenance	35,000
Meter Assets and inside Service	General office supplies	740
Meter Assets and inside Service	Small tools	300
Meter Assets and inside Service	Repairs and maintenance - Equipment	248,118
Meter Assets and inside Service	WSIB	2,688
Meter Assets and inside Service	Freight postage and delivery	300
Meter Assets and inside Service	Legal fees	6,000
Meter Assets and inside Service	Consulting	5,000
Meter Assets and inside Service	Research and development	9,067
Meter Assets and inside Service	Miscellaneous expense	14,905
Meter Assets and inside Service	PC services costs - Costs recovered	68,475
Customer Connections	Salaries	612,526
Customer Connections	Bonus	33,221
Customer Connections	Overtime and vacation payout	4,488
Customer Connections	Health and medical benefits	74,348
Customer Connections	OMERS	53,154
Customer Connections	Long-term disability	4,380
Customer Connections	EHT	13,587
Customer Connections	Life insurance premiums	2,118
Customer Connections	Other downtime	3,700
Customer Connections	Other employee compensation	600
Customer Connections	Travel and accommodations	3,600
Customer Connections	Mileage	3,204
Customer Connections	Meals and entertainment	3,396
Customer Connections	Training and development	37,879
Customer Connections	Safety	42,888
Customer Connections	Computer maintenance	15,096
Customer Connections	General office supplies	10,896
Customer Connections	Small tools	2,004
Customer Connections	Repairs and maintenance - Equipment	459,912
Customer Connections	WSIB	6,034
Customer Connections	Telephone	996
Customer Connections	Cellular and pager	22,608
Customer Connections	Freight postage and delivery	756
Customer Connections	Legal fees	5,000
Customer Connections	Consulting	20,004
Customer Connections	Dues and subscriptions	1,996

2008 Budget - Customer Connections Business Plan

Cost Centre Description	Account Description	\$
Customer Connections	Payroll burden - Costs recovered	(42,408)
Customer Connections	Engineering burden - Costs recovered	(248,027)
Customer Connections	Building costs - Costs recovered	258,786
Customer Connections	PC services costs - Costs recovered	207,986
Customer Connections	Salaries	263,947
Customer Connections	Bonus	8,341
Customer Connections	Overtime and vacation payout	2,496
Customer Connections	Health and medical benefits	32,252
Customer Connections	OMERS	21,115
Customer Connections	Long-term disability	2,484
Customer Connections	EHT	5,352
Customer Connections	Life insurance premiums	876
Customer Connections	Other downtime	288
Customer Connections	Other employee compensation	300
Customer Connections	Meals and entertainment	852
Customer Connections	Training and development	14,160
Customer Connections	Safety	15,334
Customer Connections	Computer maintenance	996
Customer Connections	General office supplies	3,504
Customer Connections	Small tools	996
Customer Connections	Other supplies	2,004
Customer Connections	Repairs and maintenance - Equipment	112,092
Customer Connections	WSIB	2,546
Customer Connections	Telephone	2,304
Customer Connections	Dues and subscriptions	396
Customer Connections	Research and development	8,208
Customer Connections	Scrap and spoilage	636
Customer Connections	Miscellaneous expense	2,904
Customer Connections	Payroll burden - Costs recovered	(14,530)
Customer Connections	Engineering burden - Costs recovered	(175,578)
Customer Connections	PC services costs - Costs recovered	15,806

2009 Budget - Customer Connections Business Plan

Cost Centre Description	Account Description	\$
Meter Assets and inside Service	Salaries	441,440
Meter Assets and inside Service	Bonus	6,304
Meter Assets and inside Service	Overtime and vacation payout	4,348
Meter Assets and inside Service	Employer payroll taxes	18,338
Meter Assets and inside Service	Health and medical benefits	31,430
Meter Assets and inside Service	OMERS	33,380
Meter Assets and inside Service	Long-term disability	5,464
Meter Assets and inside Service	EHT	8,816
Meter Assets and inside Service	Life insurance premiums	1,348
Meter Assets and inside Service	Other employee compensation	487
Meter Assets and inside Service	Travel and accommodations	6,150
Meter Assets and inside Service	Mileage	500
Meter Assets and inside Service	Meals and entertainment	1,500
Meter Assets and inside Service	Training and development	8,500
Meter Assets and inside Service	Safety	500
Meter Assets and inside Service	Computer maintenance	45,000
Meter Assets and inside Service	General office supplies	500
Meter Assets and inside Service	Small tools	1,000
Meter Assets and inside Service	Repairs and maintenance - Equipment	169,300
Meter Assets and inside Service	WSIB	4,346
Meter Assets and inside Service	Cellular and pager	4,500
Meter Assets and inside Service	Freight postage and delivery	700
Meter Assets and inside Service	Legal fees	10,000
Meter Assets and inside Service	Consulting	48,000
Meter Assets and inside Service	Miscellaneous expense	6,000
Meter Assets and inside Service	PC services costs - Costs allocated in	88,214
Meter Assets and inside Service	Business applications - Costs allocated in	146,173
Customer Connections	Salaries	927,376
Customer Connections	Bonus	17,309
Customer Connections	Overtime and vacation payout	12,146
Customer Connections	Employer payroll taxes	38,212
Customer Connections	Health and medical benefits	64,506
Customer Connections	OMERS	71,465
Customer Connections	Long-term disability	11,648
Customer Connections	EHT	18,658
Customer Connections	Life insurance premiums	2,955
Customer Connections	Other employee compensation	1,596
Customer Connections	Mileage	2,400
Customer Connections	Meals and entertainment	5,600
Customer Connections	Training and development	10,000
Customer Connections	Computer maintenance	7,500
Customer Connections	General office supplies	10,000
Customer Connections	Small tools	2,000
Customer Connections	Repairs and maintenance - Equipment	74,159
Customer Connections	WSIB	8,705
Customer Connections	Telephone	1,000
Customer Connections	Cellular and pager	22,600
Customer Connections	Consulting	58,412
Customer Connections	Dues and subscriptions	1,000
Customer Connections	Building costs - Costs allocated in	294,979

2009 Budget - Customer Connections Business Plan

Cost Centre Description	Account Description	\$
Customer Connections	PC services costs - Costs allocated in	55,869
Customer Connections	Business applications - Costs allocated in	165,976
Customer Connections	Salaries	318,131
Customer Connections	Overtime and vacation payout	4,142
Customer Connections	Employer payroll taxes	13,622
Customer Connections	Health and medical benefits	22,632
Customer Connections	OMERS	23,410
Customer Connections	Long-term disability	4,602
Customer Connections	EHT	6,284
Customer Connections	Life insurance premiums	1,010
Customer Connections	Other employee compensation	645
Customer Connections	Travel and accommodations	8,960
Customer Connections	Mileage	1,000
Customer Connections	Meals and entertainment	500
Customer Connections	Training and development	2,000
Customer Connections	Computer maintenance	2,500
Customer Connections	General office supplies	2,000
Customer Connections	Small tools	1,000
Customer Connections	Repairs and maintenance - Equipment	5,035
Customer Connections	WSIB	3,096
Customer Connections	Telephone	500
Customer Connections	Dues and subscriptions	500
Meter Service Providing	Repairs and maintenance - Equipment	32,530

2010 Budget - Customer Connections Business Plan

Cost Centre Description	Account Description	\$
Meter Assets and inside Service	Salaries	423,598
Meter Assets and inside Service	Overtime	2,056
Meter Assets and inside Service	Bonus	11,872
Meter Assets and inside Service	Direct labour - Work order	325,531
Meter Assets and inside Service	Direct labour - Work order - Contra	(218,926)
Meter Assets and inside Service	Direct labour - Work order - Overhead - Contra	(109,463)
Meter Assets and inside Service	Direct labour - Project (ABC costs)	195,579
Meter Assets and inside Service	Direct labour - Project (ABC costs) - Contra	(140,225)
Meter Assets and inside Service	Direct labour - Project (ABC costs) - Overhead - Contra	(77,124)
Meter Assets and inside Service	Employer payroll taxes	19,985
Meter Assets and inside Service	Health and medical benefits	32,467
Meter Assets and inside Service	OMERS	31,609
Meter Assets and inside Service	Long-term disability	5,323
Meter Assets and inside Service	EHT	8,260
Meter Assets and inside Service	Life insurance premiums	1,514
Meter Assets and inside Service	Vacation and holidays	4,407
Meter Assets and inside Service	Other employee compensation	555
Meter Assets and inside Service	Travel and accommodations	5,500
Meter Assets and inside Service	Meals and entertainment	2,500
Meter Assets and inside Service	Training and development	2,500
Meter Assets and inside Service	Direct work order charges - Vehicles used	2,884
Meter Assets and inside Service	Safety	600
Meter Assets and inside Service	Software license and maintenance	1,800
Meter Assets and inside Service	General office supplies	1,000
Meter Assets and inside Service	Small tools	1,500
Meter Assets and inside Service	Repairs and maintenance - Equipment	20,000
Meter Assets and inside Service	WSIB	4,089
Meter Assets and inside Service	Cellular and pager	4,500
Meter Assets and inside Service	Wireless communications	7,500
Meter Assets and inside Service	Freight postage and delivery	700
Meter Assets and inside Service	Auditing fees	7,000
Meter Assets and inside Service	Consulting	31,000
Meter Assets and inside Service	Research and development	2,500
Meter Assets and inside Service	PC services costs - Costs allocated in	10,428
Meter Assets and inside Service	Business applications - Costs allocated in	14,189
Meter Assets and inside Service	Cyber security - Costs allocated in	1,491
Meter Assets and inside Service	Direct labour - Work order	22,182
Meter Assets and inside Service	Direct work order charges - Vehicles used	280
Customer Connections	Salaries	1,430,302
Customer Connections	Overtime	8,354
Customer Connections	Bonus	16,360
Customer Connections	Direct labour - Work order	692,117
Customer Connections	Direct labour - Work order - Contra	(1,030,792)
Customer Connections	Direct labour - Work order - Overhead - Contra	(515,396)
Customer Connections	Direct labour - Project (ABC costs)	176,757
Customer Connections	Direct labour - Project (ABC costs) - Contra	(177,334)
Customer Connections	Direct labour - Project (ABC costs) - Overhead - Contra	(97,534)
Customer Connections	Employer payroll taxes	73,521
Customer Connections	Health and medical benefits	113,635
Customer Connections	OMERS	104,566

2010 Budget - Customer Connections Business Plan

Cost Centre Description	Account Description	\$
Customer Connections	Long-term disability	18,239
Customer Connections	EHT	27,891
Customer Connections	Life insurance premiums	4,451
Customer Connections	Vacation and holidays	6,726
Customer Connections	Other employee compensation	2,990
Customer Connections	Travel and accommodations	1,841
Customer Connections	Meals and entertainment	2,162
Customer Connections	Training and development	10,607
Customer Connections	Direct work order charges - Materials used	3,279
Customer Connections	Direct work order charges - Vehicles used	48,714
Customer Connections	Safety	56
Customer Connections	Computer maintenance	5,000
Customer Connections	General office supplies	12,596
Customer Connections	Small tools	1,000
Customer Connections	Other supplies	59,075
Customer Connections	Repairs and maintenance - Equipment	3,000
Customer Connections	WSIB	14,021
Customer Connections	Telephone	1,250
Customer Connections	Cellular and pager	5,000
Customer Connections	Consulting	11,000
Customer Connections	Outside service provider	1,500
Customer Connections	Public relations	10,000
Customer Connections	Building costs - Costs allocated in	175,812
Customer Connections	PC services costs - Costs allocated in	134,927
Customer Connections	Business projects - Costs allocated in	78,534
Customer Connections	Business applications - Costs allocated in	184,251
Customer Connections	Cyber security - Costs allocated in	19,310
Customer Connections	Salaries	544,804
Customer Connections	Overtime	7,204
Customer Connections	Bonus	6,765
Customer Connections	Direct labour - Work order	208,230
Customer Connections	Direct labour - Work order - Contra	(391,113)
Customer Connections	Direct labour - Work order - Overhead - Contra	(195,557)
Customer Connections	Direct labour - Project (ABC costs)	88,637
Customer Connections	Direct labour - Project (ABC costs) - Contra	(75,623)
Customer Connections	Direct labour - Project (ABC costs) - Overhead - Contra	(41,593)
Customer Connections	Employer payroll taxes	27,242
Customer Connections	Health and medical benefits	43,289
Customer Connections	OMERS	40,809
Customer Connections	Long-term disability	7,057
Customer Connections	EHT	10,624
Customer Connections	Life insurance premiums	1,761
Customer Connections	Vacation and holidays	8,103
Customer Connections	Other employee compensation	885
Customer Connections	Training and development	5,720
Customer Connections	Direct work order charges - Vehicles used	6,930
Customer Connections	Maintenance supplies	200
Customer Connections	Other supplies	3,886
Customer Connections	Repairs and maintenance - Equipment	300
Customer Connections	WSIB	5,345

2010 Budget - Customer Connections Business Plan

Cost Centre Description	Account Description	\$
Customer Connections	Building costs - Costs allocated in	45,552
Customer Connections	PC services costs - Costs allocated in	15,564
Customer Connections	Business applications - Costs allocated in	21,175
Customer Connections	Cyber security - Costs allocated in	2,230
Meter Service Providing	Direct labour - Work order	31,841
Meter Service Providing	Maintenance supplies	1,500
Customer Connections - Management	Salaries	128,750
Customer Connections - Management	Bonus	19,313
Customer Connections - Management	Direct labour - Project (ABC costs)	164,475
Customer Connections - Management	Direct labour - Project (ABC costs) - Contra	(106,113)
Customer Connections - Management	Direct labour - Project (ABC costs) - Overhead - Contra	(58,362)
Customer Connections - Management	Employer payroll taxes	3,457
Customer Connections - Management	Health and medical benefits	5,411
Customer Connections - Management	OMERS	10,961
Customer Connections - Management	Long-term disability	1,738
Customer Connections - Management	EHT	2,511
Customer Connections - Management	Life insurance premiums	625
Customer Connections - Management	Travel and accommodations	8,500
Customer Connections - Management	Meals and entertainment	2,500
Customer Connections - Management	Training and development	5,000
Customer Connections - Management	General office supplies	500
Customer Connections - Management	WSIB	753
Customer Connections - Management	Legal fees	10,000
Customer Connections - Management	Consulting	30,000
Customer Connections - Management	PC services costs - Costs allocated in	5,136
Customer Connections - Management	Business applications - Costs allocated in	6,986
Customer Connections - Management	Cyber security - Costs allocated in	731

2011 Budget - Customer Connections Business Plan

Cost Centre Description	Account Description	\$
Meter Assets and inside Service	Salaries	544,362
Meter Assets and inside Service	Overtime	10,433
Meter Assets and inside Service	Bonus	21,532
Meter Assets and inside Service	Direct labour - Work order	368,951
Meter Assets and inside Service	Direct labour - Work order - Contra	(393,882)
Meter Assets and inside Service	Direct labour - Project (ABC costs)	311,195
Meter Assets and inside Service	Direct labour - Project (ABC costs) - Contra	(332,658)
Meter Assets and inside Service	Employer payroll taxes	25,199
Meter Assets and inside Service	Health and medical benefits	44,596
Meter Assets and inside Service	OMERS	42,703
Meter Assets and inside Service	Long-term disability	6,965
Meter Assets and inside Service	EHT	11,035
Meter Assets and inside Service	Life insurance premiums	2,177
Meter Assets and inside Service	Vacation and holidays	4,376
Meter Assets and inside Service	Other employee compensation	555
Meter Assets and inside Service	Travel and accommodations	7,000
Meter Assets and inside Service	Mileage	1,800
Meter Assets and inside Service	Meals and entertainment	2,600
Meter Assets and inside Service	Direct work order charges - Vehicles used	1,928
Meter Assets and inside Service	Computer maintenance	20,000
Meter Assets and inside Service	Software license and maintenance	2,000
Meter Assets and inside Service	WSIB	5,135
Meter Assets and inside Service	Cellular and pager	650
Meter Assets and inside Service	Consulting	5,000
Meter Assets and inside Service	Outside service provider	6,000
Meter Assets and inside Service	PC services costs - Costs allocated in	32,220
Meter Assets and inside Service	Cyber security - Costs allocated in	10,239
Meter Assets and inside Service	Training and development	1,000
Meter Assets and inside Service	Subscriptions and memberships	350
Meter Assets and inside Service	General office supplies	500
Meter Assets and inside Service	Consumables	500
Meter Assets and inside Service	Repairs and maintenance - Equipment	23,000
Meter Assets and inside Service	Freight postage and delivery	250
Meter Assets and inside Service	Auditing fees	20,000
Meter Assets and inside Service	Research and development	100
Customer Connections	Salaries	2,082,874
Customer Connections	Overtime	14,006
Customer Connections	Bonus	24,710
Customer Connections	Direct labour - Work order	858,533
Customer Connections	Direct labour - Work order - Contra	(1,940,584)
Customer Connections	Direct labour - Project (ABC costs)	318,080
Customer Connections	Direct labour - Project (ABC costs) - Contra	(709,719)
Customer Connections	Employer payroll taxes	103,918
Customer Connections	Health and medical benefits	157,330
Customer Connections	OMERS	158,024
Customer Connections	Long-term disability	27,064
Customer Connections	EHT	41,098
Customer Connections	Life insurance premiums	7,035
Customer Connections	Vacation and holidays	10,261
Customer Connections	Other employee compensation	3,875



# 2011 Budget - Customer Connections Business Plan

Cost Centre Description	Account Description	\$
Customer Connections	Travel and accommodations	9,930
Customer Connections	Mileage	8,000
Customer Connections	Meals and entertainment	12,360
Customer Connections	Direct work order charges - Vehicles used	60,031
Customer Connections	Computer maintenance	25,000
Customer Connections	Software license and maintenance	30,000
Customer Connections	WSIB	20,108
Customer Connections	Telephone	2,500
Customer Connections	Cellular and pager	10,000
Customer Connections	Consulting	110,000
Customer Connections	Outside service provider	4,000
Customer Connections	Public relations	20,000
Customer Connections	PC services costs - Costs allocated in	78,470
Customer Connections	Cyber security - Costs allocated in	24,914
Customer Connections	Training and development	8,750
Customer Connections	Safety	100
Customer Connections	General office supplies	21,800
Customer Connections	Small tools	2,000
Customer Connections	Other supplies	6,600
Customer Connections	Repairs and maintenance - Equipment	6,000
Customer Connections	Repairs and maintenance - Building	85,000
Customer Connections	Building costs - Costs allocated in	206,955
Customer Connections	Business projects - Costs allocated in	180,007
Customer Connections	IT Engineering Apps - Costs allocated in	347,584
Meter Service Providing	Direct labour - Work order	21,080
Meter Service Providing	Direct work order charges - Vehicles used	3,337
Meter Service Providing	Consulting	15,000
Meter Service Providing	Other supplies	1,000
Customer Connections - Management	Salaries	132,225
Customer Connections - Management	Bonus	19,834
Customer Connections - Management	Direct labour - Project (ABC costs)	162,459
Customer Connections - Management	Direct labour - Project (ABC costs) - Contra	(162,459)
Customer Connections - Management	Employer payroll taxes	3,477
Customer Connections - Management	Health and medical benefits	5,574
Customer Connections - Management	OMERS	13,297
Customer Connections - Management	Long-term disability	1,875
Customer Connections - Management	EHT	2,965
Customer Connections - Management	Life insurance premiums	682
Customer Connections - Management	Travel and accommodations	2,500
Customer Connections - Management	Meals and entertainment	2,500
Customer Connections - Management	WSIB	753
Customer Connections - Management	Legal fees	15,000
Customer Connections - Management	Consulting	30,000
Customer Connections - Management	Training and development	5,000
Customer Connections - Management	General office supplies	500
Customer Connections - Management	Promotions	2,000

2008 Budget - Customer Services Business Plan

Cost Centre Description	Account Description	\$
Customer Service and Customer Connections - Cor Salaries		239,527
Customer Service and Customer Connections - Cor Bonus		47,271
Customer Service and Customer Connections - Cor Overtime and vacation payout		5,239
Customer Service and Customer Connections - Cor Health and medical benefits		13,208
Customer Service and Customer Connections - Cor OMERS		25,365
Customer Service and Customer Connections - Cor Long-term disability		2,532
Customer Service and Customer Connections - Cor EHT		5,692
Customer Service and Customer Connections - Cor Life insurance premiums		1,032
Customer Service and Customer Connections - Cor Employee future benefits		37,560
Customer Service and Customer Connections - Cor Retiree benefits		127,800
Customer Service and Customer Connections - Cor Travel and accommodations		10,000
Customer Service and Customer Connections - Cor Mileage		1,200
Customer Service and Customer Connections - Cor Meals and entertainment		4,500
Customer Service and Customer Connections - Cor Training and development		12,000
Customer Service and Customer Connections - Cor General office supplies		1,000
Customer Service and Customer Connections - Cor WSIB		1,450
Customer Service and Customer Connections - Cor Cellular and pager		2,520
Customer Service and Customer Connections - Cor Legal fees		12,000
Customer Service and Customer Connections - Cor Consulting		50,000
Customer Service and Customer Connections - Cor Management fee expense		556,224
Customer Service and Customer Connections - Cor Promotions		2,500
Customer Service and Customer Connections - Cor Building costs - Costs recovered		358,254
Customer Service and Customer Connections - Cor PC services costs - Costs recovered		259,402
Customer Care - Director	General office supplies	1,020
Customer Care - Director	Freight postage and delivery	1,572
Customer Care - Director	Amortization	275,209
Customer Care - Director	Capital tax	5,000
Customer Care - Director	Interest expense - Intercompany	(24,004)
Customer Care - Director	Payment in lieu of taxes - Federal	(198,500)
Customer Care - Billing	Salaries	681,752
Customer Care - Billing	Bonus	7,015
Customer Care - Billing	Overtime and vacation payout	12,124
Customer Care - Billing	Health and medical benefits	110,883
Customer Care - Billing	OMERS	47,687
Customer Care - Billing	Long-term disability	1,398
Customer Care - Billing	EHT	13,715
Customer Care - Billing	Life insurance premiums	1,998
Customer Care - Billing	Travel and accommodations	3,000
Customer Care - Billing	Mileage	500
Customer Care - Billing	Meals and entertainment	300
Customer Care - Billing	Training and development	3,500

2008 Budget - Customer Services Business Plan

Cost Centre Description	Account Description	\$
Customer Care - Billing	Computer maintenance	12,900
Customer Care - Billing	Software license and maintenance	92,100
Customer Care - Billing	General office supplies	114,500
Customer Care - Billing	Repairs and maintenance - Equipment	46,090
Customer Care - Billing	WSIB	6,884
Customer Care - Billing	Telephone	720
Customer Care - Billing	Freight postage and delivery	1,030,100
Customer Care - Billing	PC services costs - Costs recovered	79,023
Customer Care - Customer Service	Salaries	518,850
Customer Care - Customer Service	Bonus	6,800
Customer Care - Customer Service	Overtime and vacation payout	11,443
Customer Care - Customer Service	Health and medical benefits	81,406
Customer Care - Customer Service	OMERS	35,327
Customer Care - Customer Service	Long-term disability	756
Customer Care - Customer Service	EHT	10,885
Customer Care - Customer Service	Life insurance premiums	1,182
Customer Care - Customer Service	Mileage	1,000
Customer Care - Customer Service	Meals and entertainment	1,020
Customer Care - Customer Service	Training and development	2,000
Customer Care - Customer Service	Computer maintenance	15,440
Customer Care - Customer Service	General office supplies	12,640
Customer Care - Customer Service	WSIB	5,383
Customer Care - Customer Service	Collection agency fees	18,420
Customer Care - Customer Service	Dues and subscriptions	200
Customer Care - Customer Service	PC services costs - Costs recovered	94,931
Customer Care - Customer Service	Salaries	1,265,186
Customer Care - Customer Service	Bonus	13,541
Customer Care - Customer Service	Overtime and vacation payout	16,132
Customer Care - Customer Service	Health and medical benefits	185,974
Customer Care - Customer Service	OMERS	90,703
Customer Care - Customer Service	Long-term disability	5,826
Customer Care - Customer Service	EHT	25,223
Customer Care - Customer Service	Life insurance premiums	3,498
Customer Care - Customer Service	Travel and accommodations	2,000
Customer Care - Customer Service	Mileage	1,200
Customer Care - Customer Service	Meals and entertainment	2,360
Customer Care - Customer Service	Training and development	4,000
Customer Care - Customer Service	Computer maintenance	2,100
Customer Care - Customer Service	General office supplies	6,000
Customer Care - Customer Service	WSIB	12,774
Customer Care - Customer Service	Telephone	1,500

2008 Budget - Customer Services Business Plan

Cost Centre Description	Account Description	\$
Customer Care - Customer Service	PC services costs - Costs recovered	147,620
Customer Care - Meter Reading	Salaries	42,110
Customer Care - Meter Reading	Bonus	4,215
Customer Care - Meter Reading	Health and medical benefits	1,499
Customer Care - Meter Reading	Travel and accommodations	2,000
Customer Care - Meter Reading	Mileage	1,000
Customer Care - Meter Reading	Meals and entertainment	1,100
Customer Care - Meter Reading	Training and development	3,000
Customer Care - Meter Reading	Safety	250
Customer Care - Meter Reading	Computer maintenance	82,488
Customer Care - Meter Reading	General office supplies	8,000
Customer Care - Meter Reading	Repairs and maintenance - Equipment	2,004
Customer Care - Meter Reading	Telephone	60,000
Customer Care - Meter Reading	Cellular and pager	1,200
Customer Care - Meter Reading	Freight postage and delivery	2,400
Customer Care - Meter Reading	Meter reading - Hydro	1,036,600
Customer Care - Meter Reading	Payroll burden - Costs recovered	(250)
Customer Care - Meter Reading	PC services costs - Costs recovered	5,271
Customer Care - Credit and Collections	Salaries	498,760
Customer Care - Credit and Collections	Bonus	6,673
Customer Care - Credit and Collections	Overtime and vacation payout	3,501
Customer Care - Credit and Collections	Health and medical benefits	78,076
Customer Care - Credit and Collections	OMERS	35,477
Customer Care - Credit and Collections	Long-term disability	744
Customer Care - Credit and Collections	EHT	9,922
Customer Care - Credit and Collections	Life insurance premiums	1,482
Customer Care - Credit and Collections	Mileage	200
Customer Care - Credit and Collections	Training and development	3,000
Customer Care - Credit and Collections	Computer maintenance	6,540
Customer Care - Credit and Collections	General office supplies	9,600
Customer Care - Credit and Collections	WSIB	5,081
Customer Care - Credit and Collections	Collection agency fees	435,200
Customer Care - Credit and Collections	PC services costs - Costs recovered	57,944
Customer Care Intracompany Horizon	Intercompany customer service charges	6,363,000
Customer Care Intracompany Horizon	Bad debts	600,000
Customer Care Intracompany Horizon	Collection agency fees	100,000
Customer Care Intracompany Horizon	Bad debts	300,000

2009 Budget - Customer Services Business Plan

Cost Centre Description	Account Description	\$
Customer Service and Customer Connections - Corporate	Salaries	159,011
Customer Service and Customer Connections - Corporate	Bonus	26,862
Customer Service and Customer Connections - Corporate	Overtime and vacation payout	5,525
Customer Service and Customer Connections - Corporate	Employer payroll taxes	2,760
Customer Service and Customer Connections - Corporate	Health and medical benefits	1,929
Customer Service and Customer Connections - Corporate	OMERS	16,800
Customer Service and Customer Connections - Corporate	Long-term disability	1,392
Customer Service and Customer Connections - Corporate	EHT	3,732
Customer Service and Customer Connections - Corporate	Life insurance premiums	596
Customer Service and Customer Connections - Corporate	Employee future benefits	36,600
Customer Service and Customer Connections - Corporate	Retiree benefits	111,200
Customer Service and Customer Connections - Corporate	Travel and accommodations	10,000
Customer Service and Customer Connections - Corporate	Meals and entertainment	4,500
Customer Service and Customer Connections - Corporate	Training and development	8,000
Customer Service and Customer Connections - Corporate	WSIB	725
Customer Service and Customer Connections - Corporate	Consulting	60,000
Customer Service and Customer Connections - Corporate	Management fee expense - Intercompany - Horizon	583,000
Customer Service and Customer Connections - Corporate	Promotions	3,000
Customer Service and Customer Connections - Corporate	Building costs - Costs allocated in	384,484
Customer Service and Customer Connections - Corporate	PC services costs - Costs allocated in	5,881
Customer Service and Customer Connections - Corporate	Business applications - Costs allocated in	9,745
Customer Care - Director	General office supplies	1,200
Customer Care - Director	Freight postage and delivery	1,596
Customer Care - Director	Amortization	238,341
Customer Care - Director	Capital tax	2,000
Customer Care - Director	Interest expense - Intercompany	(13,000)
Customer Care - Director	Payment in lieu of taxes - Federal	(251,885)
Customer Care - Billing	Salaries	710,459
Customer Care - Billing	Overtime and vacation payout	11,917
Customer Care - Billing	Employer payroll taxes	40,820
Customer Care - Billing	Health and medical benefits	68,274
Customer Care - Billing	OMERS	48,365
Customer Care - Billing	Long-term disability	8,973
Customer Care - Billing	EHT	14,086
Customer Care - Billing	Life insurance premiums	2,149
Customer Care - Billing	Travel and accommodations	3,500
Customer Care - Billing	Mileage	600
Customer Care - Billing	Meals and entertainment	400
Customer Care - Billing	Training and development	4,000
Customer Care - Billing	Computer maintenance	13,450
Customer Care - Billing	Software license and maintenance	127,824
Customer Care - Billing	General office supplies	127,716
Customer Care - Billing	Repairs and maintenance - Equipment	52,000
Customer Care - Billing	WSIB	7,264
Customer Care - Billing	Telephone	800
Customer Care - Billing	Cellular and pager	1,200
Customer Care - Billing	Freight postage and delivery	1,088,000
Customer Care - Billing	PC services costs - Costs allocated in	41,167
Customer Care - Billing	Business applications - Costs allocated in	68,214
Customer Care - Customer Service	Salaries	709,022
Customer Care - Customer Service	Bonus	9,919
Customer Care - Customer Service	Overtime and vacation payout	7,854
Customer Care - Customer Service	Employer payroll taxes	39,645
Customer Care - Customer Service	Health and medical benefits	66,345
Customer Care - Customer Service	OMERS	47,125
Customer Care - Customer Service	Long-term disability	6,899
Customer Care - Customer Service	EHT	14,172
Customer Care - Customer Service	Life insurance premiums	2,105

2009 Budget - Customer Services Business Plan

Cost Centre Description	Account Description	\$
Customer Care - Customer Service	Mileage	5,904
Customer Care - Customer Service	Meals and entertainment	1,400
Customer Care - Customer Service	Training and development	8,000
Customer Care - Customer Service	Computer maintenance	19,750
Customer Care - Customer Service	General office supplies	18,500
Customer Care - Customer Service	WSIB	6,733
Customer Care - Customer Service	Cellular and pager	5,000
Customer Care - Customer Service	Legal fees	12,000
Customer Care - Customer Service	Meter cuts and reconnections	19,000
Customer Care - Customer Service	Collection agency fees	16,000
Customer Care - Customer Service	Dues and subscriptions	900
Customer Care - Customer Service	PC services costs - Costs allocated in	255,821
Customer Care - Customer Service	Business applications - Costs allocated in	423,903
Customer Care - Customer Service	Salaries	1,349,809
Customer Care - Customer Service	Bonus	6,593
Customer Care - Customer Service	Overtime and vacation payout	17,319
Customer Care - Customer Service	Employer payroll taxes	72,650
Customer Care - Customer Service	Health and medical benefits	119,521
Customer Care - Customer Service	OMERS	94,455
Customer Care - Customer Service	Long-term disability	18,042
Customer Care - Customer Service	EHT	26,788
Customer Care - Customer Service	Life insurance premiums	3,839
Customer Care - Customer Service	Travel and accommodations	2,500
Customer Care - Customer Service	Mileage	1,524
Customer Care - Customer Service	Meals and entertainment	2,505
Customer Care - Customer Service	Training and development	7,500
Customer Care - Customer Service	Computer maintenance	6,200
Customer Care - Customer Service	General office supplies	6,516
Customer Care - Customer Service	WSIB	13,632
Customer Care - Customer Service	Telephone	2,400
Customer Care - Meter Reading	Salaries	17,349
Customer Care - Meter Reading	Bonus	1,301
Customer Care - Meter Reading	Employer payroll taxes	552
Customer Care - Meter Reading	Health and medical benefits	948
Customer Care - Meter Reading	OMERS	1,495
Customer Care - Meter Reading	Long-term disability	180
Customer Care - Meter Reading	EHT	364
Customer Care - Meter Reading	Life insurance premiums	76
Customer Care - Meter Reading	Travel and accommodations	5,000
Customer Care - Meter Reading	Mileage	1,008
Customer Care - Meter Reading	Meals and entertainment	996
Customer Care - Meter Reading	Training and development	5,000
Customer Care - Meter Reading	Safety	252
Customer Care - Meter Reading	Computer maintenance	40,000
Customer Care - Meter Reading	General office supplies	5,004
Customer Care - Meter Reading	Repairs and maintenance - Equipment	1,800
Customer Care - Meter Reading	WSIB	145
Customer Care - Meter Reading	Telephone	60,000
Customer Care - Meter Reading	Cellular and pager	2,000
Customer Care - Meter Reading	Freight postage and delivery	2,400
Customer Care - Meter Reading	Meter reading - Hydro	414,900
Customer Care - Meter Reading	Meter reading - Water	504,000
Customer Care - Meter Reading	Meter reading - Hydro	105,700
Customer Care - Credit and Collections	Salaries	517,662
Customer Care - Credit and Collections	Overtime and vacation payout	10,420
Customer Care - Credit and Collections	Employer payroll taxes	27,603
Customer Care - Credit and Collections	Health and medical benefits	44,579
Customer Care - Credit and Collections	OMERS	36,344

2009 Budget - Customer Services Business Plan

Cost Centre Description	Account Description	\$
Customer Care - Credit and Collections	Long-term disability	6,264
Customer Care - Credit and Collections	EHT	10,298
Customer Care - Credit and Collections	Life insurance premiums	1,549
Customer Care - Credit and Collections	Mileage	200
Customer Care - Credit and Collections	Training and development	3,000
Customer Care - Credit and Collections	Computer maintenance	22,272
Customer Care - Credit and Collections	General office supplies	9,600
Customer Care - Credit and Collections	WSIB	5,334
Customer Care - Credit and Collections	Collection agency fees	435,200
Customer Care - Credit and Collections	PC services costs - Costs allocated in	26,464
Customer Care - Credit and Collections	Business applications - Costs allocated in	43,852
Customer Care Intracompany Horizon	Intercompany customer service charges	6,710,000
Customer Care Intracompany Horizon	Bad debts	600,000
Customer Care Intracompany Horizon	Collection agency fees	100,000
Customer Care Intracompany Horizon	Bad debts	300,000

2010 Budget - Customer Services Business Plan

Cost Centre Description	Account Description	\$
Customer Service and Customer Connections - Corporate	Salaries	143,055
Customer Service and Customer Connections - Corporate	Bonus	35,764
Customer Service and Customer Connections - Corporate	Direct labour - Project (ABC costs)	200,434
Customer Service and Customer Connections - Corporate	Direct labour - Project (ABC costs) - Contra	(114,534)
Customer Service and Customer Connections - Corporate	Direct labour - Project (ABC costs) - Overhead - Contra	(85,900)
Customer Service and Customer Connections - Corporate	Employer payroll taxes	3,457
Customer Service and Customer Connections - Corporate	Health and medical benefits	2,202
Customer Service and Customer Connections - Corporate	OMERS	12,348
Customer Service and Customer Connections - Corporate	Long-term disability	1,931
Customer Service and Customer Connections - Corporate	EHT	2,790
Customer Service and Customer Connections - Corporate	Life insurance premiums	694
Customer Service and Customer Connections - Corporate	Employee future benefits	12,698
Customer Service and Customer Connections - Corporate	Retiree benefits	122,015
Customer Service and Customer Connections - Corporate	Travel and accommodations	10,000
Customer Service and Customer Connections - Corporate	Meals and entertainment	5,000
Customer Service and Customer Connections - Corporate	Training and development	6,000
Customer Service and Customer Connections - Corporate	WSIB	753
Customer Service and Customer Connections - Corporate	Consulting	60,000
Customer Service and Customer Connections - Corporate	Management fee expense - Intercompany - Horizon	583,000
Customer Service and Customer Connections - Corporate	Promotions	4,000
Customer Service and Customer Connections - Corporate	Miscellaneous expense	(30,672)
Customer Service and Customer Connections - Corporate	Building costs - Costs allocated in	228,600
Customer Service and Customer Connections - Corporate	PC services costs - Costs allocated in	5,136
Customer Service and Customer Connections - Corporate	Business applications - Costs allocated in	6,986
Customer Service and Customer Connections - Corporate	Cyber security - Costs allocated in	731
Customer Service and Customer Connections - Corporate	Building costs - Costs allocated in	60,060
Customer Care - Director	Direct labour - Project (ABC costs)	74,825
Customer Care - Director	Other employee compensation	6,000
Customer Care - Director	Travel and accommodations	2,000
Customer Care - Director	Meals and entertainment	1,500
Customer Care - Director	Training and development	2,500
Customer Care - Director	PC services costs - Costs allocated in	5,136
Customer Care - Director	Business applications - Costs allocated in	6,986
Customer Care - Director	Cyber security - Costs allocated in	731
Customer Care - Director	Amortization	238,000
Customer Care - Director	Payment in lieu of taxes - Federal	(366,000)
Customer Care - Director	Salaries	120,355
Customer Care - Director	Bonus	18,053
Customer Care - Director	Direct labour - Project (ABC costs)	80,873
Customer Care - Director	Direct labour - Project (ABC costs) - Contra	(100,451)
Customer Care - Director	Direct labour - Project (ABC costs) - Overhead - Contra	(55,248)
Customer Care - Director	Employer payroll taxes	3,457
Customer Care - Director	Health and medical benefits	5,411
Customer Care - Director	OMERS	10,146
Customer Care - Director	Long-term disability	1,625
Customer Care - Director	EHT	2,347
Customer Care - Director	Life insurance premiums	584
Customer Care - Director	WSIB	753
Customer Care - Director	PC services costs - Costs allocated in	5,136
Customer Care - Director	Business applications - Costs allocated in	6,986
Customer Care - Director	Cyber security - Costs allocated in	731
Customer Care - Billing	Salaries	683,174
Customer Care - Billing	Overtime	20,421
Customer Care - Billing	Bonus	5,934
Customer Care - Billing	Direct labour - Work order	728,362
Customer Care - Billing	Direct labour - Work order - Contra	(485,575)
Customer Care - Billing	Direct labour - Work order - Overhead - Contra	(242,787)
Customer Care - Billing	Direct labour - Project (ABC costs)	101,068



2010 Budget - Customer Services Business Plan

Cost Centre Description	Account Description	\$
Customer Care - Billing	Direct labour - Project (ABC costs) - Contra	(65,205)
Customer Care - Billing	Direct labour - Project (ABC costs) - Overhead - Contra	(35,863)
Customer Care - Billing	Employer payroll taxes	47,068
Customer Care - Billing	Health and medical benefits	72,547
Customer Care - Billing	OMERS	45,459
Customer Care - Billing	Long-term disability	9,223
Customer Care - Billing	EHT	13,322
Customer Care - Billing	Life insurance premiums	2,142
Customer Care - Billing	Vacation and holidays	4,520
Customer Care - Billing	Travel and accommodations	4,300
Customer Care - Billing	Meals and entertainment	450
Customer Care - Billing	Training and development	4,000
Customer Care - Billing	Computer maintenance	13,250
Customer Care - Billing	Software license and maintenance	166,850
Customer Care - Billing	General office supplies	127,150
Customer Care - Billing	Repairs and maintenance - Equipment	45,940
Customer Care - Billing	WSIB	6,854
Customer Care - Billing	Cellular and pager	1,300
Customer Care - Billing	Wireless communications	850
Customer Care - Billing	Freight postage and delivery	1,153,700
Customer Care - Billing	PC services costs - Costs allocated in	108,935
Customer Care - Billing	Business applications - Costs allocated in	148,674
Customer Care - Billing	Cyber security - Costs allocated in	15,589
Customer Care - Customer Service	Salaries	559,664
Customer Care - Customer Service	Overtime	17,078
Customer Care - Customer Service	Bonus	8,549
Customer Care - Customer Service	Direct labour - Work order	575,787
Customer Care - Customer Service	Direct labour - Work order - Contra	(383,858)
Customer Care - Customer Service	Direct labour - Work order - Overhead - Contra	(191,929)
Customer Care - Customer Service	Direct labour - Project (ABC costs)	90,864
Customer Care - Customer Service	Direct labour - Project (ABC costs) - Contra	(58,622)
Customer Care - Customer Service	Direct labour - Project (ABC costs) - Overhead - Contra	(32,242)
Customer Care - Customer Service	Employer payroll taxes	37,398
Customer Care - Customer Service	Health and medical benefits	59,523
Customer Care - Customer Service	OMERS	34,446
Customer Care - Customer Service	Long-term disability	6,929
Customer Care - Customer Service	EHT	10,914
Customer Care - Customer Service	Life insurance premiums	1,660
Customer Care - Customer Service	Vacation and holidays	986
Customer Care - Customer Service	Travel and accommodations	12,000
Customer Care - Customer Service	Training and development	1,320
Customer Care - Customer Service	Computer maintenance	24,840
Customer Care - Customer Service	Software license and maintenance	2,500
Customer Care - Customer Service	General office supplies	42,000
Customer Care - Customer Service	WSIB	5,543
Customer Care - Customer Service	Cellular and pager	960
Customer Care - Customer Service	Legal fees	12,000
Customer Care - Customer Service	Consulting	25,000
Customer Care - Customer Service	Dues and subscriptions	900
Customer Care - Customer Service	Donations	20,000
Customer Care - Customer Service	Public relations	5,000
Customer Care - Customer Service	PC services costs - Costs allocated in	93,371
Customer Care - Customer Service	Business applications - Costs allocated in	127,492
Customer Care - Customer Service	Cyber security - Costs allocated in	13,363
Customer Care - Customer Service	Salaries	1,311,975
Customer Care - Customer Service	Overtime	32,035
Customer Care - Customer Service	Bonus	11,197
Customer Care - Customer Service	Direct labour - Work order	1,386,934

2010 Budget - Customer Services Business Plan

Cost Centre Description	Account Description	\$
Customer Care - Customer Service	Direct labour - Work order - Contra	(924,623)
Customer Care - Customer Service	Direct labour - Work order - Overhead - Contra	(462,311)
Customer Care - Customer Service	Direct labour - Project (ABC costs)	190,725
Customer Care - Customer Service	Direct labour - Project (ABC costs) - Contra	(123,048)
Customer Care - Customer Service	Direct labour - Project (ABC costs) - Overhead - Contra	(67,676)
Customer Care - Customer Service	Employer payroll taxes	86,335
Customer Care - Customer Service	Health and medical benefits	136,474
Customer Care - Customer Service	OMERS	89,028
Customer Care - Customer Service	Long-term disability	17,712
Customer Care - Customer Service	EHT	25,584
Customer Care - Customer Service	Life insurance premiums	4,108
Customer Care - Customer Service	Vacation and holidays	8,287
Customer Care - Customer Service	Travel and accommodations	3,500
Customer Care - Customer Service	Training and development	8,120
Customer Care - Customer Service	Subscriptions and memberships	350
Customer Care - Customer Service	Computer maintenance	6,880
Customer Care - Customer Service	General office supplies	8,600
Customer Care - Customer Service	WSIB	13,236
Customer Care - Customer Service	Telephone	2,400
Customer Care - Customer Service	Cellular and pager	1,680
Customer Care - Customer Service	PC services costs - Costs allocated in	145,355
Customer Care - Customer Service	Business applications - Costs allocated in	198,224
Customer Care - Customer Service	Cyber security - Costs allocated in	20,801
Customer Care - Meter Reading	Salaries	65,837
Customer Care - Meter Reading	Overtime	3,004
Customer Care - Meter Reading	Direct labour - Work order	80,573
Customer Care - Meter Reading	Direct labour - Work order - Contra	(53,716)
Customer Care - Meter Reading	Direct labour - Work order - Overhead - Contra	(26,858)
Customer Care - Meter Reading	Direct labour - Project (ABC costs)	84,809
Customer Care - Meter Reading	Employer payroll taxes	3,457
Customer Care - Meter Reading	Health and medical benefits	5,411
Customer Care - Meter Reading	OMERS	4,858
Customer Care - Meter Reading	Long-term disability	889
Customer Care - Meter Reading	EHT	1,284
Customer Care - Meter Reading	Life insurance premiums	192
Customer Care - Meter Reading	Travel and accommodations	5,900
Customer Care - Meter Reading	Training and development	10,000
Customer Care - Meter Reading	Computer maintenance	35,000
Customer Care - Meter Reading	General office supplies	5,000
Customer Care - Meter Reading	Repairs and maintenance - Equipment	2,000
Customer Care - Meter Reading	WSIB	665
Customer Care - Meter Reading	Telephone	65,000
Customer Care - Meter Reading	Cellular and pager	900
Customer Care - Meter Reading	Wireless communications	1,800
Customer Care - Meter Reading	Freight postage and delivery	500
Customer Care - Meter Reading	Meter reading - Hydro	250,000
Customer Care - Meter Reading	Meter reading - Water	450,000
Customer Care - Meter Reading	Meter reading - Hydro	56,256
Customer Care - Credit and Collections	Salaries	483,971
Customer Care - Credit and Collections	Overtime	21,723
Customer Care - Credit and Collections	Bonus	5,358
Customer Care - Credit and Collections	Direct labour - Work order	509,981
Customer Care - Credit and Collections	Direct labour - Work order - Contra	(339,987)
Customer Care - Credit and Collections	Direct labour - Work order - Overhead - Contra	(169,994)
Customer Care - Credit and Collections	Direct labour - Project (ABC costs)	119,970
Customer Care - Credit and Collections	Direct labour - Project (ABC costs) - Contra	(77,400)
Customer Care - Credit and Collections	Direct labour - Project (ABC costs) - Overhead - Contra	(42,570)
Customer Care - Credit and Collections	Employer payroll taxes	31,113

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Cost Centre Description	Account Description	\$
Customer Care - Credit and Collections	Health and medical benefits	45,491
Customer Care - Credit and Collections	OMERS	33,192
Customer Care - Credit and Collections	Long-term disability	6,534
Customer Care - Credit and Collections	EHT	9,437
Customer Care - Credit and Collections	Life insurance premiums	1,547
Customer Care - Credit and Collections	Vacation and holidays	4,035
Customer Care - Credit and Collections	Travel and accommodations	400
Customer Care - Credit and Collections	Meals and entertainment	500
Customer Care - Credit and Collections	Training and development	6,080
Customer Care - Credit and Collections	Computer maintenance	23,000
Customer Care - Credit and Collections	WSIB	4,888
Customer Care - Credit and Collections	Consulting	10,000
Customer Care - Credit and Collections	Meter cuts and reconnections	443,904
Customer Care - Credit and Collections	PC services costs - Costs allocated in	46,691
Customer Care - Credit and Collections	Business applications - Costs allocated in	63,745
Customer Care - Credit and Collections	Cyber security - Costs allocated in	6,682
Customer Care Intracompany Horizon	Intercompany customer service charges	6,710,000
Customer Care Intracompany Horizon	Bad debts	565,000
Customer Care Intracompany Horizon	Collection agency fees	105,000
Customer Care Intracompany Horizon	Bad debts	330,000
Advance Meter Inventory/Meter Data Management & Repository	Contract labour	75,000
Advance Meter Inventory/Meter Data Management & Repository	Direct labour - Work order	568,884
Advance Meter Inventory/Meter Data Management & Repository	Direct labour - Project (ABC costs)	114,068
Advance Meter Inventory/Meter Data Management & Repository	Travel and accommodations	5,500
Advance Meter Inventory/Meter Data Management & Repository	Meals and entertainment	1,000
Advance Meter Inventory/Meter Data Management & Repository	Training and development	2,000
Advance Meter Inventory/Meter Data Management & Repository	Computer maintenance	1,000
Advance Meter Inventory/Meter Data Management & Repository	Software license and maintenance	141,000
Advance Meter Inventory/Meter Data Management & Repository	General office supplies	3,000
Advance Meter Inventory/Meter Data Management & Repository	Repairs and maintenance - Equipment	2,000
Advance Meter Inventory/Meter Data Management & Repository	Cellular and pager	900
Advance Meter Inventory/Meter Data Management & Repository	Wireless communications	900
Advance Meter Inventory/Meter Data Management & Repository	Freight postage and delivery	60,000
Advance Meter Inventory/Meter Data Management & Repository	Legal fees	10,000
Advance Meter Inventory/Meter Data Management & Repository	Consulting	65,000
Advance Meter Inventory/Meter Data Management & Repository	Public relations	240,000
MV90	Salaries	128,223
MV90	Direct labour - Project (ABC costs) - Contra	(89,604)
MV90	Direct labour - Project (ABC costs) - Overhead - Contra	(49,282)
MV90	Employer payroll taxes	6,914
MV90	EHT	2,500
MV90	WSIB	1,249

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Cost Centre Description	Account Description	\$
Customer Service and Customer Connections - Corporate	Salaries	158,481
Customer Service and Customer Connections - Corporate	Bonus	36,908
Customer Service and Customer Connections - Corporate	Direct labour - Work order	103,674
Customer Service and Customer Connections - Corporate	Direct labour - Work order - Contra	(103,674)
Customer Service and Customer Connections - Corporate	Direct labour - Project (ABC costs)	241,940
Customer Service and Customer Connections - Corporate	Direct labour - Project (ABC costs) - Contra	(241,940)
Customer Service and Customer Connections - Corporate	Employer payroll taxes	3,477
Customer Service and Customer Connections - Corporate	Health and medical benefits	2,274
Customer Service and Customer Connections - Corporate	OMERS	17,551
Customer Service and Customer Connections - Corporate	Long-term disability	2,094
Customer Service and Customer Connections - Corporate	EHT	3,810
Customer Service and Customer Connections - Corporate	Life insurance premiums	762
Customer Service and Customer Connections - Corporate	Travel and accommodations	12,000
Customer Service and Customer Connections - Corporate	Meals and entertainment	4,000
Customer Service and Customer Connections - Corporate	WSIB	753
Customer Service and Customer Connections - Corporate	Cellular and pager	1,500
Customer Service and Customer Connections - Corporate	Wireless communications	1,500
Customer Service and Customer Connections - Corporate	Legal fees	10,000
Customer Service and Customer Connections - Corporate	Consulting	10,000
Customer Service and Customer Connections - Corporate	PC services costs - Costs allocated in	4,677
Customer Service and Customer Connections - Corporate	Business applications - Costs allocated in	23,144
Customer Service and Customer Connections - Corporate	Cyber security - Costs allocated in	1,478
Customer Service and Customer Connections - Corporate	Employee future benefits	12,698
Customer Service and Customer Connections - Corporate	Retiree benefits	122,015
Customer Service and Customer Connections - Corporate	Training and development	10,000
Customer Service and Customer Connections - Corporate	Management fee expense - Intercompany - Horizon	600,490
Customer Service and Customer Connections - Corporate	Employee promotions	4,000
Customer Service and Customer Connections - Corporate	Building costs - Costs allocated in	268,418
Customer Care - Director	Salaries	126,589
Customer Care - Director	Bonus	18,088
Customer Care - Director	Direct labour - Project (ABC costs)	182,710
Customer Care - Director	Direct labour - Project (ABC costs) - Contra	(182,710)
Customer Care - Director	Employer payroll taxes	3,477
Customer Care - Director	Health and medical benefits	5,574
Customer Care - Director	OMERS	12,573
Customer Care - Director	Long-term disability	1,710
Customer Care - Director	EHT	2,821
Customer Care - Director	Life insurance premiums	622
Customer Care - Director	Travel and accommodations	2,000
Customer Care - Director	Mileage	5,000
Customer Care - Director	Meals and entertainment	1,000
Customer Care - Director	WSIB	753
Customer Care - Director	Amortization	189,112
Customer Care - Director	PC services costs - Costs allocated in	4,677
Customer Care - Director	Cyber security - Costs allocated in	1,478
Customer Care - Director	Training and development	3,500
Customer Care - Billing	Salaries	795,837
Customer Care - Billing	Overtime	24,746
Customer Care - Billing	Bonus	6,153
Customer Care - Billing	Direct labour - Work order	1,376,100
Customer Care - Billing	Direct labour - Work order - Contra	(1,376,100)
Customer Care - Billing	Direct labour - Project (ABC costs)	118,500
Customer Care - Billing	Direct labour - Project (ABC costs) - Contra	(118,500)
Customer Care - Billing	Employer payroll taxes	53,740
Customer Care - Billing	Health and medical benefits	85,890
Customer Care - Billing	OMERS	53,518
Customer Care - Billing	Long-term disability	11,135
Customer Care - Billing	EHT	15,639

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Cost Centre Description	Account Description	\$
Customer Care - Billing	Life insurance premiums	2,600
Customer Care - Billing	Vacation and holidays	3,156
Customer Care - Billing	Travel and accommodations	4,250
Customer Care - Billing	Meals and entertainment	500
Customer Care - Billing	Software license and maintenance	269,265
Customer Care - Billing	WSIB	7,963
Customer Care - Billing	Cellular and pager	1,400
Customer Care - Billing	Consulting	75,000
Customer Care - Billing	PC services costs - Costs allocated in	96,659
Customer Care - Billing	Business applications - Costs allocated in	162,225
Customer Care - Billing	Cyber security - Costs allocated in	30,718
Customer Care - Billing	Training and development	8,200
Customer Care - Billing	Internet services	900
Customer Care - Billing	General office supplies	133,325
Customer Care - Billing	Freight postage and delivery	1,073,700
Customer Care - Customer Service	Salaries	1,890,998
Customer Care - Customer Service	Overtime	53,600
Customer Care - Customer Service	Bonus	20,717
Customer Care - Customer Service	Direct labour - Work order	2,496,000
Customer Care - Customer Service	Direct labour - Work order - Contra	(2,496,000)
Customer Care - Customer Service	Direct labour - Project (ABC costs)	453,000
Customer Care - Customer Service	Direct labour - Project (ABC costs) - Contra	(453,000)
Customer Care - Customer Service	Employer payroll taxes	123,687
Customer Care - Customer Service	Health and medical benefits	182,125
Customer Care - Customer Service	OMERS	127,973
Customer Care - Customer Service	Long-term disability	25,869
Customer Care - Customer Service	EHT	37,279
Customer Care - Customer Service	Life insurance premiums	6,155
Customer Care - Customer Service	Vacation and holidays	7,222
Customer Care - Customer Service	Travel and accommodations	1,800
Customer Care - Customer Service	Mileage	8,750
Customer Care - Customer Service	Meals and entertainment	4,800
Customer Care - Customer Service	Computer maintenance	37,500
Customer Care - Customer Service	Software license and maintenance	2,500
Customer Care - Customer Service	WSIB	18,815
Customer Care - Customer Service	Telephone	3,000
Customer Care - Customer Service	Cellular and pager	3,000
Customer Care - Customer Service	Legal fees	12,000
Customer Care - Customer Service	Consulting	25,000
Customer Care - Customer Service	Outside service provider	40,000
Customer Care - Customer Service	Public relations	20,000
Customer Care - Customer Service	PC services costs - Costs allocated in	211,680
Customer Care - Customer Service	Business applications - Costs allocated in	788,196
Customer Care - Customer Service	Cyber security - Costs allocated in	67,405
Customer Care - Customer Service	Training and development	17,000
Customer Care - Customer Service	Subscriptions and memberships	400
Customer Care - Customer Service	Safety	500
Customer Care - Customer Service	General office supplies	50,600
Customer Care - Customer Service	Dues and subscriptions	950
Customer Care - Customer Service	Donations	20,000
Customer Care - Customer Service	Employee promotions	4,200
Customer Care - Meter Reading	Travel and accommodations	5,900
Customer Care - Meter Reading	Computer maintenance	35,000
Customer Care - Meter Reading	Telephone	70,000
Customer Care - Meter Reading	Training and development	5,000
Customer Care - Meter Reading	General office supplies	5,000
Customer Care - Meter Reading	Repairs and maintenance - Equipment	3,000
Customer Care - Meter Reading	Freight postage and delivery	500

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Cost Centre Description	Account Description	\$
Customer Care - Meter Reading	Meter reading - Hydro	781,000
Customer Care - Credit and Collections	Salaries	505,066
Customer Care - Credit and Collections	Overtime	32,713
Customer Care - Credit and Collections	Bonus	5,610
Customer Care - Credit and Collections	Direct labour - Work order	609,000
Customer Care - Credit and Collections	Direct labour - Work order - Contra	(609,000)
Customer Care - Credit and Collections	Direct labour - Project (ABC costs)	114,360
Customer Care - Credit and Collections	Direct labour - Project (ABC costs) - Contra	(114,360)
Customer Care - Credit and Collections	Employer payroll taxes	31,293
Customer Care - Credit and Collections	Health and medical benefits	46,869
Customer Care - Credit and Collections	OMERS	35,466
Customer Care - Credit and Collections	Long-term disability	7,092
Customer Care - Credit and Collections	EHT	9,958
Customer Care - Credit and Collections	Life insurance premiums	1,703
Customer Care - Credit and Collections	Other employee compensation	370
Customer Care - Credit and Collections	Mileage	1,000
Customer Care - Credit and Collections	Meals and entertainment	750
Customer Care - Credit and Collections	Computer maintenance	26,000
Customer Care - Credit and Collections	WSIB	5,099
Customer Care - Credit and Collections	Cellular and pager	1,000
Customer Care - Credit and Collections	Consulting	15,000
Customer Care - Credit and Collections	PC services costs - Costs allocated in	69,116
Customer Care - Credit and Collections	Business applications - Costs allocated in	104,256
Customer Care - Credit and Collections	Cyber security - Costs allocated in	21,957
Customer Care - Credit and Collections	Training and development	6,500
Customer Care - Credit and Collections	Collection agency fees	385,000
Customer Care Intracompany Horizon	Intercompany customer service charges	7,080,650
Customer Care Intracompany Horizon	Bad debts	1,275,000
Customer Care Intracompany Horizon	Collection agency fees	107,100
Advance Meter Inventory/Meter Data Management & Repository	Salaries	403,882
Advance Meter Inventory/Meter Data Management & Repository	Overtime	4,807
Advance Meter Inventory/Meter Data Management & Repository	Bonus	15,986
Advance Meter Inventory/Meter Data Management & Repository	Direct labour - Work order	262,553
Advance Meter Inventory/Meter Data Management & Repository	Direct labour - Work order - Contra	(292,658)
Advance Meter Inventory/Meter Data Management & Repository	Direct labour - Project (ABC costs)	214,925
Advance Meter Inventory/Meter Data Management & Repository	Direct labour - Project (ABC costs) - Contra	(239,569)
Advance Meter Inventory/Meter Data Management & Repository	Employer payroll taxes	21,087
Advance Meter Inventory/Meter Data Management & Repository	Health and medical benefits	35,720
Advance Meter Inventory/Meter Data Management & Repository	OMERS	31,451
Advance Meter Inventory/Meter Data Management & Repository	Long-term disability	5,728
Advance Meter Inventory/Meter Data Management & Repository	EHT	8,187
Advance Meter Inventory/Meter Data Management & Repository	Life insurance premiums	1,625
Advance Meter Inventory/Meter Data Management & Repository	Travel and accommodations	6,500
Advance Meter Inventory/Meter Data Management & Repository	Meals and entertainment	2,000
Advance Meter Inventory/Meter Data Management & Repository	Computer maintenance	2,000
Advance Meter Inventory/Meter Data Management & Repository	Software license and maintenance	249,800
Advance Meter Inventory/Meter Data Management & Repository	WSIB	3,751
Advance Meter Inventory/Meter Data Management & Repository	Cellular and pager	2,800
Advance Meter Inventory/Meter Data Management & Repository	Wireless communications	1,200
Advance Meter Inventory/Meter Data Management & Repository	Consulting	100,000
Advance Meter Inventory/Meter Data Management & Repository	Outside service provider	20,000
Advance Meter Inventory/Meter Data Management & Repository	Public relations	200,000
Advance Meter Inventory/Meter Data Management & Repository	PC services costs - Costs allocated in	13,858
Advance Meter Inventory/Meter Data Management & Repository	Business applications - Costs allocated in	219,977
Advance Meter Inventory/Meter Data Management & Repository	Cyber security - Costs allocated in	4,380
Advance Meter Inventory/Meter Data Management & Repository	Training and development	3,200
Advance Meter Inventory/Meter Data Management & Repository	Internet services	2,700
Advance Meter Inventory/Meter Data Management & Repository	General office supplies	3,600

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Cost Centre Description	Account Description	\$
Advance Meter Inventory/Meter Data Management & Repository	Software license and maintenance	1,347,840
MV90	Salaries	135,725
MV90	Overtime	4,474
MV90	Direct labour - Work order	124,391
MV90	Direct labour - Work order - Contra	(124,391)
MV90	Employer payroll taxes	6,954
MV90	Health and medical benefits	11,149
MV90	OMERS	10,065
MV90	Long-term disability	1,925
MV90	EHT	2,647
MV90	Life insurance premiums	420
MV90	Travel and accommodations	500
MV90	Meals and entertainment	350
MV90	Software license and maintenance	30,000
MV90	WSIB	1,371
MV90	Training and development	6,300
MV90	General office supplies	1,000

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Cost Centre Description	Account Description	\$
Capital Projects	Salaries	901,098
Capital Projects	Bonus	25,942
Capital Projects	Overtime and vacation payout	15,232
Capital Projects	Health and medical benefits	89,605
Capital Projects	OMERS	72,405
Capital Projects	Long-term disability	2,892
Capital Projects	EHT	18,360
Capital Projects	Life insurance premiums	2,621
Capital Projects	Other employee compensation	1,000
Capital Projects	Travel and accommodations	2,000
Capital Projects	Mileage	1,000
Capital Projects	Meals and entertainment	1,800
Capital Projects	Training and development	15,238
Capital Projects	Maintenance supplies	200
Capital Projects	General office supplies	6,000
Capital Projects	Other supplies	250
Capital Projects	Repairs and maintenance - Equipment	1,500
Capital Projects	WSIB	8,728
Capital Projects	Cellular and pager	10,800
Capital Projects	Freight postage and delivery	200
Capital Projects	Consulting	15,000
Capital Projects	Dues and subscriptions	86,850
Capital Projects	Engineering burden - Costs recovered	(1,339,115)
Capital Projects	PC services costs - Costs recovered	63,732
Network Assets	Salaries	289,470
Network Assets	Bonus	22,007
Network Assets	Health and medical benefits	29,428
Network Assets	OMERS	24,547
Network Assets	Long-term disability	2,448
Network Assets	EHT	6,080
Network Assets	Life insurance premiums	1,188
Network Assets	Other employee compensation	220
Network Assets	Travel and accommodations	4,000
Network Assets	Mileage	650
Network Assets	Meals and entertainment	650
Network Assets	Training and development	12,000
Network Assets	Software license and maintenance	8,000
Network Assets	WSIB	2,692
Network Assets	Consulting	4,000
Network Assets	Dues and subscriptions	475
Network Assets	Engineering burden - Costs recovered	(437,271)
Network Assets	PC services costs - Costs recovered	29,416
Network Records	Salaries	561,333
Network Records	Bonus	8,007
Network Records	Health and medical benefits	72,680
Network Records	OMERS	40,400
Network Records	Long-term disability	1,620
Network Records	EHT	11,104
Network Records	Life insurance premiums	1,650
Network Records	Other employee compensation	900
Network Records	Travel and accommodations	2,400
Network Records	Mileage	1,160
Network Records	Meals and entertainment	1,200
Network Records	Training and development	6,600
Network Records	Safety	480
Network Records	Software license and maintenance	10,000
Network Records	General office supplies	8,640
Network Records	Repairs and maintenance - Equipment	63,480



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Cost Centre Description	Account Description	\$
Network Records	Equipment rental	11,064
Network Records	WSIB	5,594
Network Records	Cellular and pager	360
Network Records	Freight postage and delivery	240
Network Records	Consulting	30,000
Network Records	Outside service provider	52,000
Network Records	Joint use	205,548
Network Records	Dues and subscriptions	1,788
Network Records	Engineering burden - Costs recovered	(935,567)
Network Records	PC services costs - Costs recovered	53,931
Network Operating	Salaries	1,468,785
Network Operating	Bonus	8,996
Network Operating	Overtime and vacation payout	134,044
Network Operating	Health and medical benefits	147,837
Network Operating	OMERS	128,845
Network Operating	Long-term disability	4,212
Network Operating	EHT	31,401
Network Operating	Life insurance premiums	3,858
Network Operating	Other employee compensation	1,700
Network Operating	Travel and accommodations	3,000
Network Operating	Mileage	360
Network Operating	Meals and entertainment	1,015
Network Operating	Training and development	5,900
Network Operating	Computer maintenance	36,180
Network Operating	Maintenance supplies	120
Network Operating	General office supplies	6,453
Network Operating	Repairs and maintenance - Equipment	3,000
Network Operating	WSIB	14,035
Network Operating	Telephone	66,900
Network Operating	Cellular and pager	3,480
Network Operating	Freight postage and delivery	96
Network Operating	Consulting	15,600
Network Operating	Dues and subscriptions	2,700
Network Operating	PC services costs - Costs recovered	82,590

2009 Budget - EOOI Business Plan

Cost Centre Description	Account Description	\$
Capital Projects	Salaries	519,025
Capital Projects	Bonus	7,806
Capital Projects	Overtime and vacation payout	4,336
Capital Projects	Employer payroll taxes	18,040
Capital Projects	Health and medical benefits	29,934
Capital Projects	OMERS	40,881
Capital Projects	Long-term disability	5,767
Capital Projects	EHT	10,358
Capital Projects	Life insurance premiums	1,829
Capital Projects	Other employee compensation	285
Capital Projects	Travel and accommodations	2,000
Capital Projects	Mileage	19,640
Capital Projects	Meals and entertainment	1,800
Capital Projects	Training and development	20,000
Capital Projects	Maintenance supplies	500
Capital Projects	General office supplies	5,000
Capital Projects	Other supplies	500
Capital Projects	Repairs and maintenance - Equipment	1,500
Capital Projects	WSIB	4,589
Capital Projects	Cellular and pager	10,800
Capital Projects	Freight postage and delivery	200
Capital Projects	Consulting	30,000
Capital Projects	Dues and subscriptions	96,000
Capital Projects	Engineering burden - Costs recovered	(963,611)
Capital Projects	PC services costs - Costs allocated in	49,988
Capital Projects	Business applications - Costs allocated in	82,832
Network Assets	Salaries	266,941
Network Assets	Bonus	6,322
Network Assets	Employer payroll taxes	8,618
Network Assets	Health and medical benefits	14,047
Network Assets	OMERS	21,644
Network Assets	Long-term disability	2,624
Network Assets	EHT	5,329
Network Assets	Life insurance premiums	1,113
Network Assets	Travel and accommodations	5,004
Network Assets	Mileage	756
Network Assets	Meals and entertainment	756
Network Assets	Training and development	15,000
Network Assets	Software license and maintenance	16,504
Network Assets	General office supplies	1,500
Network Assets	WSIB	2,251
Network Assets	Cellular and pager	4,000
Network Assets	Consulting	250,000
Network Assets	Dues and subscriptions	700
Network Assets	Engineering burden - Costs recovered	(623,107)
Network Records	Salaries	397,183
Network Records	Overtime and vacation payout	7,055
Network Records	Employer payroll taxes	18,001
Network Records	Health and medical benefits	26,650
Network Records	OMERS	28,860
Network Records	Long-term disability	4,949
Network Records	EHT	7,883
Network Records	Life insurance premiums	1,200
Network Records	Other employee compensation	569
Network Records	Travel and accommodations	2,596
Network Records	Mileage	1,590
Network Records	Meals and entertainment	1,300
Network Records	Training and development	7,720

2009 Budget - EOOI Business Plan

Cost Centre Description	Account Description	\$
Network Records	Safety	480
Network Records	Software license and maintenance	73,800
Network Records	General office supplies	9,120
Network Records	Repairs and maintenance - Equipment	5,500
Network Records	Equipment rental	11,064
Network Records	WSIB	3,891
Network Records	Cellular and pager	700
Network Records	Freight postage and delivery	240
Network Records	Legal fees	36,650
Network Records	Consulting	60,000
Network Records	Outside service provider	52,000
Network Records	Joint use	206,000
Network Records	Dues and subscriptions	2,400
Network Records	Advertising	2,100
Network Records	Engineering burden - Costs recovered	(901,979)
Network Records	PC services costs - Costs allocated in	35,286
Network Records	Business applications - Costs allocated in	95,169
Network Operating	Salaries	1,281,789
Network Operating	Bonus	6,920
Network Operating	Overtime and vacation payout	153,741
Network Operating	Employer payroll taxes	46,926
Network Operating	Health and medical benefits	77,752
Network Operating	OMERS	113,532
Network Operating	Long-term disability	16,009
Network Operating	EHT	28,128
Network Operating	Life insurance premiums	3,994
Network Operating	Other employee compensation	1,680
Network Operating	Travel and accommodations	6,100
Network Operating	Mileage	9,552
Network Operating	Meals and entertainment	1,200
Network Operating	Training and development	10,200
Network Operating	Computer maintenance	34,200
Network Operating	Maintenance supplies	1,200
Network Operating	General office supplies	6,000
Network Operating	Repairs and maintenance - Equipment	3,000
Network Operating	WSIB	12,266
Network Operating	Telephone	72,460
Network Operating	Cellular and pager	3,420
Network Operating	Freight postage and delivery	240
Network Operating	Consulting	110,000
Network Operating	Service agreements	17,700
Network Operating	Dues and subscriptions	3,500
Network Operating	Miscellaneous expense	900
Network Operating	Building costs - Costs allocated in	22,578
Network Operating	PC services costs - Costs allocated in	88,214
Network Operating	Business applications - Costs allocated in	146,173
Operational Improvement	Salaries	150,638
Operational Improvement	Bonus	11,298
Operational Improvement	Employer payroll taxes	4,140
Operational Improvement	Health and medical benefits	7,108
Operational Improvement	OMERS	13,310
Operational Improvement	Long-term disability	1,538
Operational Improvement	EHT	3,158
Operational Improvement	Life insurance premiums	640
Operational Improvement	Travel and accommodations	2,000
Operational Improvement	Mileage	600
Operational Improvement	Meals and entertainment	1,000
Operational Improvement	Training and development	10,000

2009 Budget - EOOI Business Plan

Cost Centre Description	Account Description	\$
Operational Improvement	General office supplies	1,500
Operational Improvement	WSIB	1,088
Operational Improvement	Cellular and pager	2,500
Operational Improvement	Freight postage and delivery	600
Operational Improvement	Consulting	200,000
Engineering Operations & Operational Improvement	Salaries	238,544
Engineering Operations & Operational Improvement	Bonus	12,730
Engineering Operations & Operational Improvement	Employer payroll taxes	8,281
Engineering Operations & Operational Improvement	Health and medical benefits	8,597
Engineering Operations & Operational Improvement	OMERS	19,724
Engineering Operations & Operational Improvement	Long-term disability	2,367
Engineering Operations & Operational Improvement	EHT	4,900
Engineering Operations & Operational Improvement	Life insurance premiums	1,036
Engineering Operations & Operational Improvement	Travel and accommodations	200
Engineering Operations & Operational Improvement	Mileage	800
Engineering Operations & Operational Improvement	Meals and entertainment	2,500
Engineering Operations & Operational Improvement	Training and development	5,000
Engineering Operations & Operational Improvement	General office supplies	2,500
Engineering Operations & Operational Improvement	WSIB	1,849
Engineering Operations & Operational Improvement	Telephone	996
Engineering Operations & Operational Improvement	Cellular and pager	996
Engineering Operations & Operational Improvement	Freight postage and delivery	2,004
Engineering Operations & Operational Improvement	Dues and subscriptions	500
Engineering Operations & Operational Improvement	Employee promotions	3,000
Engineering Operations & Operational Improvement	Building costs - Costs allocated in	182,330
Engineering Operations & Operational Improvement	PC services costs - Costs allocated in	14,702
Engineering Operations & Operational Improvement	Business applications - Costs allocated in	24,362

2010 Budget - EOOI Business Plan

Cost Centre Description	Account Description	\$
Capital Projects	Salaries	1,012,233
Capital Projects	Overtime	37,329
Capital Projects	Bonus	34,979
Capital Projects	Direct labour - Work order	173,931
Capital Projects	Direct labour - Work order - Contra	(599,704)
Capital Projects	Direct labour - Work order - Overhead - Contra	(1,787,929)
Capital Projects	Direct labour - Project (ABC costs)	379,543
Capital Projects	Direct labour - Project (ABC costs) - Contra	(234,376)
Capital Projects	Direct labour - Project (ABC costs) - Overhead - Contra	(711,109)
Capital Projects	Employer payroll taxes	48,848
Capital Projects	Health and medical benefits	69,338
Capital Projects	OMERS	76,029
Capital Projects	Long-term disability	13,150
Capital Projects	EHT	19,739
Capital Projects	Life insurance premiums	3,602
Capital Projects	Other employee compensation	1,210
Capital Projects	Travel and accommodations	1,500
Capital Projects	Mileage	15,000
Capital Projects	Meals and entertainment	2,000
Capital Projects	Training and development	17,560
Capital Projects	Subscriptions and memberships	3,400
Capital Projects	General office supplies	5,000
Capital Projects	Small tools	500
Capital Projects	Repairs and maintenance - Equipment	1,000
Capital Projects	WSIB	9,581
Capital Projects	Cellular and pager	18,000
Capital Projects	Auditing fees	5,000
Capital Projects	Consulting	20,000
Capital Projects	Dues and subscriptions	2,000
Capital Projects	Regulatory costs	99,000
Capital Projects	Marketing	4,000
Capital Projects	Capital planning - Costs allocated in	1,090,305
Capital Projects	PC services costs - Costs allocated in	67,547
Capital Projects	Business applications - Costs allocated in	92,123
Capital Projects	Cyber security - Costs allocated in	9,671
Network Assets	Salaries	494,934
Network Assets	Bonus	48,118
Network Assets	Direct labour - Project (ABC costs)	561,467
Network Assets	Direct labour - Project (ABC costs) - Contra	(362,237)
Network Assets	Direct labour - Project (ABC costs) - Overhead - Contra	(199,230)
Network Assets	Employer payroll taxes	20,742
Network Assets	Health and medical benefits	26,048
Network Assets	OMERS	38,840
Network Assets	Long-term disability	6,682
Network Assets	EHT	9,651
Network Assets	Life insurance premiums	2,401
Network Assets	Travel and accommodations	4,900
Network Assets	Meals and entertainment	1,700
Network Assets	Training and development	44,000
Network Assets	Subscriptions and memberships	1,000
Network Assets	Software license and maintenance	58,500
Network Assets	General office supplies	1,500
Network Assets	Other supplies	3,000
Network Assets	WSIB	4,066
Network Assets	Telephone	2,000
Network Assets	Cellular and pager	4,000
Network Assets	Consulting	235,500
Network Assets	Capital planning - Costs recovered	(1,090,305)

2010 Budget - EOOI Business Plan

Cost Centre Description	Account Description	\$
Network Assets	Building costs - Costs allocated in	128,460
Network Assets	PC services costs - Costs allocated in	41,555
Network Assets	Business applications - Costs allocated in	56,759
Network Assets	Cyber security - Costs allocated in	5,950
Network Assets	Building costs - Costs allocated in	3,576
Network Records	Salaries	588,420
Network Records	Overtime	23,325
Network Records	Bonus	8,401
Network Records	Direct labour - Work order	520,390
Network Records	Direct labour - Work order - Contra	(373,961)
Network Records	Direct labour - Work order - Overhead - Contra	(1,157,765)
Network Records	Direct labour - Project (ABC costs)	147,718
Network Records	Direct labour - Project (ABC costs) - Contra	(70,173)
Network Records	Direct labour - Project (ABC costs) - Overhead - Contra	(218,238)
Network Records	Employer payroll taxes	34,988
Network Records	Health and medical benefits	47,693
Network Records	OMERS	41,072
Network Records	Long-term disability	7,843
Network Records	EHT	11,474
Network Records	Life insurance premiums	1,854
Network Records	Travel and accommodations	10,790
Network Records	Meals and entertainment	4,000
Network Records	Training and development	8,320
Network Records	Safety	1,425
Network Records	Software license and maintenance	69,000
Network Records	General office supplies	9,140
Network Records	Repairs and maintenance - Equipment	7,200
Network Records	Equipment rental	11,064
Network Records	WSIB	5,848
Network Records	Cellular and pager	1,000
Network Records	Freight postage and delivery	300
Network Records	Legal fees	15,480
Network Records	Consulting	15,000
Network Records	Cable Locates	60,000
Network Records	Joint use	230,000
Network Records	Dues and subscriptions	3,300
Network Records	Advertising	2,100
Network Records	Employee promotions	500
Network Records	PC services costs - Costs allocated in	57,119
Network Records	Business projects - Costs allocated in	39,266
Network Records	Business applications - Costs allocated in	77,934
Network Records	Cyber security - Costs allocated in	8,173
Network Operating	Salaries	1,356,543
Network Operating	Overtime	88,272
Network Operating	Bonus	9,458
Network Operating	Direct labour - Work order	1,664,019
Network Operating	Direct labour - Work order - Contra	(1,109,346)
Network Operating	Direct labour - Work order - Overhead - Contra	(554,673)
Network Operating	Direct labour - Project (ABC costs)	120,819
Network Operating	Direct labour - Project (ABC costs) - Contra	(77,948)
Network Operating	Direct labour - Project (ABC costs) - Overhead - Contra	(42,871)
Network Operating	Employer payroll taxes	58,769
Network Operating	Health and medical benefits	88,781
Network Operating	OMERS	105,607
Network Operating	Long-term disability	16,141
Network Operating	EHT	26,453
Network Operating	Life insurance premiums	4,132
Network Operating	Vacation and holidays	91,345

2010 Budget - EOOI Business Plan

Cost Centre Description	Account Description	\$
Network Operating	Travel and accommodations	6,200
Network Operating	Meals and entertainment	1,500
Network Operating	Training and development	5,000
Network Operating	Direct work order charges - Vehicles used	1,008
Network Operating	Software license and maintenance	39,500
Network Operating	Maintenance supplies	500
Network Operating	General office supplies	5,000
Network Operating	Repairs and maintenance - Equipment	100
Network Operating	WSIB	12,769
Network Operating	Telephone	92,400
Network Operating	Cellular and pager	4,000
Network Operating	Freight postage and delivery	200
Network Operating	Emergency maintenance	200
Network Operating	Consulting	40,000
Network Operating	Service agreements	23,000
Network Operating	Dues and subscriptions	3,000
Network Operating	PC services costs - Costs allocated in	72,683
Network Operating	Business applications - Costs allocated in	99,117
Network Operating	Cyber security - Costs allocated in	10,402
Network Operating	Salaries	78,860
Network Operating	Overtime	787
Network Operating	Employer payroll taxes	3,457
Network Operating	Health and medical benefits	5,411
Network Operating	OMERS	6,121
Network Operating	Long-term disability	929
Network Operating	EHT	1,538
Network Operating	Life insurance premiums	230
Network Operating	WSIB	753
Network Operating	Building costs - Costs allocated in	20,208
Network Operating	PC services costs - Costs allocated in	20,699
Network Operating	Business applications - Costs allocated in	28,378
Network Operating	Cyber security - Costs allocated in	2,961
Operational Improvement	Salaries	185,714
Operational Improvement	Bonus	18,571
Operational Improvement	Direct labour - Project (ABC costs)	237,245
Operational Improvement	Direct labour - Project (ABC costs) - Contra	(153,061)
Operational Improvement	Direct labour - Project (ABC costs) - Overhead - Contra	(84,184)
Operational Improvement	Employer payroll taxes	6,914
Operational Improvement	Health and medical benefits	10,822
Operational Improvement	OMERS	14,958
Operational Improvement	Long-term disability	2,507
Operational Improvement	EHT	3,621
Operational Improvement	Life insurance premiums	901
Operational Improvement	Travel and accommodations	3,000
Operational Improvement	Meals and entertainment	1,000
Operational Improvement	Training and development	4,000
Operational Improvement	General office supplies	1,500
Operational Improvement	WSIB	1,507
Operational Improvement	Wireless communications	2,500
Operational Improvement	Freight postage and delivery	600
Operational Improvement	Consulting	25,000
Engineering Operations & Operational Improvement	Salaries	190,815
Engineering Operations & Operational Improvement	Bonus	25,892
Engineering Operations & Operational Improvement	Direct labour - Project (ABC costs)	396,584
Engineering Operations & Operational Improvement	Direct labour - Project (ABC costs) - Contra	(255,860)
Engineering Operations & Operational Improvement	Direct labour - Project (ABC costs) - Overhead - Contra	(140,723)
Engineering Operations & Operational Improvement	Employer payroll taxes	6,914
Engineering Operations & Operational Improvement	Health and medical benefits	10,822

2010 Budget - EOOI Business Plan

Cost Centre Description	Account Description	\$
Engineering Operations & Operational Improvement	OMERS	15,453
Engineering Operations & Operational Improvement	Long-term disability	2,576
Engineering Operations & Operational Improvement	EHT	3,721
Engineering Operations & Operational Improvement	Life insurance premiums	926
Engineering Operations & Operational Improvement	Vacation and holidays	2,594
Engineering Operations & Operational Improvement	Travel and accommodations	2,900
Engineering Operations & Operational Improvement	Meals and entertainment	2,700
Engineering Operations & Operational Improvement	Training and development	6,900
Engineering Operations & Operational Improvement	Subscriptions and memberships	2,000
Engineering Operations & Operational Improvement	General office supplies	1,000
Engineering Operations & Operational Improvement	WSIB	1,305
Engineering Operations & Operational Improvement	Telephone	900
Engineering Operations & Operational Improvement	Cellular and pager	900
Engineering Operations & Operational Improvement	Sponsorships	2,500
Engineering Operations & Operational Improvement	Employee promotions	3,000



2011 Budget - EOOI Business Plan

Cost Centre Description	Account Description	\$
Capital Projects	Salaries	1,090,785
Capital Projects	Bonus	27,388
Capital Projects	Direct labour - Work order	904,993
Capital Projects	Direct labour - Work order - Contra	(3,786,592)
Capital Projects	Direct labour - Project (ABC costs)	876,905
Capital Projects	Direct labour - Project (ABC costs) - Contra	(876,905)
Capital Projects	Employer payroll taxes	52,477
Capital Projects	Health and medical benefits	67,115
Capital Projects	OMERS	84,711
Capital Projects	Long-term disability	14,277
Capital Projects	EHT	21,804
Capital Projects	Life insurance premiums	3,923
Capital Projects	Other employee compensation	1,100
Capital Projects	Travel and accommodations	4,000
Capital Projects	Mileage	15,000
Capital Projects	Meals and entertainment	5,000
Capital Projects	WSIB	10,401
Capital Projects	Cellular and pager	18,960
Capital Projects	Consulting	30,000
Capital Projects	PC services costs - Costs allocated in	50,755
Capital Projects	Cyber security - Costs allocated in	16,098
Capital Projects	Training and development	54,000
Capital Projects	Subscriptions and memberships	3,425
Capital Projects	General office supplies	7,500
Capital Projects	Small tools	1,000
Capital Projects	Auditing fees	10,000
Capital Projects	Dues and subscriptions	103,100
Capital Projects	Marketing	14,000
Capital Projects	Capital planning - Costs allocated in	1,174,781
Network Assets	Salaries	604,390
Network Assets	Bonus	58,564
Network Assets	Direct labour - Project (ABC costs)	1,161,000
Network Assets	Direct labour - Project (ABC costs) - Contra	(1,161,000)
Network Assets	Employer payroll taxes	25,304
Network Assets	Health and medical benefits	32,420
Network Assets	OMERS	51,832
Network Assets	Long-term disability	8,306
Network Assets	EHT	12,928
Network Assets	Life insurance premiums	3,022
Network Assets	Travel and accommodations	4,100
Network Assets	Meals and entertainment	1,700
Network Assets	Software license and maintenance	60,000
Network Assets	WSIB	5,152
Network Assets	Telephone	2,000
Network Assets	Cellular and pager	4,000
Network Assets	Consulting	330,000
Network Assets	PC services costs - Costs allocated in	32,220
Network Assets	Cyber security - Costs allocated in	10,239
Network Assets	Training and development	27,000
Network Assets	Subscriptions and memberships	1,000
Network Assets	General office supplies	1,500
Network Assets	Other supplies	5,000
Network Assets	Capital planning - Costs recovered	(1,174,781)
Network Assets	Building costs - Costs allocated in	119,105
Network Records	Salaries	627,061
Network Records	Overtime	27,809
Network Records	Bonus	8,923
Network Records	Direct labour - Work order	604,478

2011 Budget - EOOI Business Plan

Cost Centre Description	Account Description	\$
Network Records	Direct labour - Work order - Contra	(1,814,227)
Network Records	Direct labour - Project (ABC costs)	188,768
Network Records	Direct labour - Project (ABC costs) - Contra	(188,768)
Network Records	Employer payroll taxes	35,651
Network Records	Health and medical benefits	49,143
Network Records	OMERS	44,616
Network Records	Long-term disability	8,597
Network Records	EHT	12,402
Network Records	Life insurance premiums	2,061
Network Records	Other employee compensation	1,480
Network Records	Travel and accommodations	8,320
Network Records	Meals and entertainment	4,200
Network Records	Software license and maintenance	70,000
Network Records	WSIB	6,186
Network Records	Cellular and pager	1,000
Network Records	Legal fees	15,480
Network Records	Consulting	15,000
Network Records	PC services costs - Costs allocated in	69,116
Network Records	Cyber security - Costs allocated in	21,957
Network Records	Training and development	11,840
Network Records	Safety	300
Network Records	General office supplies	9,140
Network Records	Repairs and maintenance - Equipment	7,200
Network Records	Equipment rental	11,064
Network Records	Freight postage and delivery	300
Network Records	Cable Locates	65,000
Network Records	Joint use	230,000
Network Records	Dues and subscriptions	3,300
Network Records	Advertising	2,100
Network Records	Employee promotions	500
Network Records	Business projects - Costs allocated in	90,003
Network Operating	Salaries	1,760,354
Network Operating	Overtime	89,801
Network Operating	Bonus	20,006
Network Operating	Direct labour - Work order	2,294,344
Network Operating	Direct labour - Work order - Contra	(2,294,344)
Network Operating	Direct labour - Project (ABC costs)	296,364
Network Operating	Direct labour - Project (ABC costs) - Contra	(296,364)
Network Operating	Employer payroll taxes	76,494
Network Operating	Health and medical benefits	119,336
Network Operating	OMERS	138,922
Network Operating	Long-term disability	20,799
Network Operating	EHT	34,717
Network Operating	Life insurance premiums	5,855
Network Operating	Vacation and holidays	82,744
Network Operating	Other employee compensation	555
Network Operating	Travel and accommodations	6,000
Network Operating	Meals and entertainment	2,500
Network Operating	Software license and maintenance	36,500
Network Operating	WSIB	15,860
Network Operating	Telephone	95,000
Network Operating	Cellular and pager	5,000
Network Operating	Consulting	100,000
Network Operating	PC services costs - Costs allocated in	119,698
Network Operating	Cyber security - Costs allocated in	38,055
Network Operating	Training and development	7,500
Network Operating	Maintenance supplies	100
Network Operating	General office supplies	5,000

2011 Budget - EOOI Business Plan

Cost Centre Description	Account Description	\$
Network Operating	Repairs and maintenance - Equipment	100
Network Operating	Freight postage and delivery	150
Network Operating	Emergency maintenance	300
Network Operating	Auditing fees	5,000
Network Operating	Service agreements	22,500
Network Operating	Dues and subscriptions	3,000
Network Operating	Building costs - Costs allocated in	21,741
Operational Improvement	Salaries	346,487
Operational Improvement	Bonus	34,649
Operational Improvement	Direct labour - Project (ABC costs)	519,000
Operational Improvement	Direct labour - Project (ABC costs) - Contra	(519,000)
Operational Improvement	Employer payroll taxes	13,908
Operational Improvement	Health and medical benefits	22,297
Operational Improvement	OMERS	30,896
Operational Improvement	Long-term disability	4,914
Operational Improvement	EHT	7,432
Operational Improvement	Life insurance premiums	1,788
Operational Improvement	Travel and accommodations	5,000
Operational Improvement	Meals and entertainment	5,000
Operational Improvement	WSIB	3,010
Operational Improvement	Cellular and pager	3,840
Operational Improvement	Consulting	300,000
Operational Improvement	PC services costs - Costs allocated in	9,181
Operational Improvement	Cyber security - Costs allocated in	2,902
Operational Improvement	Training and development	15,000
Operational Improvement	Subscriptions and memberships	2,000
Operational Improvement	General office supplies	3,500
Operational Improvement	Freight postage and delivery	500
Engineering Operations & Operational Improvement	Salaries	149,004
Engineering Operations & Operational Improvement	Bonus	21,451
Engineering Operations & Operational Improvement	Direct labour - Project (ABC costs)	221,392
Engineering Operations & Operational Improvement	Direct labour - Project (ABC costs) - Contra	(221,392)
Engineering Operations & Operational Improvement	Employer payroll taxes	3,477
Engineering Operations & Operational Improvement	Health and medical benefits	5,574
Engineering Operations & Operational Improvement	OMERS	15,103
Engineering Operations & Operational Improvement	Long-term disability	2,028
Engineering Operations & Operational Improvement	EHT	3,324
Engineering Operations & Operational Improvement	Life insurance premiums	738
Engineering Operations & Operational Improvement	Travel and accommodations	2,000
Engineering Operations & Operational Improvement	Meals and entertainment	1,800
Engineering Operations & Operational Improvement	WSIB	753
Engineering Operations & Operational Improvement	Telephone	900
Engineering Operations & Operational Improvement	Cellular and pager	900
Engineering Operations & Operational Improvement	Legal fees	500
Engineering Operations & Operational Improvement	Consulting	30,000
Engineering Operations & Operational Improvement	PC services costs - Costs allocated in	4,677
Engineering Operations & Operational Improvement	Cyber security - Costs allocated in	1,478
Engineering Operations & Operational Improvement	Training and development	5,000
Engineering Operations & Operational Improvement	Subscriptions and memberships	1,400
Engineering Operations & Operational Improvement	General office supplies	500
Engineering Operations & Operational Improvement	Dues and subscriptions	300
Engineering Operations & Operational Improvement	Sponsorships	2,000
Engineering Operations & Operational Improvement	Employee promotions	1,000
Engineering Operations & Operational Improvement	IT Engineering Apps - Costs allocated in	347,584

**HORIZON UTILITIES CORPORATION (“HORIZON UTILITIES”)  
RESPONSES TO  
CONSUMERS COUNCIL OF CANADA INTERROGATORIES**

**DELIVERED January 24<sup>th</sup>, 2011**

**Question 16**

**Reference:** Ex. 1/T2/S2 Appendix 1-9

Please provide a detailed budget including all elements of the 2008, 2009, 2010 and 2011 Facilities Business Plan.

**Response:**

Please see response on following pages.

2008 Budget - Facilities Business Plan

Cost Centre Description	Account Description	\$
Building - John St. Hamilton	Salaries	130,247
Building - John St. Hamilton	Bonus	6,355
Building - John St. Hamilton	Overtime and vacation payout	2,904
Building - John St. Hamilton	Health and medical benefits	27,125
Building - John St. Hamilton	OMERS	13,887
Building - John St. Hamilton	Long-term disability	888
Building - John St. Hamilton	EHT	3,634
Building - John St. Hamilton	Life insurance premiums	617
Building - John St. Hamilton	Other downtime	75,511
Building - John St. Hamilton	Other employee compensation	300
Building - John St. Hamilton	Meals and entertainment	120
Building - John St. Hamilton	Safety	1,200
Building - John St. Hamilton	Computer maintenance	300
Building - John St. Hamilton	Maintenance supplies	42,000
Building - John St. Hamilton	General office supplies	11,000
Building - John St. Hamilton	Small tools	2,500
Building - John St. Hamilton	Other supplies	12,000
Building - John St. Hamilton	Repairs and maintenance - Equipment	74,332
Building - John St. Hamilton	Equipment rental	500
Building - John St. Hamilton	Utilities	347,500
Building - John St. Hamilton	Property tax	128,556
Building - John St. Hamilton	Repairs and maintenance - Building	326,234
Building - John St. Hamilton	HVAC maintenance	11,120
Building - John St. Hamilton	Janitorial and landscaping service	131,819
Building - John St. Hamilton	Security service	76,520
Building - John St. Hamilton	WSIB	1,653
Building - John St. Hamilton	Insurance - General	24,922
Building - John St. Hamilton	Cellular and pager	6,700
Building - John St. Hamilton	Consulting	15,000
Building - John St. Hamilton	Outside service provider	672
Building - John St. Hamilton	Service agreements	1,500
Building - John St. Hamilton	Dues and subscriptions	1,200
Building - John St. Hamilton	Marketing	4,663
Building - John St. Hamilton	Building costs - Costs recovered	(1,343,868)
Building - John St. Hamilton	PC services costs - Costs recovered	34,324
Building - Nebo Rd. Hamilton	Other downtime	4,893
Building - Nebo Rd. Hamilton	Safety	1,002
Building - Nebo Rd. Hamilton	Maintenance supplies	11,000
Building - Nebo Rd. Hamilton	General office supplies	6,000
Building - Nebo Rd. Hamilton	Small tools	2,000
Building - Nebo Rd. Hamilton	Other supplies	1,000
Building - Nebo Rd. Hamilton	Repairs and maintenance - Equipment	31,273
Building - Nebo Rd. Hamilton	Equipment rental	500
Building - Nebo Rd. Hamilton	Utilities	144,000
Building - Nebo Rd. Hamilton	Property tax	271,300
Building - Nebo Rd. Hamilton	Repairs and maintenance - Building	151,583
Building - Nebo Rd. Hamilton	HVAC maintenance	2,205
Building - Nebo Rd. Hamilton	Janitorial and landscaping service	111,757
Building - Nebo Rd. Hamilton	Security service	2,992
Building - Nebo Rd. Hamilton	Insurance - General	28,261
Building - Nebo Rd. Hamilton	Consulting	2,000
Building - Nebo Rd. Hamilton	Outside service provider	1,240
Building - Nebo Rd. Hamilton	Building costs - Costs recovered	(773,006)
Building - Stoney Creek	Other downtime	5,077
Building - Stoney Creek	Safety	500
Building - Stoney Creek	Maintenance supplies	3,600
Building - Stoney Creek	General office supplies	700
Building - Stoney Creek	Small tools	1,000

2008 Budget - Facilities Business Plan

Cost Centre Description	Account Description	\$
Building - Stoney Creek	Other supplies	1,000
Building - Stoney Creek	Repairs and maintenance - Equipment	35,876
Building - Stoney Creek	Equipment rental	500
Building - Stoney Creek	Utilities	107,500
Building - Stoney Creek	Property tax	91,293
Building - Stoney Creek	Repairs and maintenance - Building	100,702
Building - Stoney Creek	HVAC maintenance	2,450
Building - Stoney Creek	Janitorial and landscaping service	45,566
Building - Stoney Creek	Security service	11,285
Building - Stoney Creek	Insurance - General	7,352
Building - Stoney Creek	Consulting	10,000
Building - Stoney Creek	Outside service provider	1,803
Building - Stoney Creek	Building costs - Costs recovered	(426,204)
Building - Vansickle Rd. St. Catharines	Salaries	15,883
Building - Vansickle Rd. St. Catharines	Bonus	1,584
Building - Vansickle Rd. St. Catharines	Health and medical benefits	600
Building - Vansickle Rd. St. Catharines	Other downtime	3,805
Building - Vansickle Rd. St. Catharines	Safety	1,100
Building - Vansickle Rd. St. Catharines	Maintenance supplies	12,000
Building - Vansickle Rd. St. Catharines	General office supplies	2,400
Building - Vansickle Rd. St. Catharines	Small tools	2,000
Building - Vansickle Rd. St. Catharines	Other supplies	2,000
Building - Vansickle Rd. St. Catharines	Repairs and maintenance - Equipment	34,745
Building - Vansickle Rd. St. Catharines	Equipment rental	300
Building - Vansickle Rd. St. Catharines	Utilities	154,200
Building - Vansickle Rd. St. Catharines	Property tax	194,543
Building - Vansickle Rd. St. Catharines	Repairs and maintenance - Building	150,983
Building - Vansickle Rd. St. Catharines	HVAC maintenance	15,808
Building - Vansickle Rd. St. Catharines	Janitorial and landscaping service	57,004
Building - Vansickle Rd. St. Catharines	Security service	10,844
Building - Vansickle Rd. St. Catharines	Insurance - General	9,211
Building - Vansickle Rd. St. Catharines	Consulting	18,540
Building - Vansickle Rd. St. Catharines	Outside service provider	1,425
Building - Vansickle Rd. St. Catharines	Service agreements	2,004
Building - Vansickle Rd. St. Catharines	Building costs - Costs recovered	(645,321)

2009 Budget - Facilities Business Plan

Cost Centre Description	Account Description	\$
Building - John St. Hamilton	Salaries	392,761
Building - John St. Hamilton	Bonus	5,709
Building - John St. Hamilton	Overtime and vacation payout	22,763
Building - John St. Hamilton	Employer payroll taxes	19,826
Building - John St. Hamilton	Health and medical benefits	36,667
Building - John St. Hamilton	OMERS	29,274
Building - John St. Hamilton	Long-term disability	4,942
Building - John St. Hamilton	EHT	8,214
Building - John St. Hamilton	Life insurance premiums	1,234
Building - John St. Hamilton	Other downtime	9,790
Building - John St. Hamilton	Other employee compensation	1,034
Building - John St. Hamilton	Meals and entertainment	120
Building - John St. Hamilton	Training and development	18,666
Building - John St. Hamilton	Safety	6,200
Building - John St. Hamilton	Computer maintenance	300
Building - John St. Hamilton	Maintenance supplies	42,000
Building - John St. Hamilton	Small tools	2,500
Building - John St. Hamilton	Other supplies	12,500
Building - John St. Hamilton	Repairs and maintenance - Equipment	26,500
Building - John St. Hamilton	Equipment rental	500
Building - John St. Hamilton	Utilities	350,000
Building - John St. Hamilton	Property tax	130,000
Building - John St. Hamilton	Repairs and maintenance - Building	173,800
Building - John St. Hamilton	HVAC maintenance	25,000
Building - John St. Hamilton	Janitorial and landscaping service	132,500
Building - John St. Hamilton	Security service	76,520
Building - John St. Hamilton	WSIB	4,108
Building - John St. Hamilton	Insurance - General	25,000
Building - John St. Hamilton	Cellular and pager	6,500
Building - John St. Hamilton	Consulting	10,000
Building - John St. Hamilton	Outside service provider	700
Building - John St. Hamilton	Service agreements	1,500
Building - John St. Hamilton	Dues and subscriptions	1,200
Building - John St. Hamilton	Building costs - Costs recovered	(1,578,325)
Building - John St. Hamilton	Building costs - Costs allocated in	212,903
Building - John St. Hamilton	PC services costs - Costs allocated in	20,583
Building - John St. Hamilton	Business applications - Costs allocated in	34,107
Building - Nebo Rd. Hamilton	Other downtime	294
Building - Nebo Rd. Hamilton	Safety	1,002
Building - Nebo Rd. Hamilton	Maintenance supplies	11,000
Building - Nebo Rd. Hamilton	General office supplies	6,000
Building - Nebo Rd. Hamilton	Small tools	2,000
Building - Nebo Rd. Hamilton	Other supplies	1,000
Building - Nebo Rd. Hamilton	Repairs and maintenance - Equipment	65,650
Building - Nebo Rd. Hamilton	Equipment rental	11,840
Building - Nebo Rd. Hamilton	Utilities	144,000
Building - Nebo Rd. Hamilton	Property tax	121,300
Building - Nebo Rd. Hamilton	Repairs and maintenance - Building	132,706
Building - Nebo Rd. Hamilton	HVAC maintenance	40,000
Building - Nebo Rd. Hamilton	Janitorial and landscaping service	127,000
Building - Nebo Rd. Hamilton	Security service	30,000
Building - Nebo Rd. Hamilton	Insurance - General	30,000
Building - Nebo Rd. Hamilton	Consulting	8,000
Building - Nebo Rd. Hamilton	Outside service provider	1,300
Building - Nebo Rd. Hamilton	Building costs - Costs recovered	(733,092)
Building - Stoney Creek	Safety	500
Building - Stoney Creek	Maintenance supplies	3,800
Building - Stoney Creek	General office supplies	700

2009 Budget - Facilities Business Plan

Cost Centre Description	Account Description	\$
Building - Stoney Creek	Small tools	1,000
Building - Stoney Creek	Repairs and maintenance - Equipment	57,072
Building - Stoney Creek	Equipment rental	500
Building - Stoney Creek	Utilities	110,800
Building - Stoney Creek	Property tax	92,000
Building - Stoney Creek	Repairs and maintenance - Building	92,180
Building - Stoney Creek	HVAC maintenance	3,300
Building - Stoney Creek	Janitorial and landscaping service	45,500
Building - Stoney Creek	Security service	16,700
Building - Stoney Creek	Insurance - General	7,400
Building - Stoney Creek	Consulting	6,000
Building - Stoney Creek	Outside service provider	2,000
Building - Stoney Creek	Building costs - Costs recovered	(439,452)
Building - Vansickle Rd. St. Catharines	Safety	1,100
Building - Vansickle Rd. St. Catharines	Maintenance supplies	12,504
Building - Vansickle Rd. St. Catharines	General office supplies	2,400
Building - Vansickle Rd. St. Catharines	Small tools	2,000
Building - Vansickle Rd. St. Catharines	Other supplies	2,000
Building - Vansickle Rd. St. Catharines	Repairs and maintenance - Equipment	37,304
Building - Vansickle Rd. St. Catharines	Equipment rental	300
Building - Vansickle Rd. St. Catharines	Utilities	154,000
Building - Vansickle Rd. St. Catharines	Property tax	195,000
Building - Vansickle Rd. St. Catharines	Repairs and maintenance - Building	178,424
Building - Vansickle Rd. St. Catharines	HVAC maintenance	16,125
Building - Vansickle Rd. St. Catharines	Janitorial and landscaping service	47,500
Building - Vansickle Rd. St. Catharines	Security service	25,068
Building - Vansickle Rd. St. Catharines	Insurance - General	9,300
Building - Vansickle Rd. St. Catharines	Consulting	9,997
Building - Vansickle Rd. St. Catharines	Outside service provider	1,425
Building - Vansickle Rd. St. Catharines	Building costs - Costs recovered	(734,400)
Building - Vansickle Rd. St. Catharines	Building costs - Costs allocated in	48,525



2010 Budget - Facilities Business Plan

Cost Centre Description	Account Description	\$
Facilities - General	Salaries	451,906
Facilities - General	Overtime	27,594
Facilities - General	Bonus	8,755
Facilities - General	Direct labour - Work order	77,077
Facilities - General	Direct labour - Work order - Contra	(266,309)
Facilities - General	Direct labour - Work order - Overhead - Contra	(133,154)
Facilities - General	Direct labour - Project (ABC costs)	80,091
Facilities - General	Direct labour - Project (ABC costs) - Contra	(69,125)
Facilities - General	Direct labour - Project (ABC costs) - Overhead - Contra	(38,019)
Facilities - General	Employer payroll taxes	25,238
Facilities - General	Health and medical benefits	43,289
Facilities - General	OMERS	31,170
Facilities - General	Long-term disability	5,819
Facilities - General	EHT	8,812
Facilities - General	Life insurance premiums	1,425
Facilities - General	Other employee compensation	1,180
Facilities - General	WSIB	4,433
Facilities - General	Consulting	250,000
Facilities - General	PC services costs - Costs allocated in	46,691
Facilities - General	Business applications - Costs allocated in	63,745
Facilities - General	Cyber security - Costs allocated in	6,682
Building - John St. Hamilton	Direct labour - Work order	211,796
Building - John St. Hamilton	Direct labour - Project (ABC costs)	13,491
Building - John St. Hamilton	Meals and entertainment	250
Building - John St. Hamilton	Training and development	7,500
Building - John St. Hamilton	Subscriptions and memberships	1,500
Building - John St. Hamilton	Fuel	6,500
Building - John St. Hamilton	Safety	7,500
Building - John St. Hamilton	Computer maintenance	350
Building - John St. Hamilton	Maintenance supplies	6,500
Building - John St. Hamilton	General office supplies	3,000
Building - John St. Hamilton	Small tools	2,500
Building - John St. Hamilton	Other supplies	9,000
Building - John St. Hamilton	Repairs and maintenance - Equipment	8,150
Building - John St. Hamilton	Equipment rental	1,000
Building - John St. Hamilton	Utilities	282,949
Building - John St. Hamilton	Property tax	132,606
Building - John St. Hamilton	Repairs and maintenance - Building	83,593
Building - John St. Hamilton	HVAC maintenance	37,500
Building - John St. Hamilton	Security service	8,700
Building - John St. Hamilton	Insurance - General	25,000
Building - John St. Hamilton	Cellular and pager	6,500
Building - John St. Hamilton	Consulting	16,500
Building - John St. Hamilton	Outside service provider	700
Building - John St. Hamilton	Service agreements	262,703
Building - John St. Hamilton	Dues and subscriptions	1,100
Building - John St. Hamilton	Building costs - Costs recovered	(1,136,889)
Building - John St. Hamilton	Building costs - Costs allocated in	153,345
Building - Nebo Rd. Hamilton	Direct labour - Work order	51,143
Building - Nebo Rd. Hamilton	Direct labour - Project (ABC costs)	6,781
Building - Nebo Rd. Hamilton	Direct work order charges - Vehicles used	8,330
Building - Nebo Rd. Hamilton	Computer maintenance	300
Building - Nebo Rd. Hamilton	Maintenance supplies	7,500
Building - Nebo Rd. Hamilton	General office supplies	2,000
Building - Nebo Rd. Hamilton	Small tools	1,000
Building - Nebo Rd. Hamilton	Other supplies	11,000
Building - Nebo Rd. Hamilton	Repairs and maintenance - Equipment	6,500
Building - Nebo Rd. Hamilton	Equipment rental	2,000

2010 Budget - Facilities Business Plan

Cost Centre Description	Account Description	\$
Building - Nebo Rd. Hamilton	Utilities	130,842
Building - Nebo Rd. Hamilton	Property tax	184,276
Building - Nebo Rd. Hamilton	Repairs and maintenance - Building	94,500
Building - Nebo Rd. Hamilton	HVAC maintenance	50,000
Building - Nebo Rd. Hamilton	Janitorial and landscaping service	80,840
Building - Nebo Rd. Hamilton	Security service	25,586
Building - Nebo Rd. Hamilton	Insurance - General	30,000
Building - Nebo Rd. Hamilton	Consulting	8,000
Building - Nebo Rd. Hamilton	Service agreements	74,853
Building - Nebo Rd. Hamilton	Regulatory costs	1,393
Building - Nebo Rd. Hamilton	Building costs - Costs recovered	(776,845)
Building - Stoney Creek	Direct labour - Work order	34,547
Building - Stoney Creek	Direct labour - Project (ABC costs)	4,069
Building - Stoney Creek	Direct work order charges - Vehicles used	10,766
Building - Stoney Creek	Safety	500
Building - Stoney Creek	Maintenance supplies	12,500
Building - Stoney Creek	Small tools	500
Building - Stoney Creek	Other supplies	5,000
Building - Stoney Creek	Repairs and maintenance - Equipment	4,000
Building - Stoney Creek	Equipment rental	1,000
Building - Stoney Creek	Utilities	85,000
Building - Stoney Creek	Property tax	88,937
Building - Stoney Creek	Repairs and maintenance - Building	92,285
Building - Stoney Creek	HVAC maintenance	18,566
Building - Stoney Creek	Janitorial and landscaping service	47,405
Building - Stoney Creek	Security service	26,501
Building - Stoney Creek	Insurance - General	10,000
Building - Stoney Creek	Consulting	6,000
Building - Stoney Creek	Service agreements	28,652
Building - Stoney Creek	Building costs - Costs recovered	(476,228)
Building - Vansickle Rd. St. Catharines	Direct labour - Work order	24,900
Building - Vansickle Rd. St. Catharines	Direct labour - Project (ABC costs)	2,713
Building - Vansickle Rd. St. Catharines	Direct work order charges - Vehicles used	3,318
Building - Vansickle Rd. St. Catharines	Safety	1,000
Building - Vansickle Rd. St. Catharines	Maintenance supplies	10,000
Building - Vansickle Rd. St. Catharines	Small tools	2,000
Building - Vansickle Rd. St. Catharines	Other supplies	5,000
Building - Vansickle Rd. St. Catharines	Repairs and maintenance - Equipment	11,093
Building - Vansickle Rd. St. Catharines	Equipment rental	1,000
Building - Vansickle Rd. St. Catharines	Utilities	129,000
Building - Vansickle Rd. St. Catharines	Property tax	193,060
Building - Vansickle Rd. St. Catharines	Repairs and maintenance - Building	102,245
Building - Vansickle Rd. St. Catharines	HVAC maintenance	25,034
Building - Vansickle Rd. St. Catharines	Janitorial and landscaping service	68,615
Building - Vansickle Rd. St. Catharines	Security service	26,436
Building - Vansickle Rd. St. Catharines	Insurance - General	10,000
Building - Vansickle Rd. St. Catharines	Consulting	10,000
Building - Vansickle Rd. St. Catharines	Service agreements	31,794
Building - Vansickle Rd. St. Catharines	Building costs - Costs recovered	(657,207)
Building - Vansickle Rd. St. Catharines	Building costs - Costs allocated in	43,428

2011 Budget - Facilities Business Plan

Cost Centre Description	Account Description	\$
Facilities - General	Salaries	449,534
Facilities - General	Overtime	10,575
Facilities - General	Bonus	9,057
Facilities - General	Direct labour - Work order	162,434
Facilities - General	Direct labour - Work order - Contra	(279,863)
Facilities - General	Direct labour - Project (ABC costs)	131,200
Facilities - General	Direct labour - Project (ABC costs) - Contra	(131,200)
Facilities - General	Employer payroll taxes	24,162
Facilities - General	Health and medical benefits	41,295
Facilities - General	OMERS	33,703
Facilities - General	Long-term disability	6,252
Facilities - General	EHT	8,943
Facilities - General	Life insurance premiums	1,564
Facilities - General	Other employee compensation	1,070
Facilities - General	WSIB	4,379
Facilities - General	PC services costs - Costs allocated in	55,258
Facilities - General	Cyber security - Costs allocated in	17,577
Building - John St. Hamilton	Salaries	12,500
Building - John St. Hamilton	Direct labour - Work order	70,137
Building - John St. Hamilton	Employer payroll taxes	643
Building - John St. Hamilton	EHT	244
Building - John St. Hamilton	Meals and entertainment	250
Building - John St. Hamilton	WSIB	126
Building - John St. Hamilton	Cellular and pager	4,000
Building - John St. Hamilton	Consulting	5,000
Building - John St. Hamilton	Training and development	11,000
Building - John St. Hamilton	Subscriptions and memberships	1,500
Building - John St. Hamilton	Safety	3,000
Building - John St. Hamilton	Maintenance supplies	7,500
Building - John St. Hamilton	General office supplies	6,000
Building - John St. Hamilton	Small tools	3,000
Building - John St. Hamilton	Other supplies	10,000
Building - John St. Hamilton	Repairs and maintenance - Equipment	25,000
Building - John St. Hamilton	Utilities	294,266
Building - John St. Hamilton	Property tax	135,000
Building - John St. Hamilton	Repairs and maintenance - Building	94,000
Building - John St. Hamilton	HVAC maintenance	40,000
Building - John St. Hamilton	Service agreements	299,830
Building - John St. Hamilton	Building costs - Costs recovered	(1,022,996)
Building - John St. Hamilton	Building costs - Costs allocated in	138,105
Building - Nebo Rd. Hamilton	Direct labour - Work order	9,480
Building - Nebo Rd. Hamilton	Direct work order charges - Vehicles used	3,767
Building - Nebo Rd. Hamilton	Consulting	5,000
Building - Nebo Rd. Hamilton	Maintenance supplies	7,500
Building - Nebo Rd. Hamilton	General office supplies	2,500
Building - Nebo Rd. Hamilton	Small tools	1,000
Building - Nebo Rd. Hamilton	Other supplies	10,000
Building - Nebo Rd. Hamilton	Repairs and maintenance - Equipment	8,000
Building - Nebo Rd. Hamilton	Utilities	135,000
Building - Nebo Rd. Hamilton	Property tax	131,000
Building - Nebo Rd. Hamilton	Repairs and maintenance - Building	175,000
Building - Nebo Rd. Hamilton	HVAC maintenance	50,000
Building - Nebo Rd. Hamilton	Janitorial and landscaping service	40,000
Building - Nebo Rd. Hamilton	Security service	30,000
Building - Nebo Rd. Hamilton	Insurance - Property	49,000
Building - Nebo Rd. Hamilton	Service agreements	49,300
Building - Nebo Rd. Hamilton	Building costs - Costs recovered	(706,547)
Building - Stoney Creek	Direct labour - Work order	5,223

2011 Budget - Facilities Business Plan

Cost Centre Description	Account Description	\$
Building - Stoney Creek	Direct work order charges - Vehicles used	3,391
Building - Stoney Creek	Consulting	5,000
Building - Stoney Creek	Maintenance supplies	12,500
Building - Stoney Creek	General office supplies	5,000
Building - Stoney Creek	Small tools	500
Building - Stoney Creek	Other supplies	5,000
Building - Stoney Creek	Repairs and maintenance - Equipment	7,500
Building - Stoney Creek	Utilities	110,000
Building - Stoney Creek	Property tax	98,000
Building - Stoney Creek	Repairs and maintenance - Building	75,000
Building - Stoney Creek	HVAC maintenance	25,000
Building - Stoney Creek	Janitorial and landscaping service	50,000
Building - Stoney Creek	Security service	30,000
Building - Stoney Creek	Insurance - Property	16,000
Building - Stoney Creek	Service agreements	31,500
Building - Stoney Creek	Building costs - Costs recovered	(479,614)
Building - Vansickle Rd. St. Catharines	Direct labour - Work order	27,213
Building - Vansickle Rd. St. Catharines	Direct work order charges - Vehicles used	10,603
Building - Vansickle Rd. St. Catharines	Consulting	5,000
Building - Vansickle Rd. St. Catharines	PC services costs - Costs allocated in	4,677
Building - Vansickle Rd. St. Catharines	Cyber security - Costs allocated in	1,478
Building - Vansickle Rd. St. Catharines	General office supplies	5,000
Building - Vansickle Rd. St. Catharines	Other supplies	7,500
Building - Vansickle Rd. St. Catharines	Repairs and maintenance - Equipment	22,000
Building - Vansickle Rd. St. Catharines	Utilities	135,450
Building - Vansickle Rd. St. Catharines	Property tax	202,800
Building - Vansickle Rd. St. Catharines	Repairs and maintenance - Building	105,000
Building - Vansickle Rd. St. Catharines	HVAC maintenance	25,000
Building - Vansickle Rd. St. Catharines	Janitorial and landscaping service	71,350
Building - Vansickle Rd. St. Catharines	Security service	27,493
Building - Vansickle Rd. St. Catharines	Insurance - Property	22,000
Building - Vansickle Rd. St. Catharines	Service agreements	28,745
Building - Vansickle Rd. St. Catharines	Building costs - Costs recovered	(701,309)
Building - Vansickle Rd. St. Catharines	Building costs - Costs allocated in	46,286
Building - Substations	Direct labour - Work order	5,376
Building - Substations	Direct labour - Work order - Contra	(5,376)
Building - Substations	Direct work order charges - Vehicles used	3,358
Building - Substations	Other supplies	5,000
Building - Substations	Utilities	211,848
Building - Substations	Property tax	270,249
Building - Substations	Repairs and maintenance - Building	132,500
Building - Substations	HVAC maintenance	20,000
Building - Substations	Janitorial and landscaping service	43,000
Building - Substations	Security service	15,000

**HORIZON UTILITIES CORPORATION (“HORIZON UTILITIES”)  
RESPONSES TO  
CONSUMERS COUNCIL OF CANADA INTERROGATORIES**

**DELIVERED January 24<sup>th</sup>, 2011**

**Question 16**

**Reference:** Ex. 1/T2/S2 Appendix 1-9

Please provide a detailed budget including all elements of the 2008, 2009, 2010 and 2011 Finance Business Plan.

**Response:**

Please see response on following pages.

2008 Budget - Finance Business Plan

Cost Centre Description	Account Description	\$
Financial Services	Salaries	881,569
Financial Services	Bonus	50,308
Financial Services	Overtime and vacation payout	17,692
Financial Services	Health and medical benefits	94,670
Financial Services	OMERS	74,511
Financial Services	Long-term disability	7,740
Financial Services	EHT	18,524
Financial Services	Life insurance premiums	3,198
Financial Services	Employee future benefits	150,240
Financial Services	Retiree benefits	511,212
Financial Services	Travel and accommodations	2,000
Financial Services	Mileage	600
Financial Services	Meals and entertainment	9,700
Financial Services	Training and development	92,000
Financial Services	Computer maintenance	75,000
Financial Services	Software license and maintenance	265,000
Financial Services	General office supplies	27,000
Financial Services	Other supplies	600
Financial Services	WSIB	8,018
Financial Services	Cellular and pager	6,840
Financial Services	Freight postage and delivery	9,450
Financial Services	Legal fees	195,000
Financial Services	Auditing fees	64,870
Financial Services	Consulting	482,370
Financial Services	Outside service provider	17,400
Financial Services	Bank charges	120,000
Financial Services	Bad debts	150,000
Financial Services	Collection agency fees	13,600
Financial Services	Dues and subscriptions	4,300
Financial Services	Promotions	1,200
Financial Services	Miscellaneous expense	146,525
Financial Services	Building costs - Costs recovered	495,330
Financial Services	PC services costs - Costs recovered	546,183

# 2009 Budget - Finance Business Plan

Cost Centre Description	Account Description	\$
Financial Services	Salaries	1,031,487
Financial Services	Contract labour	41,300
Financial Services	Bonus	49,328
Financial Services	Overtime and vacation payout	39,222
Financial Services	Employer payroll taxes	35,370
Financial Services	Health and medical benefits	56,821
Financial Services	OMERS	88,870
Financial Services	Long-term disability	12,408
Financial Services	EHT	21,962
Financial Services	Life insurance premiums	3,603
Financial Services	Employee future benefits	128,100
Financial Services	Retiree benefits	389,200
Financial Services	Travel and accommodations	4,400
Financial Services	Mileage	240
Financial Services	Meals and entertainment	4,300
Financial Services	Training and development	18,000
Financial Services	General office supplies	24,000
Financial Services	WSIB	8,854
Financial Services	Cellular and pager	2,400
Financial Services	Freight postage and delivery	12,000
Financial Services	Legal fees	62,000
Financial Services	Auditing fees	85,000
Financial Services	Consulting	101,600
Financial Services	Outside service provider	18,000
Financial Services	Bank charges	114,000
Financial Services	Bad debts	75,000
Financial Services	Collection agency fees	13,600
Financial Services	Dues and subscriptions	7,000
Financial Services	Promotions	6,000
Financial Services	Building costs - Costs allocated in	458,815
Financial Services	PC services costs - Costs allocated in	47,048
Financial Services	Business applications - Costs allocated in	261,459

2010 Budget - Finance Business Plan

Cost Centre Description	Account Description	\$
Financial Services	Salaries	1,261,477
Financial Services	Bonus	109,111
Financial Services	Direct labour - Work order	599,963
Financial Services	Direct labour - Work order - Contra	(399,975)
Financial Services	Direct labour - Work order - Overhead - Contra	(199,988)
Financial Services	Direct labour - Project (ABC costs)	1,104,726
Financial Services	Direct labour - Project (ABC costs) - Contra	(700,667)
Financial Services	Direct labour - Project (ABC costs) - Overhead - Contra	(404,059)
Financial Services	Employer payroll taxes	52,403
Financial Services	Health and medical benefits	77,958
Financial Services	OMERS	97,167
Financial Services	Long-term disability	16,580
Financial Services	EHT	24,599
Financial Services	Life insurance premiums	5,169
Financial Services	Employee future benefits	(37,057)
Financial Services	Retiree benefits	488,060
Financial Services	Travel and accommodations	5,200
Financial Services	Meals and entertainment	2,400
Financial Services	Recruiting	25,000
Financial Services	Training and development	23,600
Financial Services	Subscriptions and memberships	2,700
Financial Services	General office supplies	19,200
Financial Services	WSIB	10,506
Financial Services	Cellular and pager	4,800
Financial Services	Freight postage and delivery	6,000
Financial Services	Legal fees	5,000
Financial Services	Auditing fees	90,000
Financial Services	Consulting	25,000
Financial Services	Outside service provider	12,000
Financial Services	Bank charges	120,000
Financial Services	Bad debts	75,000
Financial Services	Dues and subscriptions	4,400
Financial Services	Employee promotions	1,000
Financial Services	Miscellaneous expense	(468,252)
Financial Services	Building costs - Costs allocated in	309,288
Financial Services	PC services costs - Costs allocated in	93,371
Financial Services	Business projects - Costs allocated in	196,334
Financial Services	Business applications - Costs allocated in	127,492
Financial Services	Cyber security - Costs allocated in	13,363
Financial Services	Building costs - Costs allocated in	26,331



2011 Budget - Finance Business Plan

Cost Centre Description	Account Description	\$
Financial Services	Salaries	1,478,715
Financial Services	Bonus	125,882
Financial Services	Direct labour - Work order	661,800
Financial Services	Direct labour - Work order - Contra	(661,800)
Financial Services	Direct labour - Project (ABC costs)	1,509,589
Financial Services	Direct labour - Project (ABC costs) - Contra	(1,509,589)
Financial Services	Employer payroll taxes	62,695
Financial Services	Health and medical benefits	93,738
Financial Services	OMERS	127,066
Financial Services	Long-term disability	20,272
Financial Services	EHT	31,290
Financial Services	Life insurance premiums	6,565
Financial Services	Travel and accommodations	5,356
Financial Services	Meals and entertainment	4,060
Financial Services	Computer maintenance	46,350
Financial Services	WSIB	12,427
Financial Services	Cellular and pager	7,416
Financial Services	Consulting	231,750
Financial Services	Outside service provider	24,720
Financial Services	PC services costs - Costs allocated in	64,439
Financial Services	Cyber security - Costs allocated in	20,479
Financial Services	Employee future benefits	(38,110)
Financial Services	Retiree benefits	502,640
Financial Services	Recruiting	20,600
Financial Services	Training and development	45,840
Financial Services	Subscriptions and memberships	2,163
Financial Services	General office supplies	19,776
Financial Services	Freight postage and delivery	6,180
Financial Services	Auditing fees	92,700
Financial Services	Bank charges	123,600
Financial Services	Bad debts	75,000
Financial Services	Dues and subscriptions	8,107
Financial Services	Employee promotions	2,000
Financial Services	Building costs - Costs allocated in	306,307
Financial Services	Business projects - Costs allocated in	450,017

**HORIZON UTILITIES CORPORATION (“HORIZON UTILITIES”)  
RESPONSES TO  
CONSUMERS COUNCIL OF CANADA INTERROGATORIES**

**DELIVERED January 24<sup>th</sup>, 2011**

**Question 18**

**Reference:** Ex. 1/T2/S2 Appendix 1-9

Please provide a detailed budget including all elements of the 2008, 2009, 2010 and 2011 HR Business Plan.

**Response:**

Please see response on following pages.

2008 Budget - HR Business Plan

Cost Centre Description	Account Description	\$
Human Resources	Salaries	477,763
Human Resources	Bonus	52,106
Human Resources	Health and medical benefits	50,512
Human Resources	OMERS	40,853
Human Resources	Long-term disability	5,202
Human Resources	EHT	10,338
Human Resources	Life insurance premiums	2,130
Human Resources	Other employee compensation	13,746
Human Resources	Travel and accommodations	3,204
Human Resources	Mileage	6,000
Human Resources	Meals and entertainment	8,400
Human Resources	Recruiting	90,000
Human Resources	Training and development	150,492
Human Resources	Computer maintenance	600
Human Resources	General office supplies	15,000
Human Resources	WSIB	4,587
Human Resources	Cellular and pager	5,400
Human Resources	Freight postage and delivery	1,200
Human Resources	Legal fees	80,000
Human Resources	Consulting	20,004
Human Resources	Other professional service	17,004
Human Resources	Joint use	90,003
Human Resources	Dues and subscriptions	3,298
Human Resources	Advertising	30,000
Human Resources	Promotions	6,000
Human Resources	Miscellaneous expense	2,400
Human Resources	PC services costs - Costs recovered	40,448

2009 Budget - HR Business Plan

Cost Centre Description	Account Description	\$
Human Resources	Salaries	622,178
Human Resources	Bonus	16,253
Human Resources	Employer payroll taxes	24,590
Human Resources	Health and medical benefits	39,840
Human Resources	OMERS	47,962
Human Resources	Long-term disability	6,093
Human Resources	EHT	12,449
Human Resources	Life insurance premiums	2,405
Human Resources	Travel and accommodations	3,204
Human Resources	Mileage	7,500
Human Resources	Meals and entertainment	8,750
Human Resources	Recruiting	215,000
Human Resources	Training and development	256,000
Human Resources	General office supplies	15,000
Human Resources	WSIB	5,572
Human Resources	Cellular and pager	5,500
Human Resources	Freight postage and delivery	1,200
Human Resources	Legal fees	80,000
Human Resources	Consulting	55,000
Human Resources	Other professional service	17,000
Human Resources	Joint use	90,000
Human Resources	Dues and subscriptions	3,000
Human Resources	Advertising	30,000
Human Resources	Promotions	6,000
Human Resources	Miscellaneous expense	3,000
Human Resources	PC services costs - Costs allocated in	23,524
Human Resources	Business applications - Costs allocated in	112,380

2010 Budget - HR Business Plan

Cost Centre Description	Account Description	\$
Human Resources	Salaries	778,813
Human Resources	Bonus	60,330
Human Resources	Direct labour - Project (ABC costs)	971,815
Human Resources	Direct labour - Project (ABC costs) - Contra	(626,978)
Human Resources	Direct labour - Project (ABC costs) - Overhead - Contra	(344,838)
Human Resources	Employer payroll taxes	38,060
Human Resources	Health and medical benefits	45,491
Human Resources	OMERS	52,097
Human Resources	Long-term disability	9,165
Human Resources	EHT	15,187
Human Resources	Life insurance premiums	3,293
Human Resources	Vacation and holidays	976
Human Resources	Travel and accommodations	13,500
Human Resources	Meals and entertainment	12,000
Human Resources	Recruiting	135,600
Human Resources	Training and development	139,500
Human Resources	Subscriptions and memberships	5,500
Human Resources	General office supplies	13,000
Human Resources	WSIB	7,023
Human Resources	Cellular and pager	5,500
Human Resources	Freight postage and delivery	1,224
Human Resources	Legal fees	80,000
Human Resources	Consulting	20,000
Human Resources	Outside service provider	178,340
Human Resources	Employee promotions	3,000
Human Resources	PC services costs - Costs allocated in	57,119
Human Resources	Business projects - Costs allocated in	78,536
Human Resources	Business applications - Costs allocated in	77,934
Human Resources	Cyber security - Costs allocated in	8,173

2011 Budget - HR Business Plan

Cost Centre Description	Account Description	\$
Human Resources	Salaries	746,427
Human Resources	Bonus	65,257
Human Resources	Direct labour - Work order	7,400
Human Resources	Direct labour - Work order - Contra	(7,400)
Human Resources	Direct labour - Project (ABC costs)	1,045,016
Human Resources	Direct labour - Project (ABC costs) - Contra	(1,045,016)
Human Resources	Employer payroll taxes	33,797
Human Resources	Health and medical benefits	49,143
Human Resources	OMERS	63,800
Human Resources	Long-term disability	10,501
Human Resources	EHT	15,828
Human Resources	Life insurance premiums	3,821
Human Resources	Travel and accommodations	15,000
Human Resources	Mileage	7,500
Human Resources	Meals and entertainment	14,000
Human Resources	WSIB	6,478
Human Resources	Cellular and pager	5,500
Human Resources	Legal fees	115,000
Human Resources	Consulting	65,000
Human Resources	Outside service provider	145,000
Human Resources	PC services costs - Costs allocated in	55,258
Human Resources	Cyber security - Costs allocated in	17,577
Human Resources	Recruiting	200,000
Human Resources	Training and development	108,500
Human Resources	Subscriptions and memberships	5,500
Human Resources	General office supplies	13,000
Human Resources	Freight postage and delivery	1,224
Human Resources	Advertising	60,000
Human Resources	Employee promotions	3,000
Human Resources	Business projects - Costs allocated in	180,007

**HORIZON UTILITIES CORPORATION (“HORIZON UTILITIES”)  
RESPONSES TO  
CONSUMERS COUNCIL OF CANADA INTERROGATORIES**

**DELIVERED January 24<sup>th</sup>, 2011**

**Question 19**

**Reference:** Ex. 1/T2/S2 Appendix 1-9

Please provide a detailed budget including all elements of the 2008, 2009, 2010 and 2011 IST Business Plan.

**Response:**

Please see response on following pages.

2008 Budget - IST Business Plan

Cost Centre Description	Account Description	\$
Business Applications	Salaries	665,475
Business Applications	Bonus	64,638
Business Applications	Overtime and vacation payout	23,062
Business Applications	Health and medical benefits	70,596
Business Applications	OMERS	59,389
Business Applications	Long-term disability	6,636
Business Applications	EHT	14,673
Business Applications	Life insurance premiums	2,874
Business Applications	Travel and accommodations	24,000
Business Applications	Mileage	1,800
Business Applications	Meals and entertainment	3,600
Business Applications	Training and development	60,000
Business Applications	Computer maintenance	5,300
Business Applications	Internet services	4,800
Business Applications	Software license and maintenance	365,744
Business Applications	Maintenance supplies	200
Business Applications	General office supplies	3,600
Business Applications	Other supplies	3,600
Business Applications	WSIB	6,382
Business Applications	Cellular and pager	2,040
Business Applications	Freight postage and delivery	350
Business Applications	Consulting	50,000
Business Applications	Outside service provider	182,010
Business Applications	Dues and subscriptions	1,800
Business Applications	Miscellaneous expense	1,200
Business Applications	PC services costs - Costs recovered	(1,623,769)
PC Services	Computer maintenance	115,776
PC Services	Internet services	720,832
PC Services	General office supplies	84,000
PC Services	Repairs and maintenance - Building	2,400
PC Services	Telephone	240,330
PC Services	Freight postage and delivery	600
PC Services	Consulting	104,000
PC Services	PC services costs - Costs recovered	(1,267,938)



2009 Budget - IST Business Plan

Cost Centre Description	Account Description	\$
Business Applications	Salaries	1,138,022
Business Applications	Bonus	91,281
Business Applications	Overtime and vacation payout	48,163
Business Applications	Employer payroll taxes	40,715
Business Applications	Health and medical benefits	67,089
Business Applications	OMERS	100,969
Business Applications	Long-term disability	12,473
Business Applications	EHT	24,911
Business Applications	Life insurance premiums	4,518
Business Applications	Travel and accommodations	24,000
Business Applications	Mileage	2,400
Business Applications	Meals and entertainment	4,800
Business Applications	Training and development	50,000
Business Applications	Computer maintenance	22,300
Business Applications	Internet services	7,000
Business Applications	Software license and maintenance	609,514
Business Applications	Maintenance supplies	360
Business Applications	General office supplies	10,600
Business Applications	Other supplies	4,200
Business Applications	WSIB	10,603
Business Applications	Cellular and pager	7,800
Business Applications	Freight postage and delivery	350
Business Applications	Consulting	50,000
Business Applications	Outside service provider	273,000
Business Applications	Dues and subscriptions	1,800
Business Applications	Miscellaneous expense	2,400
Business Applications	Business applications - Costs recovered	(2,772,239)
Business Applications	PC services costs - Costs allocated in	197,012
Business Applications	Business applications - Costs allocated in	306,881
PC Services	Computer maintenance	136,980
PC Services	Internet services	695,628
PC Services	General office supplies	84,000
PC Services	Repairs and maintenance - Building	2,400
PC Services	WSIB	1,260
PC Services	Telephone	279,644
PC Services	Freight postage and delivery	600
PC Services	Consulting	108,000
PC Services	PC services costs - Costs recovered	(1,485,015)

2010 Budget - IST Business Plan

Cost Centre Description	Account Description	\$
Business Applications	Salaries	656,844
Business Applications	Overtime	2,418
Business Applications	Bonus	56,807
Business Applications	Direct labour - Work order	373,028
Business Applications	Direct labour - Work order - Contra	(248,686)
Business Applications	Direct labour - Work order - Overhead - Contra	(124,343)
Business Applications	Direct labour - Project (ABC costs)	484,399
Business Applications	Direct labour - Project (ABC costs) - Contra	(312,515)
Business Applications	Direct labour - Project (ABC costs) - Overhead - Contra	(171,883)
Business Applications	Employer payroll taxes	27,656
Business Applications	Health and medical benefits	43,289
Business Applications	OMERS	51,489
Business Applications	Long-term disability	8,867
Business Applications	EHT	12,808
Business Applications	Life insurance premiums	3,072
Business Applications	Vacation and holidays	11,118
Business Applications	Travel and accommodations	30,000
Business Applications	Meals and entertainment	5,000
Business Applications	Training and development	50,000
Business Applications	Subscriptions and memberships	1,800
Business Applications	Computer maintenance	358,611
Business Applications	Internet services	7,000
Business Applications	Software license and maintenance	269,860
Business Applications	Maintenance supplies	360
Business Applications	General office supplies	7,000
Business Applications	Other supplies	5,000
Business Applications	WSIB	5,824
Business Applications	Cellular and pager	12,000
Business Applications	Freight postage and delivery	350
Business Applications	Consulting	150,000
Business Applications	Outside service provider	182,000
Business Applications	Other professional service	40,000
Business Applications	Business applications - Costs recovered	(2,117,825)
Business Applications	PC services costs - Costs allocated in	103,799
Business Applications	Cyber security - Costs allocated in	14,851
PC Services	Salaries	494,089
PC Services	Overtime	33,982
PC Services	Bonus	30,887
PC Services	Direct labour - Work order	158,223
PC Services	Direct labour - Work order - Contra	(105,482)
PC Services	Direct labour - Work order - Overhead - Contra	(52,741)
PC Services	Direct labour - Project (ABC costs)	512,875
PC Services	Direct labour - Project (ABC costs) - Contra	(330,887)
PC Services	Direct labour - Project (ABC costs) - Overhead - Contra	(181,988)
PC Services	Employer payroll taxes	24,199
PC Services	Health and medical benefits	34,669
PC Services	OMERS	37,230
PC Services	Long-term disability	6,670
PC Services	EHT	9,635
PC Services	Life insurance premiums	2,074

2010 Budget - IST Business Plan

Cost Centre Description	Account Description	\$
PC Services	Other employee compensation	220
PC Services	Travel and accommodations	10,000
PC Services	Meals and entertainment	3,000
PC Services	Training and development	25,000
PC Services	Computer maintenance	176,700
PC Services	Internet services	373,400
PC Services	General office supplies	96,000
PC Services	Other supplies	3,600
PC Services	WSIB	4,693
PC Services	Telephone	203,000
PC Services	Cellular and pager	10,000
PC Services	Wireless communications	11,500
PC Services	Consulting	65,000
PC Services	PC services costs - Costs recovered	(1,655,549)
Business Projects	Salaries	305,781
Business Projects	Bonus	26,951
Business Projects	Direct labour - Project (ABC costs)	382,526
Business Projects	Direct labour - Project (ABC costs) - Contra	(246,791)
Business Projects	Direct labour - Project (ABC costs) - Overhead - Contra	(135,735)
Business Projects	Employer payroll taxes	13,828
Business Projects	Health and medical benefits	21,645
Business Projects	OMERS	23,548
Business Projects	Long-term disability	4,128
Business Projects	EHT	5,963
Business Projects	Life insurance premiums	1,483
Business Projects	Travel and accommodations	6,000
Business Projects	Meals and entertainment	1,000
Business Projects	Training and development	15,000
Business Projects	Software license and maintenance	100,000
Business Projects	General office supplies	5,000
Business Projects	WSIB	2,972
Business Projects	Consulting	200,000
Business Projects	Business projects - Costs recovered	(785,338)
Business Projects	PC services costs - Costs allocated in	20,699
Business Projects	Business applications - Costs allocated in	28,378
Business Projects	Cyber security - Costs allocated in	2,961
Cyber Security	Salaries	68,750
Cyber Security	Bonus	17,500
Cyber Security	Direct labour - Project (ABC costs)	106,140
Cyber Security	Direct labour - Project (ABC costs) - Contra	(68,477)
Cyber Security	Direct labour - Project (ABC costs) - Overhead - Contra	(37,663)
Cyber Security	Employer payroll taxes	4,595
Cyber Security	OMERS	4,522
Cyber Security	Long-term disability	6,480
Cyber Security	EHT	1,341
Cyber Security	Life insurance premiums	334
Cyber Security	Travel and accommodations	6,000
Cyber Security	Meals and entertainment	1,500
Cyber Security	Training and development	10,000
Cyber Security	Subscriptions and memberships	1,800

2010 Budget - IST Business Plan

Cost Centre Description	Account Description	\$
Cyber Security	Software license and maintenance	30,000
Cyber Security	General office supplies	1,500
Cyber Security	WSIB	694
Cyber Security	Cellular and pager	1,400
Cyber Security	Freight postage and delivery	500
Cyber Security	Consulting	30,000
Cyber Security	Outside service provider	50,000
Cyber Security	Cyber security - Costs recovered	(236,916)

2011 Budget - IST Business Plan

Cost Centre Description	Account Description	\$
Business Applications	Salaries	533,566
Business Applications	Overtime	16,171
Business Applications	Bonus	37,854
Business Applications	Direct labour - Work order	397,606
Business Applications	Direct labour - Work order - Contra	(397,606)
Business Applications	Direct labour - Project (ABC costs)	109,020
Business Applications	Direct labour - Project (ABC costs) - Contra	(109,020)
Business Applications	Employer payroll taxes	24,339
Business Applications	Health and medical benefits	39,021
Business Applications	OMERS	44,875
Business Applications	Long-term disability	7,567
Business Applications	EHT	11,180
Business Applications	Life insurance premiums	2,628
Business Applications	Vacation and holidays	5,186
Business Applications	Travel and accommodations	24,000
Business Applications	Mileage	2,400
Business Applications	Meals and entertainment	5,000
Business Applications	Computer maintenance	456,840
Business Applications	Software license and maintenance	269,827
Business Applications	WSIB	5,075
Business Applications	Cellular and pager	6,000
Business Applications	Consulting	150,000
Business Applications	Outside service provider	330,000
Business Applications	PC services costs - Costs allocated in	59,935
Business Applications	Cyber security - Costs allocated in	19,055
Business Applications	Training and development	50,000
Business Applications	Subscriptions and memberships	5,000
Business Applications	Maintenance supplies	400
Business Applications	General office supplies	4,800
Business Applications	Other supplies	5,000
Business Applications	Freight postage and delivery	400
Business Applications	Business applications - Costs recovered	(2,162,998)
Business Applications	IT Director - Costs allocated in	46,879
PC Services	Salaries	429,843
PC Services	Overtime	43,646
PC Services	Bonus	21,277
PC Services	Direct labour - Work order	372,000
PC Services	Direct labour - Work order - Contra	(372,000)
PC Services	Direct labour - Project (ABC costs)	267,360
PC Services	Direct labour - Project (ABC costs) - Contra	(267,360)
PC Services	Employer payroll taxes	21,184
PC Services	Health and medical benefits	26,846
PC Services	OMERS	33,894
PC Services	Long-term disability	6,008
PC Services	EHT	8,797
PC Services	Life insurance premiums	1,830
PC Services	Other employee compensation	220
PC Services	Travel and accommodations	10,000
PC Services	Computer maintenance	398,653
PC Services	WSIB	4,064

2011 Budget - IST Business Plan

Cost Centre Description	Account Description	\$
PC Services	Telephone	182,900
PC Services	Cellular and pager	10,000
PC Services	Consulting	90,000
PC Services	Training and development	35,000
PC Services	Internet services	259,400
PC Services	General office supplies	98,000
PC Services	Other supplies	3,800
PC Services	PC services costs - Costs recovered	(1,732,240)
PC Services	IT Director - Costs allocated in	46,879
Business projects	Salaries	419,345
Business projects	Overtime	6,673
Business projects	Bonus	30,674
Business projects	Direct labour - Work order	106,500
Business projects	Direct labour - Work order - Contra	(106,500)
Business projects	Direct labour - Project (ABC costs)	511,500
Business projects	Direct labour - Project (ABC costs) - Contra	(511,500)
Business projects	Employer payroll taxes	17,385
Business projects	Health and medical benefits	27,872
Business projects	OMERS	36,029
Business projects	Long-term disability	5,947
Business projects	EHT	8,023
Business projects	Life insurance premiums	2,164
Business projects	Travel and accommodations	12,000
Business projects	Meals and entertainment	1,000
Business projects	Software license and maintenance	106,617
Business projects	WSIB	3,743
Business projects	Cellular and pager	3,600
Business projects	Consulting	142,500
Business projects	PC services costs - Costs allocated in	13,858
Business projects	Business applications - Costs allocated in	865,199
Business projects	Cyber security - Costs allocated in	4,380
Business projects	Training and development	39,180
Business projects	Subscriptions and memberships	2,000
Business projects	General office supplies	5,000
Business projects	Business projects - Costs recovered	(1,800,070)
Business projects	IT Director - Costs allocated in	46,879
Cyber Security	Salaries	199,995
Cyber Security	Bonus	20,000
Cyber Security	Direct labour - Project (ABC costs)	310,500
Cyber Security	Direct labour - Project (ABC costs) - Contra	(310,500)
Cyber Security	Employer payroll taxes	6,954
Cyber Security	Health and medical benefits	11,149
Cyber Security	OMERS	18,337
Cyber Security	Long-term disability	2,836
Cyber Security	EHT	4,290
Cyber Security	Life insurance premiums	1,032
Cyber Security	Travel and accommodations	10,000
Cyber Security	Computer maintenance	40,000
Cyber Security	Software license and maintenance	50,000
Cyber Security	WSIB	1,507

2011 Budget - IST Business Plan

Cost Centre Description	Account Description	\$
Cyber Security	Cellular and pager	2,400
Cyber Security	Consulting	100,000
Cyber Security	PC services costs - Costs allocated in	9,181
Cyber Security	Training and development	20,000
Cyber Security	Subscriptions and memberships	2,000
Cyber Security	General office supplies	1,000
Cyber Security	Cyber security - Costs recovered	(547,559)
Cyber Security	IT Director - Costs allocated in	46,879
IT Engineering Apps	Salaries	202,064
IT Engineering Apps	Bonus	20,206
IT Engineering Apps	Direct labour - Project (ABC costs)	370,100
IT Engineering Apps	Direct labour - Project (ABC costs) - Contra	(370,100)
IT Engineering Apps	Employer payroll taxes	10,431
IT Engineering Apps	Health and medical benefits	16,723
IT Engineering Apps	OMERS	16,931
IT Engineering Apps	Long-term disability	2,866
IT Engineering Apps	EHT	4,334
IT Engineering Apps	Life insurance premiums	1,043
IT Engineering Apps	Travel and accommodations	10,000
IT Engineering Apps	Computer maintenance	51,044
IT Engineering Apps	Software license and maintenance	150,833
IT Engineering Apps	WSIB	1,875
IT Engineering Apps	Cellular and pager	2,700
IT Engineering Apps	Consulting	120,000
IT Engineering Apps	PC services costs - Costs allocated in	13,858
IT Engineering Apps	Cyber security - Costs allocated in	4,380
IT Engineering Apps	Training and development	16,000
IT Engineering Apps	Subscriptions and memberships	2,000
IT Engineering Apps	General office supplies	1,000
IT Engineering Apps	IT Engineering Apps - Costs recovered	(695,167)
IT Engineering Apps	IT Director - Costs allocated in	46,879
IT Director	Salaries	140,160
IT Director	Bonus	20,124
IT Director	Direct labour - Project (ABC costs)	193,500
IT Director	Direct labour - Project (ABC costs) - Contra	(193,500)
IT Director	Employer payroll taxes	3,477
IT Director	Health and medical benefits	5,574
IT Director	OMERS	14,105
IT Director	Long-term disability	1,903
IT Director	EHT	3,126
IT Director	Life insurance premiums	692
IT Director	Travel and accommodations	12,000
IT Director	Meals and entertainment	6,000
IT Director	WSIB	753
IT Director	Cellular and pager	1,080
IT Director	Consulting	15,000
IT Director	Training and development	7,000
IT Director	Subscriptions and memberships	2,500
IT Director	General office supplies	600
IT Director	Freight postage and delivery	300

2011 Budget - IST Business Plan

Cost Centre Description		Account Description	\$
IT Director		IT Director - Costs recovered	(234,394)



**HORIZON UTILITIES CORPORATION (“HORIZON UTILITIES”)  
RESPONSES TO  
CONSUMERS COUNCIL OF CANADA INTERROGATORIES**

**DELIVERED January 24<sup>th</sup>, 2011**

**Question 20**

**Reference:** Ex. 1/T2/S2 Appendix 1-9

Please provide a detailed budget including all elements of the 2008, 2009, 2010 and 2011 Regulatory Business Plan.

**Response:**

Please see response on following pages.

# 2008 Budget - Regulatory Business Plan

Cost Centre Description	Account Description	\$
Regulatory Services	Salaries	501,857
Regulatory Services	Bonus	30,872
Regulatory Services	Overtime and vacation payout	13,646
Regulatory Services	Health and medical benefits	51,658
Regulatory Services	OMERS	43,097
Regulatory Services	Long-term disability	2,892
Regulatory Services	EHT	10,661
Regulatory Services	Life insurance premiums	1,833
Regulatory Services	Travel and accommodations	7,280
Regulatory Services	Mileage	2,636
Regulatory Services	Meals and entertainment	3,644
Regulatory Services	Training and development	11,100
Regulatory Services	Software license and maintenance	27,272
Regulatory Services	General office supplies	1,800
Regulatory Services	WSIB	4,623
Regulatory Services	Cellular and pager	1,200
Regulatory Services	Freight postage and delivery	1,200
Regulatory Services	Legal fees	99,900
Regulatory Services	Consulting	189,000
Regulatory Services	Dues and subscriptions	3,300
Regulatory Services	Regulatory costs	1,016,150
Regulatory Services	Advertising	10,000
Regulatory Services	PC services costs - Costs recovered	118,006

# 2009 Budget - Regulatory Business Plan

Cost Centre Description	Account Description	\$
Regulatory Services	Salaries	515,315
Regulatory Services	Contract labour	250,482
Regulatory Services	Bonus	16,157
Regulatory Services	Overtime and vacation payout	4,668
Regulatory Services	Employer payroll taxes	19,322
Regulatory Services	Health and medical benefits	33,172
Regulatory Services	OMERS	41,257
Regulatory Services	Long-term disability	6,356
Regulatory Services	EHT	10,455
Regulatory Services	Life insurance premiums	1,783
Regulatory Services	Travel and accommodations	3,250
Regulatory Services	Mileage	1,550
Regulatory Services	Meals and entertainment	1,000
Regulatory Services	Training and development	12,850
Regulatory Services	Software license and maintenance	31,260
Regulatory Services	General office supplies	1,800
Regulatory Services	WSIB	4,765
Regulatory Services	Cellular and pager	1,800
Regulatory Services	Freight postage and delivery	1,200
Regulatory Services	Legal fees	200,000
Regulatory Services	Consulting	75,000
Regulatory Services	Dues and subscriptions	8,050
Regulatory Services	Regulatory costs	690,540
Regulatory Services	Advertising	10,000
Regulatory Services	PC services costs - Costs allocated in	38,226
Regulatory Services	Business applications - Costs allocated in	63,342

# 2010 Budget - Regulatory Business Plan

Cost Centre Description	Account Description	\$
Regulatory Services	Salaries	683,659
Regulatory Services	Bonus	73,437
Regulatory Services	Direct labour - Work order	310,828
Regulatory Services	Direct labour - Work order - Contra	(207,219)
Regulatory Services	Direct labour - Work order - Overhead - Contra	(103,609)
Regulatory Services	Direct labour - Project (ABC costs)	573,283
Regulatory Services	Direct labour - Project (ABC costs) - Contra	(358,624)
Regulatory Services	Direct labour - Project (ABC costs) - Overhead - Contra	(214,658)
Regulatory Services	Employer payroll taxes	27,656
Regulatory Services	Health and medical benefits	43,289
Regulatory Services	OMERS	54,090
Regulatory Services	Long-term disability	9,229
Regulatory Services	EHT	13,331
Regulatory Services	Life insurance premiums	2,853
Regulatory Services	Travel and accommodations	15,700
Regulatory Services	Meals and entertainment	1,100
Regulatory Services	Training and development	40,030
Regulatory Services	Subscriptions and memberships	7,000
Regulatory Services	Software license and maintenance	32,823
Regulatory Services	General office supplies	1,800
Regulatory Services	WSIB	5,428
Regulatory Services	Cellular and pager	3,000
Regulatory Services	Freight postage and delivery	1,200
Regulatory Services	Legal fees	400,000
Regulatory Services	Consulting	230,695
Regulatory Services	Regulatory costs	710,600
Regulatory Services	Advertising	10,000
Regulatory Services	PC services costs - Costs allocated in	51,816
Regulatory Services	Business applications - Costs allocated in	70,733
Regulatory Services	Cyber security - Costs allocated in	7,413

# 2011 Budget - Regulatory Business Plan

Cost Centre Description	Account Description	\$
Regulatory Services	Salaries	924,406
Regulatory Services	Bonus	83,354
Regulatory Services	Direct labour - Work order	539,550
Regulatory Services	Direct labour - Work order - Contra	(539,550)
Regulatory Services	Direct labour - Project (ABC costs)	798,644
Regulatory Services	Direct labour - Project (ABC costs) - Contra	(798,644)
Regulatory Services	Employer payroll taxes	38,247
Regulatory Services	Health and medical benefits	61,318
Regulatory Services	OMERS	81,003
Regulatory Services	Long-term disability	12,864
Regulatory Services	EHT	19,651
Regulatory Services	Life insurance premiums	3,914
Regulatory Services	Travel and accommodations	15,700
Regulatory Services	Meals and entertainment	1,100
Regulatory Services	Software license and maintenance	44,000
Regulatory Services	WSIB	7,517
Regulatory Services	Cellular and pager	5,000
Regulatory Services	Legal fees	460,000
Regulatory Services	Consulting	314,000
Regulatory Services	PC services costs - Costs allocated in	41,401
Regulatory Services	Cyber security - Costs allocated in	13,196
Regulatory Services	Training and development	66,030
Regulatory Services	Subscriptions and memberships	7,000
Regulatory Services	General office supplies	1,800
Regulatory Services	Freight postage and delivery	1,300
Regulatory Services	Regulatory costs	710,600
Regulatory Services	Advertising	12,000

**HORIZON UTILITIES CORPORATION (“HORIZON UTILITIES”)  
RESPONSES TO  
CONSUMERS COUNCIL OF CANADA INTERROGATORIES**

**DELIVERED January 24<sup>th</sup>, 2011**

**Question 21**

**Reference:** Ex. 1/T2/S2 Appendix 1-9

Please provide a detailed budget including all elements of the 2008, 2009, 2010 and 2011 Safety Business Plan.

**Response:**

Please see response on following pages

# 2008 Budget - Safety Business Plan

Cost Centre Description	Account Description	\$
Healthy Workplace & Safety	Salaries	167,345
Healthy Workplace & Safety	Bonus	15,832
Healthy Workplace & Safety	Health and medical benefits	16,838
Healthy Workplace & Safety	OMERS	14,037
Healthy Workplace & Safety	Long-term disability	1,764
Healthy Workplace & Safety	EHT	3,576
Healthy Workplace & Safety	Life insurance premiums	372
Healthy Workplace & Safety	Travel and accommodations	3,960
Healthy Workplace & Safety	Meals and entertainment	1,920
Healthy Workplace & Safety	Training and development	24,500
Healthy Workplace & Safety	Safety	52,640
Healthy Workplace & Safety	Software license and maintenance	16,500
Healthy Workplace & Safety	General office supplies	4,900
Healthy Workplace & Safety	Other supplies	3,900
Healthy Workplace & Safety	WSIB	1,541
Healthy Workplace & Safety	Telephone	372
Healthy Workplace & Safety	Cellular and pager	348
Healthy Workplace & Safety	Freight postage and delivery	360
Healthy Workplace & Safety	Consulting	15,400
Healthy Workplace & Safety	Dues and subscriptions	1,800
Healthy Workplace & Safety	Miscellaneous expense	2,400
Healthy Workplace & Safety	PC services costs - Costs recovered	10,535

# 2009 Budget - Safety Business Plan

Cost Centre Description	Account Description	\$
Healthy Workplace & Safety	Salaries	168,988
Healthy Workplace & Safety	Bonus	6,348
Healthy Workplace & Safety	Employer payroll taxes	6,019
Healthy Workplace & Safety	Health and medical benefits	9,478
Healthy Workplace & Safety	OMERS	13,193
Healthy Workplace & Safety	Long-term disability	2,081
Healthy Workplace & Safety	EHT	3,419
Healthy Workplace & Safety	Life insurance premiums	691
Healthy Workplace & Safety	Travel and accommodations	4,000
Healthy Workplace & Safety	Meals and entertainment	1,903
Healthy Workplace & Safety	Training and development	7,179
Healthy Workplace & Safety	Safety	58,360
Healthy Workplace & Safety	General office supplies	9,796
Healthy Workplace & Safety	Other supplies	3,900
Healthy Workplace & Safety	WSIB	1,524
Healthy Workplace & Safety	Telephone	372
Healthy Workplace & Safety	Cellular and pager	348
Healthy Workplace & Safety	Freight postage and delivery	360
Healthy Workplace & Safety	Consulting	94,001
Healthy Workplace & Safety	Dues and subscriptions	1,800
Healthy Workplace & Safety	Miscellaneous expense	2,400
Healthy Workplace & Safety	PC services costs - Costs allocated in	8,821
Healthy Workplace & Safety	Business applications - Costs allocated in	14,617



# 2010 Budget - Safety Business Plan

Cost Centre Description	Account Description	\$
Healthy Workplace & Safety	Salaries	175,874
Healthy Workplace & Safety	Bonus	14,654
Healthy Workplace & Safety	Direct labour - Project (ABC costs)	222,322
Healthy Workplace & Safety	Direct labour - Project (ABC costs) - Contra	(143,433)
Healthy Workplace & Safety	Direct labour - Project (ABC costs) - Overhead - Contra	(78,888)
Healthy Workplace & Safety	Employer payroll taxes	7,463
Healthy Workplace & Safety	Health and medical benefits	10,822
Healthy Workplace & Safety	OMERS	13,119
Healthy Workplace & Safety	Long-term disability	2,251
Healthy Workplace & Safety	EHT	3,430
Healthy Workplace & Safety	Life insurance premiums	809
Healthy Workplace & Safety	Travel and accommodations	8,184
Healthy Workplace & Safety	Training and development	17,500
Healthy Workplace & Safety	Subscriptions and memberships	2,000
Healthy Workplace & Safety	Safety	96,415
Healthy Workplace & Safety	General office supplies	4,000
Healthy Workplace & Safety	Other supplies	4,000
Healthy Workplace & Safety	WSIB	6,599
Healthy Workplace & Safety	Telephone	1,266
Healthy Workplace & Safety	Cellular and pager	357
Healthy Workplace & Safety	Freight postage and delivery	254
Healthy Workplace & Safety	Consulting	71,000
Healthy Workplace & Safety	PC services costs - Costs allocated in	10,428
Healthy Workplace & Safety	Business applications - Costs allocated in	14,189
Healthy Workplace & Safety	Cyber security - Costs allocated in	1,491

2011 Budget - Safety Business Plan

Cost Centre Description	Account Description	\$
Healthy Workplace & Safety	Salaries	195,239
Healthy Workplace & Safety	Bonus	17,442
Healthy Workplace & Safety	Direct labour - Project (ABC costs)	262,500
Healthy Workplace & Safety	Direct labour - Project (ABC costs) - Contra	(262,500)
Healthy Workplace & Safety	Employer payroll taxes	6,954
Healthy Workplace & Safety	Health and medical benefits	11,149
Healthy Workplace & Safety	OMERS	17,619
Healthy Workplace & Safety	Long-term disability	2,769
Healthy Workplace & Safety	EHT	4,147
Healthy Workplace & Safety	Life insurance premiums	1,007
Healthy Workplace & Safety	Travel and accommodations	13,827
Healthy Workplace & Safety	Mileage	250
Healthy Workplace & Safety	WSIB	1,507
Healthy Workplace & Safety	Telephone	600
Healthy Workplace & Safety	Cellular and pager	1,440
Healthy Workplace & Safety	Consulting	70,000
Healthy Workplace & Safety	PC services costs - Costs allocated in	9,181
Healthy Workplace & Safety	Cyber security - Costs allocated in	2,902
Healthy Workplace & Safety	Training and development	13,250
Healthy Workplace & Safety	Subscriptions and memberships	4,225
Healthy Workplace & Safety	Safety	108,710
Healthy Workplace & Safety	General office supplies	10,000
Healthy Workplace & Safety	Freight postage and delivery	500
Healthy Workplace & Safety	Auditing fees	33,000
Healthy Workplace & Safety	Sponsorships	9,100

**HORIZON UTILITIES CORPORATION (“HORIZON UTILITIES”)  
RESPONSES TO  
CONSUMERS COUNCIL OF CANADA INTERROGATORIES**

**DELIVERED January 24<sup>th</sup>, 2011**

**Question 22**

**Reference:** Ex. 1/T2/S2 Appendix 1-9

Please provide a detailed budget including all elements of the 2008, 2009, 2010 and 2011 SCM Business Plan.

**Response:**

Please see response on following pages.

2008 Budget - SCM Business Plan

Cost Centre Description	Account Description	\$
Procurement	Salaries	285,468
Procurement	Bonus	22,401
Procurement	Overtime and vacation payout	3,392
Procurement	Health and medical benefits	32,440
Procurement	OMERS	24,528
Procurement	Long-term disability	2,484
Procurement	EHT	6,073
Procurement	Life insurance premiums	1,188
Procurement	Travel and accommodations	1,000
Procurement	Mileage	1,000
Procurement	Meals and entertainment	1,500
Procurement	Training and development	5,500
Procurement	Safety	1,000
Procurement	General office supplies	3,800
Procurement	WSIB	2,794
Procurement	Cellular and pager	3,600
Procurement	Freight postage and delivery	3,000
Procurement	Dues and subscriptions	2,500
Procurement	Advertising	750
Procurement	Miscellaneous expense	1,000
Procurement	Procurement burden - Costs recovered	(497,914)
Procurement	Building costs - Costs recovered	21,186
Procurement	PC services costs - Costs recovered	71,310
Fleet	Salaries	167,687
Fleet	Bonus	6,740
Fleet	Overtime and vacation payout	3,888
Fleet	Health and medical benefits	23,730
Fleet	OMERS	14,877
Fleet	Long-term disability	936
Fleet	EHT	3,831
Fleet	Life insurance premiums	654
Fleet	Other downtime	40,212
Fleet	Other employee compensation	100
Fleet	Meals and entertainment	2,000
Fleet	Training and development	4,992
Fleet	Vehicle	593,702
Fleet	Safety	5,000
Fleet	Computer maintenance	15,000
Fleet	Internet services	8,000
Fleet	Maintenance supplies	26,400
Fleet	General office supplies	6,500
Fleet	Small tools	5,000
Fleet	Consumables	2,000
Fleet	Other supplies	75,235
Fleet	Repairs and maintenance - Equipment	836,233
Fleet	Repairs and maintenance - Building	934
Fleet	WSIB	1,736
Fleet	Insurance - General	46,000
Fleet	Telephone	5,004
Fleet	Cellular and pager	5,004

2008 Budget - SCM Business Plan

Cost Centre	Account	
Description	Description	\$
Fleet	Freight postage and delivery	46,024
Fleet	Outside service provider	5,000
Fleet	Marketing	934
Fleet	Inventory count adjustments	5,000
Fleet	Miscellaneous expense	16,000
Fleet	Amortization - Stores and fleet	903,456
Fleet	Fleet burden - Costs recovered	(2,979,651)
Fleet	Building costs - Costs recovered	82,237
Fleet	PC services costs - Costs recovered	19,605
Fleet	Salaries	16,844
Fleet	Bonus	1,684
Fleet	Overtime and vacation payout	360
Fleet	Health and medical benefits	600
Fleet	OMERS	36
Fleet	Other downtime	14,008
Fleet	Meals and entertainment	1,000
Fleet	Training and development	4,000
Fleet	Vehicle	143,210
Fleet	Computer maintenance	3,000
Fleet	Maintenance supplies	11,871
Fleet	General office supplies	1,500
Fleet	Small tools	1,000
Fleet	Consumables	1,734
Fleet	Other supplies	29,466
Fleet	Repairs and maintenance - Equipment	296,734
Fleet	Repairs and maintenance - Building	3,467
Fleet	Insurance - General	30,000
Fleet	Telephone	1,000
Fleet	Cellular and pager	3,000
Fleet	Freight postage and delivery	19,004
Fleet	Outside service provider	1,500
Fleet	Marketing	500
Fleet	Inventory count adjustments	5,000
Fleet	Miscellaneous expense	1,934
Fleet	Amortization - Stores and fleet	292,224
Fleet	Fleet burden - Costs recovered	(932,213)
Fleet	Building costs - Costs recovered	47,537
Logistics	Salaries	648,512
Logistics	Bonus	14,417
Logistics	Overtime and vacation payout	13,715
Logistics	Health and medical benefits	79,312
Logistics	OMERS	49,547
Logistics	Long-term disability	1,596
Logistics	EHT	13,166
Logistics	Life insurance premiums	2,002
Logistics	Other downtime	23,567
Logistics	Other employee compensation	1,575
Logistics	Meals and entertainment	1,500
Logistics	Training and development	10,000
Logistics	Maintenance supplies	9,600

2008 Budget - SCM Business Plan

Cost Centre	Account	
Description	Description	\$
Logistics	General office supplies	4,600
Logistics	Other supplies	5,004
Logistics	Repairs and maintenance - Equipment	29,967
Logistics	Repairs and maintenance - Building	11,200
Logistics	WSIB	6,455
Logistics	Telephone	5,000
Logistics	Cellular and pager	2,400
Logistics	Freight postage and delivery	19,257
Logistics	Consulting	6,000
Logistics	Outside service provider	10,000
Logistics	Dues and subscriptions	1,000
Logistics	Inventory value adjustments	5,000
Logistics	Scrap and spoilage	90,533
Logistics	Inventory count adjustments	6,000
Logistics	Inventory obsolescence	50,000
Logistics	Stores burden - Costs recovered	(1,671,124)
Logistics	Building costs - Costs recovered	520,783
Logistics	PC services costs - Costs recovered	29,416
Logistics	Salaries	174,623
Logistics	Overtime and vacation payout	9,240
Logistics	Health and medical benefits	24,330
Logistics	OMERS	13,636
Logistics	Long-term disability	1,308
Logistics	EHT	3,584
Logistics	Life insurance premiums	480
Logistics	Other downtime	6,289
Logistics	Other employee compensation	525
Logistics	Meals and entertainment	1,000
Logistics	Training and development	4,000
Logistics	Maintenance supplies	7,200
Logistics	General office supplies	2,640
Logistics	Other supplies	5,000
Logistics	Repairs and maintenance - Equipment	34,167
Logistics	Repairs and maintenance - Building	3,600
Logistics	WSIB	1,766
Logistics	Telephone	3,000
Logistics	Cellular and pager	2,400
Logistics	Freight postage and delivery	8,700
Logistics	Consulting	20,000
Logistics	Outside service provider	6,000
Logistics	Inventory value adjustments	5,000
Logistics	Scrap and spoilage	75,584
Logistics	Inventory count adjustments	6,000
Logistics	Inventory obsolescence	100,000
Logistics	Stores burden - Costs recovered	(757,966)
Logistics	Building costs - Costs recovered	232,986
Logistics	PC services costs - Costs recovered	4,908
Supply Chain	Salaries	231,874
Supply Chain	Bonus	28,446
Supply Chain	Health and medical benefits	21,318

2008 Budget - SCM Business Plan

Cost Centre Description	Account Description	\$
Supply Chain	OMERS	20,976
Supply Chain	Long-term disability	2,568
Supply Chain	EHT	5,080
Supply Chain	Life insurance premiums	1,056
Supply Chain	Other downtime	1,000
Supply Chain	Travel and accommodations	3,000
Supply Chain	Mileage	2,000
Supply Chain	Meals and entertainment	4,000
Supply Chain	Training and development	7,000
Supply Chain	Safety	1,000
Supply Chain	General office supplies	2,000
Supply Chain	Repairs and maintenance - Equipment	1,000
Supply Chain	WSIB	2,012
Supply Chain	Cellular and pager	3,600
Supply Chain	Freight postage and delivery	3,000
Supply Chain	Dues and subscriptions	1,500
Supply Chain	Advertising	3,000
Supply Chain	Miscellaneous expense	1,000
Supply Chain	PC services costs - Costs recovered	21,076

2009 Budget - SCM Business Plan

Cost Centre	Account	
Description	Description	\$
Procurement	Salaries	363,533
Procurement	Bonus	5,543
Procurement	Overtime and vacation payout	12,581
Procurement	Employer payroll taxes	14,300
Procurement	Health and medical benefits	23,695
Procurement	OMERS	28,647
Procurement	Long-term disability	4,052
Procurement	EHT	7,442
Procurement	Life insurance premiums	1,461
Procurement	Travel and accommodations	5,000
Procurement	Mileage	3,500
Procurement	Meals and entertainment	3,000
Procurement	Training and development	8,000
Procurement	Safety	750
Procurement	General office supplies	3,800
Procurement	WSIB	3,595
Procurement	Cellular and pager	8,000
Procurement	Freight postage and delivery	10,000
Procurement	Legal fees	5,000
Procurement	Dues and subscriptions	3,000
Procurement	Advertising	500
Procurement	Miscellaneous expense	5,000
Procurement	Procurement burden - Costs recovered	(555,760)
Procurement	Building costs - Costs allocated in	19,737
Procurement	PC services costs - Costs allocated in	5,881
Procurement	Business applications - Costs allocated in	9,745
Fleet	Salaries	456,508
Fleet	Bonus	6,026
Fleet	Overtime and vacation payout	45,018
Fleet	Employer payroll taxes	19,322
Fleet	Health and medical benefits	30,362
Fleet	OMERS	38,541
Fleet	Long-term disability	5,917
Fleet	EHT	9,897
Fleet	Life insurance premiums	1,450
Fleet	Other downtime	42,846
Fleet	Other employee compensation	950
Fleet	Meals and entertainment	1,800
Fleet	Training and development	4,800
Fleet	Vehicle	570,000
Fleet	Safety	5,004
Fleet	Computer maintenance	14,004
Fleet	Internet services	8,196
Fleet	Maintenance supplies	24,996
Fleet	General office supplies	6,000
Fleet	Small tools	4,500
Fleet	Consumables	2,052
Fleet	Other supplies	74,796
Fleet	Repairs and maintenance - Equipment	351,720
Fleet	Repairs and maintenance - Building	960



2009 Budget - SCM Business Plan

Cost Centre	Account	
Description	Description	\$
Fleet	WSIB	4,724
Fleet	Insurance - General	47,148
Fleet	Telephone	5,124
Fleet	Cellular and pager	5,124
Fleet	Freight postage and delivery	24,996
Fleet	Outside service provider	5,112
Fleet	Marketing	960
Fleet	Inventory count adjustments	5,112
Fleet	Miscellaneous expense	15,996
Fleet	Amortization - Stores and fleet	965,657
Fleet	Fleet burden - Costs recovered	(2,981,010)
Fleet	Building costs - Costs allocated in	128,513
Fleet	PC services costs - Costs allocated in	17,643
Fleet	Business applications - Costs allocated in	29,235
Fleet	Salaries	67,458
Fleet	Overtime and vacation payout	6,362
Fleet	Employer payroll taxes	2,760
Fleet	Health and medical benefits	4,739
Fleet	OMERS	5,631
Fleet	Long-term disability	866
Fleet	EHT	1,439
Fleet	Life insurance premiums	174
Fleet	Other downtime	16,698
Fleet	Other employee compensation	185
Fleet	Meals and entertainment	1,025
Fleet	Training and development	3,100
Fleet	Vehicle	145,790
Fleet	Computer maintenance	3,075
Fleet	Maintenance supplies	12,167
Fleet	General office supplies	1,537
Fleet	Small tools	1,025
Fleet	Consumables	1,777
Fleet	Other supplies	27,400
Fleet	Repairs and maintenance - Equipment	148,502
Fleet	Repairs and maintenance - Building	2,553
Fleet	WSIB	725
Fleet	Insurance - General	30,750
Fleet	Telephone	1,025
Fleet	Cellular and pager	2,500
Fleet	Freight postage and delivery	18,479
Fleet	Outside service provider	1,537
Fleet	Marketing	512
Fleet	Inventory count adjustments	5,125
Fleet	Miscellaneous expense	1,982
Fleet	Amortization - Stores and fleet	312,343
Fleet	Fleet burden - Costs recovered	(829,240)
Logistics	Salaries	636,666
Logistics	Overtime and vacation payout	24,347
Logistics	Employer payroll taxes	30,862
Logistics	Health and medical benefits	52,128

2009 Budget - SCM Business Plan

Cost Centre Description	Account Description	\$
Logistics	OMERS	46,891
Logistics	Long-term disability	7,881
Logistics	EHT	12,890
Logistics	Life insurance premiums	1,869
Logistics	Other downtime	28,000
Logistics	Other employee compensation	1,850
Logistics	Meals and entertainment	5,000
Logistics	Training and development	10,000
Logistics	Maintenance supplies	15,000
Logistics	General office supplies	5,000
Logistics	Other supplies	5,000
Logistics	Repairs and maintenance - Equipment	20,000
Logistics	Repairs and maintenance - Building	10,000
Logistics	WSIB	6,628
Logistics	Cellular and pager	3,600
Logistics	Freight postage and delivery	12,000
Logistics	Consulting	40,000
Logistics	Outside service provider	10,000
Logistics	Inventory value adjustments	5,000
Logistics	Scrap and spoilage	60,000
Logistics	Inventory count adjustments	10,000
Logistics	Inventory obsolescence	50,000
Logistics	Stores burden - Costs recovered	(2,512,352)
Logistics	Procurement burden - Costs allocated in	555,760
Logistics	Building costs - Costs allocated in	767,851
Logistics	PC services costs - Costs allocated in	29,405
Logistics	Business applications - Costs allocated in	48,724
Logistics	Salaries	114,314
Logistics	Overtime and vacation payout	5,198
Logistics	Employer payroll taxes	6,019
Logistics	Health and medical benefits	9,478
Logistics	OMERS	7,890
Logistics	Long-term disability	1,633
Logistics	EHT	2,331
Logistics	Life insurance premiums	318
Logistics	Other downtime	10,700
Logistics	Other employee compensation	370
Logistics	Meals and entertainment	2,000
Logistics	Training and development	5,000
Logistics	Maintenance supplies	6,000
Logistics	General office supplies	2,400
Logistics	Other supplies	5,000
Logistics	Repairs and maintenance - Equipment	20,000
Logistics	Repairs and maintenance - Building	8,600
Logistics	WSIB	1,207
Logistics	Telephone	3,000
Logistics	Cellular and pager	2,400
Logistics	Freight postage and delivery	3,600
Logistics	Consulting	30,000
Logistics	Outside service provider	10,000

2009 Budget - SCM Business Plan

Cost Centre Description	Account Description	\$
Logistics	Inventory value adjustments	10,000
Logistics	Scrap and spoilage	50,000
Logistics	Inventory count adjustments	6,000
Logistics	Inventory obsolescence	50,000
Logistics	Stores burden - Costs recovered	(373,458)
Supply Chain	Salaries	209,080
Supply Chain	Bonus	11,151
Supply Chain	Overtime and vacation payout	5,677
Supply Chain	Employer payroll taxes	7,591
Supply Chain	Health and medical benefits	10,222
Supply Chain	OMERS	17,660
Supply Chain	Long-term disability	2,151
Supply Chain	EHT	4,405
Supply Chain	Life insurance premiums	905
Supply Chain	Travel and accommodations	6,000
Supply Chain	Mileage	2,000
Supply Chain	Meals and entertainment	4,000
Supply Chain	Training and development	7,000
Supply Chain	Safety	1,000
Supply Chain	General office supplies	44,000
Supply Chain	WSIB	1,768
Supply Chain	Cellular and pager	3,000
Supply Chain	Freight postage and delivery	5,000
Supply Chain	Dues and subscriptions	2,000
Supply Chain	Advertising	5,000
Supply Chain	Miscellaneous expense	5,000
Supply Chain	PC services costs - Costs allocated in	14,702
Supply Chain	Business applications - Costs allocated in	207,862

2010 Budget - SCM Business Plan

Cost Centre Description	Account Description	\$
Procurement	Salaries	277,407
Procurement	Bonus	17,211
Procurement	Direct labour - Work order	92,000
Procurement	Direct labour - Work order - Contra	(61,333)
Procurement	Direct labour - Work order - Overhead - Contra	(30,667)
Procurement	Direct labour - Project (ABC costs)	282,847
Procurement	Direct labour - Project (ABC costs) - Contra	(182,482)
Procurement	Direct labour - Project (ABC costs) - Overhead - Contra	(100,365)
Procurement	Employer payroll taxes	14,246
Procurement	Health and medical benefits	21,645
Procurement	OMERS	20,072
Procurement	Long-term disability	3,644
Procurement	EHT	5,409
Procurement	Life insurance premiums	1,182
Procurement	Vacation and holidays	2,628
Procurement	Travel and accommodations	5,500
Procurement	Meals and entertainment	3,000
Procurement	Training and development	5,000
Procurement	Subscriptions and memberships	1,000
Procurement	General office supplies	3,500
Procurement	Repairs and maintenance - Equipment	5,000
Procurement	WSIB	2,786
Procurement	Cellular and pager	8,000
Procurement	Freight postage and delivery	5,000
Procurement	Legal fees	8,000
Procurement	Auditing fees	5,000
Procurement	Consulting	5,000
Procurement	Dues and subscriptions	2,000
Procurement	Advertising	500
Procurement	Procurement burden - Costs recovered	(502,034)
Procurement	Building costs - Costs allocated in	14,220
Procurement	PC services costs - Costs allocated in	25,992
Procurement	Business applications - Costs allocated in	35,371
Procurement	Cyber security - Costs allocated in	3,721
Fleet	Salaries	479,489
Fleet	Overtime	44,296
Fleet	Bonus	8,275
Fleet	Direct labour - Work order	487,512
Fleet	Direct labour - Work order - Contra	(325,008)
Fleet	Direct labour - Work order - Overhead - Contra	(162,504)
Fleet	Direct labour - Project (ABC costs)	98,664
Fleet	Direct labour - Project (ABC costs) - Contra	(63,654)
Fleet	Direct labour - Project (ABC costs) - Overhead - Contra	(35,010)
Fleet	Employer payroll taxes	24,199
Fleet	Health and medical benefits	34,669
Fleet	OMERS	35,814
Fleet	Long-term disability	6,356
Fleet	EHT	9,350
Fleet	Life insurance premiums	1,556
Fleet	Other employee compensation	960

2010 Budget - SCM Business Plan

Cost Centre	Account	
Description	Description	\$
Fleet	Travel and accommodations	5,000
Fleet	Meals and entertainment	1,800
Fleet	Training and development	5,000
Fleet	Subscriptions and memberships	200
Fleet	Vehicle	590,000
Fleet	Fuel	280,000
Fleet	Safety	5,000
Fleet	Computer maintenance	14,000
Fleet	Internet services	8,000
Fleet	Maintenance supplies	24,000
Fleet	General office supplies	6,000
Fleet	Small tools	4,500
Fleet	Consumables	2,000
Fleet	Other supplies	74,000
Fleet	Repairs and maintenance - Equipment	60,000
Fleet	Repairs and maintenance - Building	960
Fleet	WSIB	9,755
Fleet	Insurance - General	60,000
Fleet	Telephone	5,000
Fleet	Cellular and pager	5,300
Fleet	Freight postage and delivery	24,000
Fleet	Consulting	30,000
Fleet	Outside service provider	5,000
Fleet	Marketing	1,000
Fleet	Amortization - Stores and fleet	970,000
Fleet	Fleet burden - Costs recovered	(2,970,162)
Fleet	Building costs - Costs allocated in	82,644
Fleet	PC services costs - Costs allocated in	20,699
Fleet	Business applications - Costs allocated in	28,378
Fleet	Cyber security - Costs allocated in	2,961
Fleet	Salaries	75,138
Fleet	Overtime	15,747
Fleet	Direct labour - Work order	97,527
Fleet	Direct labour - Work order - Contra	(65,018)
Fleet	Direct labour - Work order - Overhead - Contra	(32,509)
Fleet	Employer payroll taxes	3,457
Fleet	Health and medical benefits	5,411
Fleet	OMERS	5,760
Fleet	Long-term disability	929
Fleet	EHT	1,465
Fleet	Life insurance premiums	219
Fleet	Other employee compensation	185
Fleet	Meals and entertainment	1,000
Fleet	Training and development	3,100
Fleet	Vehicle	145,500
Fleet	Fuel	120,000
Fleet	Computer maintenance	3,000
Fleet	Software license and maintenance	5,000
Fleet	Maintenance supplies	12,000
Fleet	General office supplies	1,500

2010 Budget - SCM Business Plan

Cost Centre	Account	
Description	Description	\$
Fleet	Small tools	1,000
Fleet	Consumables	1,800
Fleet	Other supplies	28,000
Fleet	Repairs and maintenance - Equipment	18,000
Fleet	Repairs and maintenance - Building	2,500
Fleet	WSIB	1,553
Fleet	Insurance - General	30,000
Fleet	Telephone	1,000
Fleet	Cellular and pager	2,500
Fleet	Freight postage and delivery	18,000
Fleet	Outside service provider	2,000
Fleet	Marketing	500
Fleet	Amortization - Stores and fleet	313,000
Fleet	Fleet burden - Costs recovered	(864,481)
Fleet	Building costs - Costs allocated in	45,216
Logistics	Salaries	700,731
Logistics	Overtime	22,060
Logistics	Bonus	14,426
Logistics	Direct labour - Work order	633,656
Logistics	Direct labour - Work order - Contra	(422,438)
Logistics	Direct labour - Work order - Overhead - Contra	(211,219)
Logistics	Direct labour - Project (ABC costs)	188,240
Logistics	Direct labour - Project (ABC costs) - Contra	(121,446)
Logistics	Direct labour - Project (ABC costs) - Overhead - Contra	(66,795)
Logistics	Employer payroll taxes	38,862
Logistics	Health and medical benefits	59,523
Logistics	OMERS	49,714
Logistics	Long-term disability	9,258
Logistics	EHT	13,664
Logistics	Life insurance premiums	2,313
Logistics	Meals and entertainment	5,000
Logistics	Training and development	5,000
Logistics	Maintenance supplies	15,000
Logistics	General office supplies	5,000
Logistics	Other supplies	10,000
Logistics	Repairs and maintenance - Equipment	20,000
Logistics	Repairs and maintenance - Building	15,000
Logistics	WSIB	6,935
Logistics	Cellular and pager	4,000
Logistics	Freight postage and delivery	30,000
Logistics	Consulting	20,000
Logistics	Outside service provider	30,000
Logistics	Other professional service	30,000
Logistics	Scrap and spoilage	100,000
Logistics	Inventory count adjustments	10,000
Logistics	Inventory obsolescence	50,000
Logistics	Stores burden - Costs recovered	(2,333,868)
Logistics	Procurement burden - Costs allocated in	396,607
Logistics	Building costs - Costs allocated in	553,656
Logistics	PC services costs - Costs allocated in	46,691

2010 Budget - SCM Business Plan

Cost Centre Description	Account Description	\$
Logistics	Business applications - Costs allocated in	63,745
Logistics	Cyber security - Costs allocated in	6,682
Logistics	Salaries	114,514
Logistics	Overtime	4,572
Logistics	Direct labour - Work order	163,221
Logistics	Direct labour - Work order - Contra	(108,814)
Logistics	Direct labour - Work order - Overhead - Contra	(54,407)
Logistics	Employer payroll taxes	6,914
Logistics	Health and medical benefits	10,822
Logistics	OMERS	8,052
Logistics	Long-term disability	1,546
Logistics	EHT	2,233
Logistics	Life insurance premiums	333
Logistics	Meals and entertainment	2,000
Logistics	Training and development	5,000
Logistics	Maintenance supplies	6,000
Logistics	General office supplies	3,000
Logistics	Other supplies	5,000
Logistics	Repairs and maintenance - Equipment	20,000
Logistics	Repairs and maintenance - Building	5,000
Logistics	WSIB	1,157
Logistics	Cellular and pager	3,600
Logistics	Freight postage and delivery	3,000
Logistics	Consulting	20,000
Logistics	Outside service provider	10,000
Logistics	Scrap and spoilage	80,000
Logistics	Inventory count adjustments	10,000
Logistics	Inventory obsolescence	50,000
Logistics	Stores burden - Costs recovered	(725,882)
Logistics	Procurement burden - Costs allocated in	105,427
Logistics	Building costs - Costs allocated in	221,604
Logistics	PC services costs - Costs allocated in	10,428
Logistics	Business applications - Costs allocated in	14,189
Logistics	Cyber security - Costs allocated in	1,491
Supply Chain	Salaries	331,894
Supply Chain	Bonus	29,941
Supply Chain	Direct labour - Project (ABC costs)	418,346
Supply Chain	Direct labour - Project (ABC costs) - Contra	(269,901)
Supply Chain	Direct labour - Project (ABC costs) - Overhead - Contra	(148,445)
Supply Chain	Employer payroll taxes	14,246
Supply Chain	Health and medical benefits	20,637
Supply Chain	OMERS	25,835
Supply Chain	Long-term disability	4,481
Supply Chain	EHT	6,472
Supply Chain	Life insurance premiums	1,610
Supply Chain	Travel and accommodations	15,000
Supply Chain	Meals and entertainment	5,000
Supply Chain	Training and development	5,000
Supply Chain	Subscriptions and memberships	4,000
Supply Chain	Computer maintenance	4,000

2010 Budget - SCM Business Plan

Cost Centre Description	Account Description	\$
Supply Chain	Software license and maintenance	5,000
Supply Chain	General office supplies	5,000
Supply Chain	WSIB	2,864
Supply Chain	Cellular and pager	8,000
Supply Chain	Wireless communications	3,000
Supply Chain	Freight postage and delivery	5,000
Supply Chain	Auditing fees	40,000
Supply Chain	Consulting	30,000
Supply Chain	Other professional service	30,000
Supply Chain	Research and development	20,000
Supply Chain	Public relations	2,000
Supply Chain	Marketing	3,000
Supply Chain	PC services costs - Costs allocated in	15,564
Supply Chain	Business projects - Costs allocated in	196,334
Supply Chain	Business applications - Costs allocated in	21,175
Supply Chain	Cyber security - Costs allocated in	2,230



2011 Budget - SCM Business Plan

Cost Centre	Account	
Description	Description	\$
Procurement	Salaries	365,410
Procurement	Bonus	25,293
Procurement	Direct labour - Work order	95,900
Procurement	Direct labour - Work order - Contra	(95,900)
Procurement	Direct labour - Project (ABC costs)	431,372
Procurement	Direct labour - Project (ABC costs) - Contra	(431,372)
Procurement	Employer payroll taxes	17,707
Procurement	Health and medical benefits	24,572
Procurement	OMERS	29,593
Procurement	Long-term disability	5,043
Procurement	EHT	7,619
Procurement	Life insurance premiums	1,711
Procurement	Travel and accommodations	6,000
Procurement	Meals and entertainment	3,000
Procurement	WSIB	3,586
Procurement	Cellular and pager	8,000
Procurement	Legal fees	15,000
Procurement	Consulting	15,000
Procurement	PC services costs - Costs allocated in	27,716
Procurement	Cyber security - Costs allocated in	8,761
Procurement	Training and development	10,000
Procurement	Subscriptions and memberships	2,000
Procurement	General office supplies	5,000
Procurement	Repairs and maintenance - Equipment	5,000
Procurement	Freight postage and delivery	2,000
Procurement	Auditing fees	5,000
Procurement	Dues and subscriptions	2,000
Procurement	Advertising	1,000
Procurement	Purchase price variances - inventory	20,000
Procurement	Procurement burden - Costs recovered	(629,308)
Procurement	Building costs - Costs allocated in	13,299
Fleet	Salaries	581,230
Fleet	Overtime	56,071
Fleet	Bonus	8,623
Fleet	Direct labour - Work order	699,580
Fleet	Direct labour - Work order - Contra	(699,580)
Fleet	Direct labour - Project (ABC costs)	126,088
Fleet	Direct labour - Project (ABC costs) - Contra	(126,088)
Fleet	Employer payroll taxes	27,816
Fleet	Health and medical benefits	41,295
Fleet	OMERS	44,868
Fleet	Long-term disability	7,517
Fleet	EHT	11,502
Fleet	Life insurance premiums	1,951
Fleet	Other employee compensation	1,145
Fleet	Travel and accommodations	5,000
Fleet	Mileage	2,500
Fleet	Meals and entertainment	2,800
Fleet	Computer maintenance	18,000
Fleet	Software license and maintenance	5,000

2011 Budget - SCM Business Plan

Cost Centre	Account	
Description	Description	\$
Fleet	WSIB	5,650
Fleet	Telephone	6,100
Fleet	Cellular and pager	7,800
Fleet	Consulting	30,000
Fleet	Outside service provider	2,000
Fleet	PC services costs - Costs allocated in	46,078
Fleet	Cyber security - Costs allocated in	14,620
Fleet	Training and development	8,100
Fleet	Subscriptions and memberships	200
Fleet	Vehicle	875,000
Fleet	Fuel	425,000
Fleet	Safety	10,000
Fleet	Internet services	8,000
Fleet	Maintenance supplies	36,000
Fleet	General office supplies	7,500
Fleet	Small tools	5,500
Fleet	Consumables	3,800
Fleet	Other supplies	102,000
Fleet	Repairs and maintenance - Equipment	78,000
Fleet	Repairs and maintenance - Building	3,500
Fleet	Insurance - Automobile	74,000
Fleet	Freight postage and delivery	42,000
Fleet	Marketing	1,500
Fleet	Amortization - Stores and fleet	1,166,296
Fleet	Fleet burden - Costs recovered	(3,900,072)
Fleet	Building costs - Costs allocated in	126,111
Logistics	Salaries	888,487
Logistics	Overtime	27,766
Logistics	Bonus	19,585
Logistics	Direct labour - Work order	962,319
Logistics	Direct labour - Work order - Contra	(962,319)
Logistics	Direct labour - Project (ABC costs)	343,888
Logistics	Direct labour - Project (ABC costs) - Contra	(343,888)
Logistics	Employer payroll taxes	49,321
Logistics	Health and medical benefits	74,741
Logistics	OMERS	65,102
Logistics	Long-term disability	12,375
Logistics	EHT	17,707
Logistics	Life insurance premiums	3,189
Logistics	Vacation and holidays	3,635
Logistics	Other employee compensation	1,480
Logistics	Travel and accommodations	1,200
Logistics	Mileage	6,000
Logistics	Meals and entertainment	4,800
Logistics	Direct work order charges - Vehicles used	18,530
Logistics	Software license and maintenance	12,000
Logistics	WSIB	8,790
Logistics	Cellular and pager	4,800
Logistics	Consulting	120,000
Logistics	Outside service provider	36,000

2011 Budget - SCM Business Plan

Cost Centre Description	Account Description	\$
Logistics	PC services costs - Costs allocated in	4,677
Logistics	Cyber security - Costs allocated in	1,478
Logistics	Training and development	18,600
Logistics	Subscriptions and memberships	600
Logistics	Safety	14,400
Logistics	Maintenance supplies	30,800
Logistics	General office supplies	9,600
Logistics	Small tools	6,000
Logistics	Consumables	6,000
Logistics	Other supplies	2,400
Logistics	Repairs and maintenance - Equipment	8,400
Logistics	Repairs and maintenance - Building	10,800
Logistics	Janitorial and landscaping service	2,400
Logistics	Freight postage and delivery	21,200
Logistics	Employee promotions	3,600
Logistics	Scrap and spoilage	374,000
Logistics	Stores burden - Costs recovered	(3,269,156)
Logistics	Procurement burden - Costs allocated in	629,308
Logistics	Building costs - Costs allocated in	749,384
Supply Chain	Salaries	343,351
Supply Chain	Overtime	8,177
Supply Chain	Bonus	34,815
Supply Chain	Direct labour - Work order	7,500
Supply Chain	Direct labour - Work order - Contra	(7,500)
Supply Chain	Direct labour - Project (ABC costs)	483,000
Supply Chain	Direct labour - Project (ABC costs) - Contra	(483,000)
Supply Chain	Employer payroll taxes	14,230
Supply Chain	Health and medical benefits	18,997
Supply Chain	OMERS	29,991
Supply Chain	Long-term disability	4,696
Supply Chain	EHT	7,374
Supply Chain	Life insurance premiums	1,708
Supply Chain	Travel and accommodations	15,000
Supply Chain	Meals and entertainment	5,000
Supply Chain	Software license and maintenance	3,000
Supply Chain	WSIB	2,869
Supply Chain	Cellular and pager	8,000
Supply Chain	Legal fees	10,000
Supply Chain	Consulting	100,000
Supply Chain	Outside service provider	40,000
Supply Chain	PC services costs - Costs allocated in	18,362
Supply Chain	Cyber security - Costs allocated in	5,859
Supply Chain	Training and development	10,000
Supply Chain	Subscriptions and memberships	5,000
Supply Chain	General office supplies	5,000
Supply Chain	Repairs and maintenance - Equipment	2,000
Supply Chain	Freight postage and delivery	5,000
Supply Chain	Auditing fees	50,000
Supply Chain	Other professional service	30,000
Supply Chain	Dues and subscriptions	3,000

2011 Budget - SCM Business Plan

Cost Centre Description	Account Description	\$
Supply Chain	Sponsorships	20,000
Supply Chain	Research and development	10,000
Supply Chain	Regulatory costs	30,000
Supply Chain	Advertising	2,000
Supply Chain	Business projects - Costs allocated in	450,017

**HORIZON UTILITIES CORPORATION (“HORIZON UTILITIES”)  
RESPONSES TO  
CONSUMERS COUNCIL OF CANADA**

**DELIVERED: January 24<sup>th</sup>, 2011**

**Question 23**

**Reference:** Ex. 1/T2/S2/Appendix 1-9 Corporate Communications Business Plan

Horizon has plans for Corporate Communications activities related to CDM including brand management, public relations and event management. Will the costs of those activities be excluded from the 2011 revenue requirement as CDM is now to be funded through the global adjustment? If not, why not? Please explain.

**Response:**

The costs of Corporate Communication activities related to CDM that are specifically funded through the global adjustment are excluded from the 2011 revenue requirement.

**HORIZON UTILITIES CORPORATION (“HORIZON UTILITIES”)  
RESPONSES TO  
CONSUMERS COUNCIL OF CANADA INTERROGATORIES**

**DELIVERED: January 24th, 2011**

**Question 24**

**Reference:** Ex. 1/T2/S2/Appendix 1-9 - Corporate Communications Business Plan

Please provide the status of the RFP for the Website Redesign Project. What are the current projected costs for the project? Please provide a detailed budget.

**Response:**

A draft Request for Proposal seeking third party assistance with the redesign of the website is in the final stages of review and has not been issued as of the date of this response.

Current projected overall costs for the project are as provided in the Communications Business Plan page 17. Budgeted 2011 costs are \$295,000.

<b>ESTIMATED BUDGET</b>	
Software	\$15,000
Hardware	\$15,000
Architecture Design	\$50,000
Strategy Development	\$20,000
Testing	\$25,000
Training	\$25,000
Interactive Functionality	\$75,000
Creative design and content creation	\$50,000
Ongoing External Support	\$20,000

**HORIZON UTILITIES CORPORATION (“HORIZON UTILITIES”)  
RESPONSES TO  
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**DELIVERED: January 24th, 2011**

**Question 25**

**Reference:** Ex. 2/T1/S1/p. 2

Horizon engaged Navigant consulting to undertake its lead-lag study. Was this work retained through an RFP or other form of competitive process. If not, why not? What was the cost of the study? How are those costs to be recovered?

**Response:**

The Board directed Horizon Utilities to complete a Lead/Lag Study for purposes of its next rebasing application in the Board’s Decision With Reasons (EB-2008-0697). Horizon Utilities prepared a Request for Proposal (“RFP”) with regard to the Lead/Lag Study to which Navigant Consulting Inc. (“Navigant”) responded. In part because of the pre-existing relationship that Horizon Utilities had, and continues to have with Navigant, they were awarded the contract to complete the study. The total costs for the study to date are \$44,838. These costs are to be recovered as part of Horizon Utilities’ 2011 Cost of Service Application related costs.

**HORIZON UTILITIES CORPORATION (“HORIZON UTILITIES”)  
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**DELIVERED: January 24<sup>th</sup>, 2011**

**Question 26**

**Reference:** Ex. 2/T3/S1

Please provide the most recent updated in-service dates for the major capital expenditure projects for 2010 and 2011. Please calculate the impact on the 2011 revenue requirement assuming these new in-service dates.

**Response:**

The table below lists the major capital expenditures for 2010 and 2011, along with the calculated impact on the 2011 revenue requirement based on new in-service dates. Only 2 projects have a revised in-service date from the Application with no material impact to 2011 Revenue Requirement.

Project Name	Year	Original In-Service Date	Revised In-Service date	Amounts Transferred from Previous Year to Complete Connection	2011 Revenue Requirement Impact
Vansickle TS Capacity Allocation	2010	December 2010	December 2010	\$0	\$0
Niagara Regional Hospital (VSM91 and VSM92 NRH and Load Relief)	2010	April 2011	April 2011	\$0	\$0
Caroline Substation Conversion	2010	December 2013	December 2013	\$0	\$0
Hughson Substation Conversion	2010	December 2013	December 2013	\$0	\$0
St. Joseph Hospital	2010	December 2010	February 2011	\$162,121	-\$8,892
Taylor Substation Conversion	2010	December 2011	December 2011	\$0	\$0



Vansickle VSM51 Feeder to tie CTM17	2010	November 15, 2010	March 1, 2011	\$60,875	-\$3,339
Brock University 2 <sup>nd</sup> Feed	2010	January 2011	January 2011	\$0	\$0
St.Catharines Downtown Network Conversion	2010	December 2011	December 2011	\$0	\$0
Henderson Hospital Load Increase	2010	December 2010	December 2010	\$0	\$0
Taylor Substation Conversion	2011	December 2011	December 2011	\$0	\$0
Welland Substation Conversion	2011	December 2013	December 2013	\$0	\$0
Hughson Substation Conversion	2011	December 2013	December 2013	\$0	\$0
Caroline Substation Conversion	2011	December 2013	December 2013	\$0	\$0
Aberdeen Substation Conversion	2011	December 2016	December 2016	\$0	\$0
Wood Pole Replacement	2011	December 2011	December 2011	\$0	\$0
St.Catharines Downtown Network Conversion	2011	December 2011	December 2011	\$0	\$0
Valencia Cable Replacement	2011	December 2011	December 2011	\$0	\$0
Zirardo Cable Replacement	2011	December 2011	December 2011	\$0	\$0
Substation Renewal	2011	December 2011	December 2011	\$0	\$0
Conductor Upgrade – Glen Morris	2011	December 2011	December 2011	\$0	\$0
Vansickle Feeder	2011	December 2011	December 2011	\$0	\$0
Substation transformer Replacement	2011	December 2011	December 2011	\$0	\$0
Henderson Hospital – 0821X Load relief	2011	December 2011	December 2011	\$0	\$0
Stirton TS 8511X cable Capacity	2011	December 2011	December 2011	\$0	\$0
Vansickle TS Power factor Correction	2011	December 2011	December 2011	\$0	\$0
#6 Wire Replacements	2011	December 2011	December 2011	\$0	\$0

**HORIZON UTILITIES CORPORATION (“HORIZON UTILITIES”)  
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**DELIVERED: January 24<sup>th</sup>, 2011**

**Question 46**

**Reference:** Ex. 9/T1/S2

Please explain Table 9-10. What is the current status of the expenditures incurred to date with respect to smart meters and the amount recovered? What are the plans to recover the current shortfall?

**Response:**

Table 9-10 is based on the Chapter 2 Filing Requirements for Transmission and Distribution Applications as provided by the Ontario Energy Board on June 29, 2010. The table provides a summary of the total operating and capital expenditures incurred, or forecast to be incurred, with respect to Horizon Utilities’ smart meter deployment activities, as well as the amount of smart meter adder revenue that has been, or is expected to be collected, based on the Smart Meter Funding Adder. The amounts recorded in Account 1555 also include carrying charges, as well as accumulated amortization recorded on the Smart Meter assets. The amounts recorded in 1556 also include carrying charges plus the depreciation expense recorded on the Smart Meter assets.

The amounts reflected in the table up to 2009 are the actual amounts recorded in the Smart Meter Variance Accounts (See also Exhibit 9, Tab 1, Schedule 2, Page 4). As at December 31, 2009, Horizon Utilities has incurred \$24.3MM in gross capital expenditures, \$2.8MM in OM&A expenditures and \$2.4MM in depreciation related to Smart Meters and collected \$7.5MM in smart meter funding through the Smart Meter Funding Adder. .

1 The amounts provided for 2010 and 2011 are based on Horizon Utilities 2010 forecast  
2 and 2011 Budget related to Smart Meters.

3 Horizon Utilities was one of the 13 named distributors and was an early adopter of the  
4 provincial government's smart meter initiative. Horizon Utilities has received funding for  
5 its smart meter program through utility specific funding adders and it is in this manner  
6 that expenditures that are being incurred have initially been funded.

7 Horizon Utilities has filed a utility-specific Smart Meter Funding Adder (EB-2010-0292)  
8 separately to recover expenditures with respect to its smart meter program and has not  
9 included smart meter program costs within this Cost of Service Application. In the event  
10 that the Board determines that these costs are not recoverable within the Smart Meter  
11 Funding Adder, Horizon Utilities respectfully requests that the Board allow for these to  
12 be carried for future disposition in a subsequent electricity distribution rate cost of  
13 service application.

14 Horizon Utilities anticipates filing an application to rate base smart meters in the future.

**HORIZON UTILITIES CORPORATION (“HORIZON UTILITIES”)  
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**DELIVERED: January 24<sup>th</sup>, 2011**

**Question 28**

**Reference:** Ex. 4/T2/S3/p. 5

With respect to meter reading services please provide a budget for 2008-2011. To what extent have meter reading expenses declined or are expected to decline with the introduction of smart meters? What impact if any does the introduction of smart meters have on the meter contract valid to April 30, 2012? Are meter reading costs expected to decline once the current contract expires? If not, why not? What process will Horizon undertake to procure metering services beyond April 30, 2012?

**Response:**

Horizon Utilities’ costs for conventional meter reading services for 2008 to 2011 are shown below.

Description	2008 Actual	2009 Actual	2010 Forecast	2011 Budget
Meter Reading Expenses - Hydro	627,773	348,453	366,256	322,000

The current conventional meter reading contract is priced based on the number and type of meter reads completed. The number of meters that must be read manually has declined due to the reading of smart metering through the Advanced Metering Infrastructure (“AMI”). Consequently, the costs associated with conventional meter reading have declined as well. These savings have been anticipated and built into the overall Customer Service business plan.

- 1 With respect to the current meter read contract, conventional meter reading costs per
- 2 meter may increase as efficiencies associated with read routes are lost. However,
- 3 overall costs for conventional meter reading are expected to decrease each year.
- 4 Horizon Utilities anticipates issuing a competitive Request for Proposal (“RFP”) process
- 5 for any conventional meter reading services required beyond the term of the current
- 6 contract.

**HORIZON UTILITIES CORPORATION (“HORIZON UTILITIES”)  
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CONSUMERS COUNCIL OF CANADA INTERROGATORIES**

**DELIVERED: January 24<sup>th</sup>, 2011**

**Question 29**

**Reference:** Ex. 4/T2/S1/p. 1

Meter Expense significantly increases from 2007 to 2011 from \$1.263 million to \$4.698 million. Please provide a detailed explanation of all of the factors that have lead to this significant increase.

**Response:**

Please see Horizon Utilities’ response to Board staff Interrogatory 29.

**HORIZON UTILITIES CORPORATION (“HORIZON UTILITIES”)  
RESPONSES TO  
CONSUMERS COUNCIL OF CANADA INTERROGATORIES**

**DELIVERED: January 24<sup>th</sup>, 2011**

**Question 30**

**Reference:** Ex. 4/T2/S5/p. 2

Please explain, in detail, how each of the following line items costs were calculated:

- Workforce Labour Strategy Plan - Skilled Trades - \$574,000
- Organizational Capacity - Management/Non-Trades - \$1,175,000
- Collective Agreement/Annual Progressions/Merit Increases - \$522,000
- Other Compensation and Benefits - \$574,000
- Training and Development - \$385,000

**Response:**

As requested the information below provides how each of the lines above were calculated:

**Workforce Labour Strategy Plan - Skilled Trades - \$574,000**

The “Workforce Labour Strategy Plan - Skilled Trades” was calculated by adding the total payroll (Base Salary, Bonus, Overtime and Benefits) of 12 new positions that were added to the Overhead Lines, Underground, Network Assets, Network Operating and Substation departments and then subtracting the amount of total payroll that would be spent working on capital projects. The total payroll amounts are pro-rated based on the start date upon which positions are expected to be filled.

**Organizational Capacity - Management/Non-Trades - \$1,175,000**

The “Organizational Capacity - Management/Non-Trades” was calculated by adding the total payroll (Base Salary, Bonus, Overtime and Benefits) of 26 new positions that were added and then subtracting the amount of total payroll that would be spent working on capital projects. The total payroll amounts are pro-rated based on the start date upon which positions are expected to be filled.

**Collective Agreement/Annual Progressions/Merit Increases - \$522,000**

This amount was computed by first taking the total annual salary (excluding benefits) for 2011 Test Year for the electricity distribution operations charged to OM&A and then subtracting the total annual salary for the 2010 Bridge Year. This represents the increase in annual salary over the prior year. Second, from the increase in annual salary, the salary amounts with respect to the new hires (See Workforce Labour Strategy Plan and Organizational Capacity noted above) were subtracted. This amount represents the increase in annual salaries for all existing employees. Such increase would be reflective of assumptions underlying the increase in wages under the collective agreement for union staff and merit increases for management staff.

**Other Compensation and Benefits - \$574,000**

This amount was computed by first taking the total annual benefits for 2011 Test Year for the electricity distribution operations charged to OM&A and then subtracting the total annual benefits for the 2010 Bridge Year. This represents the increase in annual benefits over the prior year. Second, from the increase in annual benefits, the benefit amounts with respect to the new hires (See Workforce Labour Strategy Plan and Organizational Capacity noted above) were subtracted. This amount represents the increase in annual benefits for all existing employees.

**Training and Development - \$385,000**

Please see Horizon Utilities’ response to Energy Probe Interrogatory 18.



**HORIZON UTILITIES CORPORATION (“HORIZON UTILITIES”)  
RESPONSES TO  
CONSUMERS COUNCIL OF CANADA INTERROGATORIES**

**DELIVERED: January 24<sup>th</sup>, 2011**

**Question 31**

**Reference:** Ex. 4/T2/S5/p. 2

Please explain in detail the nature of these activities and provide a detailed explanation as to how the 2011 amounts were calculated. Please include all assumptions:

- Customer Care Servicing Costs - \$371,000
- Basic Green Energy Plan Costs - \$530,000
- Information Technology Maintenance and Licence Fees - \$400,000
- Information Technology Enhancements - \$571,000
- Operational System Reviews etc. - \$776,000
- Increase in credit losses - economy and OEB policy changes - \$380,000
- Inflation/Other Variances, Net of Mitigation - \$858,000

**Response:**

For each of the above noted items, please find a description of the nature of the activity or the reference in the 2011 Cost of Service Application which provides a more detailed description of the activity. The computation or assumptions used to compute the amounts are also provided below.

- Customer Care Servicing Costs - \$371,000

Customer Care Servicing Costs represent the operating costs of the Customer Services department and are recorded in OEB account number 5340. A detailed description of the Customer Care activities is documented in Exhibit 4, Tab 2, Schedule 3, pages 7-8. The detailed business plan for the Customer Services department is also provided in

Exhibit 1, Tab 2, Schedule 2, Appendix 1-9 e).

Please note that the amount of \$371,000 as documented in this question is incorrect and should be \$376,000 as recorded on the OM&A Cost Driver provided at Exhibit 4, Tab 2, Schedule 5, Page 2. The amount of \$376,000 is computed as the increase in OEB account 5340 for 2009 Actual of \$6,710,000 less the 2008 Actual of \$6,333,884 (Exhibit 4, Tab 2, Schedule 1, Page 2 "OM&A Costs by Year Uniform System of Accounts").

- Basic Green Energy Plan Costs - \$530,000

Horizon Utilities Basic Green Energy Act Plan is filed in Exhibit 4, Tab 2, Schedule 6, Appendix 4-3. The amount of \$530,000 represents planned operating costs for 2011, details of which are provided on Page 7 of the plan.

- Information Technology Maintenance and Licence Fees - \$400,000

The increase in Information Technology Maintenance and License Fees amount was computed by comparing the increase in budgeted expenditures for 2011 compared to 2010. Increases in maintenance and license fees for 2011 include the following:

- Microsoft Enterprise License Agreement	\$168,000
- Licensing for telephone system	30,000
- Higher license fees for new iSeries hardware	77,000
- ERP maintenance on software modifications	<u>36,000</u>
	\$311,000
Various other	<u>89,000</u>
	<u>\$400,000</u>

- Information Technology Enhancements - \$571,000

Please refer to Exhibit 4, Tab 2, Schedule 6, Page 28, Table 4-9 for a detailed description of these costs. Please note that the description on the OM&A Driver Table should have read "Information Technology Enablers". These expenditures are incremental for fiscal 2011.

- Operational System Reviews etc. - \$776,000

Please refer to Exhibit 4, Tab 2, Schedule 6, Page 25 for the detailed description of these costs. Please note that the description on the OM&A Driver Table should have read Information Technology Enhancements. These expenditures are incremental for fiscal 2011.

- Increase in credit losses - economy and OEB policy changes - \$380,000

The increase in credit losses amount of \$380,000 was computed based on the difference between the 2011 Test Year bad debt expense reflected in OEB account 5335 of \$1,350,000 less the 2010 Bridge Year bad debt expense of \$971,000. Both of these amounts are reflected in Exhibit 4, Tab 2, Schedule 1, Page 2 "OM&A Costs by Year Uniform System of Accounts".

As documented in Exhibit 4, Tab 2, Schedule 9, Page 23 of the Application, bad debt expenses are expected to increase in 2011 as a result of planned changes to the Distribution System Code ("DSC") and resulting changes to customer service practices. In particular, the revised DSC will provide for specific changes to policies and procedures with respect to the suspension of disconnection action and arrears management, as well as the application of security deposits to accounts in arrears. Horizon Utilities believes that these changes will have a significant impact on credit risk, resulting in higher bad debts.

- Inflation/Other Variances, Net of Mitigation - \$858,000

The amount of \$858,000 was computed as the difference between the increase in OM&A expenditures from fiscal 2010 to fiscal 2011 of \$7.471MM (\$47.537M less \$40.066MM fiscal 2011) less the specific OM&A cost drivers identified for fiscal 2011 as per Exhibit 4, Tab 2, Schedule 5, Page 2. As noted in Exhibit 4, Tab 2, Schedule 5,

1 Page 1, with the exception of collective agreement/annual progressions, the inflationary  
2 budget impacts for 2010 and 2011 are reflected as inflation and other in the cost driver  
3 table.

4 In addition, as documented throughout the 2011 Cost of Service Application, Horizon  
5 Utilities reduced its 2009 operating program by \$2.0MM and continued to defer  
6 operating expenses throughout 2010 as a result of a material shortfall in revenue  
7 (Please see Horizon Utilities' response to CCC Interrogatory 1). As a result, various  
8 expenditures in 2011 have increased to reflect the level of expenditure required to  
9 sustain the electricity distribution infrastructure, underlying systems and processes, and  
10 customer service delivery in a manner consistent with good and safe utility practice.  
11 Increases in OM&A expenditures that are not specifically identified in the Cost Driver  
12 table are captured within this category.

**HORIZON UTILITIES CORPORATION (“HORIZON UTILITIES”)  
RESPONSES TO  
VULNERABLE ENERGY CONSUMERS COALITION INTERROGATORIES**

**DELIVERED: January 24<sup>th</sup>, 2011**

**Question 32**

**Reference:** Exhibit 4/Tab 2/Schedule 8, Table 4-11

**a)** Please complete the entries in the row “FTEEs/Customer.”

**Response:**

The table below sets out FTEE’s/Customer as well as Customers/FTEE.

	Actual 2007	Actual 2008	Actual 2009	Bridge Year 2010	Test Year 2011
FTEE’s/Customer	0.002	0.002	0.002	0.002	0.002
Customers/FTEE’s*	635	634	609	586	549

**HORIZON UTILITIES CORPORATION (“HORIZON UTILITIES”)  
RESPONSES TO  
CONSUMERS COUNCIL OF CANADA INTERROGATORIES**

**DELIVERED: January 24th, 2011**

**Question 33**

**Reference:** Ex. 4/T2/6/p. 4

What is the total increase to the revenue requirement associated with the addition of 13 new FTEs for 2011? Please provide a forecast indicating when the 13 additional FTEs are expected to be hired. What would be the total impact on the revenue requirement if the number of new FTEs was reduced by 6?

**Response:**

Horizon Utilities estimates that the total revenue requirement associated with the addition of the 13 new FTEs for 2011, as outlined in Table 4-4 (Exhibit 4, Tab 2, Schedule 6, Page 4) is \$1,153,796.

Please note that the compensation related to these positions is not allocated 100% to OM&A. A portion of the following positions are also allocated to capital as follows:

	Number	% Capex	Avg Years for Depreciation *	Assumed CCA %
ERP Application Specialist	1	15%	5	100%
IT Engineering Applications	3	15%	5	100%
Capital Projects Financial Analyst	1	100%	25	8%

\* 6 months of depreciation is assumed in 2011

The estimated impact to the revenue requirement of reducing the number of new FTEs by 6 would depend on the specific positions to be reduced. If these positions were representative of the 13 positions as a whole, the estimated impact would be approximately \$532,521 (6/13 x \$1,153,796).

**HORIZON UTILITIES CORPORATION (“HORIZON UTILITIES”)  
RESPONSES TO  
CONSUMERS COUNCIL OF CANADA INTERROGATORIES**

**DELIVERED: January 24<sup>th</sup>, 2011**

**Question 34**

**Reference: Ex. 4/T2/S6/p. 10**

The evidence indicates that Horizon regulatory-driven projects create cost and resource requirements incremental to the daily operations of the impacted departments. Please provide an estimate of the incremental cost impact in 2011 of compliance with the standardization of customer service practices – (EB-2007-0722). Where are those increased costs included in the budget?

**Response:**

The final amendments to the Distribution System Code (“DSC”) to standardize customer service practices (EB-2007-0722) were provided by the Board in July 2010 after the completion of the 2011 budget process and as such, many incremental OM&A costs related to this initiative were not included in the Horizon Utilities’ budgets for 2011.

Horizon Utilities is compliant with the DSC standardization code amendments that came into effect on October 1, 2010 and January 1, 2011, and is working toward full compliance of the upcoming April 1, 2011 DSC code amendments. Estimated incremental costs related to project components include the programming of the Customer Information System (“CIS”), consulting costs to redesign customer letters and disconnect notices, the hiring of a contract employee to backfill while permanent staff work on the project, and overtime costs associated with staff salaries to test programming, create documentation and develop training materials in the mandated albeit short time frames.

Total incremental costs for customer service standardization are estimated to be

- 1 approximately \$110,000. The only cost included in the 2011 budget was \$25,000
- 2 related to the programming of the CIS system, all other expenditures will be incremental
- 3 to the 2011 budget.



**HORIZON UTILITIES CORPORATION (“HORIZON UTILITIES”)  
RESPONSES TO  
CONSUMERS COUNCIL OF CANADA INTERROGATORIES**

**DELIVERED: January 24<sup>th</sup>, 2011**

**Question 35**

**Reference: Ex. 4/T2/S6/p. 11**

What is the current status of the collective agreement negotiations? When is the agreement effective June 1, 2011 expected to be finalized?

**Response:**

The parties (Horizon Utilities and IBEW Local 636) will commence bargaining in March of 2011, in advance of the expiry of the current Collective Agreement. The current Collective Agreement expires on May 31, 2011; it is anticipated that a new agreement will be ratified in advance of the expiry of the current Agreement.

**HORIZON UTILITIES CORPORATION (“HORIZON UTILITIES”)  
RESPONSES TO  
CONSUMERS COUNCIL OF CANADA INTERROGATORIES**

**DELIVERED: January 24<sup>th</sup>, 2011**

**Question 36**

**Reference:** Ex. 4 /T2/ S6/p. 26

The evidence indicates that consultants will be engaged to evaluate the current Industrial and Financial Systems (IFS) planning and scheduling module or whether an interfaced, standalone solution is otherwise required. What is the cost of the consulting work in 2011 and where in the budget categories are those costs included?

**Response:**

For 2011, the cost of \$300,000 is shown as an operating expense in consulting as part of the Engineering Operating and Operational Improvement (“EOOI”) Business Plan and is further elaborated in Exhibit 1, Tab 2, Schedule 2, Appendix 1-9 (f) Page 23. Such cost is also detailed in Table 4-8 in Exhibit 4, Tab 2, Schedule 6, Page 25.

**HORIZON UTILITIES CORPORATION (“HORIZON UTILITIES”)  
RESPONSES TO  
CONSUMERS COUNCIL OF CANADA INTERROGATORIES**

**DELIVERED: January 24<sup>th</sup>, 2011**

**Question 37**

**Reference: Ex. 4/T2/S6/p. 33**

Please provide an update on Horizon's participation in the OEB's LEAP initiative. Will Horizon be providing the money to social service agencies for this winter period? Please explain what Horizon's plans are for the program.

**Response:**

Further to Horizon Utilities' letter submitted to the Board on January 4, 2011 by counsel to Horizon Utilities in respect of its Cost of Service Application, Horizon Utilities' Low-income Energy Assistance Program (“LEAP”) financial assistance amount will be approximately \$130,450 based on 0.12% of Horizon Utilities' proposed service revenue requirement of \$108,707,939, subject to adjustment based on any changes resulting from the Board's decision on the final service revenue requirement.

Horizon Utilities is in the process of formalizing agreements with the United Way of Burlington and Greater Hamilton and the United Way of St. Catharines and District as lead agencies. The North Hamilton Community Health Centre and Community Care of St. Catharines and Thorold will be the intake agencies for the communities of Hamilton and St. Catharines, respectively.

Horizon Utilities will be supporting LEAP by following the principles specified in the 2011 LEAP Emergency Financial Assistance Program Manual as provided by the Ontario Energy Board in November 2010.

Funds will be allocated in instalments throughout 2011 with the first instalment in

- 1 January to ensure that emergency financial assistance is available to qualifying
- 2 households through LEAP this winter.
- 3 Please also see Horizon Utilities' response to Board staff Interrogatory 24.

**HORIZON UTILITIES CORPORATION (“HORIZON UTILITIES”)  
RESPONSES TO  
CONSUMERS COUNCIL OF CANADA INTERROGATORIES**

**DELIVERED: January 24<sup>th</sup>, 2011**

**Question 38**

**Reference:** Ex. 4/T2/S7/p. 2

With respect to regulatory costs please provide the following:

- A detailed breakdown of the \$253,826 in legal costs for 2008;
- The forecast level of legal costs included in 2008 rates;
- An detailed breakdown of the legal and consulting costs incurred in 2009 and an explanation as to how those costs were recovered;
- An explanation as to how the \$120,901 legal, consulting, OEB and intervenor costs relating to the Z-factor application are to be recovered;
- A detailed breakdown of the \$960,000 in costs expected to be incurred for the completion of the 2011 COS Application including all assumptions used in the derivation of that forecast; and
- A detailed list of all regulatory costs incurred to date for the 2011 COS Application.

**Response:**

Horizon Utilities response to interrogatory 38 is provided below:

- The detailed breakdown of the \$253,826 in legal costs for 2008 is provided in the table below.

Date	Amount	Description
1/1/08	\$ 6,139.55	2008 Electricity Distribution Rates
1/19/08	\$ 516.60	2008 Electricity Distribution Rates
2/20/08	\$ 87,504.74	2008 Electricity Distribution Rates
3/13/08	\$ 28,182.22	2008 Electricity Distribution Rates
4/25/08	\$ 33,742.88	2008 Electricity Distribution Rates
5/21/08	\$ 8,586.47	2008 Electricity Distribution Rates
6/18/08	\$ 26,746.48	2008 Electricity Distribution Rates
8/19/08	\$ 53,901.69	2008 Electricity Distribution Rates
10/10/08	\$ 618.87	2008 Electricity Distribution Rates
11/20/08	\$ 4,740.50	2008 Electricity Distribution Rates
12/8/08	\$ 3,146.14	2008 Electricity Distribution Rates
<b>Total</b>	<b>\$ 253,826.14</b>	

1

- 2 • The forecast level of legal costs included in 2008 rates was \$100,000.
- 3 • The detailed breakdown of the legal and consulting costs incurred in 2009 is
- 4 provided in the table below. The legal and consulting costs for 2009 were recovered in
- 5 Horizon Utilities' regulatory costs, as included in the 2008 COS Application.

Date	Amount	Description
6/18/09	\$ 484.59	General
9/17/09	\$ 8,515.00	2011 Rate Application
10/20/09	\$ 2,668.19	2011 Rate Application
11/26/09	\$ 14,362.95	General
12/14/09	\$ 19,222.61	General
12/31/09	\$ 2,595.72	2011 Rate Application
2009	\$ 14,467.24	General Services Rendered
8/27/09	\$ 6,557.50	Rate Adjustment Application (Z-factor)
9/18/09	\$ 12,972.00	Rate Adjustment Application (Z-factor)
10/27/09	\$ 7,027.87	Rate Adjustment Application (Z-factor)
12/14/09	\$ 26,213.04	Rate Adjustment Application (Z-factor)
12/31/09	\$ 17,063.82	Rate Adjustment Application (Z-factor)
<b>Total</b>	<b>\$ 132,150.53</b>	

6

- 7 • The \$120,901 legal, consulting, OEB and intervenor costs relating to the Z-factor
- 8 application are to be recovered in Horizon Utilities' regulatory costs as included in the

1 2008 COS Application

2 • Please refer to Horizon Utilities' response to Board Staff Interrogatory #40 (a)  
3 and (b) for a response relate to the details associated with Horizon Utilities expected  
4 costs associated with the 2011 COS Application.

5 • A detailed list of all regulatory costs incurred to date for the 2011 COS  
6 Application for which we have been invoiced are provided in the table below.

2011 COS Application	
Category	Amount
Total Legal Costs	\$ 323,314
Total Consulting Costs	\$ 93,117

7

**HORIZON UTILITIES CORPORATION (“HORIZON UTILITIES”)  
RESPONSES TO  
CONSUMERS COUNCIL OF CANADA INTERROGATORIES**

**DELIVERED: January 24<sup>th</sup>, 2011**

**Question 39**

**Reference:** Ex. 4/T2/S9/p. 22

Please provide a Table setting out the components that comprise the \$3.8 million increase in O&M in 2011 relative to the 2010 amounts.

**Response:**

The \$3.8M increase in O&M is derived from Table 4-18 Chapter 2 Filing Requirements Appendix 2J OM&A 2011 Budget versus 2010 and is computed as follows:

Increase in Distribution Expense Operations	\$3,591,224
Increase in Distribution Expenses Maintenance	<u>213,131</u>
Total increase	<u>\$3,804,355</u>

The following is a reproduction of Table 4-18 showing the variances by USofA:



### 2011 Test Year VS 2010 Bridge Year

OEB No	OEB Account Name	2011 Test Year	2010 Bridge Year	Variance (\$) 11Tstless 10Brg	Percent Change from 10Brdg
<b>Distribution Expenses - Operation</b>					
5005	Operation Supervision and Engineering	3,166,404	1,932,397	1,234,007	64%
5010	Load Dispatching	2,413,977	2,159,712	254,265	12%
5012	Station Buildings and Fixtures Expense	540,097	415,039	125,058	30%
5014	Transformer Station Equipment - Operation Labour	-	-	-	
5015	Transformer Station Equipment - Operation Supplies and Expenses	-	-	-	
5016	Distribution Station Equipment - Operation Labour	246,809	6,157	240,652	3909%
5017	Distribution Station Equipment - Operation Supplies and Expenses	280,740	296,390	(15,650)	-5%
5020	Overhead Distribution Lines and Feeders - Operation Labour	677,073	590,977	86,096	15%
5025	Overhead Distribution Lines and Feeders - Operation Supplies and Expenses	562,390	356,441	205,949	58%
5030	Overhead Subtransmission Feeders - Operation	-	-	-	
5035	Overhead Distribution Transformers - Operation	-	-	-	
5040	Underground Distribution Lines and Feeders - Operation Labour	312,081	275,801	36,281	13%
5045	Underground Distribution Lines and Feeders - Operation Supplies and Expenses	898,854	953,546	(54,692)	-6%
5050	Underground Subtransmission Feeders - Operation	-	-	-	
5055	Underground Distribution Transformers - Operation	24,263	20,822	3,441	17%
5060	Street Lighting and Signal System Expense	-	-	-	
5065	Meter Expense	4,698,805	4,059,631	639,174	16%
5070	Customer Premises - Operation Labour	1,144,306	1,011,277	133,029	13%
5075	Customer Premises - Materials and Expenses	510,539	295,116	215,423	73%
5085	Miscellaneous Distribution Expense	1,527,544	1,039,352	488,192	47%
5090	Underground Distribution Lines and Feeders - Rental Paid	-	-	-	
5095	Overhead Distribution Lines and Feeders - Rental Paid	-	-	-	
5096	Other Rent	250,000	250,000	(0)	0%
	<b>Subtotal</b>	<b>17,253,882</b>	<b>13,662,658</b>	<b>3,591,224</b>	<b>26%</b>
<b>Distribution Expenses - Maintenance</b>					
5105	Maintenance Supervision and Engineering	194,570	-	194,570	
5110	Maintenance of Structures	160,858	360,641	(199,782)	-55%
5112	Maintenance of Transformer Station Equipment	-	-	-	
5114	Maint Dist Stn Equip	612,987	497,193	115,794	23%
5120	Maintenance of Poles, Towers and Fixtures	330,646	164,728	165,919	101%
5125	Maintenance of Overhead Conductors and Devices	1,237,840	1,033,334	204,506	20%
5130	Maintenance of Overhead Services	116,750	261,367	(144,617)	-55%
5135	Overhead Distribution Lines and Feeders - Right of Way	1,328,186	1,589,309	(261,123)	-16%
5145	Maintenance of Underground Conduit	106,968	87,425	19,542	22%
5150	Maintenance of Underground Conductors and Devices	690,523	645,738	44,785	7%
5155	Maintenance of Underground Services	41,216	78,517	(37,301)	-48%
5160	Maintenance of Line Transformers	171,468	130,889	40,579	31%
5165	Maintenance of Street Lighting and Signal Systems	-	-	-	
5170	Sentinel Lights - Labour	-	-	-	
5172	Sentinel Lights - Materials and Expenses	-	-	-	
5175	Maintenance of Meters	300,194	229,935	70,259	31%
5178	Customer Installations Expenses - Leased Property	-	-	-	
5195	Maintenance of Other Installations on Customer Premises	-	-	-	
	<b>Subtotal</b>	<b>5,292,207</b>	<b>5,079,077</b>	<b>213,131</b>	<b>4%</b>

1

2 Please see Exhibit 4, Tab 2, Schedule 9, Page 22 for an explanation of the significant  
3 increases in O&M for 2011 Test Year versus 2010. In addition, the cost drivers for the  
4 overall increase in OM&A are provided as part of Exhibit 4, Tab 2, Schedule 5, Page 2.

**HORIZON UTILITIES CORPORATION (“HORIZON UTILITIES”)  
RESPONSES TO  
CONSUMERS COUNCIL OF CANADA INTERROGATORIES**

**DELIVERED: January 24<sup>th</sup>, 2011**

**Question 40**

**Reference:** Ex. 4/T2/S12/p. 2

Please provide the forecast level of 2008 Non-Affiliate Services that was included in rates in the same format as Table 4-31

**Response:**

Horizon Utilities is not able to respond to the Interrogatory, as specified. The filing in the EB-2007-0697 proceeding did not include the information as requested. To attempt to produce this information would involve an inordinate amount of effort and could not be produced within the deadline of responses to interrogatories. Horizon Utilities refers the Intervenor to its response to Board staff Interrogatory 27 for further information on Non-Affiliate Services.

**HORIZON UTILITIES CORPORATION (“HORIZON UTILITIES”)  
RESPONSES TO  
CONSUMERS COUNCIL OF CANADA INTERROGATORIES**

**DELIVERED: January 24<sup>th</sup>, 2011**

**Question 41**

**Reference:** Cost of Capital

**a)** Please calculate the impact on the 2011 Revenue Requirement assuming that the Board does not approve the most recent ROE for Horizon, which is currently included in its Revenue Requirement calculation (assuming no change).

**b)** Please calculate the impact on the 2011 Revenue Requirement assuming an ROE of 9.6%.

**Response:**

**a)** The impact on the 2011 Revenue Requirement assuming a Return on Equity (“ROE”) of 8.57% is a decrease of \$2,689,445. Horizon Utilities provides its response for illustrative purposes only as the appropriate ROE for Horizon Utilities is as specified in part b), below.

**b)** On November 15, 2010, the Board released the Cost of Capital Parameters for 2011 Cost of Service Application filers who were seeking rates for January 1, 2011. In that letter, the Board specified a ROE of 9.66%. Accordingly, Horizon Utilities has framed its response based on 9.66% instead of the 9.6% noted in the question, above.

The impact on the 2011 Revenue Requirement assuming a ROE of 9.66% is a decrease of \$399,214.

Please also refer to Horizon Utilities’ response to Energy Probe Interrogatory 33.

**HORIZON UTILITIES CORPORATION (“HORIZON UTILITIES”)  
RESPONSES TO  
CONSUMER COUNCIL OF CANADA INTERROGATORIES**

**DELIVERED: January 24<sup>th</sup>, 2011**

**Question 42**

**Reference:** Ex. 8/T1/S1/p. 3

Please explain why Horizon is planning to increase the residential monthly fixed charge by over \$2.00 to \$14.71/month. Please explain how Horizon intends to explain this increase to its residential customers.

**Response:**

As part of the completion of the Cost Allocation Study and the review of rate design underlying this Application, adjustments are made to the various rate classes for proposed changes to the revenue to cost ratios. The revenue assigned to the Residential class is higher than the revenue at existing rates for this class. The assigned Residential revenue is then split into fixed and variable components using the same fixed/variable split assumed in the Residential revenue at existing rates. Since the assigned revenue is higher than revenue at existing rates, the fixed and variable components of the assigned revenue will be also higher for both components. The higher fixed component translates into a service charge that is over \$2.00 higher than the current service charge.

Despite the proposed increase in the fixed component of a residential customer bill, for an average residential customer consuming 1,000 kWh in a month, the overall bill impact is only 3.25%.

Horizon Utilities communicates rate change information to customers through a variety of channels including media releases, bill print messages, bill inserts, the Horizon Utilities website and its employees. Trained Customer Service representatives are also

1   able to advise customers regarding rate changes.

2   Specifically, for this Cost of Service Application, Horizon Utilities posted the Notice of

3   Application and Hearing for an Electricity Distribution Rate Change as provided by the

4   Ontario Energy Board to Horizon Utilities in the St. Catharines Standard and Hamilton

5   Spectator newspapers on September 27, 2010 and in the La Regionale newspaper (the

6   francophone newspaper) on September 29, 2010. Information and key messaging

7   about the Application was also communicated to Horizon Utilities' employees and

8   Customer Service representatives to ensure that accurate and timely information can be

9   relayed to our customers in response to their questions. It is Horizon Utilities' intention

10   to include a bill message for customers after the approval of its new rates.

**HORIZON UTILITIES CORPORATION (“HORIZON UTILITIES”)  
RESPONSES TO  
CONSUMERS COUNCIL OF CANADA INTERROGATORIES**

**DELIVERED: January 24<sup>th</sup>, 2011**

**Question 43**

**Reference: Ex. 1/T2/S6/Appendix 4-3**

Please describe the specific relief Horizon is seeking from the Board with respect to its Green Energy Plan.

**Response:**

Please refer to Horizon Utilities’ response to Board staff Interrogatory 31.

**HORIZON UTILITIES CORPORATION (“HORIZON UTILITIES”)  
RESPONSES TO  
CONSUMERS COUNCIL OF CANADA INTERROGATORIES**

**DELIVERED: January 24<sup>th</sup>, 2011**

**Question 44**

**Reference:** Ex. 1/T2/S6/Appendix 4-3

Horizon is seeking approval of \$200,000 in Smart Grid OM&A in 2011. Please how that budget was developed and provide a business case to support the expenditures.

Please provide business case, including cost/benefit analyses to support all of the other Green Energy Plan expenditures for which Horizon is seeking approval for.

**Response:**

Horizon Utilities is seeking approval for all forecasted expenditures for 2011 through 2013 in its Green Energy Act (“GEA”) Plan. Please refer to the response to Board staff Interrogatory 31.

In its GEA Plan, Horizon Utilities has described the objectives and benefits of the activities, as well as the reasons for the expenditures. Further clarity is provided as follows.

**Renewable Connections**

As a licenced distributor, Horizon Utilities is mandated with connected renewable generators where feasible. In Horizon Utilities’ GEA Plan, Horizon Utilities has estimated capital expenditures based on anticipated renewable generation project activity. In the OPA’s Letter of Comment, which can be found in Exhibit 4, Tab 2, Schedule 6, Appendix 4-4, the OPA confirms that Horizon Utilities’ GEA Plan is in line with current and anticipated FIT activity. The OPA states that Horizon Utilities’ GEA

1 Plan "...is generally consistent with the OPA's information regarding renewable energy  
2 generation connections."

3 Horizon Utilities has forecasted only capital expenditures for this initiative. The  
4 estimated expenditures are based on a number of assumptions. Horizon Utilities' refers  
5 the Intervenor to its response to Board staff Interrogatory 36 b) for elaboration on these  
6 assumptions.

### 7 Renewable Connections Enablers

8 A set of enablers that would help Horizon Utilities address an increase in renewable  
9 generation connection applications is defined as follows:

- 10 • Connections administration and optimization;
- 11 • Protection and control design and implementation support; and,
- 12 • Engineering studies that assess the impacts of generation connections, looking  
13 at issues such as:
  - 14 ○ Re-routing feeders to have generation supply high demand areas;
  - 15 ○ Considering generation in capacity and security planning (perhaps with a  
16 diversity factor); and,
  - 17 ○ Phase balancing as a result of increased generation.

18 Through these enablers, this initiative is expected to optimize and streamline the  
19 renewable generation connection process. This initiative presents the following  
20 benefits:

- 21 • Efficiency improvements that result in reduced costs and enhanced customer  
22 experience; and,
- 23 • A better understanding of the impacts of renewable generation on the distribution  
24 system, allowing Horizon Utilities to make prudent decisions regarding the design  
25 and operation of its distribution system.



Horizon Utilities has forecasted \$50,000 in operating expenditures for consultant assistance in 2011. In 2012, Horizon Utilities will hire a full time equivalent engineer. Horizon Utilities has allocated \$100,000 for this individual for 2012 through 2015.

#### Smart Grid Investigations

As a result of the *Green Energy and Green Economy Act, 2009*, distributors are required to make investments for the development and implementation of a Smart Grid. However, as stated by the OEB in *Filing Requirements: Distribution System Plans – Filing under Deemed Conditions of Licence [EB-2009-0397]*, “At the present time, smart grid development activities and expenditures should be limited to smart grid demonstration projects, smart grid studies or planning exercises and smart grid education and training.”

The Smart Grid Investigations initiative, which falls within the OEB’s scope for Smart Grid development activities, is critical for Horizon Utilities to plan its Smart Grid implementation in a prudent manner that provides value to its customers. Through this initiative, Horizon Utilities will learn from Smart Grid demonstrations and trials being conducted by other utilities. Horizon Utilities will participate in industry forums, follow the development of standards, and investigate products and technologies. With the knowledge gained through this initiative, Horizon Utilities will be able to plan its Smart Grid implementation in selective and prioritized manner such that Horizon Utilities’ Smart Grid solution is one that is tailored to provide optimal value to Horizon Utilities’ customers.

Horizon Utilities has forecasted \$200,000 in operating expenditures for 2011 for the Smart Grid Investigations initiative. This estimate includes a full time equivalent and consultant support. In 2012, Horizon Utilities intends to add another full time equivalent, and has therefore forecasted \$300,000 in operating expenditures from 2012 through 2015.

1 Customer Engagement and Communications

2 The objective of the Customer Engagement and Communications initiative is to help  
3 customers understand renewable connections enablement and Smart Grid, and to seek  
4 customer insight into these two areas. Horizon Utilities would like to ensure that its  
5 Smart Grid activities provide value to its customers, and this initiative will allow Horizon  
6 Utilities to do so.

7 Horizon Utilities has forecasted \$80,000 in operating expenditures for 2011, and  
8 \$40,000 in operating expenditures for 2012 through 2015 for the Customer Engagement  
9 and Communications initiative. These expenditures include consultant support.

10 Feeder Automation

11 Horizon Utilities has discussed the drivers for, and the benefits of, Feeder Automation in  
12 its response to Board staff Interrogatory 35.

13 Horizon Utilities has forecasted \$100,000 in operating expenditures for 2011 through  
14 2013 for the Feeder Automation initiative. These expenditures include investigations,  
15 planning activities, and consultant support.

16 Substation Automation

17 Horizon Utilities 4 kV and 8 kV Renewal Plan, which can be found in Appendix E of  
18 Horizon Utilities' Asset Management Plan, in Exhibit 2, Tab 3, Schedule 2, Appendix 2-  
19 1, lays out a plan to decommission Horizon Utilities' substations by converting 4.16 kV  
20 and 8.32 kV circuits to 13.8 kV and 27.6 kV over a period of approximately 40 years.  
21 While Substation Automation is generally thought of as an essential component of a  
22 Smart Grid, Horizon Utilities is uncertain of the business case for implementing  
23 Substation Automation to aging substations that are intended to be taken out of service.

24 As Horizon Utilities states on page 46 of its GEA Plan, in Exhibit 4, Tab 2, Schedule 6,  
25 Appendix 4-3, the Substation Automation initiative "...is intended to investigate the  
26 technology, monitor other LDC pilots, and establish a business case for the technology  
27 with Horizon Utilities' aging stations."

- 1 Horizon Utilities has forecasted \$100,000 in operating expenditures for 2011 through
- 2 2015 for the Substation Automation initiative. These expenditures include
- 3 investigations, planning activities, and consultant support.

**HORIZON UTILITIES CORPORATION (“HORIZON UTILITIES”)  
RESPONSES TO  
CONSUMERS COUNCIL OF CANADA INTERROGATORIES**

**DELIVERED: January 24<sup>th</sup>, 2011**

**Question 45**

**Reference:** Ex. 9/T1/S2

Please explain how the 2011 revenue requirement and deferral and variance accounts are dealing with the introduction of the HST on July 1, 2010.

**Response:**

The 2011 revenue requirement and deferral and variance accounts are not impacted in this rate filing by the introduction of the HST on July 1, 2010. Horizon Utilities is following the Board guidance and the Accounting Procedures Handbook regarding the introduction of the HST on July 1, 2010.

Please see Horizon Utilities’ response to Board staff Interrogatory 11b).

**HORIZON UTILITIES CORPORATION (“HORIZON UTILITIES”)  
RESPONSES TO  
CONSUMER COUNCIL OF CANADA INTERROGATORIES**

**DELIVERED: January 24<sup>th</sup>, 2011**

**Question 46**

**Reference:** Ex. 9/T1/S2

Please explain Table 9-10. What is the current status of the expenditures incurred to date with respect to smart meters and the amount recovered? What are the plans to recover the current shortfall?

**Response:**

Table 9-10 is based on the Chapter 2 Filing Requirements for Transmission and Distribution Applications as provided by the Ontario Energy Board on June 29, 2010. The table provides a summary of the total operating and capital expenditures incurred, or forecast to be incurred, with respect to Horizon Utilities’ smart meter deployment activities, as well as the amount of smart meter adder revenue that has been, or is expected to be collected, based on the Smart Meter Funding Adder. The amounts recorded in Account 1555 also include carrying charges, as well as accumulated amortization recorded on the Smart Meter assets. The amounts recorded in 1556 also include carrying charges plus the depreciation expense recorded on the Smart Meter assets.

The amounts reflected in the table up to 2009 are the actual amounts recorded in the Smart Meter Variance Accounts (See also Exhibit 9, Tab 1, Schedule 2, Page 4). As at December 31, 2009, Horizon Utilities has incurred \$24.3MM in gross capital expenditures, \$2.8MM in OM&A expenditures and \$2.4MM in depreciation related to Smart Meters and collected \$7.5MM in smart meter funding through the Smart Meter Funding Adder. .

1 The amounts provided for 2010 and 2011 are based on Horizon Utilities 2010 forecast  
2 and 2011 Budget related to Smart Meters.

3 Horizon Utilities was one of the 13 named distributors and was an early adopter of the  
4 provincial government's smart meter initiative. Horizon Utilities has received funding for  
5 its smart meter program through utility specific funding adders and it is in this manner  
6 that expenditures that are being incurred have initially been funded.

7 Horizon Utilities has filed a utility-specific Smart Meter Funding Adder (EB-2010-0292)  
8 separately to recover expenditures with respect to its smart meter program and has not  
9 included smart meter program costs within this Cost of Service Application. In the event  
10 that the Board determines that these costs are not recoverable within the Smart Meter  
11 Funding Adder, Horizon Utilities respectfully requests that the Board allow for these to  
12 be carried for future disposition in a subsequent electricity distribution rate cost of  
13 service application.

14 Horizon Utilities anticipates filing an application to rate base smart meters in the future.

**HORIZON UTILITIES CORPORATION (“HORIZON UTILITIES”)  
RESPONSES TO  
CONSUMER COUNCIL OF CANADA INTERROGATORIES**

**DELIVERED: January 24<sup>th</sup>, 2011**

**Question 47**

**Reference:** Ex. 9/T1/S2

What is Horizon's best estimate of the cost per residential customer for smart meters including all costs of the smart meter program? Has Horizon undertaken any cost/benefit analysis with respect to its smart meter program? If not, why not? Is Horizon aware of any cost/benefit analysis undertaken by anyone else with respect to the installation and use of smart meters in Ontario? If so, please provide a copy of that analysis.

**Response:**

Horizon Utilities best estimate of costs per residential and <50kW customers for all costs of the smart meter program is approximately, \$131.00 per meter. Horizon Utilities has not under taken any cost/benefit analysis with respect to its smart meter program. Horizon Utilities was one of the original 13 named utilities to implement smart meters. Horizon Utilities is not aware of any cost/benefit analysis that has been undertaken by others.