



December 20, 2011

BY RESS AND BY COURIER

Ms. Kirsten Walli
Board Secretary
Ontario Energy Board
2300 Yonge St., Suite 2700
Toronto, ON, M4P 1E4

Dear Ms. Walli:

**RE: Phase 2 – Initiative to Develop Electricity Distribution System Reliability Standards
Board File No: EB-2010-0249**

The Ontario Energy Board (the "Board") issued a letter (the "Letter") to all licensed Electricity Distributors and other Interested Parties, dated November 23rd, 2011 inviting responses to a series of questions regarding electricity distribution system reliability standards.

In the Letter, it was also stated that Board staff wished to invite a small group of distributors and other interested parties to form a Reliability Data Working Group ("RDWG"). Horizon Utilities Corporation ("Horizon Utilities") understands that the RDWG will meet and discuss issues related to the topics in the System Reliability Standards paper issued along with the November 23, 2011 letter, the goal of which would be to help improve Board staff's understanding of these matters. The RDWG members would consider the feedback provided in response to the Letter, along with their own practical experience, in an effort to address the technical aspects of improving the quality of the reliability data being utilized by distributors.

By way of this letter, Horizon Utilities wishes to identify its support of the commencement of Phase 2 of this initiative by the Board. Further, Horizon Utilities wishes to nominate an individual to the RDWG. Horizon Utilities is one of the largest local distribution companies ("LDCs") in Ontario, with 237,000 customers and \$470M in assets. Horizon Utilities is owned by Horizon Holdings Inc. which is in turn owned by holdings companies of the cities of Hamilton and St. Catharines, which are also Horizon Utilities' service territories.

Horizon Utilities is in a unique position of having a number of defining characteristics which it believes will be of great assistance to the Board and Board staff in terms of contribution and active participation on the RDWG, as follows:

- Horizon Utilities has a distribution system that combines rural and urban areas. There are significant differences in operational characteristics between urban and rural distribution systems. Horizon Utilities' experience will prove to be valuable when determining the effectiveness of various reliability metrics in both rural and urban settings.
- Based on its wide experience in the aforementioned combination of rural and urban areas within a distribution system, Horizon Utilities will bring to bear its operational experience with the implementation challenges that arise from both situations which include but are not limited to variability in customer density and exposure to risk to the RDWG.
- Horizon Utilities' distribution system is one of the older infrastructures in Ontario for which a large renewal effort is underway (EB-2010-0131). The operational information

recorded by Horizon Utilities plays an integral part in guiding and prioritizing Horizon Utilities' capital investment decisions.

- Horizon Utilities also has a diverse system and equipment base resulting from amalgamations of LDCs. Each LDC that forms the predecessor companies to Horizon Utilities was built to different standards and as a result Horizon Utilities now has experience with standardizing and consolidating the reliability tracking, information gathering and reporting methodologies as a result of the amalgamations of Ancaster Hydro-Electric Commission, Stoney Creek Hydro-Electric Commission and Dundas Hydro-Electric Commission, Flamborough Hydro-Electric Commission, and St. Catharines Hydro-Electric Commission with Hamilton Hydro-Electric Commission
- Horizon Utilities also has a diverse customer base of residential, commercial and heavy industrial customers. Consequently, these customer types have a varying tolerance to outages and Horizon Utilities has had to develop a reliability monitoring and reporting methodology that captures the diverse needs of this customer base.

Horizon Utilities nominates Mr. Jim Butler, Director of Engineering and Operational Improvement at Horizon Utilities, to the RDWG. Mr. Butler, who holds a Master of Business Administration and is a Professional Engineer and Member of the Association of Professional Engineers of Ontario, is an electrical engineer by training. He has over 19 years' worth of experience in electricity industry, including experience at Horizon Utilities, the IESO, Just Energy, First Source Energy and Enersource Hydro Mississauga ("Enersource"). Mr. Butler is responsible for the reliability reporting and maintenance programs aimed at improving reliability for Horizon Utilities and previously for Enersource. Mr. Butler has a diverse experience base to draw upon when participating in the RDWG, from experience as a Control Room operator while at Enersource to experience in Senior Management and responsibility for creating and directing the maintenance, reliability and capital expenditure programs at Horizon Utilities. A copy of Mr. Butler's *Curriculum Vitae* is enclosed with this letter.

Horizon Utilities is pleased to participate in this proceeding and looks forward to playing an active and dedicated role to the RDWG should its nomination be accepted. Correspondence related to this matter may be sent to me electronically at my email address as follows:

indy.butany@horizonutilities.com

Thank you for the opportunity to participate in this important proceeding.

Yours Truly,

Original signed by Indy Butany-DeSouza

Indy J. Butany-DeSouza
Vice-President, Regulatory Affairs
Horizon Utilities Corporation
Tel: (905) 317-4765

EDUCATION

**Queen's University, School of Business, Kingston, ON
MBA, 1999**

**Queen's University, School of Engineering, Kingston, ON
Bachelor of Applied Science, Electrical Engineering, 1992**

PROFESSIONAL ASSOCIATIONS

**Association of Professional Engineers of Ontario
1994-present**

EMPLOYMENT EXPERIENCE

HORIZON UTILITIES

**Director, Engineering & Operational Improvement
Aug 2011 – present**

- Lead and support management and technical staff engaged in the day-to-day planning, operating and maintenance of the distribution network.
- Develop Horizon's asset management plan incorporating asset life cycle cost considerations and network designs to support corporate strategies and maximize shareholder and customer benefits.
- Prepare and manage annual business plan. Monitor budget, costs, identify and execute process and divisional improvement opportunities.
- Direct the network operating group to ensure a 24/7 operation is adequately in place and supported to achieve daily work programs, network switching, effective restoration and emergency support to work groups and the public.
- Support, establish and implement the Corporations strategic plan (policies, standards, practices and technology) by assessing emerging technologies and process improvements and industry trends.
- Create, implement, and administrate a management system to ensure compliance with electricity safety regulations O.Reg. 22/04.
- Advise and support the line maintenance groups detailing line and station maintenance requirements for inclusion in operating budgets.
- Responsible for the management of network asset and related databases and applications.
- Initiate and lead studies on line and station assets to improve performance and reliability, reduce costs, introduce efficiency improvements and assess new technologies.

INDEPENDENT ELECTRICITY SYSTEM OPERATOR, Mississauga, ON

SMSIP Project Team, 2006 – Aug 2011

- Charged with developing and leading the IESO team responsible for enduring operations of the provincial Meter Data Management and Repository (MDM/R) system. I directly manage the IESO staff and indirectly manage IBM, the Operational Service Provider who hosts and operates the provincial Meter Data Management and Repository (MDM/R) system, at the operational level.
- Developed the Incident and Problem Management process for the MDM/R. This is the procedure used to support the daily interaction between the LDCs and the IESO for the operation of the MDM/R. I created and authored the business processes for the interaction between the LDCs and the IESO, as well as the internal interface between the IESO and IBM.
- Developed the Change Management process for the MDM/R. Change management ensures the controlled and systematic implementation of any modifications to the MDM/R system. I created and

Jim Butler

authored the business processes defining the interactions between the IESO and IBM and the subsequent communications to the LDCs.

- Authored the initial drafts of the SME Agreement and related Terms of Service and have continued to support the effort to develop these documents.
- Reviewed eMeter's design documentation and provided input into the SMSIP project team's responses to eMeter regarding the documentation.

JUST ENERGY (formerly ENERGY SAVINGS GROUP), Mississauga, ON Manager, Renewals, 2005 – 2006

- Integrated the customer and contract information from multiple systems in order to ensure that our offers were consistent across commodities and markets while maintaining compliance with local laws and regulations.
- Designed and oversaw the implementation of the audit controls for the customer retention programs. Controls were vital to ensure that regulatory and legal requirements were satisfied while maximizing the number of customers targeted and the overall success of the customer retention programs.
- Directed the documentation of the business process to meet Bill 198 requirements (documentation required for CEO and CFO certification).

Manager, Ontario Electricity Operations 2003 - 2005

- Accepted responsibility for the daily operations supporting the Ontario Electricity Market with the operations personal and business analysts reporting to me.
- Oversaw and managed the rapid growth in the Ontario electricity portfolio by integrating the EPCOR book of business into our systems when EPCOR's 140,000 retail electricity contracts in Ontario were purchased. This expanded our customer base from 25,000 to 165,000 customer contracts. A complete functional and scalability review of the system was required prior to the acquisition and once the agreement closed, the data input and enrollment of these customers was required within three weeks. This target was met successfully and ahead of schedule.
- Reviewed and approved the design, specification, development and implementation of a major rebuild of the system to allow for contract renewals. Extensive database changes and functionality enhancements were required to record more than one contract and contract parameters for a customer all while maintaining our daily enrollment, billing and settlement functionality.
- Directed the EBT 3.0 and EBT 3.1 upgrades. These upgrades were required for continued communication with the HUB and all other market participants.

FIRST SOURCE ENERGY CORP., Mississauga, ON Operations Manager, 2001 – 2003

- Reporting directly to the First Source President, I was accountable for the development and leadership of the operations group for this new business venture. First Source Energy was an electricity retailer joined owned by Enersource and Veridian.
- Charged with the design, implementation and daily operation of an EBT compatible and Retail Settlement Code compliant CIS system. I was responsible for all phases of this project from RFP creation, proposal review, and contract tendering, to daily system audits and performance enhancements.
- Managed relationships with industry participants such as local utilities, the Ontario Energy Board, and the IMO. Required to investigate, negotiate and resolve issues and represent First Source Energy Corp. with position papers and as a participant on Board committees and working groups.
- Responsible for staffing and training of the Operations Department and Call Centre to ensure efficient operation of the CIS system, enrollment, billing, customer communications, and dispute management.

ENERSOURCE HYDRO MISSISSAUGA, Mississauga, ON

Jim Butler

Senior Manager, Distribution and Standards, 2000 – 2001

- Responsible for the Underground Maintenance, Overhead Maintenance, Standards, and Fleet departments. Charged with the long-term maintenance strategy that would meet current PBR requirements for the City of Mississauga's electricity distribution system which is comprised of 1,652 km of overhead and 3,969 km of underground wires and connections. Plans I designed and implemented maximized the system's operational life and resulted in the lowest total ownership cost for the system.
- Managed 57 permanent employees and up to 20 contractors with a capital budget of \$5.1MM and an operating budget of \$4.6MM.
- Member of Enersource's Market Readiness Team. As one of the key team leaders in this group I was responsible for ensuring that the engineering division met all of its regulatory requirements at both the wholesale and retail level.
- Represented Enersource on the IMO sponsored Market Commissioning Task Force. This task force was comprised of numerous market participants from all market sectors and was responsible for developing and implementing the transition and testing plan to open the wholesale market.
- Member of the Enersource Corporation project team that designed an RFP and evaluated submissions for a general ledger and work management system.

Manager, Special Projects, 1998 - 2000

- Member of the IMO sponsored Wholesale Metering Technical Advisory panel and the OEB sponsored Distribution System Code metering subcommittee.
- Retained responsibility for the Meter Shop and directed the task of registering Enersource Corporation as a Meter Service Provider. (MSP 1008).
- Supported Enersource's representative on the Market Design Committee by reviewing and commenting on technical aspects of some committee proposals.
- Responsible for defining the engineering and metering business requirements for the RFP creation and responsible for reviewing the RFP submission and making recommendations on Enersource Corporation's new billing system.

Metering Supervisor, 1996 - 1998

- Managed 7 full-time staff, 12 contractors, with an operating budget of \$3.1MM.
- Proposed and managed the expansion of Hydro Mississauga's interval metering program, which converted approximately 1500 interval metered customers over a 3 year period.
- Represented Enersource on the Peel Group. This project involved developing a pilot automated meter reading system for residential consumers.
- Oversaw Enersource's initial MV-90 implementation.
- Managed the process of outsourcing of the meter shop and re-verification testing by designing an RFP, evaluating submissions, and awarding the contract.

SCADA System Administrator, 1994 – 1996

- Managed the installation of a SCADA system including the design analysis for locating new remote controlled switches, coordinating equipment installation with field crews, and scheduling equipment delivery from suppliers, which minimized inventory carrying costs.
- Control Room Operator during Enersource's 1994 work stoppage.
- Developed new distribution system load measurement metrics which allowed Enersource to redesign and improve the system capacity planning and expansion process.
- Enhanced system functionality and reduced the payback period for the entire project from six years to four years.
- Led the engineering team during the creation and tendering of an RFP for the supply of the radio controlled RTUs.

Operations Engineer, 1992 – 1994

- Member of the Enersource team charged with the installation and operation of the SCADA system
- Evaluated project proposals to ensure compliance with system integrity, safety, and system cost/benefits.
- Acted as a control room operator and operating Enersource's TDR and cable fault locating truck during an eight-week work stoppage in 1994.