

CANADA	}	IN THE MATTER OF sections 25.20 and 25.21 of the
	}	<i>Electricity Act, 1998;</i>
PROVINCE OF ONTARIO	}	
	}	AND IN THE MATTER OF a Submission by the
	}	Ontario Power Authority to the Ontario Energy Board
	}	for the review of its proposed expenditure and revenue
	}	requirement for the year 2014.
JUDICIAL DISTRICT OF YORK	}	
	}	
	}	
TO WIT:	}	
	}	

AFFIDAVIT OF PUBLICATION AND SERVICE

OF
MIRIAM HEINZ
(sworn April 7, 2014)

I, Miriam Heinz, of the City of Toronto, MAKE OATH AND SAY AS FOLLOWS:

1. I am employed as Regulatory Coordinator at the Ontario Power Authority.
2. As set out in paragraph 1 of the Letter of Direction, dated March 26, 2014 (“Letter of Direction”) the English Notice, containing the Ontario government logo and the words “Ontario Energy Board” was published in one edition of the Globe and Mail newspaper on April 1, 2014. Under the forth bullet of the section entitled “**BE INFORMED AND HAVE YOUR SAY**”, the actual date of April 11, 2014 was inserted in the format as follows: **April 11, 2014** which is 10 calendar days from the date of publication. Attached hereto, and marked as Exhibit "A", is a true copy of the said English Notice as published in the Globe and Mail.
3. As set out in paragraph 2 of the Letter of Direction, the French Notice, containing the Ontario government logo and the words “Commission de l’Energie de l’Ontario”, was published in one edition of *Le Droit* newspaper on April 1, 2014. Under the forth bullet of the section entitled “**SOYEZ RENSEIGNÉ ET DONNEZ VOTRE OPINION**”, the actual date of April 11, 2014 was inserted in the format as follows: **11 avril 2014** which is 10 calendar days from the date of publication. Attached hereto, and marked as Exhibit "B", is a true copy of the said French Notice as published in *Le Droit*.
4. As set out in paragraph 4 of the Letter of Direction, the English Notice and the French Notice, and a link to the OPA’s website at <http://powerauthority.on.ca/regulatory-affairs/2014-revenue-requirement-submission>, where the OPA has posted its application

(Fiscal 2014 Revenue Requirement Submission), were sent to all intervenors of record in the EB-2010-0279 proceeding through an e-mail. There were four undelivered emails, and most registered intervenors to EB-2010-0279 confirmed receipt. Attached hereto, and marked as Exhibit "C" are true copies of the e-mail; the English and French Notices; the OPA's web page where English and French Notices and the OPA's application is posted; and the four undelivered emails.

Sworn before me at the City of Toronto this 7th day of April 2014

Original signed by Christine La fleur

Christine La fleur
Counsel, Legal and External Affairs
Ontario Power Authority

Original signed by Miriam Heinz

Miriam Heinz

This is **Exhibit “A”** referred to in the Affidavit of Publication and Service of Miriam Heinz, sworn before me this 7th day of April 2014

Commissioner for taking affidavits

Original signed by Christine La Fleur

_____.

Christine La Fleur,
Counsel, Legal and External Affairs
Ontario Power Authority

ENERGY

Encana sells gas field for \$1.8-billion

Price of Jonah may have been lower than expected, but it lines up with company’s strategy and will help pay down debt

CARRIE TAIT CALGARY

Merger and acquisitions in the oil patch continue to soar, with major companies involved in two new natural gas deals worth more than \$2-billion.

Encana Corp. on Monday said it sold its Jonah natural gas field in Wyoming for about \$1.8-billion (U.S) to TPG Capital, a global private equity firm. Meanwhile, Houston’s Apache Corp. sold \$374-million worth of natural gas assets in the Deep Basin area in Alberta and British Columbia to Calgary’s Canadian Natural Resources Ltd.

Big energy companies such as Encana and Talisman Energy Inc. made big bets on dry natural gas years ago, accumulating large positions of land in North America. The natural gas market, however, did not rebound as they expected, leaving them financially pinched and stuck with unpopular parcels of land. Some energy companies have since migrated away from dry natural gas plays, looking for land rich with oil and natural gas liquids (such as propane, butane and ethane), or property which could become part of proposed liquefied natural gas market.

Encana’s sale lines up with its strategy of narrowing its focus and further concentrating on plays containing oil and NGLs – a plan chief executive Doug Suttles



Encana has sold its gas field in Wyoming to TPG Capital, a global private equity firm. ENCANA/NYT

laid out last year. But the deal comes as natural gas prices have become more attractive. Natural gas traded at \$4.37 per million British thermal units on the New York Mercantile Exchange Monday.

The Jonah field, however, is not strictly dry natural gas, which may have made it more palatable to TPG. The play produced 323 million cubic feet per day of natural gas in 2013, down from 411 million cubic feet per day in 2012, according to Encana’s 2013 man-

agement’s discussion and analysis released at the end of December. Meanwhile, Encana said Jonah churned out 4,700 barrels of oil and liquids per day in 2013, up from 4,100 a year prior. The Canadian company attributed part of its overall increase in oil and natural gas liquids production to Jonah.

“Average oil and NGL production volumes during 2013 increased primarily due to successful drilling programs in the DJ Basin, Piceance and the

San Juan Basin and new and renegotiated gathering and processing agreements which resulted in additional NGL volumes primarily in Piceance [play in northwest Colorado] and Jonah,” the document says.

TPG said in the press release that it intends to keep Encana’s employees, and plans to open an office in Denver as it expands into the oil and gas business. The private equity firm would not comment further on its strategy. The deal’s price tag may have

been “marginally lower than expected,” according to TD Securities analyst Menno Hulshof, but is a “long-term positive” for Encana because he expects the cash to go toward paying down debt.

Encana in November said it would concentrate on five plays: the Montney in northwest Alberta and into northeast British Columbia, the Duvernay in west central Alberta, its DJ basin in Colorado, the San Juan oil play in northwest New Mexico, and its slice of the Tuscaloosa marine shale in Mississippi and Louisiana

CNRL’s purchase comes one month after spent \$3.1-billion to buy Devon Energy Corp.’s natural gas plays in Western Canada, making it a consolidator. CNRL confirmed it purchased Apache’s assets, and one analyst believes it may have bought them on the cheap. RBC Dominion Securities analyst Leo Mariani said the price Apache received is “slightly weak.”

Apache is not entirely abandoning the area.

“These producing assets were determined to have more value with another operator and divestment allows us to focus on other properties in the region,” Apache spokesman Patrick Cassidy said.

With files from Shawn McCarthy

Encana (ECA)
Close: \$23.61, down 9¢

ECONOMY

December storms negate January’s GDP growth

BARRIE MCKENNA OTTAWA

Monthly economic growth of 0.5 per cent would normally be a cause for celebration in Canada. But January’s 0.5-per-cent jump in gross domestic product follows an identical-sized 0.5-per-cent decline in December, when a massive ice storm swept through Central and Eastern Canada, knocking out power to hundreds of thousands of homes and businesses.

So one month into the first quarter, the economy is essentially back to where it was at the end of November. The bounce-back was slightly better than the 0.4-per-cent bump expected by economists, according to the consensus forecast.

“What goes down can come up, at least when the drop was all due to the weather,” CIBC World Markets chief economist Avery Shenfeld said.

Bank of Montreal chief economist Douglas Porter said “no one would mistake growth for being robust.” But he said it looks “sturdy enough” to top 2 per cent for the year.

The bad news is that December’s stormy weather was repeated in February and March throughout much of the country. The result is that the rest of the quarter may also be slowed by the weather.

“Extreme weather conditions are still likely to have held back Canadian economic growth in the first quarter,” pointed out economist Diana Petramala of Toronto-Dominion Bank. Canada will likely have to wait until the April-through-June quarter to show stronger gains, she said.

The goods-producing sector led the way in January with gains of 2 per cent for manufacturing and 1.2 per cent for the mining and oil-and-gas sectors, according to a report released Monday by Statistics Canada. The retail sector, which was hit hard in December because of bad weather, also rebounded, posting a 1.3-per-cent monthly gain in January. There were also gains in wholesale trade, finance, insurance, accommodation, food services and transportation and warehousing services. The service sector over all expanded 0.3 per cent. Only one of the 15 service sector industries tracked by Statscan posted a decline in January – an indication of the “breadth of the expansion,” according to economist Matthieu Arseneau of National Bank of Canada.

The notable outlier was a massive 2.9-per-cent decline in arts, entertainment and recreation activity. Royal Bank of Canada assistant chief economist Paul Ferley attributed the anomaly to the end of the NHL hockey strike.

ONTARIO ENERGY BOARD NOTICE

The Ontario Power Authority (“OPA”) has asked the Ontario Energy Board to approve its proposed Fees and Charges for 2014

The OPA is seeking approval for the fees charged through electricity rates to recover its proposed 2014 operating budget of \$60.3 million. The operating budget is based upon the OPA’s 2014-2016 Business Plan that was approved by the Minister of Energy on January 29, 2014. If the OPA’s proposal is accepted, the current fee will increase from \$0.438/MWh to \$0.439/MWh. For residential customers, this fee is charged to you as part of the “Regulatory Charges” line item on your electricity bill. For an average residential customer, the proposed change will have a very minor impact on the bill.

The OPA has indicated that it may also request a new registration fee for its Large Renewable Procurement. Although this request is not part of the current application, the OPA may seek to amend the application to add this new fee.

The OPA proposes to hold its other fees (which are for registrations and applications that generally do not directly impact residential consumers) constant.

THE ONTARIO ENERGY BOARD IS HOLDING A PUBLIC HEARING

The OEB will hold a public hearing to consider the OPA’s request. We will consider the evidence filed by the OPA, question the company on its case, and allow individuals and groups that wish to participate to provide evidence, question the company and make arguments about whether the order should be granted. At the end of this hearing, the OEB will determine if the OPA’s proposed fee is appropriate.

The OEB is an independent and impartial public agency. We make decisions that serve the public interest. Our goal is to promote a financially viable and efficient energy sector that provides you with reliable energy services at a reasonable cost.

BE INFORMED AND HAVE YOUR SAY

You have the right to information regarding this application and to be involved in the process. You can:

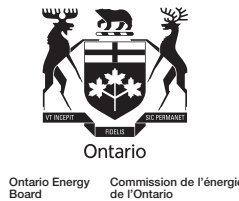
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- become an active participant (called an intervenor). Apply by **April 11, 2014** or the hearing will go ahead without you and you will not receive any further notice of the proceeding.
- at the end of the process, review the OEB’s decision and its reasons on our website.

LEARN MORE

Our file number for this case is EB-2013-0326. To learn more about this hearing, find instructions on how to file letters or become an intervenor, or to access any document related to this case please enter that file number at the OEB website: www.ontarioenergyboard.ca/notice. You can also phone our Consumer Relations Centre at 1-877-632-2727 with any questions.

PRIVACY

If you write a letter of comment or sign up to observe the hearing, your name and the content of your letter or the documents you file with the OEB will be put on the public record and the OEB website. However, your personal telephone number, home address and email address will be removed. If you are a business, all your information will remain public. If you apply to become an intervenor, all information will be public.



This is **Exhibit “B”** referred to in the Affidavit of Publication and Service of Miriam Heinz, sworn before me this 7th day of April 2014

Commissioner for taking affidavits

Original signed by Christine La Fleur

_____.

Christine La Fleur,
Counsel, Legal and External Affairs
Ontario Power Authority

» EN BREF

JANVIER POSITIF POUR L'ÉCONOMIE DU PAYS

L'économie canadienne a fortement rebondi en janvier, ce qui laisse croire que les pépins

observés au dernier mois de 2013 étaient probablement largement attribuables au mauvais temps. Le produit intérieur brut du Canada a avancé au rythme de 0,5 % en janvier, à une allure éton-

namment robuste qui renverse précisément le recul de décembre. Et les travailleurs ont eu d'autres bonnes nouvelles hier, lorsque Statistique Canada a indiqué que la rémunération hebdomadaire

moyenne des employés salariés non agricoles avait grimpé de 3 % – soit bien plus que l'inflation – à 925 \$ en janvier, bien que la variation mensuelle ait été stable. Pour le premier trimestre, les

économistes misent en moyenne sur une croissance plus discrète d'environ 1,5 %. La Banque du Canada croit que le potentiel de croissance hors inflation de l'économie est d'environ 2 %.

AVIS DE LA COMMISSION DE L'ÉNERGIE DE L'ONTARIO**L'Ontario Power Authority (« OPA ») a demandé à la Commission de l'énergie de l'Ontario d'approuver les frais proposés pour 2014**

L'OPA demande qu'on approuve les frais qui seront perçus dans les tarifs d'électricité afin qu'elle puisse recouvrer les sommes affectées au budget de fonctionnement de 60,3 millions de dollars pour 2014.

Le budget de fonctionnement est basé sur le plan d'activités de l'OPA de 2014-2016 qui a été approuvé par le ministre de l'Énergie le 29 janvier 2014. Si la proposition de l'OPA est acceptée, le tarif passera de 0,438 \$/MWh à 0,439 \$/MWh. Pour les clients résidentiels, les frais feront partie de la ligne des « frais réglementés » de la facture d'électricité. Pour les clients résidentiels ordinaires, le changement proposé aura une très faible incidence sur leur facture.

L'OPA a également indiqué qu'elle exigerait peut-être de nouveaux frais d'inscription pour les contrats relatifs aux grands projets d'énergie renouvelable. Même si ces nouveaux frais ne font pas partie de la demande actuelle, il se peut que l'OPA demande la modification de celle-ci pour ajouter ces nouveaux frais.

L'OPA propose de garder ses autres frais constants (ceux qui touchent les inscriptions et les demandes n'ayant généralement pas une incidence directe sur les clients résidentiels).

LA COMMISSION DE L'ÉNERGIE DE L'ONTARIO TIENDRA UNE AUDIENCE PUBLIQUE

La Commission de l'énergie de l'Ontario tiendra une audience publique en vue d'examiner la demande de l'OPA. Nous prendrons en considération les pièces justificatives déposées par l'OPA et poserons des questions à l'entreprise relativement à sa proposition. Nous permettrons aussi aux personnes et aux groupes voulant participer à l'audience de déposer des pièces justificatives, de poser des questions à l'entreprise et de présenter des arguments en ce qui concerne la décision d'approuver ou non les frais. À la fin de l'audience, la Commission décidera si les frais proposés par l'OPA sont appropriés.

La Commission de l'énergie de l'Ontario est un organisme public indépendant et impartial. Nous prenons des décisions qui servent l'intérêt public. Notre objectif est de promouvoir un secteur énergétique viable et efficace sur le plan financier qui vous offre des services d'énergie fiables à coût raisonnable.

INFORMEZ-VOUS ET FAITES VALOIR VOTRE OPINION

Vous avez le droit d'obtenir des renseignements sur cette demande et de participer activement au processus. Vous pouvez :

- Examiner la demande de l'OPA sur le site Web de la Commission de l'énergie de l'Ontario dès maintenant.
- Vous inscrire pour observer l'audience en recevant des documents connexes de la Commission.
- Déposer une lettre comprenant vos commentaires, laquelle sera examinée durant l'audience.
- Devenir un participant actif (aussi appelé un intervenant). Vous devez formuler une demande d'ici le **11 avril 2014**, sinon l'audience aura lieu sans vous, et vous ne recevrez aucun autre avis sur celle-ci.
- À la fin du processus, consulter la décision et les motifs connexes de la Commission de l'énergie de l'Ontario sur notre site Web.

APPRENEZ-EN PLUS

Le numéro de dossier pour ce cas est EB-2013-0326. Pour en apprendre davantage sur l'audience, consultez les directives sur la façon de déposer des lettres ou de devenir intervenant. Pour accéder à tout document lié au présent cas, veuillez entrer ce numéro de dossier sur le site Web de la Commission de l'énergie de l'Ontario à l'adresse suivante (page unilingue anglaise) : www.ontarioenergyboard.ca/notice. Si vous avez des questions, vous pouvez également téléphoner à notre centre de relations avec les consommateurs au 1-877-632-2727.

CONFIDENTIALITÉ

Si vous écrivez une lettre de commentaires ou si vous vous inscrivez pour observer l'audience, votre nom et le contenu de votre lettre ou des documents que vous enverrez à la Commission de l'énergie de l'Ontario seront versés au dossier public et affichés sur le site Web de la Commission. Cependant, votre numéro de téléphone, votre adresse domiciliaire et votre adresse électronique seront retirés. Si vous faites office de client commercial, tous vos renseignements demeureront publics. Si vous demandez à devenir un intervenant, tous vos renseignements seront publics.

**LE POUVOIR D'ACHAT DES NON-SYNDIQUÉS A CRÛ PLUS QUE CELUI DES SYNDIQUÉS**

MONTREAL — Durant la dernière décennie, le pouvoir d'achat des travailleurs non syndiqués a crû de façon plus notable que celui des travailleurs syndiqués. Cette donnée surprenante ressort de l'Annuaire québécois des statistiques du travail, un rapport de 268 pages qui vient d'être rendu public par l'Institut de la statistique du Québec. En 2013, les employés syndiqués recevaient en moyenne une rémunération de 25,23 \$ l'heure, comparativement à 20,75 \$ pour les non syndiqués, soit un écart de 4,48 \$. Toutefois, échelonnée sur une décennie, la rémunération des syndiqués avait crû de 6,4 %, alors qu'elle avait crû de 11,9 % pour les non-syndiqués.

UNIFOR VEUT SYNDIQUER TOYOTA EN ONTARIO

KITCHENER, ONT. — Le syndicat Unifor souhaite représenter plus de 6500 travailleurs des trois usines canadiennes du constructeur automobile Toyota en Ontario. Le syndicat affirme avoir déposé une demande auprès de la Commission des relations de travail de l'Ontario pour devenir l'agent de négociation certifié de Toyota Canada. Unifor s'attend à ce que les employés votent en faveur de la syndicalisation la semaine prochaine. Les principales préoccupations des travailleurs de Toyota incluent les salaires, les régimes de retraites et les enjeux liés au milieu de travail. Toyota possède trois usines d'assemblage au Canada, soit deux à Cambridge et une à Woodstock en Ontario, mais Unifor négocierait pour elles en tant qu'unité.

PREMIÈRE VICTOIRE DE BLACKBERRY CONTRE TYPO PRODUCTS

SAN FRANCISCO — BlackBerry a remporté le premier round de son combat judiciaire contre une entreprise fabriquant un clavier pour iPhone fondée par l'animateur d'*American Idol*, Ryan Seacrest. Une ordonnance de la cour interdit à l'entreprise de M. Seacrest, Typo Products, de vendre son clavier pour iPhone aux États-Unis tant que ne sera pas réglé le litige avec BlackBerry, qui affirme que le produit est une violation de son brevet. BlackBerry avance que Typo Products a copié le design des claviers que l'on retrouve sur ses téléphones.

La Presse Canadienne

This is **Exhibit “C”** referred to in the Affidavit of Publication and Service of Miriam Heinz, sworn before me this 7th day of April 2014

Commissioner for taking affidavits

Original signed by Christine La Fleur

_____.

Christine La Fleur,
Counsel, Legal and External Affairs
Ontario Power Authority

From: [Miriam Heinz](#)
To: [Basil.alexander@klippensteins.ca](#); [biju.gopi@ieso.ca](#); [carlton.mathias@opg.com](#); [cbrant@willmsshier.com](#); [cneme@energyfuturesgroup.com](#); [colin.anderson@opg.com](#); [DavidMacIntosh@nextcity.com](#); [David.butters@appro.org](#); [dbjornson@hydro.mb.ca](#); [dpasumarty@eda-on.ca](#); [dpoch@eelaw.ca](#); [jabouchar@willmsshier.com](#); [jack@cleanairalliance.org](#); [jav.shepherd@canadianenergylawyers.com](#); [jgibbons@pollutionprobe.org](#); [jgirvan@ca.inter.net](#); [jhughes@blg.com](#); [jsimon@indeco.com](#); [jwrightman@econalysis.ca](#); [marion.fraser@rogers.com](#); [mbuonaguro@piac.ca](#); [mgardner@willmsshier.com](#); [mrodger@blgcanada.com](#); [Murray.klippenstein@klippensteins.ca](#); [olena.loskutova@gmail.com](#); [paul.clipsham@cme-mec.ca](#); [paul.kerr@shell.com](#); [pfave@rogers.com](#); [pthompson@blg.com](#); [rking@ogilvyrenault.com](#); [rwarren@weirfoulds.com](#); [tbrett@foglers.com](#); [theresa@ccla.ca](#); [yderose@blg.com](#); [Vennes.Yannick@hydro.qc.ca](#); [wmcnally@opsba.org](#)
Subject: EB-2013-0326 OEB Notice of Application / OPA 2014 Revenue Requirement Submission
Date: Wednesday, March 26, 2014 3:53:54 PM
Attachments: [Notice_OPA_Fees_ENG_published_20140326.pdf](#)
[Notice_OPA_Fees_FR_published_20140326.pdf](#)

The Ontario Power Authority is in receipt of the Ontario Energy Board's Notice for its 2014 Revenue Requirement Submission. By Letter of Direction the OPA is required to serve a copy of the attached English version and the attached French version of the Notice, along with the application on all registered intervenors and observers in the OPA's Fiscal 2011 Expenditure and Revenue Requirement Submission (EB-2010-0279).

Accordingly, I am attaching the Notices, and providing you with a link to the OPA's website where the OPA's application and pre-filed evidence can be accessed at any time:

<http://powerauthority.on.ca/regulatory-affairs/2014-revenue-requirement-submission>

Please note that confirmation that you have been served is required, so I kindly ask that you reply to this email confirming receipt of this material.

Thank you.

Miriam Heinz

Regulatory Coordinator | Legal, Aboriginal and Regulatory Affairs

Ontario Power Authority | 120 Adelaide Street West, Suite 1600 | Toronto, ON M5H 1T1

T (416) 969-6045 | E Miriam.heinz@powerauthority.on.ca | www.powerauthority.on.ca

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LEARN MORE

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- Vous inscrire pour observer l'audience en recevant des documents connexes de la Commission.
- Déposer une lettre comprenant vos commentaires, laquelle sera examinée durant l'audience.
- Devenir un participant actif (aussi appelé un intervenant). Vous devez formuler une demande d'ici le **11 avril 2014**, sinon l'audience aura lieu sans vous, et vous ne recevrez aucun autre avis sur celle-ci.
- À la fin du processus, consulter la décision et les motifs connexes de la Commission de l'énergie de l'Ontario sur notre site Web.

APPRENEZ-EN PLUS

Le numéro de dossier pour ce cas est EB-2013-0326. Pour en apprendre davantage sur l'audience, consultez les directives sur la façon de déposer des lettres ou de devenir intervenant. Pour accéder à tout document lié au présent cas, veuillez entrer ce numéro de dossier sur le site Web de la Commission de l'énergie de l'Ontario à l'adresse suivante (page unilingue anglaise) : www.ontarioenergyboard.ca/notice. Si vous avez des questions, vous pouvez également téléphoner à notre centre de relations avec les consommateurs au 1-877-632-2727.

CONFIDENTIALITÉ

Si vous écrivez une lettre de commentaires ou si vous vous inscrivez pour observer l'audience, votre nom et le contenu de votre lettre ou des documents que vous enverrez à la Commission de l'énergie de l'Ontario seront versés au dossier public et affichés sur le site Web de la Commission. Cependant, votre numéro de téléphone, votre adresse domiciliaire et votre adresse électronique seront retirés. Si vous faites office de client commercial, tous vos renseignements demeureront publics. Si vous demandez à devenir un intervenant, tous vos renseignements seront publics.





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Distribution System Plans / Comment Letters and Process for Submission to the OPA
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OPA Submissions in OEB Initiatives
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Requests for Proposals
Ontario's electricity sector illustrated
The OPA in Ontario's energy sector
Accessibility Standard for Customer Service
Careers

2014 Revenue Requirement Submission

The OPA 2014 Revenue Requirement Submission to the Ontario Energy Board can be found below.
[Download the free Adobe Reader.](#)

- [OEB Decision and Order - for interim fees dated December 19, 2013](#)
- [OEB Notice of Application - English](#)
- [OEB Notice of Application - French](#)

Exhibits

Download the [Table of Contents](#) for a listing of all exhibits or a [combined PDF of all exhibits](#) (Note: this is a very large file - 27.4 MB).

Jump down the page for specific files:

- [Exhibit A – Administration](#)
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Exhibit A - Administration

Evidence includes OPA business plan, annual reports, organizational structure, and communications from the Ministry of Energy.

- [A-1-1 - Submission](#)
- [A-1-2 - 2014 Revenue Requirement Submission Overview](#)
- [A-1-3 - Table of Contents](#)
- [A-2-1 - OPA 2014-2016 Business Plan](#)
- [A-2-2 - January 23, 2014 OPA Letter to Ministry of Energy](#)
- [A-2-3 - January 29, 2014 Ministry of Energy Letter to OPA](#)
- [A-3-1 - 2011 Annual Report](#)
- [A-3-2 - 2012 Annual Report](#)
- [A-4-1 - Organization Chart - February 2014](#)
- [A-4-2 - CVs of OPA Witnesses - TBD](#)
- [A-5-1 - List of Directives and Letters](#)
- [A-5-2 - Directives \(June 3, 2011 to December 16, 2013\)](#)

Exhibit B – Goals and Strategic Initiatives

- [B-1-1 - Goal 1 - Conservation](#)
- [B-1-1 - Appendix C - OPA 2012 Conservation Results Report](#)
- [B-2-1 - Goal 2 - Power System Planning](#)
- [B-3-1 - Goal 3 - Electricity Resources](#)
- [B-4-1 - Goal 4 - Business Services and Solutions; and Legal, Aboriginal and Regulatory Affairs](#)
- [B-5-1 - Goal 5 - Communications](#)

Exhibit C - Evidence in Response to Board Decisions

- [C-1-1 - Efficiency Metrics](#)
- [C-1-2 - Summary Report of Consultation Session - October 20, 2011](#)
- [C-1-3 - Proposed Metrics by Division - December 2011](#)
- [C-1-4 - Concentric Report on Metrics - December 10, 2013](#)
- [C-2-1 - Workforce Hiring Practices](#)
- [C-3-1 - Stakeholder Engagement Process](#)

Exhibit D - Operating Costs and Revenue Requirement

Evidence includes revenue requirement, usage fee, operating costs, forecast variances, and deferral accounts.

- [D-1-1 - 2014 Revenue Requirement and Usage Fee](#)
- [D-1-2 - Financial Reporting Methodology](#)
- [D-2-1 - 2014 Registration Fees and Operating Expenses - Variances at Organizational Level](#)
- [D-2-2 - Variance Analyses by Goal](#)
- [D-3-1 - Deferral and Variance Accounts](#)
- [D-3-2 - 2013 Forecast Variance Deferral Account](#)

OPA Cover Letters

Cover letters of the OPA to the Ontario Energy Board.

- March 6, 2014 - OPA Cover Letter - Application and Evidence

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From: [Microsoft Outlook](#)
To: jgirvan@ca.inter.net
Subject: Undeliverable: EB-2013-0326 OEB Notice of Application / OPA 2014 Revenue Requirement Submission
Date: Wednesday, March 26, 2014 3:53:56 PM
Attachments: [EB-2013-0326 OEB Notice of Application OPA 2014 Revenue Requirement Submission.msg](#)

mail-1.ca.inter.net rejected your message to the following e-mail addresses:
HYPERLINK "mailto:jgirvan@ca.inter.net"jgirvan@ca.inter.net (jgirvan@ca.inter.net)

mail-1.ca.inter.net gave this error:

<jgirvan@ca.inter.net>: Recipient address rejected: User unknown in local recipient table

The e-mail address you entered couldn't be found. Check the address and try resending the message. If the problem continues, please contact your helpdesk.

Diagnostic information for administrators:

Generating server: PACAS2.powerauthority.local

jgirvan@ca.inter.net

mail-1.ca.inter.net #550 5.1.1 <jgirvan@ca.inter.net>: Recipient address rejected: User unknown in local recipient table ##

Original message headers:

Received: from PAEXCHANGE4.powerauthority.local ([fe80::d8f:46cb:f2d6:b263])

by PACAS2.powerauthority.local ([:1]) with mapi id 14.02.0342.003; Wed, 26

Mar 2014 15:53:54 -0400

From: Miriam Heinz <Miriam.Heinz@powerauthority.on.ca>

To: "Basil.alexander@klippensteins.ca" <Basil.alexander@klippensteins.ca>,

"biju.gopi@ieso.ca" <biju.gopi@ieso.ca>, "carlton.mathias@opg.com"

<carlton.mathias@opg.com>, "cbrant@willmsshier.com" <cbrant@willmsshier.com>,

"cneme@energyfuturesgroup.com" <cneme@energyfuturesgroup.com>,

"colin.anderson@opg.com" <colin.anderson@opg.com>,

"DavidMacIntosh@nextcity.com" <DavidMacIntosh@nextcity.com>,

"David.butters@appro.org" <David.butters@appro.org>, "dbjornson@hydro.mb.ca"

<dbjornson@hydro.mb.ca>, "dpasumarty@eda-on.ca" <dpasumarty@eda-on.ca>,

"dpoch@eelaw.ca" <dpoch@eelaw.ca>, "jabouchar@willmsshier.com"

<jabouchar@willmsshier.com>, "jack@cleanairalliance.org"

<jack@cleanairalliance.org>, "jay.shepherd@canadianenergylawyers.com"

<jay.shepherd@canadianenergylawyers.com>, "jgibbons@pollutionprobe.org"

<jgibbons@pollutionprobe.org>, "jgirvan@ca.inter.net" <jgirvan@ca.inter.net>,

"jhughes@blg.com" <jhughes@blg.com>, "jsimon@indeco.com" <jsimon@indeco.com>,

"jwrightman@econanalysis.ca" <jwrightman@econanalysis.ca>,

"marion.fraser@rogers.com" <marion.fraser@rogers.com>, "mbuonaguro@piac.ca"

<mbuonaguro@piac.ca>, "mgardner@willmsshier.com" <mgardner@willmsshier.com>,

"mrodger@blgcanada.com" <mrodger@blgcanada.com>,

"Murray.klippenstein@klippensteins.ca"

<Murray.klippenstein@klippensteins.ca>, "olena.loskutova@gmail.com"

<olena.loskutova@gmail.com>, "paul.clipsham@cme-mec.ca"

<paul.clipsham@cme-mec.ca>, "paul.kerr@shell.com" <paul.kerr@shell.com>,

"pfaye@rogers.com" <pfaye@rogers.com>, "pthompson@blg.com"

<pthompson@blg.com>, "rking@ogilvyrenault.com" <rking@ogilvyrenault.com>,

"rwarren@weirfoulds.com" <rwarren@weirfoulds.com>, "tbrett@foglers.com"

<tbrett@foglers.com>, "theresa@cela.ca" <theresa@cela.ca>, "vderose@blg.com"

<vderose@blg.com>, "Vennes.Yannick@hydro.qc.ca" <Vennes.Yannick@hydro.qc.ca>,

"wmcnally@opsba.org" <wmcnally@opsba.org>

Subject: EB-2013-0326 OEB Notice of Application / OPA 2014 Revenue

Requirement Submission

Thread-Topic: EB-2013-0326 OEB Notice of Application / OPA 2014 Revenue

Requirement Submission

Thread-Index: Ac9JLR1Ah/F/edYFRx6T2IMl94osYw==

Date: Wed, 26 Mar 2014 19:53:53 +0000

Message-ID: <C8890117E037A7468EBA86E5D004E16732332627@PAEXCHANGE4.powerauthority.local>

Accept-Language: en-CA, en-US

Content-Language: en-US

X-MS-Has-Attach: yes

X-MS-TNEF-Correlator:

x-originating-ip: [10.10.17.92]

Content-Type: multipart/mixed;

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MIME-Version: 1.0

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To: jhughes@blg.com
Subject: Undeliverable: EB-2013-0326 OEB Notice of Application / OPA 2014 Revenue Requirement Submission
Date: Wednesday, March 26, 2014 3:53:58 PM
Attachments: [EB-2013-0326 OEB Notice of Application OPA 2014 Revenue Requirement Submission.msg](#)

server-3.tower-190.messagegatelabs.com rejected your message to the following e-mail addresses:
HYPERLINK "mailto:jhughes@blg.com"jhughes@blg.com (jhughes@blg.com)

server-3.tower-190.messagegatelabs.com gave this error:
Invalid recipient <jhughes@blg.com> (#5.1.1)

A problem occurred during the delivery of this message to this e-mail address. Try sending this message again. If the problem continues, please contact your helpdesk.

Diagnostic information for administrators:

Generating server: PACAS2.powerauthority.local

jhughes@blg.com

server-3.tower-190.messagegatelabs.com #550 Invalid recipient <jhughes@blg.com> (#5.1.1) ##

Original message headers:

Received: from PAEXCHANGE4.powerauthority.local ([fe80::d8f:46cb:f2d6:b263])

by PACAS2.powerauthority.local (::1) with mapi id 14.02.0342.003; Wed, 26

Mar 2014 15:53:54 -0400

From: Miriam Heinz <Miriam.Heinz@powerauthority.on.ca>

To: "Basil.alexander@klippensteins.ca" <Basil.alexander@klippensteins.ca> ,

"biju.gopi@ieso.ca" <biju.gopi@ieso.ca> , "carlton.mathias@opg.com"

<carlton.mathias@opg.com> , "cbrant@willmsshier.com" <cbrant@willmsshier.com> ,

"cneme@energyfuturesgroup.com" <cneme@energyfuturesgroup.com> ,

"colin.anderson@opg.com" <colin.anderson@opg.com> ,

"DavidMacIntosh@nextcity.com" <DavidMacIntosh@nextcity.com> ,

"David.butters@appro.org" <David.butters@appro.org> , "dbjornson@hydro.mb.ca"

<dbjornson@hydro.mb.ca> , "dpasumarty@eda-on.ca" <dpasumarty@eda-on.ca> ,

"dpoch@eelaw.ca" <dpoch@eelaw.ca> , "jabouchar@willmsshier.com"

<jabouchar@willmsshier.com> , "jack@cleanairalliance.org"

<jack@cleanairalliance.org> , "jay.shepherd@canadianenergylawyers.com"

<jay.shepherd@canadianenergylawyers.com> , "jgibbons@pollutionprobe.org"

<jgibbons@pollutionprobe.org> , "jgirvan@ca.inter.net" <jgirvan@ca.inter.net> ,

"jhughes@blg.com" <jhughes@blg.com> , "jsimon@indeco.com" <jsimon@indeco.com> ,

"jwrightman@econanalysis.ca" <jwrightman@econanalysis.ca> ,

"marion.fraser@rogers.com" <marion.fraser@rogers.com> , "mbuonaguro@piac.ca"

<mbuonaguro@piac.ca> , "mgardner@willmsshier.com" <mgardner@willmsshier.com> ,

"mrodger@blgcanada.com" <mrodger@blgcanada.com> ,

"Murray.klippenstein@klippensteins.ca"

<Murray.klippenstein@klippensteins.ca> , "olena.loskutova@gmail.com"

<olena.loskutova@gmail.com> , "paul.clipsham@cme-mec.ca"

<paul.clipsham@cme-mec.ca> , "paul.kerr@shell.com" <paul.kerr@shell.com> ,

"pfaye@rogers.com" <pfaye@rogers.com> , "pthompson@blg.com"

<pthompson@blg.com> , "rking@ogilvyrenault.com" <rking@ogilvyrenault.com> ,

"rwarren@weirfoulds.com" <rwarren@weirfoulds.com> , "tbrett@foglers.com"

<tbrett@foglers.com> , "theresa@cela.ca" <theresa@cela.ca> , "vderose@blg.com"

<vderose@blg.com> , "Vennes.Yannick@hydro.qc.ca" <Vennes.Yannick@hydro.qc.ca> ,

"wmcnally@opsba.org" <wmcnally@opsba.org>

Subject: EB-2013-0326 OEB Notice of Application / OPA 2014 Revenue

Requirement Submission

Thread-Topic: EB-2013-0326 OEB Notice of Application / OPA 2014 Revenue

Requirement Submission

Thread-Index: Ac9JLR1Ah/F/edYFRx6T2IMl94osYw==

Date: Wed, 26 Mar 2014 19:53:53 +0000

Message-ID: <C8890117E037A7468EBA86E5D004E16732332627@PAEXCHANGE4.powerauthority.local>

Accept-Language: en-CA, en-US

Content-Language: en-US

X-MS-Has-Attach: yes

X-MS-TNEF-Correlator:

x-originating-ip: [10.10.17.92]

Content-Type: multipart/mixed;

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MIME-Version: 1.0

From: Postmaster@indec.com
To: jsimon@indec.com
Subject: Undeliverable: EB-2013-0326 OEB Notice of Application / OPA 2014 Revenue Requirement Submission
Date: Wednesday, March 26, 2014 3:54:18 PM
Attachments: [EB-2013-0326 OEB Notice of Application OPA 2014 Revenue Requirement Submission.msg](#)

Delivery has failed to these recipients or groups:

HYPERLINK "mailto:jsimon@indec.com"jsimon@indec.com

The e-mail address you entered couldn't be found. Please check the recipient's e-mail address and try to resend the message. If the problem continues, please contact your helpdesk.

Diagnostic information for administrators:

Generating server: www.indec.com

jsimon@indec.com

< #5.1.1 X-Notes; User jsimon (jsimon@indec.com) not listed i n Domino Directory> #SMTP#

Original message headers:

Received: from domino-141c.maysoft.com ([208.85.190.141]) by
www.indec.com (Lotus Domino Release 8.5.3) with ESMTP id
2014032615553027-192 ; Wed, 26 Mar 2014 15:55:30 -0400

Received: from opamail.powerauthority.on.ca ([38.112.1.130]) by
domino-75c.maysoft.com (Lotus Domino Release 8.5.3FP5) with ESMTP id
2014032614552178-44722 ; Wed, 26 Mar 2014 14:55:21 -0500

Received: from PAEXCHANGE4.powerauthority.local ([fe80::d8f:46cb:f2d6:b263])
by PACAS2.powerauthority.local ([:1]) with mapi id 14.02.0342.003; Wed, 26
Mar 2014 15:53:54 -0400

From: Miriam Heinz <Miriam.Heinz@powerauthority.on.ca>

To: "Basil.alexander@klippensteins.ca" <Basil.alexander@klippensteins.ca>,
"biju.gopi@ieso.ca" <biju.gopi@ieso.ca>, "carlton.mathias@opg.com"
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"cneme@energyfuturesgroup.com" <cneme@energyfuturesgroup.com>,
"colin.anderson@opg.com" <colin.anderson@opg.com>,
"DavidMacIntosh@nextcity.com" <DavidMacIntosh@nextcity.com>,
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"dpoche@eelaw.ca" <dpoche@eelaw.ca>, "jabouchar@willmsshier.com"
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<jay.shepherd@canadianenergylawyers.com>, "jgibbons@pollutionprobe.org"
<jgibbons@pollutionprobe.org>, "jgirvan@ca.inter.net" <jgirvan@ca.inter.net>,
"jhughes@blg.com" <jhughes@blg.com>, "jsimon@indec.com" <jsimon@indec.com>,
"jwrightman@econanalysis.ca" <jwrightman@econanalysis.ca>,
"marion.fraser@rogers.com" <marion.fraser@rogers.com>, "mbuonaguro@piac.ca"
<mbuonaguro@piac.ca>, "mgardner@willmsshier.com" <mgardner@willmsshier.com>,
"mrodger@blgcanada.com" <mrodger@blgcanada.com>,
"Murray.klippenstein@klippensteins.ca"
<Murray.klippenstein@klippensteins.ca>, "olena.loskutova@gmail.com"
<olena.loskutova@gmail.com>, "paul.clipsham@cme-mec.ca"
<paul.clipsham@cme-mec.ca>, "paul.kerr@shell.com" <paul.kerr@shell.com>,
"pfaye@rogers.com" <pfaye@rogers.com>, "pthompson@blg.com"
<pthompson@blg.com>, "rking@ogilvyrenault.com" <rking@ogilvyrenault.com>,
"rwarren@weirfoulds.com" <rwarren@weirfoulds.com>, "tbrett@foglers.com"
<tbrett@foglers.com>, "theresa@ccla.ca" <theresa@ccla.ca>, "vderose@blg.com"
<vderose@blg.com>, "Vennes.Yannick@hydro.qc.ca" <Vennes.Yannick@hydro.qc.ca>,
"wmcnally@opsba.org" <wmcnally@opsba.org>

Subject: EB-2013-0326 OEB Notice of Application / OPA 2014 Revenue
Requirement Submission

Thread-Topic: EB-2013-0326 OEB Notice of Application / OPA 2014 Revenue
Requirement Submission

Thread-Index: Ac9JLR1Ah/F/edYFRx6T2IMl94osYw==

Date: Wed, 26 Mar 2014 19:53:53 +0000

Accept-Language: en-CA, en-US

X-MS-Has-Attach: yes

X-MS-TNEF-Correlator:

x-originating-ip: [10.10.17.92]

MIME-Version: 1.0

X-MIMETrack: Itemize by SMTP Server on domino-75c.maysoft.com/MaysoftExternal(Release
8.5.3FP5|July 31, 2013) at 03/26/2014 02:55:24 PM,
Serialize by Router on domino-141c.maysoft.com/MaysoftExternal(Release
8.5.3FP5|July 31, 2013) at 03/26/2014 02:55:30 PM,
Itemize by SMTP Server on domino.indec.com/IndEco(Release 8.5.3|September

From: [Mail Delivery System](#)
To: cbrant@willmsshier.com
Subject: Undeliverable: EB-2013-0326 OEB Notice of Application / OPA 2014 Revenue Requirement Submission
Date: Wednesday, March 26, 2014 3:54:03 PM
Attachments: [EB-2013-0326 OEB Notice of Application OPA 2014 Revenue Requirement Submission.msg](#)

Delivery has failed to these recipients or groups:

HYPERLINK "mailto:cbrant@willmsshier.com" cbrant@willmsshier.com

A problem occurred during the delivery of this message to this e-mail address. Try sending this message again. If the problem continues, please contact your helpdesk.

Diagnostic information for administrators:

Generating server: mail.willmsshier.com

cbrant@willmsshier.com

< #5.0.0 smtp; 5.1.1 - Bad destination email address 'reject' (delivery attempts: 0)> #SMTP#

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Received: from opamail.powerauthority.on.ca (legacyowa.powerauthority.on.ca [38.112.1.130]) (Using TLS) by uk-mta-5.uk.mimecast.lan; Wed, 26 Mar 2014 19:55:11 +0000

Received: from PAEXCHANGE4.powerauthority.local ([fe80::d8f:46cb:f2d6:b263]) by PACAS2.powerauthority.local ([:1]) with mapi id 14.02.0342.003; Wed, 26 Mar 2014 15:53:54 -0400

From: Miriam Heinz <Miriam.Heinz@powerauthority.on.ca>

To: "Basil.alexander@klippensteins.ca" <Basil.alexander@klippensteins.ca>, "biju.gopi@ieso.ca" <biju.gopi@ieso.ca>, "carlton.mathias@opg.com" <carlton.mathias@opg.com>, "cbrant@willmsshier.com" <cbrant@willmsshier.com>, "cneme@energyfuturesgroup.com" <cneme@energyfuturesgroup.com>, "colin.anderson@opg.com" <colin.anderson@opg.com>, "DavidMacIntosh@nextcity.com" <DavidMacIntosh@nextcity.com>, "David.butters@appro.org" <David.butters@appro.org>, "dbjornson@hydro.mb.ca" <dbjornson@hydro.mb.ca>, "dpasumarty@eda-on.ca" <dpasumarty@eda-on.ca>, "dpoch@eelaw.ca" <dpoch@eelaw.ca>, "jabouchar@willmsshier.com" <jabouchar@willmsshier.com>, "jack@cleanairalliance.org" <jack@cleanairalliance.org>, "jay.shepherd@canadianenergylawyers.com" <jay.shepherd@canadianenergylawyers.com>, "jgibbons@pollutionprobe.org" <jgibbons@pollutionprobe.org>, "jgirvan@ca.inter.net" <jgirvan@ca.inter.net>, "jhughes@blg.com" <jhughes@blg.com>, "jsimon@indec.com" <jsimon@indec.com>, "jwrightman@econanalysis.ca" <jwrightman@econanalysis.ca>, "marion.fraser@rogers.com" <marion.fraser@rogers.com>, "mbuonaguro@piac.ca" <mbuonaguro@piac.ca>, "mgardner@willmsshier.com" <mgardner@willmsshier.com>, "mrodger@blgcanada.com" <mrodger@blgcanada.com>, "Murray.klippenstein@klippensteins.ca" <Murray.klippenstein@klippensteins.ca>, "olena.loskutova@gmail.com" <olena.loskutova@gmail.com>, "paul.clipsham@cme-mec.ca" <paul.clipsham@cme-mec.ca>, "paul.kerr@shell.com" <paul.kerr@shell.com>, "pfaye@rogers.com" <pfaye@rogers.com>, "pthompson@blg.com" <pthompson@blg.com>, "rking@ogilvyrenault.com" <rking@ogilvyrenault.com>, "rwarren@weirfoulds.com" <rwarren@weirfoulds.com>, "tbrett@foglers.com" <tbrett@foglers.com>, "theresa@ccla.ca" <theresa@ccla.ca>, "vderose@blg.com" <vderose@blg.com>, "Vennes.Yannick@hydro.qc.ca" <Vennes.Yannick@hydro.qc.ca>, "wmcnally@opsba.org" <wmcnally@opsba.org>

Subject: EB-2013-0326 OEB Notice of Application / OPA 2014 Revenue Requirement Submission

Thread-Topic: EB-2013-0326 OEB Notice of Application / OPA 2014 Revenue Requirement Submission

Thread-Index: Ac9JLR1Ah/F/edYFRx6T2IMl94osYw==

Date: Wed, 26 Mar 2014 19:53:53 +0000

Message-ID: <C8890117E037A7468EBA86E5D004E16732332627@PAEXCHANGE4.powerauthority.local>

Accept-Language: en-CA, en-US

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X-MS-Has-Attach: yes

X-MS-TNEF-Correlator:

x-originating-ip: [10.10.17.92]

MIME-Version: 1.0

X-MC-Unique: LRkyReFQS7ikT0pkbE91xA-1

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